



**Lincolnshire Police**

**ESTATE MANAGEMENT PLAN**

2023 – 2026



**Lincolnshire**  
**POLICE & CRIME COMMISSIONER**  
SAFER TOGETHER

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## SECTION 1: INTRODUCTION

The Police and Crime Commissioner for Lincolnshire is the legal owner and public custodian for the estate portfolio provided to the Chief Constable to enable the delivery of an effective police service.

The purpose of this Estate Management Plan is to provide a 3-year plan on the strategic direction of the estate and how it will be managed to ensure it provides a fit for purpose, effective, flexible, safe and sustainable environment for all officers, staff and partners working from the estate and for the public who access it. The Estates Plan is needed to support the ever-changing demand on our services, evolving requirements of our workforce and is the driver for increasingly agile and digital working arrangements.

This Plan outlines:

- The Strategic Asset Management Strategy
- The key objectives to be delivered
- Benchmarking Data analysis
- The plans for each area of our estate
- The governance to ensure success
- 2023-24 Delivery plan
- Three-year milestones

## SECTION 2: STRATEGIC CONTEXT

### Asset Management Strategy

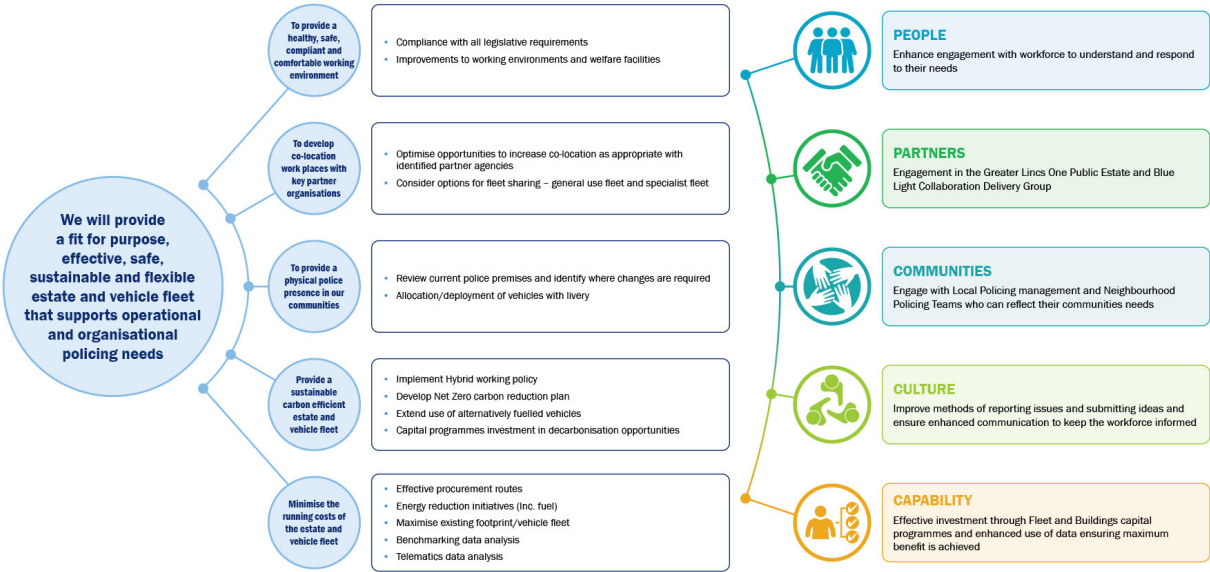
The aim of Asset Management is to use assets to deliver the objectives and priorities of the organisation and they have a fundamental part to play in the delivery of these objectives. Assets can no longer be merely viewed as static resources to be managed as best they can with diminishing resources and investments. The more successful and forward-thinking organisations recognise the potential of their assets and the proactive value of asset management. The tendency to focus on the day-to-day operational management of existing assets at the expense of a more strategic approach brings with it some real risks of a disconnect between asset management activity and the corporate objectives and priorities of the organisation.

The overarching vision of Lincolnshire's Asset Management Strategy is

***To provide a fit for purpose, effective, safe, sustainable and flexible estate and vehicle fleet that that supports operational and organisational policing needs.***

It will aim to ensure that the asset base is optimally structured to suit the operational policing model and needs along with the corporate needs of the Force.

This will be achieved through the delivery of the following key objectives: -



<p><b>Estate Management</b></p> <ul style="list-style-type: none"> <li>• Statutory compliance</li> <li>• Suitability/condition</li> <li>• Hybrid working</li> <li>• Security</li> <li>• Welfare facilities</li> <li>• Accommodation planning</li> <li>• H&amp;S</li> <li>• NPEG data analysis</li> <li>• Automate processes where possible</li> </ul>	<p><b>Fleet Management</b></p> <ul style="list-style-type: none"> <li>• Statutory compliance</li> <li>• H&amp;S</li> <li>• Maximise availability/deployment</li> <li>• Telematic data analysis</li> <li>• Accident management</li> <li>• Driver behaviour</li> <li>• Specification alignment with operational needs</li> <li>• Automate processes where possible</li> </ul>	<p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>• Maximise asset utilisation</li> <li>• One Public Estate opportunities</li> <li>• Blue Light Collaboration Delivery Group</li> <li>• National Association of Police Fleet Managers</li> <li>• National Police Estates Group</li> </ul>	<p><b>Net Zero – Carbon Reduction</b></p> <ul style="list-style-type: none"> <li>• Sustainability Plan</li> <li>• Environmental Impact Assessment</li> <li>• Expand waste management/recycling</li> <li>• Reduce energy consumption</li> </ul>	<p><b>Financial Management</b></p> <ul style="list-style-type: none"> <li>• Effective capital programme investment</li> <li>• Contractor management</li> <li>• Efficient procurement</li> <li>• Exploit funding opportunities (i.e. Salix)</li> <li>• Data analysis</li> </ul>	<p><b>Engagement</b></p> <ul style="list-style-type: none"> <li>• Improve methods of reporting</li> <li>• Vehicle User Group</li> <li>• Asset Management Group</li> <li>• Improve Intranet information</li> </ul>

This strategy supports the above and seeks to ensure that the asset base is aligned with the PCC and CC's strategic objectives.

