



Sussex Police Estates and Facilities Department Estates Strategy 2013- 2018:

Introduction

- 1.1 Sussex Police are seeking to ensure that the provision of the estate supports and improves the delivery of policing services for the public in an affordable and cost-effective way.
- 1.2 This five year strategy is based on the new Police and Crime Plan (April 2013), the Sussex Police Operational Delivery Plan (April 2013) and the Estates and Future Workplace Strategy (May 2012). It supports the aims and objectives of the Serving Sussex 2015 programme and aligns with the aims of the developing Surrey Police Estate Strategy. It retains an element of flexibility to ensure that we can respond to the needs of the next phase of the Collaboration Programme as plans develop.
- 1.3 The strategy considers the operational policing needs in relation to key strategic sites and delivery of local policing, the needs of local communities and the opportunities for partnering with other police forces, particularly Surrey Police, emergency services, local authorities and other public sector organisations.
- 1.4 A number of operational and customer needs assessments and site evaluations have been considered and included within this strategy, but in some cases, further professional advice will be required to finalise plans and costings.

Our Estate

- 2.1 The Sussex Police portfolio is located across the counties of East Sussex, West Sussex, and the city of Brighton and Hove, which comprises of almost 1million acres of land across England's south coast. The Sussex Police estate includes over 100 individual sites with a gross internal floor area in excess of 104,000sqm.
- 2.2 Our properties range from 19th century buildings to brand new purpose built buildings. The majority of the estate is 1950s, 60s and 70s standard reinforced concrete frame and brick infill panel construction.
- 2.3 There are a number of key strategic sites which include Lewes HQ, Slaugham Manor training & conference centre and Sussex House. Specialist public order training takes place at Kingstanding, which is located within the Ashdown Forest.
- 2.4 Divisional Commands are based in Crawley for West Sussex, Eastbourne (Grove Road) for East Sussex and at John Street in Brighton.
- 2.5 There are a number of large police buildings (i.e.1000sqm plus) at Horsham, Haywards Heath, Chichester, Littlehampton, East Grinstead, Bognor, Shoreham, Worthing (Centenary House), Hastings, Eastbourne (Hammonds Drive), Gatwick Airport and Bexhill.
- 2.6 There are also a number of smaller police buildings (i.e. under 1000sqm) at Newhaven, Hailsham, Uckfield, Petworth, Pulborough and Steyning.
- 2.7 Vehicle workshops exist at police station sites at Chichester, Hastings and Horsham and at a stand alone site at Lewes. There are also seven telecommunication masts located across the Sussex Police estate.



- 2.8 There are four PFI funded custody centres at Chichester, Worthing (Centenary House), Brighton (Hollingbury), and Eastbourne (Hammonds Drive). In addition, further custody facilities are attached to existing police stations at Crawley and Hastings.
- 2.9 The Road Policing Units are currently based at strategic road locations across the estate at Arundel, Haywards Heath and Polegate, with the Forensic Collision Investigation Reconstruction Unit, Sussex Safer Roads Partnership and the Central Ticketing and Summons Unit based in Shoreham Police Station. The Specialist Search Unit are currently located in the ex air support unit hangar at Shoreham Airport.
- 2.10 The estate is broadly in the right locations across Sussex for operational purposes, although some specific locations are not always convenient for public contact or ideally sited for response policing. There are also a number of sites which are disproportionately expensive, old, in poor condition, inflexible and not suitable for our future needs. Alongside the possibility of sharing local facilities with partners, there is the opportunity to consider sharing sites and services with neighbouring Forces i.e. Surrey, Hampshire, Thames Valley and Kent, especially those which are on county border locations or are similar in service provision.

Strategic Considerations

Police and Crime Plan 2013-2017

3.1 The four key priority areas for Sussex are:

- Crime and community safety
- Victim focus
- Public confidence
- Value for money

3.2 Within these priority areas are a number of targets that Sussex Police and Criminal Justice partners across the counties will be expected to achieve.

These are:

Crime & Community Safety – Reduce the risk of crime per 1000 population

Victim Focus – Improve victim satisfaction in the overall experience of the criminal justice system

Public Confidence – Increase the reporting of domestic violence and abuse, serious sexual offences, anti-social behaviour and hate crimes

Value for Money – Working with Sussex Police and partners to meet the financial challenges ahead whilst delivering Crime & Community Safety, Victim Focus and Public Confidence and identifying opportunities to improve.

