

Public Document Pack



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

You are hereby summoned to attend a meeting of the Executive to be held on Thursday, 16 November 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. The broadcast will be stopped when the confidential/Part II items on the agenda are reached. 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. Apologies for Absence
2. 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 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.

- (iii) 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.
- (iv) In accordance with the Officer Employment Procedure Rules, the Head of Transformation, Digital and Customer, Adam Walther, 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 Walther may advise on those items.

3. Minutes (Pages 7 - 12)

To approve the minutes of the meeting of the Executive held on 5 October 2023 as published.

4. Urgent Business

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

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 published shortly before the meeting.

Matters for Recommendation

6. Review of Fees and Charges 2024-25 EXE23-057 – to follow
Reporting Person – Eugene Walker
7. Climate Change Supplementary Planning Document (SPD) EXE23-067 (Pages 13 - 138)
Reporting Person – Beverley Kuchar
8. Calendar of Meetings 2024-25 EXE23-058 (Pages 139 - 142)
Reporting Person – Gareth John

Matters for Determination

9. Companies Governance Framework and Business Cases for Victoria Square Woking Ltd and ThamesWey Developments Ltd (Sheerwater) Supported Borrowing EXE23-069 (Pages 143 - 186)
Reporting Person – Kevin Foster

10. Update on General Fund and Housing Revenue Account Budgets 2024-25 EXE23-079 – to follow
Reporting Person – Eugene Walker
11. General Fund and HRA Outturn Report 2022-23 EXE23-075 – to follow
Reporting Person – Eugene Walker
12. CIL - Application for Funding - West Byfleet Rec Tennis Court Enhancement EXE23-052
(Pages 187 - 202)
Reporting Person – Beverley Kuchar

Performance Management

13. Performance and Financial Monitoring Information (Pages 203 - 238)
Please refer to your electronic copy of the Performance Management Report - Quarter 2, 2023/24.
14. Financial Monitoring Report - Budget Monitoring and Forecast 2023-24 - Quarter 2 EXE23-071 – to follow
Reporting Person – Eugene Walker

Exclusion of the Press and Public

15. The Chairman will move and the Vice-Chair will second:-
“That the press and public be excluded from the meeting during consideration of items 16 and 17 in view of the nature of the proceedings that, if members of the press and public were present during these items, there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, to the Local Government Act 1972.

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information).”

PART II – PRESS AND PUBLIC EXCLUDED

Matters for Determination

16. Companies Governance Framework and Business Cases for Victoria Square Woking Ltd and ThamesWey Developments Ltd (Sheerwater) Supported Borrowing EXE23-080 (Pages 239 - 612)
Reporting Person – Kevin Foster
17. Contract Update EXE23-076 (Pages 613 - 618)
Reporting Person – Beverley Kuchar

AGENDA ENDS

Date Published - 8 November 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



Mixed Sources

Product group from well-managed forests and other controlled sources

www.fsc.org Cert no. SA-COC-001794
© 1996 Forest Stewardship Council

Agenda Item 2.

Schedule Referred to in Declaration of Interests

Council-appointed directorships

Kevin Foster, Strategic Director – Corporate Resources	
Brookwood Cemetery Limited	Kingfield Community Sports Centre Limited
Brookwood Park Limited	LAC 2021 Limited (Dormant)
Export House Limited	Woking Necropolis and Mausoleum Limited
Woking Shopping Limited	

Louise Strongitharm, Strategic Director – Communities	
Rutland Woking (Carhouse Lane) Limited	Rutland Woking (Residential) Limited
Rutland (Woking) Limited	

Adam Walther, Head of Transformation, Digital and Customer	
Brookwood Cemetery Limited	Thamesway Developments Limited
Brookwood Park Limited	Thamesway Energy Limited
Thamesway Central Milton Keynes Limited	Thamesway Limited
Thamesway Sustainable Communities Limited	Thamesway Solar Limited
Woking Necropolis and Mausoleum Limited	

Executive 5 October 2023

MINUTES
OF A MEETING OF THE
EXECUTIVE

held on 5 October 2023

Present:

Cllr A-M Barker (Chairman)
Cllr W Forster (Vice-Chair)

Cllr P Graves	Cllr E Nicholson
Cllr I Johnson	Cllr D Roberts
Cllr L Lyons	

1. APOLOGIES FOR ABSENCE

No apologies for absence were received.

