

## SURREY POLICE AND CRIME PANEL

### **BUILDING THE FUTURE – UPDATE** **27<sup>th</sup> November 2019**

#### **1. INTRODUCTION**

- 1.1 The purpose of this report is to set out for the Panel the governance arrangements for the strategic change programme 'Building the Future' (BTF) and provide an update on key aspects of its delivery.
- 1.2 Building the Future is taking forward the following key elements:
- A radical re-structure of the force estate, to include provision of a new operational HQ and east division hub
  - Provision of modern, efficient working environments that support staff wellbeing and engagement
  - Widespread introduction of modern, agile working practices supported by appropriate technology
  - Associated culture change, promoting a positive culture of trust, empowerment and collaborative working.
- 1.3 Following the purchase of a site in Leatherhead for the new Surrey Police HQ in March 2019, a programme team is being established and plans developed to take forward the design and delivery of a new Surrey Police headquarters and operational base.
- 1.4 The new site will become an operational hub housing specialist teams as well as Chief Officers and the senior leadership team, support, corporate functions and training facilities. It will replace the existing Mount Browne HQ and Woking Police Station, in addition to replacing Reigate Police Station as the main Eastern Divisional base. Further sites housing specialist units, including Burpham and Godstone, will also be moved to the new location.
- 1.5 Guildford and Staines police stations will be retained, accommodating Western and Northern Divisional teams. Neighbourhood Policing Teams will continue to operate from all eleven boroughs, including Woking and Reigate.
- 1.6 The construction project forms part of the Building the Future Programme which is an integrated People, Place and Technology strategy that will transition Surrey Police to new ways of working and provide new working environments that will enable staff to achieve their potential and give the best possible service to the public.

#### **2. GOVERNANCE**

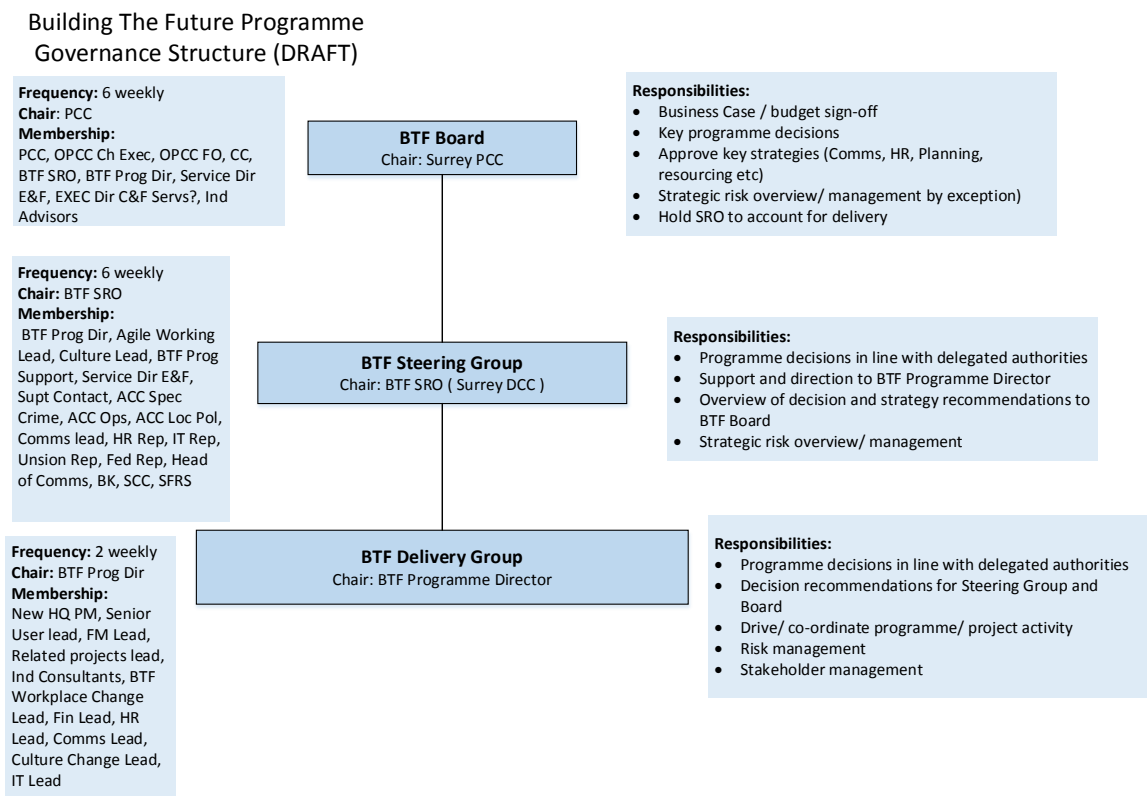
- 2.1 The PCC is the owner of Surrey Police estate. However, he delegates day to day running of the estate to the Chief Constable. The PCC has also delegated authority to the Chief Constable for the running and management of the Building

