

# Cabinet- Supplementary Agenda



**Date & time**  
Tuesday, 23  
February 2021 at  
2.00 pm

**Place**  
Remote Meeting, MS  
Teams

**Contact**  
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**Chief Executive**  
Joanna Killian

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**We're on Twitter:**  
**@SCCdemocracy**

**Cabinet Members:** Mrs Natalie Bramhall, Mr Matt Furniss, Mrs Julie Iles OBE, Mr Colin Kemp, Mrs Mary Lewis, Mrs Sinead Mooney, Mr Mark Nuti, Mr Tim Oliver, Mrs Becky Rush and Ms Denise Turner-Stewart

**Deputy Cabinet Members:** Miss Alison Griffiths, Mr Edward Hawkins and Miss Marisa Heath

## **4 PROCEDURAL MATTERS**

### **a Members' Questions**

(Pages 1  
- 18)

There are three member questions. A response from Cabinet is attached.

## **5 REPORTS FROM SELECT COMMITTEES , TASK GROUPS, LOCAL COMMITTEES AND OTHER COMMITTEES OF THE COUNCIL**

(Pages  
19 - 22)

Cabinet to consider the following:

- A. Customer Experience Task Group Report (Resources and Performance Select Committee)- Cabinet response attached.

## **12 WOODHATCH MASTERPLAN**

(Pages  
23 - 24)

Please find attached revised recommendations to this report.

## **13 EXTRA CARE HOUSING - CAPITAL DELIVERY**

(Pages  
25 - 26)

Please find attached revised recommendations to this report.

## **14 DELIVERY OF CARE LEAVER ACCOMMODATION AND CHILDREN'S HOMES**

(Pages  
27 - 28)

Please find attached revised recommendations to this report.

## **19 REPROVISION OF BOOKHAM YOUTH CENTRE AND ASSOCIATED RESIDENTIAL DEVELOPMENT**

(Pages  
29 - 30)

Please find attached revised recommendations to this report.

**Joanna Killian**  
**Chief Executive**

Published: Monday, 22 February 2021

## CABINET – 23 FEBRUARY 2021

## PROCEDURAL MATTERS

**Members Questions****Question (1) Barbara Thomson (Earlswood and Reigate South):**

- i. In each of the three most recent years for which complete data is available, what was the adolescent suicide rate in Surrey?
- ii. In the most recent month for which complete data is available, in how many instances did children go missing from home in Surrey; what were the mean, modal and median time periods for which those children were missing; and how many of those children are yet to be located?
- iii. What steps do public agencies typically take to locate Surrey-resident children who are missing from home?

**Reply:**

- i. **Number of suicide related deaths recorded in Surrey adolescents (aged 18 and under) and young adults**

Age Group	2015	2016	2017	2018	2019
Under 10	0	0	0	0	0
10-14	0	Under 5	0	0	0
15 - 18	0	Under 5	0	Under 5	0
19-24	Under 5	6	5	Under 5	0

\*In line with information governance and in order to protect data disclosure, values between 1 and 4 have been suppressed and are recorded as under 5 in the table. Other figures, denoted with an asterisk, have been rounded.

*Source: PCMD November 2020 extract*

There are less than 5 deaths due to suicide recorded in Surrey residents aged 18 years and younger each year. The number of suicides in people aged 19 to 24 years old have also been provided in the table above for reference.

There have been no suicides recorded in 2019 and 2020 in Surrey adolescents to date (recorded in complete death data for registrations up to November 2020). Suicide related deaths take a longer time to process and it is therefore possible that 2019 and 2020 data is incomplete.

Even one death by suicide is too many and therefore the matter is taken very seriously in Surrey. [A thematic review](#) was commissioned by the Surrey Safeguarding Children's Partnership and published in 2020.

The report analysed and sought to understand the risk factors and circumstances surrounding 12 deaths in Surrey over a 6-year period. This learning has been shared widely since the report was published.

**Action taken:**

As a result of the thematic the following action has been taken:

- Renewed governance for mental health across the system including the implementation of Mental Health Partnership Board and a Mental Health Escalation Board
- A series of webinars have been hosted to share the findings in the thematic review
- Training materials have been produced including a [suicide prevention toolbox](#)
- There is a suicide prevention network in Surrey
- Work has begun to implement a Children & Young People's suicide prevention working group. The actions from the thematic review, the Suicide Prevention strategy and local learning have been used to inform the recommended actions. Membership will include CAMHS, children's services, schools, key commissioners and the third sector along with other key partners.
- Further embedding of the Healthy Schools approach and Targeted Approaches to Mental Health in schools across the county
- Monitoring the Surrey suicide real-time surveillance data on a fortnightly basis
- Success in a bid for funding towards a project around self-harm from the national suicide prevention funding, Wave 4

**What does the new Emotional Wellbeing and Mental Health (EWMH) service look like as a result of this learning:**

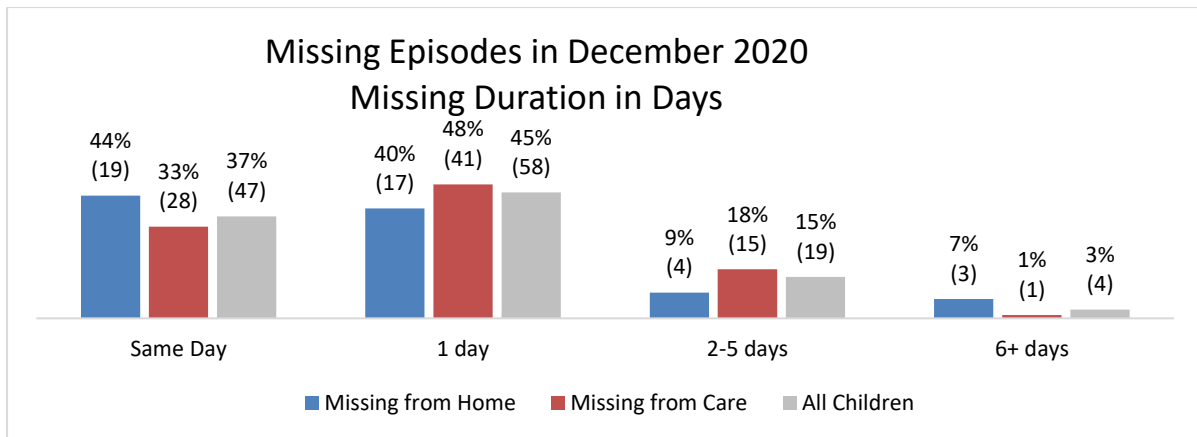
The Local Authority and the Surrey CCGs have commissioned a new EWMH Service from an Alliance of partners with a contract start date of April 2021. The new service includes significant additional investment in early intervention, including a requirement for the Alliance of partners to develop and promote an online resource to set out how and where young people can access support (including during the evenings and at weekends). This support includes the children and young people's Havens and a 24-hour crisis telephone line. We want young people to know that there is always help available if they are struggling with their mental health or are in crisis.

