



# **Estates Strategy 2011-14**

**February 2011**

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## 1. INTRODUCTION

- 1.1 This strategy replaces the interim Estates Strategy produced in 2011 and covers the period 2011 to 2014. Cheshire Police Authority is facing one of the most significant financial challenges in its history. A saving of £36.5 m of the £177m must be achieved between 2011 and 2015. The Transforming Policing and Transforming Business Services programmes are underway to ensure that support processes are efficient and that front-line policing is delivered effectively. The organisational change and financial challenge that arise from the current situation will impact on our estate and this strategy has been developed, to overcome these challenges and shape the estate for the future.
- 1.2 The principle that underpins this strategy is to work with partners to share accommodation, in order to improve space utilisation and reduce costs. Joint property management will deliver cost savings through economies of scale and more efficient use of property. By working together with our partners, we can deliver improved facilities management services, lower maintenance costs and a higher sustainability profile. Long term savings in running costs in the retained estate can be realised through reducing energy consumption, which brings about financial savings as well as environmental benefits.
- 1.3 The Authority needs to provide facilities for over 4000 individuals including police officers, police community support officers, police staff, special constables and other volunteers. These staff and volunteers require fit for purpose facilities from which to receive the public and to operate from.
- 1.4 This strategy sets out how the Estates Department will ensure that the specialist accommodation that is required to provide effective operational policing as well as support functions is achieved in the most effective, efficient and economical way possible. This strategy supports the Policing Plan and is complemented by the Environmental Strategy and Carbon Management Plan.
- 1.5 The strategy helps to ensure that the Authority's estate is managed and developed in such a way as to support delivery of the policing objectives, as detailed below :
- Respond as an emergency service and improve the way we protect and care for individuals and the public.
  - Understand and strive to meet the expectations of the people of Cheshire.
  - Maintain the trust and confidence of the public.
  - Work with the public and our partners to reduce those crimes and acts of anti social behaviour which the public are concerned about.
  - Continue to increase the level of positive outcomes, provide the best care for victims and witnesses and reduce re-offending.

- Improve the use of resources and prevent waste and duplication.

1.6 The Constabulary's values will be applied in everything that we do as they fundamentally underpin our approach to policing and the way in which we work for the public and each other. Our core values are:

**Service**

- providing a service with the positive consent and support of all our communities

**Professionalism**

- striving to improve our skills and expertise in order to improve performance

**Integrity**

- maintaining the trust and confidence of our diverse communities demands us to be honest and ethical in how we conduct our business. It also requires rigorous and objective investigation and appropriate remedial action to be taken when appropriate.

**Compassion**

- delivering services in a sympathetic and considerate manner and maintaining a duty of care to victims, witnesses and the public in general.

**Equality and Fairness**

- underpinning everything we do is a commitment to equality and fairness in the delivery of services to the public and in our treatment of each other. This involves being proactive in tackling discriminatory behaviour, particularly relating to age, disability, gender, race religion or sexual orientation.

1.7 This strategy will specifically align the services of the Estates Department to also achieve the delivery of Constabulary's principles 10, 13 and 14:

*Principle 10 – Area Commanders will ensure that Police Station Help Desks or Community Contact Centres are provided at times appropriate to the needs of neighborhoods*

*Principle 13 – Policing will be undertaken in partnership recognising that community safety and crime reduction can only be achieved with everyone accepting responsibility. To do this Neighbourhood Policing Teams will be grouped into Neighbourhood Policing Units aligned to Local Authority Area/neighbourhood working arrangements.*

*Principle 14 – Police resources will be aligned to local neighbourhoods according to their vulnerability. This will be based on such issues as crime, disorder, their geography and centrally funded police resources.*

