



STRATEGIC POLICING AND CRIME BOARD

Tuesday, 23 November 2021

Report: Estates Strategy Review 2021 – update

Presented by: Andy Kelly

Purpose of paper

1. The purpose of this report is to provide an update to the paper submitted to the Strategic Policing and Crime Board (SPCB), on 28 September 2021 regarding the Estates Strategy and building a Modern Police Service.

Background

2. A comprehensive estates strategy was approved at SPCB February 2018. The Chief Constable provided an update to this strategy at SPCB September 2021.
3. A series of principles was outlined that cover how the estates strategy supports the WMP operating model. These principles have been reviewed and tested by operational leaders.
4. Since publication of the 2018 strategy, it has been necessary to re-prioritise and adjust delivery in order to pro-actively respond to changing operational demands (i.e. Commonwealth Games, Officer Uplift) and support the force’s response to Covid-19. The pandemic has delayed delivery of some projects and continues to present challenges to cost, supply and resources.
5. This report details the latest projections by site and Neighbourhood Policing Unit (NPU), based on operational policing requirements and the agreed guiding principles.
6. The programme of work to deliver such a comprehensive change in estate is a long-term undertaking and will be delivered over a number of years.

The Estates Principles

7. The estates guiding principles follow below; they were detailed in the previous paper:

Principle 1	We will continue to provide locally accessible Public Contact Offices
Principle 2	Neighbourhood teams should be located in or very close to their communities. Where we can share a site with partners this should be our preferred option.
Principle 3	Our emergency response services need to be located so that they can meet our urgent requests for help.
Principle 4	We seek to create a specialist high density custody estate to improve detainee safety, efficiency and support modern services to investigate crime

Principle 5	We have resilient command and control locations (Force Contact Centres).
Principle 6	We aim to support a safe and healthy workforce.
Principle 7	We aim for a modern learning approach and estate to support this.
Principle 8	We will co locate strategic policing services with national partners where possible.
Principle 9	We require high quality estate to meet forensic regulation requirements.
Principle 10	We will seek best value when disposing of surplus estate, having tested alternative uses for unwanted sites
Principle 11	We will deliver modern, efficient, flexible, agile accommodation

How the strategy supports the Principles

8. There are many functions within WMP, and they do not align simply to specific/particular buildings; consequently, it is important to look at the principles underpinning the operating model to understand the approach to assignment of estate.
9. Each NPU will have a primary base (NPU HQ) and a distributed network of Neighbourhood Teams (NHTs). Other corporate functions will be located across the estate, either co-locating with (often multiple) other functions or in specific, dedicated sites.
10. There will still be 10 Public Contact Offices (PCOs) located across the West Midlands, to complement the other channels through which citizens can contact WMP, such as the force website, webchat and 101 as well as other social media applications for non-crime reporting purposes. (Principle 1)
11. WMP has a significant number of NHTs distributed across the whole of the force area. (Principle 2). The vast majority of NHTs will remain in their existing areas at the heart of the community, the key difference being that, where appropriate, we will seek to co-locate with partner or other parties to reduce the amount of costly estate that needs to be maintained (Principle 8).
12. Co-locating Neighbourhood resources with partner agencies supports greater integration and delivers operational benefits, for example: enabling joint incident attendance, road safety initiatives and joint working with representatives from other agencies such as schools liaison officers. (Principle 2)
13. The uplift in officers has resulted in a re-alignment of Force Response; it is now proposed to distribute the function across the force in 8 hubs, namely Wolverhampton, Dudley (currently Brierley Hill), Bournville Lane, Coventry Central, Chelmsley Wood, Park Lane, Stechford and Bloxwich. (Principle 3)
14. A third custody hub will be built on the eastern side of the force, complementing the high-density hubs at Perry Barr and Oldbury This builds on the success of the existing hubs, supporting increased professionalism of the service and providing safer custody environments. Additionally, it will see co-location of investigative and custody teams, and provide a central, safe location for victims to visit. (Principle 4)
15. We will continue to deliver command and control functionality from a number of sites (Wednesfield transferring to Wolverhampton, Park Lane, Lloyd House, Coventry and West Bromwich). The command and control centres are the focal point for the public to contact WMP and where resources are assigned or dispatched in response to calls for service. (Principle 5)

16. Principles 6, 7 and 11 recognise the need to provide modern flexible estate, which is inclusive, efficient and more economic to run, underpinned by the NWoW brand. Flexibility allows it to adapt and accommodate changes in the operating model that can't so easily be achieved by the older estate. These principles will be applied to all future refurbishments and new/re-builds.
17. With pressure on our Ridgepoint site, we have initiated a review of the estates provision for our Forensic services to ensure that growth in demand and scope for the service is addressed. (Principle 9).
18. Finally, some sites are still identified for disposal, underpinned by the outlined principles. Re-provision or co-location will be completed before the force disposes of a site and best value will be sought, engaging with partners and the public when a more realistic horizon for disposal exists. The disposal of any WMP property will be undertaken only after specific sign-off by the Police and Crime Commissioner, to whom decisions regarding disposals ultimately fall. This will occur only once the PCC is satisfied that opportunities for social value have been explored and police presence has been protected. (Principle 10)

The Future Force Estate

19. This section offers a representation of the planned force estate at the conclusion of the programme of works. Fig.1 is an overview of the future force estate in its entirety; there then follows an NPU by NPU view.
20. Projected delivery dates offer a guide to completion of 'construction' in support of future solutions and/or are the earliest a site is likely to be available for disposal.