**Regional and national picture:**

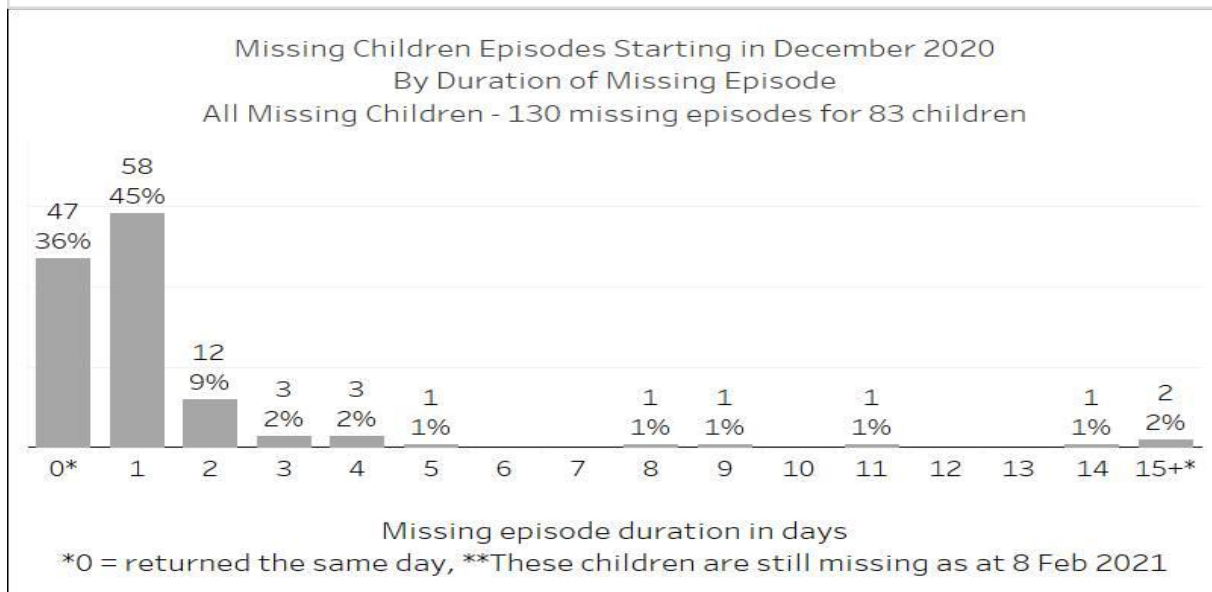
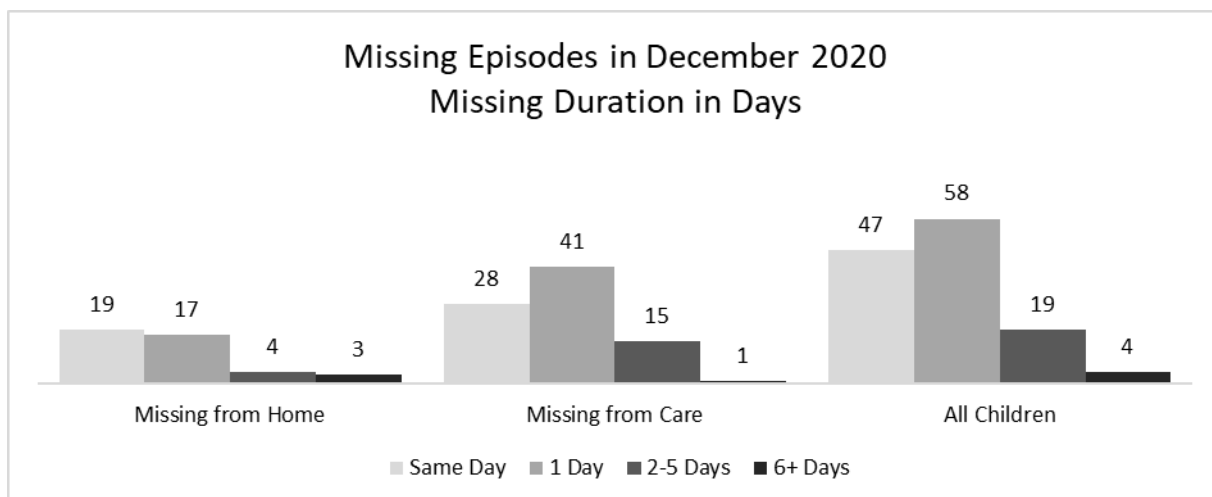
There is also a regional and national focus on the mental wellbeing of Children and Young People, this includes meeting the goals set out in the [Mental Health Implementation Plan](#) and the local establishment of [Mental Health Support Teams](#) that are jointly delivered by the NHS and the Department for Education.

ii. When answering this question, it's important to note how missing episodes and the length of time children are away, impacts on the graph and thereby perception of risk. At face value when we created the graph to answer this question our answer looked as if Surrey children went missing for days when in fact Surrey children in the main go missing for around 4-10 hours. The risk is amplified as they are often missing in the evening or overnight.

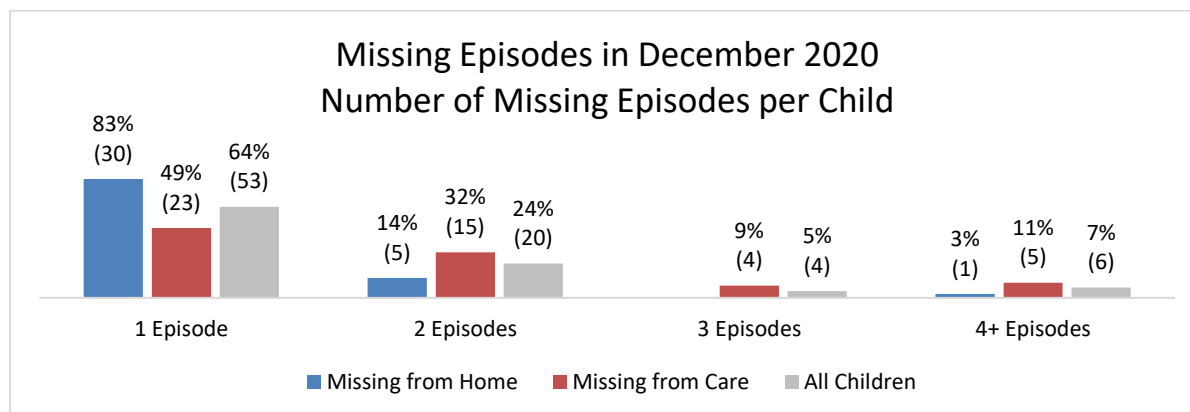
Answering this question 'literally' gave a mean average of all children being missing 1.2 days each and that children in care went missing an average of 1.8 times each. It was felt that a more substantial answer would better support the spirit of the question.



The below graph gives a visual representation of how long each child was actually missing during December 2020. The data counts one day if the child has gone missing on one date and returned on the next. As mentioned earlier in this response, children often go missing for several hours, 4-10, yet as they have perhaps been missing over midnight, the data classes these as one day. Therefore, in the main one can say that 81% of our children missing in December, were missing for less than 24h. Over 90% of all 83 of these children received an RHI and offer of support.



As can be seen by the graph below, most children who go missing do so only once, 64%. We know that children who are looked after are prone to seeking out both family and close friendships from their past as this keeps their past alive and cements the connection. 51% of the children in care have gone missing more than once in the same month with 5 of the 23 children going missing over 4 times in the same month.



To answer the final part of the question we needed to look both at the children who had gone missing in the month and those that perhaps has already been missing prior to the identified month 'December 20'. There are nine children aged between 15 and above who are currently seen as missing from Surrey Care. Two of these went missing in December 20. They are all Unaccompanied Asylum Seekers (UASC). We continue to be concerned about UASC who have gone missing, and we know that there are particular pressures on them.

iii. Anyone whose whereabouts cannot be established will be considered as missing until located, and their well-being or otherwise confirmed. All reports of missing people sit within a continuum of risk from 'no apparent risk' to high-risk cases that require immediate, intensive action. Risk assessing is dynamic and can change with any new information.

### WHEN A CHILD IS THOUGHT TO BE MISSING

If a child or young person is reported or thought to be missing, immediate efforts should be made to try and locate him/her. Parents/carers/staff or the responsible adult involved with the child or young person are expected to undertake the following basic steps to try and locate the child if considered safe to do so:

- Search bedroom/house/outbuildings/vehicles;
- Contact known friends and relatives where child/young person may be;
- Check mobile phone, email and internet sites such as Facebook (if you have access to these);
- Visit locations that the child is known to frequent.

If the child is a Surrey Looked After Child and has not been found through the above procedure, residential staff/foster carers must without delay notify the:

- Police (providing information from Missing Persons Checklist)
- Those who have parental responsibility (where appropriate)
- Social worker/supervising social worker and the accountable team manager
- Placements Team
- Independent reviewing officer, Safeguarding Children Unit
- Emergency Duty Team (if out of hours) by email
- Responsible authority if the child is placed by another local authority

- Surrey's Virtual Head teacher for Looked after Children In addition, supervising social workers or residential workers should complete a Cause for Concern form and inform their Service Manager if the child has been missing over 24h.

If the child is subject to a Child Protection Plan or a S47 enquiry and has been missing over 24h, the allocated social worker should inform:

- Head of Safeguarding Unit, CP Conference Chair and the Lead Nurse for Safeguarding Children;
- All members of the Core Group
- Legal Services – if the child is subject to court proceedings.

In all cases, if the child is missing for more than 24 hours, a Cause for Concern report should be completed and sent to the Service Manager for the area of work who will decide if more senior managers should be informed.

### **THE POLICE RESPONSE**

When the child is reported as missing the Police will initiate an investigation that is appropriate to the level of risk. The parent/placement/referrer must inform the Police of any relevant information that may alter the level of risk, and also notify Police if the child returns or is located as soon as possible. Arrangements should be agreed and made for when the child is located. The Police will not transport as a matter of routine, and the care provider/person with parental responsibility will be expected to collect the child or arrange and pay for transport. However, Police will assist with transportation if there is evidence of risk of violence or risk to the child's safety.

Police will attend and conduct a prevention interview for all missing incidents. This should be completed at an appropriate time where the child is placed in a regulated Surrey Children's Home and accepted as Safe. It is therefore essential that any concerns that arise on their return are relayed to the Police. Where the Police are concerned that the child has suffered or is likely to suffer significant harm a referral will be made to Surrey Children's Service.

Negotiation can be undertaken where there are regular Prevention Interviews for Surrey Looked after children. Appropriate times and frequency can be discussed.

The Police have responsibility for advising the media regarding children missing from care, however, decisions to publicise missing looked after children will always be made in consultation with the Head of Children's Services in conjunction with the child's parents and carers.