Serving Sussex 2015

4.1 There are five strategic goals of SS2015; our service, our workforce, our workplace, achieving more by working with others and more open and trusted. A Future Workplace Strategy was developed and approved in May 2012.

4.2 The Future Workplace Strategy has three principles which are as follows:

- 1) Ensuring we have the optimum mix of buildings in the right locations, including co-location with partners, to deliver the best service possible for our customers, whilst being sustainable and flexible to meet future demand.

- 2) Modernising the way we work by introducing agile working, enabling our staff to work more flexibly by not necessarily being tied to one location, using new and existing technology effectively and making the most efficient use of our workspace.
- 3) Providing a modernised working environment for our workforce and partners, which promotes positive open and trusting relationships, supports creativity, innovation and more flexible working, increases productivity, and makes Sussex Police a more attractive employer.

4.3 The strategy also has clear links with the Future Workforce Strategy and the Mobile Policing strategy.

Aims and Objectives

5.1 In line with the above strategic Police and Crime Plan and the Future Workplace Strategy, the Estates Strategy will ensure improvements in front line policing services, public accessibility to policing services and the working environment whilst also significantly reducing estate costs and risks.

5.2 The Estates Strategy will:

- Ensure no facility or service is removed before a similar or better alternative reflecting users' needs is put in place.
- Support the delivery of excellent customer service at all levels throughout the organisation, in line with the values and strategic goals of Sussex Police.
- Improve the accessibility of policing services for the public, providing more convenient locations for them to contact us, and enabling our neighbourhood teams to be located closer to the communities they serve.
- Ensure the estate supports operational delivery for the next 5 years, including potential collaboration with Surrey Police and other blue light service providers.
- Optimise the mix of buildings in the best locations across the Sussex Police estate in order to enhance operational policing.
- Provide flexible and efficient workplaces whilst considering operational and welfare requirements which support desired changes in behaviours and working practices increasing flexibility, collaboration, innovation and productivity.
- Adopt advances in information technology to enhance the working environment.
- Encourage partnerships with external organisations wherever this will improve our operational performance or the services we provide.
- Achieve an overall reduction in estate assets and revenue costs, whilst also protecting and promoting future inherent estate values.
- Address the need for a sustainable, environmental and safe estate for all our occupants, visitors and the general public.

Sussex Policing Delivery Methods

6.1 In order to achieve the Estates Strategy's aims and objectives, there are three distinct policing elements within the estate portfolio to be considered:

- 1) Force-wide Policing
- 2) Divisional Policing

3) Neighbourhood Policing

Force-wide Policing

- 7.1 These include the Chief Officers/Headquarters, Strategic Command, Communications, force-wide operational units such as Roads Policing and units that form part of Joint Command (Firearms, Major Crime Team and Forensic Investigations). In addition there are force-wide support functions including HR, IT, Finance and Learning and Development.
- 7.2 The delivery of these functions will require the continuation of a central strategic HQ hub which provides the overall direction and core service functions across the force area. This ensures critical relationships are maintained between the Chief Officers, Command and Control, Operation Department, Communications, HQ CID, Corporate Communications and core support.
- 7.3 In the medium term it is envisaged that the main HQ site in Lewes remains, but some non core functions are relocated to alternative sites, where they are best placed for staff and public needs. There are proposals to develop part of the site to increase capacity at Lewes HQ to meet immediate Sussex Police needs and opportunities in future for further development to meet possible Surrey Police or other collaborative needs. In conjunction with these proposals there are also opportunities to dispose of parts of the site, subject to planning, and extensive local authority planning negotiation.
- 7.4 The move of some non core staff from the Lewes HQ site to a re-developed John Street Brighton site is proposed. The Brighton site requires major refurbishment in order to provide open plan Future Workplace style accommodation to facilitate this move. It would also provide a key source of employment in the heart of the largest population base in Sussex.
- 7.5 The specialist training facility at Kingstanding is a valuable training asset for the Force. Modest investment is required in a number of areas and plans will be developed to ensure that this investment is targeted in providing a modern, fit for purpose and flexible training facility.
- 7.6 There are no other central sites required. Some learning and development and business support functions will be located in our major police sites or divisional hubs.