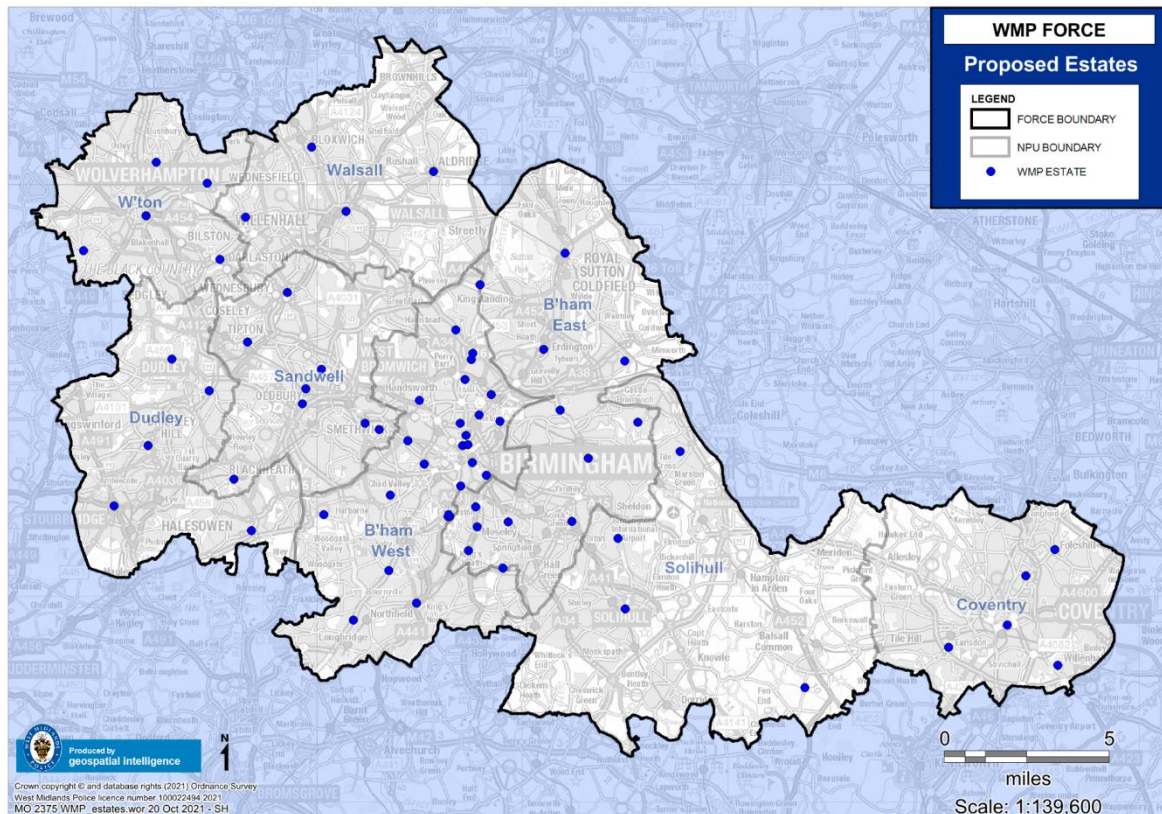


Fig.1 Force-wide view following implementation of the WMP Estates Strategy

Birmingham East - NPU HQ at Stechford

21. On Birmingham East, the West NPU HQ and PCO (Public Contact Office) will remain at Stechford and will undergo a refurbishment, whilst Erdington will be re-built. Moseley is due for refurbishment early 2022 and will then also accommodate the NHT from Sparkhill, which will be disposed of. Arrangements for colocation of the NHTs at Shard End and Kingstanding sites are also under investigation which would ultimately lead to disposal of these sites.
22. Sutton Coldfield will be disposed of once the NHTs and Public Contact Office are relocated locally and corporate functions there will be accommodated in the wider force estate; with its low occupancy, Sutton Coldfield is one of several sites used for decant purposes to allow refurbishment at other sites. Acocks Green and Kings Heath are under review in response to changes to the operating model.

23. Acocks Green was originally identified for disposal, with teams moving to Stechford; however, with the revised 8-hub Response model, this proposal is no longer viable. Thus, the Acocks Green site will be surveyed to determine whether or not refurbishment is feasible whilst co-location opportunities with partners will also be considered.

