

CUMBRIA VISION 25



ESTATES STRATEGY 2022 - 2027



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Executive Summary and Vision

Cumbria Constabulary cover the geographical areas of Cumbria serving a population of approximately 500,000 people. The geography of the force area is predominantly rural with a mix of villages, market towns and the City of Carlisle. In April 2023 there will be changes to the local government and the administrative county of Cumbria will be abolished and replaced with two new unitary authorities: **Westmorland and Furness (Barrow-in-Furness, Eden, South Lakeland)** and **Cumberland (Allerdale, Carlisle, Copeland)**.

The estates strategy is designed to support and enable the delivery of key strategic objectives for the elected Police and Crime Commissioner (PCC) and Cumbria Constabulary's priorities for the changing estate.

It outlines the current and future requirements and documents the changes that are required to meet Vision 25. Our vision is that,

"The Constabulary and OPCC will work in collaboration to invest in and reorganise the Estate so as to meet the aims of the PCC Police and Crime Plan and Chief Constables operational policing plans and maintain an estate which is fit for purpose, financially sustainable and maximises and exploits existing assets".

Throughout the document, reference is made to the Constabulary's estate. It is acknowledged that the legal ownership of the estate rests with the Police and Crime Commissioner. The contents of this document should be viewed in this context.



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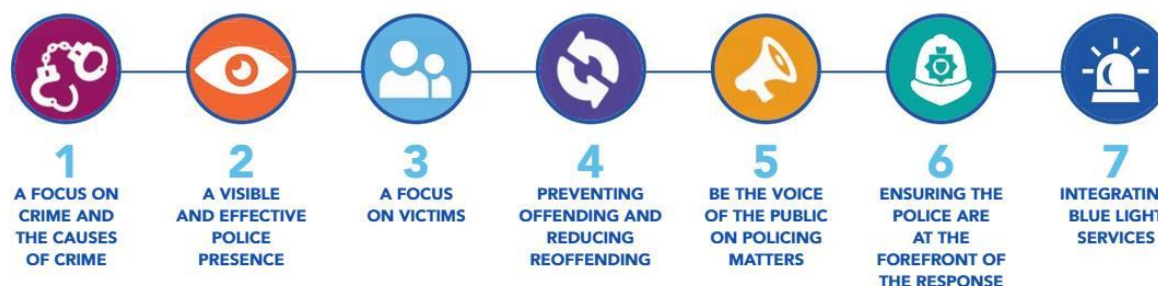
The 2022-27 Estate Strategy has been developed to achieve the priorities set out in the Commissioners Police and Crime Plan as shown below, and in the Constabulary's operational mission to *Keep Cumbria Safe* by providing fit for purpose estate assets so the constabulary can provide an outstanding service to Cumbria. The strategy enables **Vision 25** by supporting the delivery of an effective policing strategy within current budgetary constraints.

The Estate Strategy identifies a set of estate-specific goals. These goals articulate our vision for the required **estate transformation**. Throughout this document, we refer to these goals as the pillars of Estate transformation.

These pillars are:

1. Safe, secure, and compliant
2. Modern
3. Right size and right place
4. Affordable
5. Sustainable
6. A great workplace
7. Welcoming to the public.

POLICING AND CRIME OBJECTIVES



The Estate Strategy identifies tangible and ambitious objectives subject to the required investment and resource being committed, the implementation of these plans will allow our estate to achieve our vision in the medium to long term.



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Size and Value of the Estate

The estate portfolio consists of thirty-one operational and specialist buildings, excluding the land held at Lilyhall and the leased-out building at Egremont. The estate has a gross book value, as of 31st March 2022, of £63,750 million.

Percentage Floor Area by Command Unit



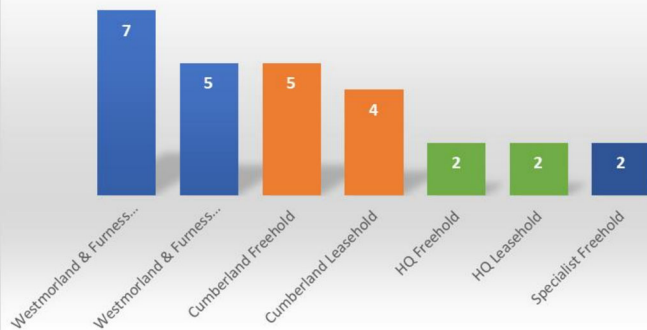
Gross Book Value per Area



Total m² per Area



No of Freehold & Leasehold Sites/Areas



We provide accommodation for a budgeted establishment of 1298 officers, 636 police staff and 60 police community support officers. The estate will need to accommodate 1368 officers by April 2023 with 60 PCSOs. Data correct as of 31st March 2022.

