

SURREY COUNTY COUNCIL**CABINET****DATE: 28 SEPTEMBER 2021****REPORT OF CABINET MEMBER: DENISE TURNER-STEWART, CABINET MEMBER FOR EDUCATION AND LEARNING****LEAD OFFICER: RACHAEL WARDELL, EXECUTIVE DIRECTOR – CHILDREN, FAMILIES AND LIFELONG LEARNING****SUBJECT: SURREY OUTDOOR LEARNING AND DEVELOPMENT – PHASE 1, THAMES YOUNG MARINERS****ORGANISATION STRATEGY PRIORITY AREA: TACKLING HEALTH INEQUALITY/EMPOWERING COMMUNITIES****Purpose of the Report:**

This report is asking Cabinet to approve capital investment of £6.2m for Thames Young Mariners, Phase 1 of the Surrey Outdoor Learning Development (SOLD) improvement programme. Thames Young Mariners requires significant investment to bring the site up to current health and safety standards with modern, fit for purpose facilities which will allow SOLD to increase its service capacity and strengthen its commercial operation to generate income for Surrey County Council.

SOLD, a unique service provided by Surrey County Council, runs outdoor learning programmes from three sites: Henley Fort near Guildford, High Ashurst in the Surrey Hills, and Thames Young Mariners, a boating venue on the Thames between Richmond and Kingston. All three sites are suffering from a lack of investment and maintenance over many years. This is particularly acute for Thames Young Mariners (TYM) which is becoming increasingly unsafe to operate. A recent architectural survey of the site concluded it will cost £6.2m, to bring the TYM site up to standard and ensure it can operate to its full potential.

The SOLD service directly contributes the Council's priorities to Tackle Health Inequalities and Empower Communities to make a positive impact on the lives of children, young people, families and vulnerable adults. The benefits of outdoor learning are well-evidenced and compelling, for physical and mental health, educational attainment and personal development. For this reason, SOLD is at the heart of the Council's approach to inclusion and the newly adopted Alternative Provision Strategy. As Surrey moves into recovery following the COVID pandemic, the activities and services offered by SOLD become even more vital to restore the health and wellbeing of the county's residents.

This report is proposing an all new build scheme for TYM as the preferred way forward. Just making the site safe will not allow for the increase in service provision to support some of our most vulnerable and disadvantaged children and young people and meet growing customer expectation. It also will not return the financial targets expected and could impact negatively on the current net SOLD returns.

Recommendations:

It is recommended that Cabinet:

1. Approves the total funding of £6.2m. This comprises £4.2m to be transferred from the current pipeline within the Medium-Term Financial Strategy (MTFS) that was approved on 9 February 2021 as part of the capital programme. An additional £2m of capital investment has been identified through this business case to enable a comprehensive rebuild of the site, address significant repair and maintenance requirements and to extend and enhance the site's facilities which will generate additional income for the Council.

Reason for Recommendations:

Capital development at Thames Young Mariners will enable SOLD to realise the potential in the site through a significant increase in service capacity, supporting the Council's strategic priorities for children, young people, and families by providing bespoke programmes of personal development, appropriate education, skills training and family support. It will further enhance SOLD's ability to work in partnership with services across the Children, Families and Lifelong Learning Directorate to support vulnerable children and young people including children with a social worker, young people in contact with the criminal justice system and children missing education. Whilst focussing on children and young people, the facilities will also be available for all ages to support the Council's broader strategic objectives.

Commitment to the £6.2m capital investment would allow TYM to offer an all year-round programme. The lack of year-round residential and day facilities means the site can only operate April – October, with five months of no significant on-site activity. Market testing confirms that post-pandemic there is considerable unmet demand from the customer base for year-round and residential facilities.

The proposed investment will see TYM contribute significantly to the long-term financial sustainability of SOLD as the investment will be self-funding through the net surplus created each year. In addition, site assessments of the current property confirm that the facilities are increasingly unsafe and require urgent backlog maintenance works of £0.4m simply to make the site safe and facilities usable in the immediate term. Site assessments also confirm that in the next five years, a further £0.9m of capital forward maintenance will be required to maintain the facilities at an acceptable, safe standard.

In the mid to long term period, by proceeding with the proposed £6.2m capital investment programme at TYM, the Council will in total reduce its net maintenance liability by approximately £1m over the next ten year period as the current site is in very poor condition and will require significant works to maintain the standards of the building and surrounding site.

