



SURREY POLICE AND CRIME PANEL

15 SEPTEMBER 2021

BUILDING THE FUTURE UPDATE

SUMMARY

At its meeting on 30 June, the Panel was advised of the recent decision to begin a strategic assessment of the Force's 'Building the Future' Programme. This programme comprises a number of projects to improve the working environments for Surrey Police and better equip the Force for the future. The development of a new HQ is at the centre of this project.

This report seeks to provide more detail on the progress to date of the BTF programme as well as the context to the decision to initiate the strategic assessment which will see three options explored for the future HQ. The Programme Director, Maureen Cherry and Deputy Chief Constable Nev Kemp have been invited to the Panel's meeting to provide Panel members with technical or operational details.

1. BACKGROUND

- 1.1 The Building the Future (BTF) Programme was initiated in August 2016 with an initial high level strategic business case approved in April 2017 (further updated in October 2019) approving the overall financial envelope attached to the Programme and the purchase of the 10 acre new HQ site in Leatherhead.
- 1.2 The BTF Programme and the decision to move forward with the new HQ at Leatherhead, at the time of approval, sat in isolation of an overarching Surrey Police Estates or Housing Strategy. There are also a number of projects required as a direct dependency of the new HQ delivery and details of those have become clearer over time.
- 1.3 From October 2019 until March 2021 substantive progress has been made on the BTF Programme, and more importantly on the wider Estates and Housing Strategies:
 - The full extent of the necessary interdependent projects is now known, with detailed cost information available to inform the BTF Programme Financial Model
 - The suite of projects within BTF Programme has been subject to the rigour of the Royal Institute of British Architects (RIBA) Plan of works. This is an industry standard gateway process where each stage iteratively builds upon and tests the stage before. The robustness of the information provided at each stage becomes more accurate as detail emerges

The new HQ project, the largest of the suite of projects was, as at March 2021, at RIBA Stage 2 with a robust cost plan

- The draft Surrey Estates and Housing Strategies have been delivered and agreed at Force Operational Board

2. BTF Project Board – March 2021

- 2.1 The BTF Board in March 2021, chaired by the then PCC, considered the Outline Business Case for the Programme and associated funding to move the new HQ project into RIBA Stage 3. The Outline Business Case was supported by the BTF Programme Financial Model which captured the full extent of the financial impact of the new HQ project, and importantly, the interdependent projects such as the provision of a dog school facility.
- 2.2 The Outline Business Case, and the recommendation to move to RIBA Stage 3 was approved BUT, with the recognition that the financial position was less favourable than that initially approved in April 2017 due mainly to the extent of the interdependent projects.
- 2.3 This Board also considered the initial drafts of both the Surrey Police Estates Strategy and the Surrey Police Housing Strategy, the first time that the entire estate had been assessed strategically and how the wider estate aligned to the BTF Programme and vice versa.
- 2.4 Given the BTF Programme financial position, and the priorities outlined both the Estates & Housing Strategies, a strategic review of the Programme and the supporting financial model was proposed and approved. This review was carried out by the Chartered Institute of Public Finance and Administration (CIPFA).

3. CIPFA Review Outputs

- 3.1 The CIPFA review concluded mid May 2021. There were a number of key observations:
 - The full financial impact on the Force of the delivery of the BTF Programme, as well as the priorities within the the Estates and Housing Strategies, were not yet resolved
 - Delivery of the BTF Programme could delay the implementation of the Estates Strategy and any financial benefits stemming from it
 - The mix of operational/specialist and non-operational requirements potentially adds cost to the HQ building and its ability to operate at capacity
 - The Programme scope, due to the necessary interdependent projects, had increased from that originally envisaged
 - The revenue pressures on the Force required to facilitate the delivery of the Programme between 2023-2025 during the build are substantial, ahead of the ability to realise capital receipts of the vacated sites

- 3.2 CIPFA recommended that the Programme be assessed further to robustly test that the current BTF Programme scope delivered the optimum solution for the Force, both operationally and financially and that the strategic direction of the BTF Programme is aligned to, and supported by, the Estates and Housing Strategies.
- 3.3 At BTF Board in June 2021, given the CIPFA review outputs, the PCC and Board Members approved the Programme Director's recommendation to carry out a further Strategic Assessment of the BTF Programme with 3 key objectives:
- a) To agree the optimum solution for a new Surrey Police HQ under 3 headings
 - Deliver a new HQ & Eastern Operating Base at the former ERA site in Leatherhead
 - Deliver a new HQ at an alternative site in the County
 - Deliver a new HQ at Mount Browne
 - b) To agree the optimum HQ project scope associated with each option and in consideration of the Estates & Housing Strategies
 - c) To assess the variety of funding mechanisms available to the Force
- 3.4 The proposed Strategic Estates Assessment will seek to critically analyse the BTF Programme scope and occupancy briefs to ensure that, when assessed with the Estates and Housing Strategies the optimum operational fit is defined supporting the Force as a whole.

4. Current Status

- 4.1 The Strategic Estates Assessment commenced on 12th July 2021 led by the BTF Programme Director in conjunction with the Service Director Estates & Facilities for Surrey & Sussex.
- 4.2 The assessment is being carried out by the BTF internal and external consultant teams supported by CIPFA and monitored by Vail Williams the PCC's independent advisors.
- 4.3 The Assessment will complete late October 2021 with outputs available for the BTF Board's consideration at the end of November 2021.

RECOMMENDATIONS

That the Panel notes the report.

EQUALITIES AND DIVERSITY IMPLICATIONS

None arising.

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