## 2. PURPOSE OF THE ESTATE

- 2.1 The estate exists to support the delivery of the Constabulary's objectives and principles.
- 2.2 The Estates Strategy aims to provide an estate which will be flexible enough to respond to the developing service requirements of the local community and to contribute to increasing public confidence in policing. It will allow the Constabulary to maintain and improve high quality services, to improve efficiency and effectiveness to ensure good value for money and an efficient use of resources.
- 2.3 The objectives of the Estates Department are to:
- Design and locate buildings that are fit for purpose and relevant to the support of operational policing.
  - Ensure buildings meet all health and safety requirements and other legislative standards, for example, Disability Discrimination Act.
  - Identify and enable actions for co-location opportunities with partners and work jointly with partners on estates matters.
  - Provide buildings that are energy efficient (including utilities and water).
  - Reduce carbon emissions through delivery of the Carbon Management Plan.
  - Prepare a five year planned maintenance schedule, based on condition surveys.
  - Dispose of police houses and other buildings as they become vacant and surplus to requirements.
  - Implement a corporate brand for police stations.
  - Standardise fixtures and fittings.
  - Deliver cost and time efficient maintenance contract arrangements.
  - Deliver customer focused and economic estates and facilities management services.
  - Develop a governance framework providing assurance that all services are provided in the correct place and in a safe and compliant manner.
- 2.4 These objectives will help to deliver the following facilities required to police Cheshire over the next 3 years.
- Area and Neighbourhood Policing Unit facilities for the delivery of local police services
  - Convenient local public interface points
  - Specialist facilities for operational support
  - Custody facilities
  - Training facilities
  - Support facilities, such as office accommodation, laboratories and workshops
  - Telecommunication sites (masts and buildings) to support operational policing

Appendix A details the types of site, location and minimum requirements required to police Cheshire over the next 3 years.

### 3. **MANAGEMENT OF THE ESTATE**

3.1 The Transforming Business Services project reviewed the service provided by the Estates and Facilities Department, the cost of external contracts and the development required to deliver the objectives and concluded that the service would continue to be provided in-house with outsourcing of facilities and maintenance.

3.2 Qualified professional staff are employed within the Estates Department, to provide advice to the Police Authority on all strategic and operational matters in relation to the estate. The main areas of advice are outlined below:-

- Estate management
- Asset management
- Energy management
- Environmental management
- Green travel planning
- Facilities management
- Operational estate management
- Estate Health and Safety
- Capital developments and project management

3.2 The Estates Department works closely with staff at Area level to ensure that the needs of local operational departments are considered when planned and reactive maintenance works take place, whilst ensuring that a corporate approach is taken to managing the estate.

3.3 All bids for improvement works or building changes are managed through the Estates Infrastructure Group, which is chaired by the Director of Corporate Services and has representation from each Area, Force Operations, Estates, Finance and Information Technology Services. The Terms of Reference are as follows :

- To ensure that best use of the estate is achieved.
- To identify and approve co-location opportunities with partners.
- To ensure that estates capital and revenue monies are allocated appropriately in line with operational, risk reduction and maintenance needs.
- To arbitrate on the use of the estate.
- To monitor the estates programme of works, in terms of progress and expenditure.
- To monitor progress against the Estates Strategy Action Plan.
- To monitor compliance with statutory duty.

3.4 The Constabulary participates in the annual Police Property Services Managers benchmarking activity, as a method to measure performance and value for money.

- 3.5 In 2009/10 an assessment across a range of measures including, cleaning, maintenance, energy costs and staffing showed Cheshire in an overall average position compared to other forces.
- 3.6 Service Level Agreements for delivery of services by the Estates Department are in place.
- 3.7 Condition Surveys are carried out every 5 years and on each building owned by the Police Authority in order to establish the condition of the estate and inform the planned maintenance programme.

**4. CURRENT POSITION OF THE ESTATE**

- 4.1 The Authority estate consists of 57 properties. A summary of sites by use can be seen below:

<b>Use</b>	<b>No. of Sites</b>
Western Area	11
Eastern Area	14
Northern Area	8
Dog Unit	1
Custody suites	3
HQ	1
Police Houses	11
Telecommunications site (old Pale)	1
Motorway post	1
Training (Probationer & Public Order)	2
Air Support Unit	1
Interview Suites	3

- 4.2 Of the sites occupied by the Authority, 5 are leased. Three further sites are used as interview and examination suites, but are owned by the Borough council for the area. The value of the estate at April 2010 was £47million.
- 4.3 The Development Control plan attached at Appendix B, details each site by Area, shows positive and negative points, and details the proposed plans for each site.

