



ESTATES STRATEGY

2026 - 2035



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland
Your Communities - Your Commissioner



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Foreword from the PCC

As your elected Police and Crime Commissioner, my job is to represent you and to make sure that the police service reflects your priorities, spends your money wisely, and delivers the visible, local policing you expect and deserve.

A good police estate is at the heart of that promise. Our police buildings are more than places where officers and staff work — they are visible symbols of safety, reassurance, and trust. When people can see their local police station, they feel safer and more confident in the service that protects them.

That is the essence of Sir Robert Peel's founding principles of British policing — that the police are the public, and the public are the police. Visibility builds trust with the public, and trust gives policing its legitimacy. Policing by consent is a proud British tradition that we must preserve and enhance.

This Estates Strategy sets out how we will deliver that in Leicester, Leicestershire, and Rutland. It is about making sure that:

- You can access your police easily, with clear, local points of contact in each of our market towns, larger villages, and across city neighbourhoods.

- Officers and staff have modern, practical bases from which to patrol, investigate crime, and engage with communities.

- Every pound of your money is spent wisely, focusing on value, efficiency, and public benefit.

As our population grows and communities change, we will make sure the police remain close to the people they serve. That means investing in the right locations, maintaining and modernising existing buildings, and ensuring our estate reflects our communities — urban, suburban and rural alike.

This plan is not about shiny new offices or expensive headquarters. It's about using what we've got and what works. visibility, accessibility, and value for money — the foundations of public trust in policing. It is about ensuring that every community knows where their police are, how to reach them, and that they will be there when needed.

Through this strategy, we reaffirm the principle that has guided British policing for nearly two centuries: that policing depends not on power, but on the public's consent — earned through fairness, visibility, and service.

Rupert Matthews

Police and Crime Commissioner



Foreword from the Chief Constable

The Leicestershire Police Pledge sets out our commitment to every resident, business, and visitor across Leicester, Leicestershire, and Rutland: to be visible, accessible, and relentlessly focused on our core policing role as an emergency service, protecting communities by maintaining order, preventing, and detecting crime. Our estate provides a strong foundation that enables officers, PCSO and staff to be present in our neighbourhoods, available when victims and local communities need policing support, and equipped to deliver the high quality service the public rightly expect.

This Estates Strategy 2025–2035 sets out how we will keep our public pledge over the decade ahead and aligns directly with our commitment to deliver good service with high standards. The strategy is built on three clear aims: an estate that works for the public; an estate that works for our teams; and an estate that offers value for money. These aims reflect what matters—local visibility and access for communities; modern, safe, and adaptable facilities for our people; and the responsible use of public funds, including reducing environmental impact where it is cost effective to do so.

We start from a position of strength with a well-maintained estate, covering the diverse areas of Leicester, Leicestershire, and Rutland, with an accessible police station in every policing area. Looking ahead, the strategy focuses on keeping policing close

to the public and ensuring our facilities and locations are fit for purpose and in the right locations, recognising the shifting demand, increasing population, and significant housing developments through the local development plans.

That means clearly signed and welcoming buildings, provision of an efficient and effective service offer, and maintaining local facilities in the heart of our communities where the evidence base can show the positive engagement. We are also committed to investing in developing technology and modern infrastructure, ensuring our estate supports new ways of working, digital engagement, and the latest advances in policing.

Recognising the ongoing financial challenges facing the force, this strategy is designed to ensure every investment is carefully prioritised, delivering the greatest benefit for both our workforce and the public we serve. Preventative maintenance, smarter use of space, and targeted modernisation of neighbourhood facilities will help us avoid waste and extend the life of buildings that still serve the public well.

Our Estate Strategy is a core component of delivering a good service with high standards to the public. Together, these commitments mean you will see and feel your police in the places that they are needed—urban, suburban and rural—today and for the decade ahead.

