



Decision Note – Firearms Training Facility SCP/D/202526/01



STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime

REQUEST FOR DECISION BY THE STAFFORDSHIRE COMMISSIONER

	Policing:	Crime:	Fire & Rescue:
This decision relates to: Firearms Training Facility	X		

APPROVAL (for completion by Staffordshire Commissioner only)

Rationale for approval

This investment is aligned to my Police and Crime Plan Priority, to deliver an outstanding local Police service.

STAFFORDSHIRE COMMISSIONER

Signature

Date 23/05/2025

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/202526/001

Date Received: 28/05/2025

	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	Firearms Training Facility
<p>Summary:</p> <p>The Firearms Training Facility (FTF) project was initiated to address the risk that the current Baden Hall Firing Range may be lost due to the development of the site, or enforcement action from Stafford Borough Council as a result of noise nuisance complaints. The project has been focused on the development of a strategic solution for the force which will provide a facility for the force for the next 40+ years.</p> <p>Following a rigorous examination of all possible options to meet Staffordshire Police's requirements for firearms training, the progression of a project to develop a scheme for a 10 lane, 50m firearms range with associated hub, and separate skills house was agreed. This project has progressed to the point where the decision on whether to progress to build the facility can now be made.</p> <p>The cost for the project will be £20.6m including a force contingency of £250k.</p> <p>The costs for the project will be met through the assigned capital programme budget, the realignment of other capital programme budgets and prudent borrowing.</p> <p>The project scope will be reviewed through the project to look for further opportunities for value engineering.</p> <p>The force capital programme will continue to be reviewed to look for opportunities to further realign budgets to reduce borrowing costs.</p> <p>Based on the energy consumption figures it is possible that revenue costs for utilities for this building may be less than the costs for the existing three buildings which will be demolished. Opportunities to increase the photovoltaic generation on the building will be explored which would further reduce the running costs of the building. This opportunity will be assessed based on return on investment.</p> <p>Recommendation:</p> <p>That the scheme is approved, with budget provision of £20.6m</p>	



Chief Executive

I hereby approve the recommendation for consideration.

Signature

Date

20/05/2025

REPORT AND ADVICE TO THE STAFFORDSHIRE COMMISSIONER

1. Introduction and background

Firing Ranges are expensive facilities, costing between £20m and £40m depending upon their location, size and versatility. Their inception and construction involve long lead-in times as large, specialised capital assets with complications through the identification and acquisition of suitable location, design, and planning requirements. They have long lifespans, possibly in excess of 40 years, particularly if well maintained.

APCC: Police Firing Range Provision and Governance Options (2025)

Staffordshire Police's Firearms Training Facility (FTF) project was initiated to address the risk that the current Baden Hall Firing Range may be lost due to the development of the site, or enforcement action from Stafford Borough Council arising from noise nuisance complaints. The project has been focused on the development of a strategic solution for the force which, with proper maintenance, will provide a firearms training facility for the force for the next 40+ years.

The business case that was accepted by the force, and the PCC, has been reviewed and it is proposed that the development of a 10 lane, 50m range on the Weston Road site remains the best solution to meet the force's short, medium and long term requirements to train its authorised firearms officers (AFOs). The proposed scheme also includes a larger, fit for purpose armoury, workshop and ammunition store which substantially improves on our current facilities. The FTF also includes classrooms, briefing rooms and office space for our firearms trainers and dog trainers. The scheme includes a skills house which will allow AFOs and general officers to train in tactics relating to building entry and searching.

The FTF scheme will be the culmination of a series of interlocking, enabling projects which have been successfully completed to move teams and functions out of Blocks 2,3 and 4. These projects include creating the PPST facility in Unit MA, creation of IT training classrooms and installing the force network in Beaconside, the remodelling and refurbishment of Blocks 1 and 9, and the purchase and installation of the temporary armoury and ammunition store.

The current lease on Baden Hall expires at the end of 2026. If permission is granted to progress with this project, the proposed programme will lead to the completion of the facility in November 2026.

Process to date

The project has been run according to Royal Institute of British Architects (RIBA) project stages and has progressed through earlier stages to finalise requirements and iteratively develop the design to the completion of RIBA stage 4 – Technical Design.