## Making Lincolnshire Safe



The Police and Crime Commissioner's (PCC's) Community Safety, Policing and Criminal Justice Plan which this plan supports are: -

- Community safety and prevention in partnership
  - **Collaboration:** "Develop co-location and sharing of facilities with key partner organisations, including other bluelight services and District Councils, where suitable opportunities arise; ensuring police resources are located where they are needed and accessible within our communities"
- Protecting and supporting victims and the vulnerable
- Listening, responding and being accountable
- Policing that works
  - **Targeted and Prioritised Visibility:** "Maintaining and enhancing the visibility of policing across the county".
  - **Enabling Business Development:** "Review the PCC and Force Carbon Reduction Plan annually to ensure investment maximises progress towards the Government's CO2 emissions target" & "Provide a sustainable carbon efficient property portfolio. LED lighting has been introduced across the estate and we will now develop schemes to deliver innovative and sustainable heating solutions".

## SECTION 3: THE ESTATE MANAGEMENT PLAN

If assets are to contribute to the corporate priorities and objectives of Lincolnshire Police, there needs to be a plan to act as the enabler of change and effective management.

### Key Objectives of the Estate Management Plan:

1. To provide a healthy, safe, compliant and comfortable working environment
2. To develop co-location workplaces with key partner organisations
3. To provide a physical police presence in our communities
4. To provide a sustainable carbon efficient estate
5. Minimise the running costs of the estate

#### Key Objective 1

##### ***To provide a healthy, safe, compliant and comfortable working environment***

The Government's Facilities Management Strategy includes that wherever public servants work, and provide services from, it is essential that they are enabled to be at their most productive and wholly focussed on their critical mission: delivering effective public services to our citizens. Ensuring efficient, effective and safe buildings are critical to enable successful operational delivery to both the public accessing our services and the staff delivering them. Well managed facilities delivered to high standards are a vital foundation for excellent public services and productive workplaces.

To ensure this key objective is achieved the following principles of estate management will be adopted:

- Ensuring that existing buildings are maintained, modernised, and enhanced to provide effective and sustainable work environments.
- Adopt a formal "challenge and review" process so that each premise is reviewed in a rolling programme to ensure that the estate is providing what is required. The legacy of Covid-19 has provoked and added momentum for the need for a review process.
- Reviewing the current maintenance strategy and documenting this to outline the approach to measuring condition, carrying out of inspections and prioritising works. This will ensure that all current maintenance needs are known and inform the future maintenance plans for the estate. This will define the standards that should be achieved and maintained, the approach to planned and re-active maintenance, including the collection of data that will inform this.
- Ensure FM Helpdesk / reporting tools are fit for purpose – Produce guidance for all users setting out the reporting arrangements.
- Revise the operating model for the building surveyor function; allocating geographical areas of responsibility to enhance ownership of responsibility.
- Introduce a departmental "Comms Plan" to ensure up to date, relevant and helpful information is available to all users of the premises; to include regular engagement with Operational Commands and Heads of Departments.

- Introduce an enhanced “Compliance” records management system to ensure all legislative monitoring and testing and management in accordance with Health and Safety directives and guidance.
- To introduce a Hybrid working policy to ensure available space is best utilised .
- Support the work of the Culture Board, People Boards and H&S Board, implementing changes / modernisation of the estate where required, and affordable.

## Key Objective 2

### ***To develop co-location workplaces with key partner organisations***

A fundamental and instrumental factor that continues is co-location, particularly with fellow Blue Light Services as well as other public sector key partner organisations. This enables all public sector partners to maximise their asset utilisation.

Increased collaboration and interoperability with other forces, partners or blue light agencies is essential to address criminal/community safety issues where a partnership response is critical (e.g., adult and child safeguarding).

The Lincolnshire Blue Light Programme Strategy “*Strength in Collaboration*” includes the vision that “*Lincolnshire makes the most of opportunities to the benefit of the public and promotes a collaborative culture among partners*”.

To ensure this key objective is achieved the following will be progressed:

- Continuation of attendance at the Greater Lincolnshire One Public Estate meetings.
- Continuation of engagement with the Lincolnshire Collaboration Delivery Group.
- Actively consider any co-location opportunities.
- Continue to work with LCC and LFR to develop the business case for a joint operational training facility at Waddington.
- Assess the opportunity to co-locate with LFR at Stamford where plans for a new fire station is being developed.
- Engage with District councils to assess opportunities for “drop-in” locations.
- Continue, and possibly enhance, current arrangements with the National Probation Service and Border Force Agencies.

## Key Objective 3

### ***To provide a physical police presence in our communities***

The geographical nature of Lincolnshire brings with it significant challenges and the location of buildings across the county must be carefully considered to ensure they offer maximum support to operational services.

