

## SURREY POLICE AND CRIME PANEL

### BUILDING THE FUTURE – UPDATE

15 September 2020

#### 1. INTRODUCTION

The purpose of this report is to update the Panel on key aspects of delivery for the strategic change programme 'Building the Future' (BTF) since the Panel's last meeting in June 2020.

The Building the Future Programme was initiated in August 2016 with an initial high level strategic business case approved in April 2017 approving the overall financial envelope and the purchase of the 10 acre new HQ site in Leatherhead. In October 2019 the BTF Project Board approved an updated version of the April 2017 case.

#### 2. PROGRAMME PROGRESS

The PCC chaired a meeting of the BTF Board on 18<sup>th</sup> August where a number of key decisions and papers were considered. Updates since the last panel include:

##### **Completion of RIBA Stage 1**

The Royal Institute of British Architects (RIBA) Plan of work is the recognised industry process for the development of the design and construction of buildings. The plan has 7 stages, from Strategic Definition through to Use of the Building. The Board considered the operational and financial case for the project as it reached the end of RIBA Stage 1 and the PCC has now agreed to commit expenditure to move to, and complete, RIBA Stage 2 (Preparation and Brief).

The Strategic Business Case financial position has been informed by the existing and newly procured external consultant team and includes not only the financials supporting the new HQ build in Leatherhead, but also all other projects that are contained within the BTF Programme, required as a direct consequence of the new HQ project such as the re-provision of the dog school, agile working and supporting technology and the re-provision of neighbourhood facilities. The new HQ cost plan will, throughout the next stage of the project, be refined as the actual size, construction and buildability are considered in more detail and as the project risk profile decreases.

The BTF Programme Director will work closely with the external design team through the next stage of the project to achieve a building design that meets the

operational and functional needs of the Force as set out in the RIBA Stage 1 documentation and importantly, that aligns with the original, approved funding envelope.

### **Disposal of Existing Estate – progress with disposal plan**

Early in 2017, Bruton Knowles, Surrey Police incumbent commercial surveyors were commissioned to determine the likely capital receipts of the 6 sites earmarked for disposal (Mount Browne, Reigate, Woking, Burpham, Godstone, Stokes House), assuming planning permission was granted for residential redevelopment. A further sensitivity analysis was carried out in June 2020 to reflect changes to the residential housing market and this report was considered by the PCC at the August BTF Board.

### **Appointment of Architectural Team**

At the point of writing, the appointment of the architectural team is almost at the stage of completion.

### **Impact of Covid**

The PCC continues to be apprised of the likely impact of Covid on the BTF project. There are many uncertainties around the financial implications for the project given the pandemic, but it is likely also to have an impact on future workplace design in 2 key areas:

- a) The 'new normal' is for staff to work from home, and in a more agile way. It is anticipated that this trend will continue with more staff choosing an alternative work pattern in terms of where, when and how they will work. This is deemed positive and will impact the design and projected size of the new HQ Build
- b) Recent British Council of Offices guidance has outlined the need for more space to be allocated in the workplace for those that need to be office base. Future workplace standards are evolving, so key to the design of the new building is flexible, adaptable space that can be repurposed quickly and cheaply

### **Working with Partners**

There is significant opportunity within the programme to deliver on the strategic Government initiative of the One Public Estate agenda. Positive discussions have progressed with a number of public-sector partners to look at mutually beneficial estates solutions delivering overarching benefits for the collective public purse. This could result in co-location with others which would see a long-term revenue income stream for Surrey Police and reduced public estate footprint across the county.

## RECOMMENDATIONS

That the Panel note the contents of this report.

## EQUALITIES AND DIVERSITY IMPLICATIONS

None arising.

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