the Future programme and will hold him to account for its successful delivery. The existing Scheme of Delegation has been updated to ensure it is fit for purpose for a capital project of this scale and nature and a Supplemental Statement of Governance has been drafted setting out the specific additional governance provisions that are necessary for the efficient and effective delivery of the BTF Programme. These provisions are an addendum to the existing Scheme of Governance. Both governance documents are in the process of being finalised by Surrey Police and OPCC.

2.2 The PCC has established a *Building the Future Board* to ensure he is consulted at the appropriate point on key aspects of the programme, to take strategic decisions and perform effective scrutiny – full terms of reference for the Building the Future Board are attached at Appendix A.

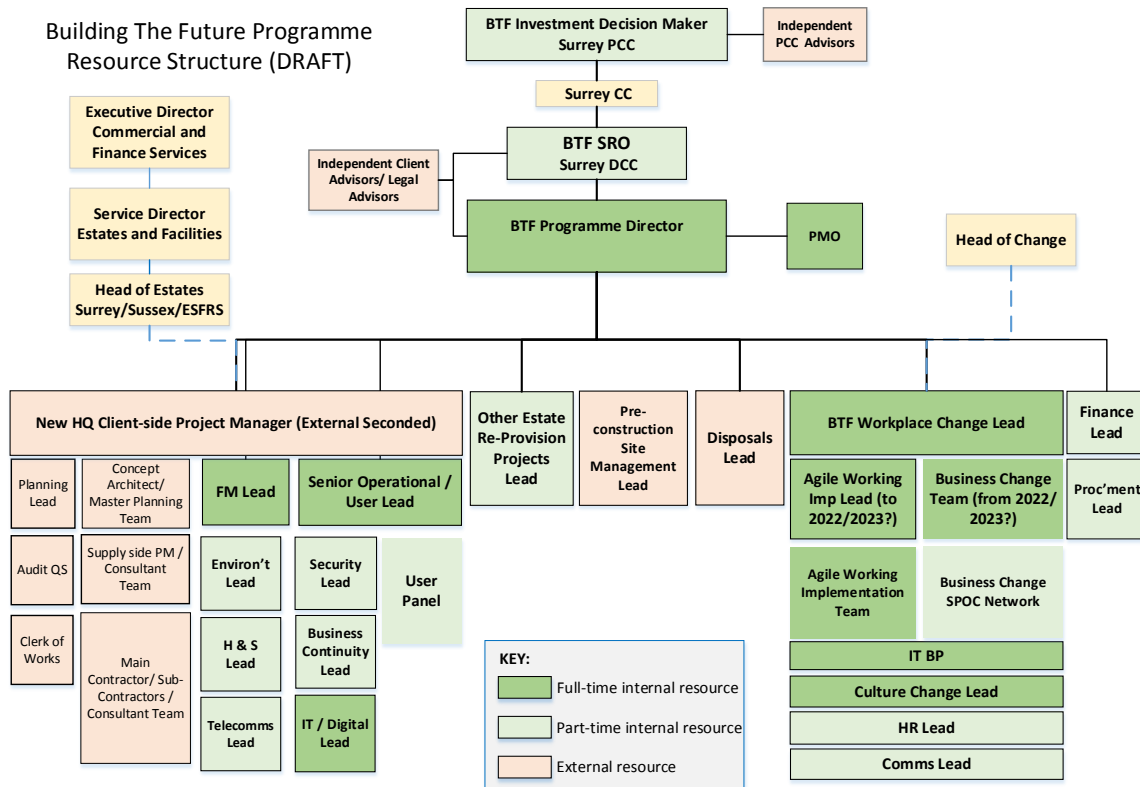
2.3 The direction of the Programme will be overseen through the Surrey Police *Building the Future Steering Group*, with activity driven and co-ordinated through the Surrey Police BTF Delivery Group.

