

## SURREY POLICE AND CRIME PANEL

### SURREY POLICE ESTATES PROGRAMME “BUILDING THE FUTURE”

26<sup>th</sup> APRIL 2018

#### SUMMARY

##### Background to the Programme

The “Building the Future” Programme is a long-term programme to consider future options for the police estate, with a view to transforming the working environments from which the Force operates. With the support of both the PCC and Chief Constable, over the next four to five years, it is planned to replace outdated and poor quality buildings with new, modern ones that provide better value for money and allow the Force to meet the challenges of the future in a more cost-effective way. The current estate is typically expensive and inefficient to run and doesn't meet the demands of modern-day policing.

The programme also sets an expectation that more teams will adopt the principles of ‘agile working’. This is being piloted at present among a small number of teams in the Force. Essentially, individuals would choose the most appropriate workspace to suit the nature of their work, which may include working in another police site, or working from home. It is hoped this will enable staff to work more effectively and efficiently, meeting the needs of the business whilst improving their own work-life balance.

The project has recently reached a significant milestone. Since the approval of the initial business case by the PCC and Chief Constable last year, considerable work has been undertaken to examine the best model for the future estate footprint. A range of factors have been considered, including suitability for delivering county-wide services, proximity to Sussex Police and other forces in the region with whom the Force collaborates, ease of access for officers and staff, local labour markets and likely availability of sites. The PCC and Force intend to maximise opportunities for savings, whilst minimising the capital cost, borrowing cost and delivery risk.

##### Future Estate Footprint and New HQ site

Taking these issues into consideration, the plan that will be pursued would see a Headquarters site in a more central location in Surrey, most probably in the Leatherhead to Dorking corridor. This would also serve as a base for the Eastern Division. Sites at Mount Browne, Woking and Reigate would be sold to partly fund the new development. Any new site for the Headquarters may also be suitable as a central hub for some Surrey-based operational functions such as roads policing and armed response.

Area Policing Teams and Safer Neighbourhood Teams, many of whom are co-located with local authorities, will stay borough-based. Both Guildford and Staines Police Stations will remain as they are, predominately accommodating Western and Northern divisional teams and custody facilities. In due course a replacement base will be found for Reigate & Banstead teams currently based at Reigate police station.

Careful consideration was given to the viability of remaining at the Mount Browne site in Guildford. However, re-development of Mount Browne has been discounted due to its sub-optimal location, the need to release value to fund new development and an inability to maintain business-as-usual were the Force to remain on site. The ongoing revenue costs of maintaining the various buildings at Mount Browne are prohibitively high. The Force is fully engaged in the Guildford Local Plan process and will continue to work with Guildford planners as plans progress.

### **Finding a site**

There are a small number of promising site options in the Leatherhead to Dorking corridor. The Force's agents have highlighted that finding a preferred site will be challenging in the current economic climate and there will need to be compromise on certain aspects.

### **People Impact**

A detailed people study has been conducted which considers issues such as the impact and costs of likely redundancies or re-locations; loss or availability of key skills; recruitment and re-training issues; and the impact on travel times for staff and officers from their current home addresses. Based on a range of key labour market indicators, Leatherhead appears to be the most suitable of proposed sites by virtue of its workforce size, being close to the M25/A324 junction and by the nature of its catchment area, extending into densely populated parts of the London Boroughs of Kingston upon Thames, Merton and Sutton.

Any move remains some time away and there is much detailed planning to undertake in the interim. The Force is very mindful of the impact of a re-location on its officers and staff and intends to keep colleagues involved and informed as plans progress.

### **Financial Appraisal**

An initial financial appraisal has been undertaken.

### **RECOMMENDATIONS**

For the Panel to note the report.

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