Freehold - property owned by the PCC

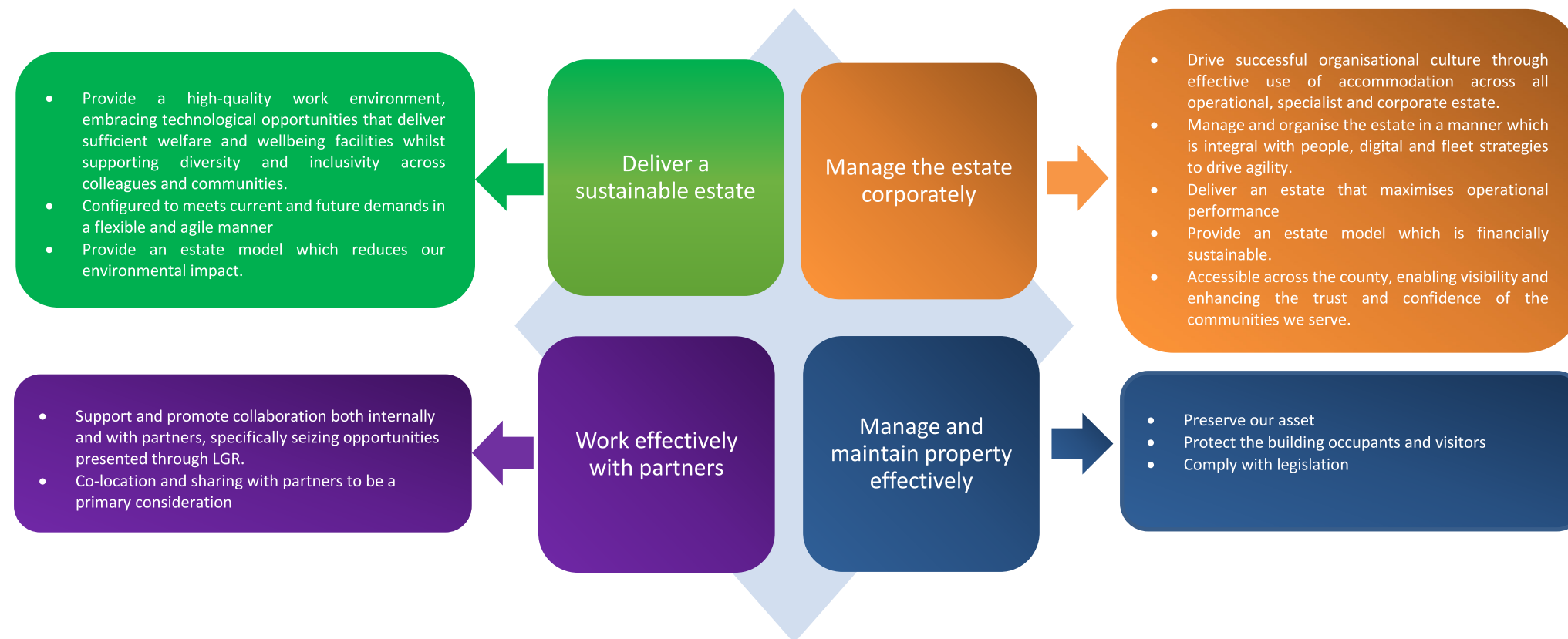
Leasehold - property owned by external party, held under lease or licence for use by the PCC



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Estates Strategy Principles

Our pillars are part of the principles by which we manage our estate.



Estate Strategy Enablers

The Estates Team

The principles are delivered by the estates team, our aim is focused on maximising the use of the asset over its life.

- Support and develop the Force Estates Strategy
- Undertake force liaison role for selected corporate contracts
- Manage capital and revenue building projects – to provide fit for purpose estates portfolio which is responsive to current and future needs
- Acquisitions and disposals (as approved by the PCC and COG)
- Manage and maintain condition of buildings and associated facilities to include regular maintenance and periodic inspections of all buildings
- Formulate and develop a sustainability and energy management plan

Programmes to Maintain Existing Buildings

We maintain our assets and we aim to, where possible, improve buildings to provide modern facilities. Maintenance is required to ensure a safe environment.

We regularly resurvey our estate, and this information is vital to gain an understanding of the condition of our assets. The surveys highlight areas of concern and risk, which in turn allow us to align our resources accordingly.

Work to our buildings is undertaken via a combination of in-house and external trade staff. For emergency maintenance and repairs we place an emphasis on having local services delivered close to our buildings. This delivers a prompt response and cost-effective solution to managing building maintenance. This service delivery model ensures there is a wide spread of contractors available throughout the county and contributes towards the strong estates business continuity model.