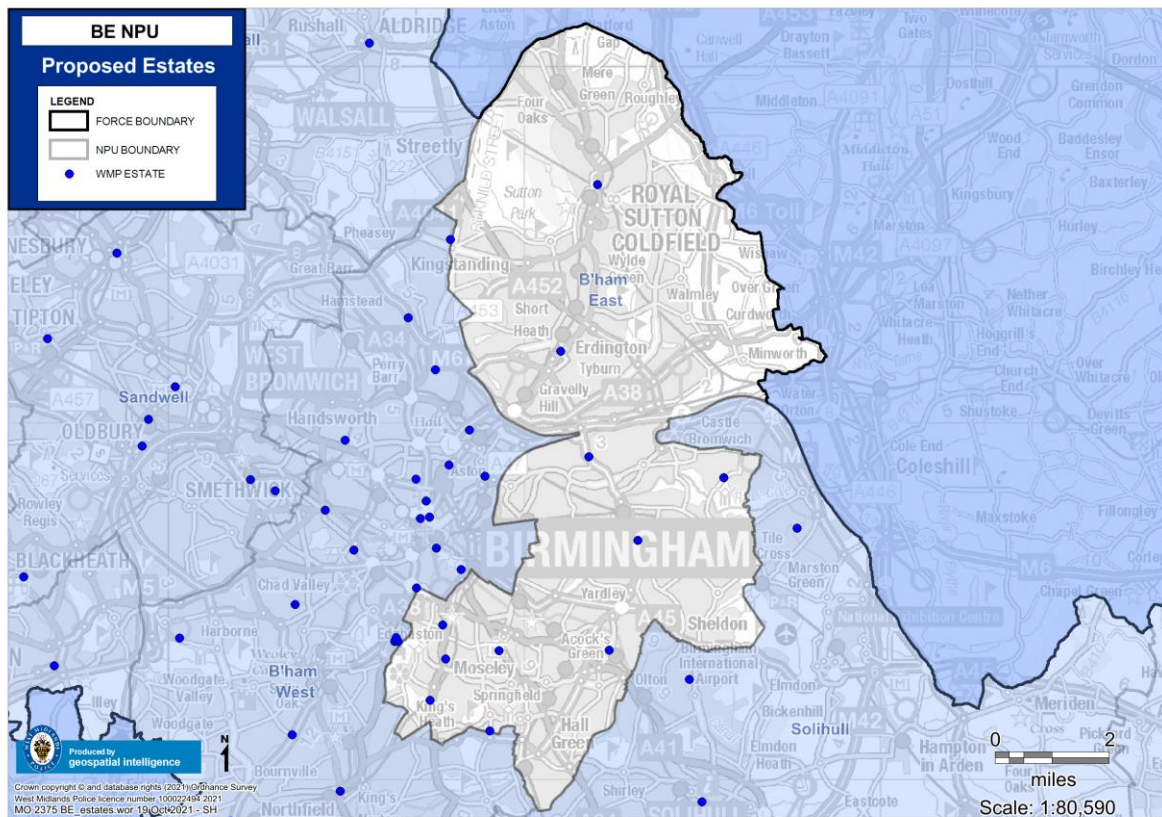


Fig.2 Birmingham East

Site	Proposed outcome	Details	Projected delivery date (not before)
Acocks Green	Under review	NHTs will be accommodated locally – feasibility of refurbishing site will be undertaken (see above)	Under review; dates tbc
Balsall Heath	Disposal	NHT will relocate locally	Autumn 2022
Castle Vale	Retain	No Change – NHT co-located in partner building	
Kings Heath	Under review	Under Review	Under review
Moseley	Retain	Refurbishment – will accommodate NHTs on completion	Summer 2022
Shard End	Disposal	NHT will co-locate locally	Summer 2024
Sparkhill	Disposal	NHT will co-locate locally; Also holds museum artefacts to be transferred to lock-up museum	Autumn 2022
Stechford	Retain	Refurbishment Multiple corporate functions. PCO, NHTs and response will remain on-site	Spring 2024
Sutton Coldfield	Disposal	NHTs and PCO will co-locate locally; Response will operate from the 8-hubs.	Winter 2025
Erdington	Retain	Rebuild	Summer 2025

		NHTs will remain on-site	
Kingstanding	Disposal	NHT will co-locate locally	Winter 2022

Birmingham West – NPU HQ at Lloyd House

24. Birmingham West NPU HQ will remain at Lloyd House together with NHTs and the PCO; this site was recently refurbished with significant intensification of occupancy. Bournville Lane will be re-built on a smaller scale, retaining the PCO and NHTs. Edgbaston will be refurbished in 2022; this will release the Ladywood site for disposal. The Summerfield site is currently undergoing refurbishment and Newtown will be refurbished once the current occupants have vacated the site.
25. Kings Norton and Northfield NHTs have already co-located with WMFRS and further co-location opportunities will be sought for the NHTs at Harborne, Digbeth, Handsworth and Nechells; corporate functions within these sites will be accommodated within the wider force and these buildings will be disposed of. The NHT at Billesley is already co-located at Billesley Fire Station.
26. Central Custody is a recent new-build as one of the three hubs along with Western Custody (Oldbury) and the planned new-build at Coventry. The former lock-up on Steelhouse Lane is currently being transformed into a heritage centre housing a museum and public engagement facilities. The remainder of the Steelhouse Lane complex will be disposed of, with the occupants being relocated to other force premises.

