

Estate Strategy

2021-26



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Foreword

While policing has and will continue to evolve rapidly, some fundamental elements have stood the test of time and will always remain the same. People need to be able to see and access their police when they need them. Public money needs to be used as effectively and efficiently as possible. The police need to be at the heart of the communities they serve.

I have pledged that I will deliver these and other commitments to our communities via my Safer West Mercia Plan. A fit for purpose and sustainable police estate play a crucial role in delivering all of these key points.

An effective police estate must support the needs of communities and the police force – which should be one and the same. Whether that is around visibility and reassurance, convenient access to services, enabling effective responses to incidents or making sure that best value is achieved for the money given by the public. This strategy sets out how I plan to deliver on all of this for both the public and the police force in the coming years.

I am committed to ensuring I am a good custodian of the police estate on behalf of our communities. I will make sure that our police estate gets the right investment, is more sustainable, is situated in the right places, and is aligned to operational needs. This will in turn set our police force up to succeed, both now and in the future.

An effective estate strategy will improve services to the public, not only by ensuring the police have the right resources in the right places, but also by driving efficiencies in our estate portfolio to be able to reinvest in frontline service delivery.

A lot of hard work has already gone in to make sure that West Mercia now has a system and structure that is capable of delivering against this strategy. It is now time to do so, and ensure that the police estate is contributing to and enabling the best possible policing service, and helping to deliver a safer West Mercia for our communities.

John Campion

Police and Crime Commissioner, West Mercia



Where are we now

West Mercia Police cover the geographic counties of Herefordshire, Worcestershire and Shropshire, including the unitary borough of Telford & Wrekin. It is the fourth largest police force area in England & Wales encompassing a population of approximately 1.2 million people.

The geography of the force area is predominantly rural, with a mix of villages, market towns and the cities of Worcester and Hereford. It also borders with rural parts of Wales and Gloucestershire, as well as with the metropolitan areas of the West Midlands.

Organisational objectives

This Estate Strategy has been designed to support and enable the delivery of key strategic objectives for the elected Police and Crime Commissioner (PCC) and West Mercia Police.

The PCC is the custodian of the police estate on behalf of the public. In West Mercia, PCC John Champion was re-elected in May 2021. His key strategic commitments are set out in his Safer West Mercia Plan.



West Mercia Police has undergone a period of significant and sustained growth in recent years, with officer numbers increasing from around 1,900 to a projected 2,456 in 2022/23. The force has a stated desire to move to a new and more preventative target operating model in the years to come. Improvements in technology are also changing the way the police force operates, in respect of a number of areas, including types of crime, public contact and agile working.

The force's key plan and priorities for the coming years are set out below:



The current police estate

The current West Mercia Police estate consists of:

- Ninety-one sites with 111 separate buildings (including masts and Hindlip Church). The force's Headquarters are sited at Hindlip Park in Worcestershire, which is shared with Hereford & Worcester Fire and Rescue Service. The site is home to an Operations and Communications Centre, a comprehensive range of specialist policing teams and facilities, training facilities for student officers and office functions.
- A combined gross internal area of all West Mercia's stations and Headquarter buildings equates to 38,280sq.m. This includes all storage and void/disused spaces (such as disused custody suites) and does not include facilities that are not utilised for 'frontline policing'. The estate is aging and incurs significant annual running costs, of circa £8.9m per annum.
- Sixty-one per cent of sites are freehold and 39 per cent leasehold.
- An asset value of £62,182,086.22 as of 31 March 2020 (at the time of writing the accounts for 2021 are awaiting sign-off by the auditors).

These sites are located as follows:

Herefordshire Estate – current configuration

Herefordshire	Co Location	Specialist	Divisional DHQ	Police Hub
Bromyard	N	N	Y	
Hereford	N	Y		
South Wye	N	N		
Ross on Wye	N	N		
Kington	N	N		
Ledbury	N	N		
Leominster	N	N		
Hereford Garages	N	Y		
Wilson House	N	Y		
Herefordshire YJS	N	Y		
Peterchurch	Y	N		



You can share your views by visiting our survey at <https://survey.alchemer.eu/s3/90450236/Estates-Strategy-Consultation>

Closing date for responses is 11 July 2022.

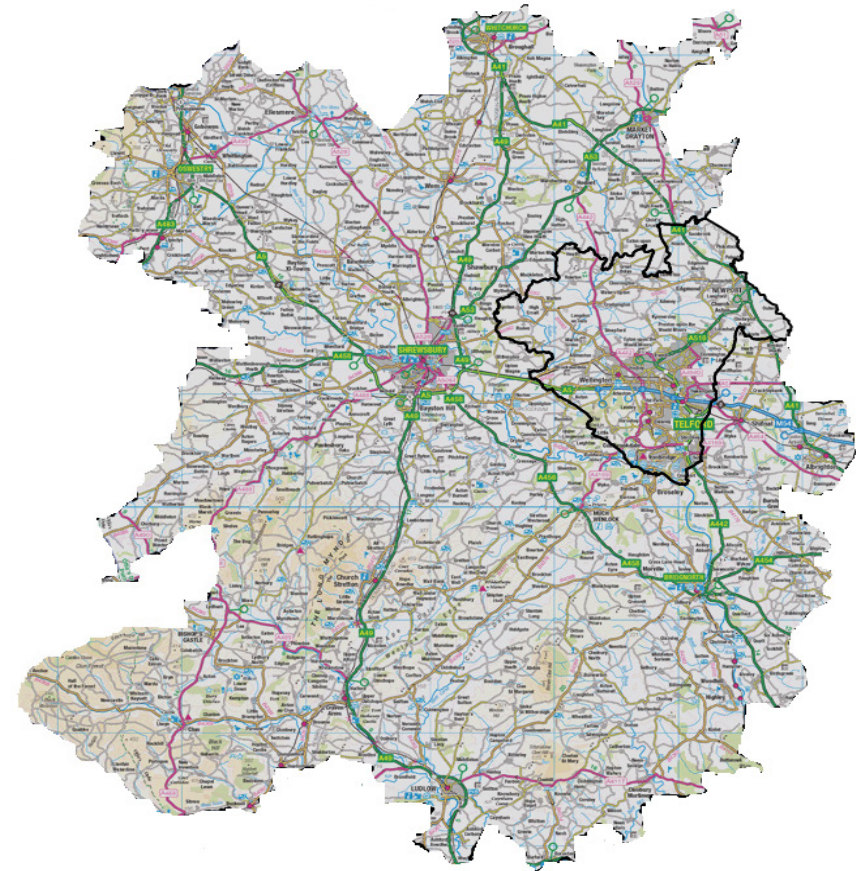
You are welcome to forward this email to anyone who may wish to see it that lives and works in the West Mercia area.

