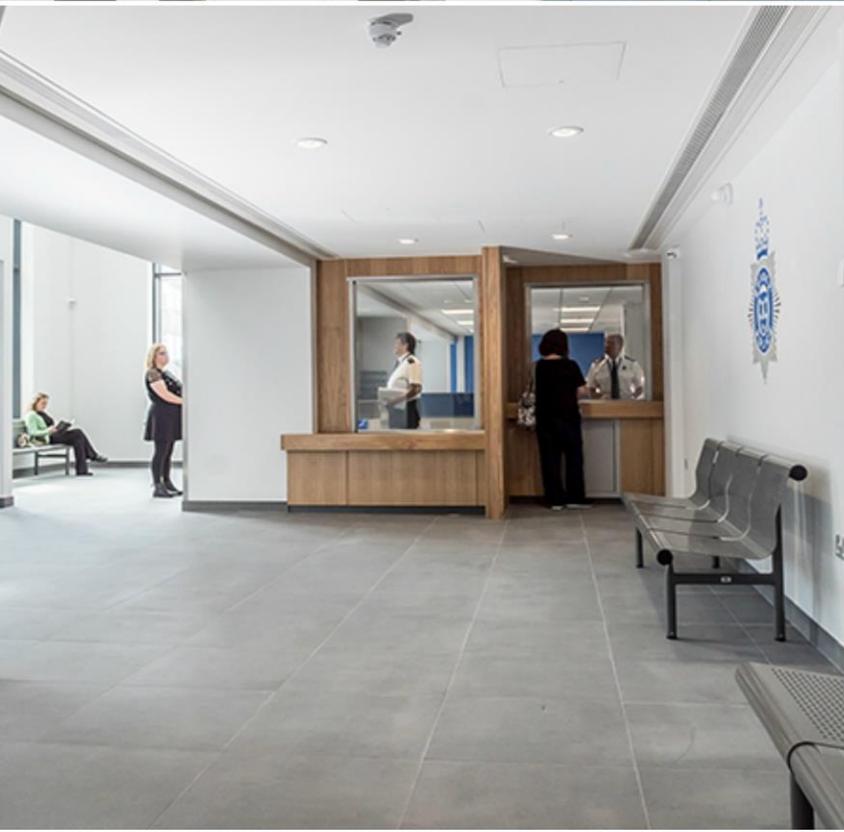


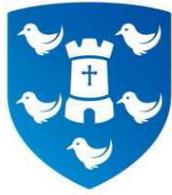


Sussex Police & Crime Commissioner



Estates Strategy 2018/19 to 2021/22

Version – 26 July 2018



**Sussex
Police & Crime
Commissioner**

The Sussex Police & Crime Commissioner

ESTATES STRATEGY 2018/19 to 2021/22

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1 Introduction

- 1.1 The Strategy sets out how the PCC can provide the Chief Constable with the estate to deliver the priorities in the Police & Crime Plan 2017/21, support the mission, vision and values of Sussex Police and meet the requirements of the Strategic Policing Requirement within challenging financial boundaries.
- 1.2 This is the Estates Strategy (The Strategy) of the Police and Crime Commissioner for Sussex (PCC). It covers the period of four financial years from 2018/19 to 2021/22.
- 1.3 It is a refresh of the Estates Strategy 2013/17 that was approved in July 2013.
- 1.4 Since the adoption of the Strategy, a number of projects have been completed. We have refurbished six key sites, which has improved operational capacity, and adopted Future Workplace principles to enhance working spaces. We have moved into a number of new properties with public sector partners, thus improving the service we offer to the public. These co-locations have also facilitated the disposal of a number of properties that were under utilised or in a poor state of repair. Since adoption of the Strategy, over £10.8 million in capital receipts have been generated, and £2.2 million contributions to the cost savings required in the Serving Sussex efficiency programme.
- 1.5 Policing is always evolving as it responds to the environment in which it operates due to the ever changing social, legal, political, economic and technological landscapes. That is why this Strategy is reviewed on a regular basis to ensure it remains fit for purpose.

Vision for the future:

- 1.6 In 2022, Sussex Police will be located in key bases across Sussex, giving geographical cover to respond to policing demands. There will be Police Stations in key strategic locations, to ensure resources can be deployed effectively across the whole of Sussex. There will be modern shared sites, occupied primarily with Blue Light and public sector partners, so our officers and staff can work in shared space, in the existing and growing communities they serve, and those communities can interact with Sussex Police in a way that serves their changing needs. All of this estate will provide modern space and facilities, for our officers and staff to work as efficiently as possible, in a shared inclusive environment for all.

