**Dated** **2020**

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**POLICE & CRIME COMMISSIONER FOR SURREY**

**SUPPLEMENTAL STATEMENT OF GOVERNANCE**

**relating to Building the Future Programme**

**CONTEXT AND RECITALS:**

(A)  The following statement is supplemental to the Scheme of Delegation, the Financial Regulations and the s22 Agreement. (together the Scheme of Governance) and should be read strictly in that context

(B)  This supplemental statement sets out the specific additional governance provisions that are necessary for the efficient and effective delivery of the Building the Future Programme. These provisions are in addition to and not a replacement of the existing Scheme of Governance and should be interpreted as an addendum to the Scheme of Governance

(C)  If there is any discrepancy between the provisions set out in this supplementary statement and the Scheme of Governance, then unless expressly stated to the contrary the Scheme of Governance shall prevail.

(D)  The BTF Programme aims to deliver significant business transformation. This will require intensive bespoke activity within the wider estates function which is delegated to the Chief Constable

(E)  This statement provides the day to day governance and accountability provisions relating to the BTF Programme and shall be reviewed annually.

(F)  The projects and transactions which form part of the BTF Programme are those set out in Schedule 1 as otherwise supplemented from time to time.

**1  DEFINITIONS AND INTERPRETATION**

1.1  In this statement, unless otherwise provided:

| BTF Delivery Group | the group established under clause 3.6 |
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| BTF Delivery Group Member | the members of the BTF Delivery Group  appointed by the BTF Programme Director |
| BTF Delivery Group Terms | the terms of reference and conduct set out in Schedule 4 |

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| **of Reference** | |
| **BTF Programme Director** | Maureen Cherry<br><br>The Programme Director will be responsible to the SRO, and ultimately The Programme Board and the PCC for the set up and day to day management of the programme and ultimately for delivery of the required outcomes in line with the strategic business case |
| **BTF Programme Structure** | the structure shown in the appendix to this document |
| **BTF Steering Group** | the team delegated to oversee day to day delivery of the BTF Programme under clause 3.2 and of Schedule 3 |
| **BTF Board** | the Board whose membership is detailed in Schedule 2 |
| **BTF Board Terms of Reference** | the terms of reference set out in Schedule 2 |
| **BTF Transactions** | the transactions including disposals set out in Part 2 Schedule 1 |
| **Chief Constable** | the Chief Constable for Surrey Police |
| **Good Industry Practice** | the exercise of that degree of care, diligence and skill which would reasonably and ordinarily be expected from a skilled, professional and experienced person engaged in the same type of undertaking under the same or similar circumstances; |
| **PCC** | the Police and Crime Commissioner for Surrey |
| **SRO** | DCC Nev Kemp<br><br>The senior responsible officer for the BTF Programme appointed by the Chief Constable of Surrey Police with sufficient rank and experience to take responsibility for the |

| | day to day management of the BTF Programme |
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## 2 SCOPE AND RATIONALE

2.1 The BTF programme aims to deliver significant business transformation. At its core is a major construction project for the new HQ, but it incorporates the introduction of fundamental changes to working environment practices, associated technology and culture changes across Surrey Police. To deliver the widespread benefits it is necessary to have an effective leadership that originates from the existing Scheme of Governance augmented by specific activities to ensure that the project is delivered efficiently and effectively. This statement identifies the approach required to secure the various programme outputs.

2.2 The BTF Programme will deliver three key strands:

(a) Build Project to deliver the new HQ Facility

(b) BTF Transactions and transition activities

(c) Agile Working Projects

2.3 Best practice guidelines suggest that the programme and the roles within it should be clearly defined and distinct from 'business as usual' activity in order to avoid any dilution of focus or 'creep' regarding scope and deliverables. Lines of reporting should be as short as possible to avoid confusion or delay in decision making but also need to be fit for purpose to secure proper accountability and oversight.

2.4 This Supplemental Statement of Governance and Delegation is designed to ensure that the three strands are carefully co-ordinated and delivered on time and in budget, and that the required outcomes and benefits of the programme are realised.

## 3 PROJECT SPECIFIC GOVERNANCE STRUCTURE AND RESPONSIBILITIES

3.1 The PCC has established the BTF Board which will be consulted and make decisions in respect of the BTF Programme as set out in the BTF Board Terms of Reference

3.2     The BTF Steering Group has been established by the Chief Constable to ensure delivery of the BTF Programme. The BTF Steering Group has been established to give specific leadership, direction and focus to the strategy and implementation for delivery of the BTF Programme.