In parallel with progressing through RIBA stage 3, a detailed procurement review was concluded with agreement to procure the works through a traditional two-stage process, using Constructing West Midlands (CWM) Capital Works Framework contractors. The intention has been to appoint a contractor, to initially work



through the second stage under a PCSA (Pre-Construction Service Agreement) and ultimately to enter into agreement under a JCT form of contract.

Three contractors from the Constructing West Midlands Framework (Galliford Try, Morgan Sindall and Wilmott Dixon) provided good quality tender submissions. These were evaluated according to agreed criteria and Morgan Sindall were appointed under the PCSA as our main contractor, following approval at EMB in October 2024 and a standstill period.

Since appointment, Morgan Sindall have worked with the Staffordshire Police project team and our consultant design team to fully understand the scheme, and to plan site logistics and the demolition and build processes. As part of the PCSA, Morgan Sindall have also engaged with their own supply chain to gather 3 quotes for all work packages (where possible) to ensure value for money.

The project team, design team and Morgan Sindall have also worked collaboratively to develop and evaluate value engineering options for the project. These opportunities have been taken where they have no or little impact on the functionality of the scheme. To date, value engineering changes have taken ~£600,000 of costs out of the scheme. Further opportunities will be developed and assessed as the project is progressed.

2. Issues for consideration

Whilst the final cost has increased to £20.6m, against an estimate of £16.8m, this is due to factors including inflation over time, changing environmental regulations and increases in contractor's preliminary costs. The final cost is in line with APCC research. The additional budget required is affordable, and will be funded via the assigned budget, realignment of elements of the Capital Programme and prudent borrowing. As advised by our Quantity Surveyor, delaying the build of the range would further increase the costs by at least 3-4% per annum.

The signalling of our intention to move our firearms training from Baden Hall has allowed us to temper noise complaints, and avoid local authority enforcement action or personal actions being taken against us. It is also possible we have been given some latitude during our College of Policing inspections of the site through being able to refer to our plans to move to a new facility in future. A decision not to progress with the scheme would require careful management with stakeholders.

If the option of a built solution were not to be progressed, then the force would need to fallback to negotiating the extension of the lease at Baden Hall with all of the inherent issues, or to move to nomadic training and attempt to formalise arrangements with other forces to secure range days. Both of these options are problematic and expose the force to risks to firearms training and retaining its license.

All necessary enabling projects have been completed to enable all staff and functions to be moved out of Blocks 2,3 and 4 and allow this project to progress. The impact of the loss of car parking during the project is being mitigated as far as possible and Commands have been consulted with.

If the project were not to progress, then Blocks 2,3 and 4 will be surplus to requirements and a project should be progressed to demolish these buildings.

If the project were not to be progressed then a build project would be necessary to provide a fit for purpose armoury, armourer's workshop and ammunition store and to provide the classroom and office space for firearms trainers that is provided in the scheme.

3. What other options have been considered?

As part of the development of the business case, 34 individual requirements were gathered for the project. These were prioritised using the MoSCoW approach to categorise the requirements as MUST, SHOULD, COULD or WON'T requirements.



Seven options were developed and their ability to satisfy the requirements were assessed. The options considered in depth were:

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 at Cosford

Options including the use of MOD ranges, privately owned ranges, replacement outdoor range and the construction of dual-range collaborative facilities located at Cosford or West Mercia were also given careful consideration before being discounted.

The business case concluded that only Option 4, a 50m range at Weston Road, and Option 5, a 100m range at Weston Road met all the MUST have requirements. Based on managing costs, the final recommendation in the business case was that Option 4 should be taken forward.

4. Consultation and Engagement undertaken

This will be the largest construction project that the force has undertaken to date. The project has followed a structured project lifecycle.

In developing the business case, extensive consultation took place with the service areas regarding their requirements and then prioritising their requirements. The architects for the scheme also conducted extensive, structured consultation to understand how the building should be designed to ensure that the building works properly to support the workflow of firearms training.