A report on results of this consultation will be published here www.westmercia-pcc.gov.uk

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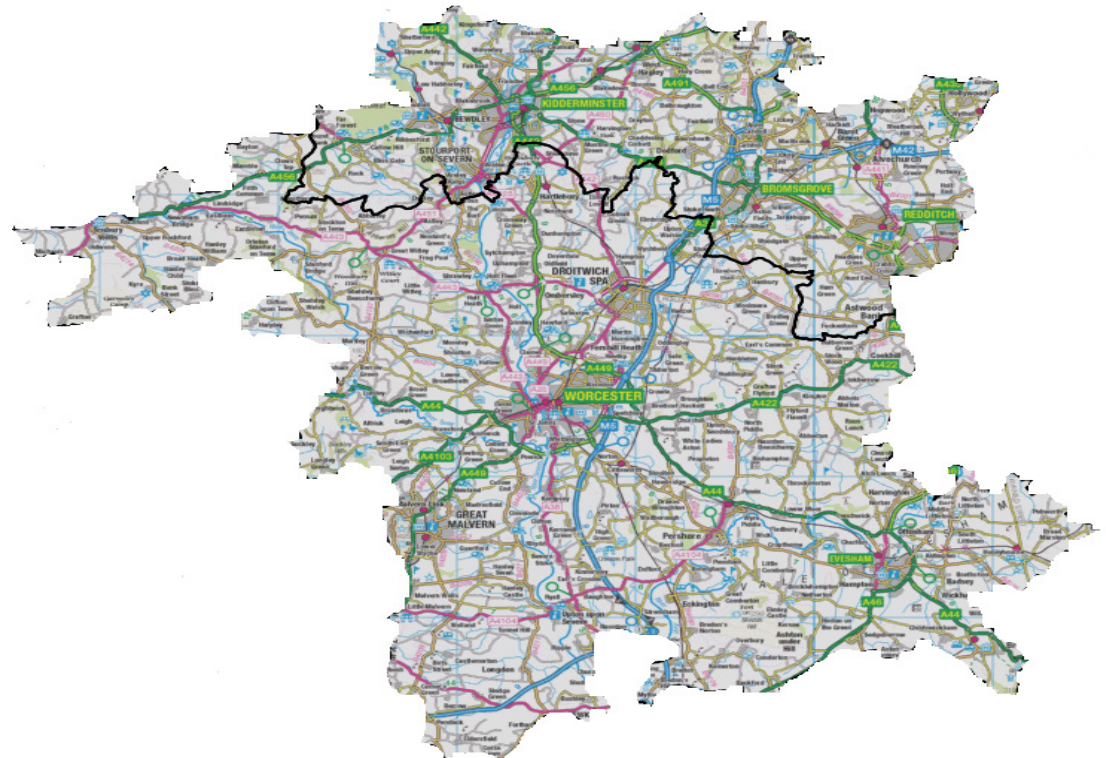
Shropshire and Telford & Wrekin Estate – current configuration

Shropshire	Co Location	Specialist	Divisional DHQ	Police Hub
Shrewsbury Police HQ	N	Y	Y	
Grosvenor House	N	Y		
Ellesmere SNO	Y	N		
Oswestry	N	N		
Pontesbury	Y	N		
Church Stretton	N	N		
Ludlow	N	N		
Bishop's Castle	N	N		
Telford Police DHQ	N	Y		
Donnington	N	N		
Madeley	N	N		
Wem	Y	N		
Whitchurch	Y	N		
Market Drayton	N	N		
Wellington	N	Y		
Bridgnorth	N	N		



