

SURREY POLICE AND CRIME PANEL

28th November 2024

Surrey Police Estates Update

SUMMARY

1. This paper provides an update for the panel on the projects being undertaken to support the delivery of the Surrey Estates Strategy.

PROJECTS

Mount Browne Redevelopment

2. Following the decision in 2021 to retain and redevelop the Force's Headquarters at Mount Browne, wider implications for the entire force estate were reviewed, culminating in the development of the Estates Strategy. The strategy makes clear the Force's commitment to providing modern, efficient, sustainable and fit-for-purpose working environment across all its sites in the county. One of the key projects within the strategy is the redevelopment of Mount Browne where the Force has been based for over 70 years.
3. The outline business case for the redevelopment of Mount Browne (MTB) was approved by the Surrey Estates Board in January 2024. This gave authority to proceed to RIBA stage 3 and set a financial envelope of £110.5m to include fees and contingencies. It has been a long-standing objective of the PCC that the costs of the redevelopment of MTB should not impact adversely the funds currently available for front line services. Based on professional advice, the financial model assumes that 50% or so of the costs will be funded from asset sales arising from the consolidation of the estate with the remainder funded through borrowing from the Public Works Loan Board. These loans would then be repaid using money saved due to reductions in running costs and maintenance of the new HQ when compared with the existing estate. Both the cost of interest and MRP in accordance with the Prudential Framework have been allowed for in the financial model. The model predicts that all loans should all be repaid within 30 years, even though the assets themselves will have a longer life, but this will depend on interest rates, the timing of borrowing and the overall cost of the scheme.
4. From a financial viewpoint, it only becomes financially advantageous to redevelop Mount Browne if the life of the new buildings exceeds 28 years or so. Up to that point it would be cheaper to retain the current estate with its associated maintenance and service costs. Given the new building should have a life of at least 50 years and that the current buildings may not even last a further 25, it makes economic sense to

redevelop. In addition, the impact that a new fit-for-purpose HQ will have operationally is likely to be significant, as is the contribution of the new building to the Force's ambition to reduce its carbon footprint.

5. Two planning applications were submitted to Guildford Borough Council in April 2024. One of these was for a new access road and the other for the redevelopment of the main site. Following a lot of work with planning officers, the applications were considered by the planning committee on November 6th and were approved unanimously, pending the finalisation of the legal agreements on planning conditions and S106 agreement. The achievement of this major milestone means that the project team can now concentrate on delivery and in particular the scheduling of move and works to minimise any disruption to operations.
6. The tender for the main contractor closed on 10th June 2024 and was conducted using the PAGABO framework. Prospective tenderers were required to submit a tender pack as well as prepare a presentation as to how they would deliver the project. Tenders were assessed on the basis of 70% technical and 30% price. Four companies made submissions and Wates came out as the clear winner from the evaluation panel scoring and the moderation process.
7. Being Surrey based, Wates are well placed to engage with local subcontractors, where possible, as well as being able to deliver the social value benefits in terms of employment and training which one would expect from a development of this size. Wates are also confident, based on the specification shared with them, that they should be able to achieve practical completion by end of 2029.
8. Contract terms are being finalised at the moment and the contract is due to be signed shortly. It is envisaged that work on the new access road, dog school, dog school accommodation and sports pavilion extension will commence in the new year and once that is in place, phase one will start soon after. The phasing strategy is set out in Appendix 1 in map form.
9. The contract is a design and build contract and each stage has to be agreed by both parties before it can proceed. This gives the Force/PCC the opportunity to modify the overall plan to take account of changing organisational requirement and/or financial constraints. Wates are confident that by assessing the benefits of using modern construction methods, such as prefabrication off site for the car park, practical completion can possibly be improved upon thereby shortening the program and the costs.
10. An artist's impression of the latest iteration of proposed Campus is shown below:



