

## **Police and Crime Commissioner for Surrey – Decision Making Record**

**Report Title:** Building the Future Programme – Surrey Police Estate  
**Decision number:** 014/2018  
**Author and Job Role:** Alison Bolton  
**Protective Marking:** OFFICIAL

### **Executive Summary:**

In April 2017, the PCC and Chief Constable approved a strategic business case to consider future options for the police estate. Entitled 'Building the Future', the estates programme is a long-term plan to transform the core physical estate and working environments from which the Force operates and the ways in which people work. The current estate is typically inefficient to run with a low proportion of productive space to total gross floor area. Working environments are generally unattractive and of poor quality. Segregation of teams by physical barriers can reinforce silo working and discourage collaboration across business units.

Under the Building the Future programme, old, inefficient buildings would be replaced by new, modern buildings with the aim of providing better value for money from our estate and enabling the organisation to meet the challenges of the future in a more cost effective way.

### **Approval of a Target Estate Model**

Since the approval of the strategic business case, considerable work has been undertaken to look at the best model for Surrey's future estate footprint.

Two 'target estate models' have been now been developed and were presented to the PCC and Chief Constable for consideration in February 2018. Model 1 would see an HQ based in a more central location in Surrey, which would also serve as an Eastern Division hub. Model 2 would place an HQ in the west/north west of the county with a separate Eastern Division hub being required. Under both models, sites at Mount Browne (Guildford), Woking and Reigate would be sold, with the possibility of additionally selling Godstone and Burpham under Model 2. A new joint firing range would be developed in the Crawley/Gatwick area.

Re-development of the Mount Browne site has been discounted due to its sub-optimal location, the need to release value to fund the development and an inability to maintain business as usual during development. The possibility of a joint development with Sussex Police to house certain collaborated functions was rejected by the Sussex PCC in August 2017.

A number of criteria have been considered in respect of the 2 models, in addition to the likelihood of finding a suitable site:

1. Estates perspective (maximise estate rationalisation and savings; minimise capital cost, borrowing cost and delivery risk)
2. Service delivery perspective (optimise accessibility across Surrey taking account of high population/high demand areas)
3. Collaboration perspective (maximise accessibility to Sussex/Lewes and the wider SE regional perspective to TVP and Hants)
4. People perspective (minimise re-location impact/cost, risk of redundancy, loss of key skills and knowledge; maximise opportunity to expand recruitment pool and attract key skills from other forces).

A range of additional criteria will apply when considering specific site options (e.g. proximity to public transport, major road access, local amenities, planning prospects).

### **Decision**

When assessed against the above criteria, Model 1 appears to maximise the potential for rationalisation and associated savings whilst minimising land and building costs and delivery risk. Model 2 would most likely require an additional capital cost of between £8-12m and result in additional revenue costs of around £5m over 10 years. Preliminary studies that have examined a variety of locations under either Model 1 or Model 2, show that all look to provide improved accessibility across Surrey when compared to Mount Browne. Leatherhead and Dorking (under Model 1) both provide a significant improvement in terms of access to collaborated sites in Sussex.

A high level financial appraisal has been shared with the PCC but remains commercially sensitive at this stage.

A detailed people impact study has been conducted which considers issues such as the impact and costs of likely redundancies or relocations; loss or availability of key skills, recruitment and retraining issues; and the impact on travel times for staff and officers from their home addresses. Based on a range of key labour market indicators, Leatherhead appears to be the most suitable of proposed sites by virtue of its workforce size, being close to the M25/A324 junction and by the nature of its catchment area, extending into densely populated parts of the London Boroughs of Kingston upon Thames, Merton and Sutton.

### **Preferred Location for a new Central HQ under Model 1**

The most promising site options so far are in the Leatherhead to Dorking corridor. It is noted that finding preferred site will be challenging in current economic climate and there will need to be compromise on certain aspects. Initial indications suggest that less developed areas to the centre of the county are marginally more promising than more developed west/ northwest areas.

### **Next Steps**

Following agreement of Model 1 as a preferred option, there will be continued proactive site searches and evaluations, focusing on the Leatherhead-Dorking corridor.

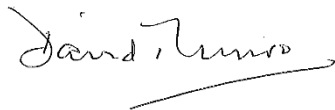
**Recommendation:**

That the PCC approves 'model 1' for the future footprint of the Surrey Police estate and that suitable sites are sought in the Dorking to Leatherhead corridor.

**Police and Crime Commissioner Approval**

I approve the recommendation(s):

Signature:

A handwritten signature in black ink, appearing to read "David Tunnicliffe", with a horizontal line underneath.

Date: 01/03/2018

All decisions must be added to the decision register.

## **Areas of consideration**

### **Consultation**

The recommendation comes with the approval of the Building the Futures Programme Board which includes a range of representatives from across the Force and relevant partner agencies.

### **Financial implications**

As set out in the high level financial appraisal.

### **Legal**

Not relevant at this stage.

### **Risks**

Have been highlighted to the PCC via the Building the Futures Board and are set out in a separate risk register.

### **Equality and diversity**

Considered as part of the People Impact study.