

SURREY POLICE AND CRIME PANEL

BUILDING THE FUTURE – UPDATE **7 February 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 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.

2. GOVERNANCE

- 2.1 In June 2018, the PCC commissioned his own an advisor to provide independent counsel in relation to Surrey Police's proposed disposal of existing assets and the purchase and subsequent cost effective development of new property assets, in particular the new Surrey Police HQ.
- 2.2 The consultants Vail Williams (a multi-discipline property consultancy) and Currie Brown (an asset management and construction consultancy) work in a collaborative arrangement to provide this advice, specifically but not limited to the following activities:
- The maximization of the sale proceeds achieved from property disposals.
 - the suitability and reasonableness of purchase acquisitions including advice on the asking price pre-purchase
 - to provide further clarity or evidence regarding the proposed terms and approach set out in an Acquisition Report
 - to provide assurance on the reasonableness of the tender process and award of contract
 - to provide advice and comment on the design and build proposals that will be put forward by Surrey Police in respect of the new Surrey Police HQ
 - to provide assurance that the requisite technical disciplines required for such a large project are adequately represented within the Surrey Police Project team.
 - to comment on the suitability of potential architects and contractors with the potential to undertake such a large undertaking.
 - to advise the PCC and his office generally on the delivery of the project to time and cost in line with the Surrey Police Business Case and Financial Appraisal.

- 2.3 The contract value for the consultancy provision is £50,000 and to date the actual spend is £17,117.
- 2.4 As communicated at the Panel meeting on 27th November, 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 remain in the process of being finalised, with additional, but unrelated, updates now required to the Scheme of Delegation relating to the changes in complaints and conduct legislation. Once finalised between Surrey Police and OPCC, these will be presented to the Joint Audit Committee and Police and Crime Panel in April 2020.

3. PROGRAMME PROGRESS

- 3.1 A new interim appointment for the role of Programme Director has provided the opportunity to reflect on the totality of the BTF Programme status, and also to review the key activities required at Royal Institute of British Architects (RIBA) Stage 0, to meet the new HQ Leatherhead delivery target of April 2024. The attached **Appendix 1** provides Panel members with an overview of the RIBA stages.
- 3.2 The recent review has identified the need to action key activities ahead of the formal appointment of the permanent Programme Director, and subsequently, the agreed appointment of a professional construction related client side Project Manager and a Master Planner/Concept Architect.
- 3.3 To action and co-ordinate the delivery of these build project specific activities, a Technical Project Support Officer has been appointed.
- 3.4 Timescales for RIBA stage 0 and 1 are very tight, however activities are underway with regards to:
- Defining the strategic vision for the new HQ building
 - BREEAM (Building Research Establishment Environmental Assessment Method) Strategy
 - BIM (Business Information Modelling) strategy
 - Environmental Impact Assessment works
 - Preparation of tender documentation for full external multi-disciplinary consultant team.
- 3.5 Interviews for the permanent position of Programme Director are being held on 3rd February. The PCC, accompanied by his advisor will be an interview panel member.
- 3.6 Commercial negotiations with existing tenants at the new HQ Leatherhead site have concluded and formal agreement is with solicitors.
- 3.7 The tender process has been completed and appointment of the contractor underway for the demolition of the South Building at the new HQ site.
- 3.8 Building refurbishment and technological improvements within existing estate

for Agile Working practices continue to be 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).

Following the successful completion of significant improvements to the Criminal Investigation Department (CID) and Safeguarding Investigation Unit (SIU) at Reigate Police Station, a new 'touch-down' area is now also ready use. Construction on a 'touch down' area at Staines Police Station continues with estimated completion at end January 2020. Detailed designs for the improvements to the 6th and 7th Floor at Guildford Police Station are being progressed in preparation for tender, with works estimated to begin April/May 2020.

- 3.9 The development of the organisational culture is third and final strand of the BTF programme. There is now an agreed governance structure between People Services as leads for organisational culture and the Building the Future Programme, focussing on how the workplace can help deliver the culture framework. Preparation is underway for trialling culture development work within teams on East Surrey who have moved to new ways of working as part of the Agile Working project. This aligns these two important strands of the programme in order to progress positive changes within the workplace for officers and staff and learn any lessons ahead of moving to the new building.

Attachment: Building the Future Update, Appendix 1

RECOMMENDATIONS

That the Panel note the contents of this report.

EQUALITIES AND DIVERSITY IMPLICATIONS

None arising

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