2.4 An overview of governance structure is shown below:



### 3. RESOURCING

3.1 The Programme resource structure was approved by the PCC at the BTF Board on 5 September 2019, as shown below:



3.2 Surrey Police is now progressing the recruitment of individuals with the requisite level of skill and experience into the key programme roles. Job descriptions have been prepared and submitted for Hay evaluation for the roles of Programme Director, Workplace Change Lead and Senior Facility Management/BIM Lead.

3.3 Approval was also given at the September BTF Board for the appointment of a Project Manager for the new HQ project via the construction consultancy services contract currently being procured. Appointment of concept architect and master planning team to follow the Project Manager appointment.

#### 4. PROGRAMME UPDATE

4.1 Surrey Police has undertaken a detailed stakeholder assessment and a stakeholder management strategy is under development. Areas of focus in the near future include:

- The continued commitment of both PCC and Chief Constable to a borough-based policing presence.
- The planned demolition of the South Building at the new HQ site, currently progressing through a procurement process for award of contract.
- Internal communication to Surrey Police employees, including further development of force intranet to co-ordinate news and staff involvement

4.2 Significant asset management activity continues to optimize site values and reduce risk, including pursuing commercial negotiations with existing tenants at new HQ site and development of disposal strategy for Godstone including pre-sale planning permission activity.

4.3 Building refurbishment and technological improvements within existing estate for Agile Working practices are being delivered in a phased approach. Agile working empowers staff and officers to have as much choice as possible over when and where they carry out their work (within the constraints of business needs). Agile working practices will be supported by the introduction of:

- Modern, healthy, flexible, activity based working environments within which staff have a range of workspace options to best support the different types of activity they need to undertake.
- Technology that enables staff to work from anywhere (including from home) and to remotely collaborate with colleagues on a 1:1 basis or as a group.
- A style of leadership and management that promotes trust and responsibility and focusses on achievement of outcomes rather than micro-management of activity and process.

4.4 Significant improvements to the Criminal Investigation Department (CID) and Safeguarding Investigation Unit (SIU) have been completed at Reigate Police Station and positive early evaluation results were shared with the PCC at the BTF Board on 30 October 2019:

**Operational teams benefit from agile working**

- More efficient use of time, enabled by technology
- More productive when can choose environment to suit activity
- Better work/life balance
- Happier, more social and energised teams

**Cultural transition is embedding**

- Treated like adults and trusted

**Valuable learning from operational pilot**

- Workspace design continues to evolve
- Refine options for secure transportation of personal information

Key performance indicators, including investigation outcomes, sick absence, attraction and retention, overtime and expenses are also being monitored, but given other influencing factors this is a long-term piece of work.

4.5 Next phases for agile working will include:

- A Reigate touch-down area is also being created with light touch refurbishment will be ready end Oct 2019.
- A touch-down area at Staines, with contract awarded and works taking place Nov 19–Jan 20.
- The planned refurbishment of 6th and 7th floors at Guildford police station.
- Sexual Offences Investigation Team (SOIT) - workplace changes planned to accommodate staffing uplift and in readiness for agile working plus improved kitchen provision.
- Shared Business Service - desk sensors to be fitted in Surrey to assess workspace usage ahead of changes to support agile working across Surrey and Sussex.

Agile Working and associated culture change forms part of an integrated workplace strategy delivered under the Building the Future programme, that will

transform the experience of working for Surrey Police.

**RECOMMENDATIONS**

That the Panel note the contents of this report.

**EQUALITIES AND DIVERSITY IMPLICATIONS**

None arising

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## Building the Future Board – Terms of Reference