To ensure this key objective is achieved the following principles of estate management will be adopted:

- Leasehold premises will be reviewed at the appropriate stage, exercising break clauses, or extending existing arrangements, where deemed appropriate, to maximise flexibility cognisant of organisational change and opportunities to re-locate.
- Continue previous work undertaken as part of the Blue light Wider Estates project, now overseen by the Collaboration Delivery Group, to explore opportunities for “drop-in” facilities at other blue light and public sector premises.
- To explore new opportunities, relevant to the support of operational policing as a consequence of development in the county. This will be enhanced if the amendments to the Levelling-Up Regeneration Bill are successfully achieved which are seeking to recognise emergency services as “infrastructure” (which encompasses equipment and facilities). This will increase our opportunities to receive an appropriate share of developer contributions, including under the new Infrastructure Levy, to cover investments we must make to ensure that service levels can be maintained at the same level across new and existing developments.

#### Key Objective 4

##### ***To provide a sustainable carbon efficient estate***

In line with Government policy, Lincolnshire Police is committed to achieving Net Zero emissions by 2050. To support this a Carbon Reduction Plan has been in place for several years and is reviewed annually. The interim targets on the roadmap to Net Zero for the PCC's estate are:

- Eliminate the use of heating oil by 2026.
- 75% reduction in emissions from the 2008/09 baseline by 2026.
- 80% reduction in emissions from the 2008/09 baseline by 2030.
- Elimination of fossil fuels for heating buildings by 2040.
- 95% reduction in emissions from the 2008/09 baseline by 2024.

A copy of the 2023-2026 Carbon Reduction Plan is provided at Appendix A.

To ensure this key objective is achieved progress towards achieving the following carbon reduction ambitions will be made:

- Improve analysis of data available from Teams Energy database.
- Monitor electricity generation of each Solar PV installation.
- Install meters to record electricity consumption from all EV charging points.
- Introduce remote access heating controls to all buildings (to include time clock and night-set features).
- Extend annual Condition surveys to investigate passive energy saving measures.
- Include passive energy measures in all planning of any build / refurbishment projects.
- Improving efficiency of all Plant and include in Capital Investment programme.



- Extend application of LED lighting & assess feasibility of introducing more automated lighting controls.
- Eliminate consumption of Fossil Fuels.
- Invest in Existing Renewable Energy Technologies.
- Participate in Low Carbon Heat Networks.

## Key Objective 5

### ***Minimising the running cost of the estate.***

It is essential that the operating costs of running the estate are effectively managed to ensure costs are minimised as far as is practicable. To achieve this, the following financial management processes and measures will continue / be introduced: -

- **Effective capital investment**
  - All schemes to be considered by the Asset Management Group, with a prioritised plan being provided to the Chief Officer Team and the OPCC. A copy of the 2023/24 capital programme is provided at Appendix B.
- **Effective revenue spends**
  - Embrace the introduction of a new Finance Business Partner to the A&FM Senior Management Team
  - **Monthly review of spend and commitments**
  - Revaluation of premises – a recent review meeting with our contracted valuers identified some opportunities to potentially reduce the NNDR paid on some of our premises. It has been advised that where properties are undergoing works, we can apply for temporary delated or part-delated charges. This work will continue.
- **Efficient procurement**
  - Work closely with the Contract and Commercial Unit to ensure goods and services are provided in the most cost-effective way and in accordance with appropriate procurement regulations and the PCC's scheme of delegation.
- **Contractor / Contract Management**
  - For those contracts not managed by the Contract and Commercial Unit, ensure effective monitoring processes are in place to ensure all contract deliverables are being provided
- **Exploiting of funding opportunities (Salix, S106, CIL)**
  - Develop process for ensuring all funding opportunities are known and actioned as required

- **Estate rationalisation, aligning the floor plate to operational need**
  - Adopting a planned and structured approach to determining future office accommodation needs and planning for investment in maintenance, repair and upgrading of accommodation where necessary.
  - Work in conjunction with the Digital and Data Directorate to maximise the use of digital data management to reduce physical storage requirements
  - Enhance engagement with Operational Commands to better understand their requirements and use of the estate

## SECTION 4: BENCHMARKING DATA

The performance of our estate is measured as part of the national benchmarking exercise managed by the National Police Estates Group (NPEG) and prepared by the Chartered Institute of Public Finance & Accountancy (CIPFA).

The following headline data from the 2021-22 benchmarking exercise of which 28 Forces provided data is shown below.

	All Forces	Lincs
Estates GIA space per FTE (per sqm)	18.6	19.7
Estate cost per GIA (per sqm)	£149.29	£69.22
Estate cost as % of gross revenue expenditure	3.18%	2.2%

Lincolnshire's top 3 costs are shown in the table below; whilst our highest costs all are lower than the other Forces average:

	All Forces	Lincs
Rates (cost per sqm)	£36.27	£23.79
Maintenance (cost per sqm)	£24.89	£20.85 (56% on planned; 44% re-active)
Electricity (cost per sqm)	£18.07	£14.40