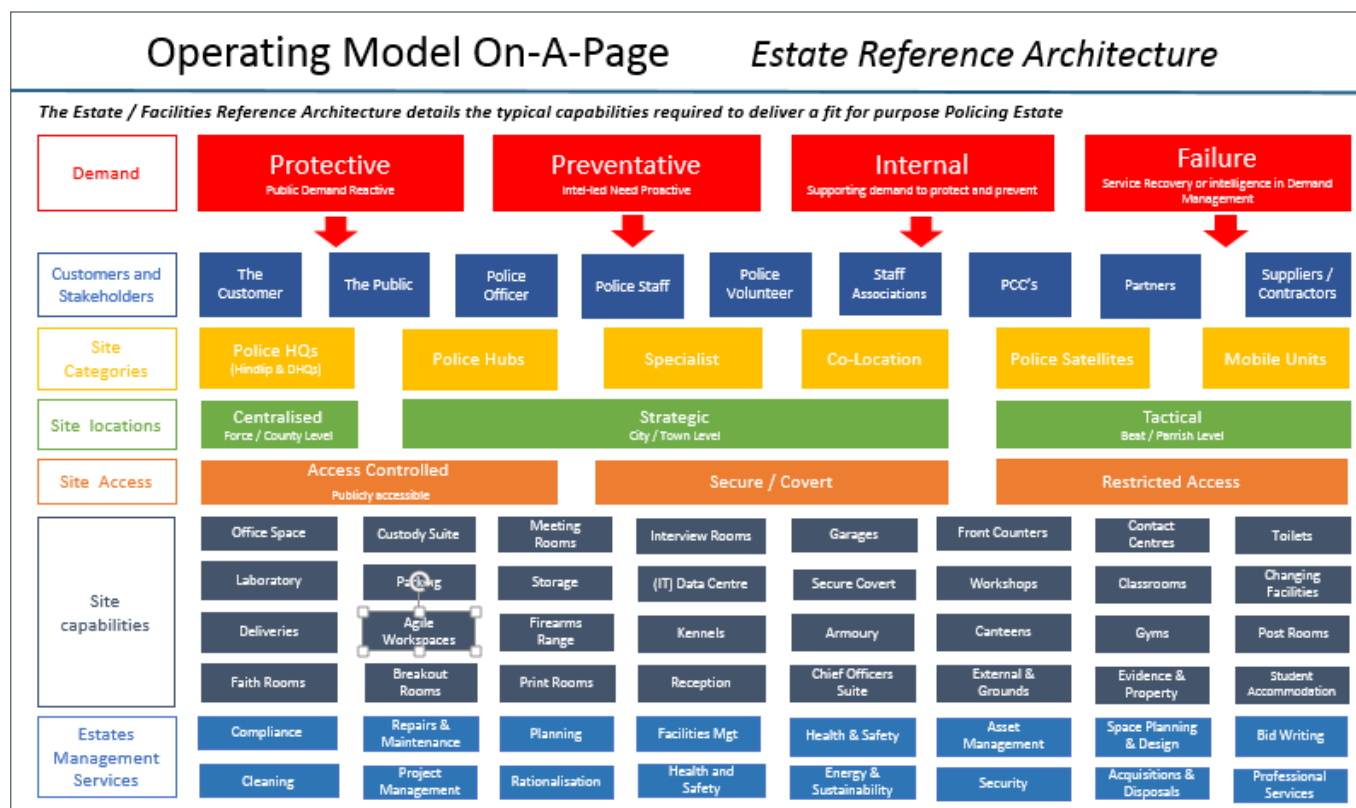
Worcestershire Estate – current configuration

Worcestershire	Co Location	Specialist	Divisional DHQ	Police Hub
Evesham	N	N	Y	Y
Pershore	Y	N		
Warndon Office	N	N		
Warndon SNO	N	N		
Worcester City	N	N		
Dines Green	N	N		
Hindlip	N	Y		
Blackpole Garages	N	Y		
Droitwich	Y	N		
Bromsgrove	Y	N		
Redditch	N	N		
Kidderminster	N	N		
Highley	Y	N		
Stourport	Y	N		
Windermere House	Y	N		
The Walshes	N	N		
Rubery Station	N	N		
Malvern	N	N		
Tenbury Wells	N	N		
Upton Upon Severn	Y	N		
Tolladine YJS	N	Y		



Estate Service

West Mercia Police's estate service is an integral part of the Office of the PCC. The team consists of circa 50 staff representing a range of different specialisms. The team's structure, wide range of expertise and its capacity means it will be able to deliver the requirements of this Estate Strategy. The current operating model that the estate service works to is set out below:



What are we going to achieve?

West Mercia's future police estate will:

Be visible and accessible to the communities it serves

- Create environments that are welcoming and inclusive to all.
- Enable all communities to access a high quality police service quickly and conveniently when they need to.
- Help to ensure victims and survivors receive the support they need, when and where they need it.
- Ensure that anyone visiting a police site is safe and feels safe, during the duration of their visit.
- Ensure wherever it is operationally and commercially viable, that police estate are located at the heart of the communities they serve, with clear signage and appropriate access.

Enable the best possible policing service

- Configuring the locations and functions of the estate to provide an optimum estate portfolio in support of operational policing requirements.
- Delivering minor revenue and capital works programmes to carry out improvements and alterations that will support the requirements of operational policing.
- Create modern, flexible working environments to support agile working practices.
- Ensure the police estate promotes and enables improved welfare for officers, staff and volunteers.
- Enable the police to maintain business continuity at all times.
- Ensure that officers, staff and volunteers are safe and secure at all times.

- The estate will be kept clean, tidy, well-maintained and in good condition, via a full facilities management service.
- Modernise facilities so that they provide WMP with purpose-driven accommodation that assists personnel to carry out their duties.

Be effective, efficient and flexible

- Proactive management of the integrity of the estate, via comprehensive annual maintenance plans.
- Properties will be proactively maintained to ensure they are safe, secure and in a condition suitable for use.
- The estate will have a 24/7, 365 days a year reactive repairs and maintenance service that delivers a prompt rectification of faults.
- Deliver best value for the public purse through both internal services and management of external contracts/suppliers.
- Identifying potential for efficiency through improved collaboration with a range of partners.
- Disposing of/replacing sites that have become inefficient, too costly to operate and/or offer no policing benefit to the force or communities.
- Achieve best value and return on investment for the public.
- Provide clear, professional advice to both the PCC and West Mercia Police on estate matters
- Ensure all buildings and assets are utilised to the optimum level.
- Careful management of revenue and capital estate projects.