2. DECLARATIONS OF INTEREST

The interest of the Strategic Director – Corporate Resources, Kevin Foster, was referred to in the agenda but it should be noted that Mr Foster was not present at the meeting.

In accordance with the Officer Employment Procedure Rules, the Strategic Director – Communities, Louise Strongitharm, declared a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she was a Council-appointed director. The interests were such that Mrs Strongitharm could advise the Executive on those items.

The interest of the Head of Transformation and Digital, Adam Walther, was referred to in the agenda but it should be noted that Mr Walther was not present at the meeting.

3. MINUTES

RESOLVED

That the minutes of the meeting of the Executive held on 14 September 2023 be approved and signed as a true and correct record.

4. URGENT BUSINESS

There were no items of Urgent Business under Section 100B(4) of the Local Government Act 1972.

5. QUESTIONS

The Leader reported that a question had been submitted by Mr Brain Matthews under Section 3 of the Executive Procedure Rules regarding disabled swimming facilities. A copy of the question together with the reply was before the Executive. The Leader advised that Mr Matthews had been unable to attend the meeting and would be sent a copy of the reply to his question. The question, together with the reply from the Portfolio Holder, was presented as follows:

Question from Mr Brian Matthews

“Where and when will you let disabled people swim in Woking? Currently you let Dolphins swim club use Pool in the Park Tuesday lunchtime and Friday evening. Perhaps Sheerwater pool? Some physically disabled people cannot move on land but can exercise safely in water. This is essential for our health and mental wellbeing.”

Reply from Councillor Ellen Nicholson

“The Council recognises the significant health and wellbeing benefits of swimming, particularly for our residents with disabilities. The Dolphins group does already use Eastwood Leisure Centre as well as Pool in the Park. Whilst the availability and range of facilities may reduce if the Pool in the Park closes, we really do want to try and protect the most vulnerable.

However, the proposed phased closure of the Pool in the Park is under consideration due to the severe financial position of the Council and the level of subsidy the facility requires. The Council’s position means that we are unable to subsidise non statutory services, and we currently are subsidising Pool in the Park significantly. It is important that residents respond to the public consultation on the future of Pool in the Park, which went live on Monday, 2 October.

Sessions will continue to be available at Eastwood Leisure Centre. The Eastwood Leisure Centre was designed with accessibility in mind and includes a high tech moveable floor and hoist within the teaching pool, flexible use changing facilities, two Changing Places Toilets and wheelchair accessible facilities throughout the building. Thank you again for the question.”

The Leader highlighted that the Executive welcomed questions from members of the public and explained the submission process. The deadline for written questions from members of the public was 12 noon, seven days before the Executive. The next Executive would be held on 16 November 2023, so the deadline for written questions was 12 noon, 9 November 2023. The Leader also reminded everyone that all meetings of Full Council, Executive and Council Committees were open to the public to attend, except on the rare occasion when items of a personal or confidential matter were due to be considered.

6. SHEERWATER REGENERATION EXE23-065

Councillor Forster, Portfolio Holder for Key Projects, introduced the report which provided an update on the Council’s funding request to Government, a summary of the results of the public consultation undertaken over the summer, and the proposals for the remainder of the Sheerwater regeneration area. It was noted that the Council, at its meeting on 20 July 2023, had agreed that the existing Development Agreement between the Council and ThamesWey for the delivery of the Sheerwater regeneration project be brought to an end

and no new phases would commence following those currently under construction. The Portfolio Holder advised that a robust business case had been developed to support the Council's funding request to Government of £57.7 million to complete the three phases – Copper, Red and Yellow – which were currently mid-construction. The outcome of the funding request was due shortly.