In the longer term, should the proposed works not proceed, in addition to the most urgent maintenance requirements, there is also a further requirement of maintenance works over the next 30 years of £1.68m based on an annual estimated cost of £56k for building and external areas. Lack of further investment will also put the achievement of planned revenue generation from TYM (circa £235k per annum by 2025/26) at serious risk.

Executive Summary:

Business case

1. The investment in Thames Young Mariners will contribute towards the Council's "Community vision for Surrey 2030" for People and Place, particularly in these areas through increased capacity and opportunity:
 - Children and young people are safe and feel safe and confident.
 - Everyone benefits from education, skills and employment opportunities that help them succeed in life.
 - Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing.
 - Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities.
2. SOLD provides support to some of Surrey's most vulnerable young people, working intensively with children who have significant behavioural challenges, looked after children, children with special educational needs and children who have been out of education or have committed a criminal offence. For this reason, SOLD is at the heart of the delivery of the Council's new Alternative Provision Strategy, agreed by Cabinet in March 2021.
3. The service's ability to continue to deliver the Council's priorities while also self-funding, to increase the range and scale of its offer and to continue to generate revenue income is wholly dependent on the range, scale and quality of its facilities. To provide an enhanced service offer at all three sites all year round, in compliant and fit for purpose accommodation, a coherent package of improvements and enhancements that will also address backlog maintenance issues, is being developed for all three locations. The first of these to reach the stage of being ready for delivery is Thames Young Mariners.
4. SOLD has a successful track record for delivering significantly increased and sustained revenue because of investment. The experience of investing at High Ashurst previously demonstrated that investment in specific building infrastructure leads to maximising revenue potential. With a detailed understanding of the market for outdoor learning and an ability to respond quickly to market changes and customer needs, SOLD can scale up operations at TYM, increase capacity and make a significant annual financial return to the Council.
5. During 2019/20, footfall through all three centres was 66,280; for TYM alone during the same period, footfall was 23,041. The proposed investment in TYM is expected to increase footfall by approximately 54%, double the number of activity sessions held annually, and add a minimum of 150 new nights per year the centre can host residential programmes.
6. The social and financial benefits of capital investment in TYM include but are not limited to:
 - i. Protect current services and continue to generate a net revenue surplus to the Council.

- ii. Invest to save to make savings against future planned maintenance and refurbishment.
- iii. Increase the capacity and range of learning opportunities for young people and families.
- iv. Make a significant contribution in supporting Surrey's vulnerable young people and adults.
- v. Provide additional accommodation and learning environment, increase the long-term financial sustainability of future income.
- vi. Develop modern, fit for purpose facilities that will be accessible to all.

Options considered and high-level costs

7. A feasibility study has been undertaken and five options were explored for TYM. For descriptions and pros and cons for each option, refer to **Annex 1**:

Option	Outline	£m
1	Retain as many existing buildings as possible	£3.6m
2	Retain some existing buildings	£4.5m
3	All new build – recommended option	£6.2m
4	All new build (alternative approach)	£5.3m
5	Hybrid of options 2 and 3	£4.5m

8. Option 3 was considered to be the best option to ensure TYM is fit for purpose for the long-term service needs and financial viability. As well as the pros set out in Annex 1, the significant advantages of Option 3 include:
- i. Flexibility of hiring out individual buildings to different groups – either schools or businesses.
 - ii. New, inviting arrival point.
 - iii. Student accommodation arranged around central 'team-building' courtyard.
 - iv. Staff accommodation positioned to offer supervision into permanent student accommodation and camping pods.
 - v. Opportunity to create public, semi-public, and private courtyards.
 - vi. New buildings offer most fit for purpose accommodation.
 - vii. Boat and canoe storages accessed directly from the edge of the lake.
 - viii. Main Hall positioned to maximise views out to the lake.
 - ix. Greater flexibility to accommodate a mixture of service users at any one time.
9. The plans for all options are commercially sensitive at this time and are set out in the Part 2 of this report as part of the stage 2 Cabinet approval.

Strategic direction and impact

10. The priority outcomes associated with an outdoor learning programme with SOLD focus on these key areas:
- Post-COVID Recovery
 - Alternative Curriculum Pathways/Educational attainment
 - Physical Health and activity, Mental Health and wellbeing
 - Environmental awareness and sustainability.

