COMISIYNYDD YR HEDDLU A THROSEDD
GWENT
POLICE AND CRIME COMMISSIONER

Police and Crime Panel Estates seminar

September 2026



INTRODUCTION

- Background
- Context
  - Policy
  - Financial
  - Legislative
- Deliverables
- Future options


November 2025 – Police reform announced unexpectedly
January 2026 – Police reform white paper ‘From Local to National’
POLICY CONTEXT (REFORM)
March 2026 – Independent review on number of police forces
Accountability review



FINANCIAL CONTEXT

2012–2022

- Use of reserves (£50m+)
- Small capital grants available
- Revenue to capital (peaked £2.6m recurrently)

2022 onwards

- Revenue to capital – £7.2m base
- Borrowing – £4m forecast in 26/27
- Non-recurrent

capital grant available for set Home Office ICT Scheme

Capital financing access is a significant issue

LEGISLATIVE CONTEXT

Commissioner

- Owns and responsible for the estate
- Determines the strategic and financial framework
- Decides acquisitions and disposals



Chief Constable

- Advises Commissioner on the operational requirements for the estate
- Manages the day-to-day use of buildings for policing purposes



Panel members

- Reviews decisions made by the PCC on statutory functions
- No mandate to make executive decisions on the estate



Gwent Police and Crime Panel



Individual business cases

Individual project boards

Capital Strategy Group

Estate Implementation Group

Estate Strategy Board

Accountability and Assurance Board

MEDIUM TERM FINANCIAL PLAN

		Budget	Forecast					
	Estate Capital	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
1	New HQ	0	115	0	0	0	0	0
2	Demolition of old HQ/enabling works	0	(23)	0	0	0	0	0
3	Property and evidence store (Bettws incl Security)	850	100	50	0	0	0	0
4	Ystrad Mynach Custody Unit Refurb (incl 10 cell unit)	1,700	0	0	0	0	0	0
5	Newport Custody Refurbishment	0	0	300	0	0	0	0
6	Cwmbran Refurbishment including feasibility	2,650	50	1,000	0	0	0	0
7	Turnpike Road Feasibility	0	100	0	0	0	0	0
8	Collaborative Joint Firearms Unit	8,300	7,658	2,263	0	0	0	0
	Estate Capital Total	**13,500**	**8,000**	**3,613**	**0**	**0**	**0**	**0**

		Budget	Forecast					
	Estate Non-Capital	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
1	Estates Capital Maintenance	500	500	500	500	500	500	500
2	Site Security	100	100	100	100	0	0	0
3	Electric Vehicle Charging Points	200	90	125	100	0	0	0
4	Access Control	584	97	390	235	0	0	0
5	Sustainability	300	0	300	200	200	200	200
6	Works to Lifts	0	0	350	0	0	0	0
7	Maindee Refurbishment	45	20	0	0	0	0	0
8	Rebranding of Signage	50	50	50	50	0	0	0
9	Tredegar Magistrates (JFU Operational Unit)	1,000	100	0	0	0	0	0
10	Boiler Replacement	0	149	300	150	0	0	0
	Estate Non-Capital Total	**2,779**	**1,106**	**2,115**	**1,335**	**700**	**700**	**700**
	Total Estate	**16,279**	**9,106**	**5,728**	**1,335**	**700**	**700**	**700**

2009-2019 STRATEGY DELIVERABLES

- New HQ design and planning
- Hub and Spoke model - neighbourhood policing re-provisioning, property stores and custody capacity
- Bases for support functions – collaboration, outsourcing and co-location
- Ystrad Mynach PFI





2020-2035 STRATEGY

An estate that

- Provides a citizen-focussed policing service
- Supports operational policing requirements
- Demonstrates value for money
- Designed for the future

Key deliverables

- New HQ and Fleet move
- Abergavenny
- Custody
- JFU
- 65% of buildings received major refurbishment 2022-2024
- Sustainability & decarbonisation

ESTATE SUCCESSES

NEW HQ



- Cost £32m
- No borrowing
- BREEAM 'Excellent'

FLEET



- 10-year lease
- No borrowing
- £2.8m for future proofing

ABERGAVENNY



- Cost £6.2m
- No borrowing
- BREEAM 'Excellent'

CURRENT INVESTMENTS

JFU



- With South Wales & Dyfed Powys
- Cost £60m (Gwent £17m)
- No borrowing

ASSETS



- Accessibility refurb
- CAT team
- Pillar delivery

DECARBONISATION

- 99% of sites have LED lights saving 876,248 KWH p.a. (£220k savings)
- EV charging at 75% of buildings
- Electric boilers installed in 17 sites

CUSTODY PROVISION



- 2024 refurb works = 95% National Police Estates Group compliance
- Extra booking-in area
- Dedicated booking-in desks for juveniles & vulnerable adults
- Replaced climate systems
- Renewed water tanks

- 2026 works:
- Cell door upgrades
- New cell toilet and hand-wash facilities
- Cell capacity reviewed

VISION AND PRINCIPLES

A future-focussed, inclusive and sustainable estate which reassures the public, motivates and enables officers and staff to deliver an excellent service with partners, whilst being financially viable

An estate that:

- **Provides a citizen-focussed policing service (Public)**
- **Supports operational policing requirements (Policing)**
- **Embraces Equality, Diversity and Inclusion (People)**
- **Demonstrates value for money & meets legal requirements (Professional)**
- **Is sustainable and designed for the future (Proofed)**
- **Demonstrates effective utilisation of premises across partners (Partners)**



SUSTAINABILITY

- 80% of buildings pre-date 1980s
- Sustainability & Decarbonisation Strategy 2026-2030
- Ambition to fully decarbonise policing in Wales by 2050
- Estimated £49m to reach net zero by 2050; £2m per annum



EVIDENTIAL STORAGE

- Multiple sites
- Inefficiencies
- Security risks
- Staffing

Additional benefits:

- SRS staff provision
- RPSO and Go-Safe
- Public service synergies



2026 ESTATE PRIORITIES

- Conclude existing schemes
- Short-term (next three years)
- Operational training (leased)
- Evidential property storage
- BAU work will continue – maintenance, access, security...
- Stakeholder engagement
- Joint Audit Committee
- No new estate schemes to be progressed beyond the short-term priorities

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Comments and questions