



TO THE CHAIRMAN AND MEMBERS OF THE **EXECUTIVE**

You are hereby summoned to attend a meeting of the Executive to be held on Thursday, 2 February 2023 at 7.00 pm in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

Please note the meeting will be filmed and will be broadcast live and subsequently as an archive on the Council's website (www.woking.gov.uk). The images and sound recording will also be used for training purposes within the Council. Generally, the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed.

The Chairman of the meeting has the discretion to terminate or suspend filming, if in his/her opinion continuing to do so would prejudice the proceedings of the meeting or, on advice, considers that continued filming might infringe the rights of any individual.

As cameras are linked to the microphones, could Members ensure they switch their microphones on before they start to speak and off when finished and do not remove the cards which are in the microphones.

The agenda for the meeting is set out below.

JULIE FISHER
Chief Executive

AGENDA

PART I - PRESS AND PUBLIC PRESENT

1. Minutes

To approve the minutes of the meeting of the Executive held on 19 January 2023 as published.

2. Apologies for Absence

3. Urgent Business

To consider any business that the Chairman rules may be dealt with under Section 100B(4) of the Local Government Act 1972.

4. Declarations of Interest (Pages 5 - 6)

- (i) To receive declarations of disclosable pecuniary and other interests from Members in respect of any item to be considered at the meeting.
- (ii) In accordance with the Officer Employment Procedure Rules, the Chief Executive, Julie Fisher, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mrs Fisher may advise on those items.
- (iii) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Corporate Resources, Kevin Foster declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Foster may advise on those items.
- (iv) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Place, Giorgio Framalitto, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Framalitto may advise on those items.
- (v) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Communities, Louise Strongitharm, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mrs Strongitharm may advise on those items.

Questions

5. To deal with any written questions submitted under Section 3 of the Executive Procedure Rules. Copies of the questions and draft replies will be laid upon the table.

Matters for Determination

- 6. Thamesway Business Plans 2023 EXE23-017 (Pages 7 - 14)
Reporting Person – Joanne McIntosh
- 7. Masterplan Update and Next Stage EXE22-047 (Pages 15 - 44)
Reporting Person – Giorgio Framalitto
- 8. Play Area Provision EXE23-010 (Pages 45 - 58)
Reporting Person – Giorgio Framalitto
- 9. SEP 2025 - A Partnership Approach to Waste Prevention and Recycling EXE23-023 (Pages 59 - 108)
Reporting Person – Giorgio Framalitto
- 10. CIL – Application for Funding - All Saints Church, Woodham EXE23-022 (Pages 109 - 134)
Reporting Person – Giorgio Framalitto

Performance Management

11. Performance and Financial Monitoring Information

Please bring to the meeting your copy of the latest Performance and Financial Monitoring Information (Green Book).

12. Monitoring Reports - Woking For All Strategy EXE23-015 (Pages 135 - 158)

Reporting Person – Kevin Foster

AGENDA ENDS

Date Published - 25 January 2023

For further information regarding this agenda and arrangements for the meeting, please contact Julie Northcote on 01483 743053 or email julie.northcote@woking.gov.uk



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Schedule Referred to in Declaration of Interests

Council-appointed directorships

Julie Fisher, Chief Executive	
Brookwood Cemetery Limited	Thamesway Guest Houses Limited
Brookwood Park Limited	Thamesway Housing Limited
Energy Centre for Sustainable Communities Ltd	Thamesway Limited
Rutland Woking (Carthouse Lane) Limited	Thamesway Maintenance Services Limited
Rutland Woking (Residential) Limited	Thamesway Solar Limited
Rutland (Woking) Limited	Thamesway Sustainable Communities Limited
Thamesway Central Milton Keynes Limited	VSW Hotel Limited
Thamesway Developments Limited	Victoria Square Residential Limited
Thamesway Energy Limited	Victoria Square Woking Limited
Woking Necropolis and Mausoleum Limited	

Kevin Foster, Strategic Director – Corporate Resource	
Brookwood Cemetery Limited	Thamesway Housing Limited
Brookwood Park Limited	Thamesway Limited
Energy Centre for Sustainable Communities Ltd	Thamesway Maintenance Services Limited
Thamesway Central Milton Keynes Limited	VSW Hotel Limited
Thamesway Energy Limited	Victoria Square Residential Limited
Thamesway Guest Houses Limited	Victoria Square Woking Limited
Woking Necropolis and Mausoleum Limited	

Giorgio Framallicco, Strategic Director - Place	
Brookwood Cemetery Limited	Thamesway Developments Limited
Brookwood Park Limited	Thamesway Energy Limited
Export House Limited	Thamesway Limited
LAC 2021 Limited (Dormant)	Thamesway Solar Limited
Kingfield Community Sports Centre Limited	Thamesway Sustainable Communities Limited
Thamesway Central Milton Keynes Limited	Woking Necropolis and Mausoleum Limited
Woking Shopping Limited	

Louise Strongitharm, Strategic Director – Communities	
Rutland Woking (Carthouse Lane) Limited	Thamesway Developments Limited
Rutland Woking (Residential) Limited	Thamesway Guest Houses Limited
Rutland (Woking) Limited	Thamesway Housing Limited
Thamesway Limited	

EXECUTIVE – 2 FEBRUARY 2023

THAMESWEY BUSINESS PLANS 2023

Executive Summary

Woking is an ambitious Council, with a clear focus for its residents set out in its “Woking for All” Corporate Strategy. It has made a significant level of investment in regeneration, housing, leisure and office developments, delivered through a number of Council funded companies.

There is, however, a recognition that this level of ambition needs to be balanced with having sustainable and affordable plans. Changes in the economy, Central Government attitudes to local authority borrowing following a number of problems in other local councils and consequent changes in the regulations and accepted practice, require the Council to consider the prudence of its current approach.

The Council has embedded best practice in its approach via a new corporate governance framework, establishing a Shareholder Advisory Group (SAG) to provide a clear focus for Members to set out policy, strategy and control for the companies that it funds.

This year the review and approval of Thameswey Business Plans has been subject to additional scrutiny via this process and has also been reviewed in the context of the challenging budget and Medium Term Financial Strategy for the Council. The financial envelope that the Council provides for Thameswey Business Plans is a key part of ensuring that the Council itself is financially sustainable.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the report be noted; and
- (ii) a further report will be made to Full Council at its meeting on 23 February 2023 on:
 - a) the level of funding required to continue a proposed level of Thameswey activity from within the Business Plans;
 - b) to note the wider Thameswey Business Plans;
 - c) to agree the review period for Sheerwater phases; and
 - d) to agree the wider Shareholder actions for review in 2023.

Reasons for Decision

Reason: Further work is required before Full Council via the Shareholder Advisory Group on a more robust approach to the review and approval of Thameswey Business Plans to balance ambition and affordability for Woking Borough Council.

The Executive has the authority to determine the recommendation(s) set out above.

Background Papers: None.

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Date Published: 25 January 2023

1.0 Introduction

- 1.1 Woking is an ambitious Council, with a clear focus for its residents set out in its “Woking for All” Corporate Strategy. It has made a significant level of investment in regeneration, housing, leisure and office developments, delivered through a number of Council funded companies. There is, however, a recognition that this level of ambition needs to be balanced with having sustainable and affordable plans.
- 1.2 There has been a clear path of work on seeking this balance between ambition and affordability:
- the Comprehensive Statement and commission by Ernst Young reported to Overview and Scrutiny Committee in January 2022
 - the Woking for All Corporate Strategy. Of particular relevance are the priority commitments relating to being a High Performing and a financially responsible council (see Appendix 1)
 - a new framework of Corporate Governance for Council owned companies approved by Executive in July 2022, based on best practice
 - a July Medium Term Financial Strategy (MTFS) report provided an update on the development of the Council’s Financial Resilience Strategy, a key component of the Council’s MTFS
 - further updates on the MTFS during 2022 reviewing the financial sustainability of the Council
- 1.3 This report follows on from the above and sets out progress on a thorough and comprehensive review of Thamesway Business Plans for 2023 alongside the Council’s MTFS report that was reported to Executive on 19 January 2023. It is imperative that the Council’s budget for 2023 and MTFS are set in the context of affordable plans for Thamesway.

2.0 Corporate Governance

- 2.1 Good corporate governance requires councils to carry out their functions in a way that demonstrates accountability, transparency, effectiveness, value, integrity, and inclusivity. The July 2022 Executive report set out the principles for the revised governance arrangements for council owned companies:
- the entity should have sufficient freedoms to achieve its objectives;
 - the council should have sufficient control to ensure that its investment is protected, appropriate returns on investment can be obtained and that the activities of the entity are aligned with the values and strategic objectives of the council;
 - the entity continues to be relevant and required (in its existing form);
 - and if not, appropriate steps are taken (for example, amending constitutional documents or changing form or terminating the vehicle).
- 2.2 The July Executive approved a new governance framework, with a clear focus on the role of the Shareholder Representative (the Leader) and the arrangements required to support that role, based on best practice, including a Member Shareholder Advisory Group and an officer Shareholder Liaison Service to support that work. This approach clearly separates the roles of Council Directors on company boards and the Shareholder interest.

- 2.3 As set out in the report, one of the key documents via which the Council exercises appropriate control over its companies is the company business plan. This plan sets out the objectives of the business, how they are to be achieved and standards met, adjusted in the light of experience and changing Company Governance circumstances. It is a comprehensive analysis of the business situation at a particular point in time. It is critical that the Thamesway plans take into account changing circumstances in the economy and for the Council over the last couple of years.
- 2.4 This report and the subsequent report to Full Council will fulfil the requirement of reviewing the annual business plan for Thamesway, with a clear focus on financial sustainability for both the company and the Council. This has been subject to additional challenge compared to previous years through the new Shareholder Liaison Service (SLS) and Shareholder Advisory Group (SAG). A key consideration here has been the level of borrowing that is sustainable in the short and medium term as well as the long term.

3.0 Council Borrowing and Financial Sustainability

- 3.1 To date the Council has delivered its ambitious housing, leisure, regeneration and district energy networks through Thamesway, funded by borrowing that is repaid over long periods of up to 50 years. A number of factors have impacted on the Council's ability to afford those long-term plans and therefore now require a clear focus on the short to medium term as well:
- COVID and other negative impacts on the UK economy
 - Concerns across the local authority sector about financial sustainability in the context of continuing restrictions on Government support together with rising costs and demand for services
 - A sharper focus by Central Government the level, prudence and sustainability of local authority borrowing, particularly in the context of a number of high profile company failures at other councils. Thamesway is delivering successfully in Woking, but the overall environment requires the Council to show additional scrutiny and prudence
 - Linked to the above concerns, there have been changes in Government and CIPFA guidance that governs the way local authority borrowing is undertaken and accounted for

4.0 Thamesway Business Plans and Borrowing 2023

- 4.1 The full activity on the Thamesway Business Plans would require a further borrowing commitment by the Council of up to £83m to fund them.
- 4.2 In previous years the Council has agreed the full level of borrowing requested by Thamesway for the business plan period (3 years), based on long term plans of up to 50 years. In its current financial position, the Council will require additional controls and caveats on the approval of this funding. There will be two phases to this:
- over the past few months and running to Full Council a more rigorous challenge and scrutiny of the business plans, leading to a one year only approval of funds by Full Council
 - further work after Council to fundamentally review the most costly element of the plans – the Sheerwater Regeneration Scheme. The key element of this will be a review of each of the phases of Sheerwater by the company and the Council during the review period to end of May. The Council will consider the policy implications of the choices and what it then asks to company to proceed with, defer or cease.

- 4.3 The intent of these actions is to ensure that a robust and careful approach is taken to further debt finance, mitigating the risk to the Council's financial position and allowing time for the Council to consider the policy implications of any rephasing of borrowing.

5.0 Proposal for Full Council

- 5.1 In summary, the further work to bring to Full Council will support a proposal that:
- allows a full appraisal of the future options for the loss making Thamesway Central Milton Keynes (TCMK), including potential market sale with minimal borrowing in 2023
 - supports the rest of the Thamesway Energy Limited (TEL) plan, including Council support for the Heat Networks Investment Project (HNIP) that is also funded by central government and developer contributions, with no borrowing in 2023
 - supports activity in the Thamesway Housing Limited (THL) business plan with the exception of Sheerwater, which accounts for the vast majority of the £83m funding requirement in the business plans
 - supports the spend required on Sheerwater to meet contractual and other obligations whilst a review is undertaken by the company and the Council of the other phases of Sheerwater. This may then necessitate a pause on some phases or further in year approval of funds
 - The cash flow needed to support debt repayments in year and the activity above
- 5.2 The above will result in a recommendation for funding that will be lower than that to support the Business Plans in full, but it will keep the company in funds and viable whilst further work is undertaken on Sheerwater. There will be a clear monthly profile of funds for draw down from the Council.

6.0 Further Work Post-Council

- 6.1 In addition to the review of Sheerwater phases, the Shareholder Advisory Group has agreed a clear set of actions for both Thamesway and the Council to fundamentally review a number of Thamesway activities during the year. This will, in summary, include:
- exploring alternative funding sources (loans or equity) other than Council borrowing
 - alternative models of delivering housing other than via the company e.g. via housing associations
 - review the mix of housing – social, affordable, private rented
 - options for TCMK including potential market sale
 - work on financial modelling, loan to asset value and asset impairment risks to complement a review by the Council of its approach to borrowing and provision for Minimum Revenue Provision (MRP) in its MTFS
 - developing the Shareholder Advisory Service's capacity and capability to undertake thorough commercial analysis of the full extent of its interests in companies
- 6.2 In addition, the Council will need to review the policy and financial options for the Brookwood Lye site within the same timescale as Sheerwater phasing to have a comprehensive view of any further funding for Thamesway over and above the approval at Full Council.

7.0 Implications

Finance and Risk

- 7.1 None directly, but this report provides an update on ensuring a prudent approach to the financial envelope for Thamesway Business Plans.

Equalities and Human Resources

- 7.2 None.

Legal

- 7.3 This report further develops the governance approach to companies owned by the Council, as agreed in July 2022 and therefore complies with the relevant legislation and best practice.

8.0 Engagement and Consultation

- 8.1 Developing this report has been undertaken via the Shareholder Advisory Group and in conjunction with Thamesway officers.

REPORT ENDS

A high performing council

A financially responsible council with sustainable and affordable plans

Ensure that affordability, financial control and delivery of value for money are embedded in how the Council conducts its business

Additional priority commitments

- Get the Council's finances under control – this is our first priority
- Consider new approaches to increase income
- Make decisions in an open and transparent way

Actions

- Work constructively with the Department for Levelling Up, Housing and Communities (DLUHC) to deliver plans for a sustainable budget and directly address the concerns the Government has about the Council's levels of debt and exposure to financial risk
- Deliver clearer and more transparent financial performance reporting through to meetings of the Council
- Seek greater leverage of private sector and market investment into Woking to enhance the economic vitality of the borough and maximise the benefit that Woking communities experience from this investment

A high performing council

Develop and strengthen strategic and financial planning and performance and risk management

Additional priority commitments

- Review the financial model used to fund council owned companies
- Get expert opinion to advise on the financial sustainability of the Council's investments into companies

Actions

- Review all council investments and set clear performance targets for the returns these investments need to provide for the Council and the borough

EXECUTIVE – 2 FEBRUARY 2023

MASTERPLAN UPDATE AND NEXT STAGE

Executive Summary

The Executive at its meeting on 15 July 2021 asked Officers to prepare the Town Centre Masterplan with the purpose of providing an overarching framework to help guide development and investment decisions in the Town Centre. The Executive specifically requested that public engagement should be central to the Masterplan preparation process. On 14 July 2022 the Executive agreed the draft text for the Draft Woking Town Centre Masterplan and the accompanying Site Analysis and Consultation Plan be noted and approved for formal public consultation and engagement. The public consultation ran for 12 weeks from 25 July 2022 to 17 October 2022. During the consultation period, there were nearly 5,000 visits to the Masterplan website, and over 5,900 views of the video, almost 500 people attending roadshows and seminars, and 500 visitors to the Masterplan pop-up shop.

There were over 850 formal consultation responses from almost 450 individuals and organisations, including developers with interests in the town centre. As part of the public consultation process, the Council received a potential challenge to the approach taken in bringing forward this document as a Supplementary Planning Document providing guidance as opposed to Development Plan Document. Following the close of public consultation officers have reviewed all representations made and have also taken legal advice in relation to a potential challenge through Judicial Review if the Masterplan is adopted as drafted. Furthermore, on 3 November 2022 the Planning Inspectorate issued their decision on the Crown Place Development, granting planning permission for a scheme of up to 28 storeys to the east of the town centre. This appeal decision changes the nature of the townscape and has a considerable impact on the proposed townscape and 'bell curve' set out in the Masterplan which is also being considered by officers in determining the appropriate steps moving forward. The likely consequence of the appeal decision, along with a potential legal challenge, and changes to the planning system set out in the Levelling Up and Regeneration Bill, are covered in more detail in this report.

A report setting out options for the next steps, which requires further detailed work for officers, will be brought to a future meeting of the Executive for decision.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the report be noted; and
- (ii) Officers to bring back a details options report to future meeting of the Executive.

Reasons for Decision

Reason: For officers to fully assess options to provide thorough advice for Members to agree next steps.

The Executive has the authority to determine the recommendation(s) set out above.

Background Papers: [Background paper - Crown Place appeal decision](#)
APP/3655/W/20/3259819

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Date Published: 25 January 2023

1.0 Introduction

- 1.1 The Executive at its meeting on 15 July 2021 asked Officers to prepare the Town Centre Masterplan with the purpose of providing an overarching framework to help guide development and investment decisions in the Town Centre. At that time it was considered that the Masterplan should have the status of a Supplementary Planning Document. The procedure for preparing and adopting Supplementary Planning Documents must be carried out in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012. Public consultation on the Draft Masterplan (carried out in accordance with Regulation 13) ended on 17 October 2022. National Planning Practice Guidance states that ‘Supplementary Planning Documents (SPDs) should build upon and provide more detailed advice or guidance on policies in an adopted local plan. As they do not form part of the development plan, they cannot introduce new planning policies into the development plan. They are however a material consideration in decision-making’.
- 1.2 The Masterplan set out to establish an overarching vision for the town centre to enable designed, sustainable development, such as building new homes, cultivating a thriving retail and business environment and strengthening Woking’s cultural and leisure offer. It contains detailed standards and principles that deliver a shared vision for the town centre, including guidance on building heights and density, and provides a long-term vision for Woking’s skyline to 2030 and beyond.
- 1.3 On 14 July 2022 the Executive agreed the contents of the Draft Woking Town Centre Masterplan and the accompanying Site Analysis and Consultation Plan be noted and approved for public consultation and engagement, which ran from 25 July 2022 to 17 October 2022. During that time eight roadshows were held in locations across the Borough, seminars and question and answer sessions held, and a pop-up shop opened in Mercia Walk in the centre for four weeks. A thorough Consultation and Communication Plan was prepared, outlining specific detail of consultation methods and events. Detailed information on the consultation and engagement methods used can be found at Appendix 1.
- 1.4 The consultation was publicised through posters, banners and publicity (including postcard size flyers) around the centre and the Borough, through an introductory promotional video shown on the big screen on Jubilee Square, through social media, e-newsletters and multiple inclusions in local newspapers. QR codes enabled the public to interact with ‘talking statues’ (and at other focal points) through their mobile phones, which signposted the Masterplan consultation. The Masterplan consultation material was available on the main engagement hub website (clearly signposted on the Council website) and the Planning Policy (woking2027) website. Hard copies were available in the Borough’s libraries and at the Civic Offices for the whole 12 week consultation period, and in the pop-up shop and at roadshows.
- 1.5 During the consultation period, there were nearly 5,000 visits to the Masterplan website, and over 5,900 views of the video, almost 500 people attending roadshows and seminars, and 500 visitors to the Masterplan pop-up shop.
- 1.6 There were over 850 formal consultation responses from almost 450 individuals and organisations. These were received through the Masterplan engagement hub website (793 surveys completed) with the remainder being email or postal responses to Planning Policy. Each of those representations have been individually reviewed and consideration given to how they may be addressed moving forward. A consultation summary report is attached as Appendix 2. For most chapters of the Masterplan it will be noted that matters raised can be quite readily addressed. However, with the key chapter on Townscape there are more challenging issues that may not be as easily addressed within the drafting and form of the current Masterplan.
- 1.7 The first such matter, separate from the Masterplan consultation process, is the Planning Inspectorate decision on the Crown Place appeal, dated 3 December 2022 and which granted

planning permission for a development of a group of buildings, notably 3 of which are 23, 25 and 28 storey towers, providing 366 residential units, commercial and community uses and associated car parking.

- 1.8 Secondly, as part of the public consultation exercise in response to the draft Masterplan, a representation was received on behalf of a number of developers with interests in the town centre regarding a possible legal challenge if adopted. This was accompanied by a Counsel opinion which in effect challenges the adoption of the Masterplan as a Supplementary Planning Document (SPD) and also considers some of the specific details of the Masterplan in relation to existing adopted planning policy. The representation also suggests that, should the Masterplan be adopted as drafted and as a SPD they would seek a legal challenge in the form of a Judicial Review. In the light of a possible legal challenge, the Council has sought its own independent Counsel's opinion (KC) on all of the matters raised by this particular representation.
- 1.9 Thirdly, the proposed changes set out within the Levelling Up and Regeneration Bill and the current consultation on changes to the NPPF could affect the way this Plan should come forward and the weight given to it in the long term as an SPD.
- 1.10 Section 2 of this report considers both of these matters in more detail.

2.0 Crown Place appeal decision and potential challenge to masterplan as drafted

- 2.1 Crown Place appeal. This site is identified as UA15 in the Site Allocation Development Plan Document 2021 (SADPD) and also in the Masterplan appendix. The site lies to the east of the town centre and the Masterplan document itself (page 95) suggests that an appropriate height for development of this site would be 4-10 storeys. This scale of development is also reflected in the bell curve diagrams on the first few pages of the appendix document.
- 2.2 The appeal decision has granted permission for demolition of all existing buildings including existing footbridge to Victoria Way Car Park and redevelopment of site to provide a new building ranging from 5x to 28x storeys plus basement level comprising up to 366x residential units (Use Class C3), commercial (Use Classes A1/A2/A3) and community uses (Use Classes D1/D2) at ground floor and first floor level and associated internal and external amenity spaces, basement level car parking, cycle parking, bin storage, ancillary facilities, plant, new public realm, landscaping and highway works. Three of the approved buildings are 23, 25 and 28 storeys in height respectively.
- 2.3 In paragraph 26 of the appeal decision, the Inspector concludes on the issue of character and appearance, that she "did not consider that the proposed development would have an adverse effect on the character and appearance of the area. There is no doubt that the towers would be highly visible and would not reflect their immediate surroundings in terms of height. However, that does not mean that the scheme would thus be unacceptable. The existing built environment within the eastern part of the town centre is generally uninspiring and has little to commend it. The proposal would introduce a development of high quality and distinction and a landmark at the easterly approach to the town centre. Overall, the development would enhance townscape character and, in this respect, comply with development plan policy, including policies CS1, CS2, CS21 and CS24 in the CS. Furthermore, it would be in accordance with the principles of the Design SPD".
- 2.4 The Inspector further considered there was no policy impediment to a tall building of any particular height on the appeal site. It is important here to distinguish between policy, contained in the adopted local plan (Core Strategy and SADPD) and guidance contained within the adopted 2015 design guide, including the section contained therein on tall buildings, and the guidance which the Masterplan would provide as an SPD, which is not part of the adopted planning policy framework for the Borough. It should also be noted that in relation to the draft Masterplan the Inspector commented that she was "*aware that there have been a number of*

responses, including an objection by the Appellant. At this stage it is therefore not known whether the current approach in the Masterplan will be carried forward or not. For that reason, it can be given very limited weight as a material consideration in this appeal."

- 2.5 This appeal decision has clear implication for the Masterplan in that it has changed the nature of the townscape. As a minimum, the design principles for this site, including what prospective heights may be appropriate, will need reconsidering. Realistically the eastern part of the town centre, not just this 'gateway' site will need to be reviewed and the 'bell curve' amended accordingly. This level of amendment could have quite a significant impact on the Masterplan as currently drafted and will therefore likely require further public consultation.
- 2.6 The second, perhaps less obvious, implication builds on the Inspector's reference to the weight attached to policy as opposed to guidance. The Inspector's approach here is sound. Whether or not an adopted masterplan as an SPD would have led the Inspector to reach an alternative conclusion would be mere speculation. What is perhaps clearer is that, given the weight correctly attached to adopted policy, should consideration be given to what form of document the masterplan should be. I.e., is there merit in considering bringing forward a DPD which could introduce policy and would be a more robust tool in resisting taller buildings within the town centre? This is considered further as an option in section 3 below.
- 2.7 The potential legal challenge to the Masterplan if adopted. The potential legal challenge on the draft Masterplan is raised on two matters. The first is whether the Masterplan should be produced and adopted as a DPD rather than an SPD. Section 17 of the Planning and Compulsory Purchase Act 2004 ('PCPA 2004') provides for the Secretary of State to make regulations as to the preparation of certain types of planning documents. Those regulations are the Town and Country Planning (Local Planning) Regulations 2012 in particular Regulation 5. These regulations are very complex. The second matter raised is whether or not the Masterplan is in conflict with the already adopted plan, a test set out in Regulation 8(3) of the above Regulations.
- 2.8 It may be useful here to set out what the role of an SPD is. The National Planning Policy Framework (last updated July 2021) define SPDs as "Documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan". In National Planning Practice Guidance (2019) this is further specified in that "Supplementary planning documents (SPDs) should build upon and provide more detailed advice or guidance on policies in an adopted local plan. As they do not form part of the development plan, they cannot introduce new planning policies into the development plan. They are however a material consideration in decision-making. They should not add unnecessarily to the financial burdens on development".
- 2.9 The Council has sought its own Counsel's (KC) opinion on these matters, in order to determine the next stage for the Masterplan and to provide clear advice to Members. It is recognised that the plan published for consultation does provide site specific guidance in order to present a clear position for developers who wanted certainty as to the Council's position on building heights as well as a vision for the townscape that residents could understand. However, while that guidance was welcomed by many the advice of the KC in this regard is that the plan as drafted, with the aims that it seeks to achieve, would be most appropriate as a DPD rather than an SPD.
- 2.10 On the matter of conflict with the adopted development plan, the Masterplan as drafted does conflict, in particular with the adopted SADPD, in terms of site yields for some individual sites which are lower than what the adopted policy states, notwithstanding the Masterplan as drafted does suggest a higher overall number of homes could be achieved in the town centre, with the inclusion of HIF and windfall sites.

- 2.11 Given the above, Counsel's advice is that the Masterplan as it stands could not be safely adopted as an SPD given the challenge presented by the representations received.
- 2.12 The Levelling Up and Regeneration Bill, which is currently in the House of Lords, and the current consultation on the National Planning Policy Framework (NPPF) and proposed National Development Management Policies published in December 2022 sets out proposed changes to the planning policy framework, including changes to legislation on planning policy, which include reforms to the plan making system and the role of Supplementary Planning Documents. These may have an influence on how this plan should come forward.
- 2.13 The Crown Place appeal decision, the legal advice the Council has received and the proposals related to changes within the Levelling Up and Regeneration Bill suggest that the Council should not proceed to adopt the Masterplan in its current form. In the light of the above, officers are now considering options that will achieve the aims as originally set out, those being the production of a Town Centre Masterplan with the purpose of providing an overarching framework to help guide development and investment decisions in the Town Centre.
- 2.14 Notwithstanding the above, the Council has published and consulted on its vision for the town which has been welcomed by many. The ambition and need for a clear and robust plan to guide development in the town centre, to give certainty to developers wishing to invest, and provide officers with an effective tool to assess planning applications and defend decisions on appeal remains. Options for next steps are therefore now being considered by officers. A report on those options will be brought back to a future meeting of the Executive.

3.0 Corporate Strategy

- 3.1 The Masterplan supports the following objectives of the Woking for All Strategy 2022 - 2027: Engaged Communities – A healthy, inclusive and engaged community-

- Reducing social inequality – the Masterplan will guide the delivery of new housing and affordable housing developments and support both the Homelessness and Housing Strategy.
- Engaging our communities – engagement will be central to the preparation of the Masterplan.

Healthier Communities – An enterprising, vibrant and sustainable borough-

- Promoting a strong economy – setting a vision for the town centre will promote investment, support business retention and promote Woking as a destination for business to relocate to.
- Improving the health and wellbeing of all residents – the Masterplan will set out areas of open space, health and leisure provision and support the town centre as a cultural hub. The Masterplan will support the emerging Health and Wellbeing Strategy.
- Improving the Borough's biodiversity and green infrastructure – the Masterplan will set out the quality and quantity of open space.
- Sustainable development – The Masterplan will highlight the vision of a sustainable and inclusive town centre and identify opportunities for energy efficiency and generation.
- Strengthening partnerships – the Masterplan has/will be developed following engagement with a diverse range of stakeholders and the wider community.
- Effective use of resources – setting a clear vision of the town centre would support the effective use of limited resources, in particular, the reuse of previously developed land.

4.0 Implications

Finance and Risk

- 4.1 There are significant cost implications for the Council if a claim is issued for Judicial Review and progressed through the High Court. In order to avoid unnecessary additional expense to the taxpayers purse and in view of Counsel's opinion it is clear that the best approach for the Council is not to proceed to adopt the Town Centre Masterplan in its draft form.

Equalities and Human Resources

- 4.2 The report does not have any direct equalities implications.
- 4.3 There are no HR issues arising from this report.

Legal

- 4.4 The legal implications are referred to in the body of the report.
- 4.5 Further to the letter received with a threat of Judicial Review the Council has sought and received Counsel's opinion regarding the matters raised.
- 4.6 Attention is drawn to the main legal issue arising from this report; that there is a real risk of Judicial Review with a reasonable probability that the claim would succeed if the Town Centre Masterplan is adopted as drafted as a SPD.

5.0 Engagement and Consultation

- 5.1 Detailed in paragraphs 1.3 to 1.6 above.

REPORT ENDS

Masterplan Engagement

Roadshows and Zoom

Date	Venue	Attendees
28-Jul	Byfleet	41
02-Aug	Zoom (Capped to 15)	9
03-Aug	Sheerwater	8
08-Aug	Goldsworth Park	44
09-Aug	Westfield	46
17-Aug	Woking	35
23-Aug	Goldsworth Park with SCC	80
01-Sep	Zoom (Capped to 15)	16
16-Sep	Stakeholder Zoom	14
28-Sep	WeAct: Net-zero visioning walk	8
29-Sep	Pyrford Cricket Club	30
30-Sep	Woking Chamber Networking	30
04-Oct	Horsell Village Hall	54
12-Oct	Woking Means Business Seminar	
Sep	Retirement homes	46
Total		534

EHQ* Masterplan Themes

Theme	Downloads	Surveys Completed
Townscape Strategy	884	158
Herritage	119	67
Leisure and Culture	145	104
Flood Risk	52	34
Green Infrastructure	61	61
Housing	194	56
Sustainable Construction	93	71
Transport	124	126
Economy	108	62
General Infrastructure	150	58
Total	1,930	797
Email submissions		71
Postal submissions		4
Grand total		872

Pop-Up Shop

Date	Number
20-Aug	48
22-Aug	30
24-Aug	68
31-Aug	26
02-Sep	33
03-Sep	30
05-Sep	29
07-Sep	33
09-Sep	N/A
10-Sep	N/A
12-Sep	N/A
14-Sep	N/A
16-Sep	N/A
17-Sep	N/A
21-Sep	49
23-Sep	40
24-Sep	105
Total	491

* EHQ - Engagement HQ = Engagement hub website, including interactive

QR code data

QR code name	Scans
Masterplan generic shopping centre entrances	16
Masterplan post cards	16
Pop-up shop exterior	18
Woking News and Mail	8
Jubilee Square board	9
Borough Boards	11
Pop up shop exterior	18
Generic location pop up banners	11
Surrey Ad	1

Facebook advertising

Driving traffic to the masterplan landing page

Date	Reach	Clicks	Amount spent
Aug 2 2022 - Aug 16 2022	31,094	1,703	£200
Aug 25 2022 - Sept 8 2022	28,200	1,019	£200
Sep 28- Oct 17 2022	36,280	1,090	£259

Masterplan videos

Video	Views
Full video	4.2k
Transport	225
Economy	77
Flood risk	79
Green infrastructure	130
Heritage	66
Housing	161
Infrastructure	157
Leisure and culture	320
Sustainable construction	161
Townscape	310

E-newsletter promotion results

Edition breakdown:

Date	Theme	Link(s)	no. clicks
July 25 2022	General	General Video	420
		General Video	136
July 29 2022	General	General Video	165
		Landing page	60
August 5 2022	General	Landing page	32
		General Video	84
August 12 2022	Townscape Strategy	Townscape video	218
		Woking by 2030	137
		Townscape strategy landing page	60
August 16 2022	Pop-up shop special	General Video	80
		Shop map location	49
		Landing page	27
		Pop up shop press release	19
August 19 2022	Green infrastructure	Biodiversity video	104
		Biodiversity landing page	44
		Landing page	32
August 26 2022	Leisure and culture	Leisure and culture video	131
		Leisure and culture landing page	21
September 2 2022	Housing	Landing page	56
September 23 2022	General	Landing page	24
September 30 2022	Sustainable construction	Sustainable construction video	51
		Sustainable construction landing page	20
		Landing page	8
October 7 2022	General	General Video	42
		Landing page	16
October 14 2022	General	General Video	41
		Landing page	35

Overall results

Link	Total clicks
Landing page (general)	290
General video	965

Town Centre Masterplan – Consultation summary report (draft)

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1. Background and summary of the consultation

The Masterplan sets out to establish an overarching vision for the town centre to enable design-led, sustainable development, such as building new homes, cultivating a thriving retail and business environment and strengthening Woking's cultural and leisure offer. It contains detailed standards and principles that deliver a shared vision for the town centre, including guidance on building heights and density, and provides a long-term vision for Woking's skyline to 2030 and beyond.

The Council's Executive requested that public engagement be central to the preparation of the Masterplan, and initial community engagement, through sessions with the Council's Residents Panel and other key stakeholders was carried out in the autumn of 2021 (detailed [in the Report on Masterplan Stakeholder Interviews](#)). This engagement informed the preparation of the draft Masterplan, which was subject to extensive and comprehensive consultation, lasting 12 weeks from 25 July to 17 October 2022. During that time eight roadshows were held in locations across the Borough, seminars and question and answer sessions held, and a pop-up shop opened in Mercia Walk in the centre for four weeks. A thorough Consultation and Communication Plan was prepared, outlining specific detail of consultation methods and events, which can be found at Appendix 1. Detailed information on the consultation and engagement methods used can be found at Appendix 2.

The consultation was publicised through posters, banners and publicity (including postcard size flyers) around the centre and the Borough, through an introductory promotional video shown on the big screen on Jubilee Square, through social media, e-newsletters and multiple inclusions in local newspapers. QR codes enabled the public to interact with 'talking statues' (and at other focal points) through their mobile phones, which signposted the Masterplan consultation.

The Masterplan consultation material was available on the main engagement hub website (clearly signposted on the Council website) and the Planning Policy ([woking2027](#)) website. Hard copies were available in the Borough's libraries and at the Civic Offices for the whole 12 week consultation period, and in the pop-up shop and at roadshows.

During the consultation period, there were nearly 5,000 visits to the Masterplan website, and over 5,900 views of the video, over 500 people attending roadshows, seminars and events, and nearly 500 visitors to the Masterplan pop-up shop.

There were over 850 formal consultation responses from almost 450 individuals and organisations. These were received through the Masterplan engagement hub website (793 surveys completed) with the remainder being email or postal responses to Planning Policy.

2.a. Themes and structure

The Town Centre Masterplan is structured into themed chapters, and the Engagement hub webpage (which included consultation summaries and survey questions) followed these themes. Where email responses or letters have been received, these have been broken down into representations (or comments on a specific point) which fit under the themes. While there is some necessary overlap between themes, this is acknowledged as part of the complexity of planning for any place, and leads to cross-referencing between chapters.

The theme based structure forms the basis for the summary report. Under each themed section, a snapshot of one or two comments is given, as a flavour of responses received. Then key issues from each chapter or theme are pulled out, a comment is given on how those issues are or will be addressed in the Masterplan or through other means.

Due to the level of response received, it must be noted that this report provides a high level summary of consultation responses and outcomes. A detailed breakdown of all representations received and an officer response has been collated and will be available in due course.

2.b Townscape Strategy

What stakeholders said:

Historic England were concerned about the potential for a 'plateau' effect to arise from the definition of building heights, and recommended a toolkit developed by Oxford City Council.

Most responses from developers and landowners referred to the Townscape Strategy. The Counsel opinion commissioned by three of them, although it focussed on the Site Specific Guidance, also stated that the Townscape Strategy conflicts with existing DPDs in some respects. Outside the Counsel opinion, further conflicts between the Townscape Strategy and elements of the Core Strategy, Site Allocations DPD, and Design SPD were claimed. There was a proposal that the height ranges should be given by character area, rather than by block. The analysis in the strategy was said to be insufficiently detailed, with not enough attention to existing tall buildings or to street level views. It was proposed that other skyline options than the bell curve should have been assessed. One developer commissioned a detailed critique of the Strategy from an urban design perspective.

Summary of key issues:

This Masterplan chapter received a high level of response, with 157 responses from members of the public through the Engagement Hub and 13 by email.

Out of the members of the public who responded, 48 supported the Tall Building Framework. 106 people thought it inappropriate, of whom 70 people wanted building heights to be lower (in some cases this was an objection to the potential for new 30+ storey buildings in the central cluster, while a few objected to anything above 4-5 storeys, and in a minority of cases the respondent appeared to be objecting more to recent developments than to the Framework itself). 14 people wanted some site specific change, and 14 people said the Framework was too restrictive of height.

Specific points raised by several members of the public included frequently expressed dislike for tall buildings, and concern at the pressure on infrastructure they will generate; a smaller number of people who supported tall buildings, either for what they contribute to the town centre or as a way of relieving development pressure elsewhere; a desire for more green space; concern at the spread of tall buildings south of the railway line; various proposals for overall height limits between 3 and 18 storeys; a desire for more detail on streetscape and materials; and issues of safe public spaces, wind tunnels, shade and privacy.

