RESEARCH REPORT

WOKING SOCIAL & COMMUNITY INFRASTRUCTURE REQUIREMENTS STUDY

Published June 2005

WOKING
BOROUGH COUNCIL

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1.0 Introduction

1.1 This study has been undertaken to develop a common understanding of needs for new infrastructure and services in Woking borough.

1.2 The initial findings of the study were published as a background document during the early stage engagement on the Woking Local Development Framework (LDF) in October 2004.

1.3 Following on from the initial research, further work was carried out in January 2005 to involve key strategic decision makers who may not have been involved at the first stage of the study. These representatives were gathered to debate the ways in which their services may change over the next ten years and therefore how greater joint working may be beneficial and how the LDF will be able to help.

2.0 Methodology

2.1 Originally, a total of ten service providers were asked to contribute to the first part of this research (outlined below). Those responsible for developing strategies for each service provider were targeted for their inputs into how their organisation plans for service provision. The following social and community service providers were asked to assist with this research:

- Surrey CC - Education
- Surrey CC - Social Care Woking
- Surrey CC - Adult and Community Learning
- Surrey CC - Youth Development Service
- Surrey CC - Surrey Fire and Rescue Service
- Surrey CC - Libraries
- Surrey Police Authority – North West Surrey Division
- Surrey Heath and Woking Primary Care Trust
- Woking Association of Voluntary services (WAVS)
- Woking Community Relations Forum

2.2 Many of the service providers are key partners in the Woking Local Strategic Partnership (LSP). It is considered that involvement by the LSP will also provide ground on which co-ordination of the partners can improve.

2.3 In addition, a workshop took place to encourage strategic thinking and involved the following organisations:

- Woking Community Learning Partnership
- Woking Borough Council – Community Services
- Woking Borough Council – Housing
- Woking Borough Council – Chief Executive
- Surrey County Council - Local Transportation Service
- Surrey county Council – Local Committee
- Surrey County Council – Adults and Community Care
- Government Office for the South East

3.0 Summary of Results

3.1 Part 1

3.2 Part 1 of this research looked at the Service and Business Plans for each organisation. Appendix 1 shows the needs of each service provider and how they can be met in terms of location, financing and how the LDF will assist. This can be summarised as follows:

3.3 The timescale of most strategies means that forecasting of the Borough's needs to 2016 is challenging. Most service providers have strategies that run on a 2-3 year cycle with exception to the Business Plan for Woking Community Relations Forum (running to 2014), the libraries 'Framework for the Future' (which runs to 2013) and School Organisation Plan (to 2009). As a result, Woking's LDF cannot effectively target the needs of the Borough's service providers up to 2016 by simply using existing strategies. Woking's LDF has a responsibility to judge future service provision further than the strategies exist and as a result this report applies population forecasts, made available by Surrey County Council, to predict the longer term spatial needs of service providers and how these will be addressed.

3.4 It is evident that not all service providers have needs with a spatial implication in their current strategies, for example Surrey Police Authority, Woking Community Relations Forum and the Youth Development Service. Forecasts of population do, however, indicate an increase in young people to 2016, which correlates with the draft long term strategy of the Youth Development Service to provide drop-in facilities for young people.

3.5 It appears that some service providers have common spatial needs. Many are concerned with the need for more, or improved, accommodation in order to provide a better service and to cater for the needs of a potential increase in clients. For example, community facilities, such as libraries, are considered a precious resource in the Borough's local village centres and therefore, an improved provision of these facilities is desirable. Accommodation, from which organisations provide their services, also appears to be a great need as the quality and availability of office space for different functions and different users needs addressing.

3.6 With reference to the provision of school places, current educational needs are being met, however, the provision of educational institutions is still considered a key need and new demand must be catered for. Although the School Organisation Plan extends to 2009, population forecasts from then on indicate an increase in children of school age and therefore greater provision of school places maybe needed. Needs are currently addressed through central government grant allocations and developer contributions, of which the latter can be encouraged through the LDF.

