

Decision Note – Armed Police Training Facility



REQUEST FOR DECISION BY THE STAFFORDSHIRE COMMISSIONER

	Policing:	Crime:	Fire & Rescue:
This decision relates to:	✓		

APPROVAL (for completion by Staffordshire Commissioner only)

Rationale for approval

Police firearms deployments in Staffordshire are relatively low, but when our communities need an armed response to keep them safe, it is essential that the force has the right training and facilities in place to deliver the highest quality service.

Using public money efficiently is a priority for me, and this investment is part of a wider estates plan for Staffordshire Police to ensure buildings are sustainable and future proof. The initial budget for the facility was set at £18 million, and these revised proposals represent a significant saving on that figure while fully meeting the force's operational requirements.

STAFFORDSHIRE COMMISSIONER

Signature

Date 1st September 2022

Date decision required by:

If an urgent approval is required, please state reasons:

For completion by Staffordshire Commissioner's Office only:-

Decision Number: SCP-D-202223-004

Date Received: 2 September 2022

	Yes	No
Has the required decision been considered under the guidance of the Staffordshire Commissioner's Decision Making Policy?	x	
Has the required decision been deemed to be a Key Decision as defined within the Staffordshire Commissioner's Decision Making Policy?	x	
Who is empowered to make the required decision? Staffordshire Commissioner		

Title	Armed Police Training Facility
Summary:	
<p>Staffordshire Police have leased an outdoor firearms range for some years, however, due to issues with the suitability and long-term availability of the site, a detailed review has been conducted to understand future requirements and evaluate options to meet them. Armed police training is delivered to national standards and designed to meet local strategic threat and risk assessments. As both have evolved in recent years it is clear that training in additional capabilities is required beyond what is possible at the existing site.</p> <p>A decision is required to support the Force's recommendation to proceed to the procurement stage for the construction of a new armed police training facility. Although indicative total project costs are included here, they are subject to the procurement exercise and a further decision to go ahead will be required on its completion. The procurement exercise will incur professional fees and project management costs, which for a project of this scale and complexity are expected to be substantial, but below £0.5m.</p>	
Recommendation:	
<p>1. That the recommended option to build a 50m, 10 lane firearms training facility on the Weston Road site is supported. This will replace Blocks 2,3 and 4, which are in poor condition, no longer fit for purpose and are around 35 years old.</p> <p>This business case sets out the rationale for this recommendation.</p>	

The benefits of this option are:

- It enables Staffordshire Police to maintain continuity of its licensed firearms provision.
 - It provides a fit for purpose facility which fully complies with all Health and Safety legislation and guidance.
 - It provides the training capacity required to fully meet the requirements of Staffordshire Police.
 - It secures the future provision of training in a facility which will be in the ownership of the Commissioner and under the control of Staffordshire Police.
 - It strikes the right balance between operational need and impact on capital and revenue budgets.
2. That approval is given for a maximum of £0.5m to be reflected in the capital programme for professional fees and project management costs to develop the proposal through the procurement stage. This will remain under review over the next 12 months.

Chief Executive

I hereby approve the recommendation for consideration.

Signature

Date

1st September 2022



REPORT AND ADVICE TO THE STAFFORDSHIRE COMMISSIONER

1. Introduction and background

Police forces have a legal responsibility to take positive steps to protect those whose lives are in danger and where there is a risk to life from firearms this responsibility requires the force to provide an armed policing capability.

The continued threat posed by Organised Crime Groups (OCG) and County Lines creates the requirement for the capabilities to provide a 24/7 uniformed armed response. The response must be fit to address both spontaneous calls for service and reports of firearms and bladed weapons in the community and also the capability to deal with organised criminality and its use of firearms through pre-planned tactics.

In addition to criminal activity, there is an ever-present threat of terrorist activities, with many potential terrorist targets located within Staffordshire and in neighbouring areas. As well as the threat to life, terror attacks have a large economic impact. The National Armed Policing Strategic Threat & Risk Assessment

(APSTRA) references the economic impact of two recent London attacks. Though the economic impact would clearly be higher in the Capital than other areas, the value of a swift response remains valid.

Staffordshire Police has the capability to deploy armed response officers to any incident where a person is known or suspected to be armed or otherwise dangerous. Over the last three years the force has seen increases in the number of both spontaneous and planned deployments and has therefore increased its armed policing capacity to meet this demand. Authorised Firearms Officers (AFOs) work across the force area on a shift pattern which mirrors response policing to enable them to also support their colleagues in day-to-day policing duties. In addition, the Central Firearms Unit (CFU) also provides specialist armed policing capabilities.

To maintain this armed capability Staffordshire Police must have:

- Trained and licenced Authorised Firearms Officers
- An approved 12-month training plan
- Access to a firing range approved by the College of Policing
- Training provision that meets national requirements and standards

National requirements set by the College of Policing for mandatory training have increased. This, together with the further training required to acquire and maintain additional specialisms held by armed officers has also increased the demand for training.

Up to this point, these requirements have primarily been met through the use of an outdoor 50m firing range on a leased site. The expiration of the current lease, the limited longevity of the current arrangements and an operational view that the range does not fully meet all of the force's requirements has prompted work to explore all options for future provision.

2. Issues for consideration

A full Business Case has been developed which follows Treasury Green Book principles. It has been examined in detail by the Commissioner and proposals challenged throughout its development through the Strategic Estates Board and the Strategic Governance Board (Police).

The Business Case identifies a number of issues and risks with the existing site:

- a) Due to changes in Planning Regulations and specific proposals for the local area, there is an increased likelihood of opportunities for the land owner to sell the site for redevelopment.
- b) The local authority has received numerous complaints regarding the noise associated with shooting on the site. The force has engaged an acoustic consultant to conduct surveys, and sound levels are reported over and above expected levels. Efforts are being made to mitigate the noise nuisance in a cost-effective way but this will not completely eliminate the issue.

- c) Due to the layout of the surrounding land, additional staffing is required to ensure site security and safety whilst training is carried out.
- d) The ability to safely train on the outdoor range is affected by available light and weather which can limit or disrupt the training schedule – mitigating this has required ad-hoc use of other Force's indoor ranges. When this occurs, it is time consuming in terms of travel and costly in terms of overtime, travel costs and the hire of facilities. Specialist firearms officers are away from the force area and cannot be deployed to bolster the force's response to an incident.
- e) Considerable investment in improvements such as a firearms canopy, improved lighting and drainage would be required to address some of the limitations of the existing site, however there is considerable difficulty in making a case for this due to the uncertainty regarding its future.
- f) The nature of the threats which necessitate an armed response is changing. Even with improvements to the site, the training required to enable AFOs to meet these threats is not possible using the existing facilities.

Additionally, the force armoury, which is based at police headquarters but would ideally be co-located with the firearms range, is in poor condition and has insufficient capacity. Consultation with similar sized forces has identified that many are facing similar challenges with legacy facilities not meeting new operational requirements and are conducting similar work to identify alternative solutions.

These risks and issues have necessitated a strategic review of the future firearms training requirements of Staffordshire Police with a view to finding a solution that will last well into the latter half of this century. The list of 34 requirements covers current and future business needs including capacity, specific operational capabilities, general facilities and location.

The recommended option is the construction of an armed police training facility including a 50m range, armoury, training rooms and ancillary accommodation at Staffordshire Police HQ. This requires an estimated capital investment of £14.792m, subject to a full procurement process.

The proposed investment is based on detailed designs provided by specialist consultants and quantity surveyors' assessment of construction and materials costs based on a construction period of May 2024 to September 2025. This assessment builds in design and construction contingencies and is adjusted for inflation at 9% up to commencement of the contract. The capital investment also includes professional fees and project management costs prior to contract award and throughout project delivery.

This proposal compares with £18m included in the MTFs and Capital Programme revised in January 2022, however this was based on estimates for a 100m range which if similarly adjusted for inflation up to commencement of the contract would require an investment in the region of £21.5m. The strategic review has clarified that there is a minimal requirement for training at 100m distance and on that basis, a larger facility cannot be justified.

In comparison to the 'do nothing' option, i.e. remaining in situ, the additional revenue cost is estimated at £0.537m in 2024/25 and £1.056m annually from 2025/26.

3. What other options have been considered?

Options discounted on the basis that they did not meet the basic current and future operational requirements were:

- Use of Ministry of Defence ranges.
- Use of other privately-owned ranges.
- Replacing the existing range with an alternative outdoor range.

Options considered and evaluated against the list of requirements were:

OPTION 1: Remain in situ.

Discounted due to issues and risks with the current site outlined above.

OPTION 2: Enter into formal arrangements to use excess capacity at one or more Force's ranges.

Discounted due to inability to secure guaranteed access to facilities when required and at the level needed to meet Staffordshire's training demand. There would also be a substantial increase in officer overtime and travel costs.

OPTION 3a: Enter into a joint venture with West Mercia Police to design, construct and operate a new armed police training facility at Staffordshire Police HQ.

This option is based on West Mercia being the most obvious partner force based on geography, opportunity and alignment of interest, however it has been discounted as it cannot meet the capacity requirements of both forces and travelling distance for West Mercia officers would be impracticable. This has also been discounted by West Mercia Police and PCC.

OPTION 3b: Enter into a joint venture with West Mercia Police to design, construct and operate a new armed police training facility equidistant from both Headquarters sites.

This option is based on West Mercia being the most obvious partner force based on geography, opportunity and alignment of interest, however it has been discounted as it cannot meet the capacity requirements of both forces. It would also require the acquisition of land and both forces would incur costs of officer travel and overtime. This has also been discounted by West Mercia Police and PCC.

OPTION 4: Construction of a new indoor armed police training facility including a 10 lane, 50m range at Staffordshire Police HQ.

This is the recommended option. It meets almost all operational requirements in an existing, secure site into the long term. It provides the required capacity and the force will review opportunities for using any surplus capacity for other training purposes.

OPTION 5: Construction of a new indoor armed police training facility including a 10 lane, 100m range at Staffordshire Police HQ.

This option meets all operational requirements in an existing, secure site into the long term and would future-proof potential future firearms training requirements where a longer range may be required for some training activity. However, it has been discounted as there is a trade-off between the additional cost of constructing and running a facility of this size given the limited need for a 100m range and other capital projects that could deliver greater benefits.

OPTION 6: Potential Regional Armed Police Training Facility.

This option has been discounted as it would require land acquisition, and all forces would incur costs of officer travel and overtime. Given the varying operational characteristics and needs of the four regional forces, alignment on requirements, functionality, location and design is unlikely.

4. Consultation and Engagement undertaken

Staffordshire Police has undertaken consultation with Firearms training specialists within the force and other forces, both within and outside the region. Advice has been sought from the College of Policing on training standards and facilities requirements. As part of the development of suitable options, the force commissioned Bluesky Capra to produce designs and room schedules for a 50m range and a 100m range. Consideration has also been given to interdependencies with other aspects of the Joint Police/Fire Estates Strategy and Programme.