**AREAS**

- 4.4 The estate within Areas is varied in terms of age and condition of buildings. Discussions with Area Commanders has highlighted the following issues and challenges over the next 3 years:

**EASTERN AREA**

- 4.4.1 Poynton Police Station is not fit for purpose and the opportunity for co-location on the Cheshire Fire & Rescue Service site at Poynton is being considered which would enable the release of the police station and police house site. A feasibility study for this option is being prepared.

- 4.4.2 There are currently two tutor units within the Eastern Area, one at Crewe and one at Macclesfield. The Area Commander would prefer to merge into one, if appropriate accommodation can be found.

#### NORTHERN AREA

- 4.4.4 Charles Stewart House is a leased building that houses a variety of functions, including Criminal Justice, Crown Prosecution Service lawyers, various policing services and also acts as the disaster recovery centre for Call Management. The lease cost for this site is considered to be high and the building is open plan, causing confidentiality issues for some units when dealing with sensitive issues. There are issues with the ventilation and heating at this site, which require investment.
- 4.4.5 Arpley Street is considered to be over capacity. Staffing levels have increased since the introduction of the Town Centre Neighbourhood Policing Team. British Transport Police are also located within this site, bringing in a rental income.
- 4.4.6 Sankey Police Station is considered to be over capacity, and difficulties are experienced at booking on times and shift overlaps. This site has been highlighted by the command team as being the wrong location in relation to the community. An opportunity to co-locate with Warrington Borough Council in Penketh is being worked on, which will enable the release for sale of this site.
- 4.4.7 Widnes Police Station houses Force Major Investigation Team staff and the cells are used for storage of evidence. The site has large backlog maintenance requirements. This site is now a priority to sell during 2011/2012 financial year.

#### WESTERN AREA

- 4.4.8 There are no significant issues in the Western Area, however opportunities to co-locate with Cheshire Fire & Rescue are being appraised, in order to reduce Estates costs.

#### CUSTODY SUITES

- 4.5 There are 3 Custody Suites, based at Middlewich, serving the Eastern Area and Northwich, Runcorn, serving the Northern Area and Blacon, Chester, serving the Western Area. The number of cells within each custody suite is 36, 36 and 34 respectively. The Custody facilities are 4 years old and do not currently hold any significant maintenance issues. Wilmslow custody facilities have recently been reinstated to act as a business continuity facility.

## HEADQUARTERS

- 4.6 The Headquarters building was opened in 2004 and was procured under the private finance initiative. It was planned that 900 staff would be based at the site, as an administrative, communication and training centre, together with specialist support units. Current occupation figures show that over 1300 staff are now based at headquarters, presenting capacity and car parking issues. These issues will be eased following the reduction in numbers of staff through the corporate change programmes. Significant work is under way within Headquarters to move staff within the building in order to provide accommodation for the Shared Business Service Centre.

## TRAINING

- 4.7 Off site training is delivered from the Padgate Campus of Warrington University which is a rent-free collaboration with the University.
- 4.8 The Tactical Training Centre is new and purpose built, based at the headquarters site houses public order and firearms training.

## EXAMINATION / INTERVIEW SUITES

- 4.9 Five examination and interview suites are in use across the County.

## 5. **ACHIEVEMENTS IN 2010**

- 5.1 The following initiatives and projects have been delivered in 2010:
- Refurbishment of the museum at Arpley Street using grant monies.
  - Alterations made to the Eastern estate to support changes to policing, through Operation Neighbourhoods.
  - Production of Partnership Asset Management Plan with Warrington Borough Council, Warrington Primary Care Trust and Cheshire Fire & Rescue Service.
  - Contribution to improving through installation of corporate signage.
  - Co-location initiative at Woolston established.
  - Kennel refurbishment at Dog Training Unit.
  - Review of Northern Area Estate with Area Leadership Team.
  - Provision of professional advice to Tactical Training Centre Project.
  - Provision of professional advice to Sexual Assault Referral Centre Project.
  - Improvement works to Stockton Heath Police Station.
  - Refurbishment of Voluntary Attendance rooms.
  - Resolution of 1100 reactive maintenance requests.
  - Review of fire risk assessments.
  - Review of Disability Discrimination Act assessments.
  - Review of Facilities Management service delivery completed, involving stakeholders, and new contract specification produced.
  - Awarded Certificate by Carbon Trust 'Cutting Carbon Emissions', given in recognition and appreciation of our work in reducing

emissions, cutting costs and the mitigation of climate change during 2010.