3.7 The strategies for social care in Woking extend to 2006 at most. Population forecasts from 2006 to 2016 indicate a clear increase in the elderly population (in particular between the ages of 70-74 and 80+) which suggests the LDF must help to increase provision in social care, in terms of housing and health services.

3.8 Surrey Fire and Rescue Service have some needs with a spatial implication, e.g. there has been a proposal for the relocation of Woking's fire station, however, other needs tend to be within the remit of other local authority departments e.g. building regulations, rather than in development planning terms. With respect to

other needs with a development planning implication, e.g. improved design to prevent road accidents, seeking developer contributions will assist, and can be encouraged by the LDF.

3.9   Only a few of the strategies were site specific in service improvements. This may be due to the nature of documents covering a wider area than just Woking, and therefore the LDF can help to address needs through land allocation.

3.10   In general, population forecasts indicate that Woking Borough's population will increase until the year 2006 and will have gently fallen by 2016. This is the result of a predicted increase in the elderly population and a levelling out of the number of births, and has implications for service providers to ensure that provision for different age sectors are appropriate. The LDF can support Woking's population throughout the period by ensuring that land is used to its best ability and that infrastructure allows for gentle fluctuations in population.

3.11 Part 2

3.12   As the initial research did not enable the Council to look as far into the future as desired, a workshop was held to give the key strategic decision makers of organisations the chance to contribute to the research and allowed for the conclusions drawn from Part 1 of this study to be verified. The representatives involved at this stage were not necessarily the same as those who contributed to the first stage. The results of the workshop can be found in Appendix 2.

3.13   Participants were asked to comment on the potential changes in their client bases and how they would need to change service provision. Consideration was given to some examples of key drivers of change which forecast into the next ten years, for example, political, economic, demographic, and technological elements. It was agreed that an increased elderly population would have an impact on most of the service providers, however the degree of predicted population change is so small that requirements on services to change is minimal in a strategic sense.

3.14   The key issues that arose were the provision of housing and the recruitment of a workforce to cater for the population, e.g. carers. Key worker, social and family housing were seen as high priority housing needs for the Borough, especially as a way of encouraging young people to stay and take advantage of local jobs. However, in terms of significant demands on infrastructure, existing resources to provide services seem to be satisfactory and there are no detrimental changes in or increased provision needed.

3.15   In terms of the structure of organisations, the potential of joint-working became apparent for a few providers. For example, for some organisations it may be beneficial for both organisations and clients to run a 'One Stop Shop' of services. However, the LDF will not be able to make reference to this without commitment from LSP partners and therefore this cannot yet be seen as a key strategic need.

3.16   A strong common element that arose from the workshop is the way in which partners make assumptions about future service provision that puts a strong emphasis on electronic processes. It is perceived that with an increase in technological capabilities services will be provided in a more reliable and easily accessible way.

3.17   Transport infrastructure appears to be the only pressured service due to an increase in population, and multiple vehicle households. An ageing population

means that existing numbers will remain on the roads while an increase will also be seen from the other end of the age scale (i.e. young drivers). However, despite the predicted pressure on the Borough's roads, this still does not present a fundamental barrier to sustainable development.

4.0 Conclusion

4.1 In an attempt to assess the infrastructure requirements for the next decade this research has looked at existing plans of key service providers in Woking. This was followed by a workshop to encourage strategic thinking.

4.2 As a result of both these techniques, there are no fundamental changes needed to the way in which existing services are provided in Woking. The key service providers have not concluded with any co-ordinated approaches to working and there are no strong spatial implications for the LDF.

4.3 In future the provision of key services in Woking will have to take account of gentle fluctuations in population and external factors which may encourage changes in working practises. The LDF should continue, as Woking's current Local Plan has, in ensuring that land is used to its best potential with policies seeking developer contributions and making appropriate land allocations.