2 Estates Provision Review

Internal factors affecting the estate

- 2.1 The Police & Crime Plan 2017/21 shapes, develops and designs community safety priorities which reflect accurately the expectations of the public in Sussex. The four policing and crime objectives for this period are to strengthen local policing; work with local communities and partners to keep Sussex safe; protect our vulnerable, and help victims cope and recover from crime and abuse; and improve access to justice for victims and witnesses. The Estates Strategy 2018/22 helps achieve improvements in all of these priority areas. By providing the right estate in the right location, we can give a greater visibility to local policing and can work in the same buildings as partners, to increase multi agency working and share knowledge. An inclusive, well designed and well located estate provision will aid community, witness and victim access to policing and justice.
- 2.2 The Sussex Police Transformation Strategy 2018/22 sets out how Sussex Police will deliver operational policing in Sussex, each year, – in accordance with the Chief Constable’s aims, against the priorities, objectives and budget set by the PCC – and takes into account regional and national responsibilities, and the needs of local communities. The strategic objectives of this Plan are underpinned by the Sussex Police objectives to:
- Keep communities safe and feeling safe;
 - Identify and protect vulnerable people;
 - Prevent and respond to harm.
- 2.3 The estate provision in Sussex is an enabler and facilitator for some of this strategic organisational change. As stated in the Transformation Strategy *'Ensuring our operational bases are in the best locations to meet future operational demands, our staff have increasingly worked from buildings shared with other agencies.'* By working with our partners, Sussex Police can ensure operational sites are in the right locations for public interaction, and partnership liaison. We can seize opportunities to rationalise our estate, reducing costs for not only our organisation, but also other public sector organisations, making efficiencies for all. Alongside this, by utilising new technology and online services, we can further maximise use of this space and enable our staff and officers to access information remotely, or on patrol, and ensure they work from the most suitable and convenient location to meet their needs.
- 2.4 With our own property, the Sussex Police Estates Strategy 2013-2018 earmarked a number of sites that would be 'relocated' as part of the estate change. In these instances, we would look to share new premises with partners, and dispose of property that was not in the right location, or was underutilised or in a poor state of repair. However, policing has changed significantly since some of these relocations were originally planned. We will therefore continue to work with partners, to deliver these relocated sites and maintain a presence for our local communities, but will ensure that these new spaces reflect future policing needs.
- 2.5 The Future Workplace programme was launched in 2012 to embed the principles of agile working in Sussex Police. Whilst this Future Workplaces

programme has been adopted Force wide, further opportunities are available to facilitate flexible working, and make better use of Sussex Police estate. With advances in technology, and use of Smart Phones by officers, we are able to provide enhanced facilities, such as an Online Property Index and Desk Booking apps, to provide our staff with the information they need to work in a flexible manner, and work out in the communities they serve.

- 2.6 This Strategy seeks to update our existing strategic estate proposals, as set out in the Estates Strategy 2013-2018, to ensure we provide an estate that reflects our current needs, without prejudicing those needs of the future.

External factors affecting the estate

- 2.7 Sussex will see an increase in the building of new housing, business and community developments over the period of this Strategy, and as a result, Sussex Police will likely experience increased demand over coming years. Any population increase will have a significant impact on policing, with new and larger communities to police. Our estate will need to adapt to different working practices, and accommodate any increased workforce and equipment needed to police this future growth. Sussex Police will actively seek funding of this infrastructure through external mechanisms in the town planning system, including the Community Infrastructure Levy and Section 106, where it is needed solely due to population growth.
- 2.8 The Policing and Crime Act 2017 creates a formal statutory duty to collaborate with other emergency services where this is in the interests of efficiency and effectiveness, giving opportunities for ongoing horizon scanning on how we can share estate with these Blue Light partners. By working with these and other external partners, such as County, District and Local Councils, we share knowledge and experience further. This presents significant opportunities to share our properties, and associated running costs and services, in order to make savings and improve the service we offer to the public at large.
- 2.9 The PCC, with such a significant estate portfolio, is well placed to offer accommodation solutions to our partners where our needs remain, or to co-locate in partner owned property where our own needs reduce in the future. Project successes are already completed in line with joint working between partners, and our neighbouring force of Surrey Police, where we will look to collaborate on estate provision further, where this is financially beneficial to both organisations.
- 2.10 The financial context of Sussex Police is also changing, due to external factors. Over the last eight years, Sussex has had to make £88m of reductions and efficiencies to head towards balancing its books. Whilst the financial settlement offered the opportunity to raise further income from council tax there is still a requirement to find savings of £3m over the four years of the Medium Term Financial Strategy 2018/22 (MTFS). However, with this investment from additional council tax precept funding, the [Chief Constable through his Transformation Strategy 2018/22](#) will invest in an additional 200 police officers than we have today, and protect 500 posts planned for removal; both of which will affect estate provision.
- 2.11 Partnership working will also change as a result of external financial factors. Elements of operational policing may become regionalised, as we tackle new