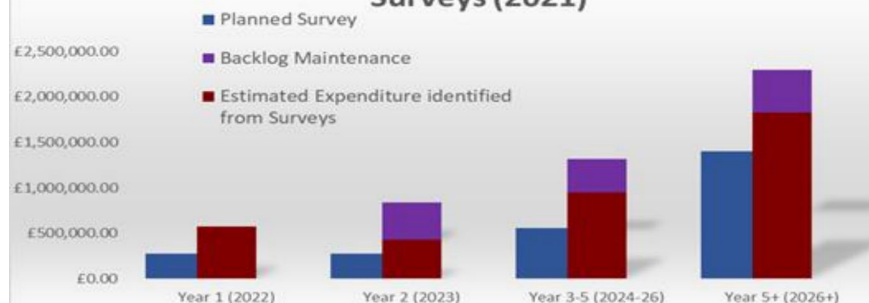
As buildings become more complex there is an ever-greater reliance on specialist contractors, often from outside of the county, which brings budget challenges and increases in response times to rectifying faults. We carefully manage our specialist supply through engagement, review, and feedback.



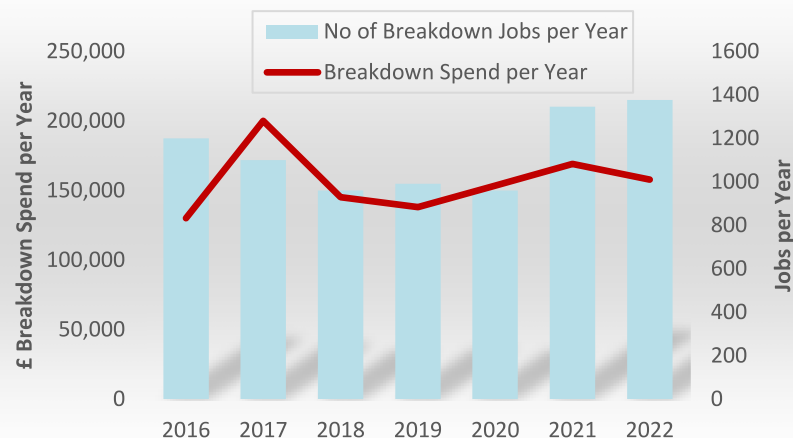
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Planned Survey Projection From Latest Condition Surveys (2021)



Breakdown Maintenance Analysis



- We resurveyed 80% of the estate during 2021.
- Year on year funding is lower than identified maintenance requirements.
- Backlog maintenance will increase.
- Some backlog will be removed through ongoing strategy actions.
- Our objective is to reduce breakdown maintenance as we modernise the estate.
- Until 2021 the number of faults reduced year on year since 2015
- 2021 onwards saw a reversal of this trend.
- Spend on breakdown maintenance is projected to increase.
- Higher specifications in buildings services, material and labour prices are a contributor.
- We continue to see an increase to maintenance in former underutilised rural assets.



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Capital Works

We undertake both large and small-scale capital work to renew, improve and enhance our estate. Over the life of the previous estate strategies there has been an accomplishment of delivering new modern, fit for purpose police stations. In 2019, the new Learning and Development Centre and hostel accommodation was completed on the headquarters site. In 2021 work was completed on the Blue Light Hub at Ulverston, the first building in the county to accommodate all blue light services together in one building. To support the move to agile working the first agile hub was delivered in Kendal police station.

During the early part of 2022, we purchased a new facility, to replace the ageing dog kennels which were situated at the HQ site. Work to make these fit for purpose will commence in late 2022 and once complete will free up a small area on the HQ site. With changes to local government boundaries and a need for the policing model to align to this there has been a requirement to bolster policing resources in Eden. A capital scheme has been undertaken to the Hunter Lane facilities in Penrith to improve this site to an acceptable compliance standard due to more officers deploying from this location. We are committed to carry out further functional and aesthetic improvements in 2023. In September 2022 work commenced at the Learning Centre to provide further training accommodation.

Estate Management

We manage our properties strategically and ensure the asset base can demonstrate value for money. We ensure decisions are taken to enhance the life of our assets, the management of our leasehold estate fits into this area. We also manage the disposal of surplus sites and maximise the return on them. Innovative solutions will be found to generate estate management solutions, particularly around the use of assets.

Assets are managed for optimum use and disposed as business needs change. We exploit change of use options, challenge local development plans, engage actively with third party developers to maximise opportunities and scope out any options to work collaboratively with partners such as Cumbria Fire and Rescue Service.

We value 50% of the estate annually, undertaking detailed reviews of obsolescence and component life cycles. We review our leasehold estate, undertaking several lease renewals and reviews annually, where possible we offer our accommodation to partner agencies and if appropriate seek commercial levels of income. At Headquarters we have a commercial agreement in place with a telecommunication company to rent space on our mast, along with leasing space to CNC.