Be environmentally and socially sustainable

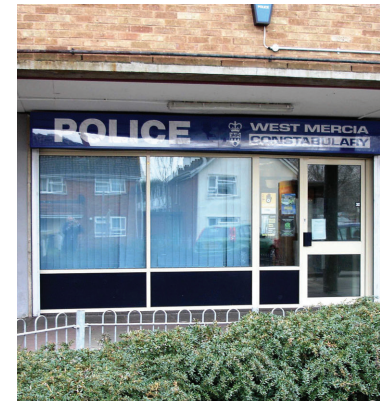
- We will understand the impact of our estate on climate change and take steps to mitigate this wherever possible.
- Exploring and implementing, where possible, energy and sustainable work practices.
- Deliver best use of physical assets. Improving space occupancy levels and driving down overall costs per occupant.
- Complying with all relevant legislation and regulations and where possible exceed the standards required.
- Contributing to enabling the force to improve the social wellbeing of West Mercia's communities.

The target police estate

The current and projected policing requirement is for three main operational hubs: One in the north of the force area, one in Worcestershire and one in Herefordshire. These would be supported by local stations, enabling local policing. There will also be further local footprints, predominantly in shared facilities.

These sites will be supported by the headquarters at Hindlip, with other specialist facilities located in as few sites as possible. The site at Hindlip will see operations consolidated through reconfigured layouts within existing buildings. This promotes agile working and more efficient use of space.

Work will take place to examine how buildings can be better used to accommodate more functions on-site including more flexible, efficient use of spaces, supporting the development of an agreed Hindlip Park masterplan.



Warndon Police Station

There is ambition to carry out the following new projects which will be progressed during the lifetime of this strategy:

- Upgrade the Tactics House and firearms ranges at Hindlip, in line with operational requirements and College of Policing standards.
- Deliver a new combined police and fire station for Redditch.
- Deliver a new police station for Hereford.
- Deliver a new northern policing hub for Shrewsbury and Telford.

Forthcoming One Public Estate projects over the lifetime of this Estate Strategy will include:

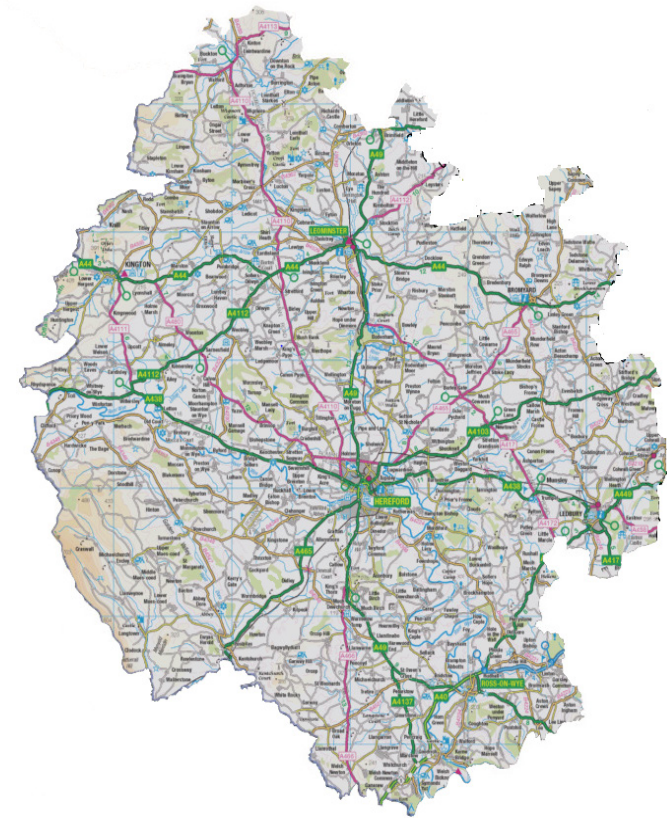
- Tenbury Wells – co-location of police into fire station.
- Leominster – co-location of fire into police station.

Where it is in the best interests of overall effectiveness and efficiency, elements of the police estate will also be disposed of, with functions relocated. Where a site is identified for disposal that currently functions as an operational policing base, that site will only be disposed when a fit for purpose alternative has been identified and agreed elsewhere within the same local community.

As a result of the investments set out above, as well as the anticipated programme of disposals, the police estate will be reconfigured as below through the lifetime of this strategy:

Herefordshire Estate – 2030 target configuration

Location	Colocation	Shared	Specialist	County HQ	Super station	SNT only
Bromyard	Y					Y
Hereford	N				Y	N
Ross on Wye	Y					N
Kington	N	Y				Y
Ledbury	N	Y				N
Leominster	N	Y				N
Hereford Garages	N		Y			N
Wilson House	N		Y			N
Hereford YJS	N		Y			N
Peterchurch	Y					Y
Fownhope -NEW	Y					Y
Mobile Police Station				Tarrington		
Mobile Police Station				Llangarron		
Mobile Police Station				Michaelchurch Escley		
Mobile Police Station				Pembridge		

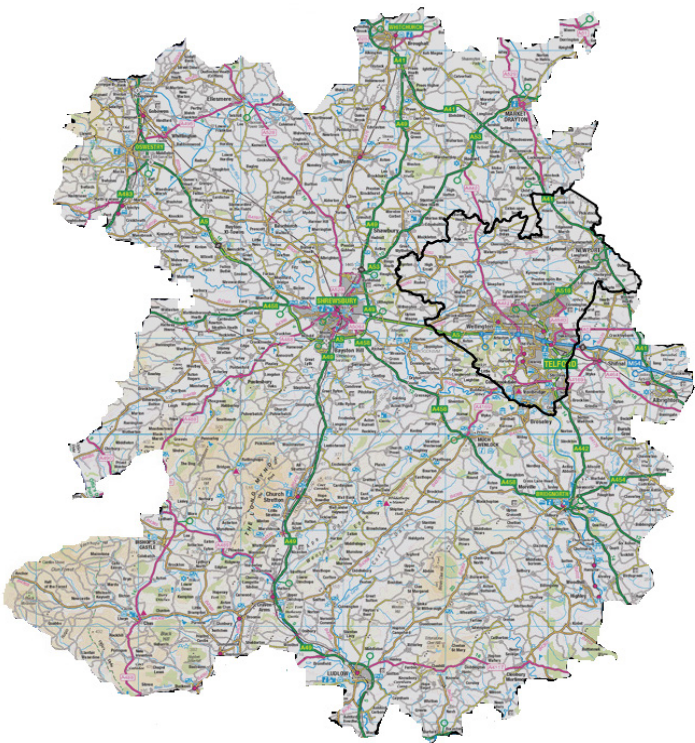


The detailed target estate configuration for Herefordshire by 2030 is as follows:

Location	Action
Bromyard	Retained/co-locate with Fire Service
Fownhope	New – co-location with partner
Hereford	Retained
Kington	Retained and shared with partner
Ledbury	Retained and shared with partner
Leominster	Retained and shared with partner
Llangarron	New mobile police station
Michaelchurch Escley	New mobile police station
Herefordshire YJS	Retained
Pembridge	New mobile police station
Peterchurch	Retained and shared with partner
Ross on Wye	Retained/co-locate with partners
South Wye	Disposed – services relocated to Hereford
Tarrington	New mobile police station
Hereford Garages	Retained
Wilson House	Retained

Shropshire and Telford & Wrekin Estate – 2030 target configuration

Location	Colocation	Shared	Specialist	County HQ Super station	SNT only
Grosvenor House	N		Y		N
Ellesmere SNO	N	Y			Y
Oswestry	N				N
Pontesbury	N	Y			Y
Church Stretton	N	Y			Y
Ludlow	N				N
Bishop's Castle	N	Y			Y
Telford Police DHQ	N				N
Madeley	N	Y			Y
Wem	N	Y			Y
Whitchurch	N	Y			Y
Market Drayton	N				N
Bridgnorth	N				N
Northern Hub	N		Y	Y	N
Newport -NEW	Y				Y
Shifnal -NEW	Y				Y
Craven Arms - NEW	Y				Y
Albrighton - NEW	Y				Y
Much Wenlock - NEW	Y				Y
Mobile Police Station				Hodnet	Y
Mobile Police Station				Weston Lunningfields	Y
Mobile Police Station				Snailbeach	Y
Mobile Police Station				Cross Houses	Y
Mobile Police Station				Norton	Y
Mobile Police Station				Clun	Y
Mobile Police Station				Hungerford	Y



The detailed target estate configuration for Shropshire and Telford & Wrekin by 2030 is as follows:

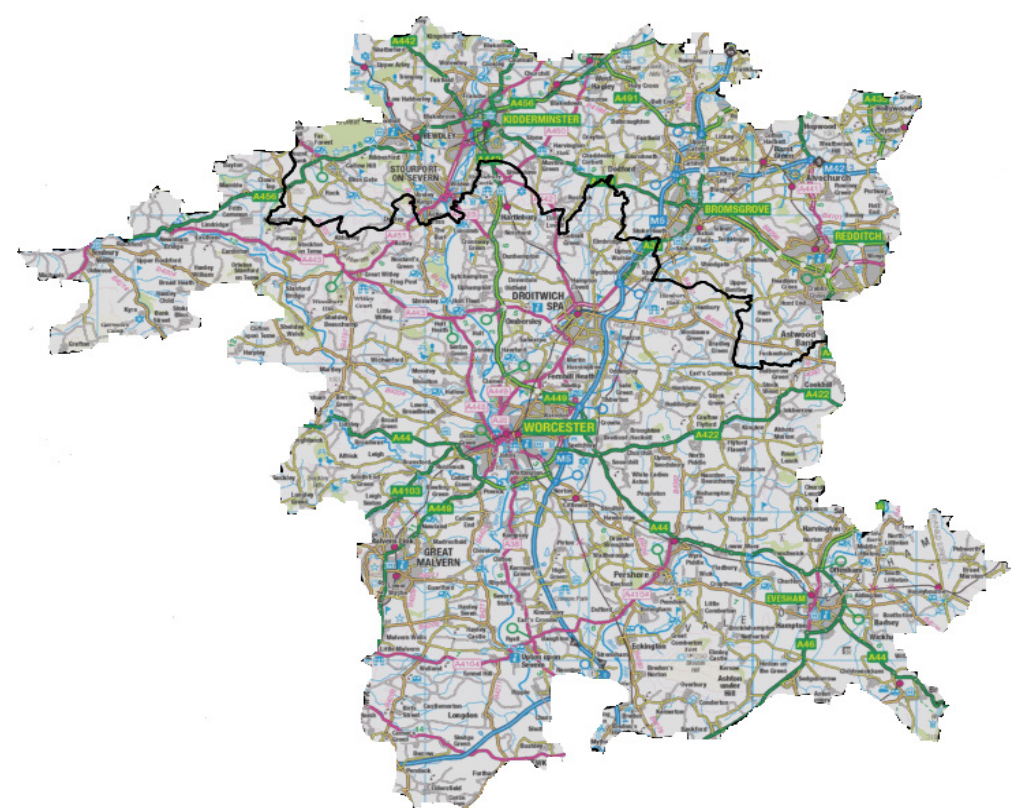
Location	Action
Albrighton	New – Co-location at partner facility
Bishop's Castle	Retained and shared with partner
Bridgnorth	Retained
Church Stretton	Retained and shared with partner
Clun	New mobile police station
Craven Arms	New – Co-location at partner facility
Cross Houses	New mobile police station
Donnington	Disposed and replaced with fit for purpose alternative provision
Ellesmere	Retained and shared with partner
Grosvenor House	Retained
Hodnet	New mobile police station
Hungerford	New mobile police station
Ludlow	Retained
Madeley	Retained and shared with partner
Market Drayton	Retained
Much Wenlock	New – Co-location at partner facility
Newport	New – Co-location at partner facility
Northern Hub	New