and evolving threats, such as Counter Terrorism and Serious Organised Crime. This will affect how we work with national and regional agencies, and regional and neighbouring Police Forces.

- 2.12 Technology is also changing the way that policing is delivered, in terms of the crimes committed, and how they are solved; how the public and partners interact with the police; and in how the workforce operate. These technological changes can be utilised to ensure we provide the right services in the right properties, for the public and our workforce alike, and to ensure we maximise opportunities to work remotely out in local communities. With Sussex Police monitoring and assessing this change in technology, and utilising its benefits, we can provide a future estate that is used intelligently and appropriately.

3 How Will the Estate Change

3.1 A number of changes are proposed across the estate, and on a site specific basis, to meet the needs of the organisation, communities and our partners.

Future Estate Needs

3.2 Across the estate, changes are required to the working environment and facilities provided to employees, and to the public.

- **For officers:** this will include the provision of police bases across Sussex, to provide geographic cover for all communities they serve, and a local policing presence for those communities. These bases will include appropriate facilities to serve differing and specialist needs of teams.
- **For staff:** we will facilitate new ways of working in any estate change, initially through the provision of flexible and shared spaces, to ensure flexible and mobile working becomes the norm. The equipment, technology, services, management and training will be provided to facilitate this. All modernised estate will offer opportunities for new work styles, inclusive to all staff and officers that we employ.
- **For our communities:** we will ensure a publicly accessible policing presence is provided in communities, and that new ways of providing mobile policing, or working with partners to provide public services, are investigated. We will also work with partners to ensure high quality victim, witness and justice facilities are available across the County.
- **For our partners:** we will offer the use of shared space and redevelopment of some sites, to encourage increased multi agency working and shared knowledge. This will create an appropriate balance between shared public presence and operational bases, reflecting the differing needs for different types of estate.

3.3 A number of change programmes and existing constraints have been identified across Sussex Police, resulting in specific estate needs over coming years.

Change	Estate need
Local Policing Programme	Revised working locations for local teams working in Investigation, Response and Prevention have been implemented, and will be reviewed over the Strategy period, in liaison with operational teams. Officers/staff of these teams will remain primarily located in Hastings; Eastbourne Crawley; Brighton; Worthing; and Chichester, with some additional teams working from more local bases, such as those in Rye, Bognor Regis, Lewes, Horsham, and Uckfield, as required.
Operations Command	Target Operating Model proposes increased collaboration between specialist teams. An increased estate footprint will be required, and could be located to reflect the collaboration of this unit between Sussex and Surrey Police, in addition to a retained presence in the south of Sussex, either centrally located to the South coast and/or divisionally across East/West Sussex. Additional training facilities may be required in the form of a new Firing Range, located to reflect Sussex/Surrey and regional need (subject to business case).
Specialist Crime Command	Further collaboration between Sussex and Surrey may result in some capacity at a single location, with remaining provision in local bases, with a consistent model for delivery.
Joint Transport Service	There is a need to update workshop facilities across the estate, and the joint work of this service across Sussex/Surrey presents an opportunity to maximise use of the Crawley Down Vehicle Workshop, to provide centralised workshop and support use. A need remains for two remaining workshops (one east and one west) to the south of Sussex. These workshops services also provide future opportunities for collaboration between partners, on key sites.
Contact and Control	This is a vital service to consider in any estate change, to ensure that the specialist estate provision for this service is protected, including the need for contingency planning across key sites in Sussex.
Divisional needs	As estate change takes place, there is an opportunity to address existing challenges on some divisional sites. For example, through reconsideration of teams based at oversubscribed and under subscribed sites. We can also consider the location of policing services in relation to demand, to ensure appropriate teams are located at sites where demand is greatest.
Victim & Witness Provision	Programmes such as Video Enabled Justice, and Restorative Justice, require an estate footprint at various hubs across Sussex. These must be retained, or replaced with associated services, in accordance with operational/public need.
Custody provision	Sussex Police also provide custody facilities at sites across Sussex. Whilst not all of these properties are owned by Sussex Police, floor space is available in each location that can be used for policing purposes. It is considered that this floor space be considered as part of the estate available, with a consistent model on how this space is used, to ensure Sussex Police make best use of resources.
Partnership potential	Opportunities include provision of redeveloped joint bases with Blue Light partners; a potential new type of public contact policing with public sector partners; and creation of a sale and lease back option on some Sussex Police estate. This will retain an appropriate scale of policing, but release land and capital for wider community and public sector benefits.