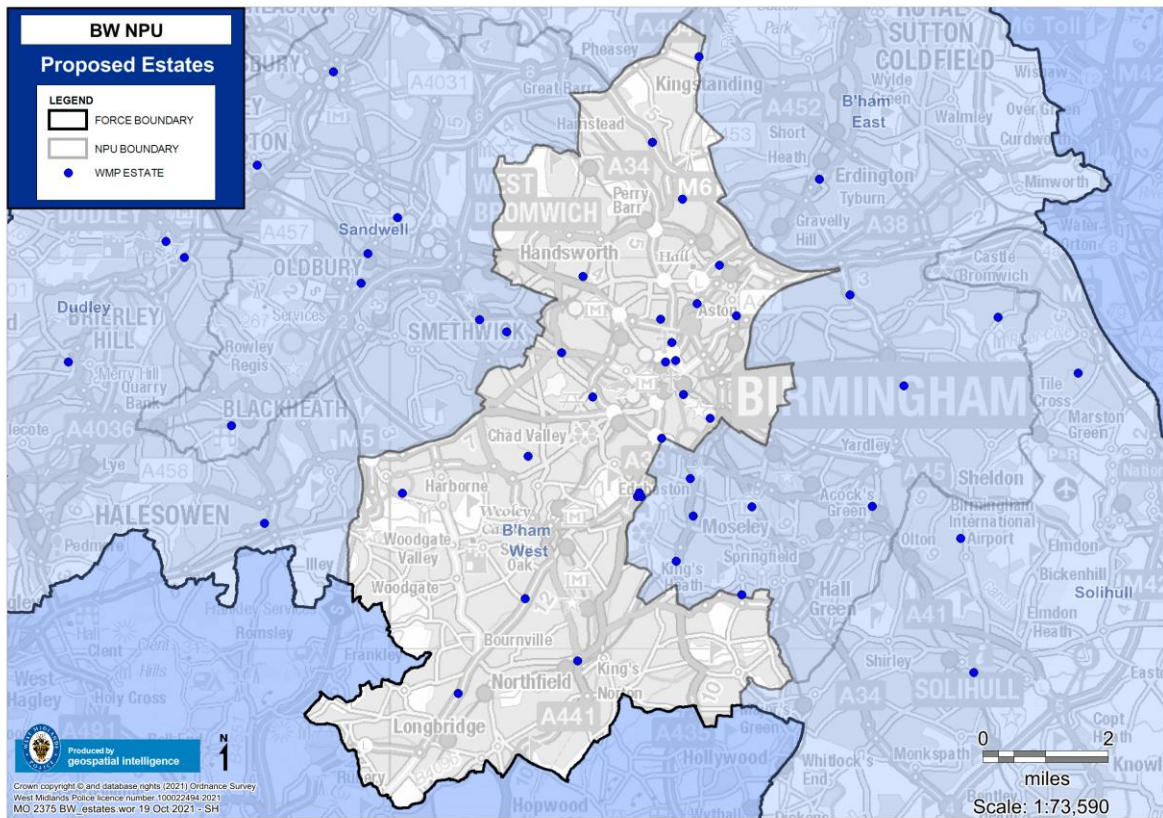


Fig.2 Birmingham West

Site	Proposed outcome	Details	Projected delivery date (not before)
Billesley WMFRS	Retain	NHT co-located with WMFRS	
Bournville Lane	Retain	Re-build to deliver a smaller site but still with multiple teams inc. NHTs and PCO	Summer 2025
Broadway School	Retain	No Change – NHT co-located in partner building	
Edgbaston	Retain	Refurbishment will house corporate functions from Ladywood	Autumn 2022
Harborne	Disposal	NHT will co-locate locally; All other teams will relocate within WMP estate	Summer 2025
Kings Norton WMFRS	Retain	NHT co-located with WMFRS	
Northfield WMFRS	Retain	NHT co-located with WMFRS	
Quinton	Disposal	Building is currently vacant	Spring 2022
Aston (Queens Rd)	Under Review	Under review	Under review
Central Custody	Retain	Recent New-build	
Central Lock-Up (Museum)	Retain	Refurbishment	Spring 2022
Digbeth	Disposal	NHT will re-locate/co-locate locally; All other teams will relocate within WMP estate	Summer 2025
Handsworth	Disposal	NHT will co-locate locally; All other teams will relocate within WMP estate	Spring 2024
Nechells	Disposal	NHT will co-locate locally;	Autumn 2023
Newtown	Retain	Refurbishment	Summer 2023
Steelhouse Lane	Disposal	Teams will re-locate within WMP estate	Summer 2025
Summerfield	Retain	Undergoing Refurbishment	Winter 2021

Coventry – NPU HQ at Little Park Street

27. Coventry will see delivery of a new Custody Suite in line with the design at Perry Barr and Oldbury; it is planned that this will be situated in the Canley area. The current site at Little Park Street will be re-built to serve as the NPU HQ and Response bases and will house a PCO.

28. NHTs at Bell Green and Foleshill will remain at or near to their current locations. The final solutions for both are currently under review; we are looking at the feasibility of a re-build at Foleshill, otherwise, a co-location solution will be investigated. For Bell Green, there is a potential co-location opportunity as part of a wider development in that area.