11. There is compelling, current evidence that outdoor learning has a unique role to play in supporting these priority outcomes, and that the capital development at SOLD will enable us to achieve significantly greater benefits for our schools, community groups, vulnerable families and young people. The investment will enable SOLD to increase their capacity to deliver programmes of the Council's newly adopted Alternative Curriculum Pathways and Reintegration Support Strategy.

COVID Recovery

12. Young people have been disproportionately affected socially and economically by the COVID pandemic. They will likely continue to feel the impacts of this “crisis of a generation” well into their adult life. The UK lockdown has heightened barriers, imposed new ones, and exacerbated inequalities across young people. Accordingly, we see this as our “once in a generation” chance to allow learning in the outdoors to reach its full potential for all young people who are struggling right now.
13. Post-pandemic, outdoor learning is an aspect of young people’s education that will be more relevant than ever. We know that some groups of young people have been hit harder than others, and outdoor education, in its varying guises, provides a learning setting that can be adapted to meet the needs of all participants.
14. By its very nature, operating in natural environments outside, outdoor education is a means of both positively affecting wellbeing and attainment, and reducing the potential for the transmission of COVID-19 when safety guidelines are followed. A report by Natural England in October 2020 reported 94% of children who reported spending more time outside were more likely to report that “being in nature makes me very happy”.
15. The proposed capital development for SOLD will increase participation in outdoor physical activity.

Alternative Curriculum Pathways and Educational attainment

16. Outdoor education is a form of education that engages children and young people and helps to ensure that no young person falls through the gaps. It focuses on developing essential skills - those highly transferable skills that everyone needs to support their use of specialist knowledge and technical skills in preparation for the world of lifelong learning and employment.
17. A study by the Learning Away Organisation, “Evaluating Learning Away June 2015”, on the benefits of regular outdoor learning (OL) sessions and residential experiences for school children showed that 95% of pupils found OL based lessons more enjoyable, Teachers reported 90% of OL based lessons to be useful for curriculum delivery and schools reported 85% of OL had a positive impact on pupils behaviour. See **Annex 2** – Impacts on users and staff.
18. A residential learning experience provides unique opportunities and benefits that cannot be achieved in any other educational context or setting. Recent findings in a study specifically focused on the impact of residential visits “Why Brilliant Residentials” Learning Away Organisation confirmed that residential experiences can lead to improvements such as achievement, attainment, and progress, improved behaviour and attendance and enhanced resilience, confidence, and wellbeing.

Physical Health and Activity and Mental Health and wellbeing

19. The recent survey by Sport England “Active Lives - Children and Young People Survey” found that only 44.9% of children and young people (3.2 million) are meeting the Chief Medical Officer guidelines of taking part in sport and physical activity for an average of 60 minutes or more every day. Meanwhile, 31.3% (2.3m) do less than an average of 30 minutes a day. Girls are less active than boys and physical activity has decreased for children and young people from less affluent families. Physical activity amongst Black, Asian and Minority Ethnic (BAME) communities has also decreased.
20. The Learning Away survey demonstrates the positive role of nature in supporting children’s well-being, with eight in ten (83%) of children interviewed agreeing that being in nature made them very happy. Overall, four in five (81%) children reported being happy and just three per cent reported being unhappy. Children who reported spending more time outside (and more time noticing nature / wildlife) were more likely to report that “being in nature makes me very happy” (91% and 94% respectively, compared to 79% of those who had spent less time).
21. Prior to the Coronavirus pandemic, the prevalence of mental ill-health was on the rise in the UK with an estimated one in four people experiencing a 'significant' mental health problem in any one year. At the same time there is increasing recognition of the importance of nature and place as a determinant of individuals’ mental health. Nature-based interventions are operating throughout the UK, working with a wide range of vulnerable groups helping to positively benefit health and wellbeing outcomes. These nature-based interventions (also called green care and ecotherapy) are part of a new solution for mental health care.