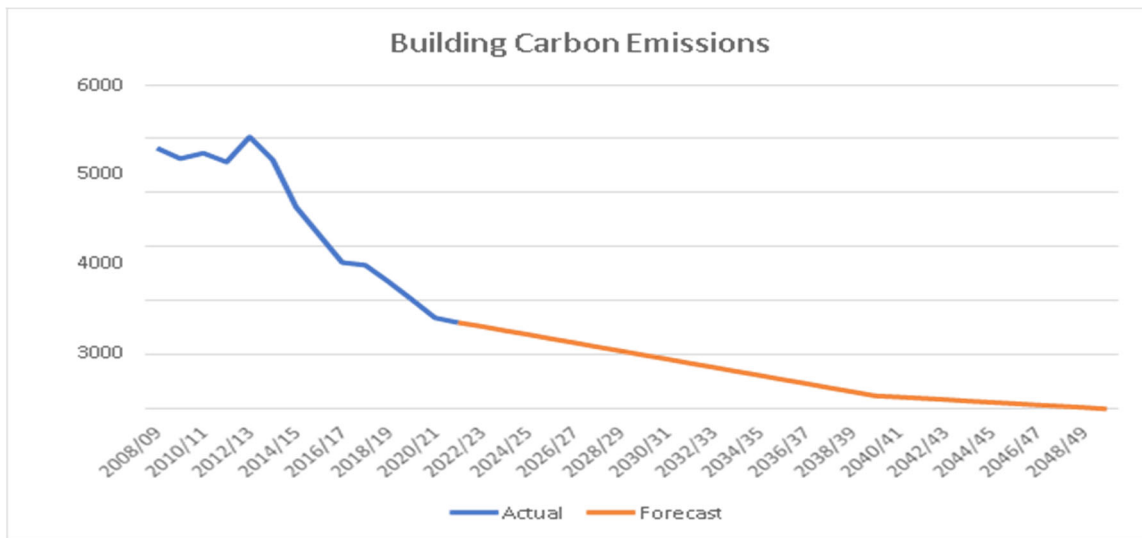
Our energy and water consumption per sqm is as follows:

	All Forces	Lincs
Heating fuel	£5.20	£2.88
Electricity	£18.07	£14.40
Water	£2.27	£1.04

### Other Headlines:

- **Heating Fuel**
  - 5<sup>th</sup> lowest heating fuel consumption per sqm; 2<sup>nd</sup> lowest cost per sqm and 3<sup>rd</sup> lowest fuel cost per kilowatt hour
- **Electricity**
  - 4<sup>th</sup> lowest consumption per sqm; 4<sup>th</sup> lowest cost per sqm

- **Emissions**
  - 3<sup>rd</sup> lowest emissions per sqm
- **Water**
  - 5<sup>th</sup> lowest consumption per sqm and the lowest overall cost per sqm
- **Waste**
  - 5<sup>th</sup> lowest weight of general waste per sqm and the lowest cost
- **Carbon Emissions**
  - Whilst there is no benchmark data relating to carbon emissions, the chart below demonstrates the achievements to date from the 2008/09 baseline:



The CIPFA Benchmarking data relative to the Lincolnshire estate only provides a lot of detailed information, such as:

Lincolnshire’s Highest Cost premises (per sqm)

1	Birchwood
2	Holton-le-Clay
3	Kirton
4	Woodhall Spa
5	Alford
6	Ingoldmells
7	Lincoln North
8	Ruskington
9	Saxilby

However, further analysis will be undertaken to understand the various elements of all the data provided in the report as whilst the above demonstrates the highest cost per m2, they are some of our smallest premises so whilst they are the highest cost per m2, cost savings will not be of significance. It is important that the limited resources within the Estates and Fam teams are focussed on the areas which will make the largest impact / savings.

## SECTION 5: EXISTING ESTATE AND ITS DEVELOPMENT

### Lincolnshire's Police Estate Portfolio

**54 Premises**  
(44 Freehold | 10 Leasehold)

**3 Mast Sites**

**8 Other**

**£22,971,000 Asset Value**  
(2021/22 accounts |  
exc West Parade)

**£4.5m Annual Running Costs**

#### Police HQ

As the Headquarters for Lincolnshire Police, this property has a long-term future following significant investment over previous years. It is also the headquarters for Lincolnshire Fire and Rescue who co-located to this site in 2019.

It provides accommodation for the Chief Officer Team, the Office of the Police & Crime Commissioner, the central Crime Command, the Specialist Operations department, the core Learning & Development service, and other specialist departments and force-wide enabling services. It is also the location of the Force Contact Management Centre and Vehicle Workshops.

Following the Covid pandemic, which required the Force to work in different ways, lessons learnt are being assessed and in line with the plan to introduce a formal Hybrid working policy, a full review of the occupancy and space allocation for the main HQ building will be progressed during the period of this plan.

#### Command Hubs

There are 4 main operational policing locations in the County, which provide the main base for response policing, local crime teams and are the locations of the 4 Custody Suites operating in the County. These sites also incorporate public access via the Town Enquiry Office service and provide accommodation for other enabling services.

#### Boston

- Located in the town centre, this site is considered as a strategically located police station and having been invested in over the previous few years, including additional cell provision and full window replacement it will remain as the operational policing hub for the Boston and South Holland area.

#### Skegness

- Located in the town centre, this site is considered as a strategically located police station and having been invested in over the previous few years it will remain as the operational policing hub for East Lindsey. It is also the location for a "satellite" vehicle workshop.
- This site incorporates the East Coast Police Training Centre – This building (which is physically linked to the police station and was previously the Skegness Magistrates Court) was acquired in January 2018 and following refurbishment occupation commenced in April

2021. It provides a second training location for the Force, mainly used for new cohorts of student officers, it is also used for other training courses in parallel with the use of the HQ based Training facility. The National Probation Service occupy a sizeable area within this property with a 20-year lease being in place (commenced in 2021).

### **Grantham**

- Built in 2004/05 this police station is located on the outskirts of Grantham town centre. In relation to the rest of the Force estate this is considered a reasonable “new” property and provides the required accommodation and facilities for operational policing and will remain as a strategic location providing services for the North and South Kesteven districts of Lincolnshire. It is also the location for a “satellite” vehicle workshop.