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Facilities Management

We provide several support and ancillary services to the buildings. This includes cleaning, provision of catering services and grounds and garden maintenance. We continuously strive for improvements in how these services can be delivered. Catering is provided to Barrow, Carlisle, Headquarters and Workington. In addition, the catering team provide catering for our officers and partners at the Appleby Horse Fair, Kendal Calling and multi-agency events.

The Corona virus pandemic highlighted the importance of effective cleaning and housekeeping services. An area of work often unseen and taken for granted, this service was crucial in ensuring our buildings remained safe throughout the pandemic. Our in-house trades team provide a wide range of services throughout our estate including recycling, fire alarm servicing and testing, legionella testing and a number other ad hoc activities.

Working with Partners

We work closely with partners to provide improved public services throughout the county through collaborative working. We aim to deliver estate efficiencies through sharing public sector buildings and share estate capital development plans where applicable.

We share best practice for space occupancy and running costs across a number of sectors. We actively engage with our regional colleagues in other police forces and share best practice and learning. We continue to make best use of the public estate and share buildings where possible. In a number of locations, we occupy fire stations and other third-party buildings.



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Ongoing Areas of Focus

Working with Partners

We will continue to work closely with partners to provide improved public services throughout the county through collaborative working. We aim to deliver estate efficiencies through sharing public sector buildings and share estate capital development plans where applicable. We are alive to the opportunities that be afforded to us when Cumbria Fire Service governance moves across to the OPCC in April 2023.

We share best practice for space occupancy and running costs across several sectors. We actively engage with our regional colleagues in other police forces and share best practice and learning. We continue to make best use of the public estate and share buildings where possible.

Hybrid Working

The corona virus pandemic brought considerable change in the way in which we all work, and how we use our estate. With the exception of most operational officers the workforce have adopted hybrid working patterns, spending some time in our buildings and some at home. This new agile working requires our accommodation to be adaptable and allows greater collaboration, information sharing and teamwork. Where possible we will provide shared spaces with uniform and crime officers mixed for shared briefings. We have embedded these principles in our work, forming close links with officers through focus groups and ensuring our work aligns to their requirements and expectations.

Climate change decarbonisation

Climate change is the greatest environmental crisis in history. There is a view that decimation of the natural world is a problem of our own making, which has already affected millions. Recent global events, including heat waves, storms, and fires, have further increased awareness and a commitment to make positive change. The UK



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has enshrined in law a target to become carbon neutral by 2050. There is a compelling case for making a commitment to reaching zero carbon on capital projects much sooner. The estates team are currently undertaking a carbon and energy management study which has the following objectives,

- Identify the baseline carbon emissions of the estate,
- Develop a sustainability strategy,
- Agree force-wide carbon reduction targets,
- Develop and publicise a clear plan for delivering these targets,
- Secure a dedicated resource to lead on sustainability,
- Set out the costs, barriers, and risks to success.

Outside of this strategy, but aligned with our work, a sustainability strategy is being developed which will align all constabulary activities and create a golden thread of sustainability best practice with clear measurable targets and outcomes.

Estate Expenditure

The Covid19 global pandemic, the war in Ukraine and other world economic factors has had an impact on both capital refurbishment and day to day revenue estate work. There is considerable uncertainty in the energy market and our utility expenditure continues to rise. There is growth within salaries within both the hard and soft FM sector which will drive up estate costs. Recruitment and securing labour throughout the sector is difficult. We are alive to this and continue to adapt and evolve to meet the challenges this will bring.



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Estates and Facilities Resource

Demand on the team is at an all-time high. The covid pandemic brought considerable demand on our soft FM function and highlighted the reliance on many of the activities that are often taken for granted. With the increase in police officer numbers and the changes to the policing structure there has been a growth in demand. We have also seen increase in the use of the rural estate, new facilities have come on-line without any increase in resources. Our major stations are also experiencing considerable pressure on their space, with many now having full occupancy. With the potential for fire service estate management when this is brought under control of the PCC the current and emerging challenges of resources will continue to put severe pressure on the team.

We are aware that recruitment throughout the industry is challenging and not unique to Cumbria. Recruitment into trade positions is difficult due significant increase in salaries in the private and in some cases public sector, low unemployment, and a competitive job seekers market. Many trades posts command salaries higher than what the vacant posts are graded at and in some cases pay higher than the professional role within the teams. To meet this challenge the team will undertake a full department review. The roles and responsibilities of the team need to be more widely understood, particular the responsibility that some of the key posts have, which in some cases is unique to the estates discipline.



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