- Awarded the flagship award by Cheshire West & Chester Council, in recognition of the support Cheshire Constabulary has given to Fairtrade.
- Implemented recycling schemes at headquarters and areas including batteries, printer cartridges and media related products in a bid to reduce carbon emissions and cut costs.
- In conjunction with the Green Travel Plan set up a walk and cycle to work scheme to encourage staff to use alternative methods in getting to work.
- Achievement of a Gold Award from Liftshare for reaching our performance target (246 members) for car sharing.
- Establishment of car sharing scheme with Cheshire Fire & Rescue Services.
- 'Eco Reps' Handbook produced and shared with regional partners.
- Short listed for Climate Change Local Area Support Programme, Climate Leaders Award for Efficiencies through Carbon Management.

## 6. **ISSUES AND CHALLENGES TO THE ESTATE**

A summary of the current issues and challenges to the estate are:

- Engaging and working with partners to identify and deliver co-location opportunities.
- Requirement to rationalise the estate.
- Impact of the estate on public confidence.
- Reduced budget with which to manage and maintain the estate.
- Increasing energy costs.
- Ownership of property not supporting operational needs.
- Impact of corporately commissioned programs-Transforming Business Services, Middle Office Review and Transforming Policing.
- Implementation of new Facilities Management contracts.

## 7. **BUDGET REDUCTION TARGET 2011/12**

- 7.1 A reduction target of £1million has been set against the Estates and Facilities budget by the Chief Constable for the 2011/12 financial year. This has been supported by the Police Authority.
- 7.2 The maintenance budget (planned, improvements and reactive) is to be reduced by £158, 000. This will be achieved by a reduction in improvement works to the estate, essential maintenance work only being carried out and improved strategic planning of planned maintenance schemes.
- 7.3 The external contractors and professional fees budget is to be reduced by £56,000 through the use of in house professionally qualified staff.

Business cases for any schemes requiring significant improvements to properties and the use of consultants will, in future, have to include the funding for such works.

- 7.4 £236,000 is to be removed from the utilities budget . This will be made possible through energy savings schemes such as voltage optimisation and through procurement of energy with partners.
- 7.5 £32,000 is to be saved as a result of savings agreed against the PFI contract for utility charges.
- 7.6 £194,000 is expected to be saved through reduction of estates and facilities costs associated with the sale of properties and co-location with partners.
- 7.7 The rates budget has been reviewed enabling a reduction in budget by £97,000.
- 7.8 The facilities management contract has been reviewed and is currently out to tender. The expectation from this exercise is that approximately £100,000 savings will be made.
- 7.9 An increase in rental income of approximately £144, 000 is to be achieved by entering into formal agreements with occupants of Police premises and rental of mast space. Other income generation opportunities are also being explored.

## 8. ACTION PLAN TO PROGRESS STRATEGY

- 8.1 The table below lists the actions being taken to respond to these issues and challenges:

Reference Number	Issue/Challenge	Action
AMP1	Engaging with partners	Continue to build relationships and work with partners.
AMP2	Rationalisation of the estate	Identify priority sites and quick wins.
AMP3	Impact of estate on confidence	Redecoration of Help Desks, ensure cleaning and maintenance standards are adhered to.
AMP4	Reduced budget	Centralised control of the estate, enabling priority maintenance to be assessed. Essential maintenance work to prevent deterioration of building condition only.
AMP5	Increasing energy costs	Continue to implement Carbon Management Plan and energy efficiency schemes.