### **MISSING FROM CARE**

- Being missing from care can increase a child's vulnerability and risk. Understanding push and pull factors and any patterns related to a child's missing occurrences can help professionals identify harm a child may be experiencing. Any missing occurrence should not be viewed in isolation and should always be treated as a clear indicator that something is not right in the child's life. All absence or missing occurrences should warrant professional attention to help safeguard children.
- Although becoming looked after or a placement move can be positive for many children, for some children it be a negative experience that can contribute to an increased risk of going missing and increased vulnerability when missing. To help reduce a child's likelihood of going missing and help create placement stability, carers, the local authority and partner agencies should adopt a coordinated, consistent, and restorative approach to working with children, to reduce the likelihood of going missing for individual children, and all children in the local area.

- The Corporate Parenting Board looks into the response to children missing from care every year. The Board will hear from children and young people about responses to missing episodes as well as from Officers, to ascertain whether the response is 'Good enough for our children.'
- It is important that local policies and procedures, and individual missing risk assessments and plans for children and young people provide clarity about expectations, roles, and agency responsibility for when children go missing from care; to ensure that professionals and carers respond appropriately to safeguarding concerns and reduce police contact with children, which can negatively impact on them.

**Mrs Mary Lewis**  
**Cabinet Member for Children, Young People and Families**  
**23 February 2021**

**Question (2) Hazel Watson (Dorking Hills):**

The Cabinet Member for Highways has allocated additional funding to Local Committees to progress schemes on the ITS lists within each District / Borough and on 10 February 2011 the Mole Valley Informal Local Committee received a Draft Highways Forward Programme for 21-22 to 23-24 setting out how this additional funding would be allocated in the District.

The Mole Valley Local Committee has held a significant Residents Engagement Meeting and received two petitions with detailed presentations in recent months on requested improvements to the highway.

Will the Cabinet Member for Highways give a formal response from the County Council as to why neither of the proposed schemes for:

- introducing a controlled pedestrian crossing on Chalkpit Lane, Dorking (and in particular for funding a feasibility study that could lead to a bid for Strategic CIL held by Mole Valley District Council) to create a safe walking route to St Martin's School across Chalkpit Lane as promoted by Dorking Safer Streets; and
- reducing the speed limit through Mickleham Village and introducing sector speed limits within the Average Speed Camera scheme on the A24 from the Givons Grove to the Burford Bridge Roundabouts as requested by Mickleham Parish Council and extending the Average Speed Camera scheme on the A24 between the Denbies Roundabout and the Burford Bridge Roundabout, as proposed by the Westhumble Residents Association

were not included for potential funding in the Mole Valley Highways Forward Programme as all these local organisations deserve a clear and formal explanation from the Cabinet Member as to why, despite more funding being available and their outstanding presentations to the County Council, their proposals cannot be progressed.

Will the Cabinet Member for Highways also explain how he intends to meet the expectations of these organisations that have been raised through the Resident Engagement Meeting / Petition Presentations without damaging the reputation of the County Council as clearly the expectations that these organisations had following their Meeting / Petition Presentations that have been held are not being met and currently this is damaging the reputation of the County Council?



**Reply:**

As the Member for Dorking Hills should be aware having been on the Mole Valley Local Committee since it was first established some twenty years, it is for Members of the Committee to agree how best to use the funding allocations devolved to them. Officers will prepare recommendations based on a range of technical and policy considerations, but the final decision rests with the Committee. I have been advised that both schemes were considered but did not score sufficiently to be included in the officer prioritisation. Officers would be pleased to go through the scoring in detail with the Member if it aids her understanding.

I am delighted that the Cabinet have agreed to increase funding by £12m which will enable Local and Joint Committees to tackle the backlog of issues which are of the highest priority for them. It would never be possible or practical for every issue to be addressed, so it is crucial that all Members give careful consideration to any proposals officers present and ensure that they address the collective aspirations of their Committee.

**Mr Matt Furniss**  
**Cabinet Member for Highways**  
**23 February 2021**

**Question (3) Jonathan Essex (Redhill East):**

I understand that a staff travel survey has been undertaken as part of the Sustainable Transport Plan, to garner the views of staff who are being relocated from County Hall in Kingston to the Council's new civic heart at Woodhatch Place, Reigate.

Please can the results of this travel survey and the overall Transport Plan be shared, and can you confirm what sustainable transport improvements have already been made and what further improvements are planned in 2021.

**Reply:**

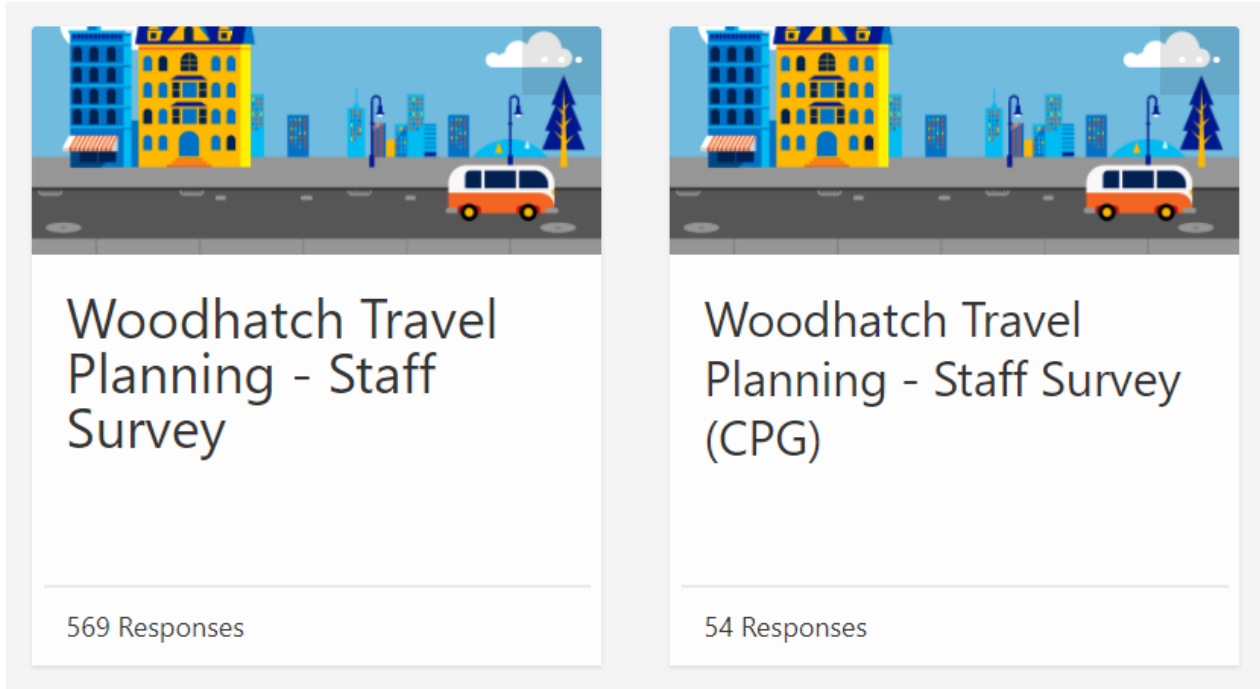
Please find attached (Annex 1) the results of the Woodhatch Place travel survey conducted in December 2020. This has previously been shared with the Resources and Performance Task Group.

With regards to the sustainable transport improvements, we commissioned a travel plan from Atkins Global, which is being finalised and should be completed in early March. The travel plan will contain recommendations on how we begin to enhance public and environmentally friendly access to the site. This will be an evolving travel plan as the site is developed. We are also exploring extending the local bus service to include collection from Reigate and Redhill train station and Woodhatch.

In addition to the above, a representative from Strategic Transport has joined the Agile Organisation Programme's (AOP) steering board. The purpose of the AOP is to enable the delivery of the Agile Office Estate Strategy from a people perspective, which will include travel planning.

**Mr Tim Oliver**  
**Leader of the Council**  
**23 February 2021**

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# Surrey County Council Travel Survey Results (Woodhatch Place) December 2020

# Context and background

## Background

- The Travel Surveys were designed to anticipate travel intentions and preferences in order to develop a staff travel plan that balances a range of important factors including environmental sustainability, convenience, affordability, health, safety, and local community impact.
- The Poll included questions around how staff used to travel to County Hall and other locations, and how often (pre-lockdown), and compare this with their anticipated frequency and mode of travel to Woodhatch Place (post-lockdown).
- Survey respondents were asked to use Google maps or other travel sites to help with some of the questions (e.g. about travel distances and durations).
- The two surveys were issued in December 2020 the first covering Surrey County Council staff whose existing administrative base is County Hall (including Elected Members) and the second aimed at CPG staff based in other locations including Wray Park, St Davids and Consort House.
- This document contains the aggregated results of the 623 responses, with high level analysis on the patterns, correlations and free text responses.