Norton	New mobile police station
Belvidere House	Disposed
Oswestry	Retained
Pontesbury	Retained and shared with partner
Shifnal	New – Co-location at partner facility
Shrewsbury Police HQ	Disposed - replaced with northern hub
Snailbeach	New mobile police station
Telford Police HQ	Retained
Wellington	Disposed and replaced with fit for purpose alternative provision
Wem	Retained and shared with partner
Weston Lunningfields	New mobile police station
Whitchurch	Retained and shared with partner

Worcestershire Estate – 2030 target configuration

Location	Colocation	Shared	Specialist	County HQ Super station	SNT only
Evesham	N	Y			N
Pershore	N	Y			Y
Warndon Office	N				Y
Warndon SNO	N				Y
Worcester City	N			Y	N
Hindlip	N				N
Blackpole Garages	N		Y		N
Droitwich	Y				Y
Bromsgrove	N	Y	Y		N
Redditch	Y - new facility with HWFRS				N
Kidderminster	N				N
Highley	N	Y			Y
Stourport	Y				Y
Ruberry	N				Y
Malvern	N				N
Tenbury Wells	Y				Y
Upton Upon Severn	Y				Y
Tolladine YJS	N		Y		N
Bewdley -NEW	Y				Y
Hagley - NEW	Y				Y
Wythall - NEW	N	Y			Y
Inkberrow - NEW	N	Y			Y
Chaddesley Corbett - NEW	N	Y			Y
Abberley - NEW	N	Y			Y

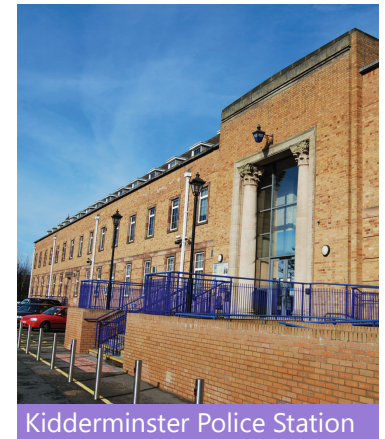
Mobile Police Station	Broadheath, near Tenbury Wells
Mobile Police Station	Dines Green replacement
Mobile Police Station	Welland, near Malvern
Mobile Police Station	Crophorne (west of Evesham)
Mobile Police Station	Tardebigge - west of Redditch
Mobile Police Station	Shatterford - SE of Highley



The detailed target estate configuration for Worcestershire by 2030 is as follows:

Location	Action
Abberley	New shared facility
Bewdley	New shared facility
Blackpole Garages	Retained
Broadheath	New mobile police station
Bromsgrove	Retained
Chaddesley Corbett	New shared facility
Crothorne	New mobile police station
Dines Green	Disposed – replaced with mobile police station
Droitwich	Retained
Evesham	Retained and shared with partner
Hagley	New shared facility
Highley	Retained and shared with partner
Hindlip	Retained

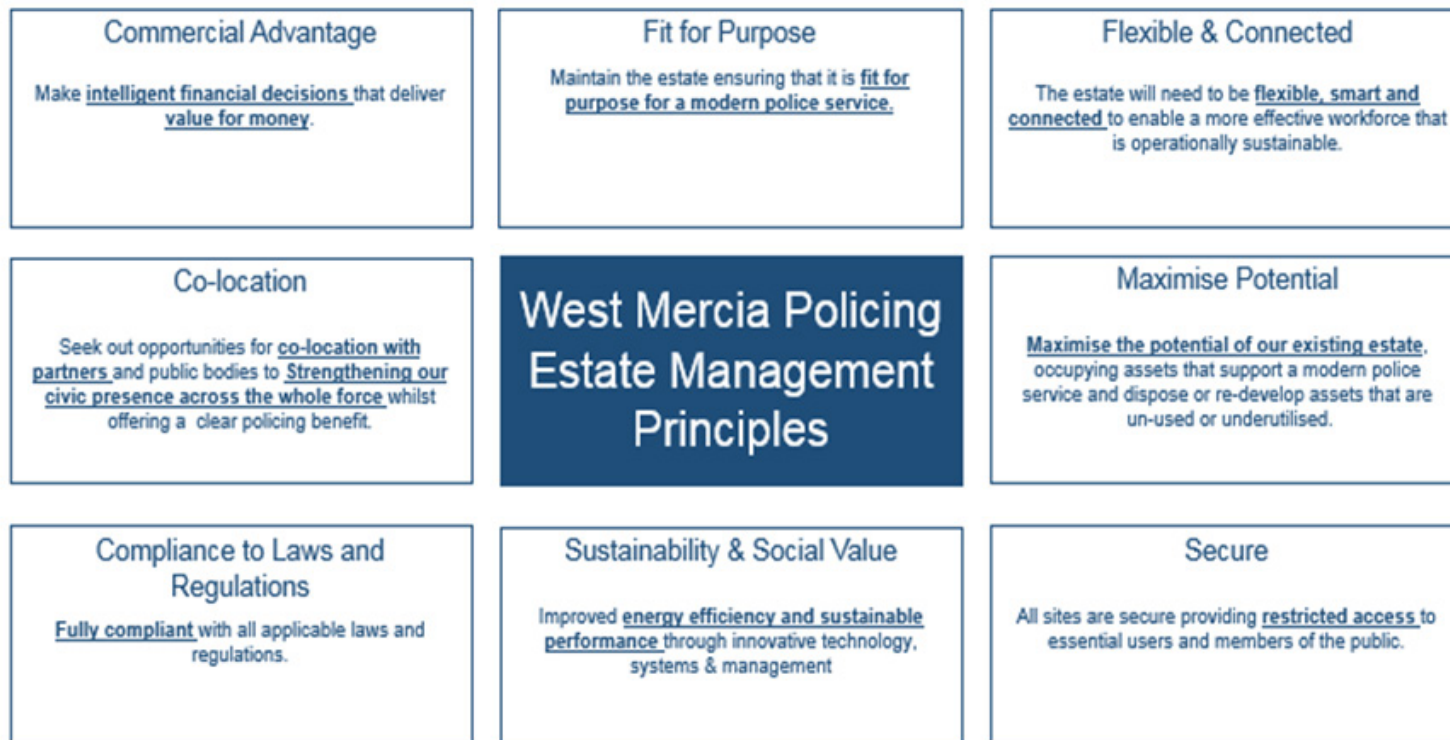
Inkberrow	New shared facility
Kidderminster	Retained
Malvern	Retained
Pershore	Retained and shared with partner
Redditch	Disposed – replaced with new shared station
Rubery	Retained
Shatterford	New mobile police station
Stourport	Retained and shared with partner
Tardebigge	New mobile police station
Tenbury Wells	Disposed – services relocated to fire station
Tolladine YJS	Retained
The Walshes	Disposed – replaced with mobile police station
Upton Upon Severn	Retained and shared with partner
Warndon Office	Retained
Warndon SNT Office	Retained
Welland	New mobile police station
Windermere House	Disposed – replaced with mobile police station
Worcester City	Retained
Wythall	New shared facility