AMP6	Ownership of property not supporting operational needs	Continue to sell Police Houses as they become vacant.
AMP7	Impact of efficiency programmes	Regular liaison with Programme teams
AMP8	Implementation of Facilities Management contract	Manage down process of existing contract, in conjunction with Procurement professionals and Areas. Use of expert knowledge of facilities management team.

8.2 The table below shows progress made against actions taken to respond to the issues and challenges to the estate identified in the 2009 to 2011 strategy:

Reference Number	Issue/Challenge	Progress
ES 1	Engaging and working with partners to identify and deliver co-location opportunities.	Commitment obtained from Partners to work together and co-location initiatives being appraised.
ES 2	Impact of estate on confidence	New signage in place on key sites, in line with corporate branding. Response times and standards for cleaning and maintenance of public areas established.
ES 3	Requirement to reduce spending  Increasing energy costs.	Facilities management budget reduced waste and recycling costs reduced.  Implementation of energy efficiency schemes as detailed in Carbon Management Plan.
ES4	Overcrowding of police stations.	Being reviewed as part of premises reviews and co-location opportunities.
ES 5	Police Houses	Plan to sell when become vacant in place. Four of the eleven are currently for sale.
ES 6	Capacity issues at HQ Accommodation for Covert Policing Unit  Parking Spaces at HQ	Under review within overall Headquarters accommodation plan.  Implementation of Green Travel Plan.
ES 7	Impact of efficiency programmes	Regular liaison between Estates and Facilities management and Programme teams.

Reference Number	Issue/Challenge	Progress
ES 8	Major Investigation Team accommodation	Analysis by Major Investigation Team now shows that they are best based out in Areas. Consideration of their requirements being made during property reviews/ co-location opportunities.
ES 9	Delivery of Tactical Training Centre and Safe Centre against project plan and to budget.	Tactical Training Centre opened in April 2010. Safe Centre due to proceed by 1 April 2011.
ES 10	Change in Air Support Unit requirements to accommodate helicopter.	Changes implemented.

## Appendix A - Property Types and Functions

No	Facility	Function	Location	Minimal Desired Features
1	Police HQ , Clemonds Hey , Winsford	To provide accommodation for support functions, call management, vehicle maintenance and training facilities.	Oakmere Road, Winsford	Cellular offices, open plan offices, conference rooms, call handling centre, major incident facility, armoury, training rooms, vehicle maintenance unit, accommodation, parking and restaurant.
2	Area bases	To provide accommodation for area command teams and supporting functions and policing units best delivered at Area level.	Three in north, 2 in East and 2 in West.	Open plan non-specialist building where possible. Offices, Silver Command, conference rooms, incident rooms, interview rooms, supporting facilities and parking. Area set aside for eating and relaxation.
3	Neighbourhood Policing Teams bases	To provide accommodation for the larger Neighbourhood Policing Teams.	In local police stations where best placed to control Neighbourhood policing area. Based in each Area: 13 in West, 15 in East and 9 in Northern Area.	Open plan non-specialist building where possible, with appropriate offices and parking facilities. Area set aside for staff eating and relaxation. Reception facilities should be bright and friendly while sufficiently robust to withstand damage and provide protection to staff. Must meet legislation requirements for people with disabilities.
4	Public Reception Facilities 'One Stop Shops'	To provide friendly, convenient places for the public to conduct business with Cheshire Police.	In town centres and other locations convenient for the public. Where possible, reception facilities should be co-located with other partnership facilities and / or authorities to provide resilience and efficient building use.	Reception facilities should be bright and friendly while sufficiently robust to withstand damage and provide protection to staff. Must meet legislation requirements for people with disabilities.
5	Major Incident Rooms (MIR)	To provide specialist suites from which to control major incidents and investigations.	Four MIR's to cover Cheshire Police area, at HQ and in north, east and west, conveniently located for major activity.	At least one major incident room with supporting facilities and parking at each location. .
6	Investigation Facilities	To provide facilities which enable the secure storage of volumes of data during investigations together with general office accommodation.	No formal location exists. Occupation has been on an 'ad hoc' basis.	Space remains variable dependant upon need. Demand is therefore for open plan space capable of some secure division.