David Sandall

Temporary Chief Constable



Vision

Leicestershire Police is committed to providing the best possible service to the communities of Leicester, Leicestershire and Rutland. A visible police estate presence is fundamental to modern policing and central to the design and delivery of our estate strategy. The police estate is not simply just a collection of building; it is the physical foundation through which visibility, accessibility and trust are achieved. By ensuring that our estate supports officers to be seen, be approachable and be embedded within their communities we strengthen public confidence and reinforce our legitimacy as a service operating with consent.

Visibility through the estate reassures the public that safety and security are a clear priority. Well placed, modern and accessible police facilities, combined with officers who are routinely present within the community they serve, act as both a deterrent to crime and a visible demonstration of our commitment to protecting the public. Our buildings, contact points and offices must therefore project professionalism, openness and a sense of safety.

We will ensure we have an easily accessible service for the public to attend and receive a personal and confidential service. We will encourage our beat teams to hold beat surgeries in the heart of their beats to enable them to be out with the public longer and facilitate confidential discussions with members of the community where necessary.

Given the pace of technological and forensic advancements, the police estate will meet and, where possible, exceed the standards required to ensure we optimise the service's ability to bring offenders to justice, and provide victims and witnesses with a timely and efficient experience.

Modern policing is often delivered in partnership. Our estate will encourage partners to work alongside the Force in open-plan spaces supported by fast and connectable information technology. We will use hybrid working practices to promote a culture of flexibility, efficiency and resilience while ensuring sustainability of the estate.

Finally, as an employer of choice, we will ensure there is a strong adherence to Health & Safety legislation and an appropriate balance between wellbeing and security. A fit and well workforce is essential to delivery of our service. Our estate will support fitness and wellbeing activities along with providing good quality changing facilities for our officers and staff.

Our Estate, Your Estate: Strategic Aims

An effective and efficient force has a policing model that works well, provides good value for money and is well-housed and resourced. Developing an Estates Strategy that is fit for the future, ensuring that our police are visible and accessible in our neighbourhoods is essential. Being seen inspires trust and confidence in our communities.

This strategy will ensure that Leicestershire Police have an estate that is fit for purpose now and into the future, allowing us to work towards increased environmental sustainability and increasing opportunities for the public to engage.

A police station or other permanent visible police presence in a town or village is a visible reminder that the police care about our communities and stand ready to tackle crime and anti-social behaviour. A visible police presence reassures the law abiding public and deters crime.

These strategic aims set out our intention for the future:

Strategic Aim One: An Estate That Works for You

To provide an estate for our police force that works for you as the public. Ensuring that our sites look professional, are visible and are clearly signed to ensure that you know how to access your Police Force should you need to, building local visibility, presence and public confidence across our urban, rural and remote communities.

Strategic Aim Two: An Estate That Works for Our Teams

To provide the necessary mix of assets that are required to support modern policing and meet national requirements. Ensuring that our team have the facilities they need to do their jobs well, supporting everyone from our neighbourhood beat officers and specialist teams to our critical police staff functions and enabling services.

Strategic Aim Three: An Estate That is Value for Money

To ensure that value for money is being achieved from the deployment of property assets and associated resources whilst balancing the environmental impact of our operation now and in the future. To drive improvements in the economy, efficiency, effectiveness and sustainability of our estate, releasing financial resources compatible with other strategic aims for re-investment in the priorities of our police service.

The Journey So Far

Over the past four years there have been several key developments to our estate that have driven us forward in our strategic aims. We will build on these successes over the coming years.

Public Need

New Front Enquiry Office (FEO) at Oakham: Communities in Rutland now have another way to engage with their local police. The facility is now open for people in the area to report any issues or concerns they may have. Based at Rutland Police Station, in Oakham, the office is open 9am until 5pm, Monday to Friday, and now offers a digital service on Saturday and Sunday between 10am and 4pm. Continuing to improve the visibility of police, particularly in rural communities, is a priority for the Police and Crime Commissioner.