3.3     The BTF Steering Group shall be under the direction of the SRO, who via management of the BTF Programme Director will manage the ongoing delivery, development and implementation of the BTF Programme. Subject to observing the processes set out in the Scheme of Governance the BTF Steering Group shall have the option of delegating responsibility for certain activities including in relation to the HQ Integrated Design and Build, the BTF Transactions and/or the Agile Working Programme to the BTF Delivery Group in accordance with clause 3.6

3.4     The BTF Steering Group and the SRO shall ensure that the BTF Board is kept regularly informed of key information and developments and is consulted on all matters required by the Scheme of Delegation

3.5     The BTF Steering Group shall not take any decision or actions on any matters other than those permitted under the Scheme of Delegation and the Financial Regulations or as expressly approved by the PCC in this supplemental statement. For all other decisions, the BTF Steering Group will make decisions having observed the duties of Consultation set out in the Scheme of Governance.

3.6     The BTF Programme Director shall have delegated authority from the SRO to establish the BTF Delivery Group to support the BTF Programme Director and carry out those activities delegated to it under the BTF Delivery Group Terms of Reference

3.7     The BTF Delivery Group will comprise an externally procured BTF Project Manager, Workplace Strategy Delivery Manager and Business Change Lead together with other external advisors who will support the team and together the BTF Delivery Group shall be required to:

        (a)     act at all times in accordance with Good Industry Practice all relevant Law, , recommendations and/or guidance,

        (b)     act at all times in the best interests of the public;

        (c)     act in accordance with and procure that anyone associated with the Programme will act in accordance with the principles laid out in Schedule 3 to this Agreement

(d) keep the PCC appraised of progress through the BTF Board and the BTF Steering Group

(e) keep the SRO and Programme Director appraised of progress in accordance with the terms of the BTF Delivery Group Terms of Reference

The PCC reserves the right to seek such additional independent advice in relation to the BTF Programme as the PCC shall consider necessary

3.8 The BTF Delivery Group shall assist the BTF Programme Director prepare and review the following key Contract documents in relation to the HQ Integrated Design and Build which they shall refer to the PCC for approval:

      (i) Building Contracts;

      (ii) Technical Team Appointments;

      (iii) Programmes risk register;

      (iv) Programme Implementation Plan;

3.9 The BTF Delivery Group shall be responsible for supporting the BTF Programme Director in the day-to-day operation of development and delivery of each strand of the BTF Programme and will be the main forum for setting, reviewing and updating the detailed objectives and KPIs for the BTF Programme including but not limited to:

(a) reviewing the options for the delivery of the HQ Building and assessing the merits of design solutions;

(b) identifying specific requirements for resourcing including prioritisation of activities and solutions;

(c) calculating any investment or capital required to secure and support the delivery of the BTF Programme objectives for the notification of approval by the PCC and the PCC's Director of Finance.

(d) complying with directions issued by the SRO and the BTF Board and the BTF Steering Group and report to the BTF Board and BTF Steering Group throughout the duration

of the BTF Programme with their recommendations in a concise fashion such report setting out options and recommendations to include any material policy, legal or financial issues pertaining to the BTF Programme

(e) ensuring the effective delivery of the BTF Programme through management and oversight of the activities of the BTF Programme Team

(f) monitoring and keeping under review the BTF Transactions

(g) identifying any issues likely to have a material impact upon performance timetables or delivery at an early stage and notifying the BTF Steering Group who shall in turn notify the BTF Board

(h) managing any disputes or issues arising with suppliers or contractors subject to the limitations set out in the Scheme of Delegation and Financial Regulations.

(i) detailed monitoring of progress in developing and completing the Agile Working Programme

3.10 If required by the BTF Steering Group, the SRO and/or the BTF Programme Director the BTF Delivery Group will be responsible for such specific activities relating to performance of individual strands of the BTF Programme as shall be considered expedient by the BTF Strategy Group. The business of the BTF Project Delivery Group may include:

(a) reviewing documentation, including draft specifications or service descriptions or other technical documentation, for use in relation to a strand of the BTF Programme notifying any errors or incorrect assumptions made

(b) developing and analysing granular detail of any operating model for delivery of the BTF Programme on a Best for Programme basis;