7	Witness Suites inc Safe centre	To provide accommodation for vulnerable victims and witnesses, meeting latest Home Office guidance.	Witness Suites historically located around Cheshire.	Interview rooms. Doctor's surgery/room. Comfortable domestic style facilities for witnesses/victims.
8	Motorway Policing Bases	To provide base from which the motorway policing function can operate effectively.	Convenient locations adjacent to the motorway network.	Offices and parking with some storage and temporary parking for large commercial vehicles. Area set aside for staff changing, eating and relaxation.
9	Custody Suites	To provide for detainee management and custody	Middlewich, Blacon and Runcorn.	Specialist centres to meet statutory requirements.
10	Criminal Justice	To provide combined Criminal Justice Department and Crown Prosecution Service offices in accordance with Glidewell recommendations	Currently located in Chester. Crewe and Warrington.	Open plan office and supporting facilities. Co-located with other functions where possible.
11	Departmental Offices	To provide offices and facilities to allow departments to operate effectively	Some departments need to be at headquarters. Some specialist security elements required within HQ facilities.	Open plan office and supporting facilities. Co-located with other functions where possible.
12	Mast Sites	To support police radio communications	Strategic hill top sites and other locations throughout area.	As required.
13	Training Facilities	Residential training and conference centre based training	HQ Winsford and Padgate Campus.	Meeting rooms and class rooms for conference and training purposes. Supporting facilities, accommodation and restaurant.
14	Tactical Training Centre	Provision of firearms and public order training	HQ Winsford	Firing Range, public order arena
16	Dogs Unit	Dogs Unit and training	HQ Winsford	Offices, veterinary facility, kenneling and training area.
17	Police Houses	Residential accommodation for police officers	Various forcewide	This section of the estate being reduced.

## Appendix B - DEVELOPMENT CONTROL PLAN 2011-2014

PROPERTY ADDRESS				
	Positives	Negatives	Proposals for Building	Proposals for Alternative Provision
<b>CENTRAL FUNCTIONS</b>				
Headquarters, Clemonds Hey, Winsford	Modern purpose built facility. Flexibility and expandability built into original design.	Affordability may be an issue for future major change.	PFI provided facility - retain	None
Old Pale, Delamere Forest, Cheshire	Only stand alone freehold antenna site owned by the force. Ideal / wide coverage location.	Ageing asset.	Retain but consider sale of rights to 3rd Parties as Airwave implementation completes.	None
Police Dog Unit, Headquarters	Modern purpose built facilities, located adjacent to HQ		Retain	None
Air Support Unit, Hawarden	Convenient certificated airport with most facilities.	Not ideal location for helicopter-fuel consumption etc	Retain-Merseyside helicopter to also be based on this site	None
<b>WESTERN AREA</b>				
<b>Operational</b>				
Area HQ, Blacon, Chester	Modern purpose built premises completed in August 2004.	One of Authority's least energy efficient buildings.	Retain	None
Area support and Northwich Neighbourhood Policing Team, Northwich	Large building recently partly modernised.	Building image is not particularly good either in condition or layout.	Retain in short term but sale is medium - long term aim.	Accommodation schedule given to Cheshire West and Chester for consideration as co-location in new site

Police Station, Collingham Way, Winsford	Fairly recent purpose built police station on large (1 acre site). Design is traditionally styled and quite pleasing.	Already showing signs of age in design. Too cellular for latest needs.	Alternatively sell the surplus land to Cheshire Fire.	Co-location opportunity with Cheshire Fire & Rescue Services being appraised.
Police Station, Ship Street, Frodsham	Freehold owned small unit	Ageing facility with poor image.	Consider disposal of site and co-location with partners.	Co-location opportunity with Cheshire Fire & Rescue Services being appraised
Blacon Neighbourhood Policing Team Police Station, 2 Cairns Crescent, Blacon	Location good for NPT	Inappropriate residential conversion.	For sale	For sale
Police Offices, Cairns Crescent, Blacon	Location	Inappropriate residential extension.	Sold	
Rape suite, 18 Melbourne Road, Blacon	Location	Inappropriate residential conversion.	Sell when Safe Centre opens	
Criminal Justice Offices, Windsor House, Pepper Street, Chester	Modern office accommodation. Co-location with CPS.	Leasehold building thus restricted. Cost of rental and capital expenditure at end of term for dilapidations.	Retain as part of CJS linkage but remain responsive to change from end users.	None
Chester Inner Neighbourhood Policing Team - Police Station – Chester Town Hall	Central location alongside other Local Authority services. Image reflects nature of historic city.	Leasehold building thus use and change restricted. Additional office acquired 2010 and rent free agreement in place.	Retain	None