Divisional Accommodation Strategy

11. As a result of the need to move out of Reigate Police Station due to RAAC, a review was undertaken with operational colleagues to look at how divisional requirements could be standardised in the future. Following a meeting with senior officers in each division the following was deemed to be the optimum requirement in each division (of which there are currently three – North, West and East Surrey):
- A Divisional HQ, located centrally within the Division. This would house the Divisional Senior Management Team, Divisional investigation teams, coaching teams and specialist Divisional teams such as High Harm Perpetrators Unit (HHPU)
 - A divisional central response unit housing all neighbourhood response teams, ideally co-located with Divisional HQ with some latitude by Divisional Commanders to house more than one based on the geography of the Division. Neighbourhood Response Teams will 'parade' from this facility but during shift will utilise the Safer Neighbourhood offices.
 - In order to maintain a physical Policing presence in each Borough and District, a Safer Neighbourhoods team will be based in each one with space to accommodate the Neighbourhood response shift teams.
 - As a minimum, each division would have a Front County Facility providing access for members of the public and there would be no reduction in the number of locations already provided with a front counter.
12. It is this strategy that has therefore informed the Eastern divisional strategy that is set out in the next section.

Eastern Division Accommodation Strategy

13. The discovery of RAAC concrete in Reigate Police station has necessitated a full rethink on the location and use of accommodation across the eastern Division. Although SCC have been very helpful in providing accommodation at short notice at Wray Park from some of the divisional teams, they have made it clear that they will require the Force to vacate by early/mid 2026 as they have their own development plans for the site.
14. As a result, a review was done of potential sites for a new divisional HQ across the eastern division. Specific operational requirements were as follows:
- Easy access to the strategic road network
 - Reasonably central within the division
 - Parking for a minimum of 86 operational cars plus staff parking
 - 214 workspaces to accommodate almost 500 staff
 - Meeting rooms, kit storage, lockers, restricted access areas
15. A new divisional HQ, along with the supporting accommodation plans for the other Boroughs and Districts unlocks a number of opportunities for the Force, not least the disposal of Caterham Police station in line with the development of a new PCC-owned site in Godstone offsetting the cost of a new facility. Reigate Police station is already on the market to provide further funding.

16. The force's property advisors undertook a review across all of the Eastern Division for potential accommodation that could meet these requirements. Although there were a number of commercial properties that were large enough none of them included sufficient parking on site.
17. Rather than acquiring a building that does not meet all of the operational requirements, the ownership by the PCC of a site in Leatherhead meant that there was an opportunity to build a bespoke divisional headquarters there. This could be constructed to meet the Force's needs precisely and have adequate parking provided as part of the plan. Leatherhead is also well placed for access to the M25 other main roads.
18. To ensure that neighbourhood teams retain a base in each borough and district a property will be acquired in Reigate and Banstead to replace Caterham and Reigate with further teams being based in premises in Tandridge and Epsom and Ewell. Mole Valley would be served by the divisional HQ in Leatherhead.
19. Work is currently being undertaken to assess what the cost of a new facility would be, but early indications are that it should be cost neutral given the capital receipts and revenue savings this should deliver.

Custody

20. A review is being undertaken as to the Force's future custody requirements. At the moment there are custody suites in Staines, Guildford and Salfords. However, the anticipated disposal of Guildford Police station and the potential to redevelop Staines Police station has started the discussion as to whether there should be a super custody suite serving the north and west divisions. Operational colleagues are looking at the number of cells required with a view to futureproofing requirements looking forward. A specialist architectural company has been appointed post a tender exercise – the successful company has delivered the bulk of all new custody facilities nationally over the last 5 years and so is well placed to advise us on the best solution.
21. In addition, the Force's property advisors have been conducting a site search that could accommodate such a facility and also is looking at the feasibility of whether this could be combined with a new North divisional HQ. It will not surprise members that finding a site in NW Surrey that is of suitable size, is accessible and affordable is quite an ask but the search is continuing.