# Overview - 623 responses

Within the 623 responses received:

- There were 569 responses to the County Hall survey and 54 responses to the CPG survey
- This represented a response rate of 67% and 49% respectively
- The highest numbers of responses were from IT&D, Land and Property, Finance and HROD
- These represent c. 57% of all staff based at County Hall
- There were 36 responses from Elected Members, a response rate of 46%

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## CPG Survey

1. Which service are you based in?

Community Protection & Eme...	34
Trading Standards	20



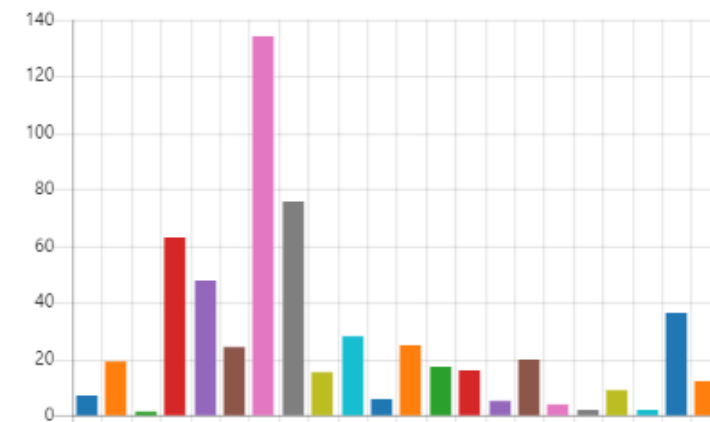
CPG staff are predominantly based at St David's, Reigate, and Consort House, Redhill

1. Which service are you based in?

[More Details](#)

Internal Audit	7
Communications & Engagem...	19
Community Partnerships & En...	1
Finance	63
HROD	48
Insights, Analytics & Intelligen...	24
IT&D	134
Land & Property	76
CLT & Leadership Support	15
Procurement	28
Strategic Commissioning	6
Transformation Support Unit	25
Public Health	17
Democratic Services	16
Information Governance	5
Legal	20
Trading Standards	4
Health & Safety	2
Emergency Planning	9
CPG (others)	2
Elected Member	36
Other	12

## County Hall Survey



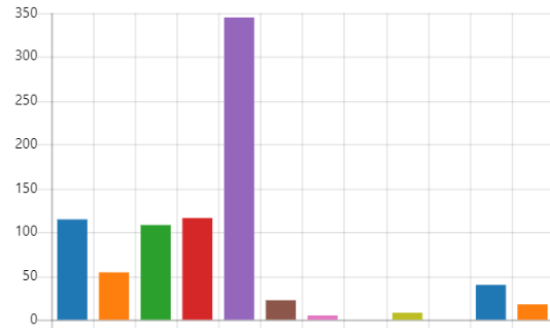
# More people intend to travel to Woodhatch Place by car compared to previous locations

3. What was your usual mode of transport to travel to County Hall pre-COVID? Select all that apply

[More Details](#)

Walk	114
Cycle	54
Bus	108
Train	116
Car - single occupant	346
Car share with another SCC e...	23
Car share with a non-SCC emp...	5
Car Club (e.g. Enterprise Car Cl...	0
Motorbike	8
Taxi	0
I started my job after March 2...	40
Other	17

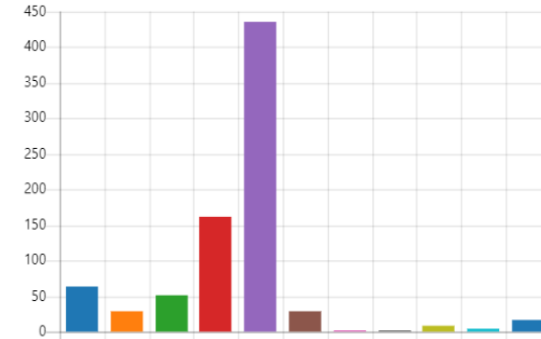
## County Hall Survey



13. Post-Covid, how do you intend to travel to Woodhatch? (Select all that apply and assume that car parking is freely available on site)

[More Details](#)

Walk	63
Cycle	29
Bus	52
Train	162
Car - single occupant	436
Car share with another SCC e...	29
Car share with a non-SCC emp...	3
Car Club (e.g. Enterprise Car Cl...	2
Motorbike	8
Taxi	4
Other	17



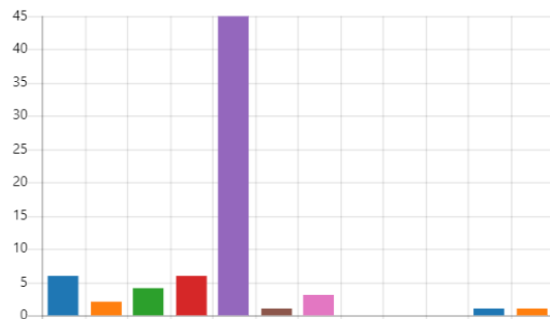
16% more County Hall-based staff intend to travel by car to Woodhatch Place (as a single occupant) than to County Hall

4. What was your usual mode of transport to travel to work pre-COVID? Select all that apply

[More Details](#)

Walk	6
Cycle	2
Bus	4
Train	6
Car - single occupant	45
Car share with another SCC e...	1
Car share with a non-SCC emp...	3
Car Club (e.g. Enterprise Car Cl...	0
Motorbike	0
Taxi	0
I started my job after March 2...	1
Other	1

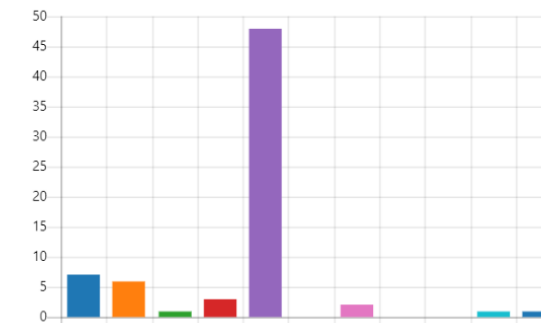
## CPG Survey



14. Post-Covid, how do you intend to travel to Woodhatch? (Select all that apply and assume that car parking is freely available on site)

[More Details](#)

Walk	7
Cycle	6
Bus	1
Train	3
Car - single occupant	48
Car share with another SCC e...	0
Car share with a non-SCC emp...	2
Car Club (e.g. Enterprise Car Cl...	0
Motorbike	0
Taxi	1
Other	1



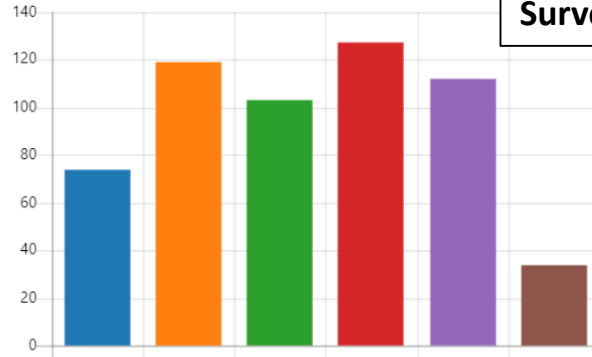
Marginally more (6%) non-County Hall-based staff intend to travel by car to Woodhatch Place (as a single occupant) than to previous locations

# Most people, especially former CH-based staff, will spend more time travelling to Woodhatch Place

8. Approximately how long did your journey from home to County Hall take (one-way) pre-COVID?

[More Details](#)

Less than 15 minutes	74
15-30 minutes	119
30-45 minutes	103
45 minutes - 1 hour	127
1 hour - 1 hour 30 mins	112
1 hour 30 mins+	34

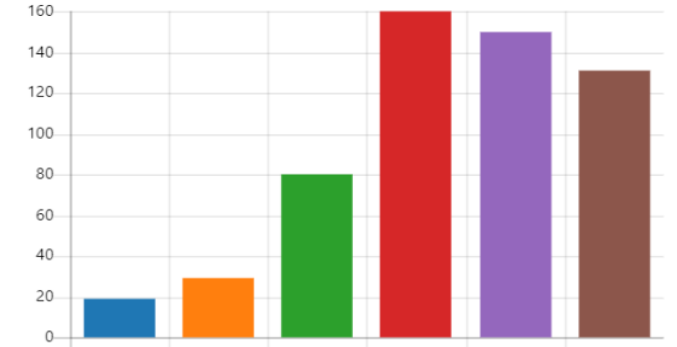


**County Hall Survey**

15. Based on your Google Maps journey plan, how long will it take you to travel from home to Woodhatch (one way) post-Covid?