Report Implications

5. Monitoring Officer comments:

Signature


Date

1st September 2022



6. Section 151 Officer comments:

This project has been incorporated into the current MFTS, and the revised project costs will be fully reflected within the MFTS refresh which will be presented to the Police Fire and Crime Panel in October 2022 and updated in February 2023 as part of the budget and precept process for 2023/24. Moving to the next phase of this project will incur costs and fees estimated at £0.5m, as approved by the Police Strategic Governance Board on 18 August 2022. An updated business case will be presented to the Strategic Governance Board for final sign-off prior to the contract award.


Signature 

Date 1st September 2022

	Yes	No
Has legal advice (outside of that provided by the Monitoring Officer) been sought on the content of this report?		✓
7. Legal Comments:		
8. Equality Comments – please attach the completed EIA		
9. Background/supporting paper Final Business Case, Armed Police Training Solution.		
Please answer the following questions	Yes	No
10. Public access to information?	✓	
11. Does this decision involve the processing of personal data? (If yes please attach a completed Data Impact Assessment)		✓
12. Is the publication of this form to be deferred? (If yes approx. how long?)		✓

13. Does this form contain commercial or operationally sensitive information which is to be redacted? (If yes, please provide details with the submission of this note)		✓
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14. ORIGINATING OFFICER DECLARATION:

Author	Ralph Butler, Head of Strategy & Change
Signed	
Date	1 st September 2022



Equality Impact Assessment

The purpose of this EIA is to ensure you consider any equality issues as part of your decision making when developing / reviewing your policy / procedure.

Please complete the sections below and send to the Staffordshire Commissioner's Office to be quality assured. New / revised policies cannot be published on the policy database until the EIA has passed the quality assurance process.

Title of policy/procedure:	Armed Police Training Facility
Department:	Strategy & Change
Date:	8 August 2022

1. Identify the aims and purpose of the policy

A decision is required to support the Force's recommendation to include the construction of a new armed police training facility in the capital programme. The recommended option is to build a 50m, 10 lane firearms training facility on the Weston Road site.

2. Identify the individuals and organisations who are likely to have an interest in, or be affected by the policy.

No public implications as this facility will only be accessible by specially trained Staffordshire Police firearms officers.

3. Data

Summarise the findings of any monitoring data / information which you have considered regarding the impact of this policy on people from all or any of the protected groups. This could include national or local data.

3.1 Age
n/a
3.2 Disability
n/a
3.3 Race
n/a
3.4 Religion or Belief
n/a
3.5 Sex
n/a
3.6 Sexual Orientation
n/a
3.7 Transgender
n/a

4. Research
Summarise the findings of any research you have considered regarding this policy for all or any of the protected groups. This could include information you have obtained from other sources e.g. Home Office.
4.1 Age
n/a
4.2 Disability
n/a
4.3 Race
n/a
4.4 Religion or Belief

n/a

4.5 Sex

n/a

4.6 Sexual Orientation

n/a

4.7 Transgender

n/a

5. Consultation

Summarise the opinions of any consultation for all or any of the protected groups. Who was consulted and how e.g. survey, discussion, forum. If there was no consultation please justify why.

5.1 Age

n/a, this facility is not publicly accessible, being for the sole use of specialist firearms officers.

5.2 Disability

n/a, this facility is not publicly accessible, being for the sole use of specialist firearms officers.

5.3 Race

n/a, this facility is not publicly accessible, being for the sole use of specialist firearms officers.

5.4 Religion or Belief

n/a, this facility is not publicly accessible, being for the sole use of specialist firearms officers.

5.5 Sex

n/a, this facility is not publicly accessible, being for the sole use of specialist firearms officers.

5.6 Sexual Orientation

n/a, this facility is not publicly accessible, being for the sole use of specialist firearms officers.

5.7 Transgender
n/a, this facility is not publicly accessible, being for the sole use of specialist firearms officers.

6. Conclusions
Taking into account the results of the monitoring, research and consultation, set out how the policy impacts or could impact on people from the following protected groups? (Include positive and/or negative impacts)
6.1 Age
There are no impacts on this group.
6.2 Disability
There are no impacts on this group.
6.3 Race
There are no impacts on this group.
6.4 Religion or Belief
There are no impacts on this group.
6.5 Sex
There are no impacts on this group.
6.6 Sexual Orientation
There are no impacts on this group.
6.7 Transgender
There are no impacts on this group.

7. Decisions

If the policy will have a negative impact on members of one or more of the protected groups, explain how the policy will change or why it is to continue in the same way.

If no changes are proposed, the policy needs to be objectively justified.

n/a, there are no impacts on any protected groups.

8. Monitoring arrangements

If the policy is new what consideration has been given to piloting the policy?

If monitoring is not already in place what arrangements have been made to monitor the effects of the policy on equality and diversity?

This equality impact assessment will be published on the SC website.

EIA Form Dated
01/08/2018



Final Business Case

Chief Officer Team (COT)

All Capital Schemes, and Contracts with a life span of over one year and/or £100,000 in total cost, must be brought to the Enabling Board for consideration

Title			
Capital or Procured Revenue Service?		Capital and Revenue	
Whole Life Cost		NPV £35.8m (40 years, Capital and Revenue)	
Senior Responsible Officer	<i>ACC Justin Bibby</i>	Directorate:	<i>Operational Support</i>
Directorate Board Approval Date:	<i>22/07/2022</i>	Finance Business Partner Sign Off:	[REDACTED] <i>12/07/2022</i>
HR Business Partner Sign Off:	<i>N/A</i>	Commercial Business Partner Sign Off:	[REDACTED] <i>12/07/2022</i>
Programme/Project Description:	<i>Armed Police Training Solution</i>		
Reviewers:	<i>ACC Bibby</i> <i>John Bloomer - Finance</i>		
Author(s):	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]		

Document History			
Version	Date	Author	Change

V0.1	28-June-21	██████████	First Draft
V0.2	08-Sept-21	██████████	Released to Range Board for comments
V0.3		██████████	Amended based on comments from Chief. Supt ██████████
V0.4		██████████	Released to Group following meeting 8 November 2021
V0.5		██████████	Amended to discount collaborative options with West Mercia (3a,3b) and the Regional Option (6)
V0.6		██████████	Added in Commercial Case and draft Financial Case.
V0.7		██████████	Appendix C provided by CFI ██████████
V0.8		██████████	Finance section provided by Deputy Chief Finance Officer.
V1.0		██████████	Final Version following consideration of collaborative options with West Mercia and 50/100m options.
V1.1		██████████	Revised version following further input from Acting Director for People and Resources.
V1.3		██████████	Added Appendix 3, detailing range use based on specialisms
V1.4		██████████	Update following review of collaborative options.
V1.5		██████████	Further update following review of collaborative options.
V1.6	8-June-2022	██████████	Update to remove options previously dismissed via Collaboration Paper.

V1.7	17-June-2022	██████████	Revision to finance sections
V1.8	04-July-2022	██████████	Final revisions prior for final review.
V1.9	12-July-2022	██████████	Formatting and Document header
V2.0	25-July-2022	██████████	Updates following COT
V2.1	03-Aug-2022	██████████	Updated following feedback from PFCC
V2.2	05-Aug-2022	██████████	Redacted version for publication

Authority to Proceed		
<i>All Business Cases require approval at Directorate Board (Level 1) before approval to proceed is provided by one of the Level 3 Boards</i>		
Authorised Officer	Proceed	Stop
Chief/Deputy Chief Constable:	Y	
Directorate Lead:	Y	
Director of Resources:	Y	
Section 151 Officer:	Y	

Abbreviations	
AFO	Authorised Firearms Officers
APSTRA	Armed Policing Strategic Threat and Risk Assessment
ARV	Armed Response Vehicle
ASCO	Armed Support to Covert Operations
CFI	Chief Firearms Instructor
CFU	Central Firearms Unit

CMPG	Central Motorway Police Group
COP	College of Policing
CRPB	Corporate Risk and Performance Board
DCC	Deputy Chief Constable
DIO	Defence Infrastructure Organisation
FBC	Final Business Case
HSE	Health and Safety Executive
MAST	Mobile Armed Support To covert
OCG	Organised Crime Groups
PFCC	Police, Fire and Crime Commissioner
ROCU	Regional Organised Crime Unit
SCO	Staffordshire Commissioner's Office
SFO	Specialised Firearms Officer
SP	Staffordshire Police

Recommendation

The recommended option is to build a 50m, 10 lane firearms training facility on the Weston Road site. It is planned this will replace Blocks 2,3 and 4, which are in poor condition, no longer fit for purpose and are ~40 years old.

This business case sets out the rationale for this recommendation.

The benefits of this option are:

- Enables Staffordshire Police to maintain continuity of its licensed firearms provision.
- Fit of purpose facility which fully complies with all Health and Safety legislation and guidance.
- Provides the training capacity required to fully meet the requirements of Staffordshire Police.
- Ensures security of provision and facility will be under control of Staffordshire Police.

- Strikes the right balance between operational need and impact on capital and revenue budgets.

Purpose

This Final Business Case further develops the options previously set-out in the Outline Business Case and proposes a recommended option that has been reviewed and approved by Staffordshire Police governance prior to submission to the Staffordshire Commissioner's Office.

1.1. The Strategic Case – Background and Organisational Overview

Police forces have a legal responsibility to take positive steps to protect those whose lives are in danger and where there is a risk to life from firearms this responsibility requires the force to provide an armed policing capability.

The Police and Crime Commissioner is responsible for ensuring an effective and efficient police force and for ensuring the service is appropriately resourced, and as such is responsible for approving requests for new facilities such as the solution proposed.

The continued threat posed by Organised Crime Groups (OCG) and County Lines creates the requirement for the capabilities to provide a 24/7 uniformed armed response. The response must be fit to address both spontaneous calls for service and reports of firearms and bladed weapons in the community and also the capability to deal with organised criminality and its use of firearms through pre planned tactics such as armed support to covert surveillance (ASCO)

In addition to criminal activity, there is an ever present threat of terrorist activities, with many potential terrorist targets located within Staffordshire and in neighbouring areas. The UK threat level is currently Substantial meaning that an attack is Likely. Attacks in the UK have included the use of

knives, explosives and vehicles as weapons. In addition to the threat to life, terror attacks have a large economic impact. The National APSTRA references the economic impact of two recent London attacks. Though the economic impact would clearly be higher in the Capital than other areas, the value of a swift response remains valid.

Staffordshire Police currently has the capability to deploy armed response officers to any incident where a person is known or suspected to be armed or otherwise dangerous. Over the last three years Staffordshire Police has seen year on year increases in the number of both spontaneous and planned deployments. To meet this demand, Staffordshire has increased its capacity

over the last few years and currently employs [REDACTED] Authorised Firearms Officers (AFO). These AFOs work across the County on a shift pattern which mirrors other Response and Neighbourhood functions to enable them to also support their colleagues in day to day policing duties.

In addition, the Central Firearms Unit (CFU) also offers the following capabilities to the force:

- Close Protection
- Rifle capability
- Dynamic Search
- Specialist Tactical Advice

In 2020 the Force Executive agreed to the development of an MAST/ASCO capability within Staffordshire police to increase its proactive and investigative response to firearms and lethal threats. This allows Staffordshire Police to collaborate with ROCU and CMPG to increase its effectiveness to tackle criminality across Staffordshire and beyond.