Site Specific Changes

- 3.4 Following assessment of the above issues, there are significant opportunities to align the needs of various parts of the organisation. By doing so, we can deliver a co-ordinated and focused estate, located and designed to serve multiple uses across the Force; meet operational need; harness partnership opportunities; provide resilience for future change; and allow for business continuity.
- 3.5 The new Local Policing Model also identifies different tiers of policing that can be replicated in the estate we provide. By ensuring that each estate location reflects a national, regional, force or local need, all centred on the public, Sussex Police and its workforce, users and partners, have a clear understanding of the use of each asset, and what services and provision can be found there. A tiered approach to our estate also ensures that Sussex Police are able to direct funding and resources to these prioritised sites.
- 3.6 A tiered approach to the existing estate, based on the principles of the Strategy, would result in the following:
- 3.7 **Retained Estate:** 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.
- 3.8 This retained estate will be primarily owned by the PCC and occupied by Sussex Police, and will be the largest hubs, able to accommodate the largest numbers of officers and staff. These bases would act as the main hubs for core policing services, specialist services, and operational and support services.
- 3.9 Modern and efficient accommodation will be provided in these locations, with all associated supporting infrastructure. This will include adequate and specialist storage facilities; training, learning space, and meeting room facilities; parking for operational vehicles; facilities for Agile and Flexible working; enhanced welfare provision; and use of Travel Plans to assist our officers and staff travelling to and from work in these locations.
- 3.10 **Redeveloped Estate:** Where we retain sites as no suitable alternative for relocation exists, but the building is in a poor state of repair or underutilised, we will redevelop the site. We will improve the working environment, to ensure we make efficient and effective use of the space and create a modern fit for purpose environment. This will provide modern office accommodation for the co-location of teams, and to support agile working across the wider Force.
- 3.11 Where we retain and redevelop a site that is larger than required for our needs, we will look to offer under utilised space to partners, or redevelop the site for other uses, whilst still retaining an appropriately sized policing presence. This will ensure effective use of the property, benefits in partnership working, and a commercial income to contribute to the savings of the organisation.
- 3.12 **Relocated Estate:** Where buildings are not in the right location, and are under utilised and in a poor state of repair, we will look to relocate our

services in a better location in this area, ideally with partners. This will allow us to improve the service we provide for members of the community, and reduce costs. We are committed to provide an equal or better service to the public in these cases, before closure of any existing facility, even though buildings may not be replaced on a like for like basis.

4 Financial Overview

- 4.1 The Strategy proposes reassessment of estate needs, due to internal and external factors affecting the estate. A number of site disposals and subsequent capital receipts will facilitate investment in retained and redeveloped sites, primarily through the sale of under utilised and/or inefficient buildings identified, and better use of retained sites. We will also continue to ensure best value in the use of the receipts, through enhanced assessment of development potential of each site, prior to sale.
- 4.2 The overall investment and income arising from this Strategy aligns with the PCC's Medium Term Financial Strategy (MTFS) 2018/22. In terms of capital investment, this Strategy proposes a capital spend, part financed by capital receipts over the same period. Further details can be found in the MTFS 2018/22 on the PCC website at this link <https://www.sussex-pcc.gov.uk/about/transparency/what-we-spend-how-we-spend-it/>

5 Conclusion

- 5.1 This Strategy sets out the estate needs of Sussex Police over coming years, based on the operational, community and partnership needs known at the start of the Strategy period. However, aspirations of the Force may change over the four year Strategy period, due to external factors affecting the Force, and the estate. As such, changing and aspirational estate proposals will be considered at the regular Estates Board meetings. The Estates Board is chaired by the PCCs Chief Finance Officer with the PCC, Sussex Police Director of Finance, Head of Estates & Facilities and other key advisers.