[More Details](#)

Less than 15 minutes	19
15-30 minutes	29
30-45 minutes	80
45 minutes - 1 hour	160
1 hour - 1 hour 30 mins	150
1 hour 30 mins+	131

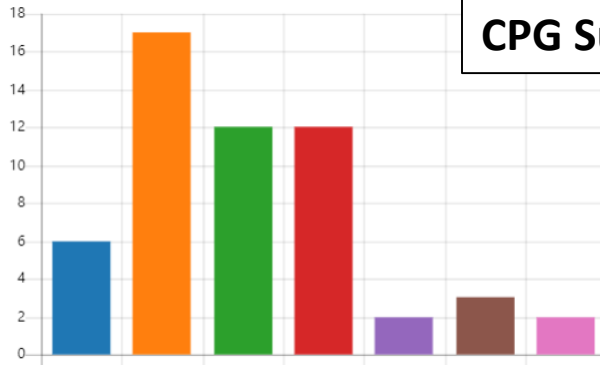


County Hall-based staff will spend an **average of 44 mins more per day** travelling to Woodhatch Place than to County Hall (from 92 mins to 136 mins per day)

9. Approximately how long did your journey take (one-way) pre-COVID?

[More Details](#)

Less than 15 minutes	6
15-30 minutes	17
30-45 minutes	12
45 minutes - 1 hour	12
1 hour - 1 hour 30 mins	2
1 hour 30 mins+	3
Not applicable	2

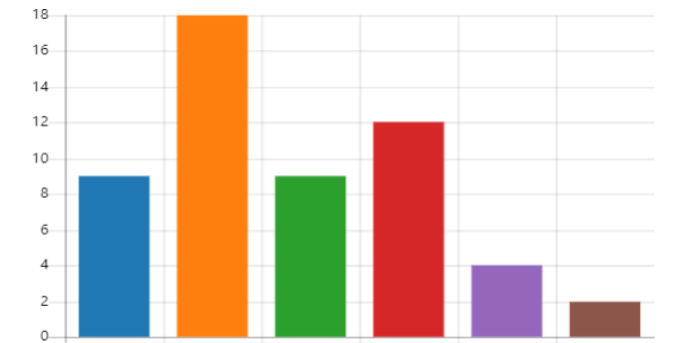


**CPG Survey**

16. Based on your Google Maps journey plan, how long will it take you to travel from home to Woodhatch (one way) post-Covid?

[More Details](#)

Less than 15 minutes	9
15-30 minutes	18
30-45 minutes	9
45 minutes - 1 hour	12
1 hour - 1 hour 30 mins	4
1 hour 30 mins+	2

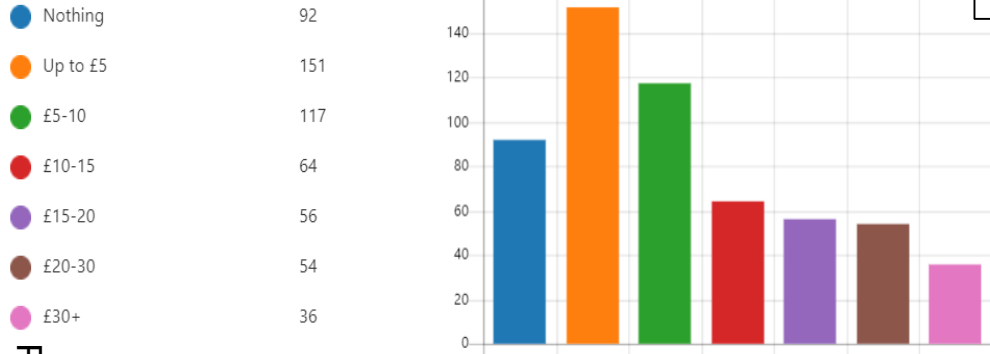


CPG staff will spend slightly less time travelling to Woodhatch Place than to previous locations (from 77 mins to 73 mins = **4 mins less per day on average**)

# It will cost most people more money to travel to Woodhatch Place, especially former CH-based staff

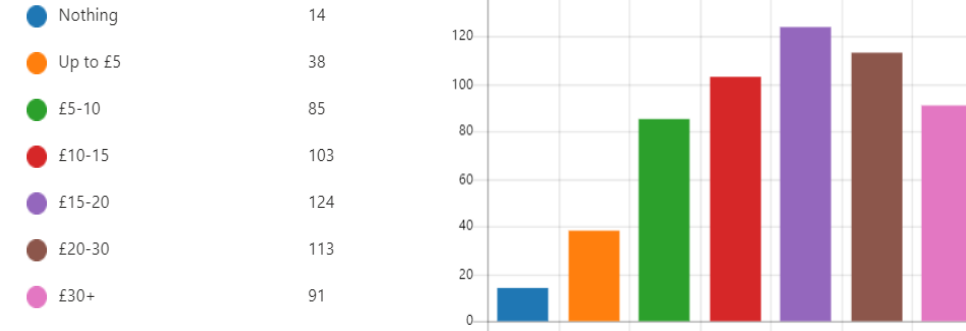
9. Approximately how much did your return journey to County Hall and back cost pre-COVID? For car drivers, please calculate at £0.45 per mile.

[More Details](#)



16. Based on your Google Maps journey plan, approximately how much do you anticipate your return journey to Woodhatch and back costing post-COVID? For Car Drivers, please calculate at £0.45 per mile.

## County Hall Survey



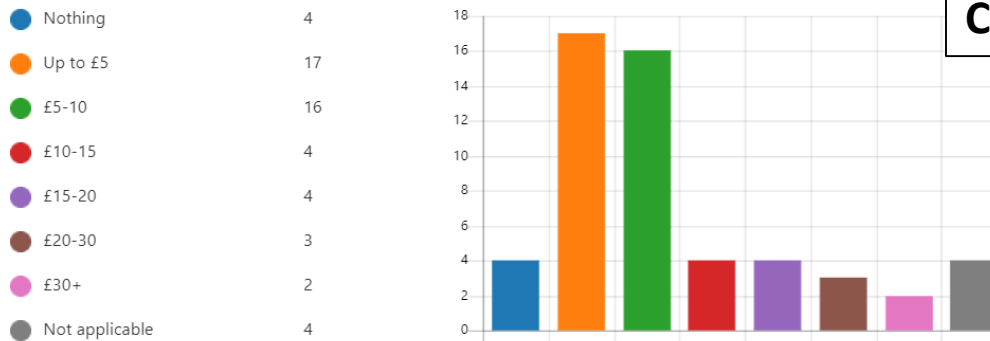
The number of staff travelling for free (by walking or bicycle only) will reduce by 85% from 92 to 14

There will be a 60% increase in staff spending £30+ per day, from 36 to 91

County Hall-based staff will spend an **average of £8 more per day** travelling to Woodhatch Place than to County Hall (from £10 to £18)

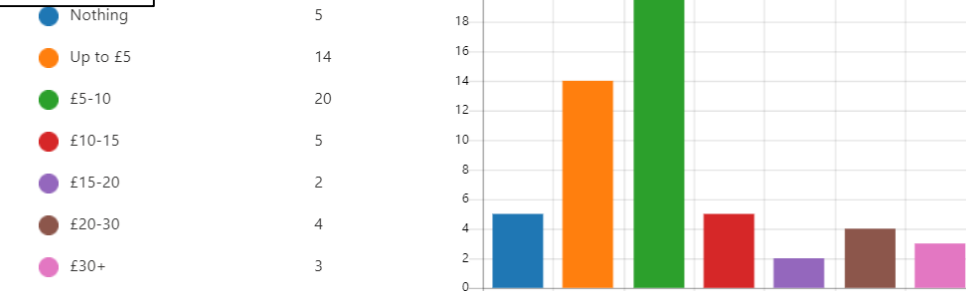
10. Approximately how much did your return journey cost pre-COVID? For car drivers, please calculate at £0.45 per mile.

[More Details](#)



17. Based on your Google Maps journey plan, approximately how much do you anticipate your return journey to Woodhatch and back costing post-COVID? For Car Drivers, please calculate at £0.45 per mile.