How those issues will be addressed

The townscape character analysis is considered broadly valid and appropriate as evidence. The presentation could be improved and factual errors corrected, which would lead to a small number of consequential amendments to the strategy itself. It could be made clearer that the Townscape Strategy is a high level strategy and different heights could be accepted if adequately justified by evidence. Heights could be expressed in metres rather than number of storeys; and there is potential to include the Town Centre fringe areas in the character area review. The concept of the 'bell curve' is proposed to be dropped, in light of comments received and of the Crown Place appeal decision. Questions raised in the Counsel opinion are proposed to be addressed through an overall review of the Masterplan project.

2.c Sustainable construction

What stakeholders said:

Surrey County Council *“We support the masterplan’s ambition that buildings should minimise emissions and incorporate measures that adapt to future weather changes due to climate change. We also welcome its encouragement for new and redeveloped buildings to exceed local planning policy and national building regulations requirements and to pursue net zero where feasible.”*

Summary of key issues

The Sustainable Construction chapter received over 70 responses from individuals and organisations. Those who responded were generally supportive of the Sustainable Construction masterplan, however many of those who responded felt the Council should aim for higher technical standards and meet targets sooner than the set dates of, for example, net zero by 2050.

There is concern arising from the sustainability of new development, particularly with regard to the construction of tall buildings, as well as demolition of existing buildings and associated embodied carbon. There is a clear desire to increase green infrastructure provision across the Town Centre and to integrate suitable climate change mitigation methods, such as on-site energy generation in new developments.

It is worth highlighting in this section that Thameswey (local energy provider) have raised concern regarding distribution of development across a wide geographical area, referencing sites identified in the Masterplan. The wide distribution of development would require extra infrastructure to extend the decentralised energy network, which could be unfeasible. Lastly, the issue of sustainable transport was raised in many responses.

How those issues will be addressed

The Masterplan sets out an appropriate ambition for sustainable construction and design within the remit of a supplementary planning document (SPD). It presents local case studies in the Town Centre, which demonstrate a range of design solutions that can be integrated to deliver development built to a high environmental standard. The Masterplan is ambitious in encouraging new buildings to exceed minimum local planning policy and Building Regulations requirements, and also highlights the ‘retrofit first’ principle to encourage re-use of good quality existing buildings. The Masterplan covers green infrastructure in a separate chapter, however there are many design solutions presented in the Sustainable Construction chapter, which include green infrastructure measures to mitigate against effects such as overheating.

The Council will continue to work with Thameswey to explore feasibility of opportunities for sites to be incorporated in the CHP. Lastly, Transport is covered in the General Infrastructure and Transport sections of the Masterplan, which set out sustainable transport strategies. However, the Sustainable Construction chapter highlights the need to incorporate suitable electrical vehicle (EV) charging points and cycle parking to support development.

2.d Heritage

What stakeholders said:

Surrey County Council *“The masterplan mentions the possibility of installing information boards outside key assets and as part of a wider signage strategy. The borough council might, however, like to consider a more inclusive approach of establishing a Woking Town Centre “Heritage Trail” to link the surviving assets together and to lead people to discover both sites and features that perhaps they may have missed in the past due to the poor connectivity within the area (mentioned elsewhere in the document). Such a trail could be considered as part of the town centre shopping/visitor experience and linked with the more recent art and sculptural installations in the town centre.”*

Summary of key issues

The Heritage chapter received over 70 responses from individuals and organisations. Those who responded were generally supportive of the Masterplan’s intentions to protect and enhance heritage assets in the Town Centre, including the introduction of tighter controls in the Town Centre Conservation Area. The Police Station and Basingstoke Canal were highlighted as particularly important heritage assets with opportunities for enhancement. There is a general feeling that heritage could be better celebrated, with many raising the idea of implementing a heritage trail or exhibitions to connect visitors and residents with Woking’s history. Furthermore, there is a feeling that new development has not respected the Town Centre’s heritage assets, and that unsympathetic design of new development has detracted from the character and historic elements of the Town Centre.

How those issues will be addressed

The Masterplan sets out numerous proposals to address the key issues associated with heritage in the Town Centre. For individual assets such as the Police Station and Basingstoke Canal, ways in which these assets could be improved are outlined in the opportunities section of the Heritage chapter. Furthermore, the commitment in the Masterplan to explore the production of a Design Code will aid in enhancing heritage assets by addressing the issue of unsympathetic design of new development. Aside from physical enhancements, the Masterplan commits the Council to utilise heritage assets for educational purposes, such as through the installation of information boards to explain an asset’s historical interest. This will be key in addressing the issue of celebrating heritage assets, as it will allow the public to engage with and have a better appreciation of Woking’s history.

2.e Economy

What stakeholders said:

Woking Chamber of Commerce *“are in broad agreement with the contents of the masterplan and welcome the intent to support small business, which helps the borough’s economic vibrancy and enhances the local character”*.

Mr Sutton (local resident) *“Keep investing in the public realm to create a quality feel to the centre (Dukes Court landscaping is a great example of improvement).*

Encourage developers to create alternative uses at ground level (rather than unlettable retail on periphery of centre), small office studios, artists studios (many artists/creatives are being priced out of London premises, great opportunity to create an artists quarter as part of the town’s cultural offer).

The modern office isn’t dead, still a demand for high quality space but business need flexibility.

Create a nurtured/supported zone dedicated to independents”

Summary of key issues

The Economy chapter of the Masterplan received responses from over 60 people and organisations. Key issues raised were around the need to attract more independent shops to the town centre and a desire for an increased entertainment and ‘experiential’ activities. Also highlighted was a need for lower rents and business rates, to support businesses, and reduced parking rates to encourage higher numbers of visits and increase visit time in the centre.

How those issues will be addressed

The town centre has a diverse mix of shops, restaurants and bars but until recently there has tended to be a dominance of chains. There has been a recent, gradual shift towards local and independent businesses (e.g. Lionsheart bookshop/ coffee shop, Bare & Fair amongst others) and further independent businesses will be encouraged and supported as part of the town centre’s growing offer. The Council's retail agents and Estates Team are in dialogue with many retail and hospitality businesses in an effort to attract them to Woking.

The Council has sought to attain competitive rents on its estate, whilst also taking steps to support small independent businesses, and encourages other owners and developers to do the same.

The Council are working to provide activities to attract people to the town centre, including entertainment, street art and a varied restaurant and bar scene. High quality public realm and streetscene is also a factor that attract business and customers, and

With regard to the need to reduce car parking rates, the Council has introduced reduced parking charges at the weekends (£3 for 3 hours at Victoria Place) which is set to remain, and has a reasonable evening tariff (from 6pm to 6am) to encourage visitors to stay longer and enjoy the diverse mix of retail, leisure and hospitality in the town centre.

2.f Housing

What stakeholders said:

Surrey Police requested the inclusion of text on Secured by Design as used in the London Plan.

Several representations from developers and landowners included reference to housing. Some developers noted the Woking Town Centre Housing Market Assessment, and the high demand it identifies for town centre housing, claiming that this is not reflected in the volume of development proposed. Some also stated there was insufficient focus on meeting housing need (contrasting with the emphasis on housing need in an appeal decision and in the HIF bid), and claimed that reduced levels of housing numbers on some sites could lead to the non-viability of delivering housing allocations and even of the overall housing requirement. It was asserted that the Masterplan would need to be reviewed if housing requirements go up in the next Local Plan revision. A specific needs and viability assessment, and designation of sites, for Build to Rent housing was sought.

Summary of key issues:

This Masterplan chapter received responses from 54 members of the public through the Engagement Hub and 5 by email.

Some commenters on this chapter were opposed to the construction of further high-rise buildings, while others were not concerned about building heights so long as a good living environment was provided. The majority accepted or supported the building of flats while wanting to see a wider mixture of dwellings provided in the Town Centre, in particular more 2 and 3 bedroom flats and 'genuinely' affordable/social rented housing, as well as some town houses. It was suggested that more dwellings will be built than needed.

There was concern for the needs of families (of varied sizes), disabled and older people and a lot of support for the provision of both communal and private open space, in particular balconies, multifunctional communal roof gardens and new and improved publicly accessible green spaces close to residential buildings. Several people requested that design requirements take into account the requirements of climate change adaptation and increased home working. The provision of parking on residential developments was also raised, as well as the need for infrastructure generated by new housing.

How those issues will be addressed

The comments made on this chapter in relation to design are largely in line with, and support the importance of, the guidance contained in the Housing chapter, albeit in a few cases saying that it should go further (mainly on size of dwellings, which cannot be addressed through an SPD). The comments also underline the importance of the guidance in the Green Infrastructure and Sustainable Construction chapters. The comments will therefore be addressed by retaining the proposed guidance.

Many comments urge an increase in the provision of Affordable Housing. The draft revised Affordable Housing Delivery SPD was published a month after the end of the Masterplan consultation, and is expected to help increase Affordable Housing provision once adopted.

The issue of autism-friendly development was raised; we would consider that several of the recommended features of autism-friendly development are already covered by the proposed guidance on communal spaces, however, more could be done on this and also to include reference to guidance on best practice to designing for people with disabilities.

Should the document be taken forward in its current form, additional evidence on viability would be necessary to support this.

2.g. Leisure and Culture

What stakeholders said:

Mr Hayes (local resident) “...think pop up food stalls, linked with local breweries and producers and try to cultivate an evening economy that caters for more than just cheap pints at Wetherspoons. There’s no alternative or independent music scene in Woking either. Perhaps a music venue or arts centre. The new development would have been a great opportunity for this but instead it’s a cavernous space with generic shops inside it... Use space more effectively - create interesting and engaging places for the community to get together. Try to get rid of the generic-ness of Woking. More culture, more independent businesses, more alternative things to do and see.”

Theatres Trust “We welcome the objectives of this Masterplan to ensure a dynamic, varied and vibrant cultural and leisure economy through enabling and expanding cultural facilities and provision. The document has provided a good appraisal of provision along with opportunities and constraints. We are supportive of the Masterplan’s policies to achieve this.”

Summary of key issues

This chapter received a high level of response with around 110 contributors. There was a very strong positive response to a survey question asking whether they support expansion of the evening economy (88% agreed) and an even stronger response, with 91% agreeing, to support flexible use of indoor and outdoor spaces to enable a variety of changing activities, events and displays to add interest and animation to the centre. Respondents want more and better leisure and culture in Woking and came up a wide variety of suggestions for what culture and leisure activities are needed. These included: more play space for children and young people; space to enable physical activity for all; more permanent activities such as chess and other board games (on the back of wide appreciation for the Summer Zone at Jubilee Square); space for art including studios; food, farmers’ and craft markets; and community gardening. Responses highlighted that new public spaces, such as those around Victoria Square, could be better used for a range of activities. Also highlighted was a need for more indoor community spaces that can be used flexibly all year round.

There was also strong support for increasing the range of small and independent cafes, bars and restaurants, including pop-ups, to add a distinctiveness to the centre, which is covered further under the Economy chapter. Some further interesting suggestions were to celebrate the railway, aviation and motorsport heritage of the town, as part of its identity, and continue to provide a home of the Hockey Museum.

A key issue to be addressed is the need for an alternative music and concert venue to accommodate Woking Symphony Orchestra and replace that lost at HG Wells. Space for other live music and entertainment, and associated community hub, as had been at Phoenix Cultural Centre was also flagged as missing from the town.

How those issues will be addressed

The consultation has provided a valuable insight into what people in Woking want to see to enhance leisure and culture, and help build a distinct sense of place in the town. The Masterplan sets out that development should assess and explore potential to accommodate cultural and leisure activity, and this insight gained here should be used by the Council to inform continuing work with partners and developers of various sites.

With regard to finding an alternative venue to HG Wells, the Council will work with relevant parties to find a solution and space to enable Woking Symphony Orchestra, and various other music and arts groups, to rehearse and perform in the town. This should be considered valuable cultural assets to the town, which we do not want to lose. Venues for live performance, including music, are encouraged and the Council will work to help facilitate this. We are aware of the funding issues that the Phoenix Cultural Centre faces and options to enable it to re-establish are being explored.

2.h Green Infrastructure

What stakeholders said:

Mr Foster (local resident): *“Lock-down showed the importance of green outdoor space to mental health and well being . The benefits will cascade into improved life satisfaction, lower illness and crime . It will more than pay for itself .”*

Surrey Wildlife Trust: *“The Council states that Green Infrastructure is embedded as essential and integral within design proposals. We note that the Council has declared a climate and ecological emergency, which confirms the importance of wildlife and ecology within Woking. Within this context, we highlight the Nature-Based Solutions (NBS) approach to nature recovery. NBS describe natural responses to challenges including development; climate change; and emergency risk management, amongst other things. NBS come in many forms, from protecting or restoring existing ecosystems or projects that protect or enhance the natural environment, ranging from the restoration of hedgerows and rivers; to planting meadows. An added benefit of NBS is to improve health and wellbeing, particularly in recent years”*

Summary of key issues

The Green Infrastructure chapter of the Masterplan received responses from over 60 people and organisations. Overall there was strong support for the measures and objectives outlined in the chapter. A prominent desire was to see the town centre look and feel greener, and promote biodiversity (including insects) to balance and soften the concrete urban fabric. There is strong support for more useable green space, including green roofs, gardens, trees, shrubs and green roofs, to enable people to enjoy being outdoors and to allow children and young people to play. There is some scepticism about green walls in terms of effectiveness, sustainability (irrigation and maintenance) and utility costs.

There is also a desire to see greater linkages with green areas near the town centre, such as the Basingstoke Canal and Woking Park. Safety in open spaces, and on the Canal, was raised as a concern.

The promotion of Nature Based Solutions by the Surrey Wildlife Trust is noted, and many of the green infrastructure features and measures outlined in the Masterplan are examples of Nature Based Solutions. However a minor amendment is suggested to explicitly refer to them.

How those issues will be addressed

A key objective of the Masterplan is to take proactive steps to support more, bigger, better and joined up habitats, green ways and spaces. This simple but effective ambition should inform all development proposed in the town centre and mean development plays a significant role in making green infrastructure and biodiversity gains. Green infrastructure and biodiversity requirements should be considered from the outset of all design processes, with a priority to provide green features and measures on site where feasible. However, the Masterplan also sets out how effective,

functional green infrastructure can be made elsewhere where it is demonstrated (through a comprehensive design process) it can not be made on site.

Enhancements to town centre streets and spaces, including pocket parks and various forms of planting are put forward within the Masterplan. Better connectivity, permeability for pedestrians and cyclists, and access to green spaces is also highlighted. Ensuring safety through adequate lighting and visibility is something that will be addressed.

Further reference to nature based solutions in the Masterplan will be considered, as part of the new and enhanced green infrastructure that should be considered in the design of development.

2.i Flood Risk and Surface Water Management

What stakeholders said:

Surrey County Council noted that the risk of surface water flooding identified in this chapter should be better linked to the site specific guidance, to ensure sites adequately assess localised surface water issues and opportunities, and incorporate Sustainable Urban Drainage Systems (SUDs)

Affinity Water also set out that new development should use “*water efficient fittings and fixtures such as rainwater harvesting, rainwater storage tanks, water butts, green roofs, and water efficient appliances in all new developments (residential and commercial).*”

Summary of key issues

This chapter of the Masterplan received nearly 40 responses. The vast majority of respondent (89%) agreed that the Council should work with its partners and the development industry to reduce flood risk and improve water quality in rivers and the Basingstoke Canal by including Sustainable Urban Drainage Systems. Other means of improving water quality and reducing flood risk could be by creating green/ blue streets via rain gardens and surface water tree pits, which were also strongly supported. Many residents flagged issues on the impact people tarmacking front gardens and stated that the measures put forward should be a minimum. There was reference to flooding of the Canal in heavy rainfall and the need to plan and work with water/ utilities companies to effectively manage drainage systems.

How those issues will be addressed

The response shows welcome support to the approach the Council will continue to take in managing flood risk in the town centre, in its approach to SUDS requirements (for both major and minor development) and ways to create green/ blue streets. One project aimed at alleviating flooding is the Horsell Common SANG project (outside but within close proximity of the centre) which began in June 2022 and is well underway. This creates three holding ponds with a combined capacity of over 16 million litres of surface water from the Rive Ditch system. The aim of the project is to increase capacity of the drainage system and alleviate local flooding. It also introduces new wetland ecosystems to enhance the biodiversity and access to Green Infrastructure.

With regard to a joined up approach to flood risk and surface water management, the Council continues to work in partnership with Surrey County Council, the Environment Agency and water companies, and other Boroughs and Districts. The Council is also part of the Basingstoke Canal Authority Joint Advisory group that looks after the maintenance and management of the Basingstoke Canal.

2.j General Infrastructure

What stakeholders said:

Mr Grilli (local resident): *The objectives are very laudable, but how can we ensure they are actually realised, and don't get cut out of schemes as costs rise? And if they get built, can we ensure the running costs can be met?*

Mr Foster (local resident): *"A coherent , "joined up" plan which takes account of all the interconnected requirements / demands over the long term. To date the focus is too narrow (project related) and short term"*

Summary of key issues

This is a contentious area which received a moderate level of response, with over 60 responses from the general public and a number from neighbouring authorities, Surrey County Council and other infrastructure providers, such as Affinity Water. A survey question asked about the key elements of infrastructure needed to support development in the town centre, and responses highlighted capacity issues and need for new provision for schools and early years, GPs and healthcare. Responses also raised the need for improved transport and roads, and frequent, reliable public transport and sewage systems to deal with increased demand.

Responses called for a more joined up approach to planning for infrastructure, and more detail about how and where infrastructure will be delivered. Comments from infrastructure providers highlighted the need for early engagement on development likely to impact networks (e.g. water), with specific advice given to ensure future demand is met.

How those issues will be addressed

While the Masterplan summarises infrastructure capacity and need going forward, the Council's Infrastructure Delivery Plan (IDP) is the document that provides the detail. It demonstrates that adequate and appropriate infrastructure can be identified to support the delivery of development included in the Local Plan.

The IDP was updated in February 2022 and is a live document which will be continually revised by working with infrastructure partners and utility providers. The IDP covers GP, health care provision, flooding, water and waste water and reviews the capacity of existing infrastructure and the impact of future development on that infrastructure. It also details the mechanisms in place to ensure that additional infrastructure necessary to support new development is provided over the Plan period. This includes the scale of the new infrastructure to be provided, by whom, how, at what cost and to what timescales.

2.k Transport

What stakeholders said:

Mrs Mullins *"It's not clear to me how the disabled and those with mobility problems are being helped to safely access the town centre and its facilities. Promoting walking and cycling is a laudable aim but it won't be feasible for some parts of the population. "*

Mr B *"more bike infrastructure that is separated from road traffic (e.g. cars, buses). I understand that the council is working towards a more bikeable town as it benefits local population's health and has low impact on the climate, however the bike lane on the street north of the station is very intimidating - buses are an integral part of providing transport to people across town without cars (for the lack of a tram or alternative network) but the width of the street seems like the bike lane was an afterthought."*

Summary of key issues

This chapter received a very high level of response, with well over 130 responses. Key issues highlighted centre around road use, congestion and traffic, need for better public transport including a more frequent and affordable bus service. There was a lot of focus on bike usage, including a need to increase e-bike infrastructure and need for bicycle storage in development, concern around cyclist and pedestrian safety, access and permeability (particularly between Victoria Way and the Town Centre, the Canal and centre and across the railway line). Better crossing points, continuity and joining up of cycle and pedestrian paths was highlighted.

Parking was also highlighted, in terms of a lack of availability and access to disabled parking spaces, loss of parking due to new development and cost of parking (the latter is covered in the Economy section). Surrey County Council flagged a new Local Transport Plan, adopted in July 2022, which sets an ambitious approach to decarbonising the transport system, with four main pillars for investment which include Local Cycling & Walking Plans (LCWIPs), Liveable Neighbourhoods (LNs) incorporating low traffic solutions and public realm improvements, bus plans, and electric vehicle infrastructure. Further to this, expansion of car clubs in the town centre was also raised by SCC.

A key consultation question asked 'Do you think that the replacement of the Victoria Arch, on Victoria Way, provides a once in a lifetime opportunity to improve traffic and rail infrastructure in the area?'. The response was very mixed, with 56% agreeing, 22% disagreeing and 22% not being sure.

How those issues will be addressed

The Masterplan includes details of the Woking Integrated Transport Project, Sustainable Transport Package and Local Cycling and Walking Plan together have achieved and will continue to create a safer and better connected environment. The Woking Sustainable Transport Package is a further project (LEP funded) which aims to address gaps in the cycle and bus network and improve attractiveness of sustainable travel. Options for the Victoria Arch scheme are currently being

reviewed, and have potential to manage traffic and congestion while improving pedestrian and cycle routes under the railway bridge. The latest updates on this would be included going forward.

The issue about availability and access to disabled car parking spaces will be explored further with the Council Parking Services team. We are aware of a good level of provision in Victoria Place, and shop mobility is in place in the shopping centre.

2.1 Site specific issues

Summary of key issues

A developer put forward proposals for the whole of the block that includes the Royal Mail sorting office (UA32) and some of the residential landowners in this block also wrote in to support redevelopment. The developer of the Coal Yard site (UA33) also wrote in with proposals for an amended design and site boundary. Two representations were received from developers interested in parts of allocations UA4 and UA11, where the Site Specific Guidance showed no development on their part of the allocation. In addition to making general comments, each of these criticised the elements of the Site Specific Guidance and Tall Buildings Framework which would limit development on their site. These representations, as well as those from developers interested in Crown Place (part of UA15) and the BHS site (HIF9) also criticised the consideration of heritage issues in relation to their site. Representations were also received from developers/landowners on the Former Goldsworth Arms site (UA8), Land North and South of Goldsworth Road (UA11/UA13), Rat & Parrot site (part of UA15), the Police Station (HIF4) and land at Chobham Road (W1).

Members of the public also expressed views on specific sites, in particular sites close to their homes and in particular where there had been a previous planning application, including the Crown Place site (part of UA15) and the Premier House/Church Gate site (HIF13), where issues of amenity, privacy and microclimate were raised. Several people took an interest in sites UA4 and UA6 (High Street/Commercial Way), some for reasons of townscape and some wanting to support the Lighthouse community venue. There were a couple of suggestions that taller buildings could be allowed on those sites, and a few others the same of 1-7 Victoria Way (part of UA11), the BHS site (HIF9), the Police Station site (HIF4; although more people supported the retention of this building), and the Technology House site (Block GW5). On the other hand, it was suggested that the heights on the former Cap Gemini building (Block VWN1) and the northern end of site W1 should be reduced. Several people questioned the railway carpark sites UA31 and W2 and where the parking would be re-provided, while others lobbied for the redevelopment of the aggregates yard as a whole.

How those issues will be addressed

The place of the Site Specific Guidance will need to be reviewed following the Counsel opinion.

EXECUTIVE – 2 FEBRUARY 2023

PLAY AREA PROVISION

Executive Summary

Council Officers previously reported on play areas to the Overview and Scrutiny Committee in November 2019 and January 2021. At these meetings Councillors expressed a desire for a review of play area refurbishment requirements beyond those previously identified in the current refurbishment programme. Of those four remaining sites identified for refurbishment, Loop Road Recreation Ground was completed in December 2021, providing an inclusive and accessible design. Progress is now also well underway towards completing the remaining three play areas (Horsell Moor, Oakfield and Sutton Green) within the next year.

Alongside this, officers have been developing a system for assessing the future refurbishment needs across the Borough's existing play areas. This takes into consideration the age, life expectancy and general condition of the play equipment. A scoring system for these criteria will provide a priority score for each play area and help to identify the most urgent works. Through this approach officers will also be able to identify those cases where play areas are in generally good condition but may have individual items or issues that require more urgent attention.

Further to these most essential works, a strategic assessment of the Council's play areas is also proposed, to assess the distribution and effectiveness of all existing play areas and identify where improvements can be made, subject to funds being available, to have the greatest impact to the communities that they serve.

This report has been produced to seek agreement from the Council's Executive for officers to proceed with the approach outlined below. The Overview and Scrutiny Committee received a draft version of this report for pre-decision scrutiny at its meeting on Monday 23 January 2023 and supported the recommendations in the report.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the proposed approach to assessing play area refurbishment priorities outlined in the report be agreed;
- (ii) Officers begin developing a programme of works for those priorities identified through the refurbishment assessment, within the available project budgets for the coming year; and
- (iii) Officers seek proposals from appropriate consultants to undertake a strategic assessment of the Council's play areas, as outlined in the report.

Reasons for Decision

Reason: The decision will contribute towards the Woking for All Strategy objectives related to play, by enabling officers to implement an evidence-based approach to prioritising play area refurbishment need, thus focussing available budgets where they are most needed and can be most effective.

The Executive has the authority to determine the recommendation(s) set out above.

Background Papers: None.

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Date Published: 25 January 2023

1.0 Introduction and background

- 1.1 The Council manages 42 play areas across the Borough, including Cowshott Crescent which is just outside of the Borough boundary at a Woking Borough Homes development near the Army Training Centre in Pirbright. These range in size from small local play areas, designed primarily for toddlers, to larger destination play areas which cater for children of all ages.
- 1.2 General maintenance of play areas is currently undertaken by Serco through the Environmental Grounds Maintenance Contract. However, where necessary specialist play contractors are engaged to carry out more significant or specialist works.
- 1.3 Serco have suitably qualified operatives who undertake weekly visual and quarterly operational inspections of all Council owned play areas, to ensure maintenance issues are highlighted and resolved appropriately. In addition, all play areas receive an annual independent inspection from an external inspector, usually in the autumn.

2.0 Current play area refurbishment programme

- 2.1 In addition to general maintenance, the Council also has a programme for play area refurbishments.
- 2.2 The current programme was adopted in 2003 and identified 29 play areas for refurbishment. The remaining seven at the time were less than 10 years old, so were not included in this. To date 25 have been fully refurbished, and two removed and reprovisioned locally. Most recently completed was the refurbishment of Loop Road Recreation Ground play area (winter 2021/22), which was designed to incorporate inclusive play opportunities, including equipment accessible for wheelchair users. The Council has also adopted several other new play areas, built as part of local residential developments, during this time. This leaves three play areas from the original programme remaining for full refurbishment - Horsell Moor, Oakfield (in Goldsworth Park) and Sutton Green.
- 2.3 £135,000 has been allocated in the Investment Programme to complete these three sites in 2022/23. Initially it was thought that all three would be procured and completed together. However, officers have been approached by the Sutton Green Residents Association, who wish to apply for external funding through Suez's Landfill Communities Fund to supplement the budget for refurbishment at Sutton Green play area. The Residents Association has made initial enquiries and established that the project would be eligible for this scheme, and it is anticipated that an application will be progressed Q1 2023. Due to the slightly longer timescales anticipated for securing this funding it was agreed that procurement of the new Sutton Green play area should take place separately from Horsell Moor and Oakfield.
- 2.4 Procurement of the Horsell Moor and Oakfield sites was undertaken during summer 2022. An open tender was run, through which four suppliers submitted proposals, and the contract awarded to KOMPAN. The designs for both sites will not only replace the existing play equipment, but also increase the number and variety of play activities on offer to achieve an overall uplift in play value.
- 2.5 A public consultation took place over the autumn via the Woking Community Forum, giving residents the opportunity to provide feedback on the proposals. Feedback was overwhelmingly positive, and we also received a range of suggestions for additional equipment at both sites, although unfortunately, most of these requests would not be feasible within the existing project budget.
- 2.6 However, during the consultation period, local Ward Councillors also expressed an interest in exploring opportunities to expand the scope of these designs, in line with consultation feedback. Possibly utilising neighbourhood Community Infrastructure Levy (CIL) allocations. Officers have since been liaising with the play provider to consider options and understand

implications of including different additional items. Once revised proposals have been submitted, with associated costs, officers will consult with Ward Councillors regarding additional funding requirements.

- 2.7 While it had been anticipated that these two play areas would be delivered by the end of March 2023, additional time has been required to explore options to enhance the designs, which is likely to result in the expected installation timeframes to be extended. It is now anticipated that installation will commence in the spring, with each site expected to take around 4 weeks to install. This means the new play areas would be ready ahead of the summer. Officers will continue to update Ward Councillors on any further revised timeframes as soon as these are known.

3.0 Recent works

- 3.1 In 2021/22 £100,000 funding was agreed to undertake more urgent repairs to address health and safety issues at several play areas across the Borough, the cost for which could not be covered by the annual revenue budget for play area maintenance at the time.
- 3.2 This predominantly related to the rubber safety surfacing, which provides impact attenuation beneath equipment. Over time this is susceptible to damage through general wear and tear, as well as shrinkage around the edges. During the annual independent play area inspections, a number of these issues were highlighted as being a medium risk, meaning they required more urgent attention. The Council subsequently tendered for a package of works to complete surfacing repairs at 14 sites.
- 3.3 The appointed contractor completed the first block of these works during spring/summer 2022 and completed further works in the autumn. Since commencing the project, some sites have subsequently required a change in specification to ensure repairs are suitable. This uplift in specification has resulted in fewer sites from the original list being completed within the contract budget. Those remaining sites will now be completed separately.
- 3.4 In addition to the safety surfacing repairs, it was agreed that this funding would also be used to address significant works required to certain items of play equipment. This has included replacement of key component parts on three multi-play units, replacement of two swing frames, replacement of springers, and the re-painting of play equipment required at 10 sites.

4.0 Future refurbishment requirements

- 4.1 With the current refurbishment programme due to be completed once the remaining three sites are installed, it is now an appropriate time to consider future requirement for play area refurbishment works. Whereas the existing refurbishment programme took the approach of fully replacing play areas one by one, it is recognised that a new programme will need to take a slightly different approach.
- 4.2 Financial constraints, now and for the foreseeable future, mean it is not economical to fully replace a play area without strong justification that all equipment has or is soon reaching its end of life. As part of the independent annual play area inspection, the current condition of most play areas has been assessed as generally good overall.
- 4.3 Modern equipment generally carries a 25-30+ year guarantee. With the number of play areas refurbished under the current programme, it would be expected that a good proportion of equipment should still be in a generally good condition. However, as has been seen with the safety surfacing and other repairs required over the past year, certain parts do wear more quickly and therefore require refurbishment to maintain the overall condition and anticipated life expectancy.

- 4.4 As well as the condition of these play areas, it is also important to consider how effective they are at serving the community that they are intended for, both individually and between play areas within a given area. Then to determine how best to utilise funding available to provide the greatest overall benefit for local children. For example, might the community be better served by upgrading a larger play area at the centre of a community that is better connected and easier to access for more people, or might more modest improvements to smaller play areas that are currently less effective provide a greater overall benefit to the community.
- 4.5 It is therefore proposed that the approach to assessing play area refurbishment need is carried out in two phases. In the first instance, to identify where the most urgent need is based on the condition of existing equipment. Then beyond this to look more strategically at where investment would provide the greatest benefit to local children.
- 4.6 Through the existing play area inspection regimes, officers had identified a number of these more urgent repair / refurbishment requirements across the Borough. Although these may not be significant enough that they justify wholesale replacement of the play area at this time, those issues identified will need addressing to ensure the site remains safe to use.
- 4.7 To address this, a further £100,000 project funding was allocated in the Investment Programme 2022/23, with a view to funding the same amount for each financial year up to and including 2024/25, to undertake priority refurbishment works. This was in addition to existing revenue budgets. The current financial position for this project is discussed in more detail further down in this report.
- 4.8 Moving forward, the intention would be to refurbish as far as is required to maintain a good condition, prolong the overall life expectancy and where possible to provide an uplift in the overall play value, with specific consideration for inclusive and accessible play. This approach will enable more play areas across the Borough to receive the most necessary refurbishment works, rather than focusing the resource available on full replacement at fewer sites.
- 4.9 To understand and identify priorities across all play areas, and ensure the most effective use of the funding available, a spreadsheet has been developed to individually assess the current need at each play area. This includes a scoring system to evaluate each play area according to age, life expectancy and condition of equipment, to determine priority. A full breakdown of the scoring system and how it works can be found in Appendix 1. Taken together these factors provide a total score out of 60 for each play area, allowing them to be ranked from highest to lowest to indicate priority.
- 4.10 Alongside the scored criteria, various other details have been included in this review, which will help to identify works required at each site and opportunities for other improvements. This includes a play value assessment, opportunities for inclusive play, and specific issues identified through inspections. Full details of these can be found in Appendix 2.
- 4.11 The 'specific issues' will be the primary basis for informing the works which need to be undertaken to bring the play area into better overall condition. However, there are some cases where sites scoring lower for overall priority, may still have issues which individually require more urgent attention. By recording these through this heading it enables them to be picked up and actioned as a priority.
- 4.12 Information on inclusivity and play value will also help to better inform the works undertaken and ensure that the improvements target current deficiencies in play provision at any given site. This means that as well as simply addressing safety issues, the funding will be utilised to achieve an overall uplift in the standard of play provision where feasible. This will include consideration of neurodiverse and other additional needs.
- 4.13 This assessment is flexible and has been designed to be continuously updated. For example, the life expectancy of equipment is re-assessed yearly during the annual independent

inspection. It is also possible that new, more urgent issues will arise through Serco's routine inspections. The assessment spreadsheet will be kept updated with the latest information available, and the priorities list amended to reflect this. Likewise, as improvements are completed at each play area, its score will also be updated. The spreadsheet should therefore be considered as a snapshot of the current position.

- 4.14 Through this assessment mechanism an initial list of works will be compiled to begin working through over the course of the next year, subject to funding. It is anticipated that specialist contractors will be approached to undertake most of these works.
- 4.15 While this approach to assessing condition will help to identify initial priority works, officers will also seek to engage with a suitable play consultant to undertake a strategic assessment of play area refurbishment need. This will consider the distribution and effectiveness of all existing play areas and identify works that will provide the greatest overall benefits. Officers have already held initial discussions with one potential consultant and would intend to work with a consultant to develop an approach to this assessment, subject to agreement from the Executive in February.
- 4.16 This strategic assessment would not delay those more urgent priority works identified through the refurbishment assessment outlined above but will beneficially feed into the overall assessment to refine priorities for play moving forward.

5.0 Corporate Strategy

- 5.1 This report directly relates to the following objective in the 'Woking for All' supplementary strategy for 2022 to 2023:

'Put in place an updated programme for playground refurbishments, recognising the value and importance of accessible play provision.'

This includes the following actions:

Develop a play area improvement plan and ensure delivery of the current plan to upgrade three play areas.

Undertake an audit of the current play area provision and highlight options to achieve accessibility for all including provision for neuro-diverse children.

- 5.2 This work also relates to the Woking for All objective regarding adopting Green Flag standards for the Council's parks, starting in Woking Park. Ensuring our play areas are well maintained will form an important part of meeting Green Flag standards.
- 5.3 The agreed extension to the Environmental Maintenance contract with Serco, from April 2023, includes a requirement for Serco to deliver a Green Flag management plan for Woking Park. Officers will continue to liaise with Serco to develop this management plan over the coming year, while continuing to implement practices and other improvements in line with Green Flag standards.
- 5.4 The Woking for All Strategy 2022-27 also highlights the delivery of the first play area in the Sheerwater redevelopment red phase as a priority for 2022/23. The latest update provided by ThamesWey advises that this will be completed by May 2023.
- 5.5 Play provision across the Borough also helps to support the objectives of the Council's Health and Wellbeing Strategy. Play provides many benefits to children, including encouraging physical activity and providing opportunities for inclusive social interaction, which all contributes to a child's development and positive physical and mental wellbeing.

6.0 Implications

Finance and Risk

- 6.1 £135,000 has already been committed to the refurbishments at Horsell Moor, Oakfield and Sutton Green play areas.
- 6.2 The Sutton Green Residents Association has expressed an interest in applying for additional external funding. Officers are currently in discussion with members of the groups to take this forward.
- 6.3 £100,000 project funding was agreed to get started with the most urgent repairs identified in 2021/22.
- 6.4 A further £100,000 was identified in the Investment Programme 2022/23 to continue these works, with a view to extending this into 2023/24 and 2024/25. It is now anticipated that £50,000 of this proposed budget will be drawn down in the current financial year to meet requirements.
- 6.5 It is also intended to use part of the Council's UK Shared Prosperity Fund (UKSPF) allocation to support future spend on this project. Though it should be noted that the majority of the Council's UKSPF allocation will be available in 2024/25.
- 6.6 The UKSPF is the UK Government's replacement for the EU Structural Investment Fund. The Autumn 2021 budget provided commitment of £2.6bn for UKSPF as part of the Government's Levelling-Up Fund, starting in 2022/23 with £0.4bn, 2023/24 with £0.7bn and 2024/25 with £1.5bn. In line with the other Surrey local authorities, Woking was allocated £1m over the three-year period, with a yearly allocation of 4% of the fund in 2022/23, 9% in 2023/24 and 87% in 2024/25. Of this, £349,000 has been identified for green infrastructure projects, of which £150,000 is proposed for play area improvements in 2024/25.
- 6.7 Beyond this, other future spend will be subject to suitable funding being identified, including the yet to be finalised 2023/24 Investment Programme.
- 6.8 There may also be opportunities to fund improvement work through other funding sources. For example, through the neighbourhood Community Infrastructure Levy (CIL) allocations or other external community funding.

Equalities and Human Resources

- 6.9 Local play areas provide important opportunities for children to play together, or alone, enjoying exciting and challenging activities, contributing positively to a child's development. In particular for those who may not otherwise have access to such opportunities. The proposed approach to assessing play area refurbishment priorities will ensure that play areas across the Borough are refurbished according to greatest need, reducing the risk of old equipment needing to be taken out of use, or in a worst-case scenario, play area closures.
- 6.10 The play area refurbishment assessment spreadsheet also highlights opportunities to improve inclusivity and accessibility in our play areas. This will include consideration of neurodiverse and other additional needs. Where play areas are presenting a similar priority score, those with the greater opportunities for children with additional needs could be afforded additional prioritisation.
- 6.11 Through this approach there will also be an opportunity to identify potential improvements that contribute towards advancing equality of access to play for different groups. For example, Making Space for Girls has highlighted potential gender inequalities which can exist in public open space provision, including in play provision.