To maintain this armed capability Staffordshire Police requires the following:

- Trained and licenced Authorised Firearms Officers
- An approved 12 month training plan
- Access to a College of Policing approved firing range
- Training provision that meets national requirements and standards

Up to this point, these requirements have primarily been met through the use of an outdoor 50m firing range [REDACTED]. Negotiations to extend the lease have been successful [REDACTED]. A written agreement that is satisfactory to all parties has been drawn up, though this is not yet signed. The expiration of the current lease, the limited longevity of the current arrangements and a prevailing view that the Range does not

¹ Armed Policing Strategic Threat & Risk Assessment, 1 April 2021

fully meet all of the Police requirements have all prompted work to explore all options for future provision.

These factors are listed below:

- An extension to the current lease [REDACTED] has been agreed with a revised notice period of 2 years. [REDACTED]

[REDACTED]

Though it is possible that a further extension could be negotiated, this should be considered a 'grace period' to enable a long term solution to be put in place.

- [REDACTED]
- Stafford Borough Council has received numerous complaints regarding the noise associated with shooting on the site. We have engaged an acoustic consultant to survey the site, and have received a report setting out the sound levels over and above the baseline. We will endeavour to cost-effectively mitigate the noise nuisance but will not be able to eliminate the issue.
 - The ability to safely train on the outdoor range is affected by available light and weather which limits or disrupts the training schedule – mitigating this has required ad-hoc use of other Force's indoor ranges.
 - The nature of the threats which necessitate an armed response is changing. This requires the training of AFO's to evolve to meet these threats [REDACTED]

Uncertainty regarding the ongoing availability of the current facility has led to a need to develop a strategic approach to meet the future firearms training requirements of Staffordshire Police. With this in mind, some of the solutions below could address the firearms training requirements for Staffordshire Police well into the latter half of this century.

This Business Case does not consider the wider implications or opportunity costs of the options other than to note that those with higher capital costs, and higher revenue costs are likely to have a greater opportunity cost.

Whilst the Business Case proposes a rationale for the selection of the preferred option, it is not within the scope of this work to suggest that this is the best possible use of Capital or Revenue budgets to achieve either the Staffordshire Commissioner's objectives or those of Staffordshire Police in providing "A safe and confident Staffordshire, secured by an outstanding local police force that is passionate about serving the public, caring for its people and working in partnership"

1.2 The Strategic Case - The Case for Change

Existing Arrangements – The 'As-Is'

The firearms range provision was first raised as a risk in April 2018 at Corporate Risk and Performance Board (CRPB), and has remained on the Directorate risk register as consistently high, with regular updates to CRPB, it is also recorded as high on both the APSTRA and CFI Risk Register.

The wording of the risk is:

The risk is currently scored 16 with a score of 4 for both Likelihood and Impact.

The following issues exist with the existing site:

- No security of tenure on current site – the site is not owned by Staffordshire Police. This leads to a variety of sub-issues:

- To improve the site would require considerable investment in improvements such as a firearms canopy, improved lighting and drainage, however there is considerable difficulty in creating a business case for any significant investment in the site due to the uncertainty regarding its future.
- The use of the existing outdoor range is limited by weather. The site is prone to flooding, in winter the ground can freeze to the extent the range is unsafe to use due to the possibility of unpredictable ricochet of bullets. Similarly, in summer the backstop sand can 'bake' and consolidate and require digging over before the range is safe to shoot on again.
- The range has no outdoor lighting, which limits its use outside of daylight hours. The impact of this is clearly more pronounced in the winter months.
- In line with our People Strategy the workplace environment, and therefore our training facilities, should be positive and healthy. We should also be aware of the impact of our facilities on diversity and inclusion, and on our ability to recruit a more diverse cohort of AFOs. Currently the facilities at our outdoor range are below par and do not meet the standard of working environment that Staffordshire Police

offers its employees. Welfare provisions on the site are substandard and health and safety concerns have been raised. Improvements in these areas would also require significant investment which would be subject to the same difficulty as described above.

- Due to the open nature of the current range it is not suited to 180-degree use, where trainees walk downrange and engage with targets to their left and right.
- Due to the range being outdoors, it is not possible to create an immersive training environment in a way that would be possible in an indoor range – control of lighting to simulate nightclub, flashing lights etc, control of sound to simulate nightclub, crowd noise, screams etc
- Local residents have lodged complaints with Stafford Borough Council regarding noise from the site. Following a meeting with the Environmental Health Officer (21 September 2021), we have been advised that it is his informed opinion that the noise associated with an outdoor range on that site cannot be reduced sufficiently to a level below which it would be considered a nuisance and enforcement action would be taken. This is likely to limit the longevity of the site, and some mitigating actions will be required to reduce the nuisance in the interim.
- The current range has no provision for washing, beyond basic handwashing, following shooting. This leads to issues with exposure to lead. These issues are partially mitigated due to the current range being outside.

Though the costs of the existing facility are comparatively modest, there is an absolute bar on the Force subletting, assigning or sharing occupation of the whole or any part of the premises which prevents any potential collaborative use of the site.

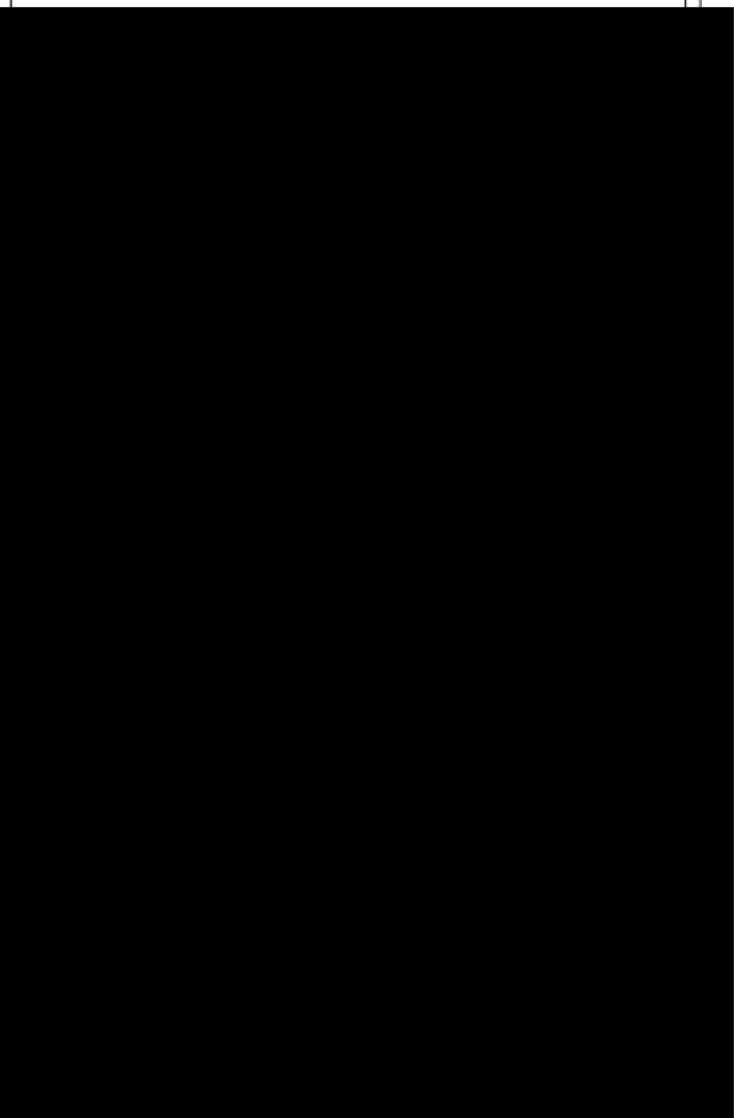
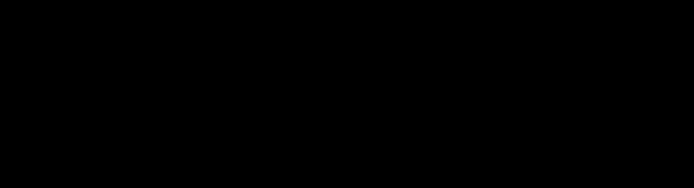

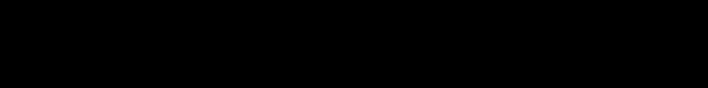
Agreement has been reached between the SCO and the landowner to extend the period of the lease [REDACTED] This should be considered as part mitigation of the risk above, and provides some time for the strategic option recommended in this paper to be progressed.

Future Requirements – Business needs, current and future.

Requirements that have been gathered are listed below, the requirements have been prioritised using the MoSCoW approach.

- Must –A requirement that must be satisfied in the recommended solution for it to be considered a success. If any Must requirements cannot be met then the solution is not fit for purpose.
- Should – A high-priority requirement that should be included in the solution if possible, will deliver considerable additional value over and above a solution that only meets the Must requirements.
- Could – A requirement which is considered desirable but not necessary.
- Won't – A requirement that stakeholders have agreed will not be satisfied by this solution.

No.	Requirement	Prioritisation (MoSCoW)	Notes
1	Secure Site	Must	Appropriate physical security to control access to site
2	24/7/365 Access	Could	The provision of 24/7/365 access to the facility would enable SP more flexibility in scheduling training. 24/7/365 access may also enable either a joint venture approach to the development of the facility or enable the facility to be rented to other Forces to monetise excess capacity.
3	Training Capacity – [REDACTED] sessions	Must	SP requires sufficient training capacity to allow all [REDACTED] AFOs to receive [REDACTED] hours of training annually. This is expanded upon in the table below. This equates to [REDACTED] training sessions/year for Staffordshire Police
4	All weather site	Should	Site should be usable regardless of weather conditions to maintain uninterrupted training schedule. It has been observed that extremes of weather are more frequently interrupting the training schedule.
5	50m Range Length	Must	Minimum COP requirement for licensing.