Divisional Policing

- 8.1 These include Local Command Teams, Response Policing, Response Investigation, Criminal Investigation Dept (CID) and other units which deliver operational policing services to East and West Sussex and the City of Brighton and Hove. The model of response policing was subject to review in 2010 and a hub model of policing has been introduced.
- 8.2 Divisional Commands are based in Crawley for West Sussex, Eastbourne for East Sussex and at John Street in Brighton for Brighton and Hove. These are also used as operational hubs and will be retained and refurbished where appropriate. There are a number of other key sites which support the delivery of local policing including, Hastings, Lewes, Horsham, Haywards Heath, Bognor, and Chichester. The majority of these will be retained, with some phased investment to make better use of / promote Future Workplace principles but may be subject of further development in future estate strategies or if new collaborative opportunities arise.
- 8.3 A number of sites including Uckfield, Battle and Worthing (Centenary House) have been earmarked for replacement due to their location and condition. These will be replaced with new, modern and flexible provision within the local area, ideally in shared sites or possibly on new build sites.

Neighbourhood Policing

- 9.1 Neighbourhood Policing Teams (NPT) comprising of police officers and Police Community Support Officers (PCSOs) provide visible, accessible policing to local communities based on geographical areas responding to local issues and concerns.

- 9.2 Neighbourhood Policing was the subject of a review in 2011 and recommendations were made to ensure resources matched community needs and performance management and customer services were improved.
- 9.3 In support of the Neighbourhood Policing Review Sussex Police needed to provide the adequate facilities and equipment in order for the Neighbourhood Policing teams to;
- Spend more time out in the communities
 - Spend the maximum time being visible and accessible within their communities
 - Be based in the heart of the community where there is an identified need e.g. Broadfield at Crawley and Hove Town Hall.
 - Work together with partners to collectively develop solutions to local issues
 - Be cost effective
- 9.4 The aim is for the majority of our NPTs to be based in new, modern, efficient and effective shared accommodation in existing areas and some new areas, depending on future needs.
- 9.5 Also included within Neighbourhood Policing is the provision of face to face Public Contact Points at a number of facilities across the force. These were reviewed in 2011 as part of the Front Office Review. This review considered service demand and recommended a number of alternative options for these services to ensure they would be more convenient for the public.
- 9.6 This review has been incorporated into the Future Workplace Strategy and a number of projects have recently been initiated, including the delivery of a new shared public contact facility at Hove Town Hall, refurbishment of Hammond's Drive Operational Base and the development of shared provision at 1a Grove Road, Eastbourne.

Opportunities to share facilities with partners

- 10.1 The scope for collaboration with partners should be considered at all levels of policing especially at local/neighbourhood levels, where this could greatly improve service for the public. In the future, we will deliver more of our services in collaboration with other partners, local authorities or organisations from the voluntary or private sector. This is already happening across the force. Our Major Crime Team, Forensic Services and Tactical Firearms Unit are delivered jointly with Surrey Police. Social Services are working with child protection officers in a shared workspace owned by Horsham District Council and public protection teams from Surrey and Sussex Probation Trust are working together at Crawley Police Station.
- 10.2 Surrey and Sussex PCC's are driving an ambitious programme of collaboration between the two forces. Chief Officer teams from both forces have agreed to align all areas of their business as much as possible over the coming years. The alignment of both the Surrey and Sussex Estate Strategies will further assist in this process.
- 10.3 There are already a number of collaboration projects with implications for estates being considered with Surrey Police, including the construction of a new 50m Firearms Range which could be based at Gatwick Airport, backup communications, fleet workshops, public order units and dogs units. Further consideration will also be given to a shared central HQ function and custody centres.
- 10.4 The new Head of the Joint Transport Service will re-evaluate the various fleet workshops and compounds across Surrey and Sussex. The review will include the Surrey Stonebridge facility and Sussex's Horsham and Lewes workshops.
- 10.5 Further consideration will also be given to joint opportunities with our neighbouring forces, Hampshire, Kent and Thames Valley, where units or facilities are close to county borders and we could share provision in the future
- 10.6 Collaboration opportunities with other blue light services are being developed at a number of locations. These could include sharing facilities for operational units, neighbourhood policing teams or sharing training facilities.