Legal

6.12 The legal team have confirmed that there are no legal implications arising from this report.

7.0 Engagement and Consultation

7.1 Public consultation has taken place on the designs for refurbishments at Horsell Moor and Oakfield.

7.2 The local residents association are engaged in the replacement play area at Sutton Green, so will have input when writing the specification requirements for the new play area. It is also anticipated that a wider public consultation would be undertaken once the proposal for the new equipment is received.

7.3 Public consultation would also be considered on any other larger refurbishment scheme, where a significant proportion of any given play area is being replaced.

REPORT ENDS

Appendix 1 - Play Area Refurbishment Scoring System

Introduction

Scoring for each play area to be divided into the following categories:

- Age
- End of life assessment
- Condition of equipment

The criteria outlined in this document will be used to award scores, which will then be adjusted accordingly to ensure each category carries an appropriate weighting. The scores for each category are then combined to give a total score for each site out of 60.

Age

Each site has been attributed a score from 0 – 4 as outlined in the table below. The score awarded is based on the year in which the play areas was last refurbished or first installed, whichever is most recent. The score awarded is then multiplied by 5, meaning the maximum that can be scored is 20.

Age (years)	Points Awarded
21 +	4
16 – 20	3
11 – 15	2
6 – 10	1
0 - 5	0

Example:

Strathcona Gardens was adopted as a new play area in 2007, so is 15 years old and therefore awarded 2 points.

$$2 \times 5 = 10$$

Meaning this site scores 10 for the age category.

End of life

The annual independent play area inspection includes an estimated end of life assessment for each item of play equipment.

To score this category, each item of equipment is scored individually, using the table below as a guide, and added together to give a total score for each play area. To standardise this across sites with different numbers of equipment, this total is then divided by the number of items at the site to calculate an average.

Averaged score is then multiplied by 5, meaning the maximum that can be scored is 20.

End of life estimate (years)	Points Awarded
< 3	4
3 - 5	3
5 - 8	2
8 – 10	1
10+	0

Example

Strathcona Gardens has the following equipment with expected end of life:

Equipment	End of life estimate (years)	Points Awarded
Seesaw	8 - 10 years	1
Springer (fish)	8 - 10 years	1
Junior multi-play	10+ years	0
Toddler swings	10+ years	0
Junior swings	10+ years	0
Total		2

$$2/5 = 0.4 \text{ (averaged score)}$$

$$0.4 \times 5 = 2 \text{ (weighted score)}$$

The site therefore scores 2 overall for the end-of-life category.

N.B. It should be noted that end of life estimations are only approximations and cannot always be guaranteed. It is anticipated that the annual inspector will include end of life assessments in future inspections to ensure accuracy of these is maintained as best possible. Where there are changes from year to year, this scoring matrix will be updated accordingly.

Condition of equipment

As part of the annual play area inspections, the condition of each play equipment asset is attributed with a rating of either poor, average, good or as new.

To score this category each individual item of equipment is scored individually as indicated in the table below and added together to provide a total score for each play area. To standardise this across sites with different numbers of equipment, this total is then divided by the number of items at that site to calculate an average.

Score for each site to then be multiplied by 4 to give a score out of 20.

Asset condition	Points Awarded
Poor	5
Average	2
Good	1
As New	0

Example

Strathcona Gardens has the following equipment with condition rated accordingly:

Springer - average

Seesaw - average

Junior multi-play – average

Toddler swings – average

Junior swings - average

Each item would therefore be given a score of 2,

$$2+2+2+2+2 = 10$$

$$10/5 = 2$$

$$2 \times 4 = 8$$

The site would therefore score 8 for the condition of equipment category.

Overall scores

The scores out of 20 for age, life expectancy and condition are combined to give a total out of 60. Taking the example of **Strathcona Gardens** scores are summarised in the table below.

Category	Score
Age	10
End of Life	2
Condition	8
Total	20

Other criteria (not scored)

	Description
LAP / LEAP / NEAP	<ul style="list-style-type: none"> • LAP - Local Area for Play (small local playgrounds primarily for under-6s) • LEAP - Locally Equipped Area for Play (For children who are beginning to go out and play independently) • NEAP - Neighbourhood Equipped Area for Play (destination play areas mainly for older children but with play opportunities for younger children too) <p>More info on playground standards guidance at:</p> <p>http://www.fieldsintrust.org/guidance</p>
Play Value	<p>Assessment completed by play inspector from the Royal Society for the Prevention of Accidents (ROSPA). Play areas are given a rating of Excellent, Good, Average, Below Average or Poor in each of the following areas:</p> <ul style="list-style-type: none"> • SITE OVERALL (Ignoring Equipment) • AMBIENCE (Visual appeal/condition) • TODDLER PROVISION • JUNIOR PROVISION
Inclusivity	<p>Inclusive play is the idea that all children should have the same opportunities to access play and play together in the same space. Although the focus of inclusive play is often associated with catering to special needs and disabilities, it broadens further to include a variety of factors including age, background etc. Use of the term has grown in recent years, but it is now widely recognised that all play area designs should incorporate inclusivity.</p> <p>The following 5 principles for inclusive design are taken from guidance produced by the play company HAGS (see link below), which provides useful guidance to understand current provision and identify opportunities to improve inclusivity.</p> <ul style="list-style-type: none"> • Accessibility – ensuring accessible routes to and within the play area where possible, with consideration to wheelchairs and mobility aids in particular, e.g. car parking, surfaced footpaths etc.

	<ul style="list-style-type: none"> • Multi-sensory elements – inclusion of equipment that stimulates the following sensory systems. <ul style="list-style-type: none"> - Auditory i.e. sound - Proprioceptive e.g. climbing, jumping - Tactile i.e. touch, texture etc. - Vestibular e.g. rocking, spinning, bouncing, swinging - Visual • Play for all – items with varying levels of challenge which engages children of various ages and abilities. • Opportunities for calm- secluded areas for children to retreat to for quiet play. • Social environments – incorporating a variety of social environments which encourage different types of social play. <p>https://www.hags.com/en-us/designing-inclusive-playgrounds</p>
Priority Areas	<p>The borough has three areas which fall below the 4th decile nationally, according to the 2019 Indices of Multiple Deprivation (IMD) at the Lower Super Output Area (LSOA) Level. These are:</p> <ul style="list-style-type: none"> • Lakeview Estate (3rd decile) • Sheerwater – Dartmouth Avenue / Devonshire Avenue (2nd decile) • Maybury – Boundary Road / Board School Road (4th decile) <p>Map data available at:</p> <p>http://dclgapps.communities.gov.uk/imd/iod_index.html#</p> <p>This is included to consider the socio-economic importance of play provision geographically within the borough.</p>
Recent works	<p>Significant works that have taken place in the last three years, which would be considered outside the scope of general ongoing maintenance. Examples would include replacement of play equipment (e.g. springer), component parts (e.g. slide on a climbing frame) or major surfacing repairs.</p> <p>This does not include replacements of items such as swing seats, chains or other high wearing parts which are replaced periodically as part of regular maintenance.</p>
Specific Issues	<p>Particular points to note from inspections e.g. items with particularly short life expectancies or significant maintenance issue affecting a single item.</p>
Action Points	<p>Items to be addressed and taken forward in programme of works, subject to funding.</p>

EXECUTIVE – 2 FEBRUARY 2023

SEP 2025 – A PARTNERSHIP APPROACH TO WASTE PREVENTION AND RECYCLING

Executive Summary

The purpose of this report is to seek approval on the partnership approach to waste prevention and recycling in Surrey for the next three years (SEP 2025, attached at Appendix 1 to the report).

SEP (Surrey Environment Partnership) continuously strives to improve collection and disposal services in Surrey and aspires to be among the best nationally on all key performance indicators.

Since the Resources and Waste Strategy (RaWS) for England was published in December 2018, the Government has consulted on a number of the strategy's ambitions across a range of subjects, the results of which will provide policy direction, which we eagerly await. The policy situation combined with Surrey's growing population, increasing numbers of households, and changes in the types of waste produced by our residents means change is a certainty. However, the exact direction of the change and the impact it will have on our collection and disposal services remains unclear.

Whilst things are so uncertain, now is not the right time to update the Joint Municipal Waste Management Strategy (JMWMS) and consult with residents, so we need a short-term approach to help manage Surrey's recycling and waste in the most efficient, effective, economical and sustainable way.

SEP 2025 has been developed to bridge the gap between our existing JMWMS and further clarity from central government. It will reflect the vision of SEP and provide clear strategic direction for the partnership for the next three years to 2025 and a longer-term vision that will allow SEP to continue to follow the waste hierarchy and work towards zero waste.

SEP 2025 is therefore a partnership approach to waste prevention and recycling, and has been developed on behalf of all Surrey local authorities through the SEP.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the SEP 2025, attached at Appendix 1 to the report, be endorsed and adopted as set out in the approach document in Annex 1 to the report; and
- (ii) the Strategic Director – Place be delegated to approve the local delivery plan for Woking, in consultation with the Portfolio Holder and in partnership with Joint Waste Solutions.

Reasons for Decision

Reason: In Surrey about £105 million is spent each year collecting, managing and processing recycling and waste. By increasing the amount of waste prevented and the proportion recycled in the county it enables the cost of this service to reduce. It also benefits the environment; less raw materials are required, saving energy, emissions and protecting natural resources.

SEP 2025 – A Partnership Approach to Waste Prevention and Recycling

Adopting SEP 2025 will enable Woking Borough Council to work in partnership with Surrey's authorities in the face of a number of challenges at a new level of focus to reduce costs where possible whilst increasing performance and still providing a high-quality service to Surrey residents. It will also ensure as a partnership, that Surrey's authorities are well prepared to manage the changes that will need to be introduced as a result of RaWS in the most efficient and effective way.

The Executive has the authority to determine the recommendation(s) set out above.

Background Papers: [SEP 2025](#)

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Date Published: 25 January 2023

1.0 Introduction

- 1.1 The Surrey Environmental Partnership (SEP) is made up of Surrey County Council (SCC) and the 11 district and borough councils (D&Bs) in the county. It was formed originally in 2009 to overcome the challenges of two-tier service delivery and aims to manage Surrey's recycling and waste in the most efficient, effective, economical, and sustainable way possible.
- 1.2 All two-tiered authorities are required to have a Joint Municipal Waste Management Strategy (JMWMS). SEP's current JMWMS runs until 2024-25. However, it was last updated in 2015 and is therefore considered to be 'out of date'. A key policy is to support the RaWS, RaWS is still emerging and therefore, the review has been postponed until the national policy direction is clearer.

Emerging policy

- 1.3 RaWS will fundamentally change how recycling and waste services will be funded and delivered in the future, and to that end has set out several proposed policy reforms including the following key measures:
- Invoke the 'polluter pays' principle through **extended producer responsibility (EPR)** for packaging to ensure producers of products bear financial responsibility for the management of the waste stage of a product's life cycle (except ground litter). The Government has committed to introducing this from April 2024.
 - Introduce a **deposit return scheme (DRS)** for drinks containers to reward residents for bringing back bottles and encourage them not to litter; thereby increasing the quality and quantity of recycling. The scheme is to include cans and plastic bottles (not glass) and is still under consideration for implementation from late 2024.
 - Improve recycling rates by ensuring **consistency in household and business recycling** collections. Key proposals include the collection of the same dry recyclable materials (glass, metal, plastic and paper and card) as separately as possible, collection of additional dry recycling such as cartons and plastic films and flexibles, collection of food waste separately at least once a week, and collection of garden waste for free or for a maximum cost. These measures are still under consideration for implementation from 2023-24, but likely to be delayed to coincide with EPR.
- 1.4 The measures in RaWS alongside other plans have set out the following key strategic ambitions to be achieved nationally over the next 30 years:
- Increase the municipal recycling rate to 55% by 2025 and 65% by 2035.
 - Business fleet owners and operators work towards 100% of vehicle fleets being zero emission by 2030, or earlier where markets allow (COP26 ambition).
 - 50% reduction in per capita residual waste (excluding major mineral wastes) by 2042 from 2019 levels (proposed).

Current performance

- 1.5 Significant achievements have been made possible by working together as a partnership; the most notable being Surrey's improved recycling rate, which in 2010-11 was 46.4% (13th highest nationally) and by 2020-21 was 55.1% (3rd highest nationally).

2.0 Proposal

Key priorities

2.1 The response to this situation is to develop a partnership approach to waste prevention and recycling in Surrey for the next three years. The approach will:

- Bridge the gap ahead of further clarity from central Government.
- Consider the anticipated changes that may result from the key emerging national policy to support RaWS.
- Provide clear strategic direction for the next three years and a longer-term vision for the partnership that will continue to follow the waste hierarchy, align with the Government's ambitions such as a 55% recycling rate by 2025 and 65% by 2035 and work towards zero waste reducing emissions in the process. This will aid the future development of a new JMWMS for Surrey post-2025.
- Enable us to drive down waste (particularly food and single-use plastic (SUP) waste) and increase the quality and quantity of our recycling (including participation in food waste recycling).
- Address other key priorities to promote and maximise reuse, decarbonise our waste collection and street cleansing vehicle fleet, support the development of infrastructure and optimised collections, and reduce fly-tipping and littering.

Other options considered

2.2 The other options below have been considered and been discounted for the following reasons:

2.3 **Do nothing** - To maintain the status quo is unlikely to give us the level of performance uplift we seek to keep on course with long term national targets.

2.4 **Update the existing JMWMS** - While the current situation with emerging national policy is still unclear and so uncertain, the partnership feel it is not the right time to go through a lengthy and costly exercise to update the existing JMWMS, which would include a public consultation.

3.0 Engagement and consultation

3.1 A dedicated Steering Group was established to provide strategic direction, oversight and accountability for the development of SEP 2025. This group contained a mixture of waste officers and Elected Members (responsible for waste). It met six times between February and October 2022.

3.2 Alongside this, updates were given at the quarterly SEP Officer Group meetings in February, May and September. SEP officers were also given the opportunity to review and provide input on the draft approach document and appendices throughout October and at their quarterly meeting in November.

3.3 Portfolio holders (or equivalent) for environment including waste at Surrey's authorities have been kept informed through their quarterly SEP Member Group meetings in February, June and September, and via their lead SEP officer. On 23 November 2022, these portfolio holders and lead officers came together at the SEP Members Group to give partnership approval to the SEP 2025 approach document.

4.0 Key implications

Risk management

- 4.1 If not all partners adopt SEP 2025 it would impact on the ability of the partnership to work closely to improve performance and manage recycling and waste in a way that offers best value to the Surrey taxpayer. However, this risk has been mitigated by the engagement carried out, which has involved all lead officers of SEP including relevant portfolio holders as well as the dedicated Steering Group setup for SEP 2025.

Financial and Value for Money

- 4.2 Adopting SEP 2025 will enable Surrey's councils to work more closely to improve performance and manage recycling and waste in a way that offers best value to the Surrey taxpayer.
- 4.3 The delivery of SEP 2025 will be supported by the partnership budget, which is set and agreed annually by lead officers and relevant portfolio holders for recycling and waste at Surrey's authorities.

Legal

- 4.4 The Waste and Emissions Trading Act 2003 requires all local authorities in a two tier system to have in place a joint strategy for the management of waste from households, to review it and keep the strategy up to date.
- 4.5 As explained above, there is a Surrey JMWMS, but SEP 2025 is an extension to this for the next 3 years until the national direction on emerging policy via RaWS is clear. At the start of 2025 (the final year for SEP 2025) the partnership will begin work on developing a new Surrey JMWMS. At this point we should have further clarity from the Government on the way forward following the implementation of the RaWS measures which are set to start from 2024-25. Once the Surrey JMWMS is drafted, consulted on, approved and adopted, this will be the new plan for partnership working from 2026.
- 4.6 This is not a direct relation to SEP 2025, but the Government introduced the Environment Act 2021 in November 2021 that makes provision for most of the described targets and gives them the legislative power to introduce the measures from RaWS above. The Act will also make some changes to existing legislations to enable consistency in collections.

Sustainability and climate change

- 4.7 SEP 2025 is likely to have beneficial climate change and carbon emissions implications, for example; reducing waste arisings and recycling material rather than disposing of it reduces the carbon impact of producing materials and associated emissions from transportation and disposal.
- 4.8 One of the key projects within SEP 2025 will be to develop an infrastructure and transport plan that enables us to comply with the RaWS and key emerging policy; and decarbonise waste collection and street cleansing vehicle fleets ideally by 2030 but in line with existing local authority policies.

Equalities & Human Resources

- 4.9 There are no direct equalities implications resulting from the high level content of this report and the SEP 2025 approach document. However, individual equality impact assessments will be carried out on projects that form part of SEP 2025 where applicable.

SEP 2025 – A Partnership Approach to Waste Prevention and Recycling

- 4.10 The partnership work programmes are delivered by a single officer team known as JWS in collaboration with Surrey's councils. As part of this Surrey's councils have some responsibility to help support the delivery of the work programme.

Communications

- 4.11 Partnership communications are managed by SEP and delivered by JWS. It is likely that national communications campaigns will be developed for the changes resulting from RaWS via the charity known as the Waste and Resources Action Programme (WRAP). However, local campaigns will need to be delivered to communicate these changes especially given that it's very unlikely that there will be complete consistency in collection amongst local authorities. In the first instance it is recommended that these discussions start off within SEP to see if and where this could be joined up and coordinated.

Community safety

- 4.12 There are no direct community safety implications resulting from the content of this report. However, one of the actions within SEP 2025 seeks to work with the fly-tipping enforcement teams to continue to share and develop intelligence, knowledge and best practice.

5.0 Timetable for implementation/what's next

- 5.1 SEP 2025 is being taken through individual councils' democratic processes from December 2022 to March 2023, which will hopefully result in formal adoption across SEP by April 2023.
- 5.2 At the same time, JWS are leading the process to design and develop individualised delivery plans with Surrey's authorities that support the delivery of SEP 2025. It's expected that these plans will be signed off and ready to deliver against from April 2023.
- 5.3 Progress against the targets, and key actions including the annual SEP work programme and local delivery plans will be monitored quarterly and discussed at the SEP Officer and Member Group meetings.
- 5.4 Targets and the work programme/individual delivery plans will be reviewed annually with adjustments to targets made where necessary including adding new projects to the usual SEP work programme and individual delivery plans, where required to support target achievement. This will be developed and agreed with SEP Officers and Members Groups.

REPORT ENDS



SEP 2025

A partnership approach to waste prevention and recycling



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Executive Summary



SEP (Surrey Environment Partnership) continuously strives to improve collection and disposal services in Surrey and aspires to be among the best nationally on all key performance indicators.

Since the Resources and Waste Strategy (RaWS) for England was published in December 2018, the Government has consulted on a number of the strategy's ambitions across a range of subjects, the results of which will provide policy direction, which we eagerly await. The policy situation combined with Surrey's growing population, increasing numbers of households, and changes in the types of waste produced by our residents means change is a certainty. However, the exact direction of the change and the impact it will have on our collection and disposal services remains unclear.

Whilst things are so uncertain, now is not the right time to update the Joint Municipal Waste Management Strategy (JMWMS) and consult with residents, so we need a short-term approach to help manage Surrey's recycling and waste in the most efficient, effective, economical and sustainable way.

SEP 2025 has been developed to bridge the gap between our existing out-of-date JMWMS and further clarity from central government. It will reflect the vision of SEP and provide clear strategic direction for the partnership for the next three years to 2025 and a longer-term vision that will allow SEP to continue to follow the waste hierarchy and work towards zero waste.

SEP continuously strives to improve collection and disposal services in Surrey.

SEP 2025 is therefore a partnership approach to waste prevention and recycling, and has been developed on behalf of all Surrey local authorities through the SEP.

Background, policy, context and vision

Background

SEP is made up of Surrey County Council (SCC) and the 11 district and borough councils in the county (as shown in Figure 1 below). It was formed originally as the Surrey Waste Partnership (SWP) in 2009 to overcome the challenges of two-tier service delivery and aims to manage Surrey's recycling and waste in the most efficient, effective, economical, and sustainable way possible. SEP's plan (the JMWMS) outlined our approach to achieving this.

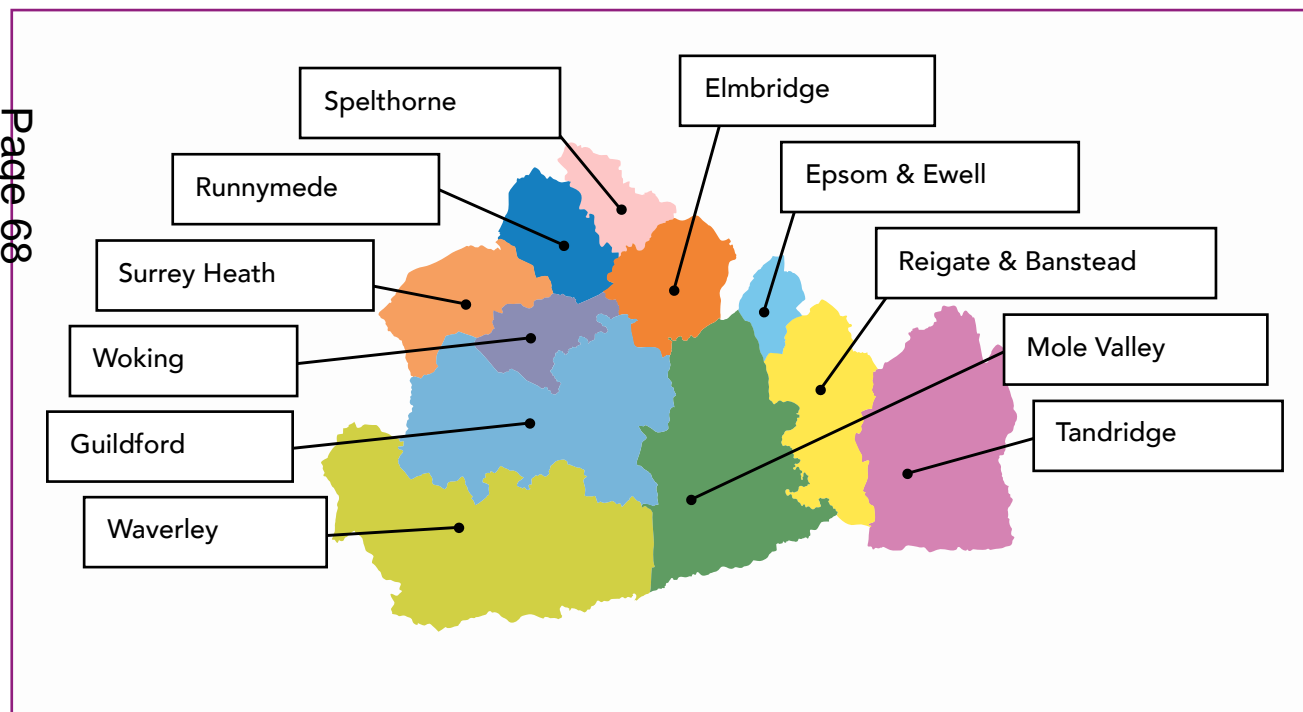


Figure 1: A map of Surrey showing the district and borough council areas

SEP's current JMWMS is meant to run until 2024–25. However, it was last updated in 2015 and is therefore considered to be 'out-of-date'. This was delayed due to the publication of the RaWS, which proposes some fundamental changes on how recycling and waste services will be funded and delivered in the future (further explained below). The key policy to support the RaWS is still emerging and therefore, the review has been postponed until national direction is clearer.

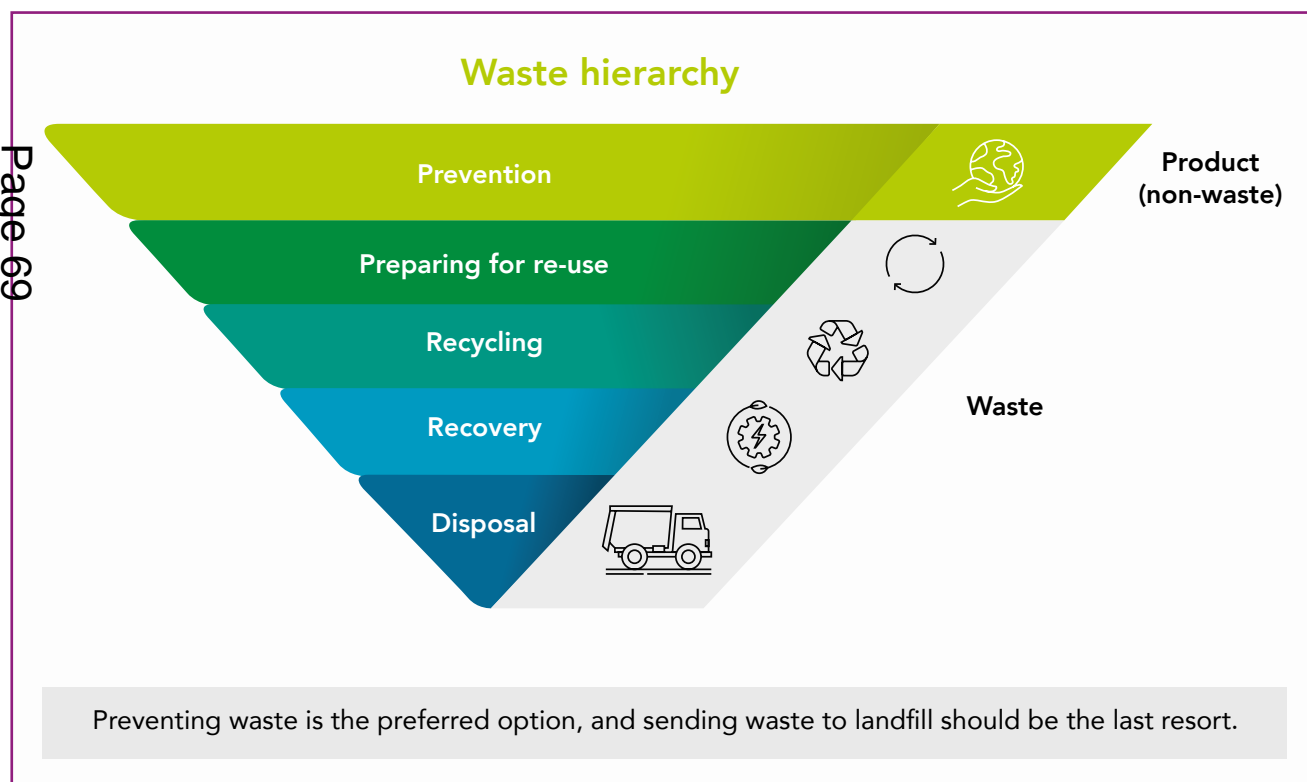
It was also decided to stop the annual monitoring of the JMWMS's action plan at the end of 2017–18 and in its place annual work programmes were developed instead. They have been in place each year through to the latest programme for 2022–23. These have effectively been the plan for working together in partnership since 2018–19. The current SEP work programme for 2022–23 can be found in Annex 1.

The partnership name was changed from SWP to SEP in April 2019 to reflect a growing remit and desire to tackle wider environmental issues in Surrey.

Existing policy

As a group of councils providing recycling and waste management services, we have several duties and responsibilities in accordance with relevant key legislation. These are set out in Annex 2, which has been the legislative framework that we have operated under during the last 30 years.

A key concept set out here is the 'waste hierarchy', which ranks waste management options according to what is best for the environment. It gives top priority to preventing waste in the first place. When waste is created, it gives priority to preparing it for reuse, then recycling, then recovery (this is where most of our residual waste goes in Surrey), and last of all disposal, e.g., landfill, as shown in Figure 2 below.



The waste hierarchy gives top priority to preventing waste in the first place.

Figure 2: Waste Framework Directive – five step waste hierarchy

New and emerging policy

Several policies are currently being developed following the publication of the RaWS. Launched in December 2018, RaWS is the Government's plan to preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. This will see products kept in use for as long as possible, making it easier to reuse, repair, refurbish or recycle them (as illustrated in Figure 3 below).

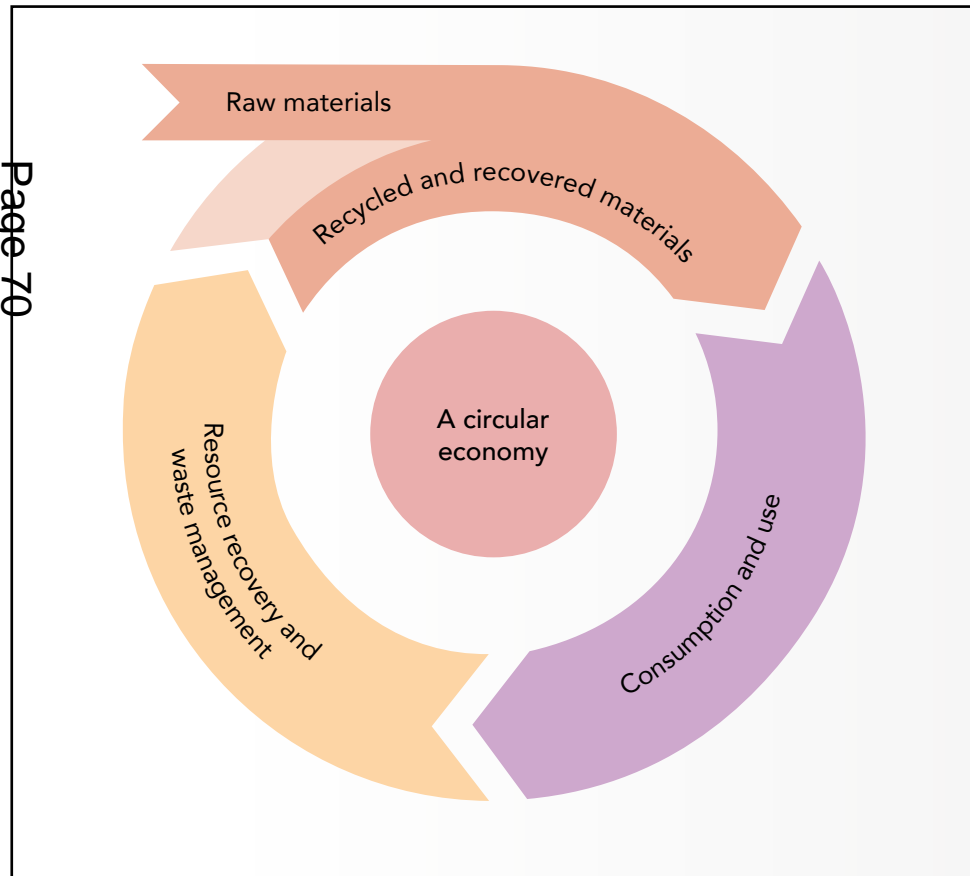


Figure 3: A circular economy



RaWS combines actions the Government will take now with firm commitments for the coming years and gives a clear longer term policy direction in line with its 25 Year Environment Plan. RaWS has set out several proposed policy reforms including to:

- Invoke the 'polluter pays' principle through extended producer responsibility (EPR) for packaging to ensure producers of products bear financial responsibility for the management of the waste stage of a product's life cycle (except ground litter). The Government has committed to introducing this from April 2024. The key change for local authorities is that they will be compensated for the necessary costs of managing packaging waste from households, community recycling centres and street bins. Defra is still working on the details of this with more clarity expected in 2023.

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Introduce a deposit return scheme (DRS) for drinks containers to reward residents for bringing back bottles and encourage them not to litter them; thereby increasing the quality and quantity of recycling. This is to include cans and plastic bottles of between 50ml and 3l and will include containers sold both individually and as part of a multipack. Glass bottles will not be included. The scheme is still under consideration for implementation from late 2024.

- Improve recycling rates by ensuring consistency in household and business recycling collections. This is still under consideration for implementation from 2023–24, but are likely to be delayed slightly to coincide with EPR.

Key proposals to create consistency include:

- > Collection of the same dry recyclable materials (glass, metal, plastic and paper and card) as separately as possible (with consideration given to circumstances where separate collection of recyclable waste streams may not be technically or economically practicable or may not provide a significant environmental benefit).
- > Collection of additional dry recycling (metal jar lids, aerosols, cartons, aluminium foil and trays, aluminium tubes, and plastic films and pouches). The Government has so far stated that plastic films and flexibles must be collected by local authorities for recycling by 31 March 2027.
- > Collection of food waste separately at least once a week.
- > Collection of garden waste for free or for a maximum cost.
- > Service standards for collection arrangements and frequency.

- The above proposals on recycling consistency together with EPR and DRS are now collectively known as the collection and packaging reforms (CPR).



- Stimulate demand for recycled plastic by introducing a tax on plastic packaging manufactured in or imported into the UK that contains less than 30% recycled plastics. This came into effect on 1 April 2022.
- Reducing the use of unnecessary single-use plastic (SUP) products including bans on items such as plastic straws, cotton buds, and drink stirrers. These were banned from 1 October 2020 and supply stopped from 3 July 2021. Proposals to ban plastic plates and cups, balloon sticks, polystyrene cups, expanded polystyrene food boxes, trays and pots. If agreed these proposed bans would come into effect in April 2023.
- The introduction of a mandatory takeback scheme for the collection and recycling of fibre-based composite cups (disposable coffee cups). This is set to come in from 2024.



The measures in RaWS alongside other key plans have set out strategic ambitions to be achieved nationally over the next 30 years such as:

- Increase the municipal recycling rate to 55% by 2025 and 65% by 2035.
- Near elimination of biodegradable municipal waste to landfill from 2028.
- Work towards eliminating food waste to landfill by 2030.
- 76% recycling rate for packaging by 2030.
- Business fleet owners and operators work towards 100% of vehicle fleets being zero emission by 2030, or earlier where markets allow (COP26 ambition).
- No more than 10% of municipal waste to landfill by 2035.
- 50% reduction in per capita residual waste (excluding major mineral wastes) by 2042 from 2019 levels (proposed).
- Work towards eliminating avoidable waste by 2050.
- Net zero domestic greenhouse gas emissions by 2050.

To that end, the Government introduced the Environment Act 2021 in November 2021 that makes provision for most of these targets and gives them the legislative power to introduce the measures above. The act will also make some changes to existing legislations to enable consistency in collections.

Context

In Surrey about £105 million¹ is spent each year collecting, managing and processing recycling and waste. By increasing the amount of waste prevented and the proportion recycled in the county it enables the cost of this service to reduce. It also benefits the environment; less raw materials are required, saving energy, emissions and protecting natural resources.

Significant achievements have been made possible by working together as a partnership; the most notable being our improved recycling rate, which in 2010–11 was 46.4% (13th highest nationally) and by 2020–21 was 55.1% (3rd highest nationally). More information on current performance can be found in Appendix 1 at the end of the document.

Despite this, it's now the right time to revisit how we work together, considering some of the challenges we face including the emerging policy to support RaWS. The direction of travel is not clear on this yet but should become apparent over the next couple of years. So, while now is not the right time to update the Surrey JMWMS and consult with residents whilst things are so uncertain, we do need a short-term approach to help us ensure we continue to manage Surrey's recycling and waste in the most efficient, effective, economical and sustainable way.

Therefore, our response to this emerging situation is to develop a partnership approach to waste prevention and recycling in Surrey for the next three years. This will look to, as a minimum, align with the Government's ambitions such as a 55% recycling rate by 2025 and 65% by 2035. There might be a requirement as a high performing county in England to go beyond this. In any event, we will strive to go beyond the national targets where possible and begin to respond to decarbonisation by planning changes to our vehicle fleets and infrastructure to reduce emissions in the shorter term and move towards net zero emissions in the longer term.

The approach will:

- Bridge the gap ahead of further clarity from central Government.
- Consider the anticipated changes that may result from the key emerging national policy to support RaWS.
- Provide clear strategic direction for the next three years and a longer-term vision for the partnership that will continue to follow the waste hierarchy and work towards zero waste reducing emissions in the process. This will aid the future development of a new JMWMS for Surrey post 2025.
- Enable us to drive down waste (particularly food and SUP waste) and increase the quality and quantity of our recycling.

1. From the Local Authority Revenue Expenditure and Financing: 2020–21 Final Outturn, England

Our vision

With the above in mind, we have developed the following vision statement for SEP 2025:

Our vision is to eliminate avoidable waste and reuse, repair, recycle and recover any waste which cannot be eradicated in the most economical way.

Surrey's councils will continue to work in partnership to ensure our residents receive the highest quality of collection and disposal services possible and encourage our residents to reduce their household waste and own their impact on the natural environment.

Our ambition is to decarbonise our fleet and ensure that any new infrastructure is built and operated to minimise carbon emissions.

Our vision is to eliminate avoidable waste and reuse, repair, recycle and recover.



Key drivers and priorities

Drivers for change

We are at a crucial point now where we must reconsider how we can prevent more waste from arising, increase the quality and quantity of recycling and manage waste in the long term to minimise the impact on the environment and move towards a circular economy, which is being driven by several pressures including:

Emerging national policy

We will need to align with emerging national policies (as outlined above) that will be enshrined in legislation. While the policies aren't clear yet, they will fundamentally change the way recycling and waste services are funded and delivered. Therefore, we'll need to be mindful for future service provision and well prepared to deliver any required changes resulting from new national policy in the best way possible.



2. Office for National Statistics

Reducing carbon at pace

Most authorities in Surrey have declared a climate emergency and all have set a target for reaching net zero emissions as individual organisations. Of the 12 authorities in Surrey, nine have agreed to be carbon neutral organisations by 2030, one authority by 2035, and two by 2050. The climate change strategies and action plans that have been produced by Surrey authorities recognise the carbon that recycling, and waste collection and disposal operations emit. They also recognise the role that preventing and reducing waste, increasing reuse and recycling and planned changes to vehicle fleets and infrastructure will play in tackling climate change.

Increasing population and number of households

The population of Surrey could rise to an estimated 1,309,500 by 2041, which could translate into 34,000 new houses being constructed². This will result in more recycling and waste and therefore more pressure on our waste collection and disposal services.

Budget pressures

Surrey's authorities are facing unprecedented challenges because of reduced financial support from the Government combined with an increasing population and greater demand for our services. In addition, we are now experiencing the cost-of-living crisis in which prices for many commodities have risen sharply meaning services and infrastructure projects will cost more. This situation is being caused in part by a rise in inflation in the UK, in addition to the economic impact of global issues including the 2022 Russian invasion of Ukraine and COVID-19 pandemic (which had already reduced economic activity across the county whilst further increasing the support our communities need from us).