6	100m Range Length	Could	
7	Enables long range rifle shooting	Won't	
8	10 Lane Range	Must	<p>Allows for a greater range of ARV tactics training on range and more efficient use of the range in comparison to a narrower range with fewer lanes.</p> <p>May provide a more attractive offer to other organisations that may wish to hire the range which would allow excess capacity to be monetised.</p>
9		Should	

			<p>ensure site safety. This requires a longer training session to ensure that all AROs receive the required shooting time.</p> <p>This has been remarked upon in the course of COP inspections.</p>
10	Drive on, Drive off capability	Must	<p>In line with National Role profile for ARV Officer.</p> <p>All Firearms Officers in Staffordshire are trained to a minimum standard of ARV. This is the minimum standard necessary to enable them to crew an armed response vehicle.</p> <p>As per 8) enables the training in ARV tactics.</p>
11	Cross Lane Shooting	Must	Requirement for National ARV Classification Shoot.
12	180 degree shooting	Should	<p>Ability to move laterally as well as forwards and back when shooting, ability to shoot targets to the side.</p> <p>This allows more realistic training to address the evolving threats.</p> <p>(For an internal range, at least 25m ballistic wall sections running up to the backstop are required to enable this)</p>
13	Ability to fire from all positions (Standing, Kneeling, Prone)	Must	This is required to meet COP requirements
14	Supports low light training all year round.	Must	This is required by the ARV role profile. There is inherent difficulty in scheduling this training throughout the year using an outdoor range.
15	██████████ ██████████ ██████████ ██████████	Must	This covers all of the ammunition required by Staffordshire Police.
16	Range within reasonable distance of the headquarters Training Department and Armoury	Should	<p>In order to efficiently meet licensing requirements of a 6 hours contact time day, travelling time should be minimised.</p> <p>This is also beneficial from an issue of security and transportation of weapons.</p> <p>Dependent on travelling distance, there will also be financial implications related to staffing and travel costs inherent in travelling to a range.</p>

17	Training facilities sited centrally within Staffordshire	Should	A range situated centrally within Staffordshire has benefits in reduced travelling time for staff attending training, with additional resilience benefits of having a greater number of AFOs available within the county. This is also beneficial from an issue of security and transportation of weapons.
18	Co-located Armoury	Should	Minimises unnecessary transport of weapons and increases efficiency of test firing, and swap out of weapons if there is an issue with a weapon on the range. Enables easier testing of weapons that have been repaired or serviced to ensure weapons are available for use.
19	Weapons preparation/waiting area	Must	Functionality directly associated with use of range.
20	Electronic Remote Controlled Targets	Must	Allow minimum standard qualification shoots to be carried out.
21	Audio-visual equipment	Should	In range AV equipment to provide greater training realism through use of lighting (flashing, disco, low light etc), and sounds (crowd noise, music, riot, screaming etc)
22	Smoke machines	Should	In range smoke generation to provide greater training realism in reduced visibility settings
23	Provision of Parking	Must	Parking for vehicles used by training staff and students. ~25 spaces.
24	Classroom accommodation	Must	2 x 20 person classrooms. 12 Students + up to 8 Instructors
25	First Aid Room	Must	Appropriate First Aid Room
26	Appropriate IT equipment for classrooms.	Must	Networked PCs, Projectors or Large Screens.
27	Range Office to hold all documentation and records	Must	The Range Log (906) must be completed to provide a record of all on-range shooting.
28	Welfare facilities	Must	Suitable facilities, such as kitchen area, toilets, drying rooms etc for 20 members of staff.
29	Weapons cleaning facilities	Must	Must meet Health and Safety at Work Act 1974 legislation

30	Suitable storage for all range equipment	Must	Use of range to support different training scenarios requires equipment and targets to simulate different situations. This requires storage space when not in use.
31	Telephony	Must	Suitable for day to day use and which can be used to alert emergency medical services in the event of an incident or accident
32	Longevity of solution - 10 years	Must	Securing sufficient access to appropriate training facilities to meet the needs of the Staffordshire Firearms Unit requires significant effort. The preferred solution should meet the above requirements for at least 10 years.
33	Longevity of solution - 40 years	Could	A built solution with a regular cycle of maintenance could meet the needs of Staffordshire Firearms training for up to 40 years.
34	Manage exposure to lead	Must	<p>Must meet Health and Safety at Work Act 1974 legislation.</p> <p>In practice this is met through:</p> <ul style="list-style-type: none"> • Appropriate airflow to control airborne pollutants • The incorporation of clean and dirty zones within the design. • Showers and washing facilities to be used following shooting.

Training Capacity Required

It is necessary to understand the demand/requirement for training, and the way in which training is delivered as this informs the capacity required, and the training throughput which each solution can support.



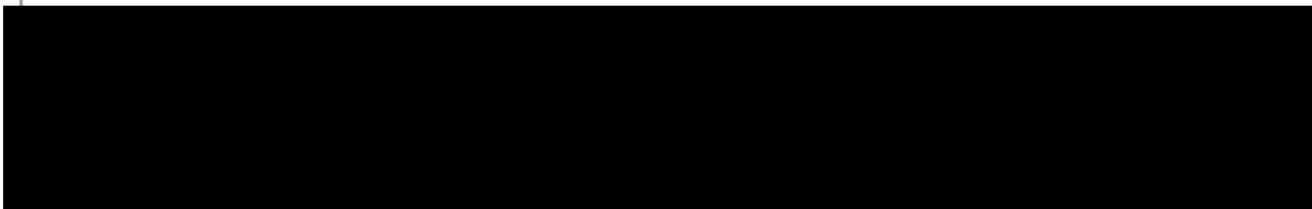
Based on the 906 Range Log since 2018 the use of the existing range is as below:

Year	Live fire sessions	Non-live fire sessions	Total
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1 Apr. 2021 – 31 Mar. 2022	129	8	137 (IFC Course not run)
1 Jan. 2020 – 31 Dec. 2020	124	18	142
1 Jan. 2019 – 31 Dec. 2019	108		108
1 Jan. 2018 – 31 Dec. 2018	92		92

In total the stated future need for Staffordshire Police is approximately [REDACTED] training sessions per year. A training session requires 8 hours of contact time.

As can be seen the requirement for training has increased. This is due to an increase in the training mandated by the College of Policing and the additional training required to acquire and maintain the additional specialisms that are held by armed officers.



The breakdown of training sessions is included as an appendix to this report.

These training sessions need to be timetabled around the operational commitments of the Firearms team.

In addition to the training days, which will utilise the range, there is an increased overhead for regular maintenance, de-leading and specialist cleaning which prevents the range being used on these days. This requirement is obviously increased for an indoor range compared with an outdoor range.

The time required by Staffordshire Police to meet its own training needs and the cleaning requirement would preclude the sharing of a single range facility with a force with a requirement for a similar volume of annual training.

Any excess capacity will be considered from the perspective of other force training requirements can be met (mindful of the risk of exposure to lead), or let to other forces based on full cost recovery.

Other Dependencies

Though the provision of a new firing range was not included within the Joint Estates Strategy, several of the options described below would need to be aligned to the Joint Estates Programme in order to successfully deliver them.

The joint estates strategy includes the principles below:

- Modern flexible working environments that support creativity
- Facilities that support collaborative working
- Accessible, visible buildings with facilities for community engagement
- Appropriate levels of security based on activity and risk
- Supportive infrastructure for business critical operations
- Buildings which are efficient, sustainable and future proof

Several of the options below may require the demolition of Blocks 2,3 and 4 on the Weston Road site. Initial work suggests that decanting the staff from these buildings would require ~20 moves and relocations of functions around the Police-Fire Estate.

1.3 Potential Scope - Options (The Strategic Case)

Scope

The scope for this project is:

“To provide a solution which meets the Firearms training requirements for Staffordshire Police” – these requirements are as detailed in section 1.1.

The requirements set out above have been used to review the options below, the review includes a narrative and a table illustrating those areas where options fail to meet requirements.

The options which have been developed are:

1.	Remain at current facility
2.	Nomadic
3a.	Shared 50m Range – Weston Road
3b.	Shared 50m Range – Equidistant
4.	50m Range at Weston Road
5.	100m Range at Weston Road
6.	Regional Facility XXXXXXXXXX

This review has resulted in a preferred option which is the best strategic fit for Staffordshire Police.

Option 1	Remain at current facility
Ability to satisfy requirements	As would be expected, given that it is the Force's current Firearms Training facility, with appropriate investment, it would be possible for the current facility to meet the majority of the Must have, and many of the Should and Could have requirements
Unsatisfied requirement	<p>The requirements that the current facility cannot meet are intrinsically related to the site itself:</p> <p>Unmet Must have requirements</p> <p>1) Supports low light training all year round</p> <p>The range is outdoors and so training is subject to seasonal conditions and light conditions change throughout the year and due to the prevailing weather.</p> <p>2) First Aid room</p> <p>Facilities are limited and there is no dedicated First Aid room. This could be provided through the provision of additional temporary buildings.</p> <p>3) Welfare facilities</p> <p>The welfare facilities are limited to two outdoor toilets. There are no showering facilities on site. Additional facilities could be provided through the provision of additional temporary buildings.</p> <p>4) Telephony</p>

██
██

5) Longevity of solution (10 years)

It is not expected that this solution could continue to meet the needs of Staffordshire Police for 10 years.

It is considered that the existing site is unlikely to offer the longevity of tenure that would enable the site to be a strategic solution to meeting the needs of the Force over the next ten years and hence justify the investment required to meet the additional requirements.

Complaints from local residents have increased. We have commissioned a report from an Acoustic Consultant which has measured the noise level and whilst we will be able to mitigate the noise nuisance we will not be able to eliminate it entirely.

6) Manage exposure to lead

Though the site is outdoors and so there is no build up of airborne lead, there are no suitable washing facilities and officers must travel back from training in the clothes they've shot in.

Unmet Should have requirements

1) All weather site

Due to weather conditions 3 training sessions have been cancelled since the beginning of the calendar year.

2) 100m range length

The current range is 50m length and cannot be extended beyond this.

[REDACTED]

[REDACTED]

[REDACTED]

4) 180 degree shooting

The nature of the site means that this cannot be fully achieved.

5) Co-located armoury

The remote, unstaffed nature of the site means that this is not viable.

6) Lighting, AV equipment, Smoke machines.

The installation of equipment to allow training under different simulated conditions is not viable for an outside location.

Unmet Could have requirements

1) 24/7/365 access

As the range is outdoor it cannot be used during 'unsociable hours' due to noise levels, it also cannot be used outside those times agreed with the landowner as the adjacent land is used for other purposes.

2) Longevity of Solution (40 years)

It is considered that there is no prospect of the current facility meeting the requirements of Staffordshire Police for 40 years.

<p>Advantages</p>	<p>With the negotiation of an extension to the lease any improvements to the facility are likely to be significantly less than the cost of a new build, though they may need to be amortised over a shorter period.</p> <p>Comparatively close proximity to HQ, and officers available real time as a deployable resource, albeit the site is not co-located with the armoury.</p>
<p>Disadvantages</p>	<p>Though the Force would have secured appropriate facilities to meet the 50m training requirement, any future requirement for longer range training would require alternative arrangements to be made which would likely be booking range time out of County using another Force's range. This would be at extra cost, and with the disadvantages discussed above in terms of resilience and travelling time.</p> <p>Under current arrangements, any improvements to the site would become the Landlord's asset at the end of the lease.</p>
<p>Conclusions</p>	<p>Based on the number of unsatisfied Must have requirements, it is recommended that this option should be discounted.</p> <p>The current facility no longer offers a sustainable, strategic solution to Firearms Training for Staffordshire Police. [REDACTED]</p> <p>[REDACTED], this should be considered as an opportunity to develop, agree and action a long term solution which resolves the issue of Firearms training for the foreseeable future.</p>

	<p>The noise complaints and the opinion of the Environmental Health Officer that an outdoor range on that site is not viable also adds weight to the argument that this option is not a suitable long term solution.</p> <p>This option should be progressed as a tactical solution to the provision of a firearms training facility whilst the preferred strategic option is progressed. In order to maintain the use of the current facility in the short term, it may be necessary to invest in the site. This should be done on the basis of the minimum viable improvements which enable the continued use of the site.</p> <p>For the reasons outlined above, this option has been discounted as a strategic option.</p>
Option 2	Force collaboration – Enter into formal arrangements to use excess capacity on one or more Forces’ ranges.
Ability to satisfy requirements	<p>In considering facilities to meet the requirements, Staffordshire Police would be able to ensure that all of its Must requirements are met, but it is likely there would be significant compromises regarding Should and Could requirements.</p> <p>The Staffordshire Chief Firearms Instructor has reached out to surrounding forces to understand their available capacity.</p>