Environmental awareness and sustainability

22. SOLD, through outdoor learning is able to (and currently does) contribute to an environmental sustainability through the delivery of specific education programmes and through its everyday operations.
23. There is overwhelming evidence to support the introduction of outdoor environmental education within the Primary years of schooling. Within these developmental stages the ideas of an individual’s lifetime are formed and active environmental sustainability education, experiential and place-based education play an integral role in Primary School education.
24. The contemporary challenge for education is how to develop a generation of eco-responsible people who become active citizens making lifelong informed environmentally sustainable decisions. It is evident that for the holistic development of environmental knowledge in children we must teach *in*, *for* and *about* the environment. The case for teaching environmental education for sustainability is clearly needed in the changing world we live in to embed in all our children ways to sustainably co-exist with nature.

User groups and usage

25. All SOLD facilities and programmes are available to all; typical users are school groups, youth organisations, charities, and families, where the programme is paid in

full by the organisation/individual making the booking. The principal user groups for all SOLD sites (including TYM) are:

- Schools (primary, secondary, special needs), including Local Authority schools, private, academies and colleges
- Youth organisations
- Special needs organisations (e.g., vulnerable learners, children’s services, charities)
- Parents/Guardians booking TAZ courses (holiday programmes for young people)

26. As outlined earlier in this report, a specific aim of SOLD is to provide programmes and opportunities for vulnerable children and families, including those with additional needs. These programmes are funded through a combination of sources, such as the organisation/individual booking, grant funding secured by SOLD for specific purposes, and SOLD being contracted by a Local Authority to provide a specific programme. Where SOLD is contracted by Surrey County Council for a specific programme, it is on a full cost recovery basis; where a specific programme is contracted by any other Local Authority, it is on a commercial, full market rate basis.

27. As across all SOLD sites, the TYM facilities are well-used by Surrey-based schools, youth organisations, charities and families; Surrey-based groups account for 60% of TYM bookings. Due to its transport links and proximity to London, TYM is also popular with groups from the London Boroughs and other Local Authorities. Bookings are increasing from all areas as COVID restrictions are lifted and are expected to continue to increase once the site can offer all-year round residential programmes.

28. The table below summarises bookings over three years at TYM, prior to the COVID pandemic (2020/21):

Area	2017/18	2018/19	2019/20	3-year average
Surrey	61%	59%	59%	60%
London Boroughs	16%	17%	16%	16%
Other Local Authorities	23%	24%	25%	24%
Total number of bookings	1,676	1,984	2,040	

Consultation:

29. SOLD staff

Extensive staff engagement with staff across all three sites has been undertaken over the past six months and their feedback has been incorporated into the current designs.

30. Customers (Users)

SOLD collects feedback from all customers to review the service they have received from SOLD. This includes suggestions to improve and meet the expectations they have. This feedback has identified the need to improve the basic facilities at the centres, especially TYM.

31. Local residents

SOLD plans to engage with residents local to the TYM centre once the proposed drawing and images are completed.

32. **Surrey County Council**

We have engaged and sought expert advice from various colleagues across the Council's services, including Children, Families and Lifelong Learning, Land and Property and Finance, and will continue to do so as the programme develops.

33. **Julie Iles**, the previous Cabinet Member for All-Age Learning.

34. **Denise Turner-Stewart**, Cabinet Member for Education and Learning.

Risk Management and Implications:

Continuance of service during construction period

35. Due to the overall size of the site, SOLD will be able to continue operating a full range of programmes at TYM throughout the construction period. It is expected that activities will run at a reduced capacity to take into account health and safety considerations for both staff and customers. The water-based activities should be able to run at near or full capacity as these activities are well segregated from the main site.

36. Where necessary, SOLD will also be able to relocate customers to the High Ashurst or Henley Fort sites to ensure minimal disruption to customers and to continue to deliver the overall SOLD programme of activities. This approach was successfully managed by SOLD during the 14 months of a major build programme at High Ashurst in 2010/11.

Financial and non-financial risks

37. The table below sets out the financial and non-financial risks of not undertaking the recommendations in this report.