Infrastructure limitations

There is only one energy from waste type facility (an Eco Park which includes a gasifier and an anaerobic digestion plant), a lack of recycling processing infrastructure and there are limitations with transfer stations in the county such as the distance to/from them for some waste collection and street cleansing rounds. This situation drives up cost and emissions, which come from transporting waste over longer distances. Also, where we use third party sites to sort recycling, we are limited by what the operator chooses to accept, which drives up inconsistency and causes confusion for household waste collection regimes. Over the next two to three years, SEP will need to consider infrastructure options for future service delivery that reflects the plans and strategies across authorities and enables successful attainment of the performance objectives and targets set out in this document.

Stalling performance

The amount of residual waste per household in Surrey has been falling since 2013-14, hitting a low of 450.9kg per household in 2019-20. However, the COVID-19 pandemic saw this figure increase with more people being at home. While this is starting to decrease again as we move away from the pandemic, much more will need to be done to reach the proposed national target of a 50% reduction on 2019 levels by 2042.

Also, recycling rates levelled off back in 2016-17, and Surrey's performance has stayed around the 55% mark. While this meets the national target for 2025, significant investment and/or changes to approach will likely be required to meet the 65% recycling rate target by 2035.

A recent composition analysis (set out in Appendix 1) highlighted there is still an estimated 90,000 tonnes of material in residual bins which can be recycled. So, the scope for significant improvement on both residual waste reduction and recycling does exist.

There is an estimated

90,000 tonnes

in residual bins which can be recycled.

Key priorities

The challenges set out above mean that the current situation is unsustainable. We need to reduce costs where possible whilst increasing performance and still providing a high-quality service to Surrey residents. To that end, we believe our key priorities should be to:

Table 1: SEP 2025 priorities

1. Reduce all residual waste with a particular focus on food waste

To ensure focus is applied at the top of the waste hierarchy and to align with national targets, we will focus on reducing residual waste by preventing it in the first place. Compared to high performing authorities in England, Surrey has a much higher level of residual waste. We will use the learning gained from these authorities in our future work programmes, and we will continue to engage with Surrey residents to reduce their waste, especially food waste.

2. Promote and maximise reuse

To support the principle of a circular economy, we will seek to maximise opportunities to keep products in use for as long as possible through sharing, reuse, repair and refurbishment. This is an area we'll provide focus and priority to by developing a reuse strategy for Surrey.

3. Increase participation in food waste recycling

Of course, it's best to reduce food waste where possible, but any food that is left over should be composted or recycled, not only for the environmental benefits, but because of the money that can be saved, as it costs less than a third to recycle food waste than it does to dispose of it as rubbish. Our capture rate for food waste recycling in Surrey in 2021 was 43%, and as the composition analysis highlighted, there is still an estimated 50,954 tonnes of food waste in residual bins that could be recycled. Therefore, as well as trying to reduce food waste from arising at all, increasing participation in food waste recycling will continue to be a priority for us.

4. Increase the quality and quantity of dry mixed recycling (DMR)

The recent composition analysis highlighted that there are still over 20,000 tonnes of plastic, paper and card, glass and metals that could be collected³ for recycling. Increasing the quantity collected and reducing contamination of DMR further (13,837 tonnes of recycling was rejected in 2020–21) will boost performance towards the 65% recycling rate target and will improve the quality of material and the prices we receive for selling it to re-processors. Therefore, we will work to improve the quantity and quality of the DMR recycling that we collect, which aligns with emerging policy.

3. This should be done in a completely enclosed process such as a food waste digester as to not attract vermin

5. Decarbonise our waste collection and street cleansing vehicle fleet

To align with our ambition to reach net zero emissions, we must look to reduce emissions from our collection vehicle fleet and switch to alternative fuels⁴. Therefore, SEP will develop a plan over the next couple of years to look at how we can achieve this objective to decarbonise our waste collection and street cleansing vehicle fleet that recognises the challenges that exist including affordability.

6. Support the development of infrastructure

We will consider what appropriate infrastructure is required to power our vehicles and how we create it, addressing limitations with the lack of recycling and waste infrastructure in the county and work together to develop solutions that address our collective needs.

7. Support optimised collections

We will help review collections, especially with the upcoming national changes in mind, so services run in the most optimal way from a financial and emissions viewpoint.

4. This could include renewable diesel, biodiesel, electric or hydrogen. Options appraisal to be determined.

8. Reduce fly-tipping

We will work with enforcement teams to help bring those who fly-tip to justice, with the longer-term impact of reducing fly-tipping.



9. Reduce litter

We will develop a strategy which sets out our approach to tackling litter, and how we will work with different groups to take advantage of any funding opportunities that arise to reduce litter.

The partnership approach to delivering our vision and priorities

Targets

We appointed Eunomia Research and Consulting to develop a long-term waste flow model for Surrey. The model was created to help us understand how far upcoming national changes and the work we do will get us towards achieving national and existing local targets. Working with Eunomia, we reviewed a range of different scenarios to enable us to set realistic targets for the next three years (the monitoring period of SEP 2025) that keep us on track in the short term to meet longer term national targets. Our partnership targets are set out in Table 2 below.

Table 2: SEP 2025 targets

Measure		SEP 2025 (monitoring period)		
	2021–22 (unaudited) ⁵	2023–24	2024–25	2025–26
Residual waste per household (KG)	471.0	461.0	449.0	446.0
Recycling rate (inc DRS)	54.4%	56.0%	57.0%	58.0%
Food waste capture rate	43.0% ⁶		48.0% ⁷	
DMR contamination rate	8.9%	<8.0%	<8.0%	<8.0%
Waste to landfill	15.1%	<6.0%	<3.0% ⁸	<3.0%

5. Data for a financial year is confirmed and made available to the public once information has been validated by the WasteDataFlow team and the Environment Agency. This usually happens on the following December.

6. Figure from 2021 composition analysis

7. To be measured when the next composition analysis is carried out in 2024/25

8. Aligns with SCC's target set out in their waste disposal contract re-procurement

The targets set out above have factored in the following measures that we think will happen nationally and locally over this three-year period:

National measures

- The SUP bans on plastic plates and cups, balloon sticks, polystyrene cups, expanded polystyrene food boxes, trays and pots come in from April 2023.
- The implementation of EPR from 2024, through a combination of mandatory labelling, consistency in collections and national communications campaigns, is expected to increase capture rates of recyclable packaging material.

Page 80 It is expected that there will be a change in waste composition due to EPR fee modulation and recyclability requirements when this comes in from 2025. There is likely to be a shift from non-recyclable pots, tubs and trays and composite packaging to recyclable alternatives, and some change from flexible composites to mono-material flexible polyethylene. There could be further changes in the recyclability of 'other plastics'; more challenging formats (composite flexible packaging and tubes) could also become recyclable.

- The UK Government introduce an additional set of core materials that must be collected at the kerbside for recycling. This will result in kerbside collections of at least cartons, aluminium foil and trays (from 2024), and film and plastic bags (from 2027).
- The UK Government introduce a DRS for plastic bottles and cans from late 2024, whereby materials will be returned via a separate network, but the recycling rate is apportioned to local authorities.

Local measures

- Food waste collections will be rolled out to all flats in Surrey where space and operations permit.
- The food waste recycling and DMR contamination reduction intervention work will continue to be developed and delivered by SEP in collaboration with Surrey's councils.
- SEP will continue to encourage Surrey residents through multiple platforms to participate in food waste recycling.



Strategic objectives and actions

To address our priorities above and meet our targets, we must deliver the work which is described in the strategic objectives and key actions in Table 3 below.

Table 3: List of strategic objectives and key actions

Strategic objective	Key actions
Deliver joint work programmes that focus on partnership priorities	<ul style="list-style-type: none">• Continued creation of annual work programmes that address the key priorities of the partnership to reduce waste, increase food waste recycling, reduce contamination to improve the quality and quantity of DMR and decarbonise our vehicle fleet. This will move to a new level of focus which will tie in with the individual authority delivery plans mentioned below.• Develop an infrastructure and transport plan that enables us to comply with the RaWS and key emerging policy; and decarbonise the fleet ideally by 2030 but in line with existing local authority policies.• Develop key countywide strategies for reuse and litter.
Set local targets and actions	<ul style="list-style-type: none">• Develop and agree annual performance indicators for each Surrey council that will contribute towards the overall partnership targets, along with individualised delivery plans that will enable the realisation of local and countywide targets.
Exploit further opportunities to work jointly	<ul style="list-style-type: none">• Build on past work and look at opportunities to carry out joint processes where viable to procure required products (vehicles and bins/containers) to introduce consistent collections as determined by emerging Government policy.

Strategic objective	Key actions
Respond to policy	<ul style="list-style-type: none"> • Continue to respond to consultations held by Government on proposed policy to ensure our collective views are heard and that SEP 2025 remains aligned. • Engage positively with industry groups such as the Association of Directors of Environment, Economy, Planning & Transport (ADEPT), The Local Authority Recycling Advisory Committee (LARAC) and The National Association of Waste Disposal Officers (NAWDO) to raise concerns and share thoughts and ideas on future policy and its implementation.
Adopt best practice	<ul style="list-style-type: none"> • Continue to research top performing authorities in England that are comparable to Surrey's authorities using rurality and deprivation as a starting point, and overlaying delivery factors, and then feed this learning into the development of the above annual work programmes and individual delivery plans. • Work with the fly-tipping enforcement teams to continue to share and develop intelligence, knowledge and best practice.

Monitoring

Progress against the targets, key actions including the annual SEP work programme and local delivery plans will be monitored quarterly. A standard template will be developed for this, and it will be reported back to the SEP Officers and Members Group at their quarterly meetings.

Review

Targets and the work programme/individual delivery plans will be reviewed annually with adjustments to targets made where necessary including adding new projects to the annual SEP work programme and individual delivery plans, where required to support target achievement. This will be developed and agreed with the SEP Officers and Members Groups.

Revision process

SEP 2025 is set to run to 2025. At the start of 2025 (the final year for SEP 2025) we'll begin work on developing a new Surrey JMWMS. At this point we should have further clarity from Government on the way forward following the implementation of the RaWS measures which are set to start from 2024–25. Once the Surrey JMWMS is drafted, consulted on, approved and adopted, this will be our new plan for partnership working from 2026.

Glossary

Term	Definition
Anaerobic digestion	A process which uses micro-organisms (living things too small to be seen without a microscope) to break down biodegradable material.
Biodegradable	Able to decay naturally and in a way that is not harmful.
Capture rate	A measure of how much of material we are collecting for recycling.
Carbon neutral	If an organisation or activity is carbon neutral it does not add to the total amount of carbon dioxide in the atmosphere, for example by doing things such as planting trees in order to remove as much carbon dioxide as it creates.
Circular economy	A concept where products are kept in use for as long as possible, making it easier to reuse, repair, refurbish or recycle them.
Climate emergency declaration	An action taken to acknowledge climate change exists and the impact its causing is dangerous and requires immediate attention to address the situation.
Community Recycling Centre	A place where Surrey residents can take household waste to be recycled or disposed of.
Composite packaging	When two or more substances are combined to create one that can be used for packaging products.
Consistency in household and business recycling	A measure that encourages all local authorities and businesses to collect the same suite of materials for recycling.
Contamination	Occurs when materials that cannot be recycled are put in recycling bins.
Decarbonise	A process to reduce the emission of carbon dioxide through the use of low carbon power sources.

Term	Definition
Deposit return scheme	Where customers pay an upfront deposit on a product (such as a drinks bottle) which can be redeemed on return of the product.
Disposal	The last resort for managing waste where it is either landfilled or incinerated without energy recovery.
Dry mixed recycling	A combination of dry recyclables (paper, card, metal, plastic and glass) that are collected together.
Extended producer responsibility	Where producers are given significant responsibility (financial or physical) for the recycling or disposal of products at the end of their life.
Fly-tipping	The illegal deposit of any waste onto land that does not have a licence to accept it.
Gasifier	A facility that converts waste into energy.
Household waste	Waste generated by householders, of which the cost of disposal or reprocessing is included within council tax payments.
Joint Municipal Waste Management Strategy	A legal requirement in a two-tier system of local government (county council and district, borough and city councils in an area) to have in place a joint strategy for the management of waste from households.
Mandatory labelling	Producers are required to label all packaging types with 'recycle' or 'do not recycle'.
Mono-material flexible polyethylene	A single type of flexible plastic.
Net-zero	Means achieving a balance between the carbon dioxide emitted into the atmosphere, and the carbon dioxide removed from it.

Term	Definition
Recovery	For waste that can't be recycled, it may be possible to recover energy in the form of 'waste to energy'. Waste to energy is the process of incinerating non-recyclable waste to produce electricity.
Recycling	Turns waste into a new item or product, reducing the number of raw materials required.
Repair	Mending items such as clothes or electricals so that they can continue to be used.
Reuse	Using an item straight away without any processing – for example refilling a water bottle, using a bag for life, or passing on items when you have finished with them.
Rubbish	Anything that cannot be reused or recycled.
Single-use	Any disposable item which is designed to be used only once.
Transfer station	Where waste from various sources is consolidated before being further transported to an end point of disposal, usually landfill or waste to energy facilities, but can also include recycling.
Waste	Refers to everything that is thrown away, recyclables and rubbish.
Zero waste	Means that at least 90% of operational waste has been reduced, reused, repurposed or recycled compared to the original baseline (starting point for making comparisons).

Appendix 1 – Current performance and waste composition

Current performance

Recycling and waste performance in Surrey is currently monitored by measuring the amount of household waste generated within the county and how much of it is either recycled, recovered or sent to landfill. The most recent revision of the Surrey JMWMS gave performance data up to and including 2013–14, which showed that:

- The quantity of household waste generated in Surrey decreased by 9% from 583,518 tonnes in 2006–07 to 532,773 tonnes in 2013–14.

page 86 The proportion of household waste that was recycled increased from 31% in 2006–07 to 52% in 2013–14.

The amount of rubbish sent to landfill declined dramatically from 67% in 2006–07 to 11% in 2013–14.

- The amount of rubbish sent for energy recovery went from 2% in 2006–07 to 36% in 2013–14.

Since 2013–14, the total amount of household waste generated in Surrey has continued to fall, reaching a low of 507,428 tonnes in 2018–19 (a 5% reduction from 2013–14). In 2020–21 it increased significantly to 539,777 tonnes as shown in Figure 1 on page 24. However, this large spike correlated with the coronavirus pandemic and more people being at home. Provisional data for 2021–22, currently being audited by Defra ahead of publication in February/March 2023, shows that household waste decreased to approximately 520,000 tonnes.

Between 2013–14 and 2016–17 there was a steady increase in the proportion of household waste that was recycled each year, reaching a peak at 57.7% in 2016–17. From this point forward, SCC lost markets for recycling carpets and rigid plastics, and the ability to compost autumn leaf litter from street cleansing. Also, standards applied by the Environment Agency around what could be recycled began to tighten at this time with re-processors focussing more on quality, and not quantity, and demanding material with less contamination, which led to more recycling being rejected by materials recovery facilities (MRFs). Furthermore, Surrey had already realised most of the benefits associated with changes to recycling services such as the rollout of separate food waste collections from households, which has been provided by every Surrey authority since around 2012–13. With the above in mind, Surrey's recycling rate has fluctuated, but has remained around 55% for the last four years (Figure 1). Provisional data for 2021–22 indicates an unaudited recycling rate of 54.4%.

We have continued to reduce the amount of rubbish sent to landfill (Figure 1), hitting lows of around 4% in 2017–18 and 2020–21, although it has fluctuated around an average of 6–7%. However, provisional data for 2021–22 indicates that it has gone up to an estimated 15.1%. This was due to operational shutdowns at facilities used to treat Surrey's rubbish and a reduction in the amount of waste that was sent to facilities in Europe.

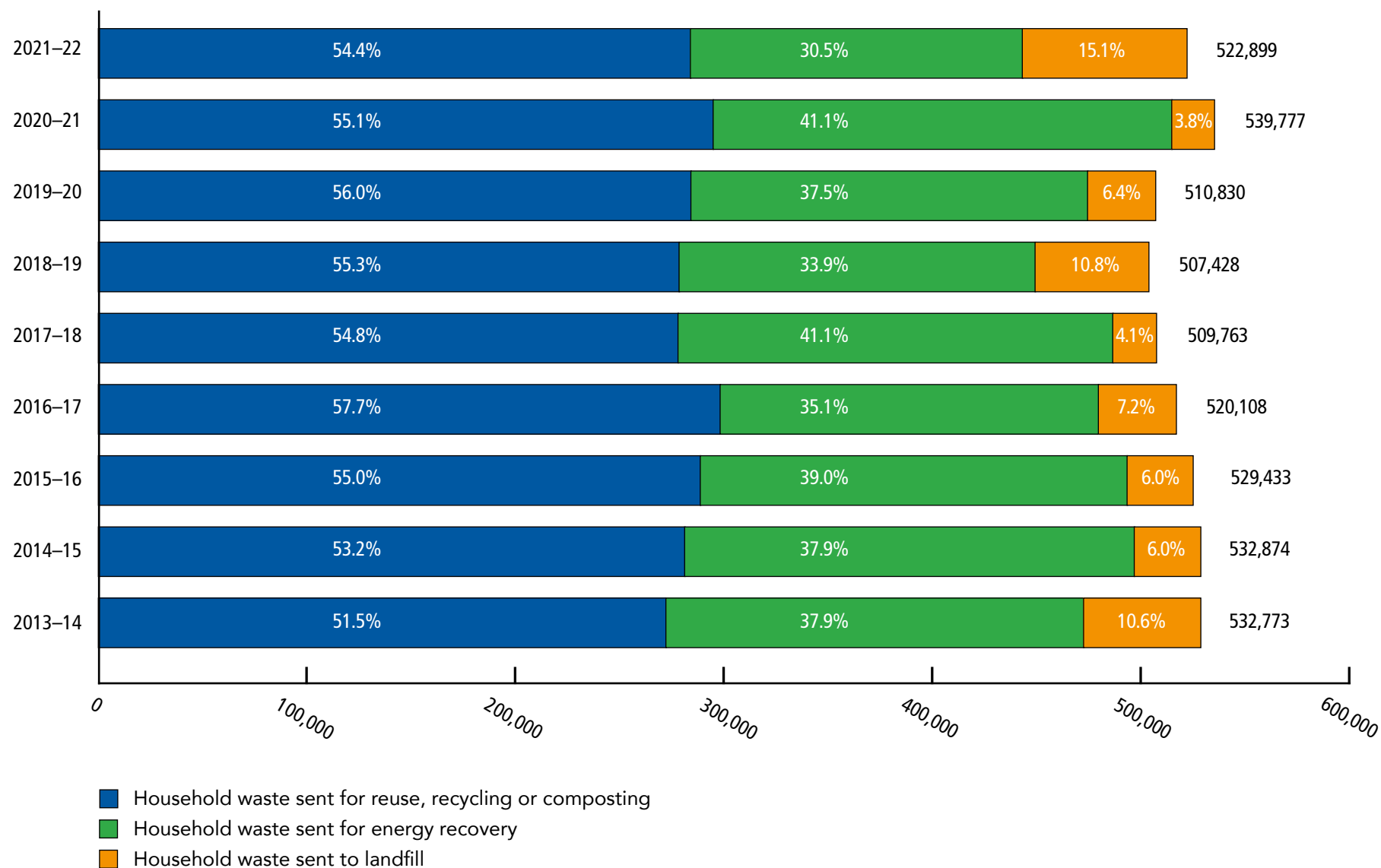


Figure 1: Household waste treated in Surrey from 2013-14 to 2021-22

The amount of residual household waste collected per household in Surrey has been falling since 2013–14 hitting a low of 450.9kg per household in 2019–20 (Figure 2). However, there was a large spike in 2020–21, taking it up to 479.1kg per household, but again this correlates with the coronavirus pandemic and more people being at home. The unaudited data for 2021–22 now puts this at 470.9kg per household.

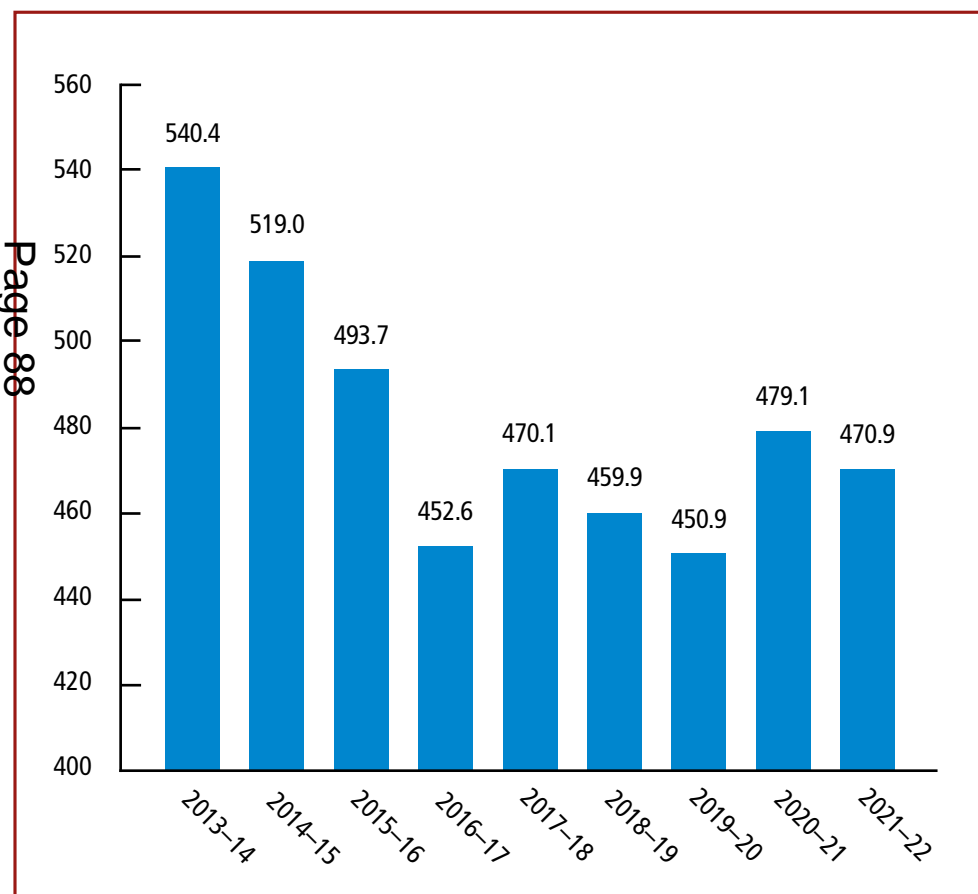


Figure 2: Residual household waste per household (kg) in Surrey from 2013–14 to 2021–22

The amount of household waste collected per person in Surrey has also been falling since 2013–14 (Figure 3) hitting a low of 423.3kg per person in 2018–19. Again, there was a large spike shown here in 2020–21, taking it up to 448.2kg per person, but again this correlates with the coronavirus pandemic and more people being at home. The unaudited data for 2021–22 indicates that this has dropped to 433.7kg per person.

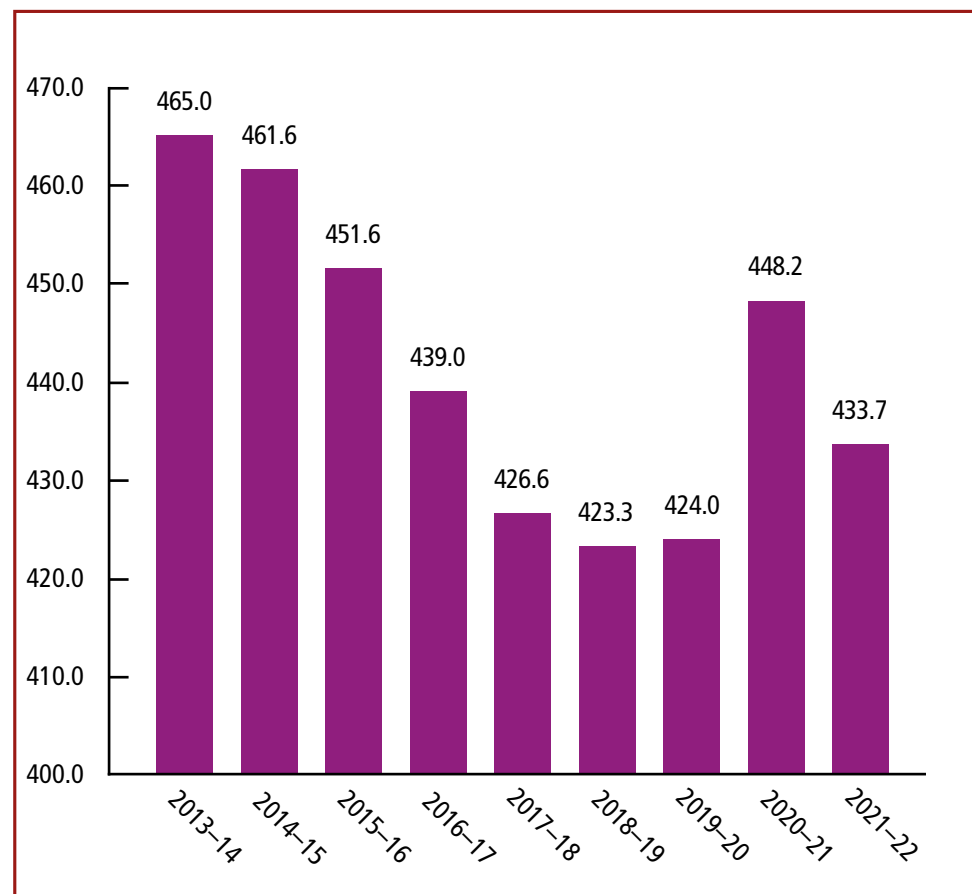


Figure 3: Collected household waste per person in Surrey from 2013–14 to 2021–22

In 2015–16, data began to be collected on contamination of dry mixed recycling (DMR) following the introduction of legislation that required Material Recovery Facilities to sample material being delivered. Figure 4 shows a large spike in 2018–19, which was when data was consistently reported for all D&Bs, as it was limited before this. Since then, SEP has worked to drive down contamination, the effects of which can be seen in 2019–20 and 2020–21.

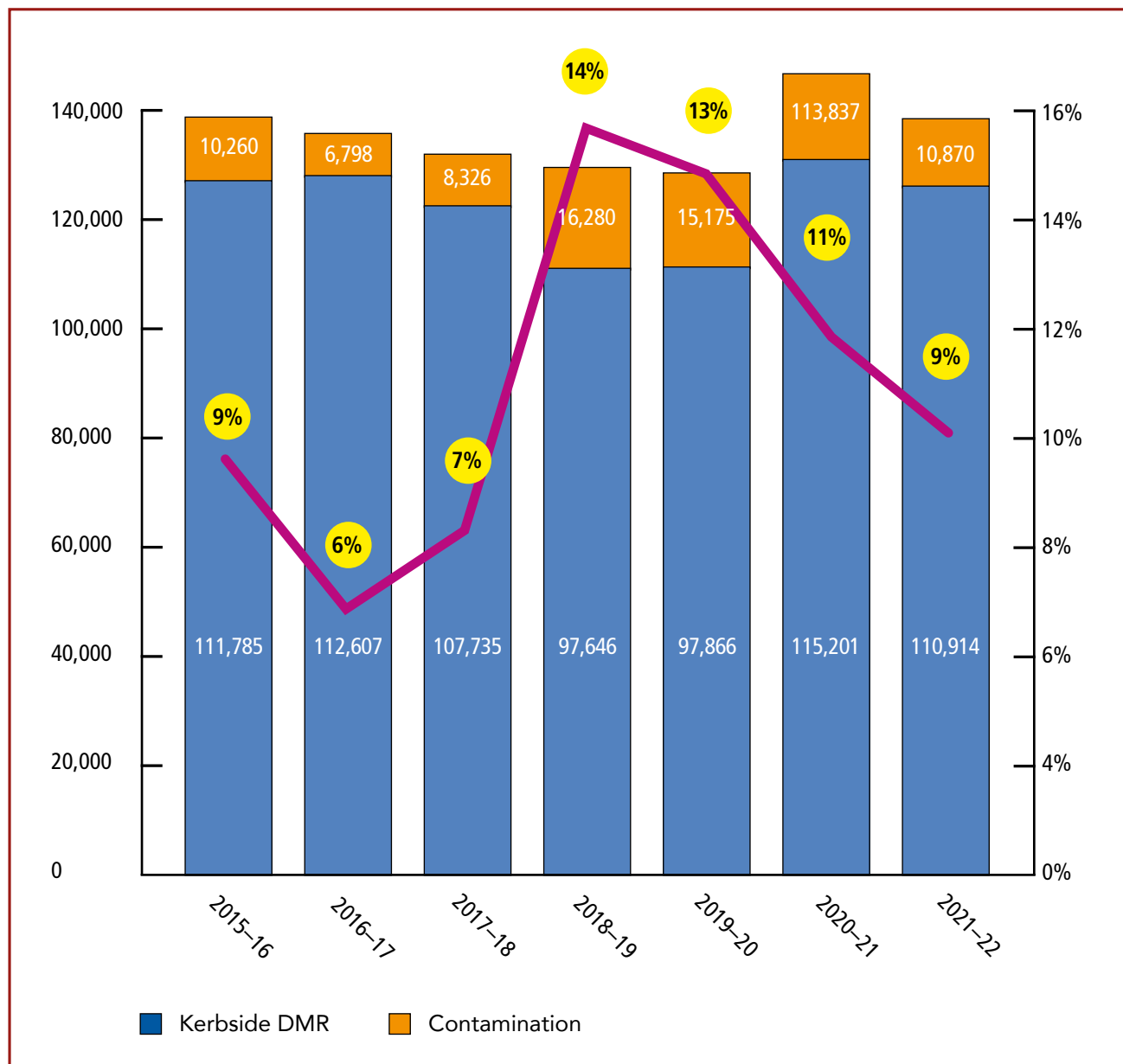


Figure 4: Contamination of DMR in Surrey from 2015–16 to 2021–22

How we compare with others

Defra publishes performance data on an annual basis for each local authority in England. Table 1 below shows Surrey's position in a league table with all other local authorities in England in relation to performance data on recycling rates, residual waste per household, and collected household waste per person for 2020–21.

Figure 3: Collected household waste per person in Surrey from 2013–14 to 2021–22

Authority	% recycled, reused or composted	Rank in the league table	Residual household waste per household (kg)	Rank in the league table	Total household waste per person (kg)	Rank in the league table
Disposal Authorities Only (out of 30)						
Surrey County Council	55.1	3	479.1	6	448.2	17
Waste Collection Authorities Only (out of 308)						
Elmbridge	54.5	37	469.1	101	440.5	264
Epsom & Ewell	53.7	43	447.0	77	388.3	129
Guildford	58.9	15	389.2	32	373.7	102
Mole Valley	56.6	25	426.5	59	437.0	259
Reigate & Banstead	53.2	51	413.2	49	368.3	92
Runnymede	49.0	76	411.9	47	334.8	31
Spelthorne	46.4	102	457.0	85	369.8	95
Surrey Heath	61.3	5	364.9	22	397.1	155
Tandridge	59.9	10	379.6	29	397.8	157
Waverley	57.0	22	388.9	31	391.2	140
Woking	54.3	40	434.5	66	408.2	190

Surrey has one of the best rates of recycling, reuse and composting at 55.1% (3rd) and residual waste per household at 479.1kg (6th) of all disposal authorities in England. However, it ranks around mid-table for landfill usage (14th) and collected household waste per person (17th).

Landfill rates are also provided, but this can only be compared by disposal authority. In 2020–21, Surrey ranked 14th out of 30 disposal authorities with a landfill rate of 3.8%.

Most waste collection authorities in Surrey (9 out of 11) rank in the top 50 for recycling, reuse and composting performance with Surrey Heath Borough Council placed at fifth.

However, performance on residual waste is less encouraging with just over half (6 out of 11) place in the top 50 for residual household waste per household with the rest between 59th and 101st. Only one authority of 11 is in the top 50 for collected household waste per person with the rest between 92nd and 264th.

In summary, while recycling performance is mostly encouraging, residual waste volumes are high compared to other authorities in England. To that end, there is more that can be done to improve performance in Surrey. We have looked at the top authorities in England that are comparable to Surrey's authorities in terms of rurality and deprivation to see what we can learn from them, and this thinking has been incorporated into the key actions referred to in the section on the partnership approach to achieving our vision, objectives and targets in the main SEP 2025 approach document.



Where our recycling and waste goes

Surrey's residents have a keen interest in what happens to their recycling and waste with previous research suggesting that increased transparency around what happens to recycling and waste once collected can positively affect recycling behaviours.

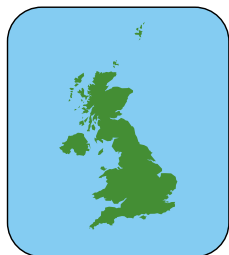
A report, What Happened to Surrey's Waste, 2020/21, is available on SEP's website. In summary, Figure 5 below shows that of the 539,777 tonnes of household recycling and waste generated in Surrey in 2020–21, 76.9% of it remained in the UK, 15.7% was treated in Europe (largely Germany and the Netherlands) and 7.4% was treated outside of Europe (largely India).

Of the 297,409 tonnes of recycling collected in 2020–21, 83.4% was processed in the UK, 3.1% in Europe and 13.3% outside of Europe.

Of the 242,368 tonnes of rubbish collected in 2020–21, 69.2% was treated in the UK with the remaining 30.8% treated in Europe.



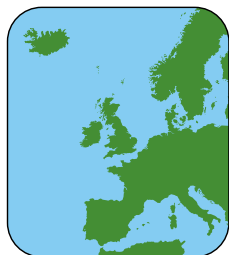
55.1% of waste collected was recycled



76.9% of waste remained in the UK

83.4% of recycling

69.2% of rubbish



15.7% of waste was treated in Europe

3.1% of recycling

30.8% of rubbish



7.4% of waste was treated outside of Europe

13.3% of recycling

0.0% of rubbish

Figure 5: Where our recycling and waste went in 2020-21

Waste composition

Understanding the composition of waste in Surrey provides a valuable insight on where to target future resource to reduce waste and increase recycling. To that end we undertook detailed sampling and analysis of recycling and residual bins at houses and flats in the summer of 2021. Based on the materials that each of the authorities are currently able to accept for recycling, Figure 6 on page 31, shows the proportion of each material that was presented in the rubbish bin but that the analysis shows could have been recycled.

In summary this shows that:

- Nearly 90,000 tonnes of material in kerbside rubbish bins could be recycled. Likewise, nearly 90,000 tonnes are not currently recyclable. A further 7,600 tonnes could be recycled at bring banks or Community Recycling Centres.
- The largest proportion of material which could be recycled is food waste at nearly 51,000 tonnes, over half the recyclable material. Only a small proportion of food waste is not recyclable – 2,700 tonnes of liquids and oils.
- There are significant quantities of plastics and paper and card in residual waste. However, only 40% and 30% of these respectively are recyclable, at 11,000 and 9,000 tonnes. Some plastics such as films and flexibles aren't accepted at the sorting facilities we use. This is because they can become entangled in equipment causing blockages increasing machinery downtime and, crucially, the current onward market for these materials isn't substantial. Paper and card can become contaminated when mixed with food waste, so is rejected for recycling when presented in this state. Some paper and card (shredded paper, glittery Christmas cards and wrapping paper etc.) aren't accepted for recycling as it can cause problems at the sorting facilities we use and the paper fibres are often of low grade or can't be separated.

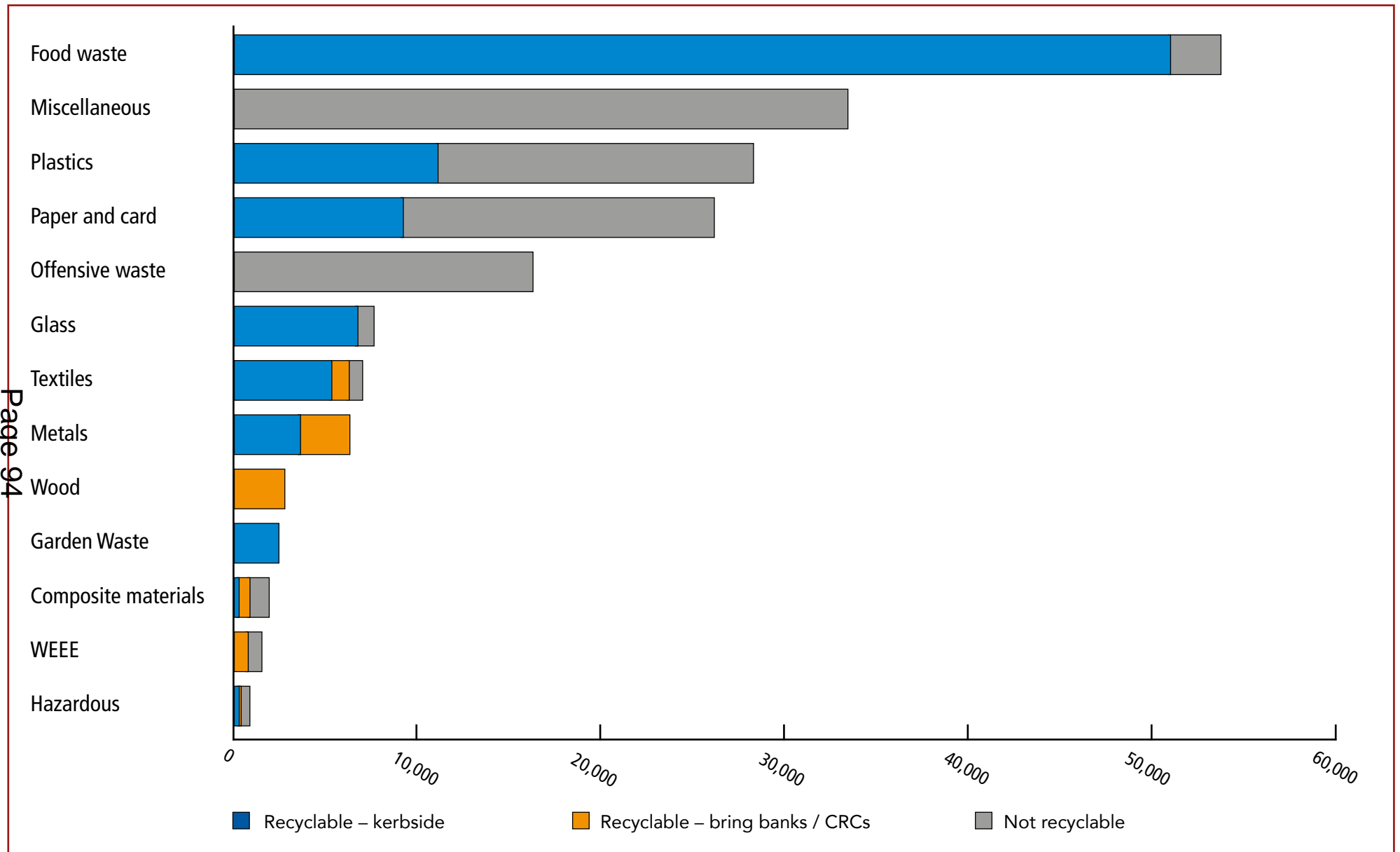


Figure 6: Recycling potential of residual waste 2021



Surrey Environment Partnership
YOUR COUNCILS WORKING TOGETHER



Surrey Environment Partnership Work Programme

2022 - 2023



Objectives

The focus for 2022-23 will be supporting the SEP priorities which are waste reduction, food waste recycling and reducing contamination of dry mixed recycling. Activity will include making service improvements that ensure Surrey residents are enabled to make the changes we are asking of them, as well as communicating and engaging with residents to influence their behaviour and help them understand how their current behaviours impact the environment.