	<p>No single Force has responded that they have sufficient excess range capacity to meet the needs of Staffordshire Police.</p> <p>Based on responses it is likely that Staffordshire would have to enter into a contractual relationship with ■ forces to have confidence in securing sufficient capacity: ■ ■ ■</p>
<p>Unsatisfied requirements</p>	<p>Unmet Must have requirements</p> <p>1) Longevity of solution (10 years)</p> <p>It is unlikely that a partner force would commit to long term agreement with Staffordshire Police for the range hire, due to any changes which may increase their own need for that facility.</p> <p>Unmet Should have requirements</p> <p>1) Range within reasonable distance of HQ and Training facilities sited centrally in Staffordshire.</p> <p>Inherent in this option, is the difficulty in satisfying a number of requirements, particularly the requirements relating to capacity, and travelling time. The requirement for a facility centrally located in Staffordshire would obviously not be met.</p> <p>The travelling distances to the ranges listed above are: ■ - ■ ■</p>

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>Unmet Could have requirements</p> <p>1) 24/7/365 access</p> <p>Gaining access to sufficient capacity to meet the training and other firearms needs of Staffordshire Police and accommodating a requirement for 24/7/365 use would depend on the willingness of the hosting force(s) to offer range time out of hours. It is considered that this is unlikely.</p>
Advantages	<p>All risks and maintenance of the range would be held by the owning force, though it is anticipated for anything other than ad-hoc use this would be factored into the cost of use.</p> <p>Licensing and College of Policing inspection requirements held by host Force.</p> <p>There is no capital cost to this arrangement.</p>
Disadvantages	<p>In order to secure enough range time, it is likely that Staffordshire Police would need to enter into arrangements with [REDACTED] [REDACTED]</p> <p>[REDACTED] There would be an</p>

administrative overhead in negotiating and booking range use with other forces.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Addition of travel costs, overnight accommodation and expenses, vehicle fleet requirements and overtime (overtime cost predicted to be substantial). These costs are estimated and reviewed in the Financial Case.

Force AFO Instructor numbers would need to increase to accommodate an extended timetable. These costs are estimated and reviewed in the Financial Case.

Planning would be required to minimise conflict for training slots for [REDACTED] training plans for each of the [REDACTED] locations. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Performance/development plans for officers not meeting the required standard and needing further range days would be put at risk

	<p>requalification, weapons zeroing etc that would be required by Staffordshire Police. To secure the capacity required by Staffordshire Police may require entering into arrangements with several forces.</p> <p>Taking into consideration all of these disadvantages and operational risks it is recommended that this solution is discounted as a Strategic option.</p> <p>This option should be considered as the Business Continuity Option if Staffordshire Police were to lose access to the current training facility prior to putting in place a permanent solution to support firearms training. It is suggested that the Service Area, and Commercial Services progress discussions with neighbouring forces to ensure this contingency is in place.</p> <p>For the reasons outlined above, it is recommended that this option be discounted as a strategic option.</p>
Option 3a	Enter into a joint venture with another Force on the design, construction and run of a New Firearms facility which includes an enclosed 10 Lane, 50m Range at the Staffordshire Police Weston Road site. The most obvious partner is West Mercia Police.
Ability to satisfy requirements	Though a suitable facility could be designed and built which addressed the functional requirements of Staffordshire Police and a partner force it is judged

	<p>that the requirements of both forces regarding capacity [REDACTED] [REDACTED] could not be met with a single 50m range.</p>
<p>Unsatisfied requirements</p>	<p>Unmet Must have requirements</p> <p>This solution would not meet the overall requirement for 469 training session per year.</p> <p>Unmet Should have requirements</p> <p>Whilst all SP Should have requirements would be met, it is expected that West Mercia would have a Should have requirement regarding the location of their training facility which would not be met by a facility located at Weston Road.</p> <p>Unmet Could have requirements</p> <p>None</p> <p>Should agreement with the partner force not be reached on the common requirements for both forces, then the force with the higher level requirement would have to consider the merit of separately funding this feature. It would not be obvious how to prevent freeloading in this case.</p> <p>There are some limitations regarding car parking at the Weston Road site. A firearms training complex large enough to meet the needs of two forces would require the removal of some car parking spaces and an increased contention for parking due to bringing in Firearms Officers from the partner force.</p>

<p>Advantages</p>	<p>Secured facility to meet current College of Policing requirements and retain force license.</p> <p>Land is already owned by Staffordshire Police and secure through location on Police HQ site.</p> <p>Facility would be centrally located within Staffordshire with the advantages referred to above.</p> <p>Firearms authorized officers in training would be immediately deployable if required.</p> <p>This solution could co-locate the armoury within the range and provide a modern armoury within the overall solution.</p> <p>Whilst further work is required to estimate the 'transactional costs' of building and running a Firearms complex in partnership with another Force it is judged that that Staffordshire Police's capital and revenue costs would be lower for this option than for an independent option that met the requirements to this extent.</p>
<p>Disadvantages</p>	<p>There would be costs and effort required to establish and maintain a contractual and operational relationship for the lifetime of the Firearms training complex (40-50 years). This would include: scoping, design, build, run and maintain and ultimately decommissioning and replacement at the end of life.</p>
<p>Conclusions</p>	<p>This option cannot meet the capacity requirements of both forces.</p>

	<p>Following the analysis and consultation with West Mercia Police and the Staffordshire and West Mercia PCCs it has been agreed that this option should be discounted.</p>
<p>Option 3b</p>	<p>Force collaboration – Enter into joint venture with another Force to build a joint Firearms Training complex incorporating a single 50m range, equidistant from both Headquarters sites.</p> <p>The most obvious partner force, based on geography, opportunity and alignment of interest in collaboration is West Mercia.</p> <p>An assumption has been made that in a formal S22a type collaboration, each party would seek to minimise travelling time which would result in a range build on a site midway between the two Forces’ Headquarters.</p> <p>Subject to the outcome of regional discussions with the Defence Infrastructure Organisation (DIO), the [REDACTED], [REDACTED], [REDACTED]</p> <p>Based on the combined training requirements of Staffordshire and West Mercia, a facility with a single range would not provide the capacity required, and a dual range facility would be required.</p>
<p>Ability to satisfy requirements</p>	<p>The site would be designed and built to satisfy the Must have requirements of both forces.</p> <p>Given the site would be separate from the existing estate of both organisations, there would be</p>

	<p>substantial capital and revenue costs associated with ensuring the physical security of the site.</p>
<p>Unsatisfied requirements</p>	<p>Unmet Must have requirements</p> <p>This solution would not meet the overall requirement for 469 training session per year.</p> <p>Unmet Should have requirements</p> <p>1) Range within reasonable distance of HQ and Training facilities sited centrally in Staffordshire.</p> <p>Inherent in this option, is the difficulty in satisfying a number of requirements, particularly the requirements relating to capacity, and travelling time. The requirement for a facility centrally located in Staffordshire would obviously not be met.</p> <p>2) Co-located armoury</p> <p>It is not considered viable that the Staffordshire Police armoury and magazine would be located on such a remote site. It is likely that the armoury would remain at Weston Road. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>Unmet Could have requirements</p> <p>None</p> <p>Though Staffordshire Police could hold a firm position regarding its requirements, it is expected that compromises would need to be made regarding Should and Could requirements which may not align with the requirements of the partner Force.</p>

<p>Advantages</p>	<p>Having worked through a rough order of magnitude costing exercise with Estates colleagues from West Mercia, there does not appear to be a financial advantage to collaboration on this site</p> <p>There may be a public perception advantage as both forces would be perceived to have collaborated on a costly project but both organisations would be paying a premium for this.</p> <p>There are not considered to be any significant advantages in training in close proximity to another force as both organisations have their own training syllabus.</p>
<p>Disadvantages</p>	<p>The most likely candidate Force for a formal collaboration is considered to be West Mercia. A point midwa [REDACTED] between both Headquarters sites would be [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>It is not clear what the current position is regarding the lease negotiations between [REDACTED] and the [REDACTED] regarding the future of the site.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

Whilst it would be advantageous to find a site close to major road links to minimise travelling time, these sites tend to be attractive to other organisations and so would be expected to command a higher purchase price.

Looking north or south involves more travel for either force and moving west into Shropshire means travel on rural routes and an increase in travelling time.

Looking more to the north includes the M54 corridor and south the M5. Both of which would have implications for travelling time and site cost.

A minimum of 8 acres to permit better car parking and security perimeters would be required.

Searches undertaken struggled to find any cleared land sites, prices are either POA, or are for developed sites, or the sites are too small.

However, using regional pricing assumptions (£500k to £750k per acre) would need to allow between £4m and £6m to acquire a site. No assumptions over site clearance or remedial works to address any contamination have been made but this would incur additional cost.

Subject to a suitable deal being struck with [REDACTED] and other users, on the purchase or long term lease [REDACTED] this might be available for a lower cost, but comes with the complicating factor of three reinforced concrete bunkers which blight the site and

	<p>would have significant cost to demolish and dispose of.</p> <p>Furthermore this option would attract many of the overtime and travelling costs that would be found in [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>being accountable for range management – this could be to Staffordshire’s disadvantage.</p> <p>Taking this option forward may require both parties to compromise on their requirements and the solution to meet them. Other disadvantages to any form of collaboration include the cost and effort required to manage the collaboration and the risk of a party stepping away from and/or breaching the contract, which comes at significant cost.</p>
<p>Conclusion</p>	<p>This solution would not meet the overall requirement for 469 training session per year.</p> <p>This option requires both West Mercia and Staffordshire AFOs to travel for training with all of the</p>

	<p>associated disadvantages that have been noted earlier.</p> <p>The cost of buying and securing the necessary land, and the costs associated with either building a facility to meet the needs of both organisations or the associated costs and disbenefits of the AFO's training out of county are significant. Having worked through Rough Order of Magnitude calculations largely based on extrapolating estimates provided by range architects and quantity surveyors, it is judged that there is no economy of scale or benefit in building and running a collaborative facility on an 'island site'. This option would require the temporary (possibly permanent) relocation of the regional public order training facility. There is no obvious site to relocate this to. If it did exist then it would have been considered as a potential site for a range build.</p> <p>Following the analysis and consultation with West Mercia Police and the Staffordshire and West Mercia PCCs it has been agreed that this option should be discounted.</p>
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Option 4	Construction of new indoor 10 Lane, 50m Range at Weston Road
Ability to satisfy requirements	This option satisfies all of the Must have requirements and many of the Could and Should requirements.
Unsatisfied requirements	<p>Unmet Must have requirements</p> <p>None</p>

	<p>This option is an independent solution to meet Staffordshire Police’s needs. There is no relationship to manage, and (setting aside opportunities to rent out the range) no contention for use of the range.</p>
<p>Main disadvantages</p>	<p>This would be a large capital expenditure for the Force, though within the provision made within the MTFS.</p> <p>Running costs of this facility would exceed those of some other options.</p> <p>Long term financial commitment (40 years)</p> <p>There is a risk that a change in COP guidance may lead to a requirement to train over longer distances which would then necessitate finding an additional facility to meet this requirement – this would then come with all of the issues described earlier relating to out of county training on using third party facilities. Given other forces with 50m ranges would be in the same position, there may be increased contention for the use of longer ranges. Alternatively provided the range was suitably situated, it would be viable to extend it in future.</p> <p>Though drive on, drive off ARV access to the range would be included in the design, once one or more ARVs are driven onto the range, the ability to shoot at a 50m distance is compromised.</p>
<p>Conclusions</p>	<p>This option allows the force to relocate its firearms training to an on-site purpose built indoor 50m range, [REDACTED]. In addition, it would see the range, armoury and classrooms all in one</p>

location providing a modern and efficient training facility that supports the wellbeing and welfare of our officers.