### **Lincoln**

- This site provides a Tri-Service facility for Police, Fire and Ambulance and was opened in November 2019. It is owned by Lincolnshire County Council and is occupied by the Force under a 99-year lease agreement. It is located on the outskirts of the main city centre and is the most modern facility in the property portfolio. It will remain as the operational policing hub for the Lincoln and West Lindsey Area Command Team and is the operational deployment base for all Lincoln’s operational and neighbourhood policing teams.

## **Operational Deployment Bases**

### **Lincoln and West Lindsey**

- **Gainsborough**
  - A key police station, accommodating response, crime and neighbourhood policing teams. It is also the location of the Force Archive Unit (a separate building on the site). The National Probation Service lease part of the premises on a 10-year lease (February 2022 to February 2032).
  - Long term retention recommended.
- **Saxilby**
  - A strategically located property mid-way between Lincoln and Gainsborough, accommodating response and neighbourhood policing teams.
  - Long term retention recommended.
- **Market Rasen**
  - A centrally based police station, accommodating response and neighbourhood policing teams with no other force properties located nearby.
  - This is occupied under a 20-year lease with Lincolnshire County Council being the Landlord. The lease period is 2005 to 2025. Due to the capital investment provided by the Police Authority at the time of build this is currently subject to a “peppercorn” rent, with service charges payable. However, in 2025 this will revert to a current market value rental agreement.
  - Discussions need to commence with the Area Commander / Chief Officer Team to consider the operational requirements and the future of this lease agreement.

## **Boston and South Holland**

- **Spalding**

- This police station is centrally located within Spalding and provides suitable accommodation for response, crime and neighbourhood policing teams.
- Long term retention recommended.

- **Holbeach**

- Completely refurbished in 2021/22 this station provides accommodation for response and neighbourhood policing teams.
- Long term retention recommended.

## **North and South Kesteven**

- **Sleaford**

- The most centrally located police station in the county, it provides accommodation for response and neighbourhood policing teams.
- It further provides accommodation for the Major Crime Unit, along with the long-term evidential property store for major crimes.
- The redundant custody suite has been refurbished (2022-23) to accommodate the “Think Sharp” Knife- Crime Intervention Hub which aims to promote a safer and more educated community specifically for our young people in the community.
- Long term retention recommended.

- **Stamford**

- Our most southerly police station accommodating response and neighbourhood policing teams. The station is underutilised and still has a redundant custody facility. Due to it being an old Victorian build building, with potential subsidence and a level of asbestos within its fabric, it is not suitable for any structural refurbishment. Furthermore, there is no requirement to provide any additional useable space.
- Through the Collaboration Delivery Group, it is known that Lincolnshire Fire and Rescue are progressing plans to refurbish / extend the Stamford Fire Station which is located within ½ mile of the police station. Initial scoping of our requirements has commenced.
- It is recommended that the opportunity afforded via the Collaboration Delivery Group is progressed with the view of relocating and subsequently declaring the current police station as surplus to the Force’s requirements.

- **Bourne**

- Whilst providing a policing base for response and neighbourhood policing teams, this property is vastly underutilised. It also has significant backlog maintenance costs and is highly inefficient having 3 separate gas boilers. The size of the building to the whole size of the site is dis-proportionate.
- It is recommended that scoping work commences on the option of re-building a more suitable police station on the site and declaring the remainder of the site surplus; alternatively, consideration to declaring the site surplus with a condition that a new build is provided to us as part of any development.

## East Lindsey

- **Horncastle**
  - A centrally located police station providing a base for response and neighbourhood policing teams. However, this is an aged property with limitations to undertake any beneficial refurbishment due to its age and the size of the overall site.
  - There have not been any opportunities to re-locate within Horncastle via the Collaboration Delivery Group or any other developments, but this will continue to be monitored. Should any potential opportunities be identified scoping work will progress.
- **Louth**
  - Also centrally located, this station provides a base for response and neighbourhood policing teams along with CID.
  - Long term retention recommended.
- **Mablethorpe**
  - Built in 1989 and providing accommodation for response and neighbourhood policing, this property is in good condition. However, it is severely underutilised.
  - A recent approach was made by the Environment Agency to rent some office accommodation, but they ultimately chose an alternative option.
  - A policing presence is required at this location and options for sharing the underused space will continue to be considered upon approach and via the One Public Estate group.

## Neighbourhood Policing Offices

### Lincoln and West Lindsey

- **South Box**
- **North Box**
- **Birchwood**
  - The above 3 police offices are within the curtilage of the city centre and the current operating model is for all officers to be based at South Park police station. These offices are therefore only used on an ad hoc basis for local neighbourhood policing teams.
  - There are options for working with other public sector partners to provide a “drop-in” type facility which could result in these locations becoming surplus to operational use.
  - The occupation of Birchwood is under a 20-year lease from 2011 to 2031, with a 10-year break clause which has passed. Subject to further operational discussions options for relinquishing this lease may be considered.
- **Welton**
- **Caistor**
- **Holten-le-Clay**
  - Located in rural locations, these police offices are used by neighbourhood policing teams.
  - There are options for working with other public sector partners to provide a “drop-in” type facility which could result in these locations becoming surplus to operational use.

- **Myles Cross**
  - Owned by LCC, we utilise this site, under a licence agreement, as part of our partnership working arrangements with other local authority services. There are no plans to change this successful working arrangement.
- **St Giles – Youth Offending Team**
  - It is recommended that the use of this locations is reviewed to confirm if the use is still required.

