

# SURREY POLICE AND CRIME PANEL

## BUILDING THE FUTURE – UPDATE

30 June 2020

### 1. INTRODUCTION

- 1.1 The purpose of this report is to update the Panel on key aspects of delivery for the strategic change programme 'Building the Future' (BTF).
- 1.2 The BTF Programme sets a strategic vision for the future of Surrey Police's estate. This vision is defined as:  
  
*"Our estate and the way we work will be transformed. Modern, efficient and flexible working environments will reduce costs, enhance conditions for our staff and enable more agile and collaborative ways of working supported by modern technology and a culture of trust. Through this our staff will be empowered to be the best they can be, acting with pride, professionalism, confidence and creativity to keep our communities safe".*
- 1.3 One of the key aspects of the BTF Programme is the delivery of a new HQ building in Leatherhead and this paper focusses on progress towards this.
- 1.4 Overall, the project is proceeding apace in spite of the current situation with Covid-19.

### 2. PROGRAMME PROGRESS

#### **Programme Director appointed**

- 2.1 Maureen Cherry was appointed permanent Programme Director in February 2020 and has led the development of the strategic vision. Maureen joins the programme from her role as Sussex Police and East Sussex Fire and Rescue Service (ESFRS) Head of Estates Services, where she successfully delivered the ESFRS new estates programme.

#### **Progress at the Leatherhead site**

- 2.2 The new HQ is planned to be built at the site of the former ERA building off Cleve Road in Leatherhead. Demolition of one of the empty buildings at the Leatherhead site is now complete.
- 2.3 Vacant possession of the site has been achieved.
- 2.4 The design and planning process is likely to take 18 to 24 months, possibly longer - and then a further two years is likely to be required for construction. The current expectation is that it will be Spring/Summer of 2024 at the earliest before teams will begin moving to Leatherhead.

- 2.5 High level 3D sketches of the new site are to be produced by end the end of this month, with possible site layouts and massing.

#### **Planning for the new HQ**

- 2.6 Internal workshops have commenced and the project is now in the briefing stage to build the specification for the new HQ. The Programme Director will be engaging with stakeholders to discuss the totality of the space needed and any specialist requirements. The completion of this stage has a deadline of end July.
- 2.7 Covid 19 so far has had both a negative and positive impact on the project. On the negative side it has hindered the face-to-face engagement required to discuss new ways of working within complex environments, such as forensics and specialist crime which may push the programme timescales back. However on the positive side, many staff have now got used to working in a more agile way given the enforced increase in home working and use of technology. This should have an impact on how staff work going forward and hence the size of the new headquarters.
- 2.8 A procurement strategy was agreed by the BTF Board on 11th March for four key appointments:
- The Project Manager
  - The Quantity Surveyor
  - The architecturally led multi-disciplinary consultant team
  - The Planning Consultant

The Planning Consultant has been directly appointed via a single source procurement waiver. However, a full OJEU (Official Journal of the European Union) public procurement tender process has been undertaken for the remaining three consultants to ensure the Programme is supported by the optimum consultant team that the market can offer.

The contracts for Project Manager and Quantity Survey were awarded in late May and the architecturally led multi-disciplinary team is on schedule for late June. A number of prospective architectural candidates presented to the Police & Crime Commissioner, Chief Constable, key BTF personnel and a number of staff representatives in mid-June as part of the selection process.

#### **Finances**

- 2.9 The financial business case was first prepared a couple of years ago and went through a partial refresh in October 2019. However as the Project is now entering a more critical phase there is a need to firm up the budget for the new building for the professional team to work with. Hence the financial business case is in the process of being analysed in order to understand what has changed in respect of assumptions, what the risks are, especially as a result of Covid, and the impact this may have on the final financial business case.

#### **Disposal Strategy**

- 2.10 As Members may already be aware the new site in Leatherhead will replace Mount Browne, Reigate and Woking Police Stations and the sites at Godstone and Burpham, all of which will be sold to help fund the new facility. In

terms of disposal of the existing estate, including Mount Browne, a workshop was held recently to start to formulate a disposal strategy with a view to maximising value and therefore supporting the financial business case.

- 2.11 There will be no impact on the delivery of local neighbourhood policing services with the sale of estate, with local police counters being retained. Centralised Specialist Crime and Public Protection teams will have better access to all areas of the county from the central Leatherhead base, as will roads policing and tactical firearms teams.

#### **The impact of Covid19**

- 2.12 Whilst the ultimate trajectory of Covid19 in the UK remains uncertain, it is becoming more and more apparent that the pandemic will have an impact on the BTF Programme in a number of ways. These include workplace design, impact on anticipated disposal values and construction prices. The situation and the evolving advice will be monitored and the PCC appraised of risks and possible impacts.

#### **PCC Oversight and Governance**

The PCC continues to receive independent advice from consultants Vail Williams. He also chairs the BTF project Board.

- 2.13 The final draft of the Supplemental Statement of Governance relating to the Programme was presented to the BTF Board on 12th March. This will now be presented to the Joint Audit Committee in July (re-scheduled from April), along with the updated Scheme of Delegation and accompanying Scheme of Governance documentation for their ratification, before being presented to the Police and Crime Panel.

## **RECOMMENDATIONS**

That the Panel note the contents of this report.

## **EQUALITIES AND DIVERSITY IMPLICATIONS**

None arising

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