How are we going to deliver?

Core principles

This strategy will primarily be delivered via the Estate function within the OPCC, in conjunction with the PCC and West Mercia Police. The estate will be managed and operate according to eight core principles:



These core principles will underpin all estate activity that is delivered in support of the primary strategic objectives for both the PCC and West Mercia Police.

Commercial advantage

- Implement a SMART buildings rationalisation and disposal programme through the lifetime of this strategy, to release resources for reinvestment.
- Ensure best value is realised for any estate asset disposed of.
- Robust management of contracted services, such as waste management and cleaning.
- Seek to identify improvements to be made in contracted services to drive better value.
- Employ robust and established project management protocol to ensure work is completed on time and on budget.
- Contribute to reduced revenue costs associated with West Mercia's estate.
- Subscribe to the National Benchmarking Scheme, organised by the National Police Estate Group (NPEG). Make best use of the data available to contribute to informed commercial decisions in the best interest of effectiveness and efficiency.
- Use the key elements of this strategy to inform estate policy and decision making.
- Proactively seek developer contributions (Section 106, Community Infrastructure Levy (CIL) and/or the new Infrastructure Levy (IL)) to help deliver the infrastructure needed to maintain or enhance policing services.
- Lease arrangements will be reviewed and challenged where appropriate to ensure best value for money.
- Opportunities to secure grant funding from central Government will be taken.
- Business rate valuations of properties will be checked and if appropriate, challenged to generate savings.

Co-location

- Create a SMART collaboration programme with partners
- Work collaboratively with other Blue Light organisations and public sector partners, such as Hereford and Worcester Fire and Rescue Service (HWFRS), Shropshire Fire and Rescue Service (SFRS), West Midlands Ambulance Service, unitary, county, district, town and parish councils.
- Develop and maintain new relationships with other potential partners to look at other co-location opportunities, such as criminal justice agencies.
- Explore and make best use of opportunities arising from the One Public Estate (OPE) initiative that will enhance our ability to achieve service benefits and stretch property financial performance for the efficiency of the estate.

Compliance with laws and regulations

- Make best and appropriate use of procurement practices in engaging external providers and tendering contracts.
- Ensure compliance with all relevant health and safety legislation and regulation, to maintain the safety of all officers, staff, volunteers and visitors.

Sustainability and social value

- Monitor population growth and changes in communities over the short and long terms. Make best use of this analysis and intelligence to inform estate activity.
- Establish a baseline in respect of the carbon footprint associated with West Mercia's estate, and move to reduce it towards a carbon neutral position.
- Establish baselines in respect of energy and water consumption and waste output, and seek to reduce these.

- Encompass sustainability measures in relation to energy, water, waste and transport in every estate project.
- Review and where possible improve the environmental credentials of every police building.
- Seek to adopt a whole life cycle approach to sustainable development when making investment decisions about the estate.
- Work jointly with Force Fleet Service to provision EV charging infrastructure at appropriate locations.
- Work with partners to improve EV charging infrastructure across the public sector, as well as access to it.
- Manage all waste resulting from Estate activities taking into consideration the waste hierarchy – reduce, reuse, recycle. Dispose of waste in an environmentally responsible manner to achieve financial best value.
- Engage with West Mercia Police suppliers and contractors to ensure that goods and services procured meet environmental standards and, in turn that they can demonstrate and progressively improve their own environmental performance.
- Monitor the environmental performance of suppliers in providing products and services.
- Seek commitments and evidence of local employment positively impacting on the local economy, staff learning & development, apprenticeships, diversity, paying the workforce appropriate 'living wage'.
- Ensure police buildings maintain a minimum energy rating of at least 'D', and are improved towards 'A' gradings where possible.
- Enhance staff training and development in terms of energy, sustainability and environmental opportunities/issues.