Being located on site would enable authorised firearms officers to respond quickly to incidents, protecting the citizens of Staffordshire from those who present the greatest threat, risk and harm. This is clearly the cheapest of the independent build options, but doesn't support the training of officers in all tactics that the Force would like them to have expertise in.

If COP requirements were to change to mandate officers train over distances in excess of 50m, utilise vehicles and shoot at distances of 50m this facility would not be capable of meeting these requirements and Staffordshire AFOs would have to travel out of county for these elements of their training. If appropriate provision was made it may be possible to extend the range in future.

There are two possible locations on the Weston Road Site:

The first of these locations is expected to require the demolition of Blocks 2,3 and 4 on the Weston Road site to allow the range to be built. Though those buildings no longer meet the full requirements of Staffordshire Police, [REDACTED]

[REDACTED]

[REDACTED] This option would provide an opportunity to create and move to

space better suited to current needs, but would create the challenge of coordinating a number of dependent refurbishments and moves across the Weston Road site.

The second location is currently unused but there may be an opportunity cost (or potentially a lost capital receipt) in using it as the range location.

This option has been considered using the perspective of the other cases.

Option 5	Construction of new indoor 10 Lane, 100m Range at Weston Road
Ability to satisfy requirements	A 10 Lane, 100m range is capable of meeting all of the Must, Should and Could requirements (dependent on fit-out)
Unsatisfied requirements	<p>Unmet Must have requirements</p> <p>None</p> <p>Unmet Should have requirements</p> <p>None</p> <p>Unmet Could have requirements</p> <p>None</p> <p>There would be no unsatisfied requirements with a 100m range and this length range is considered to be 'future-proof'.</p>
Main advantages	<p>Secured facility to meet current College of Policing requirements and retain force license.</p> <p>Land is already owned by Staffordshire Police and secure through location on Police HQ site.</p> <p>Facility would be centrally located within Staffordshire with the advantages referred to above,</p> <p>██</p> <p>██</p> <p>████████</p> <p>Staffordshire Police would have first call on use of the facility for training, weapons zeroing etc.</p> <p>Firearms authorised officers in training would be immediately deployable if required.</p>

	<p>This solution could co-locate the armoury with the range and provide a modern armoury within the overall solution.</p> <p>This option secures fit for purpose range facilities for Staffordshire Police for the long term.</p> <p>Facility could be hired to other organisations though further work would be required to ensure the 'custom and practice' level rates charged nationally are reflective of the full operating costs for the range.</p> <p>Informal conversations with stakeholders suggest a 100m range in particular would be an attractive facility which would appeal to other forces nationally.</p> <p>This option is an independent solution to meet Staffordshire Police's needs. There is no relationship to manage, and (setting aside opportunities to rent out the range) no contention for use of the range.</p> <p>There are considerable advantages in being able to train within a larger space in terms of the type of tactics that can be practised.</p> <p>Though it does not form part of the requirements, a 100m range includes substantial space in the roof void above the range. With proper forethought this space could be used for OPST training, beep track training or similar. This could avoid expenditure elsewhere on the Estate.</p>
Main disadvantages	<p>This would be a large capital expenditure for the Force.</p> <p>The running costs of this facility which would be borne by Staffordshire Police would exceed those of all other options.</p>

	<p>Will require rethink of MTFs priorities to meet costs Long term financial commitment (40 years)</p> <p>The preferred location for this option is expected to require the demolition of Blocks 2,3 and 4 on the Weston Road site to allow the range to be built. Though those buildings no longer meet the full requirements of Staffordshire Police, [REDACTED] [REDACTED] [REDACTED]</p> <p>This option would provide an opportunity to create and move to space better suited to current needs, but would create the challenge of coordinating a number of dependent refurbishments and moves across the Weston Road site.</p> <p>Some car parking capacity may be lost, though this may be offset through greater Agile working or by moving some L&D delivery offsite.</p>
<p>Conclusions</p>	<p>This would have all the benefits of option 4, but has the additional benefit that as the build includes a 100m range, the solution future proofs firearms training requirements for the longer term and provides more attractive arrangements for income generation.</p> <p>The choice between a 100m or a 50m facility is a matter of judgement and involves trade-offs between resolving this problem and all of the uses for the capital and revenue spend that could be used to make Staffordshire safer.</p>

	This option will be reviewed using the other cases.
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Option 6	<p>Regional Firearms Training Facility [REDACTED]</p> <p>This option has been added as a placeholder. There is a regional conversation between the four regional forces [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Ability to satisfy requirements	<p>It is expected that Staffordshire would only participate in the scheme if it met the majority of its requirements.</p>
Unsatisfied requirements	<p>Unmet Must have requirements</p> <p>None</p> <p>Unmet Should have requirements</p> <p>This option would not satisfy the requirement for the facility to be located centrally within Staffordshire</p> <p>The option would not satisfy the requirement for the facility to have a co-located armoury.</p> <p>Unmet Could have requirements</p> <p>None</p>
Main advantages	<p>Secured facility to meet current College of Policing requirements and retain force license.</p> <p>Land would be bought or leased by a consortium of regional forces to provide security of tenure and enable long term investment in the facility to be made.</p> <p>This option secures fit for purpose range facilities for Staffordshire Police for the long term.</p>

<p>Main disadvantages</p>	<p>[REDACTED] [REDACTED] from the Weston Road HQ, with travelling time of approximately [REDACTED] from HQ to the site.</p> <p>This option would be expected to attract the overtime and travelling costs that would be found in Option 3a</p> <p>[REDACTED] [REDACTED]</p> <p>This would be a large capital expenditure for the Force.</p> <p>Will require rethink of MTFS priorities to meet cost.</p> <p>Long term financial commitment (40 years).</p> <p>The main disadvantages of this scheme relate to the costs and effort required to establish and maintain a contractual and operational relationship for the lifetime of the Firearms training complex (40-50 years). This would include: scoping, design, build,</p>
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	<p>run and maintain and ultimately decommissioning and replacement at the end of life.</p> <p>This is compounded compared to the other collaborative options, due to the need to maintain the relationship with up to 3 other forces over the lifetime of the asset.</p> <p>This option is expected to require the permanent relocation of regional public order training from ████████ to another location which has not been identified.</p> <p>This uncertainty around this option threatens the ability of Staffordshire to resolve its firearms training requirements before our lease expires.</p>
<p>Conclusions</p>	<p>This option could provide the most comprehensive facility designed, built and run for the benefit of the participating forces.</p> <p>The disadvantages of this option are inherent in a multi-force collaboration; it is expected that there will be challenges in aligning all partners around requirements, design, fair contribution to the cost of the build and running of a shared facility etc.</p> <p>There is a dependency on establishing the viability of this option prior to fully committing to another option as it may be politically difficult to pursue an independent Staffordshire solution, or it would impact on the progression of a bilateral solution if a regional complex were to be built 25 miles from Staffordshire Police HQ.</p>

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED] these are not expected to progress at the pace necessary to mitigate our own issues with the current facility. Because of these factors it is thought unlikely that it will be possible to bring together a 'critical mass' of interested parties in the necessary timeframe and so this option has been discounted.

Summary table showing ability of options to meet requirements

No.	Requirement	Prioritisation (MoSCoW)	Options						
			1	2	3a	3b	4	5	6
			Current Solution	Hire Range	Collab. Midway(50m)	Collab. West. Rd (50m)	50m West. Rd	100m West. Rd	Collab. Regional
1	Secure Site	M	Y	Y	Y	Y	Y	Y	Y
2	24/7/365 Access	C	N	N	Y	Y	Y	Y	Y
3	Training Capacity	M	Y	Y	N	N	Y	Y	Y
4	All weather site	S	N	Y	Y	Y	Y	Y	Y
5	50m Range Length	M	Y	Y	Y	Y	Y	Y	Y
6	100m Range Length	S	N	Y	N	N	N	Y	Y
7	Enables long range rifle shooting	W	N	N	N	N	N	N	N

8	10 Lane Range	M	Y	Y	Y	Y	Y	Y	Y
9	████████████████████	S	N	Y	Y	Y	Y	Y	Y
10	Drive on, Drive off capability	M	Y	Y	Y	Y	Y	Y	Y
11	Cross Lane Shooting	M	Y	Y	Y	Y	Y	Y	Y
12	180 degree shooting	S	N	Y	Y	Y	Y	Y	Y
13	Ability to fire from all positions (Standing, Kneeling, Prone)	M	Y	Y	Y	Y	Y	Y	Y
14	Supports low light training all year round.	M	N	Y	Y	Y	Y	Y	Y
15	████████████████████ ████████████████████ ████████████████████	M	Y	Y	Y	Y	Y	Y	Y
16	Range within reasonable distance of the headquarters Training Department and Armoury	S	Y	N	N	Y	Y	Y	Y
17	Training facilities sited centrally within Staffordshire	S	Y	N	N	Y	Y	Y	N
18	Co-located Armoury	S	N	N	N	Y	Y	Y	N
19	Weapons preparation/ waiting area	M	Y	Y	Y	Y	Y	Y	Y
20	Electronic Remote Controlled Targets	M	Y	Y	Y	Y	Y	Y	Y
21	Audio-visual equipment	S	N	Y	Y	Y	Y	Y	Y
22	Smoke machines	S	N	Y	Y	Y	Y	Y	Y
23	Provision of Parking	M	Y	Y	Y	Y	Y	Y	Y
24	Classroom accommodation	M	Y	Y	Y	Y	Y	Y	Y
25	First Aid Room	M	N	Y	Y	Y	Y	Y	Y
26	Appropriate IT equipment for classrooms.	M	Y	Y	Y	Y	Y	Y	Y
27	Range Office to hold all documentation and records	M	Y	Y	Y	Y	Y	Y	Y

28	Welfare facilities	M	N	Y	Y	Y	Y	Y	Y
29	Weapons cleaning facilities	M	Y	Y	Y	Y	Y	Y	Y
30	Suitable storage for all range equipment	M	Y	Y	Y	Y	Y	Y	Y
31	Telephony	M	N	Y	Y	Y	Y	Y	Y
32	Longevity of solution (10 years)	M	N	N	Y	Y	Y	Y	Y
33	Longevity of solution (40 years)	C	N	N	Y	Y	Y	Y	Y
34	Manage exposure to lead	M	N	Y	Y	Y	Y	Y	Y

Discounted options

Based on the analysis above, it is recommended that options 1,2,3a,3b and 6 be discounted. The remaining options have been considered through the other cases. In addition, the options below have been considered and discounted.