## CPG Survey



There will be little change in the distribution of CPG staff across all spend ranges, with most (74%) still spending up to £10 per day

CPG staff will spend almost exactly the same on average per day travelling to Woodhatch Place compared to previous locations

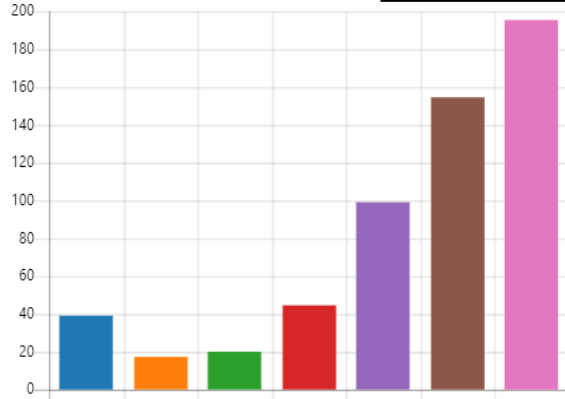


# However, most staff anticipate travelling to Woodhatch Place far less frequently

10. Pre-Covid, how often did you travel to County Hall?

[More Details](#)

Rarely, if ever	39
Less than once a week	17
Once a week	20
Twice a week	45
Three times a week	99
Four times a week	155
Every day	195

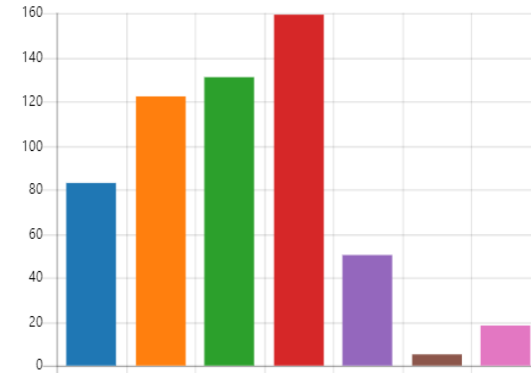


**County Hall Survey**

11. Post-Covid, how often do you anticipate travelling to Woodhatch? (Assume that car parking is freely available on site)

[More Details](#)

Rarely, if ever	83
Less than once a week	122
Once a week	131
Twice a week	159
Three times a week	50
Four times a week	5
Every day	18



The number of former CH staff travelling rarely, if ever, to the office is anticipated to double

Only 18 people intend to work at Woodhatch Place every day compared with 195 at County Hall

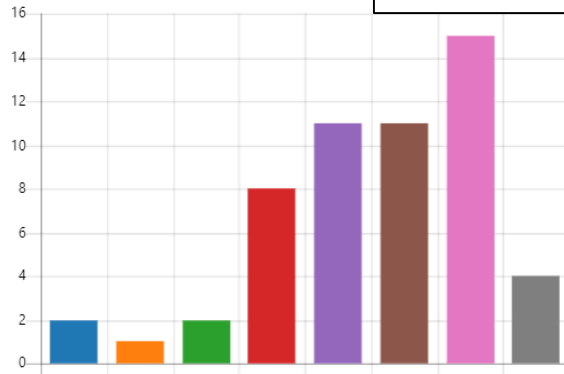
87% of former County Hall-based staff anticipate visiting Woodhatch Place twice a week or less, compared with the 21% who did this pre-lockdown

Page 15

11. Pre-Covid, how often did you travel to your main base?

[More Details](#)

Rarely, if ever	2
Less than once a week	1
Once a week	2
Twice a week	8
Three times a week	11
Four times a week	11
Every day	15
Not applicable	4

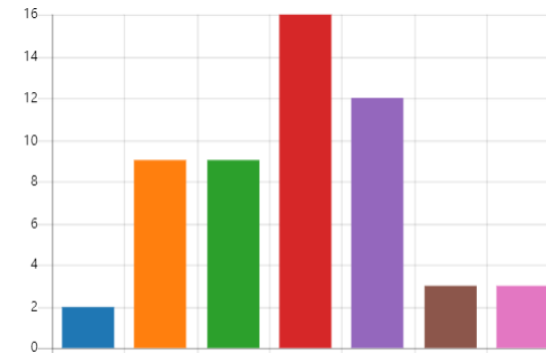


**CPG Survey**

12. Post-Covid, how often do you anticipate travelling to Woodhatch Place? (Assume that car parking is freely available on site)

[More Details](#)

Rarely, if ever	2
Less than once a week	9
Once a week	9
Twice a week	16
Three times a week	12
Four times a week	3
Every day	3

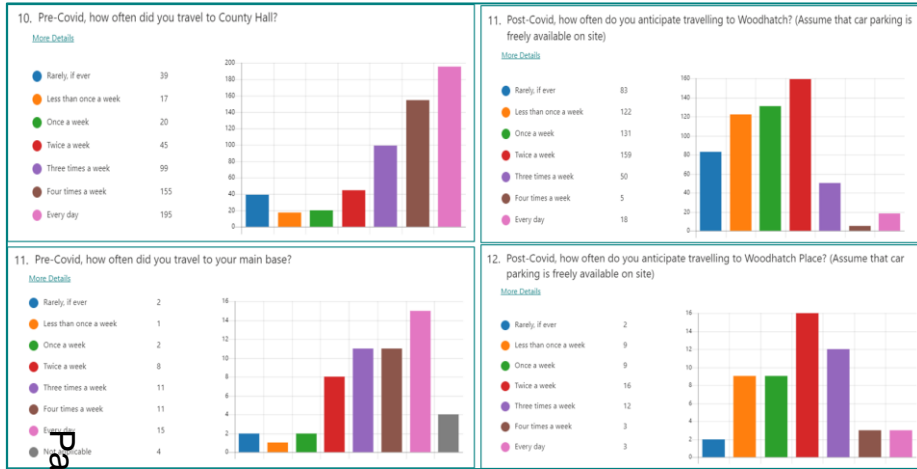


The CPG results follow a similar trend to County Hall, but with a slightly higher proportion intending to work 3 days a week or more in the office (33%)

66% of CPG staff anticipate visiting Woodhatch Place twice a week or less, compared with the 24% who did this pre-lockdown

7  
4a

# Taking into account anticipated frequency of visits to the office in future, travel times and costs will decrease overall, as will car usage



**From slide 7 results (CH & CPG combined), the average proportion of time spent in the office is anticipated to decrease from 3.5 days pre-Covid to 1.5 days post-Covid**

## Taking this into account...

### Car Journeys (per day)\*

$$367 \times 0.7 = 257$$

$$485 \times 0.3 = 146$$

**There will be 111 fewer single-occupant car journeys per day**

### Average journey time (per week)\*

$$90 \times 0.7 = 63, \times 5 \text{ days} = 315 \text{ mins}$$

$$130 \times 0.3 = 39, \times 5 \text{ days} = 195 \text{ mins}$$

**Each individual will spend 2 hours less per week travelling to and from the office**

### Average cost of travel (per week)\*

$$10 \times 0.7 = 7, \times 5 \text{ days} = \text{£}35$$

$$17 \times 0.3 = 5, \times 5 \text{ days} = \text{£}25$$

**Each individual will spend £10 less per week on travel costs**

\*Combined CH and CPG figures have been adjusted by x 0.7 pre-Covid (= 3.5 travel days per week) and x 0.3 post-Covid (= 1.5 travel days per week)  
This data assumes unlimited free parking at Woodhatch Place, with survey results showing that restricted parking would impact on frequency and modes of travel

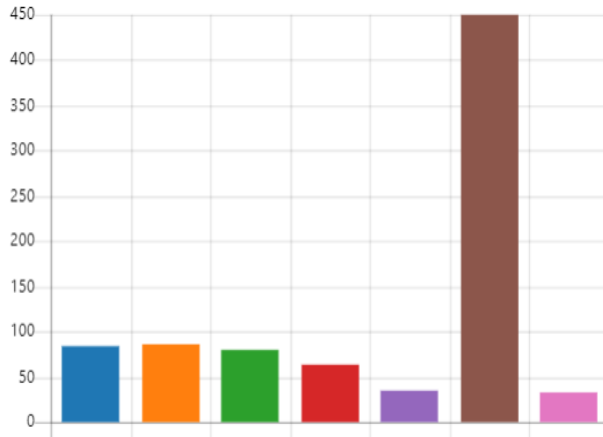
# Most people are flexible about which days they will visit the office, depending on work commitments

12. Which days do you anticipate it will be most likely that you will visit the Woodhatch site post-Covid? (Select all that apply)

[More Details](#)

**County Hall Survey**

Monday	84
Tuesday	86
Wednesday	80
Thursday	63
Friday	34
No fixed day, it will depend on...	449
I don't anticipate visiting the ...	33



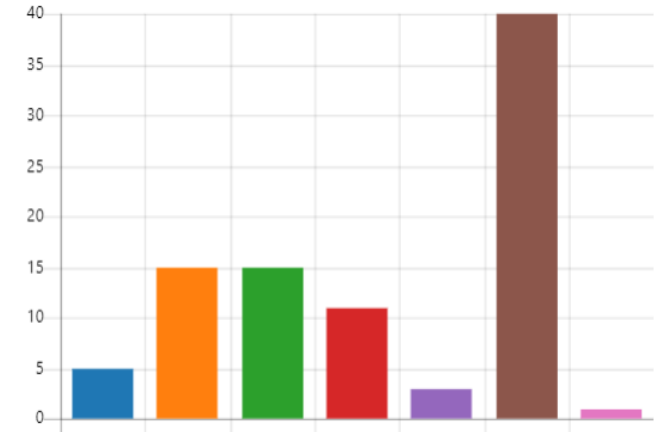
Page 17

13. Which days do you anticipate it will be most likely that you will visit the Woodhatch site post-Covid? (Select all that apply)

[More Details](#)