Secure

- Improving the resilience of buildings by replacing key and essential structural, mechanical and electrical components that are failing, or have failed.
- Ensure a reactive maintenance programme that is easy to access 24/7, and consistently delivers a prompt, effective and efficient service.
- Ensure all staff and contractors working on estate initiatives are compliant with vetting requirements.
- Work with West Mercia Police to ensure and support appropriate access to buildings and sites for all officers, staff, volunteers and visitors, to ensure the safety and security of all on police sites.
- Apply strong risk management protocols to ensure interdependencies are not compromised through estate reform.

Maximise potential

- Ensure the right mechanisms are in place to regularly review and understand the current estate, its condition, and how it compares with operational requirements.
- Ensure optimal usage levels within the estate, aligned to operational requirements, to enable and deliver the most efficient use of resources.
- Reduce our estate footprint through better use of existing sites.
- Make best use of the CAFM system to maintain full details of inventory, maintenance and costing of assets to be available. Use this information to effectively maintain a scheduled replacement programme.
- The Estate team will develop greater working relationships with project managers, facility managers and those within business support to best understand the services required and then deliver to the best possible standard.



Malvern Police Station

Flexible and connected

- Integrate new technology into both new projects and existing estate.
- Continue to support the evolution of agile working.
- Establish a greater proportion of freehold property within the estate, to maximise flexibility and control over sites.
- Engaging and consulting with the community, partners, stakeholders and influencers, with regards to the reasons for changes to the police estate.

Fit for purpose

- Keep operational requirements under review.
- Work proactively with the Force to understand challenges, opportunities, risks, and changing demands in the short and long term. Be responsive to them.

- Develop and deliver a regime of planned maintenance and management across the whole estate.
- Support the PCC's and force's commitment to communities to maintain local policing and visibility.
- Ensure effective governance and evidence based decision making processes in all estate matters, based on comprehensive and professional advice.
- Deliver high-quality operational environments for personnel that contribute to improved officer and staff morale, ensuring appropriate welfare facilities and improving outcomes for the public.

Governance and evaluation

Review

This strategy will be formally reviewed on an annual basis. Contributions to annual reviews will be invited from both West Mercia Police and the PCC.

In advance of annual reviews, research on matters relevant to the strategy will be conducted. This will enable informed discussion on what needs to be considered in the context of estate planning. For example, this may include (but not limited to) new legislation (including PCC role changes or reforms made to the planning system), new regulations, updated best practice and/or anticipated changes in local communities.

Final decisions as to whether and how to update the strategy will remain at the PCC's discretion.

Decision making

Day-to-day decisions on estate matters will be led by an appropriate member of the estate team, in consultation with West Mercia Police and any other relevant partner/provider.

Key strategic estate decisions remain at the discretion of the PCC. These will either be captured in West Mercia Governance Board (WMGB), or via a decision notice.

A clear and sound evidence basis is required for all decision making, typically informed by professional advice from the estate function, West Mercia Police and others (such as legal services) as required.

Governance

As custodian of the police estate, this strategy will ultimately be governed by the PCC.

This will be done via the existing Corporate Governance Framework, which includes the WMGB, the OPCC Governance Board and the Estate Governance Board.

Activity will also be monitored against some projects and initiatives, which will report to the force's Change and Transformation Board and the Estate Forum.



Ludlow Police Station

Internal reporting and accountability will also be maintained within the estate function.

Monitoring and evaluation

Delivery plans associated with this strategy will be developed and monitored regularly, with scrutiny/governance from relevant areas, as set out previously.

A series of targets, objectives and metrics will be developed and agreed to evaluate delivery against this strategy.

Systems to better capture relevant data for analysis will be implemented in order to evaluate progress and predict future demand. In some cases this will ensure a baseline for data that can be used for comparison.

Data captured for evaluation will include:

- Financial measures – revenue costs of estate, utility costs, lease costs, contract costs, project costs, disposal income, lease income, delivery of capital projects on budget.
- Monitoring of benefit realisation against agreed business cases.
- A range of feedback from West Mercia Police, both structured and anecdotal.
- Carbon emissions and levels of waste associated with the police estate.
- Delivery against planned maintenance programmes.

Internal evaluation data will be cross-referenced and compared with external environmental analysis to identify key issues, challenges and opportunities in the future. This will also inform decisions around reviewing and refreshing this strategy.

Glossary

Asset value	The asset value of a building and/or land.
Business rate	A tax on the occupation of property for non-domestic purposes.
Computer Aided Facilities Management	CAFM is the term for technology designed to help users manage the various assets.
Estates service	The 'in-house' staffing resource belonging to the Office of PCC West Mercia.
EV(s)	Electric vehicle(s).
Freehold	The legal right to own and use the buildings or piece of land for an unlimited time.
Hindlip Park master plan	The plan for optimisation of office space at Hindlip HQ.
Lease	A lease is a contract outlining the terms under which one party (Office of PCC West Mercia) agrees to rent an asset.
Leasehold	A right to occupy a property for a stipulated amount of time.
National Benchmarking scheme	A bespoke benchmarking tool designed specifically for UK police forces.
National Police Estate Group	NPEG is a group of estate professionals who work within policing.



Telford Malinsgate
Police Station

One Public Estate

OPE is an established national programme that provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.

Operating Model on a page

As described in the document, 'the typical capabilities required to deliver a fit for purpose police estate'.

Plan on a page

West Mercia Police strategic vision.

Running costs

Energy, utility, repairs and maintenance costs.

Safer West Mercia Plan

Police and Crime Commissioner's vision for a safer West Mercia.

You can share your views on this strategy by visiting my survey at:

<https://survey.alchemer.eu/s3/90450236/Estates-Strategy-Consultation>

Closing date for responses is 11 July 2022.

A report on the results of this consultation will be published here www.westmercia-pcc.gov.uk

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This document is available in other formats,
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