Workforce Demographics

- 11.1 There are a number of key elements to consider in regard to the 5 year Estates Strategy.
- Workplace locations
 - Travel to work distances
 - Local labour resources
- 11.2 A number of key sites will remain in areas of high demand and large demographic numbers, namely John Street Brighton, Bognor Regis, Chichester, Crawley, Eastbourne, Hastings, Haywards Heath and Lewes.
- 11.3 These locations also benefit from good public transport links and arterial road networks.
- 11.4 In the medium to long term, these areas will also provide strong labour markets which will enable the Force to recruit from a larger pool of local talent.

Proposed Changes to Estate

- 12.1 **Retain** - We will be retaining a number of our current sites, where the buildings are in the right location to be accessible to the public, or for the delivery of effective operational policing.
- 12.2 **Redevelop** - Where we retain sites as no suitable alternative opportunities exist but the building is in a poor condition, we will redevelop and introduce Future Workplace principles. This will ensure that we make efficient and effective use of space and create a modern fit for purpose environment.
- 12.3 The sites currently proposed for redevelopment are Bognor Police Station, Brighton John Street, Chichester Police Station, Crawley Police Station, Hammond's Drive Operational Base, Hastings Police Station, Hayward's Heath Police Station, Kingstanding Training Facility and Lewes HQ.
- 12.4 **Reprovide** - Where buildings are not in the right location and are under-utilised or in a poor state of repair, we will look to provide our services in a better location within this area, ideally with partners. This will allow us to improve the service we provide for members of the local community, and reduce costs. We are committed to provide an equal or better service to the public in these cases even though buildings may not be replaced on a like-for-like basis.
- 12.5 The sites currently in this category, which will have services re-provided at alternative, nearby locations, are Astley House, Battle Police Station, Burgess Hill Police Station, Centenary House, parts of the Chichester site, Crowborough Police Station, East Grinstead Police Station, Eastbourne Police Station, Heathfield Police Station, Hangar at Shoreham Airport, Horsham Police Station, Lancing Police Station, Littlehampton Police Station, Midhurst Police Station, Newhaven Police Station, Peacehaven Police Station, Petworth Police Station, Pulborough Police Station, Selsey Police Station, Shoreham Police Station, Slaugham Manor Training Facility, Steyning Police Station, Sussex House, Uckfield Police Station and Unit 6, Cliff Industrial Estate.
- 12.6 We have already reprovided the services from Hove Police Station, Hickstead Police Box, Hurstpierpoint Police Box and Southbourne Police Box, and currently have vacant land at Union Place, Worthing.
- 12.7 Thirty sites, with a gross internal area (GIA) of approx 37,000sqm, have been identified as suitable for replacement. This equates to over 35% of the total area of 104,000sqm.
- 12.8 **Sussex House and Slaugham Manor**. These larger sites will be closed. It is proposed that the majority of services at Sussex House with approximately 360 staff are transferred into newly refurbished accommodation at the HQ site. Training facility needs will be re-provided more locally at sites within the divisions and at HQ.
- 12.9 **Lewes HQ Site**. We will rationalise the space on the HQ site in Lewes as much as possible and provide better value for money from the space that we retain. This main site includes 15,707sqm of space. It is proposed to reduce by 6,000sqm within the next 5 years, subject to new collaboration

opportunities. This will be achieved through a mixture of re-development and possible longer term disposal of parts of the site, subject to planning.

- 12.10 Refurbishment of the Training Block, Reception Area and Sports Hall will provide office space for staff currently working from Malling House and Sussex House.
- 12.11 In order to achieve the reduction in footprint of the HQ site in Lewes and accommodate staff from Sussex House, it is anticipated that a number of units would be moved from Lewes HQ to the John Street site, following its refurbishment. Consultation with a number of key stakeholders has highlighted the significant benefit for staff, the force and the local community that could be achieved by moving a number of non core functions into the centre of Brighton which has excellent public transport and a good employment demographic.
- 12.12 **John Street, Brighton.** The average building life is 60 years (Building Research Establishment Service Life Clock). John Street was constructed in the 1960s and as such could now be classed as obsolete. Due to its age, the building requires significant refurbishment. To replace the building with one of similar size and location, including the temporary relocation of the services carried out from this site, however, was considered and deemed uneconomic. A new rebuild cost is in the region of £30million, whilst disposal income would only be in the region of £6-10million.
- 12.13 The extensive refurbishment of accommodation in John Street, in line with Future Workplace design principles, over the next four years will allow for the decant of a number of units from other sites in the estate, onto this site. This investment will extend the building life by approx 30 years. At this point, a decision can be made regarding its future post 2033.