Financial risks	Non-financial risks
<ul style="list-style-type: none">i. Sites and buildings will continue to fall into disrepair which will have a negative impact on the operational activities. It also means a significant increase in revenue running costs which will be incurred annually by the Council to maintain a basic level whilst challenges around compliance and energy costs continue to rise exponentially and further legislative changes are being implemented.ii. Increased costs of running the service due to lost opportunities to reshape service delivery.iii. Income generation opportunities will not be realised due to lack of appropriate facilities.iv. Bookings will have to be rejected due to lack of accommodation availability.	<ul style="list-style-type: none">i. The service will continue delivering from ageing buildings, not fit for purpose.ii. Staff working in poor, unsuitable and outdated accommodation attempting to deliver Services from locations and buildings that are not able to be updated to reflect 21st Century practices.iii. Failure to upgrade facilities will mean SOLD cannot meet customer expectations, damaging SOLD's and the Council's reputation, resulting in reduced business and reduced income, not meeting the net payback to the Council.iv. Overall service improvement and opportunity to enhance user experience will not be fulfilled.

Financial risks	Non-financial risks
v. Facilities deteriorate and revenue is lost due to inability to meet customer requirements and expectations.	v. SOLD would be very limited in supporting Surrey's vulnerable young people and families.

Financial and Value for Money Implications:

- 38. The Thames Young Mariners centre requires capital investment of £6.2m to bring the site up to current health and safety standards with modern, fit for purpose facilities which will allow SOLD to increase its service capacity and strengthen its commercial operation to generate income for Surrey County Council. The recommended option is projected to be the one which provides the best return for the Council if forecasts around usage are correct. Further details of the relative returns of each option are contained within the Part 2 report.
- 39. It is projected that the revenue costs of borrowing £6.2m can be funded from the revenue generated at TYM, with any surplus providing an efficiency for the Council's overall budget.
- 40. As stated earlier in this paper, by making this capital investment and due to the current condition of the buildings, there will be a projected reduction in capital maintenance expenditure required for this asset of £1m over the next ten years, as work will not be required to the same degree. This is related to an existing maintenance backlog, planned forward maintenance spend and projected spend based on industry standards over the ten-year period. There is also an expected projected benchmark requirement of significant capital maintenance over the longer-term period in addition to this as indicated in the reasons for recommendations.
- 41. Moving forward, the scheme will be reviewed quarterly at Property Panel to track and monitor the financial costs and benefits to ensure the scheme is meeting the projected financial targets as set out in the part 2 of this report. This will be reported back to Capital Programme Panel on a regular basis.

Section 151 Officer Commentary:

42. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook beyond 2021/22 remains uncertain. The public health crisis has resulted in increased costs which may not be fully funded. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected in the medium term, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term. As such, the Section 151 Officer supports the proposed development of TYM as the projected income generated will finance the costs of borrowing and, in time, provide additional revenue for the Council. This will be reflected in the Medium Term Financial Strategy going forward.

Legal Implications – Monitoring Officer:

43. This report seeks approval from Cabinet for capital investment towards Phase 1 of the Surrey Outdoor Learning Development (SOLD) improvement programme. Cabinet is asked to note and approve investment in the sum of £6.2m, to pursue Option 3 set out in this report, for the Thames Young Mariners site which will facilitate work to bring the site up to current health and safety standards with modern fit for purpose facilities and allow SOLD to increase its service capacity and strengthen its commercial operation to generate income for the Council. If approved the investment will also contribute towards the Council's Community vision for Surrey 2030.
44. The Council has extensive powers under legislation to facilitate the proposals referenced under Option 3, which include but are not limited to the power to carry out works on land for the benefit or improvement of its area. At this stage, there are no specific legal implications to report on, however, as and when the programme progresses, and further detailed site information is made available, specific advice can be provided on the legal requirements to enable the programme to progress.
45. When considering the recommendations in this paper, in particular approval of capital investment, Cabinet should have regard to its fiduciary duties to local residents in respect of utilising public monies. Accordingly, Cabinet Members will want to satisfy themselves that the proposals represent an appropriate use of the Council's resources having regard to the risks set out in this paper.

Equalities and Diversity:

46. Potential positive and negative impacts on residents, service users, carers and staff are set out in Annex 3. There are no potential negative impacts that cannot be mitigated.

Other Implications:

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	<p>Outdoor learning is part of every young person's education and personal development. SOLD plays a significant role in delivering this.</p> <p>The benefits from outdoor learning in developing transferrable skills to support young people's employment opportunities helping them to succeed in life.</p> <p>Everyone lives healthy, active, and fulfilling lives, and makes good choices about their wellbeing.</p>
Safeguarding responsibilities for vulnerable children and adults	Supporting Children and education services SOLD maintains high standards across all aspects of safeguarding, ensuring that all targeted work with Surrey's vulnerable young people is safe and meets their needs.
Environmental sustainability	SOLD, through outdoor learning is able to (and currently does) contribute to an environmental sustainability through the delivery of specific education programmes and through its everyday operations.