Police Station, 4 Stanney Lane, Ellesmere Port	Reasonably good quality building. Well located on edge of town centre.	Cellular in nature and inefficient in space use terms.	Retain	None
Dragon Hall, Whitchurch Road, Chowley, Tattenhall	Well located in centre of Chester Rural NPU. Recent conversion of agricultural building.	Leased building	Consider leaving this site and co-locating with partners.	Co-location opportunity with Cheshire Fire & Rescue Services being appraised
Police Offices, 4 School Lane, Mickle Trafford	Reasonably effective location.	Inappropriate residential conversion with very limited alternative opportunities available.	Retain or dispose if a new Western Rural base is considered.	Consider collocation with Cheshire Fire/Local Authority
Neston Town Hall	Recent building conversion, purpose built space to police requirements in 2004. In middle of large rural community area in Cheshire and shares use with other local services.	First floor accommodation does not make the building 100% satisfactory.	Retain	None
Custody Suite Blacon Avenue, Chester	Modern purpose built facility.		Retain	None
<b>Residential</b>				
11 Heath Drive, Tarvin			Sale-2024	
19 Needham Drive, Hartford			Sale-2018	
26 Blackcroft Avenue, Barnton			Sale-2010	For sale
63 Tattenhall Road, Tattenhall			Sale-2017	
8 Cotebrook Drive, Upton, Chester			Sale-2013	

<b>NORTHERN AREA</b>				
<b>Operational</b>				
Area HQ, Arpley Street, Warrington	Central location, large site and building.	Building is Grade 2* listed property, cellular in internal design with elements of buildings dating from numerous periods. NPU teams have grown, creating issues with space	Sale for alternative use e.g. hotel, conferencing or residential.	Consider sale to Local Authority and relocate to new Northern Area base.
Charles Stewart House, Museum Street, Warrington	Separate premises providing a location for critical back up of call handling facility and as Northern Area silver command.	Leasehold building thus restricted. Cost of rental and capital expenditure at end of term for dilapidations. Open plan building creating confidentiality issues. Issues with heating and ventilation of this site.	Retain	Consider relocation of facility to any new Area base set up.
Area support and police station, Shopping City, Runcorn	Town centre location	1970's concrete building lacking image and significant maintenance issues	Retain medium term	Consider co-location options with local authority.
Police Station, Milton Road, Widnes	Urban centre location adjoining recent major retail development. Prime location direct onto major road network. Large amounts of space in buildings on site.	Ageing building with some elements (fenestration) already beginning to fail. High degree of cellular accommodation which does not lend itself to efficient use.	Sale of site.	Sale during 2011/2012