The following tables show how each service has planned for provision in its strategies and how spatial needs will be met.

Organisation	Education- *Surrey CC*
Name of Strategy Document	School Organisation Plan, 2009
Key needs with a spatial implication	The strategy document sites need in terms of accommodating new demand according to the geographic spread of demand. (This accounts for the fall in statutory education population as well as meeting new demands arising from Structure Plan allocations). **Current needs are being met** and no needs for school places will arise by 2009.
Extent to which these can be met	Meeting the need of future development is funded according to central guidelines reflecting the demonstrable need for school places. This is met through central government grant allocations (basic need) and through developer contributions sought through S.106 agreements.
Role of LDF in securing sites/ contributions	The LDF can ensure the demand for school places is accommodated through allocating land for educational institutions and seeking a contribution from developers.
Extent to which needs to 2016 are unknown	The strategy runs to 2009. At most, strategies plan for 10 years but it is difficult to plan for yet to be born students, as results have proven unreliable.

Organisation	Social Care Woking – *Surrey CC*
Name of Strategy Document	Local Health and Social Care Plan for the Surrey Heath and Woking Primary Care Trust population to March 2006. Medium term strategy for adults and community care 2002 – 2005 (Update 2004) North West Area Management Team Business Plan 2004 – 2005 Woking Social Care Business Plan 2004 - 2005
Key needs with a spatial implication	Developing extra care sheltered housing. Provision for older people, adults with physical and learning disabilities. Developing key-worker housing provision to attract staff into the area and therefore improving recruitment.
Extent to which these can be met	Surrey County Council is reviewing office facilities. The "Surrey Style" project focuses on the provision of modern office accommodation. Developments are to be funded from existing capital expenditure.
Role of LDF in securing sites/ contributions	The LDF can ensure the provision of living and working accommodation for all groups of people.

Extent to which needs to 2016 are unknown	Strategies are on a yearly to two-year basis therefore it is difficult to forecast need. The longest running plan runs to 2006.

Organisation	Adult and Community Learning – *Surrey CC*
Name of Strategy Document	Adult & Community Learning Three Year Strategy (2004/5–2006/7 Academic year (1 Aug – 31 July)) Performance table (2004/5 Academic year)
Key needs with a spatial implication	Post-16 learning is funded by the Learning & Skills Council, which is carrying out a strategic Area Review in Surrey. The report is due 2005 and so future priorities are **not yet known**. (Unlikely to lead to an expansion of current provision.) A contraction of activity is expected, rather than expansion therefore some level of service provision will be needed.
Extent to which these can be met	Unknown
Role of LDF in securing sites/ contributions	To ensure that the level of existing provision is maintained while the demand for adult learning still exists. Policies in the LDF can express the importance that facilities for adult and community learning are not lost to other developments.
Extent to which needs to 2016 are unknown	The strategy extends to 2007. Population forecasts point to an increase in older people, so there is potential for the increased need for the provision of adult education classes/ locations.

Organisation	Surrey Fire and Rescue Service – *Surrey CC*
Name of Strategy Document	The Integrated Risk Management Plan (updated on an annual basis, due for consultation from November 04, implementation April 05.)
Key needs with a spatial implication	Consideration for arson reduction through design. Reduction and containment of fire spread through design and material selection. Reduction of road accidents through design. Awareness of proposed relocation of Woking's fire station.
Extent to which these can be met	By updating local and County Supplementary Planning Guidance, for example Surrey Design (traffic calming, selection of materials design of premises), Infrastructure Plan (water supplies), Spatial Plan (density, location). Funding is potentially cost neutral for developers, with longer-term holistic savings for local and county service provision, social services, fire, police etc.

Role of LDF in securing sites/ contributions	Encourage appropriate design through the LDF where this is within the remit of Development Control. E.g. the reduction and containment of fire spread through design and material selection may be the responsibility of Building Regulations. Financial contributions from developers may also help to ensure design specifications are met.
Extent to which needs to 2016 are unknown	The prevention of fires through Prevention, Protection and Response services. The strategy will be updated annually.