The Executive was advised that the Council had received 507 responses to the survey on the future of the Sheerwater regeneration area, a summary of the consultation results was included in Appendix 1 to the report. The views of local residents had been taken into consideration and it was proposed that the Council progressed the refurbishment of circa 106 homes within the regeneration area, including Woodlands Park, Hennessey Court and Spencer Close, along with refurbishment of the sheltered housing at Woodlands House. The Portfolio Holder highlighted that retaining those 106 homes within the Housing Revenue Account (HRA) would generate additional net income to the HRA of circa £650,000 per annum from 2024/25. It was proposed that the remaining units in the regeneration area be offered to the market. The Council would work with the private sector and housing associations to ensure any redevelopment fitted the street scene.

Regarding the public consultation, it was highlighted that there had been low satisfaction with recreation facilities, such as Multi-Use Games Area and skate park. Moving forward, it was suggested that this could be considered in the Council's arrangements with housing associations and the private sector to involve the public and meet local needs. Attention was drawn to the under-representation in the consultation of residents from an Asian background and that work was needed to understand the barriers to taking part and to ensure all residents were reached as the process progressed. It was noted that the Portfolio Holder was arranging to visit and speak at Sheerwater Mosque to improve engagement with the Asian community.

The Executive was hopeful that the Government would agree the Council's funding request to complete the three active construction phases, and was supportive of the proposals for the remainder of the Sheerwater regeneration area.

RECOMMENDED to Council

- That (i) the progress on Red, Yellow and Copper phases be noted;**
- (ii) the Council retains and refurbishes circa 106 homes within the Sheerwater Regeneration area as set out in Section 5 of the report;**
 - (iii) the costs of refurbishment, estimated at £2.9 million, be covered by capital receipts and Local Authority Housing Funding (if appropriate);**
 - (iv) the Strategic Director – Communities, in consultation with the Portfolio Holder for Key Projects, be authorised to agree proposals to consolidate ownership of vacant housing assets between ThamesWey and the Council; and**
 - (v) the residual land and properties within the Sheerwater Regeneration area (excluding those to be retained) continue to be vacated and offered to the market for disposal, as set out in Section 4.7 of the report, to maximise the capital receipt.**

Reason: To enable a sustainable delivery option for the Sheerwater Regeneration project whilst reducing financial risks and exposure to the Council.

7. 2023 REVIEW OF THE WOKING CORE STRATEGY EXE23-048

Councillor Lyons, Portfolio Holder for Planning Policy, introduced the report which recommended to Council the conclusions of the 5 Year Review of the Core Strategy. The Executive was informed that there was a legislative requirement to review the Core Strategy every five years. The Council had produced its Core Strategy in 2012 and it was last reviewed in 2018. The Core Strategy provided the local strategic planning framework for the management of land uses in the Borough for the period up to 2027. The Portfolio Holder confirmed that the review had demonstrated that all the policies of the Core Strategy remained up-to-date and fit for purpose, and were in general conformity with the National Planning Policy Framework (NPPF). It was noted that a consultation with other statutory bodies had been undertaken, under the provisions of Duty to Cooperate guidance, and the comments raised would be taken into consideration when work began on a new Local Plan.

The Executive welcomed that green infrastructure was embedded in the Core Strategy and would feature strongly in the new Local Plan which would be required from 2027. Subject to Council approval, Officers would bring forward a timetable and work programme regarding the new Local Plan including stakeholder consultation. It was noted that the Masterplan work would be incorporated into the new Local Plan. The availability of office space in local centres and provision of three bedroom homes in the Borough were highlighted as areas of attention when considering the new Local Plan. The Planning Policy Team were thanked for their work on the review.