Work will also include providing the required data and insights to inform decision making and improve resident understanding of what happens to their waste, as well as managing the partnership and defining the future waste strategy for Surrey.

The objectives are to:

1. Develop and deliver initiatives to support the priority area of waste reduction, with a particular emphasis on food waste.
2. Develop and deliver initiatives to support the priority area of food waste recycling.
3. Develop and deliver initiatives to support the priority area of reducing contamination and improving the quality and quantity of dry mixed recycling.
4. Educate and encourage residents and their children to take action to reduce, reuse and recycle quality material.
5. Develop and implement a new recycling and waste strategy for Surrey and associated delivery plans.
6. Further improve our use of data and insight in order to better inform decision-making and communication with partners and residents.
7. Ensure partners are kept informed and the reputation of SEP continues to be protected and developed.
8. Manage the partnership effectively to ensure activities are delivered with appropriate governance and oversight.
9. Develop and maintain links with other groups and initiatives to ensure that our work remains relevant in the wider context.
10. Ensure that we have the capacity to be able to respond to new issues and opportunities as they arise.

Programme of activity

For each objective we have detailed below the activities for 2022-23. These will be reviewed regularly and updated as appropriate. Also included is how success will be measured for each objective and the input required from partners to ensure successful delivery.

Objective 1: Develop and deliver initiatives to support the priority area of waste reduction, with a particular emphasis on food waste reduction			
Activity	Description	How will success be measured?	Partner responsibilities
Waste reduction incentive scheme	Continued management of the Rethink Waste scheme currently being trialled in Elmbridge. The trial will run until March 2023, but it will be evaluated from November 2022 to establish whether it should be rolled out more widely within the county in 2023-24.	Reduction in residual waste tonnage in Elmbridge, and resident sign up and engagement with the scheme.	Elmbridge Borough Council: Promotion of scheme.
Compost bin and hot composter 'sales'	Run and promote a series of time-limited 'sales' which offer residents the opportunity to buy a discounted compost bin or hot composter to manage their garden and food waste at home.	Sales of compost bins and hot composters and return on investment from tonnage diverted.	All partners: Use communications toolkits to share messages and promote sales.
Food waste reduction partnerships	Carry out a review of any organisations that operate within Surrey which we could partner with to promote food waste reduction and reuse, promoting a local circular economy for any food waste which cannot be prevented.	Identification of organisations who are willing to partner with us to reduce food waste.	All partners: Provide details of any known organisations that could be approached.
Food waste reduction online toolkit	Create a new section of the SEP website featuring links to existing food waste reduction tools and national initiatives. Communications to signpost residents to the resources – paid promotion to be covered by campaign budget included under objective 4.	Web page views plus communications reach and engagement.	All partners: <ul style="list-style-type: none"> – Add link to new section to own websites. – Use communications toolkit to share messages and promote the new online resource.

Objective 2: Develop and deliver initiatives to support the priority area of food waste recycling			
Activity	Description	How will success be measured?	Partner responsibilities
Food recycling at flats	Introduce food recycling at flats where there is currently no collection, including providing bins, liners and communication materials to engage residents in the new service.	Number of properties a new food waste service is provided to. Monitoring of fill levels to assess participation in new services.	All partners: <ul style="list-style-type: none"> – Provide site details. – Review and approval of communication materials. – Carry out delivery of food bins and caddies. – Carry out crew training (where bins are different from current) including testing on vehicles. – Work with contractor / DSO supervisors to plan new collection routes. – Resolve any collection problems. – Briefing of local customer service team and members. Provide safe storage of bins / associated items.
	Re-launch existing food recycling services at flats with improved bins, signage, liners and communication materials to engage residents in the re-launch and increase use of the service.	Number of properties covered. Comparison of pre-monitoring and post-monitoring fill levels and caddy orders to assess increases in participation.	All partners: <ul style="list-style-type: none"> – Provide site details. – Review and approval of communication materials. – Carry out delivery of food bins and caddies. – Carry out crew training (where bins are different from current) including testing on vehicles.

			<ul style="list-style-type: none"> – Resolve any collection problems. – Briefing of local customer service team and members. Provide safe storage of bins / associated items.
Food waste recycling targeted interventions	Roll out of interventions which were successful in previous trials, i.e., use of no food waste stickers on residual bins combined with communications delivered through letterbox. Will be targeted at low performing households, identified via in-cab exceptions data if available, or round tonnage/ local operational knowledge.	Increase in resident participation in the service and/or tonnages depending on data availability.	All participating D&Bs: <ul style="list-style-type: none"> – Discussion and agreement of data to be used/ areas to targeted. – Review and approval of intervention materials. – Briefing of local customer service team and members. Provision of any caddies or food bins requested.
Explore adding 'no food waste' to new residual bins	Explore options for all D&Bs to include a 'no food waste' message on all new residual waste bins, to direct residents to use the food waste recycling service.	Identifying a practical approach that can be implemented to include a 'no food waste' message on new residual waste bins.	Provide input to discussions of options.
Review replacement food bin policies	Carry out a review of current policies for providing replacement food bins and caddies and assess options to make them easily available to residents.	Reaching agreement on an approach that could align policies to make food bins and caddies easily available to residents.	Provide input to discussions of options.
Investigate regular flats bin cleaning	Investigate and trial options for introducing regular cleaning of communal food waste bins, to resolve hygiene issues and make the bins more appealing for residents to use.	Carrying out trials and producing an options appraisal with a cost benefit analysis for introducing regular bin cleaning.	Provide input to discussions of options. Partners participating in trials: <ul style="list-style-type: none"> – Provide suitable site details. – Assist in co-ordinating with timing of collections. Briefing of local customer service team and members.

Objective 3: Develop and deliver initiatives to support the priority area of reducing contamination and improving the quality and quantity of dry mixed recycling.			
Activity	Description	How will success be measured?	Partner responsibilities
Contamination reduction at flats	Continuing the rollout of measures to reduce the contamination of communal recycling bins at blocks of flats with significant issues. This will include reviewing bin capacity, introducing reduced aperture lids and locks or providing one-off replacements of broken locks, updating signage and providing communication materials to encourage residents to recycle the right items.	Number of properties covered. Comparison of pre-monitoring and post-monitoring observations of contamination levels to assess improvements in material quality.	All partners: <ul style="list-style-type: none"> – Provide site details and attend site visits where required. – Review and approval of communication materials. – Carry out delivery of DMR bins. – Carry out crew training (where bins are different from current), including testing on vehicles. – Resolve any collection problems. – Briefing of local customer service team and members. Provide safe storage of bins / associated items.
Contamination interventions	Continuing the trial of targeted letters to residents who repeatedly contaminate. Taking learnings from trials started in the joint contract areas and carrying out further trials in other authorities.	Reduction in the number of repeated contaminators.	All participating D&Bs: <ul style="list-style-type: none"> – Provide in-cab lock out data as required and agree address lists to target. – Review and approval of communication materials. Briefing of local customer service team and members.
	Scope options to procure a third party to carry out monitoring or interventions. This could potentially involve monitoring whether collection crews are correctly identifying and not emptying contaminated bins or tagging bins that are contaminated.	Summary of actions taken by individual authorities to improve crew performance in response to monitoring results. This may include the results of locally managed spot checks/monitoring	All participating D&Bs: <ul style="list-style-type: none"> – Provide training/guidance to contractor on the expected practise for locking out bins. – Provide round data on streets to target.

		showing any improvements to performance. Reduction in rejected loads and reduced contamination levels.	<ul style="list-style-type: none"> – Briefing of local customer service team and members. – To act on the results of monitoring, to deliver any required local improvements e.g., crew training. <p>To conduct spot checks following the delivery of any improvements and share the results within three months.</p>
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Objective 4: Educate and encourage residents and their children to take action to reduce, reuse and recycle quality material			
Activity	Description	How will success be measured?	Partner responsibilities
Own Your Impact campaign	<p>Year-long communications campaign badged under a new theme 'Own Your Impact'.</p> <p>To include the following specific campaign phases to support SEP's priority areas:</p> <ul style="list-style-type: none"> – 1 x food waste reduction. – 2 x food waste recycling. – 1 x contamination reduction/ recycling education. – 1 x festive season contamination reduction. <p>Ongoing communications activity to encourage and motivate residents to reduce waste, including single-use plastics and to reuse or repair where possible. This will link to national awareness days/weeks and events where relevant.</p> <p>Support and promotion of national WRAP initiatives:</p> <ul style="list-style-type: none"> – Recycle Week (2022 theme TBC). – Food Waste Action Week (reduction focus). 	<p>Independent research to evaluate the impact of the campaign and service guides with residents. This will look at a range of measures such as awareness, message penetration, relevance, persuasiveness, engagement and claimed behaviour change.</p> <p>Digital channel metrics including website visits and social media reach and engagements (e.g., shares, retweets, video views and comments).</p>	<p>All partners:</p> <ul style="list-style-type: none"> – Use campaign toolkits to share messages with residents and staff through own channels. – Share posts/tweets from SEP social media channels.
Surrey Recycles search tool, app and waste sorting game	<p>Ongoing management, updates and improvements to the search tool, app and waste sorting game which aim to educate residents and specifically reduce contamination of mixed recycling bins.</p> <p>Communications to encourage and increase usage of the tool, app and game undertaken as part of the Own Your Impact campaign.</p>	<p>Increase in the number of searches and downloads of the Surrey Recycles search tool and app and plays of the waste sorting game.</p>	<p>All partners:</p> <ul style="list-style-type: none"> – Promotion of the search tool, app and waste sorting game. <p>Providing updates when services or acceptance criteria changes.</p>
Service guides and calendars	<p>Creation and distribution of printed annual recycling guides tailored for each area but based on a consistent template. Optional calendars also included where requested.</p> <p>Communication activity on social media to highlight the recycling guides to residents and encourage them to read and retain them.</p>	<p>Independent research to evaluate the impact of the campaign and service guides with residents. This will look at a range of measures such as awareness, retention and message penetration.</p> <p>Social media reach and engagement.</p>	<p>All participating D&Bs:</p> <ul style="list-style-type: none"> – Providing content for guides. – Reviewing and signing off content. – Providing residential postal addresses where relevant. <p>Use of communications</p>
SEP digital channels	<p>Ongoing management, development and promotion of the SEP website and social media channels on Facebook, Twitter, Instagram and YouTube. Budget also covers subscriptions to a photo library for design use, film editing and animation tools, social media management system and e-newsletter software.</p>	<p>Digital metrics including website page views, social media reach and engagements (likes/shares/comments/retweets etc) and video views.</p>	<p>All partners:</p> <ul style="list-style-type: none"> – Adding relevant SEP website links to own websites. <p>Sharing content from SEP channels on own channels.</p>
Primary schools'	<p>Promotion of SEP website educational resources to primary school teachers.</p>	<p>Website visits and downloads of resources.</p>	<p>All partners</p> <p>Promotion of the resources.</p>

education programme	Development of additional new resources for the 2022/23 academic year to add to the SEP website.		
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Objective 5: Develop and implement a new recycling and waste strategy for Surrey and associated delivery plans			
Activity	Description	How will success be measured?	Partner responsibilities
Key waste policy consultation responses	Produce and submit partnership responses to possible further consultations on the Government's Resources and Waste Strategy including a new written assessment process for separate recycling collection, minimum service standards, recycling credits, proposals from the Waste Prevention Programme for England, and any other waste related consultations that may arise throughout the year.	Agree and submit responses ahead of deadlines.	All partners: <ul style="list-style-type: none"> Review and input into SEP responses where necessary. Produce individual response where required using the SEP responses as a template.
SEP 2025: A partnership approach to waste prevention and recycling	<p>Development of 'SEP 2025: A partnership approach to waste prevention and recycling', which will look as a minimum to align with the Government's ambitions such as a 55% recycling rate by 2025 and 65% by 2035 and strive to go beyond this, and begin to respond to decarbonisation by planning changes to our vehicle fleets and infrastructure to reduce emissions in the shorter term and move towards net-zero emissions in the longer term. SEP 2025 will:</p> <ul style="list-style-type: none"> bridge the gap ahead of further clarity from central government; take into account the anticipated changes resulting from the key emerging national policy to support the Resources and Waste Strategy; provide clear strategic direction for the next 3 years and a longer term vision for the partnership that will continue to follow the waste hierarchy and work towards a net-zero waste trajectory. This will aid the future development of a new Joint Municipal Waste Management Strategy for Surrey post 2025; and enable us to drive down waste (particularly food and single use plastic waste) and increase the quality and quantity of our recycling. 	<p>All partners endorsing and adopting SEP 2025 by March 2023.</p> <p>Delivery of the associated targets.</p>	<p>All partners:</p> <ul style="list-style-type: none"> Input into the design of SEP 2025. <p>Endorse and adopt SEP 2025.</p>
Infrastructure & Transport Delivery Plan	<p>To review and document the existing infrastructure, it's capacity and usage.</p> <p>To consider future infrastructure requirements for managing waste in accordance with the national Resources and Waste Strategy and develop a delivery plan.</p> <p>To develop a plan to decarbonise the collection and disposal transport fleet and establish the supporting infrastructure requirements.</p>	<p>All partners endorsing and adopting the delivery plan by September 2023.</p> <p>Delivery of the associated targets set out in the final delivery plan.</p>	<p>All partners:</p> <ul style="list-style-type: none"> Input into the review and documentation of existing infrastructure, it's capacity ad usage and in the development of future requirements. Input into the plan to decarbonise the collection and disposal fleet and to understand supporting infrastructure needs. Endorse and adopt the agreed final delivery plan.
Future governance arrangements	Agree a pathway towards formalising Surrey Environment Partnership governance and approvals processes.	<p>Greater transparency of decision-making.</p> <p>SEP has delegated authority to make decisions on matters such as budget</p>	<p>All partners:</p> <ul style="list-style-type: none"> Input into development of proposals. <p>Provide information on individual authority governance arrangements and approvals processes.</p>

		agreement and approvals for strategy consultations.	
Funding mechanisms	Carry out a review of options to introduce a short-term financial incentive to increase food waste recycling and/or reduce contamination, prior to any new burdens funding from government, as part of the SEP funding mechanism. This would recognise the additional cost to D&Bs of expanding services. Agree SEP and WCA funding arrangements for 2023-24 onwards in light of changes that will arise from the national Resources and Waste Strategy.	Reaching agreement on a financial incentive to introduce.	All partners: - Provide input to discussions of options. SCC: Agree and communicate funding arrangements for 2023-24 in time for individual authority budget setting cycles, with the aim of establishing a financial mechanism that will remain year-on-year until further funding arrangements develop through government policy.
Support the development of disposal contract requirements	Support SCC in developing the requirements for new waste disposal arrangements for 2024 onwards to ensure a strategic fit with the future direction of travel. Ensure sufficient provision and management mechanisms within the new disposal contract(s) to ensure quality data is issued and updated in a timely manner and consistent format.	SCC are supported to ensure that future waste disposal arrangements are aligned with the strategic direction of the SEP. The contractor(s) provide quality and reliable data within timescales required	SCC: - Consultation with partners as appropriate Districts and Boroughs: - Provide feedback on proposals.

Objective 6: Further improve our use of data and insight in order to better inform decision-making and communication with partners and residents.			
Activity	Description	How will success be measured?	Partner responsibilities
Performance reporting	Use up to date data to provide analysis and insights to current trends and performance against targets, including recycling performance, emissions and contract performance. Produce quarterly performance reports for SEP members and officers.	Members and officers are well informed regarding strategic and operational performance. Strategic decision-making processes are based on a robust and transparent evidence base.	All partners: - Review performance reports and provide feedback on format. Help identify opportunities for performance improvement.
Data management	Management of the SEP waste data system, including contract management and managing the supply of weighbridge data. Management of third-party contractor data so that performance reporting incorporates up to date data regarding materials collected by third parties.	Data gathering from all parties becomes fully automated, without need of further development.	All partners: Support the introduction of new processes and reporting data issues.
What happened to Surrey's waste	Creation of report and infographic highlighting what happens to the waste collected in Surrey. Communications activity to share the report findings with residents.	Resident engagement with 'What happened to Surrey's waste' report (e.g. website visits, social media engagements).	All partners: - Promotion of the report/ sharing of communications. Surrey County Council: Help with responding to media requests relating to waste disposal.

Future data management system	Develop options for when Open Sky contract ends in February 2023 <ul style="list-style-type: none"> • Undertake analysis of the OpenSky contract and data system performance, and future development requirements. • Complete an appraisal of the options to manage data following the end of the current contract, with support of D&Bs and SCC. • Undertake procurement/implementation of the chosen option to ensure that there is no degradation of data availability / analysis. 	Report identifying the outcome of the review of the OpenSky contract and the potential options for the end of the contract. Successful procurement & implementation of new system.	All partners: <ul style="list-style-type: none"> – Engagement of officers in the review of OpenSky and the future options.
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Objective 7: Ensure partners are kept informed and the reputation of SEP continues to be protected and developed			
Activity	Description	How will success be measured?	Partner responsibilities
Protecting and building the reputation of SEP	Respond to media enquiries from local and trade media, drafting responses and liaising with partners if appropriate. Generate coverage in key trade media (local Surrey media engagement will be undertaken as part of the Own Your Impact campaign). Identify, draft and submit entries for key award schemes to highlight the work being done in Surrey.	Positive media coverage. Nominations for awards. Involvement in industry/Government panels.	None.
Keeping partners informed	Monthly email updates detailing progress, outcomes and upcoming activities in the SEP programme. An end of year report prepared for the June meeting cycle and an Annual Review of activity and outcomes created and published on the SEP website following release of Defra waste statistics. Creation of quarterly Environment Matters email newsletter and distribution to all members and senior officers in partner authorities.	Partner feedback.	All partners: Share information with internal stakeholders.
Member seminars	Develop and deliver a programme of seminars on recycling and waste for all members across Surrey.	Partner feedback.	Help design and deliver seminars where required.

Objective 8: Manage the partnership effectively to ensure activities are delivered with appropriate governance and oversight			
Activity	Description	How will success be measured?	Partner responsibilities
SEP governance	Agenda planning in consultation with SEP Member and Officer Chairmen. Administration of all the SEP member and officer meetings, including booking meeting venues, dispatch of papers and minute taking.	Smooth running of partnership governance processes.	Attendance at relevant meetings.

Financial management	<p>Monthly budget monitoring processes and production of quarterly reports for partners.</p> <p>Administration of Surrey waste financial mechanisms payments and administration of recycling credits payments for organisations in the Surrey (furniture) re-use network.</p> <p>Identification of potential savings opportunities, service efficiencies and budget reductions.</p>	<p>Timely and accurate reports available for partners to review.</p> <p>Payments are made in a timely manner.</p> <p>Development and approval of a savings plan for 2023-24 and delivery of actions set out in the plan.</p>	<p>All partners:</p> <ul style="list-style-type: none"> – To invoice for services within appropriate timescales to enable effective and efficient budget management. – To support the delivery of the actions set out in the savings plan.
Programme management	<p>Develop work programme proposals.</p> <p>Manage the SEP work programme for 22-23 by administering a process to plan and design projects and other work that the partnership has agreed to.</p> <p>Monitor and report against progress with delivery to SEP partners on a quarterly basis.</p>	<p>Ensuring projects and other work have an agreed plan to work from.</p> <p>Providing accurate and informative updates on a quarterly basis.</p>	<p>All partners:</p> <ul style="list-style-type: none"> – Input into planning and help delivery of projects and other work where required. – Review reports and ask for additional information where necessary.

Objective 9: Develop and maintain links with other groups and initiatives to ensure that our work remains relevant in the wider context			
Activity	Description	How will success be measured?	Partner responsibilities
Fly-tipping/ Enforcement Group	Provide administration support to the Enforcement Group, which is made up of officers from each Surrey authority.	Partners are kept up to date with what is happening across Surrey and issues can be dealt with as they arise.	All partners - relevant officers to attend meetings.
Waste industry groups	Attend meetings and monitor updates from groups such as ADEPT, South East Waste Partnership Managers, NAWDO and LARAC.	Good relationships built with industry and authority colleagues. Insights and intelligence gained from industry experts.	None.
Surrey Comms Group	<p>Attend meetings to share details of SEP work programme and keep informed about other countywide communications work being undertaken.</p> <p>Share toolkits for upcoming SEP activities via Surrey Comms Group for partner communications teams to use.</p>	Use of toolkits/ sharing of messages by partner communications teams.	<p>All partners:</p> <ul style="list-style-type: none"> – Encourage communications teams to support and share SEP messages.
Planning Officers	Liaise with planning officers to ensure that guidance on bin storage and access is provided to developers.	Best practice shared and consistent guidance used by authorities.	<p>Districts and Boroughs:</p> <ul style="list-style-type: none"> – Provide case studies and best practice examples. – Liaise with planning officers in their authorities – Publish guidance on websites where appropriate.

Objective 10: Ensure that we have the capacity to be able to respond to new issues and opportunities as they arise.				
Activity	Description	How will success be measured?	Partner responsibilities	Budget
Crisis and issues management	Rapid response to any crises or issues that arise during the year.	To be determined by the nature of the crisis or issue and the response required.	To be determined by the nature of the crisis or issue and the response required.	Covered by underspends or reserves as appropriate.
Maximising opportunities	Allocate resource to research, develop or deliver new opportunities that emerge during the year.	To be determined by the nature of the opportunity.	To be determined by the nature of the opportunity.	Covered by underspends or reserves as appropriate.

Annex 2 - Duties and responsibilities in accordance with relevant key legislation

- **Environmental Protection Act 1990.** This is the main legislation that has covered waste management for the last 30 years. Key responsibilities include (but are not limited to):
 - A duty to provide a domestic waste collection service to households. Local authorities can also offer collection services to businesses for which they can charge. This is exempt from VAT.
 - A duty to provide domestic waste disposal and provide the necessary facilities for homeowners to dispose of their own refuse.
 - And a duty of care to handle waste responsibly.
- **EU Landfill Directive 1999.** This set minimum standards and targets to reduce reliance on landfill as a disposal option.
- **Waste and Emissions Trading Act 2003.** The JMWMS requirement sits under this. It sets out that in a two-tier area, local authorities have a legal requirement to have a joint strategy for the management of recycling and waste from households. This legislation also states that the strategy must be kept under review, and any significant future revisions will require public consultation.
- **Waste Framework Directive 2008.** This includes basic concepts and definitions related to waste management, such as definitions of recycling and waste, and a legally binding five-step waste hierarchy.
- **Waste (England and Wales) Regulations 2011, 2012.** This legislation chiefly transposes the requirements of the 2008 EU revised Waste Framework Directive into UK law. A key part of the regulation is to prioritise recycling over disposal. Local authorities are required to have regard to the waste hierarchy (above) in the preparation of waste development frameworks including local development plans.
- **Controlled Waste Regulations 2012** - Classifies waste according to household, industrial and commercial for the provisions of the Environmental Protection Act. Sets out where charges for the collection or disposal of certain types of non-domestic household waste can be made.
- **MRF Regulations and Code of Practice 2014** - The main aim of the regulation (implemented via the Environmental Permitting (England and Wales) (Amendment) Regulations 2014) is to improve transparency on material quality in the supply chain, through provision of accurate information on contamination levels.

EXECUTIVE – 2 FEBRUARY 2023

CIL – APPLICATION FOR FUNDING – ALL SAINTS CHURCH, WOODHAM

Executive Summary

This report provides detail of an application for £10,000 additional Community Infrastructure Levy (CIL) funds towards new energy efficient underfloor heating at All Saints Church, Woodham. This is in addition to £40,000 agreed in June 2022 at the Joint Committee (now discontinued) and is to help finance the increased cost of building works, now complete, associated with the project. The Church building is a vital community and social facility used by a variety of groups, and is one of the only community venues in Woodham. The underfloor heating project helps the church provide a welcoming, warm and energy efficient building to meet the needs of the existing community and to help address demands from an increased population as a result of development. The proposal meets the requirements for CIL funding, as set out in the report.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the application submitted by the Ward Councillors for Canalside Ward to secure £10,000 to cover the increased cost of building work undertaken to install underfloor heating at the All Saints Church, Woodham in Canalside Ward be approved; and
- (ii) the Strategic Director – Place be authorised to approve payment for the cost of work undertaken to install the underfloor heating, supported by invoices submitted to the Council. The additional CIL funds sought of £10,000 will be drawn from the CIL income available for Canalside Ward, which stands at £303,218.38.

Reasons for Decision

Reason: The CIL application meets the agreed list of requirements that must be met when applying for CIL money to fund local community projects.

The Executive has the authority to determine the recommendation(s) set out above.

CIL – Application for Funding – All Saints Church, Woodham

Background Papers:	Joint Committee Agenda, Decision and Minutes for 22 June 2022, Item 8 Agenda for Woking Joint Committee on Wednesday, 22 June 2022, 6.00 pm - Surrey County Council (surreycc.gov.uk) Full Council 1 December 2022, Item 8 Recommendations from the Executive, 8c. Woking Strategic Partnerships Agenda for Council on Thursday, 1st December, 2022, 7.00 pm (woking.gov.uk)
Reporting Person:	Giorgio Framalicco, Strategic Director - Place Email: giorgio.framalicco@woking.gov.uk , Extn: 3440
Contact Person:	Gillian Bernadt, Senior Planning Policy Officer Email: gillian.bernadt@woking.gov.uk , Extn: 3267
Portfolio Holder:	Councillor Liam Lyons Email: cllrliam.lyons@woking.gov.uk
Shadow Portfolio Holder:	Councillor Gary Elson Email: cllrgary.elson@woking.gov.uk
Date Published:	25 January 2023

1.0 Introduction

- 1.1 The Woking Strategic Partnership Report agreed at Executive on 17 November 2022 and approved by Council on 1 December 2022 set out recommendations to ensure effective partnership arrangements are in place to deliver the actions of the former Woking Joint Committee, which has been disestablished. The report outlines the arrangements for approval of Community Infrastructure Levy (CIL) expenditure, including that “the current Woking Joint Committee arrangements for small scale neighbourhood Community Infrastructure Levy (CIL) and the Health and Wellbeing Task Group and the Community Safety Task Group will continue to the end of Woking Strategic Partnerships March 2023, and that CIL Neighbourhood funds to a value over £10k will be approved by the Executive”.
- 1.2 This is the first report for an application for CIL funding to come to Executive. It seeks approval for £10,000 additional CIL funds towards new energy efficient underfloor heating at All Saints Church, Woodham. The Joint Committee at their meeting of 22 June 2022, established in-principle support for the project and agreed £40,000 funding. Due to the recent increases in building costs, the works associated with the project have increased and this application seeks to cover part of that cost, as detailed in Section 3.

2.0 Community Infrastructure Levy (CIL) - background

- 2.1 The Community Infrastructure Levy is the Council’s primary means of collecting developer contributions towards infrastructure provision in the Borough. It is a standardised and non-negotiable charge on new development, which can be used to fund, for example, transport, health, education, community and open space improvements. The Council’s CIL Charging schedule came into force on 1 April 2015, following public consultation and independent examination.
- 2.2 Allocation of CIL funds is split between strategic and neighbourhood projects, with a proportion of CIL income being allocated to the local areas or neighbourhoods where chargeable development occurs. After a 5% administration fee is deducted, an area with a Neighbourhood Plan in place receives 25% of CIL income, while areas (Wards) without an adopted Neighbourhood Plan receive 15%. The Government expects the Council to keep the neighbourhood element of CIL funds in its account and ringfence it for local projects. The remaining balance is allocated to strategic spend, of which 40% is for SANG and 60% for strategic infrastructure.
- 2.3 To date (at 18 January 2023) the Council has received £1,976,767.27 towards the delivery of neighbourhood projects identified by local communities, and £371,962.12 of that is secured for projects in Canalside Ward. Guidance on the process for securing CIL funding for local projects, including a flowchart, is available on the Council’s website at [How we spend the income from the CIL levy | Woking Borough Council](#).

3.0 CIL Application for Funding, All Saints Church, Woodham

- 3.1 Members for Canalside Ward have submitted a CIL application for £10,000 to help fund new energy efficient underfloor heating at All Saints Church, Woodham. This is an additional funding application to help finance the increased cost of building works associated with the project, which is now complete. The amount being sought is a small part of the total additional costs, as shown in the invoice at Appendix 2. All Saints Church is funding the remaining balance for the overall building cost (see also the invoice at Appendix 3) from alternative sources including the National Lottery Community Fund and various Trusts and charities, as detailed in section 8 of the appended CIL Application Form (Appendix 1).
- 3.2 To date, £371,962.12 has been secured for local neighbourhood projects in Canalside Ward, of which £303,218.38 is available once funds already allocated and spent on projects are

accounted for (at 18 January 2023). The Executive are asked to consider the application and decide whether it meets the agreed criteria for the application to be approved.

3.3 The key requirements that Members should use to assess the application are:

- a. Name of the infrastructure/project that the CIL income will deliver;
- b. A brief description of the project and what it seeks to achieve; and
- c. Evidence of broad community support for the project.

The Government has prescribed that the CIL money can only be used for:

- d. The provision, improvement, replacement, operation or maintenance of infrastructure; or
- e. Anything else that is concerned with addressing the demands that development places on an area.

These criteria should be met by applications for CIL money to fund local community projects. The additional cost of the project that the application relates, and also the original costings from June 2022, are appended to this report.

- 3.4** This application should be considered with regard to the in-principle agreement of the now discontinued Joint Committee on 22 June 2022, which secured £40,000 for the project. This included consideration of broad community support for the project, reference to which is included in the application and an example of which can be found at Appendix 4. The All Saints Church building provides one of the only community buildings in Woodham, and is a vital community and social facility serving both the Woodham community and residents of the Borough (and beyond) more widely. It is both a venue for church services, baptisms, weddings and funerals, and a wider community facility hosting a variety of community groups and social/welfare projects. This includes a Foodbank collection point, a variety of music groups, art exhibitions, craft groups, plates and space for the LGBT+ community to meet. Further detail can be found in section 9 of the Application Form (in Appendix 1).
- 3.5** As highlighted in the application, the work to update the heating system is now complete. The new heating system enables the community work outlined above to continue to cater to the needs of a growing local population and community. The new heating system is more energy efficient, reduces energy costs and ensures a warm and welcoming space for users. This is considered to improve the Church building's ability to operate efficiently, both for current and future residents, and is particularly pertinent with regard to the current cost of living crisis. The project would make a positive contribution to the Council's Climate Change objectives and actions, and the proposal may be considered to future-proof this element of the Church as a vital element of community infrastructure.
- 3.6** The above outlines reasons to support the application in-principle, based on analysis of the information submitted and as considered by the Joint Committee on 22 June 2022. However, specific consideration should be given to whether the additional £10,000 is justified. The increased cost of building work is evidenced by the invoice submitted in Oct 2022 (Appendix 2) with the original costing shown in Appendix 3 from June 2022. The report to Joint Committee in June 2022 noted the possibility for the actual cost of the project to be higher or lower than the original quote due to changing market conditions and unforeseen circumstances. It was noted then that Canalside Ward had sufficient money available to mitigate a marginal cost increase.
- 3.7** With regard to changing market conditions, it is widely documented that there has been a marked increase in building costs over the last year. The Building Costs Information Service (BCIS) provides a quarterly building cost index which noted a 5.4% increase in Quarter 2 of 2022 compared to Quarter 1, and a 14% increase compared to the same period in 2021 (Quarter 3 2022 information, which would relate to part of the build period, was not available at the time of writing).

- 3.8 It is noted that this application seeks to fund work undertaken and completed in August 2022. The CIL Regulations 2010, as amended, provides detail at Regulation 60(1) that states “A charging authority may apply CIL to reimburse expenditure already incurred on infrastructure”. This suggests that there is no impediment to supporting the application, with regard to CIL legislation, if it re-imburses costs to All Saints Church.
- 3.9 As a completed project, it is not expected that there would be any further risk of the cost of the project to increase. However, as previously stated, Canalside Ward has a healthy CIL balance with £303,218.38 available, which could mitigate any unforeseen, marginal cost changes linked to this project.

4.0 Corporate Strategy

- 4.1 Woking for All Strategy 2022-2027 outlines priorities for healthier, engaged and greener communities. The proposal is considered to make a positive contribution to these by ensuring an operating community facility that:
- enables a thriving, healthier and engaged community through involvement and participation in a variety of social and cultural activities that take place at All Saints Church;
 - reduces the carbon footprint of All Saints Church and makes a positive impact in delivering the actions of the Climate Emergency Action Plan.

5.0 Implications

Finance and Risk

- 5.1 There are minimal financial implications of this report. These are covered at paragraph 3.9.

Equalities and Human Resources

- 5.2 As detailed in the Impact Assessment, there are no equalities and human resources issues arising from this report.

Legal

- 5.3 This report has been reviewed by Legal Services who have not raised any issues.

6.0 Engagement and Consultation

- 6.1 Engagement has been undertaken to show broad community support for this application, in line with the requirements set out to assess the application. Please refer to paragraphs 3.3 and 3.4. for further detail.

REPORT ENDS



Woking Borough Council

Community Infrastructure Levy

Application form for CIL money to deliver local community infrastructure projects



Produced by the Planning Policy Team

For further information please contact:

**Planning Policy, Woking Borough Council, Civic Offices, Gloucester Square,
Woking, Surrey, GU21 6YL. Tel: 01483 743871. Email:
planning.policy@woking.gov.uk**

Woking Borough Council
Community Infrastructure Levy

Application form for CIL money to deliver local community infrastructure projects

Introduction

Woking Borough Council adopted its Community Infrastructure Levy (CIL) Charging Schedule on 24 October 2014 to take effect from 1 April 2015. The Community Infrastructure Levy Regulations 2010 (as amended) imposes a duty on Woking Borough Council as a CIL Charging Authority to pass on a proportion of its CIL income to local communities where the chargeable development takes place. Where there is an adopted Neighbourhood Development Plan in place for the area, the Neighbourhood Area gets 25% of the CIL income. Where there is no Neighbourhood Development Plan in place, the local community gets 15%. Where there is no designated Neighbourhood Area, it is proposed that the Ward boundary will be the basis for earmarking the CIL income for the local community.

The CIL Regulations prescribe what CIL income earmarked for local community projects should broadly be used on. The money must be used to support the provision, improvement, replacement, operation or maintenance of infrastructure or anything else that is concerned with addressing the demands that development places on the area.


The Joint Committee at its meeting on 13 March 2019 agreed the arrangement for local communities to identify local community infrastructure projects that CIL money could be used and how Ward Councillors could make a request to the Council to secure CIL money to enable the delivery of the projects. This arrangement was reviewed by the Joint Committee at its meeting on 11 November 2020. The arrangement sets out key requirements that have to be met for an application to the Joint Committee to secure CIL money to be successful.

This application form is intended to guide councillors to provide the necessary information that will enable the Joint Committee to determine their applications. .


For further information, clarification or guidance please contact the Planning Policy Team on 01483 743871 or email: planning.policy@woking.gov.uk.