Housing Strategy

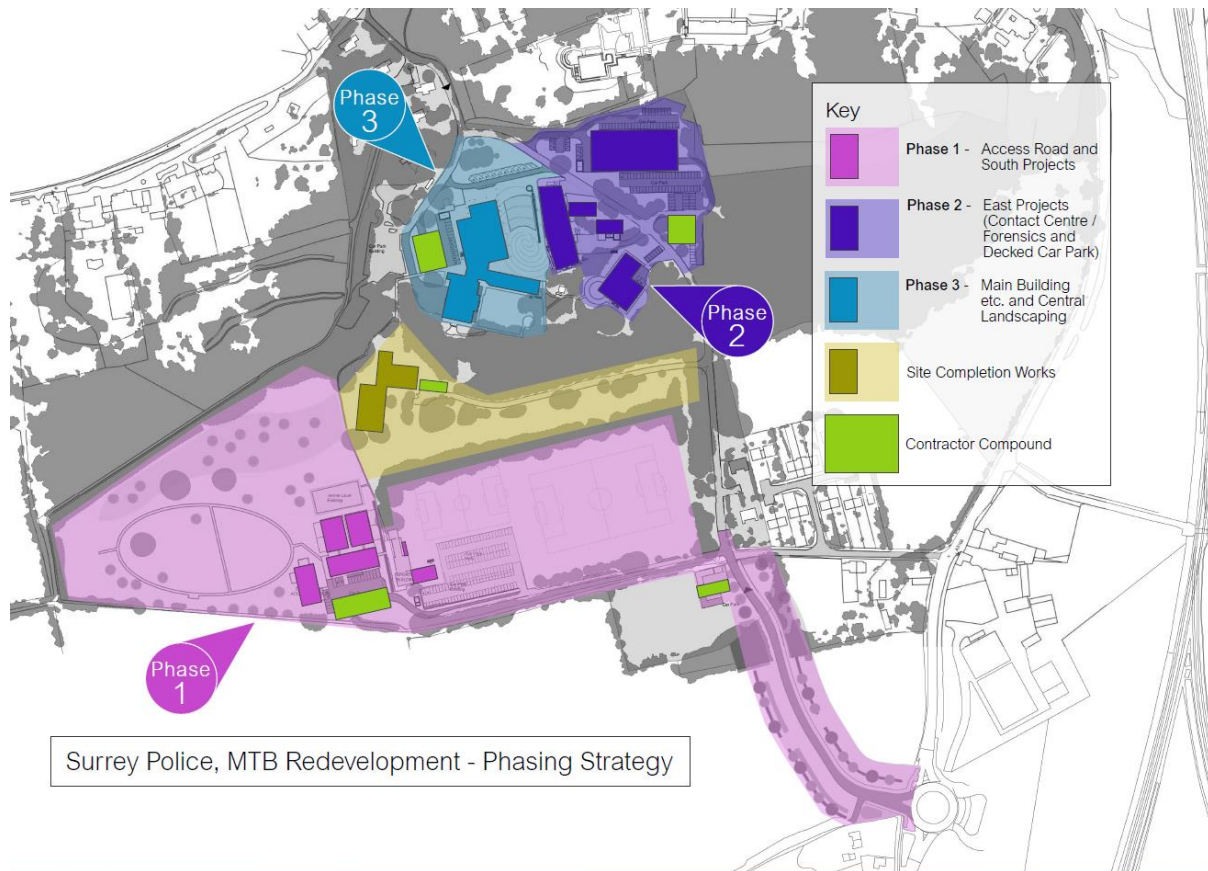
22. Work on the housing strategy is progressing in three core areas:
 - The refurbishment of the retained housing stock is virtually complete.
 - This has been funded by the sale of surplus housing stock. 15 have been sold or are under offer.
23. The Estates team are looking at the current estate to see where affordable accommodation for newer officers could be provided, possibly as part of the divisional hub proposals.

9 CONTACT INFORMATION

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Appendix 1

Mount Brown Phasing Strategy



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