RECOMMENDED to Council

That (i) the conclusions of the 5 Year Review of the Core Strategy set out in the report be confirmed; and

(ii) Officers bring forward a timetable and associated outline of the work programme to produce a new Local Plan for the Borough of Woking.

Reason: To consider a 5 year review of the Core Strategy which determines whether the policies contained within it are up to date and effective, as required by the local plan regulations and the National Planning Policy Framework. The last review of the Core Strategy was undertaken in 2018. There is a legislative requirement to review a Core Strategy every five years and a review in 2023 was required. The Core Strategy sets out strategic planning policy for the Borough until 2027. A new Local Plan or possibly a new Core Strategy will be required from 2027.

8. VICTORIA ARCH - HOUSING INFRASTRUCTURE FUND (HIF) PROJECT EXE23-062

Following the decision of the Executive in July 2022 to undertake a fundamental review of the Housing infrastructure Fund (HIF) project due to concerns about the scale of the £53 million budget deficit, risks to the Council and the potential significant road closure, the Executive received a report which provided an update on the stages of the review and the position of the project. Councillor Forster, Portfolio Holder for Key Projects, explained the background to the HIF project, the concerns around the original large scheme, and the work done on alternative design options to reduce the overall costs of the project. The Portfolio Holder explained that the reviews undertaken by the Council had been presented to Homes England, however Homes England had confirmed it was not in a position to support any of the revised project proposals. Therefore, by mutual agreement, the Council and Homes England had agreed to terminate the HIF project. The Council would work with Homes England to reclaim costs spent by the Council.

It was noted that the Council would develop a plan for the Triangle site. It was acknowledged that development of the site would take time as the Council only owned 80% of the site. The need to bring forward housing on the site was highlighted. The possibility of street art on the hoardings around the Triangle site was suggested. The Executive heard that the Council would pursue discussions with the County Council for potential small-scale improvements to public realm and walking and cycling infrastructure on the south side of the bridge to enhance sustainable travel options. It was hoped that the County Council would bid for Active Surrey funding to enhance pedestrian and cycle access. Whilst it would be for the Council to determine the future use of the Triangle site as majority landowner, there would be some input from Surrey County Council as to possible future use of the site as determined by forthcoming proposals for the sustainable travel infrastructure.

The Executive welcomed that it would no longer be necessary to change the access to Day Aggregates, noting the concerns of residents to the proposals. Also, the likely harmful effect of a potential three year road closure on residents and the economic prosperity of the town which had been part of the previous Council administration's original HIF scheme.

Given the Council's serious financial position and the concerns discussed by Executive Members, the Executive supported the proposal to terminate the HIF project.

RESOLVED

- That (i) Woking Borough Council discuss with Homes England how and when the contract for the HIF project is terminated;
- (ii) costs incurred by Woking Borough Council are evidenced and presented to Homes England to request recovery;
- (iii) the two planning applications for the Goods Yard are withdrawn as there will be no new road or rail infrastructure provided;

And further to note:

- That (iv) Officers continue to seek refunds for advance payments to utility companies for diversion works they have not yet undertaken now that the infrastructure is not to be provided;
- (v) a plan for the Triangle site is developed;

(vi) the Council pursue discussions with Surrey County Council for the potential small-scale improvements to public realm and walking and cycling infrastructure on the south side of the bridge to enhance sustainable travel options; and

(vii) the Council pursue discussions with Network Rail for the potential visual improvements to Victoria Arch.

Reason: In order to terminate the contract with Homes England in light of there being no further funding available to deliver the road and rail infrastructure.

This document was published on Friday 6 October 2023 and the decisions within it will be implemented on Monday 16 October 2023, subject to call-in.

The meeting commenced at 7.00 pm
and ended at 8.22 pm.