Use of Ministry of Defence (MoD) range

The option to meet the demand for Police Firearms training through the use of one or more MoD ranges has been discounted due to the factors below. Currently Staffordshire Police use military ranges for training [REDACTED] however this is problematic and often results in the military having conflicting bookings at the expense of Staffordshire training. Military ranges cannot be used for ARV shooting as they are what is termed "Gallery Ranges". These do not allow drive on drive off training. They also prohibit any form of tactical movement and cross lane shooting which are fundamental aspects of a modern AFO's training. The ranges are generally outdoors and subject to many of the same limitations as the existing range.

Use of other privately owned ranges

This option has been discounted for similar reasons as subject to the same issues as MoD ranges and our existing range and are unlikely to be able to satisfy the 'Must Have' requirements.

Replacement of existing range with alternative outdoor range.

A search of alternative land to build an outdoor range was included within this scoping exercise, however, was subsequently discounted due to a number of reasons, not limited to, but primarily due to the lack of available plots and substantial financial investment that would be required. Based on guidance, to build a range of 100m length, a site equalling 6km² (approximately 1500 acres) would need to be purchased to incorporate the mandatory limited danger area. As detailed in Option 1, there are a range of disadvantages intrinsic in an outdoor range that are not easily mitigated which had led to this option being discounted.

Operations Hub Build

Early consideration was given to the possibility of demolishing Blocks 2,3 and 4 and building an Operations Hub which incorporated a 100m firing range within the design. A requirements gathering exercise was carried out to determine what should be included within an Operations Hub. A visit to the West Midlands range, and new Park Lane facility also informed thinking regarding the merits of meeting these requirements through a single build or through other means.

Following further work, it has been proposed that these requirements are decoupled and met through separate solutions. Draft designs have been created which meet the Operations Hub requirements through redesign and refurbishment of Blocks 1 and 5.

The changes to Block 1 and Block 5, and changes required due to the dependencies with the change to these buildings will be managed through the Joint Estates Programme. These changes are required irrespective of

the firearms training solution as the majority of the existing facilities are not fit for purpose. These changes will largely be funded by provision made in the existing Capital programme. It is considered that these separate solutions will be more cost effective than the combined solution.

Collaborative dual range firearms training facility with West Mercia ■

■
A separate exercise has been carried out to assess the case for building a suitable joint facility in partnership with West Mercia ■ ■
Weston Road. Due to the training capacity required by both organisations, the facility would require dual 50m ranges. These options have been reviewed in detail and it has been concluded that due to limited economies of scale, and the cost of building and running a facility ■ both organisations would be paying a premium to collaborate rather than benefitting from collaboration.

2.0 The Economic Case

The purpose of the Economic Case is to identify the option that delivers best public value to society, including wider social and environmental effects. This involves identifying the critical success factors for each scheme, which cannot necessarily be measured in monetary terms.

In addition to the above, it is important to consider the wider economic benefits to society of an investment of this magnitude and the stimulation that it will bring to the local economy as we emerge from the Covid-19 crisis.

The table below shows the economic benefit generated from the capital investment. The economic multiplier is the economic benefit (growth) derived from capital investment arising from investment in new and

replacement estates infrastructure. This means that for every £1 invested in projects such as this the economic growth generated is £2.84 (Royal Institute of Chartered Surveyors - RICS).

As indicated, the current economic situation further adds weight to the regenerative effect economically and socially as a result of this investment. The construction industry has a large supply chain, almost all of which is sourced within the UK. It is estimated that for every £1 spent in construction at least 90% stays in the UK.

Analysis carried out for the department of Business, Innovation and Skills by EC Harris (2013) has shown that for a 'typical' large building project (c. £20m) the main contractor may be directly managing around 70 sub-contracts of which a large proportion are small businesses – (c.£50,000 of work per business). On this basis it is likely that around 70 local businesses would receive direct work from this project.

The table below shows the Economic Growth generated by each of the viable built options.

	Option 4	Option 5
<u>Summary of Options: Firearms Range</u>	Construction of New 50m Firearms Facility on HQ	Construction of New 100m Firearms Facility on HQ
NPV Capital	£14,860,920,131	£21,385,026,535
Economic multiplier on estates investment	2.84	2.84
Economic growth generated	£42,205,013,173	£60,733,475,360

Whilst the beneficial stimulus of a significant build project for the regional economy cannot be dismissed, it is apparent that it must be balanced against other factors to avoid a perverse incentive to select the most expensive scheme.

It must be borne in mind, that ultimately a proportion of the build and running costs will be paid by the people of Staffordshire through the precept. Any increase to the precept would act to offset the stimulus provided by this scheme.

Based on the Strategic case, the preferred option is Option 4. The table above demonstrates the economic growth that would derive from this option.

3.0 Commercial Approach (The Commercial Case)

As part of the development of suitable options for Firearms training, we have commissioned Bluesky Capra to produce designs and room schedules for a 50m range, and a 100m range.

In addition to the designs that have been produced, we have had estimates for the build costs produced by a quantity surveyor. Commercial Services will lead and provide commercial advice and guidance on the design and construction of the new Firearms Training Facility. Commercial Services will ensure that there is a compliant route to procurement from the design phase through to the build and construction.

Commercial Services will require a clear specification, detailing what we are procuring and the phase within the total project that we will be procuring it. All elements of the procurement process that will be planned including: the overall strategy, the design procurement, and the construction procurement.

Throughout the project, Commercial Services will consider;

- Achieving value for money – not just the cost element, but the quality and the standard of work delivered.
- Procuring the best route to market – whether this is a mini competition, tender through a framework or a direct award.

- The quality of the specification provided, to ensure that the correct supplier is awarded the contract for their proposal put forward.
- Clarity on the budget for the overall project and ensuring the specific elements to be procured have a detailed budget.
- Once through the tender process, we will ensure the contract is fit for purpose with suitable KPI's and break clauses where appropriate.

Once Commercial Services receive a clear detailed specification, the tender process can be progressed.

Depending on route to market, the tender process will take between 3-6 months, and this needs to be factored within the timeline of the overall project.

If this will be a build procurement and not a design and build (including management of the sub-contractor), then Commercial Services & Estates will need to work in conjunction with each other – Estates colleagues will be responsible for the management of the project and the principle contractor, linking in with the Commercial Services Team where they are not meeting the relevant KPI's or key project milestones.

An indicative timeline from Bluesky Capra is included in the Appendices.

4.0 The Financial Case

Demonstrates that the Preferred Option will result in a fundable and affordable deal.

In line with the Strategic Case, options (1,2,3a,3b and 6) have been discounted.

The table below shows the total capital investment required for each of the remaining options.

	Option 4	Option 5
	Construction of 50m Range at HQ Site	Construction of 100m Range on HQ Site
	£000	£000
Capital Investment Requirement	14,792	21,217

In order to evaluate these options, both the revenue cost of repaying capital borrowing (e.g. debt repayments) as well as the revenue running costs of each option have been used to model the overall annual revenue impact of each option.

The table below shows the annual revenue costs of each option, including both debt repayment costs, running costs as well as savings arising from both potential capital receipts (if applicable) and revenue running costs savings.

For the first 3 years, it will also include costs for our current facility as this will need to be kept functional until the new Firearm training facility has been constructed.

	Do Nothing	Option 4	Option 5
Annual Revenue Costs	Current facility	Construction of 50m Range at HQ Site	Construction of 100m Range on HQ Site
	£000	£000	£000
2022/23	52	52	52
2023/24	54	54	54
2024/25	58	594	828
2025/26 & Ongoing	69	1,124	1,711

Whilst the asset is under construction these figures are reduced as MRP is not chargeable (reflected in the earlier years). These figures assume an interest rate of 3.63% and that any capital spend is funded in full from borrowing.

All options result in an increase in cost compared to the current 'do nothing' option. As discussed in the Strategic Case, the 'Do Nothing' option is not considered viable as it no longer meets all of the Must requirements, and its longevity is threatened by both the likelihood of development on the site, and the noise nuisance. Given this, the Commissioner and Force will need to make provision for increased costs for firearms provision in the annual revenue budget.

The table below identifies the cost increase by option compared to the 'Do Nothing' option:

	Do Nothing	Option 4	Option 5
Increase in Annual Revenue Costs compared to Do Nothing	Current facility	Construction of 50m Range at HQ Site	Construction of 100m Range on HQ Site
	£000	£000	£000
2022/23	0	0	0
2023/24	0	0	0
2024/25	0	537	770
2025/26 & Ongoing	0	1,056	1,643

The choice between these options is the value of all options relative to where this money could be spent (or not saved from) instead. This decision can only be informed by the operational section of this business case – as such which option provides the required capacity (in line with College of

Policing requirements) at the lowest cost to the taxpayer ensuring the Force meets its statutory duty around VFM.

The recommendation on the preferred option is a matter of judgment which cannot be considered purely from a financial perspective. Taking all factors into account, the recommended option is to build a 50m firearms training facility on the Weston Road site.

With the decision to undertake the construction of a range, organisational debt will increase fairly significantly in terms of the headline net debt position and a less pronounced increase in repayment costs (the annual impact on the taxpayer and the revenue budget). Longer-term assets such as Estate have resale value for the taxpayer in future years that is not the same for short life assets such as IT or Fleet, therefore is a 'better investment' by the taxpayer.

Based on the Financial Case, option 5 has also been discounted. Though a 100m facility provides a superior training environment, this has been judged to be over specified compared to the force requirements and so doesn't justify the additional capital cost, and revenue costs.

VAT Implications (including effect on Partial Exemption calculation). Please ensure that VAT advice is sought for all business cases and that reference is made to the Forces VAT Guidance.

5.0 The Management Case

Following the completion of the analysis the recommended option is to build a 50m firearms training facility on the Weston Road site.

The commissioning and construction of a facility of the scale of the proposed range would in itself be a significant project. As the site of the proposed range involves the decant of functions and staff from Blocks 2, 3

and 4 and the demolition of these blocks there is additional complexity that must be managed.

The project would be run according to a Waterfall type methodology, in line with the RIBA work stages. A draft plan running from RIBA stage 2 to completion is included in Appendix B:

Specialist resources, with experience in large scale construction projects would be engaged to work client side and provide appropriate management, advice and guidance on the project.

An appropriate Senior Responsible Owner will be appointed with the authority to take decisions regarding the project.

An appropriate Project Board will be established, with appropriate representation to support the SRO and provide governance for the project. Project risks, issues and opportunities will be managed according to Force Governance processes, augmented with industry standard approaches where required.

The project management approach will be further developed with support from external experts once a decision is taken to proceed.

5.1 Resource Requirements (The Management Case)

The nature and scale of the project is such that we require the services of specialist advisors on the client side, these will include:

- Project Manager
- IT Project Manager
- Project Administrator
- Quantity Surveyor
- Cost Consultant

- Commercial Services Business Partner

Some of these resources will be dedicated solely to this project, others may have involvement at key points in the project.

This section will be refreshed once the project is approved.

5.2 Timescales (The Management Case)

A draft timetable based on a timeline provided by Bluesky Capra has been included in Appendix B. This is indicative and will be updated once the project is approved.