## **Boston and South Holland**

- **Kirton**
  - Having been reviewed as part of the Wider Estates review it was found there was no other suitable option for accommodating our policing resources in Kirton. Whilst a small office used by the neighbourhood policing team, it is considered fit for purpose.
- **Crowland**
  - This office has previously been confirmed as surplus to operational requirements and is not used. There are other public sector locations which can be used as a “drop-in” facility when the area is patrolled by the neighbourhood policing teams.
- **South Holland District Council**
- **Boston Borough Council**
- **Boston Pilgrim Hospital**
  - The above 3 locations provide a small office location which is used by the local neighbourhood policing teams: all under a licence agreement.
  - It is recommended that the use of these locations is reviewed to confirm if the use is still required.

## **North and South Kesteven**

- **North Hykeham**
  - Located just south of the city centre, this office provides accommodation for the neighbourhood policing team. It is well used, and whilst opportunities for co-location with any partners will be considered, a police office in this town is required.
- **Long Bennington**
- **Billingborough**
- **Caythorpe**
- **Ruskington**
- **Colsterworth**
- **Market Deeping**
  - All the above premises are no longer used to accommodate police resources and are considered as surplus to operational requirements.



## East Lindsey

- **Alford**
- **Wragby**
- **Coningsby**
- **Woodhall Spa**
  - All the above premisses are no longer used to accommodate police resources but used on an ad hoc basis when the neighbourhood police team resources are in the area. Discussions with Lincolnshire Fire and Rescue have confirmed that access to their fire stations in these locations could be granted and used by the teams for local surgeries and use of facilities. These premisses are considered as surplus to operational requirements.
- **Ingoldmells**
- **Spilsby**
- **Wainfleet**
  - Local neighbourhood policing resources are based at these locations. It is recommended these are retained but if alternative partner accommodation can be identified then they could be considered as surplus to operational requirements.

## Specialist Sites

- **Dog School**
  - A dedicated premise required of the training and kennelling of the Force's dogs and Specialist Ops resources. Recommended long term retention.
- **SARC**
  - A specialist site required for the examination of victims and used by other associated commissioned services. Long term retention recommended.
- **Donington VWI**
- **Ingoldmells VWI**
  - Specially designed comfortable environments, located away from other police activities required for the interviewing of our most vulnerable of victims and witnesses. Long term retention recommended.
- **LRSP**
  - Accommodation used by the Serious Collision Investigation Unit as part of our commitment to the Road Safety Partnership. Occupied under a licence agreement it is recommended this arrangement continues.
- **OHU**
  - This site is used under a long-term lease agreement. However, a business case has been approved to relocate this unit to a new build on the HQ site which will enable this lease to be relinquished by the end of 2023.
- **Operational Training**
  - Currently the Force has no suitable operational training facility for PSU training. This training is currently undertaken at a facility provided by Leicestershire Police. However,

this facility does not allow all our usual tactics, but has been deemed acceptable in the short term by Spec Ops.

- Two separate option appraisal studies are progressing: one police only focused on a Headquarters solution and a One Public Estate (OPE) study looking at Waddington Training Centre with Fire & Rescue and Police occupying the same site.

### Other

- West Parade – following the relocation to South Park, the disposal process of this site continues.
- 13/15 Dixon Street – Whilst the 2 flats located at this address were sold many years ago, the freehold remains in the ownership of the PCC. There is no benefit to retaining this freehold and following advice from East Midlands Legal Services it is recommended that the current owners of these flats are offered the opportunity to purchase the freehold.

## SECTION 6: GOVERNANCE, ENGAGEMENT & CONSULTATION

### A Corporate Approach

This Plan supports the corporate planning framework, specifically the requirements of the PCC's Capital Strategy 2023/24 which provides the mechanism by which capital investment and financing decisions can be planned in the short to medium (5-year) term.

The Capital Strategy sets the framework so the PCC can provide the assets required for future service delivery by the force, ensuring the force "has the right tools for the job" as set out under the key principle of "Policing that works" in his plan.

The Estates Plan will set out a coherent plan for effective property management and usage across the force area, which supports local service delivery in the most cost-effective manner. It should also identify any backlog maintenance issues across the property portfolio and set out a prioritised timescale to address the most urgent of these, which will then inform the planned capital maintenance programme. It will also identify any opportunities for accommodation-sharing with suitable partners and surplus assets which may be disposed of to generate capital receipts for reinvestment.

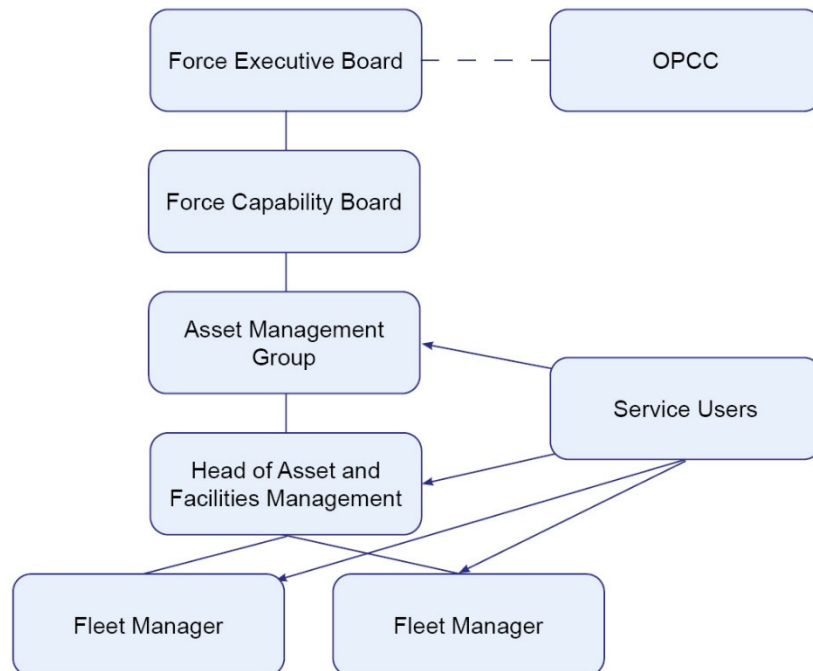
#### **The key priorities for allocating capital funding to schemes are summarised below:**