29. Canley is recommended for disposal as it will not be required with the NHT relocating to the nearby Custody site.

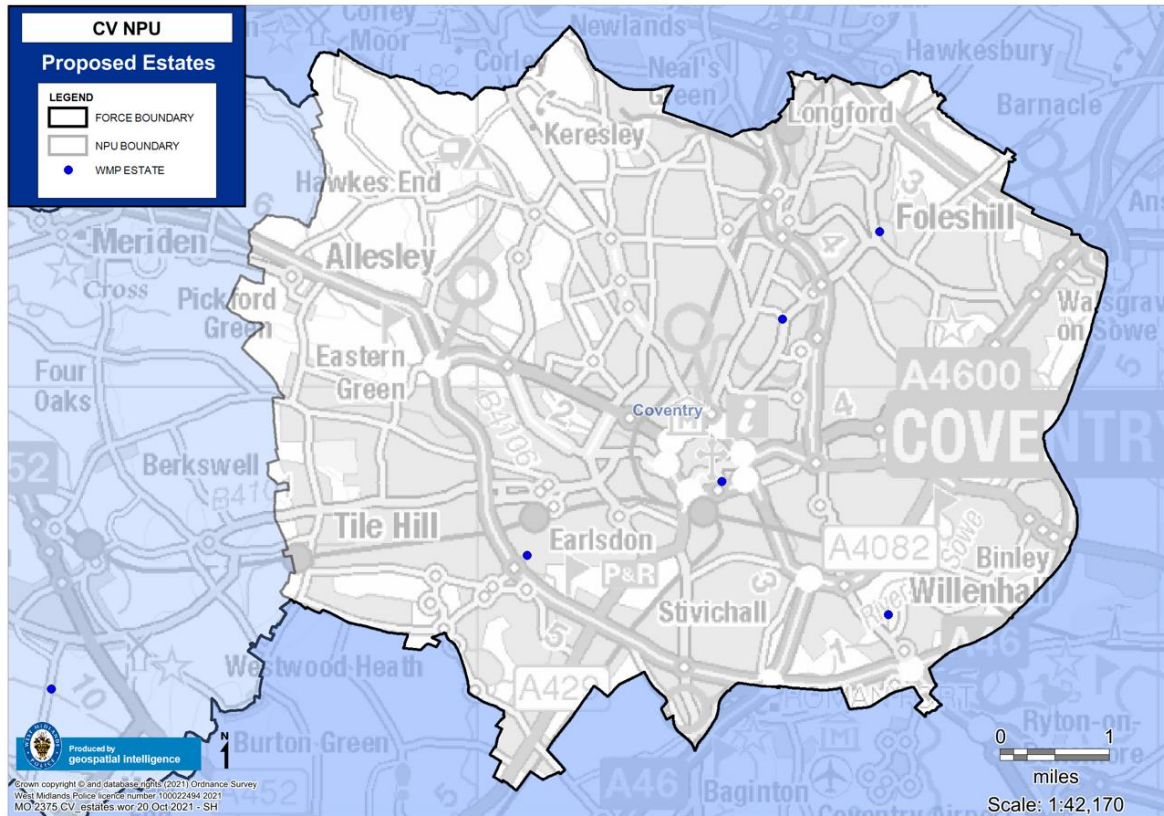


Fig.3 Coventry

Site	Proposed outcome	Details	Projected delivery date (not before)
Bell Green	Under Review	NHT will remain local however, current leased provision may be subject to local shopping centre redevelopment	See above; dates tbc
Canley	Disposal	NHT will re-locate to new custody block	Autumn 2025
Coventry Central (L. Park St.)	Retain	Rebuild & Disposal of excess land; Smaller site but still with multiple teams inc. NHTs. Response and PCO will remain here.	Winter 2025
Foleshill	Potential re-build	NHT will remain local either in new-build or partnership co-location	Winter 2025
Willenhall	Under Review	Under review	Under review
Eastern Custody	New-build	New Build Custody Block, NHT base and office accommodation for corporate functions	Spring 2024

Dudley - NPU HQ to transfer from Brierley Hill to Dudley

30. Dudley will see delivery of a new NPU HQ in the town centre, replacing the current HQ at Brierley Hill. As well as a new location for the Dudley PCO and Response, the site will be home to Dudley NHTs releasing leased accommodation nearby. NHTs based at Brierley Hill and Halesowen will be co-located locally and any corporate functions will be relocated within the wider force estate.

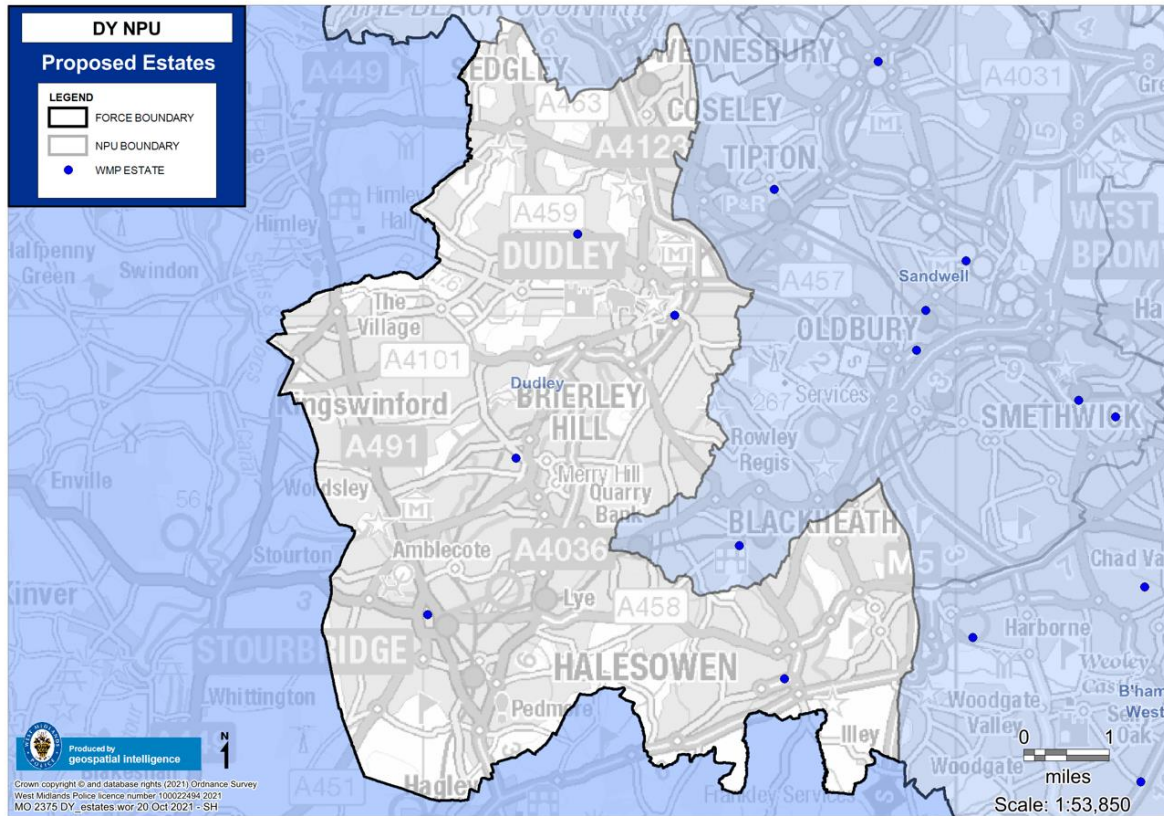


Fig.4 Dudley

Site	Proposed outcome	Details	Projected delivery date (not before)
Brierley Hill	Disposal	To be replaced by new Dudley NPU HQ; NHTs will co-locate locally	Autumn 2024
New NPU HQ (Dudley)	New-build	New Build to include NHT, PCO and Force Response	Spring 2023
Dudley WMFRS (Sedgley)	Retain	NHT co-located with WMFRS	
Dudley St James' Road	Disposal	NHTs will move to new NPU HQ nearby	Autumn 2024
Halesowen	Disposal	NHT will co-locate locally; Other teams will relocate within the WMP estate	Spring 2025

Solihull – NPU HQ to transfer from Solihull to Chelmsley Wood

31. Chelmsley Wood will become the NPU HQ following refurbishment, with Winchcombe Road having been recently refurbished. The PCO and NHTs currently sited at the Solihull town site will be co-located locally.