Contact Management Refurbishment: being able to answer the phone when people need us is imperative. We have increased capacity to be able to accommodate ten additional call handlers. This has included upgrading and modernising the existing call centre covering IT infrastructure new power outlets and network connections to support the expanded capacity to enable seamless use of new communication technologies, enhanced soundproofing to ensure an appropriate acoustic environment and upgraded the Silver 1 Serious Crime and incident Command Suite, which is critical for managing complex incidents and coordinating multi-agency responses.

Operational Need

Occupational Health Upgrade and refurbishment - Leicestershire Police occupational health and rehabilitation support was fragmented, using facilities not fit for purpose and not designed for a modern Force. Due to the importance of maintaining a fit and healthy workforce, we have completed the development of a new occupational health facility located at Enderby.

Effective and Efficient

Solar Park: In a bid to reduce the costs of electricity to the organisation and improve our environmental impact Leicestershire Police is believed to be one of the first in the country to invest in the installation of a small solar farm, which is powering operations at its headquarters in Enderby, Leicester. Over the next 25 years, the solar farm is expected to generate the equivalent of £2.1m worth of energy with the £350,000 cost of installation likely to be recouped within just five years. All the electricity generated by the facility is being used by the force with the server rooms and canteen consuming the lion's share of the power. It is expected to save £63,525 in the first year based on current energy prices.

Current Estate



20
Sites



31
Buildings



44
Neighbourhood
Offices



13
Police Stations



3
Custody Suites
with 60 cells



10
Front Enquiry
Offices



1
Call Management
Centre



Firearms
Training Range



Dog Unit with
18 Kennels



Sexual Assault
Referral Centre



Vehicle
Workshop



Child Victim
Suite



Police Support
Unit (PSU) Site



Training Academy
with 13 classrooms



Property Store

Public Need

Our police stations and offices are spread across our Neighbourhood Policing Areas (NPAs), ensuring officers are based closer to the communities they serve, although we are more than aware that they are not ideally located for all residents. In the main, this improves response times and gives you confidence that policing is visible and present locally.

Some estate facilities, such as Wigston police station, house multi-agency teams (e.g. police, councils, social care, health). This offers you a one-stop location for safety, safeguarding, and support, reducing the need to navigate multiple agencies separately. We need to give careful thought as to whether this approach could work for you in more locations.

With officers based in local stations, the estate supports area-specific policing strategies—whether tackling urban crime in Leicester, rural issues in Market Harborough, or ASB in hotspots. You benefit because your unique local concerns are met with a nearby, dedicated team. We have heard feedback that some of you feel disconnected from your police service due to the distance to your local premises. That is something we need to review alongside usage information for our front enquiry offices.

The estate is actively maintained and managed to ensure buildings are safe, accessible, and welcoming. This makes it easier for you to attend beat surgeries, drop-ins, and advisory group meetings at police sites where they currently are. Leicestershire Police want to make sure that more of you have easier access for this type of service.

Areas for Development

Population growth across Leicester, Leicestershire and Rutland is expected to continue (census shows increased by 61,811(9.5%) between 2011 and 2021 and expected to rise by further 100,000 up to 2036). This will have an impact on policing with increased calls for service. Across the counties, two areas are likely to have the most significant growth due to new housing developments are the northwest of Leicestershire around Coalville and the southwest of the county around Lutterworth. There has also been large population growth in the city due to immigration and economic development. I want to make sure that we have the right balance of facilities in the city and across the two counties for the population we are going to have, rather than just the population we have now.

We will ensure that we there is a full review of where our facilities are. And where I think there needs to be additional police premises due to lack of accessibility I will do everything in my power to ensure that happens.

Some of our buildings are not as clearly signed as others, meaning the communities don't always know that we are there. Even when buildings are not open to the public, communities find it reassuring that the Police are around. We need do more to ensure that you know we are in your areas. I want you to be able to feel a clear police presence where there is one. This will build trust and confidence and there is evidence to say it acts as a deterrent to those who may wish to commit crime.

We need to look at our opening hours to make sure that they work for you and are operationally viable. We need to make sure that if you turn up at a police building you can see how to easily and confidentially contact us for the best possible advice.