APPLICATION FORM

Question	Response
1. Name of Ward or Neighbourhood Area	Canalside Ward
2. Name of councillor submitting the application (or anyone with delegated authority to submit the application on behalf of councillors)	Councillors: Tahir Aziz Mohammad Ali Mohammad Ilyas Raja
3. Preferred contact details of councillor submitting the application (phone number or email or address)	email: CllrTahir.Aziz@woking.gov.uk
Name of Project Manager who will be responsible for the proper implementation of the project and for all associated cost/financial processes.	Mr Adrian Vincent All Saints Church, 564 Woodham Lane, Woking, GU21 5SH. email: [REDACTED] email: deanerysynodrep@allsaintswoodham.co.uk tel: [REDACTED])
4. Name of project/infrastructure that CIL money will deliver	All Saints, Woodham – underfloor heating.
5. Location of the project such as address, Location Plan.	All Saints Church, 564 Woodham Lane, Woking, GU21 5SH
6. A brief description of the project and what it seeks to achieve	<p>The 1991 installed hot air heating system had come to the end of its life. It frequently broke down, was inefficient and the dry air, combined with rapid changes in temperature, caused damage to the historic organ.</p> <p>The project was to replace the current heating system with a Jupiter underfloor heating system in the church. Underfloor heating is most suitable for a building of this type and is energy efficient. It will enable the many community groups that use the building to have a warm building and enable greater community use.</p> <p>On 24 March 2021, the Canalside Ward Councillors in a Ward</p>

	<p>CIL meeting approved a grant of £40,000 towards the cost of this project, which at that time was estimated at £247,411 including VAT. The £40,000 grant was paid over to the project in September 2022.</p> <p>In the year and a half since the grant was originally awarded and the building works, costs have increased by £33,791.</p> <p>The Canalside Ward Councillors have agreed to an additional grant of £10,000 in light of these additional costs to the project.</p>																																																																																																																																																																																														
<p>7. What is the estimated total cost of the project and how much CIL money is requested? Have you taken into account the cost of managing the delivery of the project?</p> <p>Please provide quotes for the work/project</p>	<p>Total cost: £281,202.</p> <p>CIL money requested: an additional £10,000.</p> <table><tr><th>Cost - All Saints Church Woodham heating project</th><th>Updated 5 October 2022</th><th></th><th></th><th></th></tr><tr><td></td><td></td><td>£</td><td>VAT</td><td>Total</td></tr><tr><td>Experts fees</td><td></td><td></td><td></td><td></td></tr><tr><td>CAD survey</td><td>CDSurvey paid Mar 2021</td><td>£1,475</td><td>£295</td><td>£1,770</td></tr><tr><td>Asbestos test of pipe tunnel and floor bitumen</td><td>Surrey Asbestos paid Jan 2021</td><td>£150</td><td>£30</td><td>£180</td></tr><tr><td>Architects fees - production of floor plan</td><td>Invoice paid July 2021</td><td>£2,578</td><td>£516</td><td>£3,093</td></tr><tr><td>Architects fees - supervising the tiling work</td><td>Invoice No R100018 9 Sep 2022</td><td>£738</td><td>£148</td><td>£886</td></tr><tr><td>Boiler room works</td><td></td><td></td><td></td><td></td></tr><tr><td>Install light and power to boiler room and a heater in organ blower room -CES</td><td>Invoice No. 21057 21 April 2022</td><td>£2,189</td><td>£438</td><td>£2,627</td></tr><tr><td>Install a sump pump - 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<p>8. Would there be additional sources of funding necessary and available to deliver the project? If yes, provide details</p>	<p>The following grants have been received towards the cost:</p> <ul style="list-style-type: none">- National Lottery Community Fund: Awards for All Scheme, £10,000.- Woking Borough Council Community Infrastructure Levy, £40,000.- Surrey Churches Preservation Trust, £1,000.- Sabina Sutherland Charitable Trust, £1,000.- Bernard Sunley Foundation, £10,000.- Allchurches Trust (now called Benefact Trust), £5,000.- Garfield Weston Foundation, £10,000.- VAT refund: Listed Places of Worship Grant Scheme, £36,46. <p>Total £113,462.</p>																																																																																																																																																																																														

<p>9. A brief statement of why CIL funding is being sought?</p>	<p>The church building, together with its hall are the only community buildings in Woodham. The hall is largely used for sporting activities. The church building itself, in addition to church services, baptisms, weddings and funerals, is in regular community use. A survey of activities in the church building (pre-Covid) were: Woking Street Angels meetings and annual commissioning service; Foodbank collection point; Heritage Open Weekend educational tours; Loveday Singers Choir rehearsals and concerts; Woking Choral Society concert; Rock Choir rehearsals; Mothers Union; Mosaic Chamber Choir concert; Friary Brass Band rehearsals; Residents associations meetings; Macmillan fundraising coffee morning; Pilates; Halstead School carol service; Slimming World meetings; 'Crafts and natter' weekly get together; 'Rainbow' service and BBQ for LGBTI+ community; Art Exhibition. In total this reaches several thousand people each year.</p> <p>During the first Covid 'lockdown' the church building was also used to make PPE equipment for local hospitals.</p> <p>As stated above, the new heating will enable this community work to continue.</p>
<p>10. How would the project help address the demands or impacts of development in the area.</p>	<p>As can be seen above there is already considerable demand and use of this community building. The housing developments in the Woking area will increase the size of the local population and therefore the need and use of this community facility will also increase.</p>
<p>11. Is there evidence of broad community support for the project? Please provide the evidence.</p>	<p>The Canalside Ward CIL committee has a broad representation and have agreed to support the project.</p> <p>An example of support from the one of the community groups that use the building is the attached letter from the Loveday Singers.</p> <div data-bbox="582 1305 619 1350" data-label="Image"> </div> <p>2021 letter of support for heating</p>
<p>12. What is the indicative timescales for the delivery of the project</p>	<p>Building work took place from April to August 2022. The heating system is now complete, though some adjustments to the settings will be made over the next few weeks.</p> <p>A report is attached.</p> <div data-bbox="582 1541 619 1585" data-label="Image"> </div> <p>202208 All Saints Woodham heating r</p>
<p>13. Would there be associated revenue spend (such as day-to-day running costs, maintenance) for the project? How would this be met? Please note that any revenue spend such as cost of maintenance will have to be met from the CIL money</p>	<p>No.</p>

earmarked for the Ward or Neighbourhood Area and not by the Council.	
14. Would you need planning permission to carry out the works? Officers can provide advice.	<p>No. A Faculty was required from the Chancellor of the Guildford Diocese. This was granted on 2 February 2022. A copy is attached.</p>  <p>20220203c Faculty.pdf</p>
15. Will the project affect the public highway? If yes, have you had an early consultation with Surrey County Council? An early consultation with the County Council will be helpful.	No.

CIL Funding Application Form requirements – application checklist:

- Have you read the CIL Flowchart on arrangement to use CIL money for local community projects? All Councillors have been sent a copy.
- Have you provided a brief description of the project, including address, costs and what the project seeks to achieve?
- Have you provided evidence of broad community support for the project? Evidence should be attached to the application.

To: Adrian Vincent
The Parish Church of All Saints,
564 Woodham Lane
Woking
GU21 5SH

2 Windsor Road
Barton Le Clay, MK45 4LX
Phone: 01582 818080

email: fran@rjmbuilders.co.uk

VAT Reg. No. GB 897 6430 67

Terms: payment upon receipt of Invoice

Description	Date	Invoice No.	Amount
Under floor heating project	7th October 2022	3244	
Valuation Number 2 - Final Invoice			47,891.95
<div>Page 121</div> <div>RJM Building Contractors is a trading name of RJM (LUTON) LTD. Registered No. 4644356</div>			<div>Sub Total £ 47,891.95</div> <div>VAT 20% £ 9,578.39</div> <div>Total £ 57,470.34</div>

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Terms: payment upon receipt of Invoice

Description	Date	Invoice No.	Amount
Under floor heating project	13th June 2022	3239	
Valuation Number 1			157,950.43
<div> <div> <div>Page 123</div> <div>  </div> </div> <div> Bank details: Sort Code: 60-13-28 Account Number: 47208988 RJM Building Contractors is a trading name of RJM (LUTON) LTD. Registered No. 4644356 </div> </div> <div> <div>Sub Total</div> <div>VAT 20%</div> <div>Total</div> </div> <div>£</div> <div>£</div> <div>£</div> <div>157,950.43</div> <div>31,590.09</div> <div>189,540.52</div>			

Anna Loveday

email [REDACTED]

To: All Saints Church
564 Woodham Lane
Woking
GU21 5SH.

8 April 2021

To whom it may concern,

I am writing to express my support for the heating project of All Saints Church.

I am the director and conductor of the Loveday Singers, a choir made up of young adults based in Woking.

Although we give concerts in different venues around Surrey and beyond, we rehearse at All Saints Church, and perform several concerts a year there. It has been the home of the choir for the 13 years that it has been in existence. During that time, we have had over 100 members in the choir and brought over a thousand people into the church to hear us sing. We are well known in the local community and well supported by them.

We are aware that the current hot air heating system at All Saints has come to the end of its life, and we fully support the project for a new heating system. To have the church building warm throughout the winter will make it an attractive venue for our rehearsals and concerts.

Yours sincerely

[REDACTED]

Anna Loveday

All Saints Church, Woodham

Installation of underfloor heating project completion report

August 2022

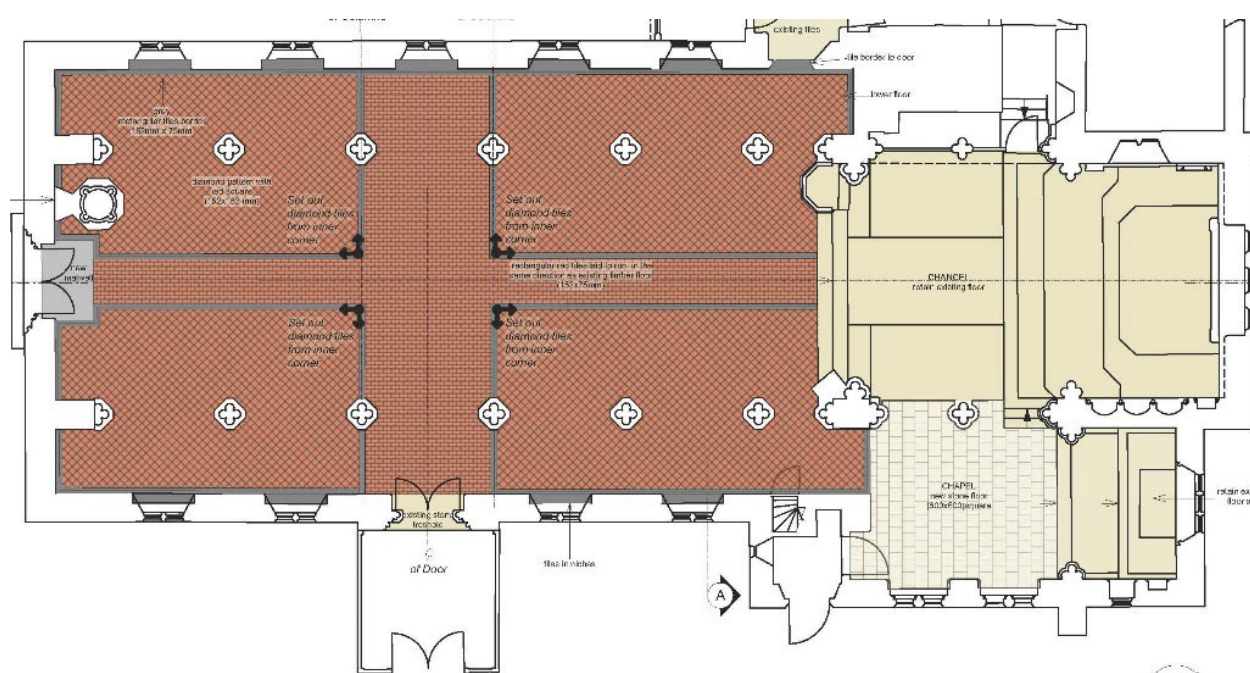
February 2020 The hot air heating system installed in 1991 (see photo), of an external gas boiler to a vent at roof level, had reached the end of its life. The dry air and rapid changes of temperature was also damaging the organ. Meetings were held with the church inspecting architect, Mandy Lorenz, and the Diocesan Heating Adviser, Ron Neil, to consider options.



October 2020 A Jupiter underfloor heating system for the Nave and Lady Chapel is chosen. It would deliver an even heat at ground level and not be visually intrusive. The heat source for the water pipes could be a gas boiler or a heat pump. An air source heat pump would require a three-phase electricity supply for this size of the church. UK Power Networks quote £140,000 to provide a three-phase supply as it would involve digging up Woodham Lane. This makes the heat pump option unaffordable. It is decided to begin with a gas boiler with a buffer tank. The buffer tank means that in the future the gas boiler can be changed to a heat pump if the cost of a three-phase supply drops, or single-phase heat pump technology improves.

March 2021 - June 2022 Forty-five grant making bodies are written to, drawing attention to the community use of the building. Seven bodies award grants. Members of the congregation and other users make generous donations, and a legacy is received.

June 2021 - February 2022 Sarah Khan of Roger Mears Architects produces a floor design of handmade tiles for the Nave and limestone for the Lady Chapel as the top surface for the underfloor heating. The faculty application process begins, including consulting with the Diocesan Advisory Committee, the Church Buildings Council, Historic England and the Victorian Society. The Victorian Society recommends changes to the tile design, which are duly made. The Diocesan Chancellor grants the faculty on 2 February 2022.



April 2022 CES Electrical install a new distribution board (fuse box) and restore light and power to the boiler room and install Wifi in the boiler room to ‘talk’ to the new boiler.

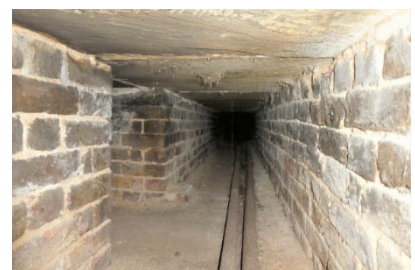


Michael Farley Organ Builders protect the organ from dust. Andy Callin of Sound Analysts Ltd decommissions the sound system. Church volunteers clear the furniture from the Nave and Lady Chapel and stack it in the Chancel. Express Solutions install a sump pump at the foot of the boiler room steps to prevent the boiler room from flooding.

RJM Builders remove the old heating tower: and construct a false ceiling for dust protection:



They remove the wood floor: and excavate the concrete base: revealing a series of old pipe tunnels underneath:



Exit of the original pipe tunnel that goes from the boiler room, under the chancel, to the Lady Chapel. This tunnel will be used for the main heating pipe to the South Aisle manifold:



Exit of the original pipe tunnel from the boiler room, to the East End of the North Aisle. This tunnel will be used for the main heating pipe to the North Aisle manifold:



May 2022 CES Electrical lay underfloor cabling for 6 new double power sockets. KD Roofing repair the hole in the roof from the old heating system. RJM Builders complete excavation of Nave and lay a breathable geotextile membrane. The first load of Glapor recycled foam glass is delivered, to be compacted to form a foundation layer:



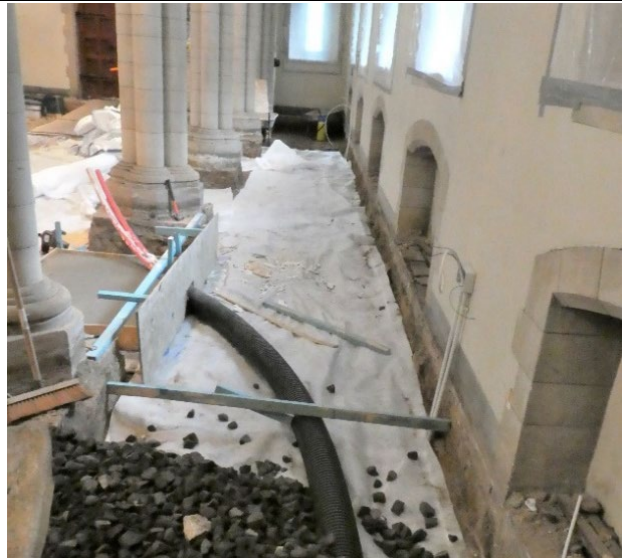
Jupiter Heating Systems Ltd lay insulated pipework from the boiler room tunnel to the Lady Chapel and North Aisle: and install a boiler: and buffer tank:



The pipe from the boiler room under the Chancel floor to the Lady Chapel and then to a manifold in the South Aisle.



The pipe from the boiler room to the manifold in the North Aisle.



RJM Builders compact the Glapor foam glass base layer.



Jupiter lay a Visqueen 1200 gauge Damp Proof Membrane, followed by 320 bags of dehydrated floor levelling slate:



Jupiter use a laser levelled robot to level the slate:

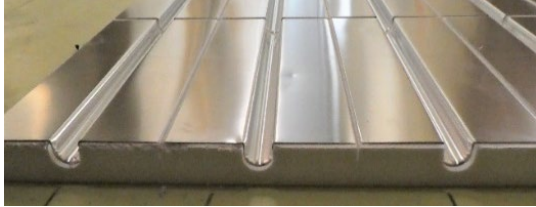


Then lay 500 kPa Kingspan GG500 insulation on top of the slate:

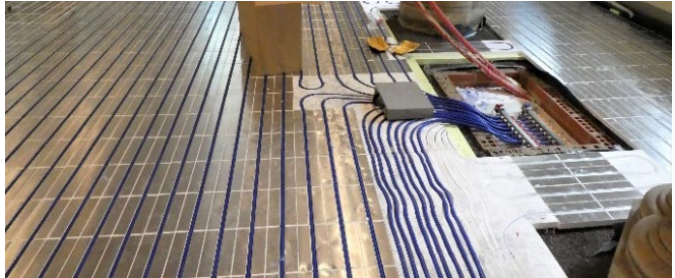


Aluminium heat diffusing panels are laid on top of the insulation, and the pipes sit in the grooves in the panels. The pipes are PERT (polyethylene raised temperature) with an internal layer of aluminium so that when they are bent round a corner they stay bent. The pipes are connected to the two manifolds.

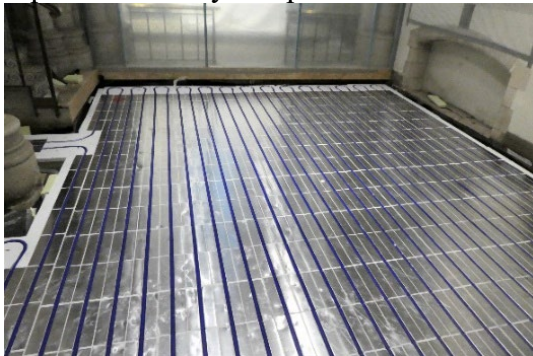
Heat diffusing panel:



Pipes connected to North Aisle manifold:



Pipes in the Lady Chapel:



Pipes from Lady Chapel to South Aisle:



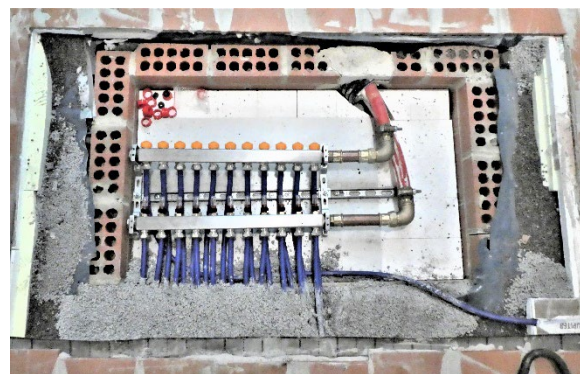
Jupiter lay a slip membrane above the pipes and then Screed Replacement Tiles are slotted and glued together to sit on top of the membrane:



June 2022 Jupiter connect pipes in the boiler room:



and connect the Nave manifolds:



July 2022 Liviu Negut from Calacatta Stone and Ceramics starts to lay the roughly 10,000 Nave tiles. Sussex Red and Sussex Dark, 152mm x (152mm/75mm) x 18mm, from Aldershaw Handmade Tiles Ltd. On a bed of NX Flexible Standard Set Tile Adhesive, plus around the walls a border of SECIL natural lime NHL5.

Centre aisle:

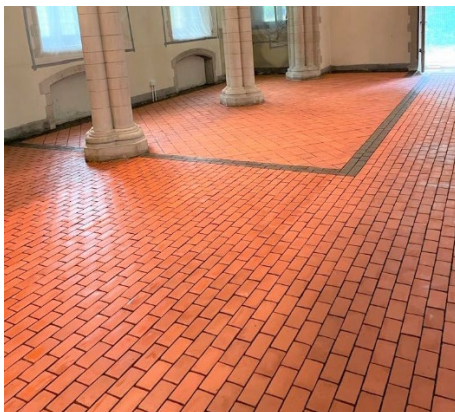


Tiling over a manifold cover:



August 2022 Liviu applies the first coat of “Lithofin TC Sealant for cotto, terracotta and clay slabs” on the tiles prior to grouting with “Ardex-Flex FL Grout” Ocean Grey:

Liviu lays the Lady Chapel floor in Hanover Greige Honed Limestone, 600mm x 600mm x 15mm, from Natural Stone Consulting. Grout colour to be ‘Silver Shimmer’. Then “Lithofin Stainstop W”:



The finished floors:





Woking News and Mail article published 25 August 2022

New floor for church after heating installation

ALL Saints Church at Woodham has reopened after four-month building project that included the excavation of the floor to install underfloor heating.

The Grade II listed building had previously been heated by a hot air blower installed in 1991 that was continually breaking down.

The hot air system was damaging the historic 1928 Harrison and Harrison organ and a new solution for keeping the building warm had to be found.

The church opted for the under-floor heating system supplied by Jupiter UK, based at Chobham. The floor was excavated, and foundations of foam glass, slate, and insulation were laid, on which were installed the pipes.

Handmade tiles were chosen as the top surface, to be in keeping with the church's Arts and Crafts heritage.

One of the churchwardens, Adrian Vincent, commented: "We had a hard deadline of a wedding in the church on Saturday 20 August. We finished the project with only hours spare.



REINSTATED – The interior of All Saints Church with its new floor following the installation of underfloor heating

"Those who have seen the new floor say that it blends in so well that it looks like it is original to the church, which is a great compliment to all involved."

The new floor will be blessed by the Bishop of Guildford, Andrew Watson, during the 10am service on Sunday 4 September.

There will be Heritage Open Day tours of the church on Saturday 17 September from 11am to 6pm.

On Sunday 18 September at 7.30pm the Loveday Singers will be performing a concert to celebrate the re-opening. Tickets will be £10 on the door, children free.

Particular thanks to

Funders

- Members of the congregation and other church building users.
- The Friends of Woodham.
- Grant making bodies:
 - Allchurches Trust (now called Benefact Trust);
 - Bernard Sunley Foundation;
 - Garfield Weston Foundation;
 - National Lottery Community Fund: Awards for All Scheme;
 - Sabina Sutherland Charitable Trust;
 - Surrey Churches Preservation Trust;
 - Woking Borough Council: Community Infrastructure Levy: Canalside Councillors: Mohammad Ali, Tahir Aziz and M Ilyas Raja.

Contractors and advisors

Grant Ashworth and team: CES Electrical.
Adrian Brooks and team: Express Solutions Group.
Andy Callin: Sound Analysts Ltd.
John Clarke: John Clarke Natural Stonework.
Clive Dawson: Hockley and Dawson Consulting Engineers Ltd.
Kevin Diamond: Guildford Diocesan Registry.
Karl Dore: K D Roofing.
Michael Farley and team: Michael Farley Organ Builders Ltd.
Wendy Harris: Diocesan Advisory Committee.
James Hughes: The Victorian Society.
Nick Hunt: A T Design.
Andrew Jordan: (former) Diocesan Chancellor.
Anthony Kindell, Lindy Latreille and team: Aldershaw Handmade Tiles Ltd.
Chris Kollmer and team: Jupiter Heating Systems Ltd.
Sarah Khan: Roger Mears Architects LLP.
Stacey Knight and team: Natural Stone Consulting Ltd.
Mandy Lorenz: Architect.
Tracy Manning: Church Buildings Council.
Richard and Fran Matthews and team: RJM Building Contractors.
Livi Negut: Calacatta Stone and Ceramics.
Ron Neil: Heating Advisor.

27 August 2022

Adrian Vincent, Churchwarden.

email: deanerysynodrep@allsaintswoodham.co.uk

EXECUTIVE – 2 FEBRUARY 2023

MONITORING REPORTS – WOKING FOR ALL STRATEGY

Executive Summary

The Woking For All Strategy (WFAS) and the Supplementary and Amended Priorities document clearly sets out the Council's key objectives and priorities for the period 2022 to 2027.

A robust performance management regime around the delivery of the WFAS has been established. This will allow officers to monitor progress against each of the objectives in the Strategy which in turn will facilitate the compilation of regular reports to Councillors as to the status of each action. Performance management reports will provide updates as to successes, as well as identifying areas of concern that may require additional support or information.

Action updates relating to Quarter 3 of the 2022/23 financial year have been completed; a total of 217 actions have been recorded against the WFAS, of which, 184 (85%) have a RAG status of Green, 31 (14%) a RAG status of Amber, and 2 (1%) a RAG status of Red. 40 different officers have been assigned as action owners.

The full detail of every action is attached at Appendix 1. The Appendix provides an overview of the action, the action owner, a progress update for the quarter (Q3. being October to December 2022), a RAG flag rating, and a status arrow to highlight how the action is performing compared to the last report. For the purpose of this report, a brief narrative has also been prepared which highlights some of the key developments against each WFAS Theme and Outcome.

In-line with recommendations arising from a review of performance management, it is recommended that the WFAS should be monitored on a quarterly basis, with either a full breakdown of action status or reports by exception.

Recommendations

The Executive is requested to:

RESOLVE That

progress against the actions resulting from the Woking For All Strategy and the Supplementary and Amended Priorities document be noted.

Reasons for Decision

Reason: To ensure that robust performance monitoring is in place to support the delivery of the Council's Woking For All Strategy.

The Executive has the authority to determine the recommendation(s) set out above.

Monitoring Reports – Woking For All Strategy

Background Papers:	None.
Reporting Person:	Kevin Foster, Strategic Director – Corporate Resources Email: kevin.foster@woking.gov.uk, Extn: 3198
Contact Person:	Pino Mastromarco, Corporate Strategy Manager Email: pino.mastromarco@woking.gov.uk, Extn: 3464
Portfolio Holder:	Councillor Ann-Marie Barker Email: cllrann-marie.barker@woking.gov.uk
Shadow Portfolio Holder:	Councillor Ayesha Azad Email: cllrayesha.azad@woking.gov.uk
Date Published:	25 January 2023

1.0 Introduction

- 1.1 The purpose of this report is to provide an update on how the Council is performing against the actions resulting from the Woking For All Strategy (WFAS) and the Supplementary and Amended Priorities document.
- 1.2 It is essential that a robust performance management regime around the delivery of the WFAS is established. This will allow officers to monitor progress against each of the objectives in the Strategy which in turn will facilitate the compilation of regular reports to Councillors as to the status of each action. Performance management reports will provide updates as to successes, as well as identifying areas of concern that may require additional support or information.

2.0 Background

- 2.1 The WFAS and the Supplementary and Amended Priorities document clearly sets-out the Council's key objectives and priorities for the period 2022 to 2027. The WFAS is structured around four service facing community themes (Healthier Communities, Engaged Communities, Greener Communities, Prospering Communities), and an inward facing theme (High Performing Council) which is designed to underpin and support the wider Council.
- 2.2 Relevant officers have been assigned as WFAS action owners, and meetings have been held to produce Quarter 3 progress updates and to assign a RAG rating and status arrow to each action. The RAG rating process has been implemented to enable a quick way to identify if an action is on track or failing for any reason. RAG's will also allow exception reporting to be applied if required. The RAG criteria that have been applied is as follows:

Red: Action is failing in one or more areas and needs immediate attention.

Amber: Action contains areas of concern which are impacting on delivery and need attention.

Green: Action is progressing according to agreed plans and targets.

The introduction of a status arrow against each action serves to highlight how the RAG status is performing against the previous quarterly report; each arrow indicating if the status is the same, has improved, or is worse.

- 2.3 Action updates relating to Quarter 3 of the of the 2022/23 financial year have been completed; a total of 217 actions have been recorded against the WFAS, of which, 184 (85%) have a RAG status of Green, 31 (14%) a RAG status of Amber, and 2 (1%) a RAG status of Red. 40 different officers has been assigned as action owners.

3.0 Monitoring Frequency

- 3.1 As agreed by the Executive, WFAS monitoring is produced on a quarterly basis, with either a full breakdown of action status or reports by exception.

4.0 Progress against the Woking for All Strategy Themes

- 4.1 The full detail of every action is attached at Appendix 1. The Appendix provides an overview of the action, the action owner, a progress update for the quarter (Q3. being October to December 2022), a RAG flag rating, and a status arrow to highlight how the action is performing compared to the last report. For the purpose of this report, a brief narrative has also been prepared which highlights some of the key developments against a range of WFAS Themes and Outcomes. These are as follows:

WFA Theme: Healthier Communities (66 actions)

4.2 WFA Outcome: Safe, thriving, and sustainable communities:

- 4.3 Good progress is being made against this outcome. A local Community Interest Company called 'Fresh Start' commenced the operation of the food and café offer at St Mary's Community Centre over the autumn, and a new Moorcroft provider is scheduled to commence in January 2023. This drive serves the dual purpose of delivering savings whilst allowing closer work with community-based initiatives.
- 4.4 In leisure, project 500 has continued to progress in partnership with Active Surrey to train ladies to be sports coaches. The first cohort of 12 ladies is complete, with an aim of a further 12 to be trained each quarter.

4.5 WFA Outcome: High quality homes for all:

- 4.6 A Head of Housing Assets has been appointed to further embed the in-sourcing of housing and asset management services back into the Council. Work on the development of an Asset Management Strategy for Council-owned stock can now progress.
- 4.7 The Affordable Housing Supplementary Planning Document (AHSPD) has been developed and is currently in the consultation phase, with a target publication date of Spring 2023.

4.8 WFA Outcome: Health and wellbeing for all:

- 4.9 The Health and Wellbeing Action Plan continues to progress well and is being monitored and reported to the Health and Wellbeing Task Group.
- 4.10 Work also continues with Public Health England and Surrey Heartlands to identify the causes of a spike in obesity in Canalside and Goldsworth Park. A range of activities have been undertaken including installation of a cycle track and free coaching, plus a Holiday Activity Fund to feed children healthy options during school holidays.

WFA Theme: Engaged Communities (25 actions)

4.11 WFA Outcome: Informed and consulted residents:

- 4.12 The revised Community Grants scheme, which was agreed by the Executive in July, will be managed by the Surrey Community Foundation and community groups can now start to apply; the first Woking Community Fund Panel will sit early April 2023.
- 4.13 Work to update the Council's Climate Change Strategy is underway, with the draft scheduled to be submitted to the March Executive, after which consultation with the public will follow.

4.14 WFA Outcome: A borough with a strong voice

- 4.15 The Council is tendering a place branding and marketing project which will include a detailed marketing strategy to showcase the borough to attract external investment. The place branding and marketing launch is proposed for Autumn 2023.

4.16 WFA Outcome: Strong and effective partnerships

- 4.17 Work has continued to support the Woking Means Business Event. This initiative is supported by the Council's Economic Development Action Plan which is specifically aimed at helping local businesses and enterprises post Covid.

- 4.18 The Council has also recently collaborated with the Surrey Chambers of Commerce to create an International Trade Forum which features on the Woking Works and Surrey Chamber of Commerce websites.

WFA Theme: Greener Communities (43 actions)

4.19 WFA Outcome: Greener living

- 4.20 Work is progressing to draft a Planet Woking Garden guide to help residents and community groups support wildlife through sustainable gardening. Consultation on the guide will follow.

- 4.21 The Council is continuing to explore funding options to develop safe, secure, and well-located cycle parking provision, and a bid to the South Western Community Fund has been shortlisted. The outcome of the bid is expected to be received by March 2023.

4.22 WFA Outcome: Greener economy

- 4.23 Progress is being made in relation to delivering further energy efficiency measures across the Council estate. An Energy Management Officer is now in post and has commenced an energy audit review of the six highest energy consuming buildings owned by the Council.

- 4.24 A further phase of Sustainable Warmth funding has been awarded to Surrey County Council by central Government and is being managed by Active Surrey.

4.25 WFA Outcome: Greener place leadership

- 4.26 The design of Rain Gardens on Woodlands Avenue, Sheerwater Road, and Albert Drive are progressing as part of a phase of works which is funded by Surrey County Council. A project programme has been compiled with a view to implementation over the next three years.

WFA Theme: Prospering Communities (35 actions)

4.27 WFA Outcome: A borough of opportunity

- 4.28 Advanced discussions are ongoing with a possible operator to partner and manage a Digital Centre of Excellence in the town, to deliver a high growth, high-tech incubator hub with a niche 'Green Tech' focus.

4.29 WFA Outcome: Strong and sustainable economy

- 4.30 Victoria Place and the wider town centre has continued to be promoted and revised Saturday parking fees have been introduced to encourage longer stays and increased footfall. A number of events and promotions have taken place in the town, including an ethical market, a Christmas Festive Fare, pop-up retailers, and an ice-rink.

- 4.31 Good progress has been made on the development of a Strategic Asset Management Plan which will support commercial and strategic capacity across the Council's asset portfolio and investments, and also help to deliver positive outcomes for the borough.

4.32 WFA Outcome: A borough with an enabling infrastructure

- 4.33 Work continues with partners to review the Victoria Arch project. Regular fortnightly meetings and monthly board meetings are being held between the Council and Homes England. Homes England are undertaking a review of all HIF schemes across the Country which face cost implications due to market conditions.

WFA Theme: High Performing Council (48 actions)

4.34 WFA Outcome: A transparent, listening and learning council

4.35 The final Cyber Security Audit report and recommendations have been received and work is now underway to factor actions into schedules for completion.

4.36 Consultation on Woking's Community Safety Plan 2023 is underway – this will allow the Council and its partners to gather feedback on where best to place resources to improve services and outcomes.

4.37 WFA Outcome: A high performing council

4.38 As part of the drive to deliver efficiencies and service improvements, consultants have been appointed to review the principle of the 'One Stop Shop' which Customer Services currently operate under and maximise a 'Digital First' approach. An analysis of current arrangements will be undertaken with recommendations for improvements to follow.

4.39 Work continues to embed Microsoft 365 across the Council with over 350 devices now rolled out and refreshed. A successful pilot of docking stations will be expanded which will support the priority of delivering a hybrid working platform tailored to the needs of services.

4.40 WFA Outcome: A modern employer with a progressive workforce

4.41 The Council was successfully reaccredited into the Investors in People award in October, which continues a long-term commitment to the global benchmark for people management.

4.42 A new intranet has been developed and tested and will be rolled out imminently. The intranet will enable teams to work closer together to achieve consistent and integrated services for residents.

5.0 WFA Outcome: A financially responsible Council with sustainable and affordable plans

6.0 Work is continuing to support the delivery of the Medium-Term Financial Strategy. A Council-wide savings initiative has been undertaken which is currently being mapped and monitored, and the development of a Fit For Future programme is underway.

7.0 Corporate Strategy

7.1 The ongoing review and monitoring of all actions resulting from the WFAS is an essential function to ensure that the Council's ambitions remain on track.