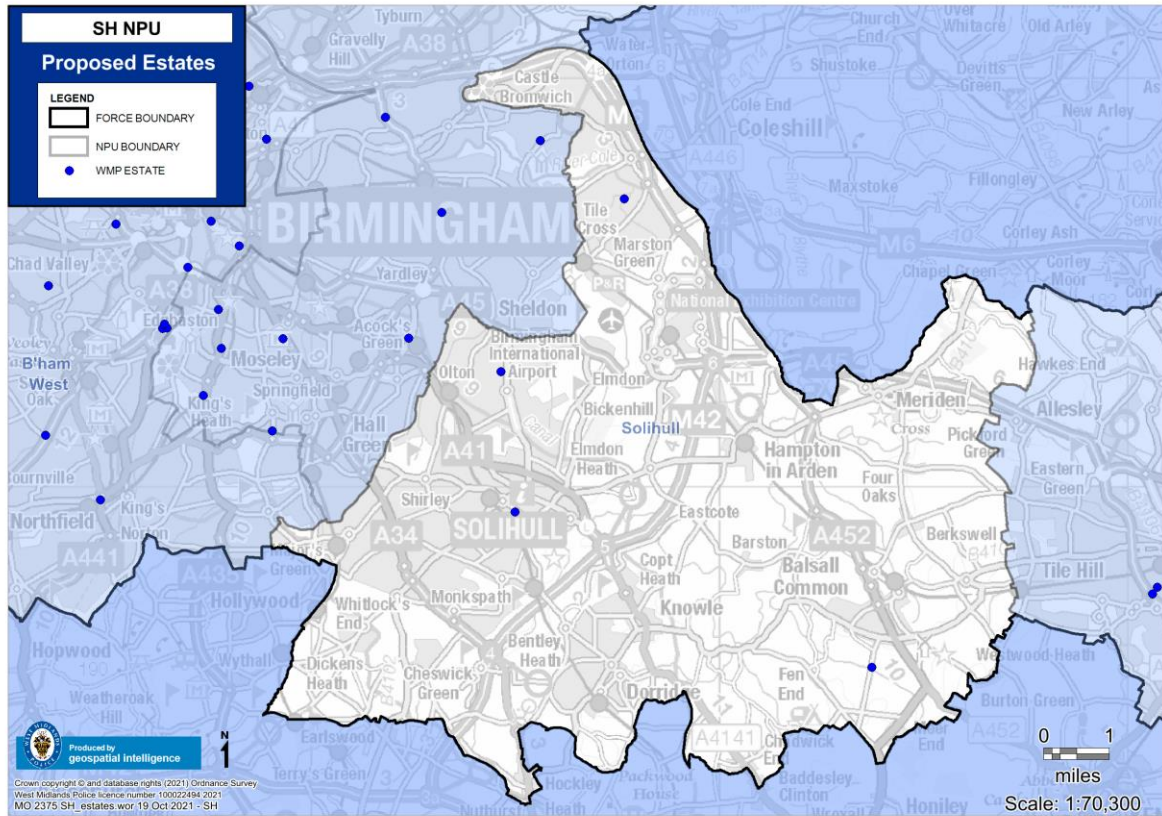


Fig.5 Solihull

Site	Proposed outcome	Details	Projected delivery date (not before)
Chelmsley Wood	Retain	Refurbishment Multiple functions including Response and NHTs	Summer 2024
Solihull	Disposal	NHTs and Public Contact Office will co-locate locally	Autumn 2025
Winchcombe Road	Retain	Recently Refurbished	

Sandwell – NPU HQ: West Bromwich

32. Sandwell will see a number of NHTs co-located locally to allow the release of the current buildings. The NHT at Haden Cross is an example of where local co-location has been successfully delivered as the NHT, previously located at the Old Hill Police Base, now operate from the fire station at Haden Cross.
33. The NPU already holds one of the specialist custody blocks complementing that at Perry Barr and the planned new-build at Coventry. The NPU HQ in West Bromwich will undergo a refurbishment, retaining its PCO. Windmill House is currently identified for disposal; a refreshed Organisational Learning strategy is not likely to require this building in the future.