(c) undertaking research, reviewing or preparing essential information for reports that are required to be submitted to the BTF Steering Group and the BTF Board;

(d) as necessary, recommending changes in the approach to delivery of an individual Project to the BTF Steering Group

(e) considering feedback from review meetings with the BTF Steering Group, or BTF Board;

(f) establishing, reviewing and acting upon a Programme risk register; and

(g) where applicable receiving reports on progress against the BTF Programme's annual plan and key performance indicators, and advising the BTF Steering Group on remedial action in case of material issues;

(h) escalating to the BTF Steering Group any issues that cannot be resolved by the BTF Delivery Group, in relation to any of its delegated activities including any issues that involve or might reasonably be considered to involve Reserved Matters;

3.11 The BTF Delivery Group shall supply to the PCC and SRO such information and assistance requested relating to the BTF Programme as is necessary to enable them to perform their respective obligations

3.12 At all levels of governance, the BTF Steering Group and BTF Delivery Group must:

(a) engage the BTF Board as required by the Scheme of Governance, in discussions in relation to the BTF Programme

(b) keep the BTF Board together with the SRO informed about its own progress in relation to each individual strand of the BTF Programme; and

(c) facilitate discussions between appropriate members of personnel as required outside of the BTF Programme including in relation to:

(i) performance and issues of concern in relation to each strand;

(ii) new developments and resource requirements;

(iii) compliance with deadlines; and

(iv) such other matters as may be agreed from time to time.

3.13 The BTF Delivery Group, will, under the direction of the Programme Director, manage the Programme on a day to day basis on behalf of the SRO

Items for decision and or resolution will be included on the agenda for the Steering Group

Decisions will be logged and the resulting decision / action log will be a standing agenda item for the BTF Board

Items not resolved at Steering Group will be raised at BTFBoard for final decision by the Board and ultimately the PCC

## 4 PROCEEDINGS OF THE BTF STEERING GROUP

4.1 The BTF Steering Group shall regulate its proceedings in accordance with this Clause 4, and shall comply with the BTF Steering Group Terms of Reference.

4.2 No matter shall be decided at any meeting unless a quorum is present. A quorum shall not be present unless there are 4 members in attendance including the BTF Programme Director (or a duly authorised nominee to act as proxy) at a meeting of the BTF Steering Group

4.3 Any meeting may consist of a conference call where attendees cannot all be in one place, but each of whom is able directly or by telephonic or video communication to speak to each of the others, and to be heard by each of the others simultaneously.

4.4 In relation to making a decision on any given matter the BTF Steering Group Members may agree to dispense with a meeting where it is not possible to hold a meeting but may be consulted in writing provided that all parties eligible to attend are duly notified and invited to give their views.

4.5 Each BTF Steering Group member shall be consulted and the SRO will make decisions on a Best for Programme basis giving due consideration to all views and the agreed outcomes of the programme. The chair of the BTF Steering Group will be the SRO

## 5 PARTICIPATION AND PROGRAMME MANAGEMENT

5.1 When implementing the BTF Programme the BTF Delivery Group shall:

(a) ensure it has all necessary powers, rights, regulatory licences and consents, and means to deliver the activities under this Statement of Governance;

    (b)      obtain the approval of the BTF Board required to enable completion of its respective obligations;

5.2    If a BTF Steering Group Member becomes aware of any actual or potential conflict of interest which is likely to have an adverse effect on its ability to properly perform its obligations under the BTF Programme that member shall immediately notify the BTF Steering Group of the actual or potential conflict of interest. The BTF Steering Group shall determine whether a conflict of interest exists by reference to whether a member of the public with knowledge of the relevant facts would reasonably consider the interest so significant it would likely prejudice judgement on the decision.

5.3    Where the BTF Steering Group considers that a conflict of interest exists, the member shall withdraw from the relevant decision and, where permitted by law, shall arrange for the decision to be delegated to another person. For the avoidance of doubt, a member shall not be considered to have a conflict of interest in a matter by reason of his/her exercising the functions of his/her office.

5.4    The BTF Board the BTF Steering Group and the BTF Delivery Groups shall ensure that implementation shall at all times they:

    (a)      comply with all applicable laws, statutes, regulations, and guidance relating to anti-bribery and anti-corruption including but not limited to the Bribery Act 2010;

    (b)      maintain compliance with all policies and procedures.