A planning application was submitted to Stafford Borough Council. This necessitated consultation with our neighbours, including the two local schools, Beaconside Centre, Beacon Business park and the neighbouring technology park. No concerns regarding safety or other issues were raised and our planning application was granted with minimal conditions applied.

As part of evaluating the options, particularly those which involved collaboration with neighbouring forces, the College of Policing (CoP) were consulted regarding their experience of this option. The input from the CoP was invaluable in highlighting the difficulties and challenges involved in designing, building and running a range in collaboration with another force. The CoP lead has also been consulted in the development of the design for the facility, and the facility will be assessed as it is being constructed to ensure the construction is compliant with CoP requirements.

The project has reported regularly to a board of stakeholders from across the force and has reported regularly to Strategic Governance Boards.

Report Implications

5. Monitoring Officer comments:



This decision follows the completion of a complaint procurement process, underpinned by a robust business case.

Signature _____ Date 20/05/2025

6. Section 151 Officer comments:

The final tendered costs show an increase compared to the amount provisioned within the capital programme. The provision was based on external professional advice

To fund the shortfall compared to the capital programme provision the Force has reviewed its existing capital programme to remove, reduce and seek external funding. The external funding on other schemes has allowed for internal funding to be re-directed to this programme. The gap once this exercise has been undertaken requires an additional £150k per annum in debt charges to be budgeted for from 2027/28 – the final amount will be dependent on interest rates and cash balances at the point of needing to borrow.

A review of running costs has been undertaken and our latest estimates, based in part on decisions around the heating of the building results in an estimated £400k per annum reduction in running costs. Further work is required to confirm the exact running costs and is primarily dependent on the business rates charged on the facility.

Signature  Date 19.5.2025

	Yes	No
Has legal advice (outside of that provided by the Monitoring Officer) been sought on the content of this report?	X	

7. Legal Comments:

A standard JCT contract forms the basis of the contract with Morgan Sindall. Legal advice regarding the contract with Morgan Sindall, especially deviations from the standard JCT contract, has been provided by Alyson Cowan from TLT and is further supported by the CWM framework agreement.

8. Risks - please give the details of any operational or strategic risks that are affected by this decision (add risk reference number and title below)

This project enables the construction of the Firearms Training Facility. The risk of the loss of the current firing range and the impact of developing new firearms officers and maintaining the competency of our existing firearms officers is recorded on the Operational risk register for the Force Contact and Operations command.

9. Equality Comments – please attach the completed EIA

An initial Equalities Impact Assessment has been completed for the facility. This EIA will be reviewed and updated through the lifecycle of the project.



10. Background/supporting paper

Executive Management Board cover sheet.


Firearms Training Facility Business Case

Equalities Impact Assessment

Appleyard and Trew Tender Report

Please answer the following questions	Yes	No
11. Public access to information?		X
12. Does this decision involve the processing of personal data? (If yes please attach a completed Data Impact Assessment)		X
13. Is the publication of this form to be deferred? (If yes approx. how long?)		X
14. 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)		X

15. ORIGINATING OFFICER DECLARATION:

Author	Richard Battams
Signed	
Date	19 May 2025



Equality impact assessment

Firearms Training Facility

How to complete an equality impact assessment

The equality impact assessment (EIA) will help you to evidence your public sector equality duty (PSED) compliance. It is a live document that outlines the way equality has been considered throughout the life of the policy, process or other project (hereafter referred to as 'product').

If you need help, see the accompanying **Staffordshire EIA Quick start guide** or contact your equality, diversity and inclusion team.

EDI@Staffordshire.police.uk

Version control

Version number	Date	Author	Comments
V1.0	8/5/25	R.Battams	First Draft
V1.1	9/5/25	R.Battams	Revised and improved following discussion with Sarah Cartlidge
V1.2	9/5/25	R.Battams	Inclusion of additional detail from BSA.

Overview

Name of product under development or review	Firearms Training Facility
Description of the product	Firearms Training Facility for use by Authorised Firearms Officers and Trainers for Staffordshire Police
EIA start date	8/5/25
EIA author and role	Richard Battams – Programme Lead
EIA owner and role	Richard Battams – Programme Lead
Date of last review	8/5/25
Date of next review	8/11/25

Key product development dates

To evidence PSED compliance, equality and inclusion must be considered throughout the life cycle of a product. You can do this by integrating EIA reviews into key product development stages. List your product's key stages and the dates you will review your EIA here.