Organisation	Libraries – *Surrey CC*
Name of Strategy Document	Public Library Position Statement (2004, Surrey County Council) Framework for the Future (2003, DCMS)
Key needs with a spatial implication	New libraries to replace existing provision.
Extent to which these can be met	New library for Knaphill - funded by asset release Additional provision for Sheerwater - nature and funding to be determined. Possible new library for Byfleet - funded by asset release
Role of LDF in securing sites/ contributions	By encouraging the provision of good quality community facilities the LDF can help contribute to the vitality of local centres/ Villages in Woking Borough. This can achieved by seeking a contribution from developers.
Extent to which needs to 2016 are unknown	The strategy runs to 2005 and the Framework for the Future runs to 2013.

Organisation	Health – *Surrey Heath and Woking Primary Care Trust*
Name of Strategy Document	Health & Social Care Plan Local Delivery plan (LDP) Capacity Plan 2002-2005 and now preparing for 2005-08
Key needs with a spatial implication	At present there is Woking Community Hospital, a number of GP practices and St Peter's Hospital is close by. There is a tendency to provide as much health care as possible, as close to, or in peoples' homes which needs to be continued.
Extent to which these can be met	**Unknown**. There is a review of local NHS estates currently being undertaken by the PCT. This will underpin the development of the Service Delivery Strategy.
Role of LDF in securing sites/ contributions	The LDF can help to ensure health provision is available within good proximity to peoples' homes, including good provision of surgeries within local village centres. Contributions can be sought from developers.

Extent to which needs to 2016 are unknown	Unknown until review of local NHS estates is complete. The current plan runs to 2006

Organisation	Voluntary Sector – *Woking Association of Voluntary services (WAVS)*
Name of Strategy Document	WAVS Business Plan (includes core (Section 2) and developmental work (Section 3)) (2005 (for developmental work) Plan to be reviewed/updated October 2004)
Key needs with a spatial implication	Office and interview room space for voluntary and community groups, meeting and training accommodation during office hours.
Extent to which these can be met	Locations for providing WAVs services are met through discussions with Woking Borough Council regarding the use of Provincial House and other voluntary sector accommodation. No voluntary sector action takes place without funding agreed
Role of LDF in securing sites/ contributions	The LDF can allocate sites for the provision of voluntary sector accommodation.
Extent to which needs to 2016 are unknown	The increased demand for voluntary sector organisations implies an increase in demand for accommodation. Some needs can be predicted e.g. access to transport and parking for all.

Organisation	Police – *Surrey Police Authority – North West Surrey Division*
Name of Strategy Document	Surrey Police & Surrey Police Authority 3 year strategy (2003-4) Surrey Police & Surrey Police Authority Local Policing Plan (2004/05) NWS Division Local Policing Plan (2005-6)
Key needs with a spatial implication	The current strategy document for the Woking area runs to 2006. No needs with a spatial implication have been identified.

Organisation	Woking Community Relations Forum
Name of Strategy Document	Business Plan (2014) Service Plan (2006)
Key needs with a spatial implication	The Business Plan extends to 2014 and the Service Plan extends to 2006. **No spatial needs** are known from these strategy documents.

Organisation	Youth Development Service – *Surrey CC*

Name of Strategy Document	Youth Development Service Annual Plan 2004/5
Key needs with a spatial implication	**Nothing** in immediate plans that will have a spatial impact. The Annual Plan runs to 2005, however a 3 year strategy document is currently being prepared. The draft long-term strategy looks to secure drop-in facilities for young people in town centres.