## 6.    BTF PROGRAMME REPORTING

The Programme Director is responsible for the development of a robust strategic reporting mechanism

Reports will be formally presented at both Steering Group and Project Board and will include but not be limited to

    (a)      Dashboard analysis of overall Programme deliverables

    (b)      Progress updates on all areas of Programme delivery

    (c)      KPI tracking

      (d)      Delivery Programme and linked decision milestone

      (e)      Financial performance

# SCHEDULE 1

# BUILDING THE FUTURE PROGRAMME

**PART 1**

The BTF Programme shall include the implementation and delivery of:

- A new police HQ and Operational Hub, to be constructed on a newly purchased site in Cleeve Road, Leatherhead

- A suitable replacement facility for the Reigate and Banstead Neighbourhood Policing and Safer Neighbourhood teams within the Reigate and Banstead Borough

- A suitable replacement front counter facility within the Reigate and Banstead Borough

- A small satellite hub for the Roads Policing Team in the North East of Surrey

- Replacement facilities for dog training and operational support training (subject to a separate business case for investment)

- Full roll-out of modern, agile working environments and practices (as far as is practicable given any operational constraints) to all teams across Surrey Police and to those collaborated with Sussex Police; roll out to address:

  o physical working environments

  o supporting technology (personal issue and corporate)

  o associated culture change delivered in close partnership with People Services

**PART 2**

The BTF Transactions

The BTF Transactions will include dealings with those properties that relate to the delivery of the BTF Programme and shall further include properties from which services will be transferred or transitioned to comprise the following:

Disposals:

- o      Mount Browne HQ

- o      Woking Police Station

- o      Reigate Police Station

- o      Burpham RPU Base

- o      Godstone RPU Base

- o      Any land or buildings deemed surplus to requirements at the Cleeve Road site (following confirmation of the site master plan)

- o      Any other surplus Surrey land or buildings as directed by the Programme Board.

Acquisitions (Freehold or Leasehold

- o      Replacement Reigate and Banstead Neighbourhood base

- o      Replacement Reigate and Banstead front counter

- o      Replacement RPU satellite base

- o      Replacement dog training/ operational support training facility (subject to business case)

**SCHEDULE 2**

**Building the Future BTF Board**

## 1. 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. The BTF Steering Group has been established 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 BTF 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 BTF Board. This sits above the BTF Steering Group and will be the mechanism through which the PCC conducts his overall strategic ownership and control of the Programme.

**2. Terms of Reference for the BTF Board**

2.1. The key functions of the BTF Board are as follows:

For the PCC's agreement to be secured for key areas of the BTF Programme. This may include, but is not exclusive to:

- o Planning
- o Design and build
- o Any purchase of land
- o Disposal of sites
- o Key programme appointments (internal and external)
- o Surrey Police governance structure for the programme
- o Business cases for the programme
- o Expenditure above agreed programme budgets
- o Delays in programme timescales
- o Changes to plans for the site
- o Consultation and messaging for Surrey Police officers/staff, the public and wider stakeholders
- o Staffing movement

- To consider the impact on officers/staff and Surrey communities and their ongoing engagement

- To make key decisions in relation to the BTF 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 review programme reporting as detailed in section 6 and to include but not be limited to an updated, properly costed project plan and 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

**3. Permanent Membership**

3.1. The PCC will chair the BTF Board. The PCC shall make all decisions which have not been delegated to the Chief Constable, informed by the views and expertise of other members of the Board.

3.2. 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.

3.3. Membership will include the following:

- Police and Crime Commissioner (PCC) – Chair
- OPCC Chief Executive
- OPCC Chief Finance Officer
- Chief Constable

- BTF SRO
- Executive Director of Commercial and Financial Services
- Service Director, Estates and Facilities
- BTF Programme Director
- Corp/Comms Director
- Bruton Knowles – Estates advisors

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

4. **Governance**

4.1. Meetings of the BTF Board will be held every six weeks and timed to follow where possible the BTF Steering Group to allow any key decisions to be referred to the Board. Extraordinary meetings will be held as required for urgent decisions.

4.2. Every meeting of the Board will include a programme update delivered by the Programme Director, including financial and timescale updates, and minutes of the BTF Steering Group.