Key stage	Date
Design	8/5/25

Research and evidence

To undertake effective equality assessment that meets PSED compliance standards, you must work from an evidence base. Use this section to list the research you will use to understand the product's potential or actual equality impacts (for example, surveys, customer feedback, protected characteristic data, academic research).

1. UK Building Standards and Regulations

2. Insert research used

3. Insert research used

Consultation record

Stakeholder consultation will give you a better understanding of your product's impacts and is crucial to satisfying the PSED requirements. Use this section to record the engagement you have undertaken, summarise the feedback received and note subsequent actions. This section can also be used to record nil returns.

Stakeholders to consider are Police Federation, Unison, Staff Networks and Superintendents Association.

Name of group or organisation	Date of contact	Date reply received	Feedback	Action taken or reason why no action was taken

General considerations

Use this section to note any general Equality, Diversity and Inclusion activities or considerations that are relevant to the product. Please only document general considerations here. Protected characteristic analysis can be completed in the section below.

Authorised Firearms Officers must be fit and healthy and in general fall into a defined age range.

Impact assessment and actions

Apply learning from research, consultation and project knowledge to consider equality considerations relevant to your project. This should include any potential or actual impacts (positive or negative), as well as how the project will uphold the three PSED aims for each of the **protected characteristics**.

1. Eliminate discrimination, harassment and victimization.

2. Advance equal opportunity.
3. Foster good relations between people of different characteristics.

If you have identified a negative impact, note what mitigating action will be taken to reduce or eliminate that impact. If no mitigating action can be taken, please explain why. The issues or impacts identified may change, or new factors may emerge, as your project develops. Use the EIA to document these and how your project has evolved to accommodate equality considerations.

Don't forget to consider intersectionality. This refers to when characteristics overlap to shape experiences of inequality and discrimination.

Duplicate the boxes below if required.

All characteristics

Details of positive and/or adverse impact or other issue
The building has been designed by qualified architects with an understanding of the specific users that will be working in the building. It is not believed that there are any negative impacts for any users.
Mitigating action for any adverse impact or rationale for no further action
N/A

Age

Details of positive and/or adverse impact or other issue
<p>The average age within Staffordshire Police is 41. Representations of each category is as follows:</p> <ul style="list-style-type: none">• age 41-55 – 38.98%• 26-40 – 38.93%• over 55 – 11.23%• 25 and under – 10.86%

There are no aspects of the design which would impact negatively on users regardless of age.
Mitigating action for any adverse impact or rationale for no further action
N/A

Disability or neurodiversity

Details of positive and/or adverse impact or other issue
<p>Across Staffordshire, 18.1% reported to be disabled. Of these people, 10.7% reported their day-to-day activities being limited a little and 7.4% (67,900) their day-to-day activities limited a lot (source Staffordshire County Council Census 2021).</p> <p>Nationally, where the disability status for officers is known, 9.2% declared they are disabled. Within Staffordshire Police as at September 2024, 6.08% of the workforce has identified as disabled.</p> <p>Though the role of AFO is not open to officers with physical disabilities. The building has been designed in accordance with Building Regs Part M including level access, lower worktop in the refreshment areas, wheelchair compliant size passenger lift etc. The passenger lift buttons have braille markings and the lift includes a voice over system.</p>
Mitigating action for any adverse impact or rationale for no further action
Not applicable

Gender reassignment

Details of positive and/or adverse impact or other issue
The building has been designed according to current best practice with common spaces and individual unisex changing rooms, showers and toilets which can be used by all staff.