APPENDIX 2 – LSP INFRASTRUCTURE WORKSHOP 17TH JANUARY 2005

Organisation	Question 1 Change in your client base	Question 2 From where will your clients come?	Question 3 From where do you see your services being delivered?	Question 4 How will your clients want to access your services?
GOSE	Decline in manual workers Vs. need for carers.	Same locality. Address BME population if predicted to rise.		
Surrey Heath and Woking PCT	Increasingly targeted neighbourhoods and individuals. In the SOAs with highest deprivation scores. Ageing population with complex needs.	From the SOAs with highest deprivation i.e. worst health. More locality based (secondary care to primary care). Wherever there is population growth.	Expand Woking Community Hospital. More services within GPs surgeries.	More electronic access to services. Access consultation remotely via video links. More home visits with wireless internet access.
Woking Community Learning Partnership	Push to provide social behaviour (citizenship) in the community? Will remain local and targeted 'learning communities'. Intro and improvement of work place learning to address issue of low level skills. More ESOL. Resurgence of IT training at lower level.	If learning at work increases, uptake will depend on 'travel to work' patterns. Social inclusion government policy will become more demanding? To improve economic development.	Community locations. Workplace. ICT use at home will depend on availability/ choice.	Community venues.
Community Services WBC	Services for older people – increasing demand and sustained for longer (impact on community centres, community meals etc.) 'Younger' middle aged population – potentially new market (affluent/ single household effect). Increased obesity - resulting in	Local catchment area. Elderly population increase significant impact.	Management of service-increase in home working. Direct service delivery of main facilities-outsourced. Development/ outreach work – increase partnerships or	Personal visit-centralised and local. Increasingly electronic-info, booking, pay.

	demand on service.		outsourced. Potentially more services provided locally but cost vs. centralisation. Change of service to HLC and education.	
Housing WBC	Greater support needs. Increased frail elderly. Greater gap between working/ non-working.	Pressure from in-migration. Pent up demand from households wishing to form. Open waiting lists.	Supermarkets etc. In partnership by other agencies. More support in clients homes.	Electronically. More responsive-personal service. Out of hours.
Corporate WBC	More visitors for employment, travel, entertainment, shopping.	Local and increasingly regional (visitors) local population growing.	Depends on service-transactions – single site, participation – local provision.	Any way they want.
WAVS	More requirements to deliver statutory services. Limited numbers of volunteers – age profile changing. Older clients- more support.	Volunteers may commute in rather than live here. Local but increase in age.	Voluntary orgs sharing premises. Some co-location with strategic agencies.	Electronic access to information. More personal visits due to increase age, lack of mobility.
SCC Local Transportation Service	Age - ability to self drive, restrictions. Multiple vehicle units available in middle age group Younger people 2 wheel vehicles.	Vehicle growth rate increasing. Demographic change applicable. Local, regional customer expectations increasing.	Committed to local delivery. Issues of where to have sites. Local access critical.	No-one will predominate. Local committee increasingly attractive. Public speaking directly to elected reps.

SCC Local Committee	Children and Families - Increase in single parent families. Libraries - Increasingly an older user group. Local Committee - Gradual ageing.	Children and Families - Reduced proportion of population. Libraries - Continued decline in usage. Local Committee - Still Woking.	Children and Families - More services delivered in the home. Libraries - Fewer sites-more electronically delivered. Local Committee -No change.	Children and Families - Home visits arranged electronically. Libraries - More virtual visits and fewer actual visits. Local Committee – electronically.
SCC Adults and Community Care	Increasing no.s of people with disabilities. Increase in vulnerable people in population. Workforce available to provide service will significantly reduce.	Will need to attract workforce into area or increase traffic as commute into areas. Local catchment area (service users). Vulnerable people with learning disabilities likely to increase in ethnic minority groups.	Services will increasingly be delivered in conjunction with partners- NHS, Vol sector etc. Will want to support people in their own homes. Need to provide more 'extra care' housing.	Increasing use of 'contact centres'. Home visiting will increase with mobile technology. Contact with service by email, phone will increase.
SCC Education	Stronger links with employers. Wider age ranges attending institutions. Wider range of subjects academic/ vocational.	Decline in school age students over next 8 years or so. Greater movement between institutions.	Remote learning and teaching. Less sites, increased co-location with other providers. Federation style of working.	Emphasis on flexibility. E-learning.
Surrey Police	More demanding. More knowledgeable. Closer to us.	Social need. Demanding top-end minority. Increasingly vocal majority.	Less sites (local). Central delivery. Closer joint working.	Personal visits/ contact. Electronic. Contact by phone.