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

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

4.5. Meetings will be minuted and actions recorded.

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

**SCHEDULE 3**

**BTF Steering Group Duties and Terms of Reference**

**1.     BTF Steering Group Duties**

1.1          The BTF Steering Group members shall at all times:

1.1.1     diligently employ themselves in the delivery of the BTF Programme and conduct themselves in a proper and responsible manner and use their best skill and endeavour to achieve the Objectives;

1.1.2     comply with all legislation, regulations, professional standards and other provisions as may govern the conduct of the BTF Programme, and their organisation;

1.1.3     show the utmost good faith in all transactions relating to all affairs of the BTF Programme and shall report to the BTF Board with a true account of all such dealings; and

1.1.4     inform the BTF Board without delay on becoming party to any legal proceedings that may affect the Programme;

1.2          Without the prior written consent of the PCC no Board Member may:

1.2.1     engage in any contract or commitment on behalf of PCC, except in accordance with the terms of this Scheme of Delegation and;

1.2.2     have any dealings with any person, partnership, limited liability partnership or limited company with whom or which the PCC has previously resolved not to deal

Meetings of the BTF Steering Group shall be held at least once every six weeks or as often as considered necessary by the BTF Programme Director.

1.3          After every meeting of the BTF Steering Group notes shall be prepared to outline key discussion points and to confirm key decisions and shall be signed by the BTF Programme Director and circulated to members and to the BTF Steering Group for approval

## 2.     BTF Steering Group Terms of reference

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|---|---|
| Chair: | DCC Nev Kemp |
| Attendees: | Programme Manager<br><br>ACCs/ACO<br><br>BTF IT Project Manager<br><br>Internal Force Workstream Leads<br><br>External Consultant Team by invitation<br><br>People Services<br><br>Finance<br><br>Comms<br><br>Federation/Unison<br><br>OPCC<br><br>Information Security<br><br>Ops Command<br><br>Contact Centre<br><br>Sussex  & Surrey Estates & Facilities<br><br>Project Support/PA (actions) |
| Frequency: | 6 weekly |
| Purpose: | <ul><li>To shape direction and commission work</li><li>To drive the programme forward and ensure delivery of TEM and the business case</li><li>Has delegated authority to deliver the programme as described in the business case and within agreed tolerances</li><li>Stakeholder engagement</li></ul> |

| | |
|---|---|
| Inputs: | Programme/Project highlight reports<br><br>Risk & issue log |
| Review: | Business case<br><br>Project plan<br><br>Financial appraisal |
| Outputs: | Agreed programme highlight report for COG/CB<br><br>Action/decision log<br><br>Exception reports<br><br>Comms messages |

**SCHEDULE 4**

**BTF Delivery Group Terms of Reference**

1. **Purpose**

1.1. The Group will:

- Manage and monitor the day to day delivery of the BTF Programme across the three core programme workstreams reporting to the Programme Director
- Manage and monitor the Force internal department workstream action plans relating to the delivery of the Programme
- Ensure that there is sufficient resource across the Force and externally to deliver the programme
- Manage and monitor the performance of the BTF Programme against core KPIs
- Have the authority to approve or reject project variances within agreed tolerances, outside of which the Group will provide recommendations to BTF Steering Group for decision
- Identify key communications and engagement lines and develop these to support the wider Programme communication strategy

2. **Membership**

2.1. The BTF Delivery Group shall comprise:

- Maureen Cherry - Programme Director – Chair
- Senior Operational Officer TBA – Senior User
- Kirsty Toye – Workplace Strategy Delivery Manager
- Tracy Living – Programme Support Officer
- Business Change Lead – TBA
- BTF Project Manager – TBA
- External multi-disciplinary consultant team
- People Services
- Karen Parker - Corporate comms
- BTF IT Project Manager - TBA

2.2 Additional membership from People Services, Ops Command, Finance, Training & Professional Development, Change Delivery, Info Sec and Estates will be required on an occasional basis to support the Group, as well as any individual who is assisting with specific pieces of work, this will include external design and project management consultants as necessary

**3. Accountability**

3.1 The Group will report to BTF Steering Group on progress and issues arising

3.2    The Group will have the authority to act within BTF Steering Group agreed project tolerances in terms of programme and budget but outside of these tolerances will report to BTF Steering Group with a recommendation for decision

1.    The Group will review the TOR, membership and relevance of the work on a regular basis

## 4.    Meetings

4.1    The Group will meet on a monthly basis and invite representatives from the business as required

4.2    Notes of the meeting will be taken and circulated for agreement along with an action log.

4.3    Agendas and papers will be circulated five working days in advance.

4.4    Support for the Group will be provided by the BTF Programme Support Officer