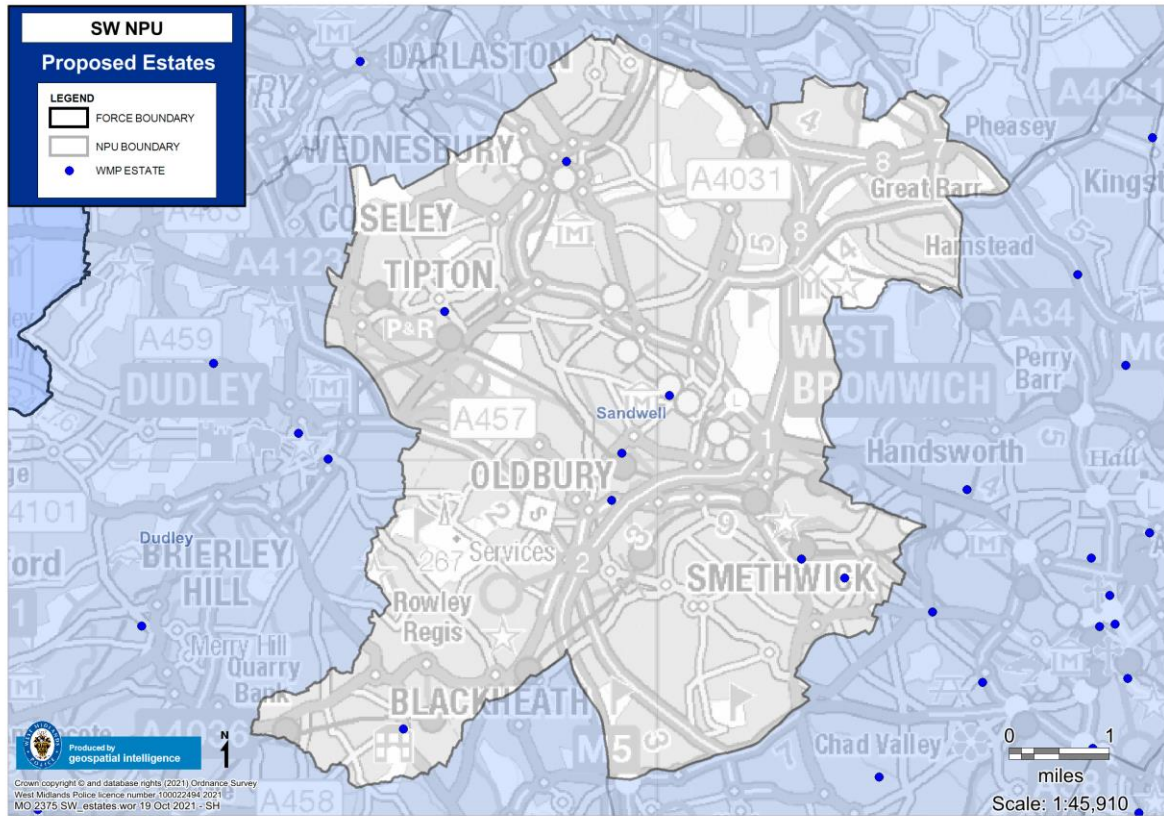


Fig.6 Sandwell

Site	Proposed outcome	Details	Projected delivery date (not before)
Haden Cross WMFRS	Retain	NHTs co-located with WMFRS	
Oldbury	Disposal	NHT will co-locate locally Forensic Services will relocate	Summer 2024
Smethwick	Disposal	NHT will co-locate locally	Spring 2025
Tipton	Disposal	NHT will co-locate locally	Autumn 2025
Wednesbury	Disposal	NHT will co-locate locally	Summer 2023
West Bromwich	Retain	Refurbishment Multiple corporate functions, PCO and NHTs. Response will operate from the 8-hubs	Winter 2023
Western Custody	Retain	Recent New-build	
Windmill House	Disposal	Organisational Learning requirements will define	TBC

Walsall – NPU HQ: Bloxwich

34. The NPU HQ at Bloxwich was refurbished recently and Walsall Civic Centre is an example of successful co-location of NHTs into partner accommodation. Bloxwich will also be a base for force Response and will accommodate Walsall's PCO. The sites at Aldridge and Willenhall are planned for disposal after suitable local accommodation is found for the NHTs.

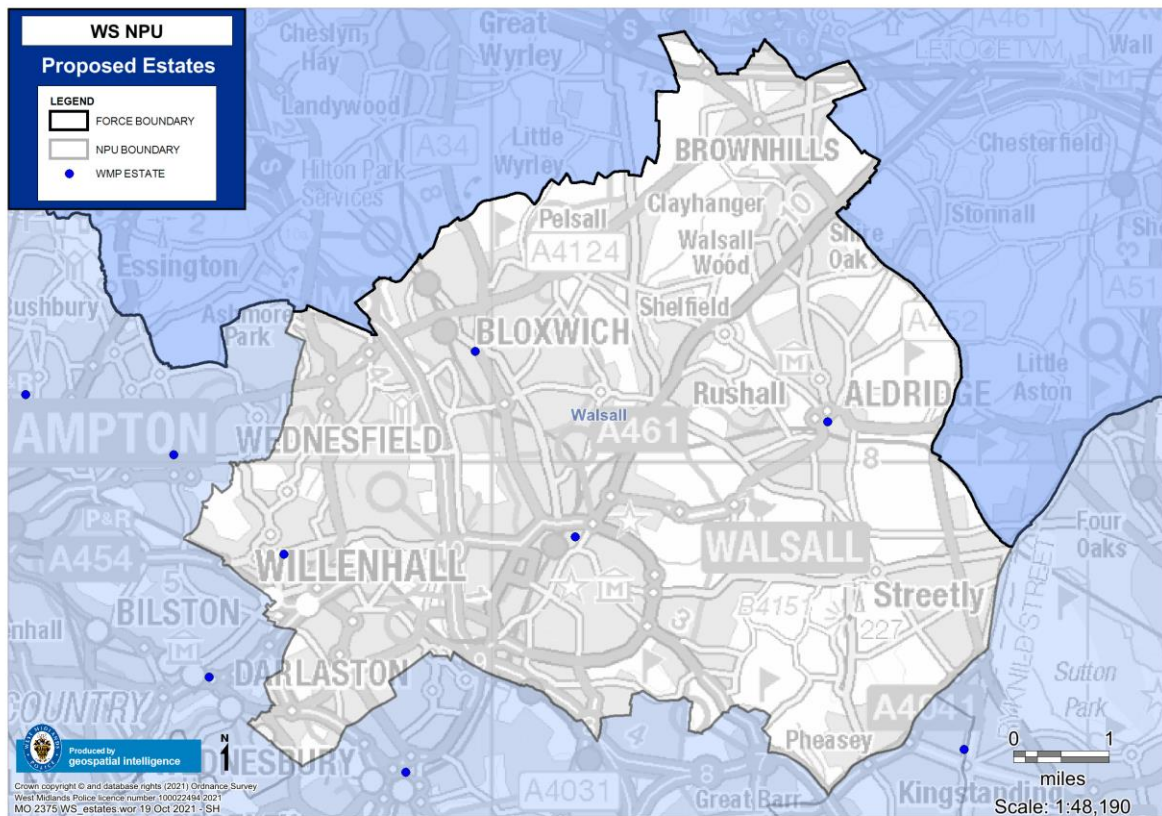


Fig.7 Walsall

Site	Proposed outcome	Details	Projected delivery date (not before)
Aldridge	Disposal	NHTs will co-locate locally	Winter 2022
Bloxwich	Retain	Recently Refurbished Multiple corporate functions, including Response, PCO and NHTs	
Walsall Civic Centre	Retain	NHTs co-located in Partnership Building	
Willenhall Walsall	Disposal	NHTs will co-locate locally	Winter 2022

Wolverhampton – NPU HQ: Wolverhampton City Centre

35. The sites at Bilston and Low Hill are currently undergoing refurbishment and Wolverhampton NPU HQ refurbishment will follow during the programme of works. Wolverhampton's PCO will remain at the city centre site as will Force Response. Wednesfield is identified as a site for disposal, after the NHT has been co-located locally.