Key programmes of work to enhance estate performance for you include:

- Increasing the visibility of our buildings so you know where we are and how to access us.
- Assessing the feasibility of new police facilities in areas forecast for large population growth and those that do not have appropriately geographically located facilities.
- The expansion of our Contact Centre as the population grows to ensure we have enough capacity to meet demand.
- Developing smaller assets, such as pods, noticeboards and signage that enable you to access policing information in more rural communities.





▲ Police Buildings

- Loughborough
- Oakham
- Melton
- Hinckley
- Coalville Fire Station
- Market Harborough
- Wigston

● Police Offices

- Loughborough Police Station
- Melton Police Station
- Hinckley Police Station
- Coalville Front Enquiry Office is located in NWLDC offices
- Harborough and Wigston Police Stations



▲ Police Buildings

- Mansfield House
- Hinckley Road
- Braunstone
- Keyham Lane
- Spinney Hill
- Beaumont Leys
- Euston Street

● Police Offices

- Mansfield House Police Station
- Braunstone Police Station
- Keyham Lane and Spinney Hill Police Stations
- Beaumont Leys Police Station

Operational Need

The Force has a local footprint across Leicester, Leicestershire and Rutland that supports key areas of demand and places officers in local bases that reflect the services required to keep our citizens safe and to tackle crime. The policing model implemented in 2020 has increased the number of officers based at local stations and with a few exceptions, our local footprint should be sufficient to support operational changes over the next 10 years with some prudent investments and ongoing maintenance.

Detailed analysis of our demand is carried out annually and summarised in our yearly Force Management Statement. Our estate is designed and maintained to provide the necessary local footprint. Internally, space is designed to be flexible and adaptable to allow for different use without significant cost. The infrastructure has and will continue to be designed to allow for flexibility and for use not only by us but also for working in partnership with other agencies. Public access is available at several sites, and this will continue and be expanded, such as at Oakham Police Station in Rutland which was reopened to the public in March 2023.

We have all the specialist facilities that we need, and they are compliant with current standards including custody, firearms, dogs, CMD, training. The rest of our Estate is predominantly office space.

Areas for Development

Changing demands in contact management (i.e., how we respond to calls for service) will bring different challenges for our call centre at Force Headquarters. The contact management building is one of the oldest buildings on the site and needs investment even if only to maintain the building and its service provision. The changing way communities will interact with policing digitally will need to be built into plans for modernising this facility. The changing nature of telephony platforms and use of Cloud connectivity will also reduce the dependency upon a fixed location enabling policing to potentially become more flexible around location. This may require investment in space and in technology to support these developing and new ways of working. The current telephony platforms are restrictive, meaning that a central call centre is the only efficient way to be able to answer emergency calls. However, technology is changing, and more advanced platforms and cloud connectivity means that we may be able to reduce our reliance on a fixed location for our call centres, enabling us to be more flexible with our estate.

Some of our office estate is under occupied at certain times due to home working. We need to ensure that we have enough office space, but too much could lead to us carrying higher costs than necessary. We need to know how our space is used more accurately to be able to rationalise if that is feasible.

Although the current facilities meet current standards these evolve all the time, with new criteria being put on our estate, especially the specialist facilities. There will almost definitely need to be modifications to these facilities in the next decade to ensure we continue to meet regulations.

Upgrades to Neighbourhood Policing Facilities will be needed to increase capacity and improve functionality. Modifying or increasing space to allow increased volume at neighbourhood police facilities is vital. Our Neighbourhood Policing Facilities may need to change to allow for additional officers, PSCOs, staff and specials. Where we need to put in increased resource, we will need our facilities to be bigger and have the capacity for an increasing number of uses. Recent improvements supported by developer contribution through S106 funding has included improvements to front enquiry offices, reconfiguration of changing, toilet space and interview rooms. Spaces within the NPA's will require periodic modernisation with better furnishings and equipment meaning a more efficient and fit for purpose facilities.