In Summary

- 12.14 We expect the estate to reduce by approximately 30% in the next 5 years, from 104,000sqm to between 60-70,000sqm. Even though the estate will substantially reduce in size, we will at least maintain, and in many cases improve, our service to the public as a result. There will be some new elements being introduced over the period i.e. new operational bases, public contact points and shared sites. This strategic change will be significant and we will, wherever possible, ensure that staff and operational needs are met and the impact on business is minimised.
- 12.15 To ensure we continue to meet future operational needs this strategy will require review every two years to address any new requirements.
- 12.16 Throughout this 5 year plan, a number of opportunities may also arise. Any investment opportunities will be assessed and prioritised and formal proposals made to Chief Officers and the Police and Crime Commissioner, in line with the Acquisitions & Disposal Policy.
- 12.17 Appendix 1 indicates the existing sites located across the county and the expected locations in the next 5 years. It is not expected that there would be a great difference in the general locations of the sites, although some specific bases for Neighbourhood Policing Teams and public contacts points could be improved and relocated in better community locations within new, more flexible and ideally, shared accommodation.

Site Appraisal Criteria

- 13.1 In order to assist in the acquisitions and disposal decision making process, each site has been assessed against a criteria grading process. A number of key criteria have been considered in relation to current or future sites and these vary according to the needs of the site. Strategic site requirements will differ from those of divisional sites and those of local policing sites.
- 13.2 Some factors including geographical location, building conditions, infrastructure, flexible accommodation, security, and disabled access will be common factors for all sites. However strategic sites require major road networks and car parking, whilst local policing sites will require to be located within areas of population and/ or need.
- 13.3 For ease of use we have used the traffic light system where the best or Grade A is coloured green, good to moderate or Grade B is coloured amber and poor quality and very poor quality Grade C&D is coloured red.

Not protectively marked

Financial Implications

- 14.1 A high level summary of estimated investments over the 5 year programme are itemised below. All costs and values will require further detailing and confirming prior to work commencing. The estimated values are based upon existing market prices and tenders. Refurbishment values are in the region of £500 - £1,500/sqm and new build in the region of £1,800 - £2,000/sqm excluding fees and VAT.

Investments		Budget £m's
Lewes HQ	Refurbishment of existing space	5.0
Lewes HQ Comms Building	Provide external lift, replace windows and refurbish to implement Quest Resourcing	1.3
Brighton John Street	Refurbishment of existing space and external works	14.0
Worthing Centenary House	New site or building to replace existing provision	2.0
Grove Road Re-provision	Shared NPT and public contact	0.1
Central Vehicle Workshop	New site or building to replace existing provision	2.0
Uckfield Policing	New site or building to replace existing provision including shared NPT and public contact	1.0
Hammonds Drive Operational Base	Refurbishment of existing space	1.5
Sussex House	Vacate site and seek alternative use	1.0
Kingstanding Structural Works	Make current buildings safe and compliant	0.8
Kingstanding Training Facility	Refurbishment of existing facilities	2.0
Joint Firing Range	New build with Surrey and other partners (Sussex share of cost)	1.5
Custody Centres	Upgrade facilities to meet regulatory standards	0.5
Future Workplace	Refurbishments for Crawley, Hastings, Bognor, Haywards Heath and Chichester, Police Stations plus minor works and re-configuration for up to 10 sites.	4.0
New NPT and Public Contact Points	Provide alternative shared accommodation at approx 20 sites (estimated average cost £0.15m)	3.0
	Total Investment	39.7

Investment Summary

- 15.1 The total gross investment requirements for the five year period are £40m.
- 15.2 The potential capital receipts from planned and potential disposals over the period are estimated at £19m. This is based on latest market valuations and has been risk adjusted based on likelihood of disposal.
- 15.3 The net investment required over the five year period is estimated at £21m
- 15.4 The current capital programme 2012-16 approved by the Police and Crime Commissioner in February includes over £11m of funding for estates improvements and delivery of the estates and Future Workplace Programme, the majority of which covers investment items set out in this strategy, although some additional investment may be required for technology enablers for future workplace. The financial strategy and assumed level of capital reserves includes receipts of £2.5m based on current assets where sales are close to completion.