### 1. Background

- 1.1. A strategic business case for major change to support the PCC's 'force fit for the future' agenda, was agreed in April 2017. A business change programme, now known as 'Building the Future', was established to take forward the following key elements:
  - A radical re-structure of the force estate, to include provision of a new operational HQ and east division hub
  - Provision of modern, efficient working environments that support staff wellbeing and engagement
  - Widespread introduction of modern, agile working practices supported by appropriate technology
  - Associated culture change, promoting a positive culture of trust, empowerment and collaborative working.
- 1.2. A number of estate options were considered with a preferred option identified as the purchase of a new HQ central to the County along with the relocation of functions at Woking and Reigate stations into the new HQ.
- 1.3. A preferred site was identified and in March 2019 a new site was purchased in Leatherhead to replace Mount Browne as the future headquarters of Surrey Police. This site will also be the eastern operational hub in place of Reigate Police Station, the new location for Specialist Crime teams in place of Woking Police Station and will house the Roads Policing and Tactical Firearms units in place of current sites at Burpham and Godstone.
- 1.4. The PCC is the owner of Surrey Police estate. However, he delegates day to day running of the estate to the Chief Constable. The PCC has also delegated authority to the Chief Constable for the running and management of the Building the Future programme and will hold him to account for its successful delivery.
- 1.5. A *Building the Future Programme Delivery Board* is in place to progress all aspects of the programme, including the detail of developing the new site and disposal of sites no longer required. This is a long term build project and will take around 5 years to complete. The total cost for the purchase of the site was c£21m and the programme costs are in the region of £60m. The Deputy Chief Constable is the Programme Senior Responsible Officer (SRO) and Chair of the *Building the Future Steering Group*, with the Chief Constable holding accountability for its delivery.
- 1.6. This is the largest project Surrey Police has undertaken to deliver in its history, requiring a proportionate and robust governance structure for effective leadership, accountability and decision-making. As part of the programme's governance, the PCC has established a six weekly *Building the Future Board*. This sits above the *Building the Future Steering Group* and will be the mechanism through which the PCC conducts his overall strategic ownership and control of the Programme.

1.7. The key functions of the Building the Future Board are as follows:

- For the PCC to be consulted at the appropriate point on key areas of the Building the Future programme. This may include, but is not exclusive to:
  - Planning
  - Design and build
  - Any purchase of land
  - Disposal of sites
  - Key programme appointments (internal and external)
  - Surrey Police governance structure for the programme
  - Business cases for the programme
  - Expenditure above agreed programme budgets
  - Delays in programme timescales
  - Changes to plans for the site
  - Consultation and messaging for Surrey Police officers/staff, the public and wider stakeholders
  - Staffing movement
- To consider the impact on officers/staff and Surrey communities and their ongoing engagement
- To make key decisions in relation to the Building the Future programme. Key decisions may include, but are not exclusive to areas detailed above.
- To ensure proper programme governance is in place, including project planning, risk and issues management, stakeholder consultation, community impact statements and EDHR impact statements.
- To receive an updated, properly costed project plan at each Board meeting, together with an integrated and linked updated critical path analysis.
- To provide complete visibility to the PCC of programme progress and its key components, enabling scrutiny with regard to budget and timescale.
- To provide complete visibility to the PCC of benefits realisation, enabling scrutiny on completion of the project

## 2. Permanent Membership

2.1. The PCC will chair the Building the Future Board. The PCC will also be the sole decision maker, informed by the views and expertise of other members of the board.

2.2. The PCC and OPCC do not have specific expertise in estates management, development or disposal, or legal matters. They will call on expertise in these areas as required.

2.3. Membership will include the following:

- Police and Crime Commissioner (PCC) – Chair
- OPCC Chief Executive
- OPCC Chief Finance Officer
- Chief Constable
- Building the Future Programme SRO
- Service Director, Estates and Facilities
- Executive Director for Executive Director of Commercial and Financial Services
- Building the Future Programme Director
- Bruton Knowles – Estates advisors

2.4. The PCC will reserve the right to bring in additional membership if he feels this will benefit the decision making of the Board.

### **3. Governance**

3.1. Meetings of the Building the Future Board will be held every six weeks and timed to follow where possible the Building the Future Programme Delivery Board to allow any key decisions to be referred to the Board. Extraordinary meetings will be held as required for urgent decisions.

3.2. Every meeting of the Board will include a programme update delivered by the Programme Director, including financial and timescale updates, and minutes of the Programme Delivery Board.

3.3. Any key decisions required at the Board will be supported by a paper providing the detail required to inform decision making.

3.4. Papers will be provided 5 working days in advance of the Board meeting.

3.5. Meetings will be minuted and actions recorded.

3.6. The OPCC will be responsible for the administrative arrangements for the Board.

### **4. Standing Agenda items:**

Minutes

Actions

Building the Future Programme Highlight Report

Comms Highlight Report