8.0 Implications

Finance and Risk

8.1 There are no financial or risk implications arising from this report.

Equalities and Human Resources

8.2 There are no equalities or human resource implications arising from this report.

Legal

8.3 There are no legal implications arising from this report.

9.0 Engagement and Consultation

9.1 None.

REPORT ENDS

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q3. 2022/23 Update (Oct - Dec)	Progress	RAG Status	Status since last report
Healthier Communities	Safe, thriving and sustainable communities	Recognise the distinctive identity of our towns, villages and neighbourhoods, ensuring they have vibrant centres that support community life, wellbeing, pride and identity.	Continue to broaden the offer at community centres to be inclusive for all ages.	Developed schedule of use and updated the Council website to demonstrate regular cultural and intergenerational community benefits.	Adam Thomas	01/07/22	31/03/23	WBC now have regular weekly updates. The Comms team have created eye-catching e-leaflets detailing future activities.	Ongoing	Green	➡
				Expanded the universal youth offer at Knaphill and explored expanding the offer to Goldsworth Park and Byfleet.	Adam Thomas	01/02/22	31/03/23	New Knaphill Youth Club successfully launched in July 2022. The September meeting with Westfield funder took place and conversations are ongoing.	Ongoing	Green	➡
				Launched a weekly boxing club for Kingsmoor Park youth.	Adam Thomas	01/06/2022	31/03/23	Although started successfully in the Summer, this is now paused due to changes in Youth Work provision within Surrey County Council.	Ongoing	Amber	⬇
				Enhanced the café provision at Community Centres by supporting local social enterprises to run the food and drink offer.	Adam Thomas	01/06/2022	30/06/23	Local CIC Fresh Start commenced food and café offer at St. Mary’s September 2022. New Moorcroft provider scheduled to commence January 2023 and exploring providers for The Vyne in Knaphill.	Ongoing	Green	➡
			Continue to support the development of neighbourhood plans.	Provided sufficient resource to ensure that neighbourhood plans and proposals accord with up-to-date evidence and align with strategic policies of the adopted Local Plan and National Planning Policy.	Ernest Amoako	01/04/22	31/03/23	This workstream is ongoing. WBC are currently providing comments for two draft neighbourhood plans.	Ongoing	Green	➡
				Continued to provide information, guidance and signposts for those communities looking to develop a neighbourhood plan for their area.	Ernest Amoako	01/04/22	31/03/23	WBC are continuing to provide guidance and advice to those individuals on Neighbourhood Planning on an ongoing and as needed basis.	Ongoing	Green	➡
			Support local villages and neighbourhood communities to create the place residents want it to be and working with neighbourhoods to assess gaps in services.	In partnership, completed a joint case study of a given neighbourhood area to understand the current services in place and identify gaps.	Chris Norrington	01/01/23	31/03/23	This work will be commenced once the strategic asset management plan has been developed. At that point the case study requirements will be scoped and resources identified.	Not started	Green	➡
			Return highways grass and tree maintenance back to Surrey County Council.	Completed handover, returned to normal operations, and achieved anticipated savings of £300k.	Emma Bourne	01/04/23	31/03/23	The return of highways grass and tree maintenance back to SCC is in progression, meetings have been held with SCC, and remains on target for an April 2023 start.	Started	Green	⬆
			Ensure that new developments coming forward, such as West Hall in West Byfleet, meet the objectives set out in the Site Allocations Development Plan Document.	Encouraged developers to engage and consult on their plans and proposals with local communities and actively listen to the communities’ views in developing their plans.	Thomas James	01/04/22	Ongoing	Encouraging developers to engage and consult is a national planning policy requirement and this has been ongoing for numerous years on large scale proposals and will continue. Developers are encouraged to engage with communities early so their views can be incorporated into the developing plans, as appropriate.	Ongoing	Green	➡
				Provided a joined-up pre-applications service to secure the delivery and implementation of sustainable development to meet needs.	Thomas James	01/04/22	Ongoing	Engagement with key major developers taking place in both informal and formal pre-applications formats. Developers encouraged to engage with local ward members and residents on their proposals.	Ongoing	Green	➡
				Worked proactively with developers to ensure that site infrastructure provided by developers meets the development’s needs without creating a burden on the community.	Ernest Amoako	01/04/22	31/03/23	We have continued to engage with pre-application discussions on West Hall and various other sites and commented on planning applications for development management.	Ongoing	Green	➡
			Given the scale of housing development planned for the east of the borough - we will work with partners to secure infrastructure to meet the needs of residents.	Work with communities to develop plans for the use of the neighbourhood element of the Community Infrastructure Levy (CIL) funds.	Ernest Amoako	01/04/22	31/03/23	As per Q2 update - The team provides advice on a regular basis to Councillors and members of the public regarding the use of CIL , and, less frequently, community groups. It is anticipated that a new policy officer responsible for infrastructure will take this forward once they start in Q3.	Ongoing	Green	➡
		Create safe and accessible public spaces through high quality development and regeneration.	Complete the first new play area to be delivered as part of the regeneration of Sheerwater.	Complete the first new play area to be delivered as part of the regeneration of Sheerwater in Red Phase.	Paola Capel-Williams	01/11/22	31/05/23	Play equipment delivery due January 2023. Works to commence mid-late Jan, once installed they have to complete other works that may not be associated directly with the play area, but will facilitate safe and proper access. Handover/completion expected May 2023.	Started	Green	➡
			Bring forward new Suitable Alternative Natural Green space (SANG) provision as an integral part of our strategy.	Supplementary action not previously identified for 2022/23.	Tracey Haskins / Beverley Kuchar	01/04/22	31/03/23	Ongoing challenge to bring future SANG sites forward. Recent meetings with Horsell Common Preservation Society and progression of Brookwood SANG need resource allocation and funding. Agreement to recruit new Biodiversity Net Gain officer is being progressed.	Started	Amber	➡
			Put in place an updated programme for playground refurbishments, recognising the value and importance of accessible play provision.	Undertake an audit of the current play area provision and highlight options to achieve accessibility for all including for neuro-diverse children.	Arran Henderson	01/04/22	31/03/23	Assessment of inclusivity is being included in a current play area refurbishment review. Each play area will be scored against a number of criteria, one of which is opportunities for inclusivity. This will highlight play areas which need to be prioritised for change / improvement. Every play area will be reviewed in this financial year.	Started	Green	➡

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q3. 2022/23 Update (Oct - Dec)	Progress	RAG Status	Status since last report
				Develop a play area improvement plan and ensure delivery of the current plan to upgrade three play areas.	Arran Henderson	01/04/22	31/03/23	A play area improvement plan is being developed to identify priorities over the next 3 years - up to 2024/25. Intention is to take the draft programme of priorities to the January O&S and then to the February Executive for sign-off.	Started	Amber	⬇
				Carried out regular inspections of public play areas across the borough and repaired defects in a timely fashion.	Arran Henderson	01/04/22	31/03/23	Play areas are inspected by Serco on a weekly basis as part of existing contractual arrangements with findings recorded, risk assessed, and actioned accordingly. There is also an annual independent play area inspection carried out by an external play inspector consultant.	Started	Green	➡
				Designed, consulted upon and implemented three play area improvements ensuring accessibility for all.	Arran Henderson	01/04/22	31/03/23	Funding now agreed for the remaining three play areas at Horsell Moor, Oakfield and Sutton Green. Contractor appointed for improvements at Horsell Moor and Oakfield play areas and public consultation undertaken. Interest from local Councillors to provide additional improvements currently being explored, possibly delaying final delivery beyond March 2023. Sutton Green Play areas will now be delivered in 2023/24 due to ongoing engagement with local residents association regarding external funding bid.	Started	Amber	⬇
		Encourage and increase active lifestyles and participation through the provision of varied cultural and sporting opportunities and amenities.	Open the refurbished cycle track at Goldsworth Park Recreation Ground, which will include a fully asphalted pump track, an all-weather mountain bike circuit and a grass track circuit.	Progressed the Goldsworth Park Project in conjunction with local cycling clubs to increase access and enhance the quality of cycling provision.	Steve May	01/04/22	20/04/22	As per Q2 update - The project is now complete - the old cycle track has been refurbished and free training is provided by volunteers to children every Saturday morning.	Completed	Green	➡
			Continue to host the Surrey Half Marathon.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	12/03/23	Event is scheduled for 12th March 2023 and is progressing as per plan.	Started	Green	➡
			Support looked after children, care leavers and foster families with a leisure offer.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	30/09/22	This action is now complete and final numbers of participants will be reported.	Completed	Green	➡
				Delivered the Active Communities Outreach programme and continue to target areas of poor attendance or known social problems.	Steve May	01/04/22	31/03/23	The Q3 focus is Type 2 Diabetes and the project has started. The active communities team encourage a healthy eating approach and engagement with physical activity.	Ongoing	Green	➡
			Develop a high quality ladies only offering, building on the strong base we already have in Sheerwater.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/03/23	As per Q2 update - 2 ladies only gym and swim sessions have been introduced at Eastwood Leisure Centre followed by a social session. One ladies only session is run per week from the Tigers facility.	Completed	Green	➡
				Worked with Active Surrey to develop more Ladies coaches from the community to ensure longevity of service.	Steve May	01/04/22	31/03/23	Project 500 has been launched in partnership with Active Surrey to train ladies to be sports coaches. The first cohort of 12 ladies is complete, with an aim of a further 12 each quarter.	Ongoing	Green	➡
		Engage the Community Safety Partnership to raise awareness and support our most vulnerable residents through partnership working to tackle borough wide issues.	Maintain a high standard of addressing Anti-Social Behaviour (ASB) across the borough, using the tools and powers from the ASB Crime and Policing Act 2014 where appropriate.	Supplementary action not previously identified for 2022/23.	Camilla Edmiston / Gerri Summers	01/04/22	31/03/23	Continue supporting the Surrey wide delivery in relation to large scale car meets that is based on the Woking model. Also continue to enforce the town centre Public Space Protection Order, which has seen its first fixed penalty notice issued recently plus work in partnership to address locations highlighted to reduce ongoing ASB.	Ongoing	Green	➡
			Work with partners to find a sustainable way to support vulnerable women in our borough.	Supplementary action not previously identified for 2022/23.	Camilla Edmiston	01/04/22	31/03/23	The Place for Them campaign was held in November - sixteen empty chairs shrouded in red were placed in prominent locations around the Borough to mark International Day for the Elimination of Violence against Women (25 November).	Started	Green	➡
			Invest in additional CCTV cameras to target fly-tipping and anti-social behaviour hotspots.	Supplementary action not previously identified for 2022/23.	David Loveless	01/04/22	31/03/23	The order has been placed, invoice received and payment made, equipment delivered and installation is underway.	Started	Green	➡
			Work in partnership with Your Sanctuary and other statutory services to raise awareness of the help and support available for those experiencing domestic abuse.	Supported the White Ribbon campaign by identifying ambassadors and champions from staff and councillors, application for accreditation, setting up of a steering group, and development of the required action plan for implementation.	Camilla Edmiston	01/10/22	31/12/23	Champions and Ambassadors have been identified. Next steps are to identify a Steering Group and produce an action plan.	Not started	Green	➡
	High Quality Homes for All	Support the provision of high quality, sustainable, well managed and affordable homes to meet housing standards and local needs, including those for key workers.	Meet our target to deliver 102 additional affordable homes.	Completed the development of affordable flats at Ryden's Way.	Jon Herbert	01/04/22	31/11/22	Completed and handed over to WBC on the 12th December 2022.	Completed	Green	➡

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q3. 2022/23 Update (Oct - Dec)	Progress	RAG Status	Status since last report
				Commenced work on site at Bonsey Lane.	Jon Herbert	01/04/22	31/03/23	Tenders were received in October and a preferred contractor was presented to CLT. However, officers have been tasked with securing a revised planning consent. We cannot commit to a build contract until (a) a revised planning consent has been obtained for Affordable Rented units (b) we have taken a sounding from Government on their views on such an investment. This is likely to take around 4 months and require re-tendering.	Started	Amber	↓
				Developed an Asset Management Strategy for Council-owned stock and identified potential development sites.	Craig Humphrey	01/04/22	31/12/23	Head of Housing Assets has been appointed and is in post. Progress for this action will pick up in Q4 and roll into 2023/2024.	Started	Amber	➡
				Continued to seek policy compliant affordable housing contributions from new developments and comprehensively appraised viability assessment where the affordable housing requirement are not proposed to be met.	Jon Herbert	01/04/22	31/03/23	Discussions are undertaken with developers prior to any planning application being submitted and this is to ensure that the WBC affordable housing policy numbers are achieved. Where applications are not compliant with WBC affordable housing policy levels, we seek further independent opinion on any submitted viability assessment.	Ongoing	Green	➡
			Develop and adopt new affordable housing policies which respond to the needs of the borough and incorporate prioritisation of first homes for key workers.	Worked with colleagues in Planning to complete the Affordable Housing Planning Document, present it to the LDF Working Group, and consulted stakeholders.	Jon Herbert	01/04/22	Ongoing	The Affordable Housing Supplementary Planning Document (AHSPD) has been developed in partnership with Planning and is currently in consultation phase. Target publication date is Spring 2023.	Ongoing	Green	↑
				Adopted a revised supplementary planning document that updates the detailed requirements of the Council in relation to affordable housing under the adopted Local Plan policy.	Ernest Amoako	01/04/22	31/03/23	A draft version of the Supplementary Planning Document is currently at Public Consultation and is on track to be adopted by the end of the financial year.	Ongoing	Green	➡
			Improve our Housing Services by bringing housing and asset management services back into the council and commencing the new housing repairs and maintenance contracts.	Completed a Housing restructure to enable the integration of NVH staff into the Council with everyone working as one team.	Adam Browne	19/03/21	30/06/22	As per Q2 update - Services are in place, mobilisation has completed and establishing the service was achieved in Q1. Management restructure has been completed and recruitment to additional posts is underway.	Completed	Green	➡
				Issued customer satisfaction surveys to assess service provision.	Simon Price	05/01/23	31/12/23	This needs to be looked at in the context of the Regulator of Social Housing new tenant satisfaction measures (TSM's) which may extend the timescale for this action. A plan will be developed in Q4.	Not started	Green	➡
				Completed the appointment of responsive repairs and cleaning contracts and commenced operations.	Adam Browne	19/03/21	30/06/22	As per Q2 update - Services are in place, mobilisation has completed and establishing the service was achieved in Q1. From here on efforts will be made to continually improve the service.	Completed	Green	➡
				Be more visible and available to all residents, including holding at least 4 local events/surgeries in each Housing Manager patch.	Gerri Summers	01/04/22	31/03/23	A Resident Engagement and Anti-social behaviour Team Leader was appointed on the 1st December 2022.	Ongoing	Green	➡
				Introduced tenant panels and other engagement methods to seek views and opinions.	Gerri Summers	01/04/22	31/03/23	A Strategic Head of Housing started in December 2022 and has been in contact with the Residents Operations Board.	Started	Green	↑
			Complete a review of the council's Selective Licensing Scheme and agree a way forward from 2023 to maintain private rented housing standards.	Held the Bi-annual Landlord Forums and send quarterly newsletters to landlords to promote good relationships and education.	Clare Hadley	01/04/22	31/03/24	A quarterly newsletter has been sent out to landlords. The bi-annual forum has been delayed due to resources being directed to the Home for Ukraine scheme. It is now intended that the forum will be rescheduled for Spring 2023 if resources permit.	Started	Amber	➡
				Reviewed the selective licensing scheme and submitted recommendations to the Housing Task Group, Executive and Council.	Anne Woodward	01/05/22	31/03/23	A report was reviewed by the Executive in October and it was agreed that the Selective Licensing Scheme was not to continue.	Completed	Green	➡
			Use all methods possible to achieve more lower cost homes.	Bring forward an empty homes plan in Autumn of 2022.	Clare Hadley	01/11/22	31/10/22	The Empty Homes Plan was submitted to the November Executive and has now been implemented.	Completed	Green	➡
				Identify additional council-owned sites which can be prioritised for affordable housing and come forward with plans for their development.	Jon Herbert	01/04/22	Ongoing	This is an ongoing objective to be delivered in partnership with Housing Associations and will be informed through conversations with the Head of Housing Assets.	Ongoing	Green	➡
				Expand the range of partners we work with to deliver affordable homes.	Jon Herbert	01/04/22	Ongoing	This is an ongoing objective to be delivered in partnership with Housing Associations. Discussions with Housing Associations; of varying sizes; are underway.	Ongoing	Green	➡

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<div> <div>Page 146</div> </div>			Deliver new homes in the Sheerwater development to schedule whilst minimising the levels of disruption as far as possible to local residents and businesses.	Review the Sheerwater development phasing plans.	Louise Strongitharm	01/04/22	31/03/23	Work on the Sheerwater Financial Model continues with the Thameswey Business Plans now scheduled to go the 23rd February Council. This process will consider a number of options to improve the financial status of the Sheerwater Project.	Started	Green	➔
		Prevent homelessness and its root causes.	Maintain strong partnership working to tackle rough sleeping and homelessness.	Continue to bid for Government Rough Sleeping Initiative funding to support the end of Rough Sleeping.	Catherine Butler	01/11/21	31/05/22	As per Q2 update - Funding for 2022 to 2025 was agreed by DLUHC in May 2022 and will be received on a phased payment basis. This funding covers several posts within the rough sleeper team.	Completed	Green	➔
				Worked closely with York Road Project for Outreach and Inreach work with Rough Sleepers.	Catherine Butler	01/04/22	31/03/23	The Council continues to work closely with the York Road project on a daily basis to work and support rough sleepers and provide hostel accommodation. In addition, the Council works closely with the York Road project to identify and bid for funding to provide both outreach and inreach support.	Ongoing	Green	➔
				Liaised with landlords and tenants at the earliest opportunity to negotiate and prevent homelessness.	Catherine Butler	01/04/22	31/03/23	One of the key roles of Housing Options is to proactively liaise with applicants, tenants and landlords on an ongoing basis.	Ongoing	Green	➔
			Deliver five additional homes for rough sleepers.	Acquire five further apartments within local authority blocks using Government RSAP funding.	Catherine Butler	01/11/21	30/06/22	As per Q2 update - 8 additional apartments have been purchased using Rough Sleeper Accommodation Programme funding. Also secured funding for a Tenancy Sustainment Officer to support the rough sleepers who are housed in these apartments.	Completed	Green	➔
			Commence development of the new homelessness hostel in Goldsworth Road.	Site clearance to commence late 2022.	Jon Herbert / Louise Strongitharm	01/04/22	Ongoing	Discussions are ongoing with the developer in relation to costs and the schedule for site clearance and funding for the hostel, as well as exploring alternative delivery options.	Started	Amber	➔
	Health and Wellbeing for all	Work with partners to embed health and wellbeing into all that we do.	Maintain strong partnership working to support the integration of health facilities into council and community facilities.	Explored opportunities for leisure and family services to partner with children’s mental health providers.	Steve May	01/04/22	30/09/24	The Leisure and Cultural team has been working with Public Health England Children and Adolescent Mental Service (CAMHS) to encourage them to use WBC leisure and cultural facilities. CAMHS use facilities for discovery sessions (first point of contact with those in need) and exploring whether a permanent base can be identified in the Sheerwater Community Campus.	Started	Green	➔
				Established a local partnership group.	Julie Meme	01/01/22	31/04/23	As per Q2 update - The Woking Place Based Transformation Group was established in April 2022. A range of partners including Health, Social Care, Voluntary Sector, and the Council meet on monthly basis to discuss local initiatives for the good of the community.	Completed	Green	➔
				Increased the number of health partners using the community centres.	Adam Thomas	01/04/22	31/03/23	Maternity, Health Visitor, Chiropody, Youth Counselling, Parent mental health, eye clinic and dementia care using Centres for the Community for local services. Confirming Heads of Terms for maternity, SABP and voluntary groups for Sheerwater Health and Community Campus.	Ongoing	Green	➔
				Further developed partnerships with health agencies to reinforce the benefits of using the Council’s leisure and cultural services for health intervention, rehabilitation and prehabilitation.	Steve May	01/04/22	31/03/23	A number of partnerships have been developed, including the Cardiac Rehab Level 1, 2 and 3 which has been launched to offer people the use of our Leisure Centres for specific sessions after surgery. A surgical prehabilitation initiative has been launched with Surrey University and St Peters hospital to support patients prior to surgery, to get fitter where possible. Covid Rehabilitation Plus has also been started for Surrey residents for those suffering with long covid.	Ongoing	Green	➔
			Promote volunteering within local businesses as part of their Corporate Social Responsibility commitments.	Connected local businesses to the Woking Community Fund to grow the endowment by a minimum of 1% p.a.	Emma Thompson	01/04/22	30/04/23	Since the September meeting several actions have been discussed and detailed; and progression on these actions is underway. The Woking Community Fund is now being promoted on the Company Volunteering – Volunteer Woking website and will also be promoted on the Woking Works website once literature becomes available.	Started	Green	➔
				Connected local business to community projects and delivered a minimum of 10 projects.	Adam Thomas	01/04/22	31/03/23	Thirteen projects have been completed to date - Q1 - 4, Q2 - 4, Q3 - 5. Eight businesses have participated and add additional five charities/schools have benefitted.	Ongoing	Green	➔
			Work with Surrey County Council and health providers to seek improvements to schools, transport and health infrastructure recognising the importance of local provision to the education, health and well-being agendas.	Commence the building works on the health and community campus in Sheerwater.	Paola Capel-Williams	01/11/22	30/04/24	Piling works commenced, anticipated to complete early 2023, foundations and drainage works commenced, superstructure due to commence early 2023. There is a sectional completion for community space which is April 2024, whole yellow phase completes at end of Sept 2024.	Started	Green	➔
				Developed a Community hub proposal and submitted it to committee for approval.	Adam Thomas	01/04/22	31/03/23	The Executive agreed £1.85m of funding for the St Michael's hub. The planning application is currently being prepared.	Started	Green	➔

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		Encourage people to be more proactive about their health and wellbeing in order to increase independence and reduce the need for care and support services.	Continue to offer a range of independent living services, such as Careline and Community Meals, to enable residents to live independently for longer.	All health and wellbeing targets are measured within the metrics of the Health and Wellbeing Action Plan and Strategy.	Julie Meme	01/04/22	31/03/23	The Health and Wellbeing Action Plan is progressing well and is being monitored/reported to the Health and Wellbeing Task Group. Early work considering the role of the Woking Living Well Board is about to begin and this will replace the Health and Wellbeing Task Group.	Ongoing	Green	➡
				Developed the Active Walking Projects to ensure that additional events have been delivered with wider community engagement.	Steve May	01/04/22	31/03/23	All weather walks have been taking place since September 2022 and will continue. A regular 10/15 participants per week have been attending.	Ongoing	Green	➡
			Explore the expansion of the council's fall responder service.	Supplementary action not previously identified for 2022/23.	Julie Meme	01/04/22	31/09/23	The Council is working with SCC, health and social care partners through the Alliance to provide a consistent Surrey response linking in the frailty hubs and Urgent Care Units. SCC trialling model in Mole Valley which might be rolled out to Woking.	Ongoing	Green	➡
		Provide early support to residents to prevent their health and wellbeing deteriorating.	Launch a programme of intergenerational activities linking our community centres with local schools to reduce social isolation.	Progressed the delivery of the Health and Wellbeing action plan and reported outcomes to Health and Wellbeing task group.	Julie Meme	01/04/22	31/03/23	The Health and Wellbeing Action Plan is progressing well and is being monitored/reported to the Health and Wellbeing Task Group.	Ongoing	Green	➡
			Promote the Woking Independent Show Home, which showcases different equipment and technology to aid independent living.	Supplementary action not previously identified for 2022/23.	Julie Meme	01/04/22	30/11/22	A video has been produced and shared with partners and used to promote the clinic.	Completed	Green	⬆
			Support children to develop healthy habits and reduce levels of childhood obesity.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/03/23	Work continues with Public Health England and Surrey Heartlands to identify the causes of a spike in obesity in Canalside and Goldsworth Park. A range of activities have been undertaken including installation of a Cycle Track and free coaching plus a Holiday Activity Fund to feed children healthy options during school holidays. A programme of direct intervention has been written in conjunction with Active Surrey, Public Health England and WBC and will be trialled with Broadmere Primary School in Q4.	Ongoing	Green	➡
		Work with partners to improve access to health and care services.	Work in partnership with Surrey County Council to introduce a pilot local area coordinator approach in Canalside.	Appointed a Local Area Coordinator to link with local Canalside groups.	Adam Thomas	01/06/2022	01/07/22	As per Q2 update - Local Area Coordinator recruited, first in the County, to Sheerwater and Maybury.	Completed	Green	➡
			Support Public Health in response to COVID-19 recovery and promote health in communities.	Completed the Covid-19 vaccination engagement in Sheerwater and Maybury.	Julie Meme	01/05/22	28/02/23	A Covid Vaccination Coordinator has been appointed to support the increase in take-up of Covid vaccinations in the Sheerwater and Maybury areas. Due to the success the post has been extended to the end of February 2023.	Completed	Green	⬆
	Engaged Communities	Consult and engage residents more frequently and encourage all residents to have their say.	Establish a panel for tenant and leaseholder engagement.	Consulted the current Resident Operations Board and requested feedback regarding new tenant engagement approach.	Gerri Summers	01/04/22	31/03/23	A Strategic Head of Housing started in December 2022 and has been in contact with the Residents Operations Board.	Ongoing	Green	⬆
				Build on the existing Resident Operations Board to expand representation, including writing tenant panel volunteer job descriptions and developing a recruitment process for volunteers.	Gerri Summers	01/04/22	31/03/23	Ad hoc meetings with the current Resident Operations Board are underway but further progress has been delayed due to competing priorities.	Not started	Amber	➡
			Establish a tenant and leaseholder area on the Woking Community Forum.	Utilised the Woking Community Forum to communicate with tenant and leaseholders - encouraging feedback, holding polls, and using the data to improve engagement the correct way.	Gerri Summers	01/04/22	31/03/23	Due to other business priorities, this action has not yet been started. The aim is to scope out a draft Marketing Communication Strategy by the end of the financial year 2022/23.	Not started	Amber	➡
			Agree the engagement strategy for the review of the Core Strategy in 2023.	Drafted and adopted an engagement strategy for the review of the Local Plan, building on the recently approved Statement of Community Involvement.	Ernest Amoako	01/10/22	31/03/23	The engagement strategy will be produced in Q4.	Started	Green	➡
			Commence a review of the Core Strategy in preparation towards a new strategy for adoption in 2027.	Drafted and agreed a high-level project plan which sets out a process to review the Local Plan, in preparation for adoption of a new plan in 2027.	Ernest Amoako	01/10/22	31/03/23	Project planning for the review has begun and work on the review itself is expected to begin in Q4.	Started	Green	➡
		Reach and listen to all our communities and act on their feedback.	Develop and publish a Community Engagement Plan.	Supplementary action not previously identified for 2022/23.	Lynette Lawson-Tyers	01/04/22	31/12/23	As per Q2 update - An engagement policy, strategy, and associated toolkit has been prepared and is now in place to support engagement across the organisation.	Completed	Green	➡
			Develop a community engagement calendar with a target of six sharing and listening events over the year.	Ran a Planet Woking event focused on sustainable transport.	Tracey Haskins	01/03/22	31/05/22	As per Q2 update - The event was delivered in May 2022 with a range of guest speakers. The event is available to view from the Planet Woking website.	Completed	Green	➡

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A borough with a strong voice	Be open and transparent in the management of council business.			Carried out consultation with stakeholders to inform the review of the climate change strategy.	Tracey Haskins	01/09/22	01/09/23	Work to update the Climate Change Strategy commenced in September 2022. The updated Strategy will go the March Executive, after which consultation with the public will follow from mid-May 2023.	Not started	Green	➔
			Be out and about meeting businesses, organisations and residents across the borough to ensure the administration understand what is important.	Hold a Cost of Living summit in September and develop actions in response to the outputs from the summit.	Adam Thomas	01/09/22	31/03/23	In Q3 an update to November Executive Committee was provided.	Ongoing	Green	➔
			Continue to support the scrutiny of the council's strategies in order to strengthen democratic accountability.	Continued to support the O&S Committee to effectively hold the Council to account.	Frank Jeffrey	01/04/22	31/03/23	As per Q2 update - Strategic Director - Place is CLT sponsor for O&S. A Democratic Officer has been recruited to support the O&S function. Members have received appropriate training.	Completed	Green	➔
			Develop a new community grants scheme.	Supplementary action not previously identified for 2022/23.	Adam Thomas	01/02/22	30/06/23	A revised Community Grants scheme was agreed at Council in July 2022. Surrey Community Foundation will be managing grants on behalf of WBC. Community groups can now start to apply and the first Woking Council Community Fund Panel will sit early April 2023.	Ongoing	Green	➔
	Have a strong voice and influence with government and business to achieve the best outcomes for the borough.		Continue with an active response to government consultations to represent the voice of communities of the borough.	Continued to respond on proposals emerging from the Planning Reform White Paper 'Planning for the Future'.	Ernest Amoako	01/04/22	31/03/23	Some proposals were published in early December and the response is being compiled.	Started	Green	➔
			To use our representation on the Members Board of the District Councils' Network to collaborate, strengthen the voice of District and Borough Councils and influence national policy.	Engaged on key district council matters for the Borough related to the 'Place' agenda and used the network for collaboration and best practice.	Giorgio Framallicco	01/04/22	31/03/23	Ongoing use of District Council Network in relation to Place agenda and Boroughs priorities.	Ongoing	Green	➔
		Attract investment and protect our interests by raising the profile of the borough.	Agree and implement a Destination Woking marketing project to promote the borough to attract inward investment.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/23	31/03/25	We have now gone to tender on a place branding and marketing project that will include a marketing strategy. The place branding and marketing launch is proposed for Autumn 2023.	Started	Green	⬆
	Strong and effective partnerships	Actively seek opportunities to work collaboratively with the county council and other public, voluntary, community and faith sectors.	Continue to engage with businesses, to support them in their recovery and sustained growth.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/22	31/03/23	Work has continued to support the Woking Means Business Event. All of the economic development action plan actions are specifically aimed at helping businesses post Covid.	Ongoing	Green	➔
			Strengthen relationships with partners and stakeholders such as EM3 LEP, Surrey County Council and the Government to ensure cohesive, aligned and effect collaboration in critical projects.	Supported SCC property services to ensure WBC can deliver an independent local authority-based inspection service across Surrey - currently 30% of the workload with a target of 100% by 2024.	David Edwards	01/04/22	31/03/24	Since April 2022 Woking are now the partnership authority for Surrey County Council for all minor maintenance work. We are still seeking to engage further for major projects e.g. new schools etc.	Ongoing	Green	➔
				Worked with Surrey Fire & Rescue to ensure the existing 9 high-rise residential buildings in Woking and future developments meet the higher building safety standards required by 2023.	David Edwards	01/06/22	31/10/24	Now undergoing 6 weekly meetings, including the new Housing Standards and Surrey Fire and Rescue dealing with new legislation and competency/training.	Started	Green	⬆
				Engaged fully on the Surrey 2050 ambition, addressing areas over governance and the delivery of infrastructure such as transport/flooding.	Ernest Amoako	01/06/22	31/08/22	As per Q2 update - Council input into the revised Surrey County Council 2050 vision has been completed. The 2050 document has subsequently been published by SCC. Ongoing engagement on the delivery of the strategy will continue.	Completed	Green	➔
				Engaged with the Environment Agency on proposals to secure investment in flood alleviation works.	Tracey Haskins	01/04/22	31/03/23	WBC has engaged with the Environment Agency to secure investment in flood alleviation works. The funding for Byfleet has been agreed in principle. The outline business case was received by WBC in October 2022. Ongoing challenge around the availability of council resource and expertise to progress these works.	Ongoing	Amber	➔
				Collaborated with the Economic Development Team at Surrey County Council (Invest in Surrey) to define synergies and joint-working options.	Chris Norrington	01/04/22	Ongoing	Officers are having ongoing discussions with both County and other Boroughs and Districts to identify joint working and collaboration opportunities which is being led by the Chief Executive of Woking Borough Council. We are also having ongoing discussions with SCC regarding the Innovation Hub.	Ongoing	Green	➔
				Worked proactively with private investors where their proposals support Council objectives and priorities.	Giorgio Framallicco	01/04/22	31/03/23	Completion of consultation on the Town Centre Masterplan. Reports and approval given by the Executive Committee for a new Place Board and Place Branding strategy. Place branding tender published in December 2022, with progression due in the Spring 2023.	Ongoing	Green	➔

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			Develop a community engagement plan in collaboration with Surrey County Council.	Supplementary action not previously identified for 2022/23.	Elspeth Andrews	01/04/22	31/03/23	Various meetings to address and consider changing local needs are attended by Districts and Boroughs and include the Strategic Voluntary Sector of Surrey, Community Volunteer Sector and topics such as Funding for Foodbanks, vaccinations and spontaneous volunteers.	Ongoing	Green	➔
		Establish and maintain strong and effective relations with government, communities, local businesses and partners.	Develop an Animal Welfare Action Plan.	Considered findings from the animal welfare consultation and produced a detailed action plan ready for implementation.	Emma Bourne	01/04/21	31/03/23	This has now been approved by Committee. Action remains to add a summary to the WBC website.	Started	Green	➔
			Work with the Chamber of Commerce to champion businesses and develop trading opportunities.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/22	31/03/23	In Q3 WBC have collaborated with Surrey Chambers of Commerce to create an International Trade Forum which features on the Woking Works and Surrey Chamber of Commerce websites.	Ongoing	Green	➔
			Sign up to the Local Digital Declaration with government.	Supplementary action not previously identified for 2022/23.	Adam Walther	01/01/23	31/03/23	The Local Digital Declaration has now been signed.	Completed	Green	➔
Greener Communities	Greener living	Help communities to reduce their carbon footprint and impact on the environment.	Deliver the actions within the Climate Emergency Action Plan.	Delivered further energy efficiency improvements to Council owned housing via continued maintenance and retrofit programmes.	Adam Browne	01/08/22	Ongoing	WBC was intending to submit a small-scale Social Housing Decarbonisation Fund bid jointly with other Surrey councils to upgrade 11 properties. Shortly before the bid deadline, a partner withdrew due to insufficient match funding. Bids had to be of a certain scale (minimum 100 properties) and WBC would not have been able to collate sufficient data or find enough match funding (over £2m) to submit a bid on its own of this scale.	Ongoing	Red	➔
				Continued to engage with residents and businesses via Planet Woking's website and social media with advice and guidance on living greener.	Tracey Haskins	01/04/22	31/03/23	Continuing communications through all relevant channels to signpost opportunities for saving money and reducing environmental impact to the public.	Ongoing	Green	➔
			Work with partners to continue to deliver household energy efficiency improvements and tackle fuel poverty.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	Continuing to work through Action Surrey to deliver against this priority. Dashboard reports from Action Surrey are provided to WBC to demonstrate progress. Also continuing communications through Planet Woking.	Ongoing	Green	➔
		Use the borough's natural assets and green spaces to support green and sustainable living.	Continue work through Planet Woking, to sustain a programme of online resources and events focused on the natural environment and habitats.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	Continuing communications through Planet Woking to signpost online resources and events.	Ongoing	Green	➔
			As part of Her Majesty the Queen's Platinum Jubilee Celebrations in the borough, plant 500 saplings.	Coordinated the allocation of 500 saplings to Woking's various communities as part of the Queen's Jubilee Green Canopy.	Chris Norrington	01/04/22	02/06/22	As per Q2 update - 500 saplings were distributed as part of the Queen's Jubilee to businesses and community groups - this action is now complete.	Completed	Green	➔
			Through partnership working with Serco and communities we are seeking a year-round approach to sustainable gardening.	Establish and deliver a proposal for engagement with communities on the theme of sustainable gardening in communities.	Tracey Haskins	01/10/22	31/03/23	Work progressing to draft a Planet Woking garden guide to help residents and community groups support wildlife through sustainable gardening. Consultation will follow in the next municipal year.	Started	Green	⬆
			Through partnership working with Serco and communities we are seeking an evaluation of a programme to adopt green flag standards for the borough, starting in Woking Park.	Initiate a framework for achieving green flag standards in Woking Park.	Arran Henderson	01/04/22	31/03/23	A requirement to develop a Green Flag management plan for Woking Park has been included in the recently agreed Environmental Maintenance contract with Serco. Officers will be undertaking site visits with portfolio holders for Greener Woking and Health and Wellbeing and the Regional Manager for Serco (who is also a Green Flag judge) to explore the requirements to meet this action. Following these meetings, a proposal will be developed in consultation with portfolio holders and submitted for authorisation.	Started	Green	➔
			Through partnership working with Serco and communities we are seeking to identify space for allotment and community garden space.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	Various WBC teams continue to provide advice to local community groups seeking to work on local public land. At the current time there is not considered to be sufficient latent demand to warrant the need for a new allotment site, however this continues to be monitored and consideration will be given to potential future requirements, taking into account the Infrastructure Delivery Plan (2022) findings in the context of planned future development, and whilst recognising identification of suitable new sites is challenging.	Ongoing	Green	➔
		Work with partners to develop and incentivise greener travel choices, embed wider carbon reductions and greater biodiversity support in our operations.	Deliver a minimum of 70 additional EV charging points in council car parks and contribute to the County programme to trial kerbside EV points.	Installed and made operational 70 electric vehicle charging points in the new Victoria Place Red car park.	David Loveless	01/04/21	28/04/22	As per Q2 update - 72 charging points have been installed and are now operational.	Completed	Green	➔

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				Installed and operating new Electric Vehicle charging points and made progress towards an approach to charging the user.	David Loveless	01/09/22	31/03/23	The internal project approval process has been completed and a contractor selected. Appointment due by end of December 2022. Contractor to submit programme thereafter.	Started	Green	➔
				Assisted in the delivery of 20 on-street electric vehicle charging bays as part of a Surrey County Council led pilot project.	Tracey Haskins	01/04/22	31/03/23	Concession framework due to commence early 2023 pending award of contract to chargepoint operator. Phase 2 of on street charge points is underway.	Started	Green	➔
				Identified a ChargePoint operator for the management and maintenance of the borough's electric vehicle infrastructure.	David Loveless	01/09/22	31/03/23	The intension will be to use the same operator as is used for the Red Car Park once initial roll out has been evaluated.	Not started	Green	➔
			Continue to work in partnership with Surrey County Council to attract additional funding that will support the delivery of the Local Walking and Cycling Infrastructure Plan.	Finalised the remaining elements of the town centre enhancement programme under the Woking Integrated Transport Package.	Louisa Calam	01/04/22	31/03/23	The financial status of the project is being completed with the remaining on-site works being undertaken to close the project. A time extension is being considered.	Started	Amber	➔
				Developed plans (subject to funding) to bring forward a new cycle and pedestrian bridge at Lockfield Drive.	Louisa Calam	01/04/22	31/03/23	Funding for the new bridge is part of the Victoria Place budget. A review of that budget is required as part of the financial modelling for the wider development - this is still being considered.	Ongoing	Amber	➔
				Worked in collaboration with the County Council as the highway authority to secure investment in cycle and walking provision.	Louisa Calam	01/04/22	31/03/23	At the time of writing, Woking has not received any feedback on the levelling up bid. Government has intimated that announcements will be made early 2023.	Ongoing	Green	➔
				Supported further active travel improvements as part of the borough's Local Cycling and Walking Infrastructure Plan (LCWIP) and Woking Strategic Transport Project.	Tracey Haskins	01/04/22	31/03/23	Proposals are being considered for future government funding streams for the installation of e-bike and e-mobility scooter charging facilities along with additional secure cycle storage. In collaboration with WBC, SCC submitted an active travel bid application to the Government in July to fund delivery of targeted improvements to walking, cycling and bus infrastructure facilitating better connections to/from Sheerwater and the links across the Woking Town Centre, Sheerwater and West Byfleet corridor.	Ongoing	Green	➔
			Complete the £3m grant funded energy efficiency project to connect Midas House and Export House to the Thameswey heat network.	Supplementary action not previously identified for 2022/23.	David Loveless	01/02/21	31/03/23	Project is currently underway. Contractors are on site and connection is now delayed, expected for January 2023.	Started	Green	➔
			Consider new, more-informed and evidence based approaches to car park provision that best supports the Council's priorities.	As part of the Town Centre Management strategy - develop a new parking strategy that reflects emerging insights from hybrid working; promoting a night time economy; town centre living and the promotion of greener travel.	Ian Reynolds	01/10/22	31/03/23	Work to develop a parking strategy is due to commence. Scoping of requirements is currently underway.	Ongoing	Amber	➔
				Work with partners to increase the provision of charging points for electric vehicles and cycles.	Lara Beattie	01/07/22	31/03/23	On behalf of the Surrey Electric Vehicle (EV) Forum, SCC is tendering for a fully funded concession framework to accelerate delivery of electric vehicle charging infrastructure in the county. Further on-street charging point locations to also be determined with SCC. The result of a partnership bid with SCC to the Levelling-up Active Travel Fund for improved walking and cycling infrastructure in Sheerwater is awaited.	Ongoing	Green	➔
			Explore how we can provide improved safer cycle parking.	Work with partners to develop options for increasing safe, secure and well-located cycle parking provision.	George Chisenga	01/08/22	31/03/24	Although WBC have been shortlisted, we are still waiting for a response to our application from the SWR community fund and this is anticipated to be received by March 2023.	Ongoing	Green	➔
			Work with Surrey County Council on issues of highway maintenance - paths need to be well maintained, pavements in good condition, bushes cut back and road crossings safe.	Work with our partner Surrey County Council, to ensure their spending on the maintenance of the highways and verges delivers the best outcomes from the funding available.	Emma Bourne	01/04/22	31/03/23	This remains on-going work with regular liaison meetings with our partners.	Started	Green	➔
	Greener economy	Develop the green and sustainable sector as part of the strategy for economic growth.	Create and sustain a Green Tech led "hub" (incubator / accelerator) to support businesses to meet the challenges climate change has brought to the planet.	Engaged in discussions with partners to deliver a Green Tech Hub.	Chris Norrington	01/01/22	30/04/24	Engaged with partners including Woking Chamber of Commerce and Surrey County Council to deliver a Green Tech Hub.	Ongoing	Green	➔
				Promoted the Borough as a Digital Centre of Excellence centred around Green Technologies.	Chris Norrington	01/04/22	31/03/23	This action has not yet been started but will feature under the Destination Woking programme.	Not started	Amber	➔