**CPG Survey**

Monday	5
Tuesday	15
Wednesday	15
Thursday	11
Friday	3
No fixed day, it will depend on...	40
I don't anticipate visiting the ...	1



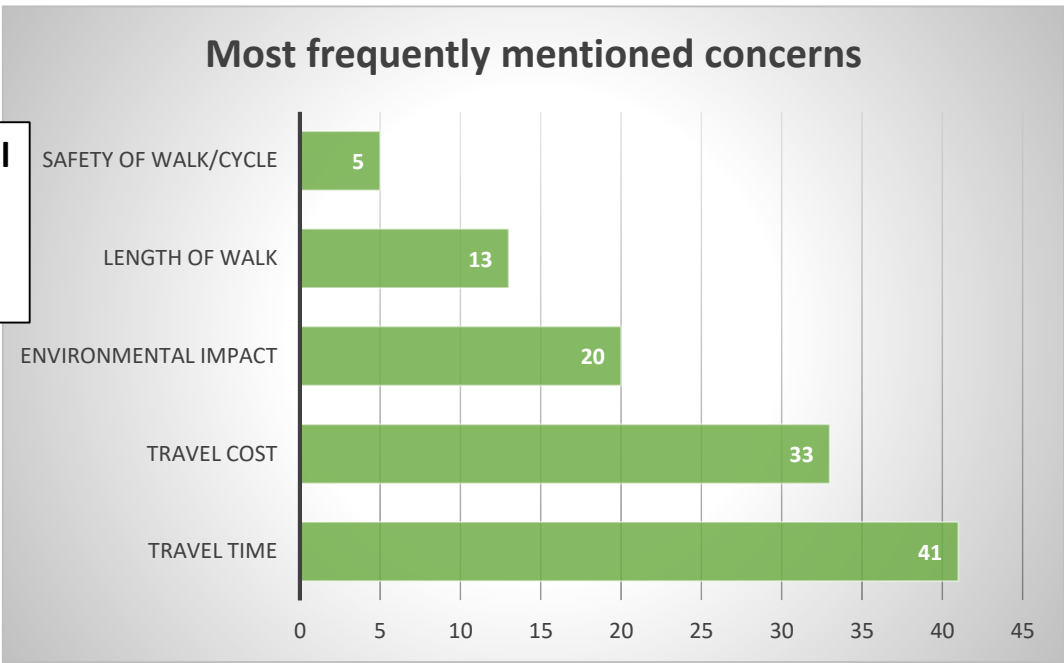
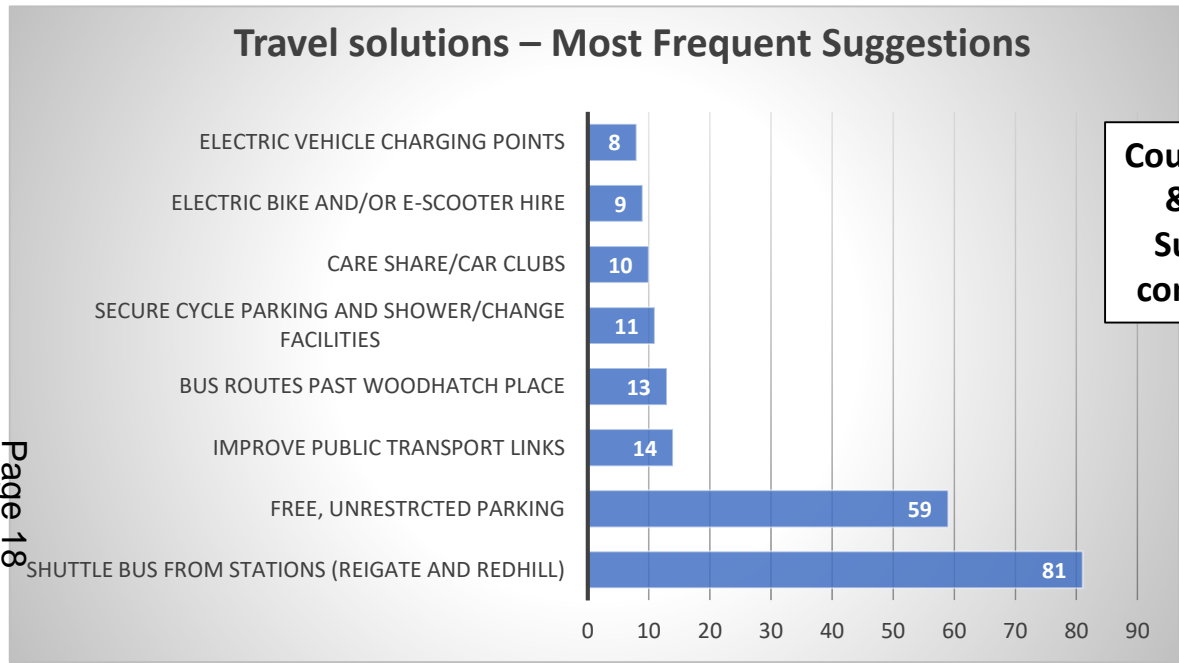
449 staff (79% of respondents) said there was no fixed day they would anticipate visiting the office and that they would be flexible depending on work commitments

A similar proportion of CPG staff (40 staff = 74% of respondents) agreed that visits to the office would be flexible depending on work commitments

From those who did specify days of the week across both surveys, Mondays to Thursdays are fairly well balanced, with the quietest day by far anticipated to be Fridays

# A shuttle bus from the station and unrestricted parking provision are the most frequently suggested solutions

In response to the final open question, people took the opportunity to put forward solutions, express concerns, and make other suggestions



Other solutions suggested were cycle routes, park & ride, safer walking routes, bus from Kingston, travel discounts, financial support and motorbike parking

The three most frequently mentioned concerns were increased travel time, higher costs and the environmental impact of increased car use

## Other suggestions from the surveys

- Make parking pre-bookable via a parking app
- Ensure remote and home working remains an option
- Ensure adequate disabled parking
- Ensure easy access to vehicles for emergency responders
- Managed monthly parking allocations per person or team
- Use car park at weekend as a park and ride
- Apply nominal parking and shuttle bus charges
- Have a GPS-based shuttle bus app (like Uber)
- Provide a pedestrian access via Smoke Lane
- Extend office opening times to avoid rush hours
- Ensure shuttle bus is electric or hydrogen
- On-site solar panels to cover electric car & bus charging

**CABINET- 23 FEBRUARY 2021**

**CABINET RESPONSE TO THE CUSTOMER EXPERIENCE TASK GROUP REPORT**

**Recommendations:**

1. The Task Group recommends:

- a) **Changing the manner in which the Council conducts budget consultation with residents.** It is, however, recognised that responsibility for consultations does not fall under the remit of Customer Services.

Potential changes include:

- Using a multiple-choice format;
  - Providing residents with detail and information so their response to a consultation is more informed
  - Using an approach that is deliberative in nature so that residents can give reasoning and opinion that can add context to their responses Clearly differentiating between statutory and non-statutory services; and
  - As appropriate, employing an approach that will engage with a wide section of residents as is practical and not just those who are interested in its outcome
- b) **Distinguishing between open ended (all options open) and closed consultations for other consultations undertaken by the Council.** There was a need to:
- Ensure each consultation is clear about its aims and objectives and that respondents understand what can (and can't) be influenced by completing it Use a combination of two types of consultations which includes quantitative questions (e.g. multiple-choice format) and qualitative (e.g. open ended questions), providing relevant background information in an accessible format to inform respondents and set the scene; and Organise an ad-hoc private meeting of Members or to use relevant select committees for pre-scrutiny of public consultation, using expert advice to look at how consultation questions are formulated, types of questions asked and whether questions are pertinent and open-ended where appropriate, before they are put to residents, partners and stakeholders.
- c) **Consolidating training on Customer Services offered to Members** by Democratic Services, including training on the uses of the Members' enquiry inbox while continuing with the current training provided to Members.
- d) **Undertaking deep-dive benchmarking in Customer Services beyond the work of the Task Group and existing benchmarking exercises** in collaboration with a statistically similar Local Authority, such as Hertfordshire.

- e) **Maximise the use of existing feedback mechanisms operated by Customer Services** to actively demonstrate to residents that the Council takes their opinions on board.
- f) **Ensuring that digital avenues** (for example, using YouTube videos to explain reporting procedures; Members using the Members' enquiries email address) are publicised and utilised in Customer Services wherever possible.
- g) **Ensuring sufficient publicity and awareness amongst residents** about the Customer Services pathways to access, and actively signposting residents to these.
- h) **Organising visits to the Contact Centre for all Members, as part of the induction process after the May elections.**
- i) **Scrutinising the Customer Experience during the Covid-19 pandemic** and the social transformation that it has effected.
- j) **Assessing the desirability of a further review in two years** in the light of advances in digital technology, the implementation of new services such as the Learners' Single Point of Access, progress with the Customer Experience Transformation Programme and to keep up with best practice.