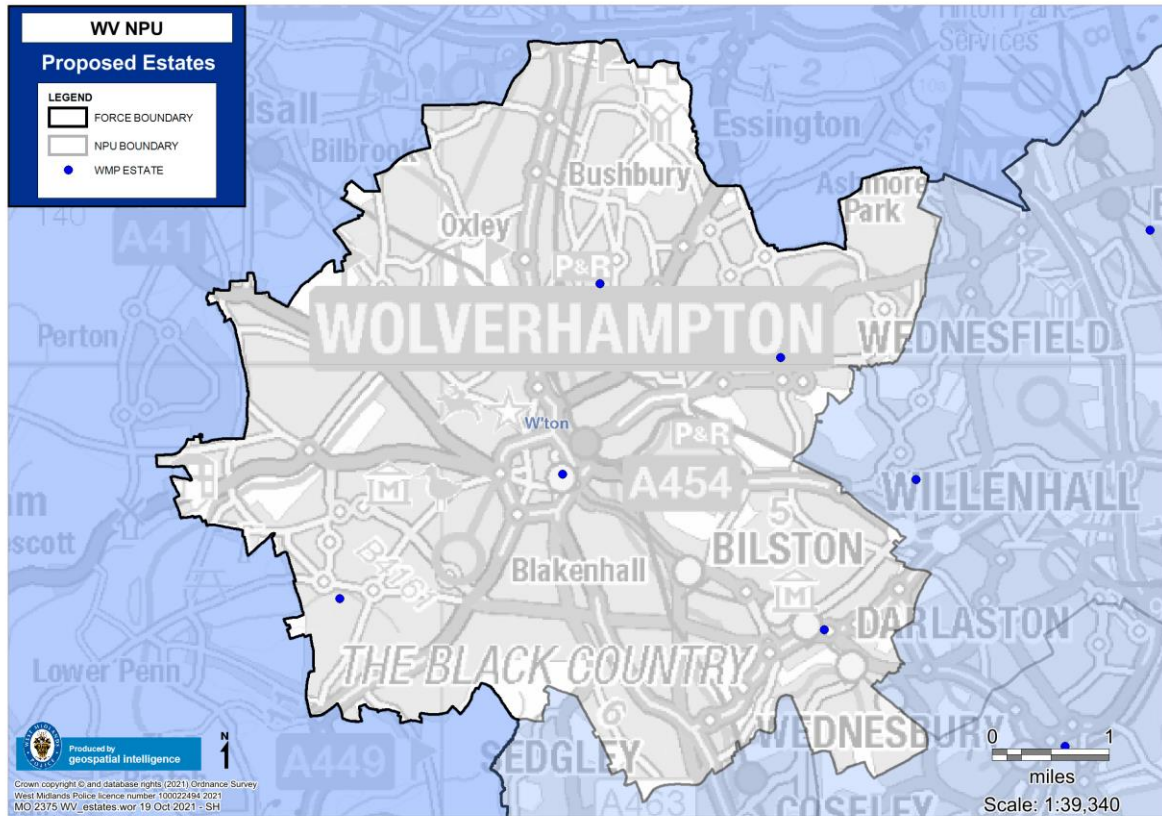


Fig.8 Wolverhampton

Site	Proposed outcome	Details	Projected delivery date (not before)
Bilston	Retain	Undergoing Refurbishment; Multiple corporate functions and NHTs	Winter 2021
Low Hill	Retain	Undergoing Refurbishment (NHTs)	Winter 2021
Pennwood Court	Retain	NHT co-located in Partnership Building	
Wednesfield	Disposal	NHTs will co-locate locally	Autumn 2025
Wolverhampton Central	Retain	Refurbishment; Multiple corporate functions, including Response, PCO and NHTs	Winter 2024

‘Corporate Sites’

36. There is also a number of sites holding multiple or specialist ‘corporate’ functions; most of these sites will remain ‘as-is’.
37. The programme has recently delivered a new logistics centre in Perry Barr and re-developed Park Lane as a fully operational site housing multiple functions including a new Event Control Suite.
38. Bradford Street will be redeveloped and the site at Ladywood will be disposed of as teams will relocate to Edgbaston. The Ridgepoint House and Tally Ho sites are currently under review.

Site	Proposed outcome	Details	Projected delivery date (not before)
Bradford Street	Retain	Re-build; Numerous functions to be accommodated	TBC
CMPG Perry Barr	Retain	No Change	
Balsall Common Dog Training	Retain	Refurbishment	TBC
Ladywood	Disposal	Teams will relocate to Edgbaston	Winter 2025
Lloyd House	Retain	No Change (Multiple corporate functions, NHTs and B'Ham West NPU HQ, PCO)	
Logistics Centre	Retain	No Change (Multiple corporate functions)	
Park Lane	Retain	No Change; Multiple functions including Event Control, Firearms and Response	
Cosford	Retain	No Change	
Ridgepoint House	Under Review	Under Review (provision of Forensic Services)	Under Review
Tally Ho	Under Review	Under Review Training College and Search House; Sports & Social	Under Review

Next Steps

The board is asked to consider this paper.

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