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WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q3. 2022/23 Update (Oct - Dec)	Progress	RAG Status	Status since last report	
				Subject to funding, created a Green Tech led hub (incubator/accelerator) to support businesses to meet the challenges climate change has brought to the planet. This would encompass organisations that are developing technologies in net carbon/reusable/cleantech/net zero/sustainable energy sector.	Chris Norrington	01/01/22	30/04/24	Funding has been received for this project. A potential partner is still to be formally appointed. A provisional opening from April 2024 is still the plan.	Not started	Green	➔	
		Promote sustainable technology and innovation.	Implement further intelligent highway messaging boards to improve wayfinding around the borough.	Delivered the Town Centre Signage / Wayfinding Project in the public realm.	George Chisenga	01/12/21	31/12/22	Most elements of this action have been completed with exception of three highways signs to be installed to the Red Car Park after the Christmas traffic embargo.	Completed	Green	➔	
		Promote and invest in low carbon energy supply across the borough.	Identify opportunities for renewable energy projects across the council estate and the wider borough in furtherance of the council's Renewable Energy Plan.	Worked with colleagues to identify and cost further energy efficiency measures and renewables installations for implementation across the Council estate.	David Loveless	15/09/22	31/03/23	An Energy Management Officer is in post and has commenced an energy audit review of the six highest energy consuming buildings owned by the Council.	Started	Green	⬆	
			Continue delivery of fully funded energy efficiency improvements for eligible households via Action Surrey.	Helped our residents to access energy efficiency improvements via Action Surrey's delivery of the Government's Sustainable Warmth funding, saving money on fuel and reducing their environmental impact.	Tracey Haskins	01/04/22	31/03/23	A further phase of Sustainable Warmth funding is being delivered. The funding has been awarded to Surrey County Council by central Government and is being managed by Action Surrey. Installations must be completed by March 2023. continuing communications through Planet Woking.	Ongoing	Green	➔	
			Support Thamesway to progress investment proposals to extend the district heat network, provide the capacity for major new connections and enable the planned transition to lower carbon technologies.	Worked in partnership with Thamesway Limited to support the expansion of the network and encouraged developments to connect to the existing CHP network.	Giorgio Framallico	01/04/22	31/03/23	As per Q2 update - The March Medium Term Financial Strategy approved a loan facility to Thamesway. A Heat Network Investment Grant has also been awarded to Thamesway. The implementation of the expanded network will take place as future developments come forward. The district heat network is also supported within the town centre masterplan.	Ongoing	Green	➔	
	Greener place leadership	Lead an integrated approach to the management of flood risk, air quality and conserving water.	Explore innovative finance mechanisms to fund green initiatives.	Supplementary action not previously identified for 2022/23.	Giorgio Framallico	01/04/22	31/03/23	As per Q2 update - Focus and attention is currently on the delivery of the carbon assessment work and the development of the revised draft Climate Change Strategy. Officers continue to assess opportunities for additional funding through national Government and county initiatives. Draft climate change strategy to be presented to the March 2023 Executive which will include details of the completed carbon assessment.	Ongoing	Green	➔	
			Commit the Council to fund its agreed share of the flood relief works in Byfleet and work with the Environment Agency and Surrey County Council to support the delivery of a viable scheme.	Progressed the site surveys and feasibility studies for the Byfleet flood alleviation scheme.	Giorgio Framallico / Tracey Haskins / Ian Tomes	01/04/22	31/03/25	As a temporary arrangement, resource in Property Services are supporting the delivery of this project by the Environment Agency (EA). A meeting was held with the Environment Agency and portfolio holders in December 2022. The EA anticipated programme is that detailed design starts early 2023, planning application expected Autumn 2023, with construction starting Summer 2024.	Ongoing	Green	➔	
			Review the next steps in flood relief.	Develop and propose the next steps for flood alleviation along the River Wey and Hoe Stream.	Giorgio Framallico / Tracey Haskins	01/04/22	31/03/23	As per Q2 update - A presentation for both schemes was made to CLT on the 11/07/22. The outcome of these proposals will need to be formalised in due course.	Completed	Green	➔	
				Collaborated with County and Environment Agency to bring forward options appraisals and business cases in relation to infrastructure to support environmental and flood management schemes.	Giorgio Framallico / Tracey Haskins	01/04/22	31/03/23	Work is ongoing with the County Council and the Environment Agency. This is included within one current active project: Rainwater Gardens for which a mandate and workbook already exist.	Ongoing	Amber	➔	
				Continued to deliver further rainwater gardens.	Tracey Haskins	01/04/22	31/03/23	The design of Rain Gardens on Woodlands Avenue, Sheerwater Road, and Albert Drive are progressing as part of the first phase which has to be delivered this financial year. Funding has been received for this phase from SCC. A project programme has been compiled with a view of implementation over the next three years. Ongoing challenges around available resources and Council expertise will need to be addressed before implementation phase.	Ongoing	Amber	➔	
	Conserve, restore and expand existing habitats.	Maintain and expand the provision of Suitable Alternative Natural Green Spaces (SANG) and open space as part of our borough wide green network.	Ensured that development contributes to the ongoing management of areas of open space to mitigate the impact on the Special Protection Areas for ground nesting birds.	Ernest Amoako	01/04/22	31/03/23	As per Q2 - Ongoing work on Horsell Common SANG Extension. Five SANGs are being maintained in perpetuity, there are four proposed SANGs in the SADPD. No SANGs have been identified for the Housing Infrastructure Fund. 40% of CIL contributions are ring-fenced for SANGs.	Ongoing	Green	➔		

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q3. 2022/23 Update (Oct - Dec)	Progress	RAG Status	Status since last report
				Progressed proposals to provide new SANG provision to match demands arising from new housing growth and to protect biodiversity.	Tracey Haskins	01/04/22	31/03/23	This is an ongoing priority across services, including Green Infrastructure and Planning. Monthly officer task group meetings are in place to work to progress delivery of additional SANG. Additional SANG sites have been allocated through the Site Allocations DPD in October 2021 but there is an ongoing challenge to bring some of these sites to fruition.	Ongoing	Amber	➔
			Prepare for effective implementation of mandatory Biodiversity Net Gain developer requirements.	Run a biodiversity awareness event, Wild About Woking, in partnership with Surrey Wildlife Trust.	Tracey Haskins	01/01/22	31/05/22	As per Q2 update - This event was delivered in May 2022 in partnership with the Surrey Wildlife Trust.	Completed	Green	➔
				Undertaken early preparations for implementation of Biodiversity Net Gain working with Planning Services.	Tracey Haskins	01/04/22	31/03/23	This is an ongoing priority across services, including Green Infrastructure and Planning. Monthly officer task group meetings are in place to work to progress steps needed ahead of autumn 2023. At this stage resource is not available to prioritise this work. Steps being taken to move this forward. Awaiting Government to publish secondary legislation following the Environment Act 2021.	Started	Amber	➔
		Deliver a carbon neutral council by 2030 and lead by example to support Woking businesses to be greener and more sustainable.	Undertake an independent self-assessment of our operations and buildings to develop a baseline for carbon reduction management.	Undertaken a baseline study of our corporate carbon footprint and produced a carbon reduction road map.	Tracey Haskins	01/06/22	30/09/22	Baseline study and road map prepared - this action is complete.	Completed	Green	➔
			Adopt a carbon reduction by design approach to all projects and programmes.	Ensured all specifications for new build / refurbishment works include carbon reduction measures.	David Edwards	24/06/22	24/08/22	As per Q2 update - This is the adoption and application for the June 24th changes to the Building Regulations for improvements of energy consumption, over-heating, ventilation and provision for electrical car charging. Engagement with local architects and builders has been completed to ensure that they are aware of the changes and are actively pursuing them on new build work.	Completed	Green	➔
				Considered the affordability and mechanics of creating a potential Corporate Carbon Offset Fund, ringfencing funds for the delivery of climate projects.	Tracey Haskins	01/01/23	31/03/23	Focus and attention has been on the delivery of the carbon assessment work and continues to be on the development of the revised draft Climate Change Strategy. Progress on this action is likely to commence in the next municipal year.	Not started	Amber	➔
			Asses the implications of the Government's Waste Strategy and develop local implementation plans.	Supplementary action not previously identified for 2022/23.	Mark Tabner	01/04/22	31/03/25	The Government new Waste strategy has not yet been announced. Surrey Environmental Partnership has developed an interim plan to deal with waste for the next 3 years to position us ready for the Government full publication. This interim plan will be proposed to the February Executive.	Ongoing	Green	➔
			Give greater visible leadership, pace and actions to the Council's Climate Change Strategy.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	The review of the Council's carbon footprint was completed in Autumn 2022. This has provided evidence as to areas of focus for the Council and directly feeds into the revised draft Climate Change Strategy which will be submitted to the Executive in March 2023. The ongoing work and strategy will continue to demonstrate the Council's commitment to net zero by 2030.	Ongoing	Green	➔
			Complete the assessment of the Council's corporate carbon footprint so that we can improve the Council's knowledge of its environmental impact. This will help to further identify key areas of focus, in order to reach our net zero target by 2030.	Deliver a clear evidence-based assessment of the Council's corporate carbon footprint by September 2022.	Tracey Haskins	01/06/22	30/09/22	Baseline study and road map prepared - this action is complete.	Completed	Green	➔
Prospering Communities	A borough of opportunity	Develop a connected borough that can harness the opportunities provided by new technology.	Improve 5G mobile connectivity.	Undertaken a review of town centre Wi-Fi provision and made recommendations as to future direction of travel.	Adam Walther	01/01/23	31/03/23	A review on the Wi-Fi provision in the town centre will be undertaken in due course and will cover a range of options, including taking into account the wider national roll-out of 5g.	Not started	Green	➔
				Explored partnerships and built a case for an increase in 5G roll-out in the borough.	Chris Norrington	01/09/21	Ongoing	During Q3, Housing has been assisted with implementing access to digital infrastructure organisations. Additionally, assisting box broadband in Byfleet and West Byfleet to provide gigabit broadband.	Ongoing	Green	➔
		Establish the borough as a destination – a place that is open for business and investment.	Adopt the Woking Town Centre Masterplan – which sets out a vision for the place and identifying development opportunities.	Consulted on and developed a town centre masterplan to be submitted to the Executive for adoption as supplementary planning guidance.	Ernest Amoako	01/04/22	31/03/23	The consultation ended and officers considered the representations and also the changed circumstances arising from a key appeal decision.	Started	Green	➔
			Establish a Digital Centre of Excellence, a high growth, high-tech incubator hub with a niche 'Green Tech' focus.	Subject to funding, to have identified a suitable partner to manage the Centre of Excellence service and commence fit-out.	Chris Norrington	01/01/22	31/03/23	Advanced discussions are ongoing with a possible operator.	Started	Green	➔

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Woking For All			Develop a detailed sales and marketing plan and improved articulation of our offer with up-to-date facts and figures, including our premises, workforce, support facilities, cultural and leisure offer and our gigabit capable IT infrastructure which will also inform the forthcoming Town Centre Masterplan.	Produced a gap analysis as part of Destination Woking to inform the Estate Management Sales Strategy & Action Plan, looking at how assets are used and how they are performing.	Chris Norrington	01/01/23	31/03/23	This work will be commenced once the strategic asset management plan has been developed. At that point the case study requirements will be scoped and resources identified.	Not started	Green	➡
				Completed a costed and deliverable project plan, building on the marketing work completed and implemented key actions.	Chris Norrington	01/04/22	31/03/23	We have now gone to tender on a place branding and marketing project that will include a marketing strategy. The place branding and marketing launch is proposed for Autumn 2023.	Started	Green	➡
				Delivered a campaign to promote Woking as a business and visitor destination of choice.	Chris Norrington	01/04/23	31/03/25	We have now gone to tender on a place branding and marketing project that will include a marketing strategy. The place branding and marketing launch is proposed for Autumn 2023.	Not started	Green	⬆
			Secure a design-led Woking Town Centre masterplan that: responds to the characteristics of the town, supports sustainable economic and housing growth, and is underpinned by wide-ranging public consultation.	Deliver a comprehensive strategy and extended public consultation for adoption in February 2023.	Beverley Kuchar	01/04/22	31/03/23	Public consultation completed with extensive engagement with the Public and stakeholders. Update report to be sent to February 2023 Executive Committee.	Started	Amber	⬇
	Strong and sustainable economy	Support businesses to recover from the pandemic and grow.	Continue to provide business advice clinics and webinars on business strategy, finance, marketing, exporting, customer service.	Planned and delivered up to 10 Business Advice Clinics per month.	Chris Norrington	01/04/22	31/03/23	Eight 1 - 1 clinics with a Business Advisor per month and two workshops and other individual ad-hoc sessions are being delivered by Woking Works (WBC) for businesses. These offer one hour tailored advice in relation to social media, marketing, business strategy etc. Ongoing and being delivered.	Ongoing	Green	➡
				Delivered the Covid Additional Relief Fund supporting businesses in the borough through business rates relief.	Leigh Clarke	01/04/22	30/09/22	All of the grant was awarded to local businesses by the 30th September 2022 deadline.	Completed	Green	➡
				Completed final reconciliation of the business grants schemes administered during the Covid pandemic.	Leigh Clarke	01/04/22	31/03/23	Good progress is being made, reconciliations are progressing but are likely to take much of the year before the process is finalised with Government.	Ongoing	Green	➡
		Keep talent and skills within the borough by creating more opportunities for career progression and advancement.	Promote and encourage careers and apprenticeships in knowledge-based industries for young people.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/09/21	31/03/24	We are working closely with The Apprenticeship Hub to promote apprenticeships and inform businesses in the knowledge based sector how they can use the apprenticeship levy to fund apprenticeship training. We are also working closely with DWP to assist in the placement of job seekers into the Care Home, Hospitality and IT sectors.	Ongoing	Green	➡
			Work with employers, partners and the education sector to highlight skills gaps and shortages and promote opportunities for young people.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/22	31/03/23	Conversations have been started with the Surrey Chambers of Commerce who are managing a local skills improvement plan. Gaps in local Woking organisations has been started to facilitate local engagement.	Ongoing	Green	➡
		Create a vibrant town centre, bringing together a compelling offer of high quality leisure, retail and sustainable living opportunities.	Celebrate and support the opening of Victoria Place to provide an even stronger retail, hotel and leisure offer.	Continued to promote Victoria Place and the wider town centre to increase footfall and to promote and attract additional investment in the town centre.	Giorgio Framallico	01/04/22	31/03/23	Agreed revised Saturday parking fees to encourage longer stays. A number of events and promotions took place to support increased foot-fall, including a Christmas offer. Promotion of Victoria Place and the wider town centre will link with the objectives of the Destination Woking campaign.	Ongoing	Green	➡
				Delivered a successful programme focused on the Queen’s Jubilee.	Riette Thomas	02/06/22	05/06/22	As per Q2 update - A review report of the event was submitted to CLT by the end of June 2022, this included details of the objectives as well as leaving a legacy in place for future generations.	Completed	Green	➡
			Agree an over-arching town centre management strategy to support the delivery of a mixed-use centre, supporting local needs while being a shopping destination of choice.	Implemented changes to develop commercial and strategic finance capacity and expertise across the Council’s asset portfolio/investments to deliver positive outcomes for the borough.	David Loveless	05/01/23	31/06/23	The Strategic Asset Management plan is currently being produced. The development of the Town Centre Management Strategy with be implemented once the Asset Management Plan is complete. This will be subject to funds. This is why the action is amber.	Not started	Amber	➡
				Developed and adopted a town centre management strategy and action plan which will set-out the strategic vision for the place, as well as providing access to engage with new tenants and support existing tenants and seek additional commercialisation opportunities.	David Loveless	05/01/23	31/06/23	The Strategic Asset Management plan is currently being produced. The development of the Town Centre Management Strategy with be implemented once the Asset Management Plan is complete. This will be subject to funds. This is why the action is amber.	Not started	Amber	➡

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			Implement new wayfinding in the town centre.	Completed a project to improve wayfinding within the town centre.	George Chisenga	01/12/21	31/12/22	Most elements of this action have been completed with exception of three highways signs to be installed to the Red Car Park after the Christmas traffic embargo.	Completed	Green	➔
			Protect the Council's interest and investment in the town centre and across the borough and ensure they are used for the benefit of Woking residents and businesses.	Explore use of council and privately owned office space to support flexible working and emerging modern workstyle demands.	Chris Norrington	01/04/22	31/03/23	Othership.com are assisting WBC in promoting hybrid working solutions encouraging homeworkers to use alternative workspaces within the town centre.	Started	Green	➔
			Find solutions to make full use of town centre open spaces.	Explore and propose options for the animation of the Victoria Square and Henry Plaza spaces so that they enhance town centre experience and vitality.	David Loveless	01/07/22	31/03/23	A number of events have been hosted and discussions are still undergoing about further animation of these spaces and if any physical alterations to enhance the space are necessary. Those events that have been hosted have been successful with positive feedback from businesses and wider community.	Ongoing	Green	➔
	A borough with an enabling infrastructure	Establish a strong case for investment in infrastructure that supports the vision and priorities of communities.	Work in partnership with Homes England and Network Rail to deliver a replacement for the Victoria Arch bridge and transport connectivity within Woking Town Centre.	Progressed the CPO submission to secure land required to complete the project, whilst seeking to reach a negotiated solution with landowners.	Louisa Calam	01/04/22	31/03/23	CPO paperwork updated. Counsel advice was to pause the formal submission in light of the budget challenges and review of the HIF project as agreed by the Executive in July 2022 and December 2022.	Started	Amber	➔
				Progressed proposals to gain planning permission for the temporary and permanent access to the aggregates yard.	Louisa Calam	01/04/22	31/03/23	Planning application packages have been submitted to the Local Planning Authority. The planning applications are due to go to Committee in early 2023.	Started	Amber	➔
				Scheduled works in conjunction with appointed multi-utility contractor to survey current utilities under Victoria Arch and progress their relocation.	Louisa Calam	01/06/22	30/09/22	This work has been concluded and the results fed into the project programme.	Completed	Green	➔
				Continued to work with the County to coordinate road closures and works with developers/stakeholders to minimise the impact on access.	Louisa Calam	01/04/22	31/03/23	Work continues to coordinate road closures with the county. It should be noted however that there are project delays due to significant cost increases which are currently being reviewed.	Ongoing	Green	➔
				Worked closely with Homes England on the project including identifying additional funds to support the full costs of the project.	Louisa Calam	01/04/22	31/03/23	Regular fortnightly informal meetings and monthly Board meetings are held between WBC and Homes England. Homes England are undertaking a review of all of their HIF schemes across the country which face cost implications due to market conditions. Until these cost increases can be funded, the RAG status remains Amber. A report went to Executive on the 8th December 2022 where it was agreed to continue fundamental workstreams of the project.	Ongoing	Amber	➔
				Liaised with local residents and businesses on proposals, particularly those impacting residents affected by access to the aggregates yard.	Louisa Calam	01/04/22	31/03/23	Continuous liaison has taken place with businesses and residents on the progress of the project through press releases, newsletters and letters directly sent to properties. These are all saved on the Victoria Arch webpages. Residents and businesses were informed of the planning application submissions in October 2022. They have been given a statutory right to make representations which will be considered by the Local Planning Authority.	Ongoing	Green	➔
				Supported and concluded the Overview and Scrutiny Committee's review of HIF Housing Outputs.	Giorgio Framaliccio	01/04/22	15/06/22	As per Q2 update - This action was completed through the HIF Housing Outputs Task Group on the 15th June 2022 where recommendations were made to the Overview and Scrutiny Committee in July. One of these recommendations was that the Task Group could be reinstated later in the year if needed.	Completed	Green	➔
			Work with Government and infrastructure providers to address shortfalls in provision.	Sought opportunities to further our place making objectives, secured infrastructure investment, for example through the Levelling Up agenda, and UK Shared Prosperity Fund etc.	Giorgio Framaliccio	01/04/22	31/03/23	Levelling-Up (2) bid has been submitted in relation to Sheerwater. Successful submission to Government for the allocation of £1m Shared Prosperity Fund with a focus on creating an incubator hub and supporting green infrastructure.	Ongoing	Green	➔
				Collaborated with Surrey County Council as the highway authority to secure investment in smart and hard improvements to the highway.	Louisa Calam	01/04/22	31/03/23	Liaison with Surrey County Council on proposals to secure highway investment is ongoing.	Ongoing	Green	➔

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q3. 2022/23 Update (Oct - Dec)	Progress	RAG Status	Status since last report
Page 155				Developed the work of the Infrastructure Working Group to hold infrastructure providers to account and ensure that the Council supports providers to unlock proposals and bring forward schemes.	Ernest Amoako	01/04/22	31/03/23	A New Policy Officer with infrastructure responsibility has started and a new SCC Officer Joint working Group has been established.	Started	Green	⬆
				Engaged on the County's Minerals and Waste Local Plan, particularly in relation to securing sustainable waste management solutions and the potential for the relocation of the aggregates yard.	Ernest Amoako	01/04/22	31/03/23	As per Q2 - No activity in this quarter as this is dependent on the Surrey County Council work programme.	Started	Green	➡
				Liaised with Network Rail on plans to relocate the aggregates yard.	Louisa Calam	01/04/22	31/03/23	Currently no suitable alternative sites have been identified. WBC and Network Rail continue to liaise as and when any possible sites come up.	Ongoing	Green	➡
		Align space planning for business with our economic strategy.	Review the Victoria Arch project.	Get the Victoria Arch widening scheme on a sustainable footing this year and ensure residents are kept will informed.	Louisa Calam	01/04/22	31/03/23	Due to increased construction costs and rising inflation, the HIF project is under pressure to deliver on budget. It is currently undergoing various reviews by WBC, SCC, and Homes England to understand whether costs can be reduced or other sources of funding found and whether the duration of the bridge closure and resulting impacts to the public can be reduced. The findings of these reviews was reported to Executive in December 2022 where it was agreed to continue with fundamental workstreams of the project.	Ongoing	Green	➡
				Carried out agency functions in the town centre and the new Victoria Plan on behalf of Surrey County Council, this will include any highway and street scene maintenance, street work co-ordination, traffic regulations, as well as borough wide pavement licensing.	David Loveless	01/04/21	31/03/23	Work on this action is ongoing via the Town Centre Engineering Team.	Ongoing	Green	➡
				Explored the viability of replicating agency functions in Sheerwater Regeneration Area.	David Loveless / George Chisenga	01/11/22	31/03/23	Discussions around the Town Centre Management Agreement and its future post August 2024, along with possible replication within the Sheerwater Regeneration area, will be commenced early 2023.	Not started	Amber	⬇
A High Performing Council	A transparent, listening and learning council	Active use of independent and peer reviews to inform service improvement.	Agree and implement an action plan arising from the Planning peer review.	Reviewed and improve the planning section of the Council website to enhance the offering for residents to self-serve.	Thomas James	15/10/22	31/03/24	The process to establish the requirements on how to improve the planning section of the Council website will be undertaken jointly with the Digitalisation and Transformation team and an action plan produced for consideration by CLT. The RAG status has been changed to green as there has been initial discussions with IT about applying for Department of Levelling Up Housing and Community (DLUHC) funding.	Not started	Green	⬆
				Delivered a training programme for officers and members to improve the understanding of each-others role /decision making in Planning.	Thomas James	01/04/22	31/03/23	Some member training regarding Planning has been arranged and some sessions already conducted; this covered decision making and general planning issues. Additional training will include understanding of each-others roles and will take place by the end of this financial year.	Started	Green	➡
				Improved engagement between planning committee members and officers prior to committee.	Thomas James	15/09/22	31/03/23	Conversations have not yet taken place and it is anticipated that this will take place in the last quarter of 22/23.	Not started	Amber	➡
			Further strengthen our business continuity arrangements.	Undertaken a review of Business Continuity and made recommendations as to what improvements can be made to existing processes.	Pino Mastromarco	01/11/22	31/03/23	A full review and update of Business Continuity was undertaken in 2019. As per forward planning, a revisit of the Business Continuity Strategy is now due and will be commenced in February 2023.	Not started	Green	➡
				Participated in an internal audit of cyber security resilience.	Adam Walther	01/03/22	09/09/22	The final Cyber Security Audit report has been received and recommendations have been received. These recommendations are being added to work schedules.	Completed	Green	➡
		Involve residents in the development of strategies and policies.	Develop a new Borough vision and mission statement through the stakeholder and engagement plan.	Supplementary action not previously identified for 2022/23.	Amanda Jeffrey	01/04/22	31/03/23	Work to develop a new Borough vision and mission statement will commence in the 2023/24 financial year.	Not started	Green	➡
			Review and establish council values and behaviours.	Human Resources to have reviewed and developed Council values and behaviour policy.	Amanda Jeffrey	01/01/23	31/03/23	This action is linked to the People Strategy and a value and behaviour policy will be reviewed/developed during the next financial year.	Not started	Green	➡

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			Actively seek resident feedback in service improvement.	Supplementary action not previously identified for 2022/23.	Lynette Lawson-Tyers	31/04/22	31/03/23	Consultation on Woking’s Community Safety Plan 2023 to allow the council and it’s partners to focus where best to place its resources is currently underway.	Ongoing	Green	➔
				Developed the Woking Community Forum portal and supported colleagues from across the Council to utilise the tool.	Lynette Lawson-Tyers	01/04/22	31/03/23	Sheerwater Together have been granted £20,000 to support resident’s wellbeing this winter. The community forum has allowed residents to say which projects the money is spent on.	Ongoing	Green	➔
				Supported the delivery of at least 6 community events/roadshows across the borough.	Andy Denner	25/07/22	17/10/22	As part of the comprehensive Master Plan borough wide consultation, we delivered two additional community led roadshows with residents and key stakeholders. This action is complete.	Completed	Green	⬆
		Help residents to understand and take an interest in democratic processes.	Develop a suite of information bitesize factsheets and explanatory media.	Supplementary action not previously identified for 2022/23.	Kevin Foster	01/09/22	31/03/23	Initial research will be undertaken as a preliminary measure to developing factsheets. This maybe superseded in 2023/24.	Not started	Green	➔
			Continue to use online engagement and digital media tools to improve democratic inclusivity.	Supplementary action not previously identified for 2022/23.	Lynette Lawson-Tyers	01/04/22	31/03/23	Sheerwater Together have been granted £20,000 to support resident’s wellbeing this winter. The community forum has allowed residents to say which projects the money is spent on.	Ongoing	Green	➔
	A high performing council	Develop and strengthen strategic and financial planning and performance and risk management.	Agree and implement a strategic asset management plan to ensure that all assets contribute to financial and place making ambitions.	Escalated the asset management strategy as a key project reporting to the Corporate Programme Board, alongside a quarterly report on the performance of retail and office assets.	David Loveless	01/01/23	31/03/23	Once the Strategic Asset Management Plan is finished and Action Plan developed and agreed, reporting mechanisms will be established. A quarterly report, which includes performance of retail and office assets, will be included in the reporting process.	Not started	Green	➔
				Developed through engagement a Strategic Asset Management Plan ensuring the Council’s land and property assets portfolio supports business, employment, and investment into the borough.	David Loveless	01/04/22	31/01/23	The consultant is progressing well on the development of the Strategic Asset Management Plan, there is a slight delay in programme as it has taken longer to compile all of the data requested and additional stake holder meetings have been necessary.	Started	Green	➔
			Establish a council-wide framework for the management of commercial activity and opportunities.	Appointed a new Commercialisation Manager to secure additional attractions and investment in the town.	David Loveless	01/04/22	01/07/22	As per Q2 update - Commercialisation Officer was appointed in July 2022.	Completed	Green	➔
				Secured further commercial investment and activity including a Christmas offer.	David Loveless	01/04/22	31/03/23	A number of events have been hosted including an ethical market, a Christmas Festive Fare. Pop up retailers have been provided including Christmas shop, Charity Christmas card shop, Charity Wreath making shop and an ice-rink. Those events and pop-ups have been successful with positive feedback from businesses and wider community.	Started	Green	⬆
			Undertake a review of the governance of council investments and interests.	Completed a review of Council owned companies' governance arrangements. Implemented changes to consolidate governance arrangements and ensure the effectiveness and appropriateness of measures in place.	Joanne McIntosh	01/04/22	31/03/23	Company Governance Review has been completed and new arrangements agreed at Full Council in July 2022. Arrangements are currently being implemented. Interim resource to implement changes is currently being identified.	Ongoing	Green	➔
				Reviewed the Council's current performance management arrangements and reported recommendations for improvements to the Overview and Scrutiny Committee and Executive.	Pino Mastromarco	16/05/22	06/10/22	The review has been undertaken and the detailed report with associated recommendations went to the O&S Committee on 01/09/22 and the Executive on 06/10/22. Now recommendations have been agreed Phase 2 works will commence.	Completed	Green	➔
				Developed internal capacity to support the Council’s commercial investments and act on findings from the EY report.	Leigh Clarke	01/04/22	31/03/23	One new Business Support post has been recruited and further recruitment is ongoing.	Ongoing	Amber	➔
			Develop and review the business plans of companies in which the council has an interest.	Supported the corporate review of Thameswey business plans and financial models.	Leigh Clarke	01/04/22	31/03/23	Following the review of the initial plans by the Shareholder Group, updated versions are due to be presented in February 2023.	Ongoing	Green	➔
				Supplementary action not previously identified for 2022/23.	Joanne McIntosh	01/08/22	31/03/23	Thameswey business plans are currently being reviewed at the Shareholder Advisory Group (SAG).	Started	Green	➔

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				Completed and implemented a commissioned review of the governance of Victoria Square to ensure the Council can transition its client management focus from the development and build phase to operation and delivery phase.	Giorgio Framallico	01/09/22	31/12/23	Report presented to October 2022 Executive. Operational management co-ordination meeting arranged on a monthly basis with key stakeholders. Commission of review of overall approach to asset management will be completed in the Spring 2023.	Ongoing	Green	➔
			Review the financial model used to fund council owned companies.	Review all council investments and set clear performance targets for the returns these investments need to provide for the Council and the borough.	Leigh Clarke	01/04/22	31/03/23	Following the review of the initial plans by the Shareholder Group, updated versions are due to be presented in February 2023.	Ongoing	Green	➔
			Get expert opinion to advise on the financial sustainability of the Council's investments into companies.	Review all council investments and set clear performance targets for the returns these investments need to provide for the Council and the borough.	Leigh Clarke	01/04/22	31/03/23	Following the review of the initial plans by the Shareholder Group, updated versions are due to be presented in February 2023.	Ongoing	Green	➔
		Develop the council’s digital maturity and capability.	Develop and deliver the Digital Strategy 2022 action plan.	Review the principle of the “One Stop Shop” which Customer Service staff currently operate under and maximise a “Digital First” approach.	Adam Walther	28/11/22	30/06/23	Consultants appointed and will be starting Q4 2022 - 2023.	Started	Green	➔
				Reported on the progress of actions listed in the Digital Strategy.	Adam Walther	01/02/22	28/02/23	Digital Strategy actions to be integrated into the Woking For All Strategy reporting deadlines. Next report will be 2022/23 outturn.	Ongoing	Green	➔
			Implement digital car parking management system and payments.	Initiated a project to deliver cashless on street parking payment options.	Ian Reynolds	01/04/22	31/03/23	The project to deliver cashless on street parking is no longer applicable due to the cancellation of the on-street parking agreement with Surrey County Council.	Completed	Green	⬆
				Initiated a project to deliver a virtual permit system for on-street parking.	Ian Reynolds	01/04/22	31/03/23	The project to deliver virtual permits for on street parking is no longer applicable due to the cancellation of the on-street parking agreement with Surrey County Council.	Ongoing	Green	⬆
				Introduced a new paperless car park system to all town centre car parks with multiple payment options.	Ian Reynolds	01/11/20	30/11/22	Current options relating to the paperless car park systems are being evaluated for Heathside Crescent which is due to be completed in April-2023. All other town centre car parks are now completed.	Completed	Green	➔
			Launch the CCTV control room and develop plans to exploit its potential and grow its business.	Supplementary action not previously identified for 2022/23.	David Loveless	01/04/22	31/03/23	The report has been received and is currently being reviewed and considered.	Started	Green	➔
		Adopt a council operating model that delivers the best outcomes from investments.	Review and implement the Organisational Change policy.	Human Resources will have reviewed the Organisational Change Policy and applied all necessary updates in consultation with CLT.	Amanda Jeffrey	01/04/22	31/03/23	The policy has been reviewed and the updates have been applied in draft, however HR are awaiting comments.	Ongoing	Green	➔
				Update the Council's Organisational Change Policy and associated action plan and submit for adoption.	Amanda Jeffrey	01/04/23	31/03/24	Work on this action will commence in the 2023/24 financial year.	Not started	Green	➔
			Deliver and rollout a hybrid working platform that is tailored to the needs of services.	Provided specialist training on Microsoft 365 to make the most of the tools available and achieve efficiency gains.	Adam Walther	01/06/21	31/03/25	Specialist training in place on ongoing.	Ongoing	Green	➔
				Commenced a detailed analysis of the business needs across the organisation to drive efficiencies and improvements.	Adam Walther	01/11/22	31/03/23	Consultants appointed and will be starting Q4 2022 - 2023. Focus on Customer Services and Housing.	Started	Green	➔
				Updated the Council’s Workstyle Policy to reflect the new technologies and hybrid working opportunities available.	Amanda Jeffrey	01/04/22	31/03/23	Workstyle Policy to reflect the new technologies is currently being reviewed. Alongside this a Hybrid Working Guide has been developed and further consideration is underway to assess 365 feature requirements.	Ongoing	Green	➔
				Completed the implementation of Microsoft 365 to enable staff to work flexibly from any location and from a range of devices.	Adam Walther	01/06/21	31/03/25	350+ devices rolled out and refreshed. Successful pilot of docking stations which will be expanded to 100 docking stations Q4 22/23.	Ongoing	Green	➔
			Review and develop opportunities for shared services with other Local Authorities.	Explored joint working opportunities with Surrey Heath and Runnymede to assess options for collaboration and shared services.	Kevin Foster	01/04/22	31/03/23	Initial discussion in respect of a procurement shared service with Runnymede Borough Council and additionally with Orbis procurement which is run through Surrey County Council.	Ongoing	Green	➔

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WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q3. 2022/23 Update (Oct - Dec)	Progress	RAG Status	Status since last report
	A modern employer with a progressive workforce	Continue to invest in staff, our greatest resource, by ensuring they have the skills and equipment necessary to perform their roles to the best of their ability.	Gain new accreditation to Investors in People, a global benchmark for people management.	Undergone reaccreditation for the Investors in People award.	Amanda Jeffrey	01/04/22	31/03/23	Reaccreditation achieved in October 2022.	Completed	Green	⬆
			Develop a people strategy which will improve the outcomes that the council delivers and supports staff to achieve their full potential in work.	Developed a new People Strategy.	Amanda Jeffrey	01/04/22	31/03/23	Capacity issues may have an impact to completing this action within the original deadline of 2022/23. Engagement sessions with employees to be commenced in the Spring.	Not started	Amber	➡
				Continued to manage the internal talent and develop a framework for succession planning.	Amanda Jeffrey	01/04/22	31/03/23	Woking continue to look internally and externally when promotional opportunities occur however there is not currently a framework for succession. The draft framework will be developed by the end of this financial year.	Ongoing	Green	➡
			Develop a new council vision and set of values through engagement with stakeholders.	Human Resources will have supported the development of a new vision and values statement, in partnership with the Consultation and Engagement Group.	Amanda Jeffrey	01/04/22	31/03/23	As per Q2 - The Consultation and Engagement Group no longer meet. This action is linked to the People Strategy and a new vision and values statement will now be a product of engagement with employees.	Ongoing	Amber	➡
		Work closer together to achieve consistent and integrated services for residents.	Review the performance management framework against the strategy priorities.	Supplementary action not previously identified for 2022/23.	Pino Mastromarco	01/05/22	31/03/23	Work to review performance management and align it with the Woking For All Strategy has progressed and a report containing a number of recommendations was submitted to the Executive on 6th October. Now recommendations have been agreed Phase 2 works will commence.	Ongoing	Green	➡
			Adopt a service and team collaboration platform.	Supplementary action not previously identified for 2022/23.	Adam Walther	01/04/22	31/03/24	A new intranet has been developed and tested and will be rolled out in Q4 22/23.	Ongoing	Green	➡
			Integrate New Vision Homes back into the council's housing services.	Supplementary action not previously identified for 2022/23.	Louise Strongitharm	19/03/21	30/06/22	As per Q2 update - Services are in place, mobilisation has completed and establishing the service was achieved in Q1. From here on efforts will be made to continually improve the service.	Completed	Green	➡
		A financially responsible council with sustainable and affordable plans.	Ensure that affordability, financial control and delivery of value for money are embedded in how the council conducts its business.	Get the Council's finances under control - this is our first priority.	Supported the delivery of the Medium-Term Financial Strategy, and the Fit For Future savings initiative.	Leigh Clarke	01/04/22	31/03/23	Update provided to November Executive and financial challenges continue. Strategy going forward reported to the December Executive with a progress update in January ahead of setting the budget in February 2023.	Ongoing	Red
	Work constructively with the Department for Levelling Up, Housing and Communities (DLUHC) to deliver plans for a sustainable budget and directly address the concerns the Government has about the council's levels of debt and exposure to financial risk.				Kevin Foster	01/05/22	31/03/23	WBC are awaiting advice from DLUHC on the appointment of a review team and have been preparing the evidence file to provide to this team.	Started	Green	➡
	Consider new approaches to increase income.			Seek greater leverage of private sector and market investment into Woking to enhance the economic vitality of the borough and maximise the benefit that Woking communities experience from this investment.	Giorgio Framaliccio / Chris Norrington	01/04/22	31/03/23	Review of Town Centre assets commissioned and Place branding review tendered.	Ongoing	Green	➡
	Make decisions in an open and transparent way.			Deliver clearer and more transparent financial performance reporting through to meetings of the Council.	Kevin Foster / Pino Mastromarco	01/04/22	31/03/23	We have run a number of additional full member briefings on key company and financial related priorities for the Council. Work to review performance management and align it with the Woking For All Strategy has progressed and a report containing a number of recommendations was submitted to the Executive on 6th October. Now recommendations have been agreed Phase 2 works will commence.	Started	Green	➡

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RAG Status	Description
Red	Action is failing in one or more areas and is in need of immediate attention.
Amber	Action contains areas of concern which are impacting on delivery and may need remedial action.
Green	Action is progressing according to agreed plans and targets.
➡	Overview RAG Flag is the same as the last W4AS Report.
⬆	Overview RAG Flag has improved since the last W4AS Report.
⬇	Overview RAG Flag is worse than the last W4AS Report.