Risks and Uncertainties

What are the risks and uncertainties for Partners to make these predictions on future service provision?

- Continuing use of fuel (fossil)
- Where will volunteers come from? (age profile change)
- Voluntary groups will deliver more services
- Ability of economy to fund public services
- Willingness of public to pay
- Ability of market place to take on outsourcing
- Will businesses play?
- Central government control
- If economy continues to boom… difficulties for employment
- Government housing policy
- Government strategy – especially funding/ grant resource
- Continued conflicting priorities
- Impact of regional reorganisation
- Capital funding issues
- Demographic change- will impact differently on each service
- Future debt of younger generations
- Will the public support the degree of change required?
- Re-housing – depending on Europe… will affect home ownership
- Future of European Social Fund
- Government policy re: prisons
- Not knowing what demand there will be for travel
- Polarised communities- lack of differentiation between communities
- Immigration policies

The Big Issues

- Accessibility – physical, social, economic

→issue of building capacity in the voluntary sector to address the above

→engaging communities to give them influence on the decisions affecting them

→joined 'upness' of public services- should we work together in the interests of our customers?

- Issues of people not being able to live and work in, and contribute to, Woking due to social inclusion
- Making sure that services are provided to people in the way that they may need them
- Increasing elderly community and more complex needs (vulnerable older people are increasing)
  → where will paid personal carers/volunteers come from?

- Difference in approach of partners in locality of service provision
  →localisation v. centralisation

- Having a workforce that can support local services
  →learning and skills issue – have we got the right skills?
  →accommodation issue e.g. change in shift patterns to allow people to live elsewhere and adds to transport burden

- main issue is the cost of accommodation

- Social change - drug use
  - mental health
  - crime issues
  - alcohol- binge drinking
  - pregnancy in young mums

→social change needs to permeate strategic planning
→helping people to manage social change

- Larger number of single person households
→also concealed households- how do we deal?

- Speed of social change
→need for multi agency data sharing collection/analysis/intelligence
→conflict between Government agency's priorities and local needs, e.g. performance indicators for each service

What can the LDF do?

1. **Locality**

- One stop shop of services
→resource dependent
→responsiveness
→information giving/ service delivery
→virtual localities
→may put people off!
→possibility of using schools/libraries as community hub
→supermarkets or where the public goes

- Common boundaries
- Accessibility
- Purpose
- Operational efficiency – no. of users etc.
- Learning centre

**** Need to start addressing issues **now** to ensure joined-up plans ***

2. **Demographics**

- Flexibility to allow for change in needs through policy and/ or design
- Allowing for changing aspirations within different groups
- Shifts in ways of working e.g. home working
- Increase migration of non-vulnerable and return of more vulnerable
- Reducing requirement for schools
- Impact of County Hall/ Transport hub

3. **Social Inclusion**

- Change in electronic delivery
  - communal/ accessible provision

- appropriate
- Convenience for mobility impaired
- Ensuring the voice is heard – consideration of outreach
- Protection of the community – well being Vs. commercial demands
- Provision for public art

4. Housing Needs

- Key worker/ social/ family housing
- Helping young people stay
- Provision for people/ residents to more appropriate accommodation
- Quality aspects
    – life time homes
    - energy efficiency
- Use/ provision of green spaces in connection with new housing
- Higher density in sustainable locations
- Provision by the Council?