Mitigating action for any adverse impact or rationale for no further action
N/A

Marriage and civil partnership

Details of positive and/or adverse impact or other issue
N/A
Mitigating action for any adverse impact or rationale for no further action
N/A

Pregnancy and maternity (including Paternity)

Details of positive and/or adverse impact or other issue
N/A
Mitigating action for any adverse impact or rationale for no further action
N/A

Ethnicity

Details of positive and/or adverse impact or other issue
<p>National representation of ethnic minority for police officers is 8.4% and staff is 8.7% (Source - Home Office Police workforce, England and Wales 31 Mar 2024). Staffordshire Police representation of ethnic minority is 4.2%.</p> <p>For officers this is 5.85%, followed by 4.14% for staff (including PCSOs) and 4.13% for specials (Force Capability Dashboard, 2025).</p> <p>From the 2021 Census Staffordshire representation for ethnic minorities is 6.38%, Staffordshire Police as a force is underrepresented in ethnic minorities in comparison to the local population.</p>

Mitigating action for any adverse impact or rationale for no further action

Any graphics or photographs installed in the building will include officers of all ethnicities.

Religion or belief

Details of positive and/or adverse impact or other issue

From the 2021 Census Staffordshire the most populous religious group within Staffordshire is Christians, accounting for 53.9% of the population. Staffordshire has a Muslim population of 17,036 which is 1.9% of the population and Sikh, Hindu, Buddhist is around 0.4%. The remainder is split between people with no religion and those who decided not to identify a religion.

As of April 2025, 41.3% of Staffordshire Police colleagues are Christian (C of E, Catholic, Protestant, and all other Christian denominations), 0.8% are of Muslim faith, 0.5% are Sikh, 0.3% as 'any other religion', 0.17% Buddhist, 0.17% Hindu, 0.17% Pagan and 0.05% Jewish. 38.3% of colleagues reported that they had no religion. The other percentage is made up of people who preferred not to disclose their religion or faith (Operational Capability Dashboard, 2025).

Mitigating action for any adverse impact or rationale for no further action

The building has a number of separate spaces which could be used by staff needing space to pray. We have other prayer space available in buildings across the Police HQ estate.

Sex

Details of positive and/or adverse impact or other issue

National representation of female police officers is 35.4% and staff is 62.7%. Staffordshire Police representation of female police officers is 39% and staff is 65%. Overall male/female variance across all employee types is listed at 0.2% for

Staffordshire (Operational Capability Dashboard, 2025). From the 2021 Census Staffordshire representation for females is 50.5%.

The proportion of female Authorised Firearms Officers is lower than that for the organisation as a whole. From surveys, one of the reasons for this has been the quality of toileting and other facilities at our current training site. This building represents a huge improvement on our current facilities.

Mitigating action for any adverse impact or rationale for no further action

The building has been designed according to current best practice with common spaces and individual unisex changing rooms, showers and toilets which can be used by all staff. Further engagement will be held with the Women in Policing group to understand what additional measures can be put in place to make all users more comfortable.

Sexual orientation

Details of positive and/or adverse impact or other issue

N/A

Mitigating action for any adverse impact or rationale for no further action

N/A

Socio-economic background

Our socio-economic background is a combination of different factors, such as our income, occupation and social background. A person's socio-economic background can expose them to inequalities, so it's important to understand how your project could affect different socio-economic groups. Further information about socio-economic status can be found in the Cabinet Office [Measuring socio-economic background in your workforce](#) guidance.

Details of positive and/or adverse impact or other issue

N/A
Mitigating action for any adverse impact or rationale for no further action
N/A

Other characteristics

Use this section to consider the PSED aims and any impacts your product may have on characteristics that are not protected under the Equality Act 2010 but are still significant to equality and inclusion. For example, your product may have a particular effect on people with child care or caring responsibilities or people with English as an added language. Think creatively and invite input from stakeholders.

Details of impact or other issue
N/A
Mitigating action or rationale for no further action
N/A

Action log

Record EIA actions and monitor action progress in the action log.

The Action Log is to be filled out should any actions be identified whilst completing the EIA form. These shall be the owner's responsibility to complete. All action plans shall be reviewed by the ED&I team and all actions shall be discussed at the ED&I Board.

Action	Owner	Status	Priority	Start Date	Due Date	Action Update
Further engagement with Women in Policing group	RB			8/5/25		

Important

EIA's need to be kept up to date as, once completed, shall be placed in the EIA Document File on the Rdrive, enabling all employers within the force to gain access. They can also be requested by the public via Freedom of Information.