- Meet the key priorities in PCC and CC corporate strategies
- Reduce the backlog maintenance liability by rationalising the operational estate
- Invest in energy saving initiatives which reduce future running costs and reduce CO2 emissions
- Support investment in joint delivery platforms which support data sharing, improved joint working and sharing of knowledge; where it may be possible to secure significant third-party contributions or match grant funding.

## The Corporate Landlord

For many years, Lincolnshire Police and the OPCC have supported a “corporate landlord” approach to Estate management and this plan is based upon this organisational approach continuing as this will deliver efficiencies and corporate outcomes. The general principle being the centralisation of all estate-related budgets, decision making and activities, with appropriate governance supporting the service users of the estate.

### Operating Model for Effective Governance



### Asset Management Group (AMG)

The AMG is chaired by the Director of Finance and Corporate Services. The group is responsible for the development, monitoring of delivery and annual review of the Estate Management Plan and Capital Programmes.

### National Police Estates Group

The National Police Estates Group provides a forum to share information, best practice and be made aware of new initiatives through weekly bulletins. It also manages an Environmental Sub-Group which of which the Estates Manager is a member.

### CIPFA Strategic Asset Network

This Network provides access to expert advisors and external specialists which supports its members to deliver the corporate objectives of the organisation through the management of assets. It provides information on key strategic initiatives and translates them into practical solutions that will help us to improve our property management portfolio. It provides events and webinars on a variety of property related subjects.

## One Public Estate (OPE)

This is an established national programme (commenced in 2013) for England, delivered in partnership by the Local Government Association and the office of Government Property within the Cabinet Office. The Head of Asset and Facilities Management is a member of the Greater Lincolnshire OPE along with the Lincolnshire Collaboration Delivery Board.

## Key Performance Indicators

The following KPIs are measured internally:

Ref	Indicator Detail	Target Service Level TSL	2022											
			January	February	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec
<b>Asset and Facilities Management</b>														
A&F-KPI-001-M	Proportion of completed planned statutory mandatory routine preventative maintenance in line with agreed Planned Preventative Maintenance (PPM) Programme and or inspections and testing operations as scheduled.	95%	99.69%	97.81%	99.86%	99.07%	96.91%	91.20%	99.54%	97.63%	99.65%	95.16%	98%	96.97%
A&F-PI-022-M	Proportion of completed non-statutory, mandatory routine preventative maintenance / visits and or inspections and testing operations as scheduled within the asset management system.	95%	100.00%	97.30%	88.88%	92.86%	96.43%	100.00%	69.04%	82.86%	96.55%	100.00%	100%	100.00%
A&F-PI-024-Q	Waste recycling – Recycling as a % of overall waste. Month in arrears.	43%			100.00%			100.00%			100.00%			100.00%

## Engagement and Consultation

The Force's Engagement Strategy aims to empower and involve communities with the ultimate aim being to support and realise the Chief Constable's Strategy. One of the visions of the strategy is to encourage and enable people to be part of policing conversations and work with us to help shape our response, influence policy, service design and delivery. It includes:

- **Participate:** *Our communities are vital in shaping policing. We will use the information they provide us to deliver activity that has a positive effect on their lives. We will give them the opportunity to hold us accountable and ask questions about why we have acted in a particular way. We want them to be assured that all we do is based on the needs and wants of our communities.*
- **Inform:** *We will ensure that our communities understand our values, our priorities, the service we provide, the reasons why we have made certain decisions, and the areas of success in reducing and preventing harm. We will inform the community of local issues, trends and achievements and ensure effective communications in response to critical incidents.*
- **Consult:** *We will ask questions of our communities and listen to them through meaningful conversation. They will be given the opportunity to tell us what is important to them and explain why. We want to ensure they have trust and confidence in us as a police service that can keep them safe from harm.*