Key programmes of work to enhance estate performance for our teams include:

- Assessing the feasibility of new custody facilities as national standards change and it becomes non-cost effective to modify current assets.
- Ensuring that firearms facilities meet the safety standards require to continue to enable our teams to operate.



Effective and Efficient

The Force routinely sets out a five-year asset maintenance plan for our existing estate, which is prioritised against health and safety assessments, operational necessity and reviewed annually as part of the Force planning cycle and budget reviews. Sites requiring significant investment are reviewed further, and bids for capital investment are considered by the Force Executive and the Police and Crime Commissioner. All maintenance projects are considered against the strategic outcomes set out earlier and against any emerging operational requirements.

We currently have responsibility for eight tower sites across the Force area. The towers are used both by the Force and generate income from private companies such as telecom providers and radio stations. Income is also generated by enabling tenants to occupy space across the portfolio which supports collaborative relationships and effective use of public funds.

Areas for Development

Some of our facilities are starting to look tired. Our buildings, especially the public facing ones, are a reflection of the Force and we want them to be in a condition that represents our pride in the service we deliver. Our Officers present themselves with high standards and professionalism, the buildings that represent them should do the same.

Our modern buildings can be some of the most expensive to operate. This is due to the level of complexity of systems such as, door access systems, air conditioning, automatic lighting, power for IT etc that require costly repairs/maintenance and replacement. As buildings are replaced this issue is going to be compounded. We need to explore ways of reducing electricity consumption or switching to renewables such as heat pumps, solar panels where the savings and so the payback for investment demonstrate value for public money.

Much of our estate was built before the drive towards environmental sustainability and lack insulation, have single glazing and gas boilers. In line with the Police and Crime Plan ambition we need a specific plan to look at our environmental impact and how we can mitigate it whilst maintaining operational functionality and value for money.

We will actively pursue opportunities to secure capital financial contributions from developers through Section 106 (S106) agreements. These contributions can help fund key estate projects. To do this we work closely with planning departments and local authorities to negotiate and secure S106 contributions that align with our strategic estate and other policing priorities. We will also actively seek out any opportunities for accessing external grant funding to support the delivery of programmes of improvement work.

Key programmes of work to enhance estates performance, value for money and sustainability include:

- Ensuring that we continue to invest in a robust preventative maintenance programme to keep our estate functioning efficiently.
- Look at investing in renewable technology where it is cost effective to do so.
- Continue to explore partnership occupancy where this can generate income or save funds whilst not compromising operational effectiveness.
- Periodic modernisation to increase capacity and improve functionality at Neighbourhood Policing Facilities.
- Ensuring there is adequate storage for modern policing that increasingly relies on equipment to function.

Fit for the Future

Over the next 10 years, the Force will need to adapt to a number of strategic challenges. These include: a greater reliance on and investment in technology to respond to and investigate crime; changes to our workforce which is younger, has less years served, and has different expectations of how and where to work; expectations of the public, balancing high visibility of local policing with online services; population growth in areas of Leicester, Leicestershire and Rutland and our response times to those locations; current and potential economic pressures; working within an environment shaped by climate change and minimising our environmental impact where possible. Annually these challenges are reviewed as part of the Force's planning cycle, but this longer view is particularly relevant to this Estates Strategy.

Over the next ten years Leicestershire Police will change. The crime types that require attention will change, technology will change, the workforce will change and what the public need from that workforce will change.

This Estate Strategy aims to plan for the future. In reality, given the pace and scale of change that will come over the next decade it will need keeping under review. We have embedded this process into our governance cycle so that we are able to balance the needs of the now with the aspirations of the future.