5.3 Risks & Issues (The Management Case)

Given that the recommendation is that a firearms training facility is built at Police HQ, there are numerous risks inherent in a large scale construction project. A full RIO log will be maintained throughout the lifecycle of the project.

The risks listed below should be considered illustrative at this point, pending further work.

In addition to the PROJECT risks, this project will also introduce additional BUSINESS risks and issues into the organisation. Though these will be highlighted by the project, these should be managed by the affected business areas

Risk + Mitigation	Impact	Timescale
IF SP cannot secure planning permission for build THEN on-site build option will not be possible. If planning permission were to be refused this decision would be appealed and political support for the application sought. If planning permission could not be granted then an alternative option would be pursued.	Major	2022
IF materials or labour costs rise, THEN the estimates referred to in this business will be exceeded.	Major	Ongoing

The project team will require Finance support to ensure that the business case figures are refreshed as required and appropriate provision is made for the build.		
<p>IF SP cannot recruit or secure access to the right people to deliver the project THEN it cannot be progressed to the timescale expected.</p> <p>The market for construction professionals, and project resources is currently extremely competitive. It has proved difficult to recruit good candidates for these roles. Market supplements may be required to enhance salaries beyond the usual grades to attract the right staff.</p>	Major	Ongoing
<p>IF SP does not make the decision to pursue its own scheme, [REDACTED] [REDACTED] [REDACTED] or elsewhere which will further lead to further delay</p>	Major	Ongoing
Issue + Mitigation	Impact	Timescale
A decision on the range is pivotal to the HQ strategy, and will inform decisions on OPST facilities, L&D facilities, Operations hub and Silver control.	Significant	2022
The extension for our current facility has been negotiated to the end of 2026. Any delay to decision making, increases the risk of losing access to a suitable training venue or needing to further extend the lease on the current range.	Significant	2026
<p>The preferred option will require the demolition of Blocks 2,3 and 4. This will require the displacement of functions and staff including the establishment of a secure temporary armoury.</p> <p>There are numerous dependencies to these moves, and in advance of the demolition, significant work will be required to create and procure suitable permanent and temporary accommodation for these functions</p>	Major	2022
<p>The Joint Estates Team are also responsible for delivering change as required by the Fire and Rescue Service.</p> <p>Outside of these areas, requests for change relating to Estates should be rigorously scrutinised and only approved</p>	Significant	Ongoing

where absolutely necessary to avoid introducing additional complexity and diverting resources and energy.		
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Appendix A

Health and Safety Comments on current facilities

Among the obvious improvements that are required above Health and Safety visited the site 27/01/20 and make the following comments:

“My main concerns are around the welfare provisions on site i.e. the classroom is currently utilised as a kitchen, classroom and clothes drying room. The integrity of the tunnel structure concerns me also as I would want to ensure that the seepage of water through the roof has not led to degradation of the building structure”.

The report highlights and comments upon the following issues and areas of particular health and safety concern:

- Fire Safety
- COSHH (Control of Substances Hazardous to Health)
- The Tunnel Structure
- Equipment Store
- Slips, Trips or Falls
- Septic Tanks
- Welfare Facilities
- Range Safety – Operational Specifics

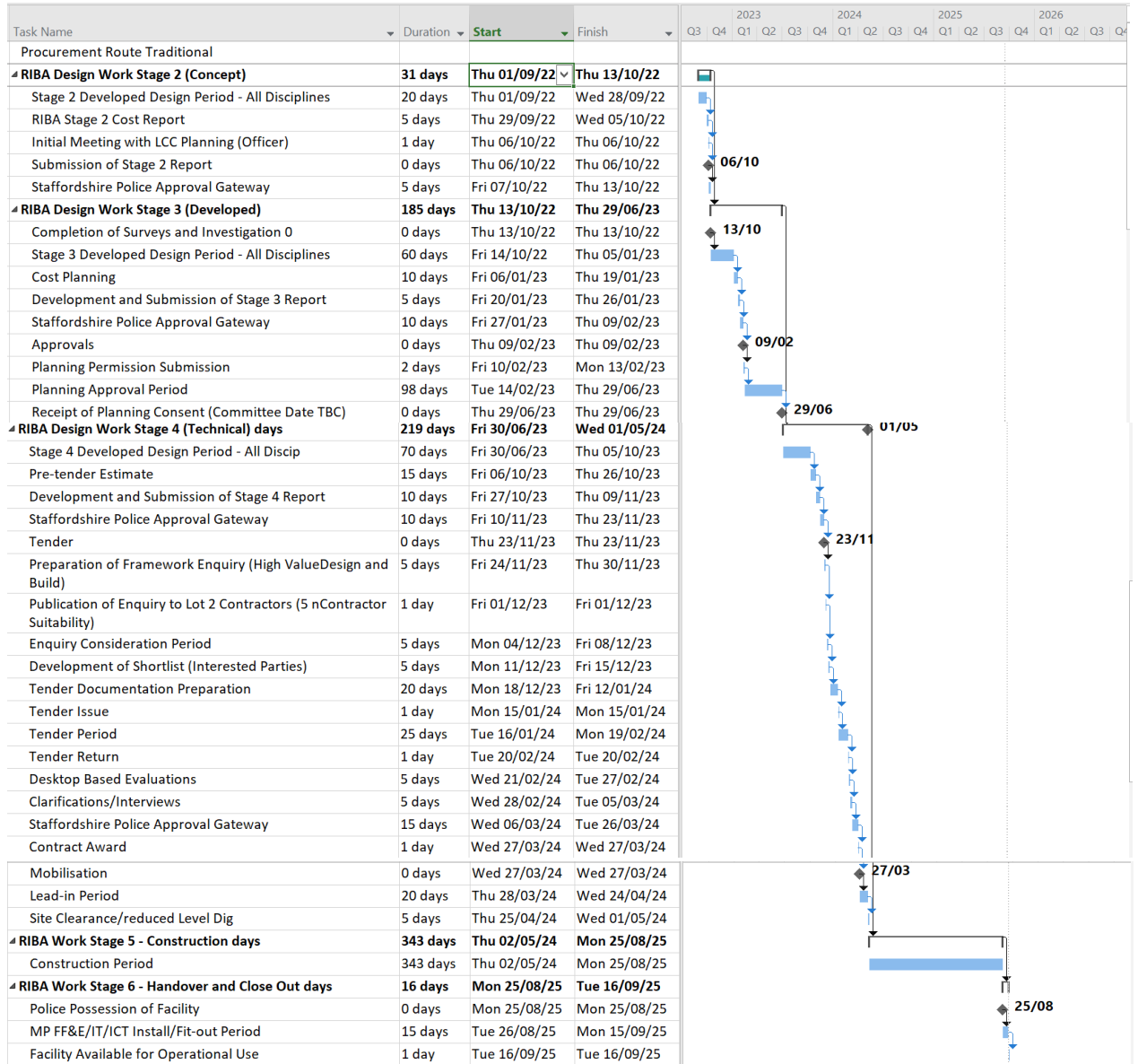
Long term improvements to address the significant health, safety and wellbeing concerns at the current range, therefore, require significant ongoing financial investment.

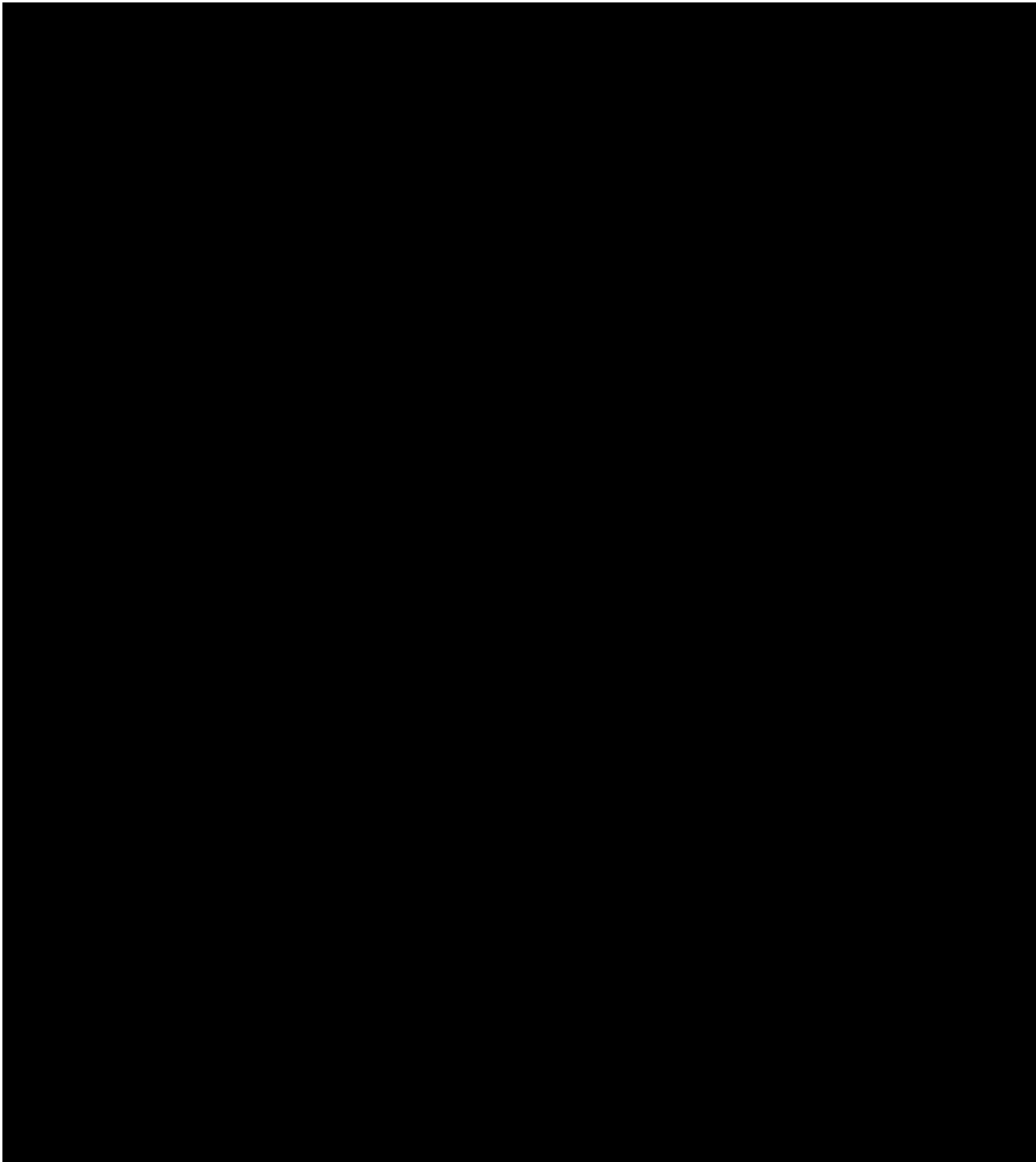
Any future design and proposal for the firearms range should take into consideration the health and wellbeing of our staff and provide facilities that would encourage interest to enable diversity recruiting.

Appendix B

Project plan showing RIBA stages from decision through to completion. As per the diagram, the timeline from completion of RIBA stages 0 and 1 to completion is approximately 24 months.

This plan is predicated on 1 September 2022 start.





[REDACTED]

[REDACTED]

[REDACTED]