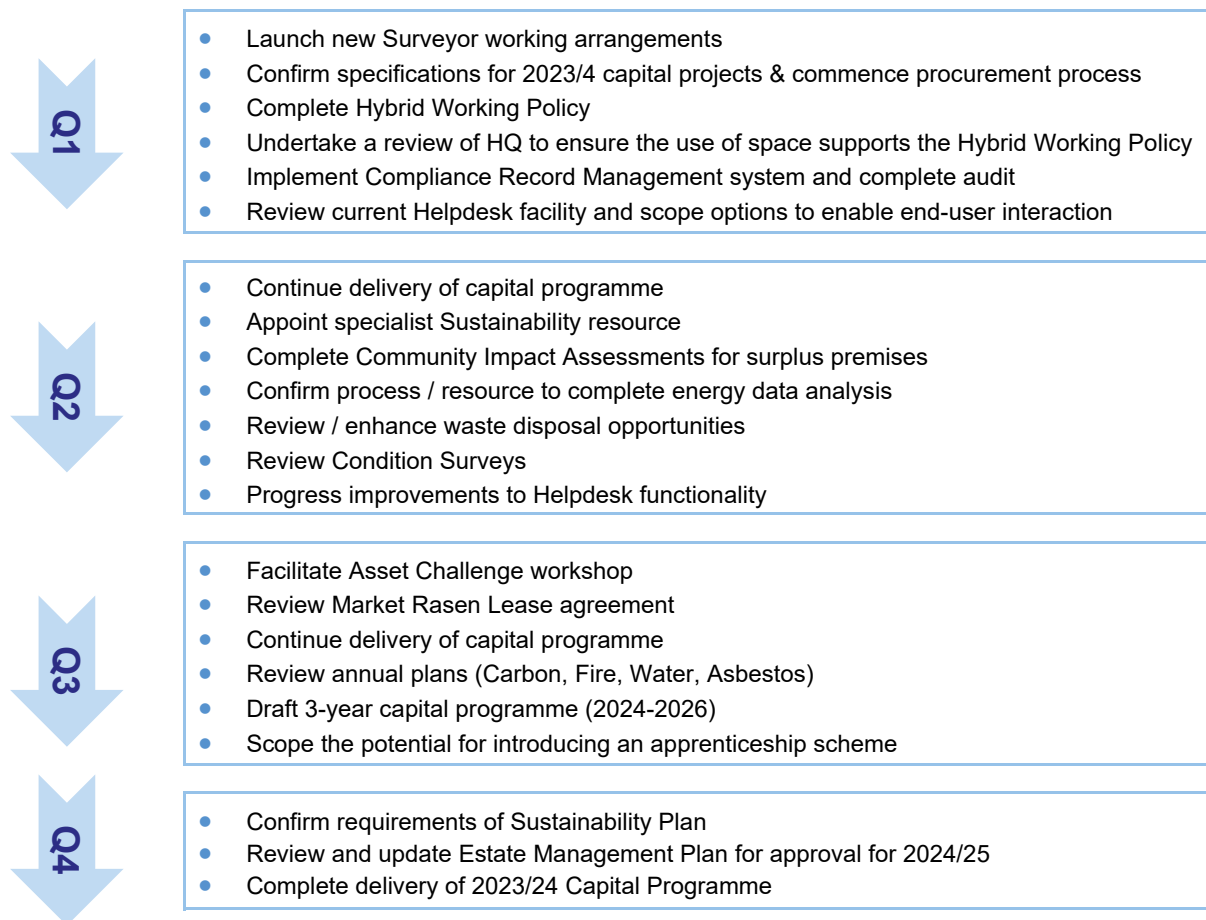
For all significant changes to the police estate, especially where a police station is proposed for closure or to be moved to an alternative location, consultation will be undertaken with internal and external stakeholders, supporting the aims of the Force's Engagement Strategy.

A variety of consultation methods will be utilised dependent upon the change proposed and local circumstances. One method will be the completion of a formal Community Impact Assessment.

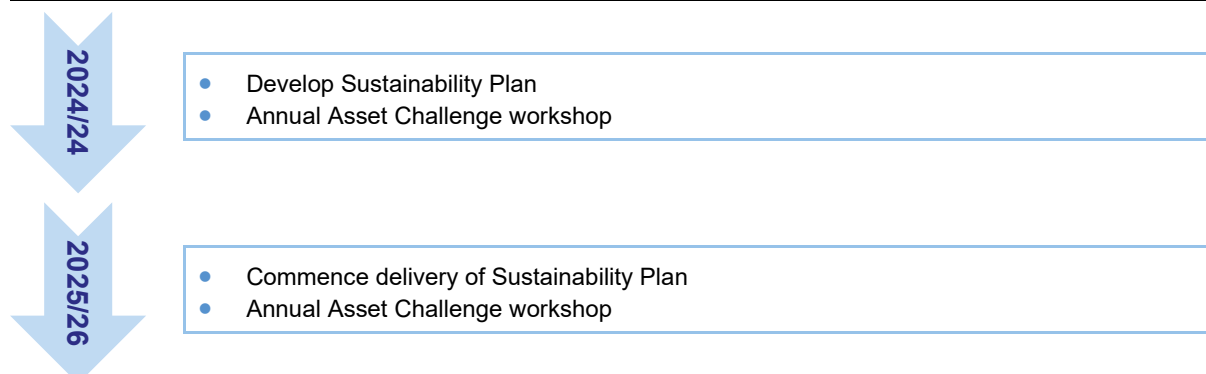
The internal audience will include officers, police staff, Special Constables, volunteers and partnership staff directly affected. The external audience will include stakeholders such as local MPs, councillors, partner agencies, local businesses and charitable and community groups. Consultation will also take place with people living in the areas affected by the change and the wider public. The Police and Crime Commissioner will make the final decision in relation to any proposed changes, following consultation.

A copy of the guiding principles to property disposal is provided at Appendix C.

## ESTATE MANAGEMENT 2023/24 ANNUAL DELIVERY PLAN



## SECTION 8: ESTATE PLAN MILESTONES / 2 YEARS



## SECTION 9: APPENDICES

### APPENDIX A: 2023/24 Carbon Reduction Plan



2023-24%20Carbon  
%20Reduction%20Pl

### APPENDIX B: 2023/24 Capital Programme



2023-24%20Capital  
%20Buildings%20Pr

### APPENDIX C: Lincolnshire Police Property Disposal – Guiding Principles



Appendix 2 - Guiding  
Principles.pdf