Programme	Estimated Time Frame	Estimated Cost	Potential Funding Source
A full review of the aesthetic condition of our public facing buildings to ensure they convey the level of professionalism we want Leicestershire Police to be known for.	April to June 2026	TBC	Preventative Maintenance Budget Reserves
A full review of the location of our public facing assets assessing against geographical accessibility for our communities.	April to Dec 2026	TBC	n/a
Look to carry out an occupancy review of our workspace to ensure that we are being as efficient as we can be with space.	April to December 2026	Quotes to be obtained	TBC
Increasing the visibility of our buildings so you know where we are and how to access us.	June 2026 to May 2027	TBC	Annual Settlement
Assessing the feasibility of new Police Facilities in areas forecast for large population growth such as Northwest Leicestershire and others as assessed.	Land Purchase, Feasibility and Planning 2026/2030 Build 2030 onwards	£500k - £1m £8m	Reserves, Borrowing, S106
A modern CMD is to be designed and commissioned to address the needs of Contact for the future including sufficiently resilient fall-back technology.	Final stages for upgrade 2026 Requirement for all new 2035	£450k £8m	Reserves, Borrowing, S106
Developing smaller assets that enable you to access policing information in more rural communities.	Feasibility and proposals 26/27 Installation 27/28	£5-10K per asset	Reserves, Borrowing, S106
An integrated custody environment which meets the needs of the most vulnerable.	Land Purchase 2026/2028 Build 2030 onwards	£20m	Reserves, Borrowing, S106
Ensuring that firearms facilities meet the safety standards required to continue to enable our teams to operate should they change	April 2028 to March 2029	£15m	Reserves, Borrowing, S106

Ensuring that we continue to invest in a robust preventative maintenance programme to keep our estate functioning efficiently	Ongoing	Annual budget of circa £600k	Annual Settlement
Look at investing in renewable technology where it is cost effective to do so.	As and when failure occurs	Case by case business case	Annual Settlement
Invest in facilities to ensure that Leicestershire Police are not contributing to pollution.	April 2026 – December 2026	£100k	Annual Settlement
Continue to explore partnership occupancy where this can generate income or save funds whilst not compromising operational effectiveness.	As and when opportunity arises	Case by case business case	TBC
Periodic modernisation to increase capacity and improve functionality at Neighbourhood Policing Facilities. <ul style="list-style-type: none"> • Increase building longevity at Wigston PS • Improved security at Euston Street PS • Increased animal welfare for police dog unit 	26/27 26/27 26/27	£180k £90k £75k	Reserves, Borrowing, S106

Governance

The Police and Crime Commissioner and Chief Constable have comprehensive governance arrangements and structures in place. The Corporate Governance Framework (CGF) sets out the parameters within which the two organisations will govern and conduct their business, to ensure that business is carried out efficiently and decisions are open, transparent and not unnecessarily delayed.

The following mechanisms are in place to underpin decision making and strategic direction relating to all estates related matters:

Corporate Governance Board will receive a report on an annual basis, from the Head of Estates, as to the progress of this Strategy. That report will include steps towards the Delivery Programme and recommendations for consideration that have come out of any reviews. Any variation of this Estates Strategy will be added as an addendum to this document and published. The Board will also receive regular update reports on the implementation of this strategy and any related investments.

The Estates Utilisation Board meets bi- monthly. It consists of officers and staff across the Force and OPCC and is chaired by the Head of Estates. Project-related decisions are assessed from a risk- based priority matrix, focusing the three strategic aims of this strategy, and are then recommended for onward approval to both the Police and Crime Commissioner and the Force Executive Group, chaired by the Chief Constable.

Estates Performance is reviewed via the Monthly Report, which provides a clear forum for discussing priorities and long-term aims, aligned to the Estates Strategy. This report will be put to the Police and Crime Commissioner as the owner of the Estate by the Head of Estates.

To support delivery there are a range of implementation plans in place. We will:

- Set targets and allocate owners to monitor progress on these commitments. These will be reported through governance arrangements.
- Have a strong commitment to improving data collection, systems and management. Through demand analysis and improved data management systems, we will be able to determine future need against this Strategy.
- Continue to evaluate all programmes and projects to ensure benefits are being realised, and lessons are fed back into new programmes.
- Progress against this Strategy will be kept under review and monitored through the governance structure.



**POLICE & CRIME
COMMISSIONER**
for Leicester,
Leicestershire & Rutland

Your Communities - Your Commissioner

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Neighbourhood
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