- 15.5 Based on the high level assessment of investment and receipts there is likely to be further funding required to deliver the Estates Strategy of £9m up to 2017-18 plus an adjustment to capital receipt assumptions of £2.5m to reflect the current assumption for 2013-14. This is at a level that is affordable within the current medium term financial plan, subject to other significant commitments and priorities, without the need for additional borrowing. This is based on the current level of uncommitted investment reserves (as at 31 March 2013) of between £15-20m.
- 15.6 All of the investment and potential receipts are subject to further assessment and detailed costings. There is a level of risk and uncertainty on the value and timing of receipts and there may be some cash flow implication with more investment required upfront ahead of realisation of receipts. This will be developed and modelled in more detail as the programme of works is developed. The investment programme and funding will be agreed annually in order that the investment can be managed within the overall financial strategy and budget available.

It is expected that a number of costs and level of resources will need to be considered in order to complete the cost profile for this strategy, including IT costs, decant costs, staffing, fees and contingencies. These additional costs will need to be prioritised in order to deliver throughout the 5 year period and within existing funding.

Revenue Savings

- 16.1 With the proposed reduction in floor area by approximately 30,000sqm of space at an estimated £100/sqm there is expected to provide annual gross revenue saving of approx £3m per year.
- 16.2 Estimated costs to provide each new partnership/joint site are approximately £40,000pa, therefore the cost to re-provide the service at 20 new sites is £0.8m pa, providing annual net revenue saving of £2.2m pa.
- 16.3 Further substantial savings will be provided by the reduction in maintenance liability costs.
- 16.4 We anticipate that any new accommodation will be significantly lower cost to run and maintain.

Programme

- 17.1 The programme has been based over the next 5 years (2013-2018) and includes the disposal of the two large sites (Sussex House and Slaugham) the re-location of a number of smaller Local/Neighbourhood Police sites and refurbishment of a number of other key sites.

Conclusion

- 18.1 We have undertaken a thorough and detailed review of our existing estate and developed a 5 year Estate Strategy which supports the new model of policing in line with a number of recent service level reviews (Response Policing, Neighbourhood Policing, CID) and also recent building condition reports/site valuations. A number of these improvements will involve co-ordination with local partners and specific timescales or projects may change subject to opportunities becoming available.
- 18.2 We have also considered changes in technology especially IT and how these will affect the ways in which policing will be carried out in the future.
- 18.3 This strategy, when implemented, will provide a modern, flexible, functional and effective estate to support Sussex Police to deliver the Police and Crime Commissioner's priorities over the coming years and improve our service to the public despite the need to make financial savings.
- 18.4 As with any medium term Estate Strategy, we appreciate that business needs will change and the strategy will need to be amended as the programme develops. However the adoption of this strategy and the existence of the Acquisitions and Disposals Policy will support informed decision making concerning, acquisition, disposal, retention, or investment in the Sussex Police estate in the future.

18.5 Further collaboration opportunities with Surrey Police for strategic sites within this 5 year period will also be considered as the collaboration agenda expands.

Recommendation

19.1 The Estate Strategy 2013 -2018 is approved:

- 1) The overall programme of works is agreed with an estimated net investment of £21m to be included in the medium term financial plan.
- 2) The capital and investment programme for 2013-14 is amended to reflect the proposed investment for the programme of works for 2013-14. The annual budget for the latest programme of works will be agreed in advance as part of the budget approval process.
- 3) The sites at Sussex House, Grove Road and Slaugham Manor, included within the programme of disposals for 2013-14 and 2014-15, be marketed and disposed of in line with the Acquisitions and Disposals Policy and relevant services re-provided elsewhere within.