**Mr Nick Harrison**  
**Chairman of the Customer Experience Task Group and the Resources and Performance Select Committee**

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**Response:**

I welcome the recommendations from the members of the Customer Experience Task Group and appreciate the time they took to learn more about the fantastic work undertaken, both by our Customer Services Team and those involved across the Council in the important task of gathering the views and opinions of residents through our consultation processes. Regrettably, the work of the Task Group was cut short by the Covid-19 pandemic. However, this once again highlighted how vital it is that we have a strong customer ethos as an organisation. Our Customer Services team were able to do what they do best and quickly step up to support the most vulnerable in our local communities through setting up and operating the Community Helpline, undertaking local contact tracing and, most recently, responding to a high volume of resident enquiries about surge testing. All of this has been achieved whilst still continuing the day-to-day business of making sure our residents are able to easily access vital services and receive the right information, help and support.

These recommendations will feed into an exciting programme of work we are currently undertaking around reshaping the customer experience to meet the ambitions set out in our organisation strategy in order to deliver the 2030 Vision. Every time a customer interacts with us, it shapes both their experience and their opinion of us as a Council. We want to improve this experience by being more efficient, proactive and connected in our approach, accelerating our use of advanced digital technology to provide 24/7 online self-service for key services and, fundamentally, making it simpler for people to find information and access our services when they need to. This will reduce duplication, delays and multiple hand-offs between teams, which can often be a source of frustration for our customers. It will also help us get things right first time more often, shape demand for services by providing advice and information at an early

stage, support people to be independent and make informed choices, as well as deliver the right kind of experience for our customers based on their needs. Learning from other organisations around innovative delivery of Customer Services is helping refine our own approach.

Engaging in meaningful consultations with residents, where their views are heard and can make a difference, is an important part of our role as a public authority. Task Group members have made some valuable observations around the consultation process, which will be reviewed and reflected upon to identify opportunities to build on existing practice, so that we can continually improve our approach.

Finally, I was delighted to see that Task Group members expressed an interest in Customer Services training and visiting the contact centre. I can confirm that this type of training is being included as part of the induction process for new Councillors and I would encourage all members to learn more about the work of our Customer Services team and our future ambitions. There is also an open invite to visit the team once it is safe and they have settled into their new home in the Dakota Building in Weybridge.

**Reply from Mr Mark Nuti**  
**Cabinet Member for Communities**  
**23 February 2021**

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SURREY COUNTY COUNCIL

CABINET

DATE: 23 FEBRUARY 2021

REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL

LEAD OFFICER: PATRICIA BARRY – DIRECTOR OF LAND AND PROPERTY

SUBJECT: WOODHATCH MASTERPLAN

ORGANISATION STRATEGY PRIORITY AREA: Enabling A Greener Future, Tackling Health Inequality, Empowering Communities



12

<b>REVISED RECOMMENDATIONS:</b>
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It is recommended that Cabinet:

1. Approves £2.025m of capital funding, from existing pipeline allocations, to complete the Woodhatch masterplan feasibility study and develop the scheme up to submission of the planning application.
2. Approves £500,000 of capital funding, from existing pipeline allocations, for preconstruction services from a preferred contractor to provide cost, buildability, logistics and programming advice for the development as a whole and to inform the feasibility study.
3. In addition, approves the use of £300,000 of the Feasibility Fund to progress feasibility work for key worker housing and explore opportunities for further Services provision.
4. Agrees that requests to release further pipeline capital funding to enable critical early works orders, are proposed through the monthly budget monitoring reports to Cabinet for approval. Further approval(s) will be required for subsequent stages of the design and main contract works. This will require additional capital programme funds and will be brought to Cabinet for approval.
- 5. Gives Approval to Procure the appropriate supply chain partners to enable delivery of all services and works associated with the above recommendations, in accordance with the Council's Procurement and Contract Standing Orders.**
- 6. With regard to procurement of supply chain partners, agrees that, within the +/-5% budgetary tolerance level, the Executive Director Resources and Director of Land & Property are authorised to award such contracts in consultation with the Leader.**

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SURREY COUNTY COUNCIL

CABINET

DATE: 23 FEBRUARY 2021



REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL  
MRS SINEAD MOONEY, CABINET MEMBER FOR ADULT SOCIAL CARE AND PUBLIC HEALTH

LEAD OFFICER: SIMON WHITE, EXECUTIVE DIRECTOR FOR ADULT SOCIAL CARE

SUBJECT: EXTRA CARE HOUSING – CAPITAL DELIVERY

ORGANISATION Tackling Health Inequality / Empowering communities  
STRATEGY  
PRIORITY AREA:

<b>REVISED RECOMMENDATIONS:</b>
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Cabinet are asked to approve:

1. Capital funding of £3m (Excl. VAT) for associated activities across 8 sites to develop the 415 units of Extra Care Housing to the point of achieving planning approval while enabling market delivery engagement to be determined in preparation for full capital Cabinet approval at the next stage.
2. Give in-principle approval for the sites listed in Part 2 to be used for Extra Care Housing accommodation. Business cases will be presented to Cabinet to confirm final approval for the development of these sites for Extra Care Housing.
- 3. Gives Approval to Procure the appropriate supply chain partners to enable delivery of all services associated with the above recommendation, in accordance with the Council's Procurement and Contract Standing Orders.**
- 4. With regard to procurement of supply chain partners, agrees that, within the +/-5% budgetary tolerance level, the Executive Director Resources and Director of Land & Property are authorised to award such contracts in consultation with the Leader.**

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## SURREY COUNTY COUNCIL

## CABINET

DATE: 23 FEBRUARY 2021

REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL

MRS MARY LEWIS, CABINET MEMBER FOR CHILDREN, YOUNG PEOPLE AND FAMILIES

LEAD OFFICER: PATRICIA BARRY, DIRECTOR FOR LAND AND PROPERTY  
TINA BENJAMIN, DIRECTOR FOR CORPORATE PARENTING

SUBJECT: DELIVERY OF CARE LEAVER ACCOMMODATION AND CHILDREN'S HOMES

ORGANISATION Empowering Communities  
STRATEGY PRIORITY  
AREA:

<b>REVISED RECOMMENDATIONS:</b>
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It is recommended that Cabinet:

1. Agrees to allocate £2.2m (excluding VAT) for the delivery of a children's home on part of the Former Adult Learning Centre (ALC) site in Dorking from the designated capital pipeline budget for Care Leaver Accommodation and Children's Homes;
2. Agrees to allocate £30m (excluding VAT) from the designated Care Leaver Accommodation and Children's Home pipeline budget for the delivery of a programme of 150 beds for care leaver accommodation at a target cost of approximately £200k per bed (development cost). This provision will be across a number of sites, the locations of which are to be approved by the Service and under consultation with the local County Council Member, and delegates authority to approve individual schemes within overall budget constraints to the:
  - Executive Director - Children, Young People and Families, in consultation with:
    - Executive Director – Resources
    - Cabinet Member for Resources and Corporate Support
    - Cabinet Member for All-Age Learning
    - Cabinet Member for Children, Young People and Families

**3 Gives Approval to Procure the appropriate supply chain partners to enable delivery of all services and works associated with the above recommendations, in accordance with the Council's Procurement and Contract Standing Orders.**

**4 With regard to procurement of supply chain partners, agrees that, within the +/- 5% budgetary tolerance level, the Executive Director Resources and Director of Land & Property are authorised to award such contracts in consultation with the Leader.**

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SURREY COUNTY COUNCIL

CABINET

DATE: 23 FEBRUARY 2021

REPORT OF: MR TIM OLIVER, LEADER OF THE COUNCIL

LEAD OFFICER: PATRICIA BARRY, DIRECTOR FOR LAND AND PROPERTY

SUBJECT: REPROVISION OF BOOKHAM YOUTH CENTRE AND ASSOCIATED RESIDENTIAL DEVELOPMENT

ORGANISATION  
STRATEGY Empowering Communities  
PRIORITY AREA:



**REVISED RECOMMENDATIONS:**

It is recommended that Cabinet:

- 1 Agrees to £2.5m (excl. VAT) of capital funding from the pipeline allocation for Corporate Asset Capital Programme Spend for:
  - Feasibility fees up to detailed planning applications for both developments, and
  - The remaining activities relating to delivery/development of the replacement Bookham youth and community centre.
- 2 Notes that Strategic Investment Board will make any future decisions required in respect to the residential development on Site 1.
- 3 Gives Approval to Procure the appropriate supply chain partners to enable delivery of all services and works associated with the above recommendations, in accordance with the Council's Procurement and Contract Standing Orders.**
- 4 With regard to procurement of supply chain partners, agrees that, within the +/- 5% budgetary tolerance level, the Executive Director Resources and Director of Land & Property are authorised to award such contracts in consultation with the Leader.**

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