<p>Compliance against net-zero emissions target and future climate compatibility/resilience</p>	<p>Thames Young Mariners is currently responsible for 75 tonnes of carbon dioxide equivalent emissions (CO2e) per year from electricity and the use of gas for heating. This contributes to Surrey County Council's emissions that need to be reduced to net zero by 2030 as set out in the Council's climate change strategy. Considering the current poor state of the buildings at TYM, it is unlikely they could be decarbonised. The rebuilding of the site provides an opportunity to decarbonise the buildings through designing them with energy efficient measures such as insulation, LED lighting and clean heating systems such as heat pumps. The design and construction of the site will consider how low carbon measures are incorporated into the site to achieve a high energy performance rating.</p> <p>In regard to impacts of climate change, the site is located within the Flood Risk Zone 3 according to the Environment Agency's Flood Risk Map. This classifies it as an area at significant risk of flooding. The site survey recommends giving an adequately high level of finished floors to the new buildings to protect them from flooding. This, together with the recently completed work by Surrey County Council on new river lock gates, will reduce the vulnerability of the site to climate impacts of flooding.</p> <p>Developing TYM provides an opportunity to meet Surrey County Council's emissions targets and to improve the resilience of the site to climate impacts such as flooding.</p>
<p>Public Health</p>	<p>Given the current known outcomes of COVID that young people have been disproportionately affected socially and economically by the COVID pandemic, they will likely continue to feel the impacts of this 'crisis of a generation' well into their adult life. The opportunity to take part in regular outdoor learning is going to play a central role in enabling the recovery and resilience of young people and their families in the future.</p>

47. SOLD currently delivers outdoor learning and residential courses for looked after children. Outdoor learning is part of every young person's education and personal development, and the proposed development will enable increased capacity to meet the needs of these young people. The benefits from outdoor learning in developing transferrable skills to support young people's employment opportunities and helping them to succeed in life is partially important for Looked after children given their known challenges of achieving.

48. Vulnerable young people and adults who attend a programme or course with SOLD are accompanied by the visiting organisations' staff, therefore SOLD undertake a supporting role in ensuring all appropriate safeguarding actions are in place through

a risk assessment. SOLD also has comprehensive operating procedures to effectively deal with situations that may occur during their time at SOLD.

49. SOLD is registered with Ofsted for the provision of after school hours and holiday provision for young people aged 5 years+, as SOLD is in the primary caring position as parents are not present during these courses.

What Happens Next:

50. Subject to Cabinet approval, the high-level actions and timeline are as follows:

Activity	Timeline
RIBA stage 1 • Preparation and design	Aug – Sep 2021
RIBA stage 2 • Concept design	Oct – Nov 2021
RIBA stage 3 • Planning application • Contractor procurement	Nov 2021 – Feb 2022 Nov 2021 – Jan 2022
RIBA stage 4 • Technical design	Jan – May 2022
RIBA stage 5 • Construction	May 2022 – May 2023
RIBA stage 6 • Handover	May 2023

51. Two further reports for Henley Fort (Phase 2) and High Ashurst (Phase 3) will be submitted to Cabinet at a later date.

Report Author:

Martin Cusselle, Head of Surrey Outdoor Learning and Development – 07971 665 693

Consulted:

Julie Iles, the previous Cabinet Member for All Age Learning.

Denise Turner-Stewart, Cabinet Member for Education and Learning

Rachael Wardell, Executive Director for Children, Families and Lifelong Learning

SOLD staff

Customers

Local residents

Land and Property, Surrey County Council

Finance, Surrey County Council

Annexes:

Annex 1: Options considered

Annex 2: Research Findings supporting outdoor learning (OL)

Annex 3: Impacts on users and staff

Part 2 report

Sources/background papers:

Cabinet report, Alternative Provision Strategy, March 2021

Natural England report, October 2020

Learning Away Organisation, Evaluating Learning Away, June 2015

Learning Away Organisation, Why Brilliant Residential

Sport England, Active Lives - Children and Young People Survey

This page is intentionally left blank