Risley Police Station, 4 Delenty Drive, Warrington	Location	Residential conversion in leased property thus restricted.	Consider leaving site and co-locating with partners.	Co-location opportunity with Cheshire Fire & Rescue Services being appraised
Sankey Police Station, 382 Liverpool Road, Sankey	Location	Old building, residential in style. Over capacity.	Consider sale and relocation	Co-location opportunity at Penketh with Warrington Borough Council being appraised
Police Station, 1 Grappenhall Road, Stockton Heath	Community based facility in reasonable condition for age.	Old listed building (Grade 2*), highly cellular in nature and with potential long term repair liability.	Retain	Investigate opportunities for co-location with local authority.
Police Station, Danebank Road, Lymm	Location	Inappropriate residential conversion	Consider sale and relocation.	Investigate opportunities for co-location with local authority.
Police Offices, 320-324 Manchester Road, Woolston, rape suite	Location, large site with potential for redevelopment as larger NPT base.	Inappropriate residential conversion and inefficient use of site area	Sell when Safe Centre opens.	Safe Centre
Police Post, M62 Motorway, Burtonwood	Location and site.	Premises are past their design life and building is now of poor quality.	Lease to Merseyside Police as no longer used by Cheshire	Lease to Merseyside Police as no longer used by Cheshire
Custody Suite, Manor Park, Runcorn	Modern purpose built facility.		Retain	None
<b>Residential</b>				
37 Danebank Road, Lymm			Sale-2024	
43 Beaconsfield Road, Widnes			Sale-2013	

<b>EASTERN AREA</b>				
<b>Operational</b>				
Area HQ, Civic Centre, Crewe	Large space volumes available in reasonably modern framed building on large, well located town centre site. Possibility of town centre being developed in next 5 - 10 years but uncertainty in respect of effect on police station site.	Building is full to capacity.	Retain	Consider co-location opportunities.
Police Station, Brunswick Street, Macclesfield	Large space volumes available in reasonably modern framed building on large, well located town centre site. Recent improvements and extension.	Complicated building on small, sloping site. Building is highly cellular in nature.	Retain	Consider co-location opportunities.
Police Station, Hawthorn Road, Wilmslow	Purpose built police station on restricted site. Design is traditionally styled and presents reasonable image of Constabulary.	Already showing signs of age in construction and design. Too cellular for latest needs.	Retain and consider possibility of some refurbishment to interior.	None required
Police Station, Toft Road, Knutsford	Reasonably large property located on central site adjoining court premises.	Old building, highly cellular in nature and with potential long term repairing liability.	Retain.	None

Police Station, Congleton	Large space volumes available in reasonably modern framed building on large, well located town centre site. Also houses tape library.	Building is reaching point at which services and systems as well as elements of building fabric reach the end of their operational life.	Consider sale of site.	Explore joint development options with partners.
Police Station, 33 Crewe Road, Alsager	Location	Poor image as old building and residential in nature.	Sell when Safe Centre opens.	Safe Centre
Police Offices, Chester Road, Holmes Chapel	Location. Former police house and office with spare land capable of development.	Does not reflect positive image.	Sell with planning permission to enhance value	To be put on market March 2011
Police Station, Middlewich Road, Sandbach	Reasonably modern police station, recently refurbished.	Very cellular in layout.	Retain	None
Police Station, Queen Street, Middlewich	Purpose built single story police station on large site. Recently refurbished.	Repairing liability of flat roof.	Retain	None

Police Station, Beam Street, Nantwich	Small urban station, limited in size and portrays a reasonable image of force. Adjacent large public car park.	Investment in gates and fabric was made 2009/2010. Limitations on expansion.	Retain	None
Police Station, London Road North, Poynton	Location appropriate to use.	Inappropriate residential conversion. Overcrowded, housing NPU staff.	Sale of site through co-location opportunity	Co-location opportunity with Cheshire Fire & Rescue Services being appraised
Police Offices, Oak Road, Chelford	Location appropriate to use.	Inappropriate residential conversion.	Retain	None
Police Offices, 46 Eastern Road, Willaston	Location and size appropriate to use. Houses Partnerships Unit.	Inappropriate residential conversion.	Sell with planning permission to enhance value	To be put on market March 2011
Police Post, M6 Motorway Post	Location and site	Premises are past their design life and building is now of poor quality.	Retain	None
Police Offices, West End, Crewe	Ideally located for purpose.	Portacabin offering limited amendment. On license from Hospital Trust.	Retain	None
Custody Suite Middlewich	Modern purpose built facility.		Retain	None
<b>Residential</b>				
9 Cardigan Close, Macclesfield			Sale-2011	
3 Scott Road, Prestbury			Sale-2011	For sale
47 London Road North, Poynton			Sale-currently used as storage	
51 Main Road, Worleston			Sale-2014	For sale