Chairman: _____

Date: _____

EXECUTIVE – 16 NOVEMBER 2023

CLIMATE CHANGE SUPPLEMENTARY PLANNING DOCUMENT (SPD)

Executive Summary

The Climate Change Supplementary Planning Document (SPD) provides updated guidance on the application of policies within the Core Strategy relating to climate change (particularly policies CS22 ‘Sustainable Construction’ and CS23 ‘Renewable and low carbon energy generation’). Since the first SPD was adopted in 2013, there have been significant changes to building practice and guidance relating to sustainability standards within development. The theme of ‘sustainability’ is embedded within the strategic vision of the Core Strategy and so it is important that supporting guidance is able to respond to changes which impact on this, particularly in light of the Council’s climate and ecological emergency declaration in 2019.

The draft revised SPD was approved by the Executive for a six-week consultation at its meeting on 23rd March 2023. The consultation period was between 18th May and 30th June 2023. The report outlines the various responses to the consultation and requests the Executive to recommend to Council to adopt the SPD for the purposes of ensuring guidance remains up to date and enables development to meet the challenge of climate change through adaptation and mitigation.

A total of 17 representations were received from individuals and organisations. A summary of the representations and how they have been taken into account is attached in Appendix 1. Where Officers have proposed modifications, they are incorporated in the revised SPD, which is attached in Appendix 2. Overall, the proposed modifications are considered to add supplementary detail and guidance, which does not change the overall impact of the Draft SPD that was approved by the Executive for consultation.

The outcomes and responses from consultation will be considered by the Local Development Framework (LDF) Working Group and Greener Working Group.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

- (i) the various representations to the Climate Change Supplementary Planning Document (SPD) consultation together with Officer’s responses and recommendations as set out in Appendix 1 to the report be noted;**
- (ii) the revised Climate Change SPD included in Appendix 2 to the report be adopted as Supplementary Planning Document for the purposes of managing development across the Borough and other planning decisions; and**
- (iii) the requirements of the SPD should apply from the date of adoption, in this case 30th November 2023.**

Climate Change Supplementary Planning Document (SPD)

Reasons for Decision

Reason: To ensure that there is up to date guidance on the implementation of policies within the Core Strategy relating to climate change and ensuring development can contribute towards the vision of a sustainable Woking.

The item(s) above will need to be dealt with by way of a recommendation to Council.

Background Papers: None.

Reporting Person: Beverley Kuchar, Acting Strategic Director - Place
Email: beverley.kuchar@woking.gov.uk, Extn: 3473

Contact Person: Jade Bowes, Planning Policy Officer
Email: jade.bowes@woking.gov.uk, Extn: 3731

Portfolio Holder: Councillor Liam Lyons
Email: cllrliam.lyons@woking.gov.uk

Date Published: 8 November 2023

Climate Change Supplementary Planning Document (SPD)

1.0 Introduction

- 1.1 The report outlines the various responses to the consultation on the Climate Change Supplementary Planning Document (SPD) and requests the Executive to recommend to Council to adopt the SPD for the purposes of supplementing the application of policies within the Core Strategy relating to Climate Change, most notably CS22 'Sustainable Construction' and CS23 'Renewable and low carbon energy generation'. The draft SPD was considered by the Local Development Framework (LDF) Working Group on 1st February 2023 and by the Greener Woking Working Group on 8th February 2023. On 23rd March 2023, the draft SPD was approved by Executive for six-week consultation. Consultation commenced on 18th May and concluded 30th June 2023. A total of 17 individuals and organisations made representations. A summary of the representations and how they have been taken into account is in Appendix 1. Where Officers have proposed modifications, they are incorporated into the revised SPD, which is attached in Appendix 2. Overall, the modifications are considered minor and do not detract from the ambitions of the draft SPD originally presented before Executive for consultation.
- 1.2 The adoption of the Climate Change SPD will consolidate significant changes made to sustainable building practice, in addition to setting out how developers should best evidence meeting the requirements of policies within the Core Strategy relating to climate change, particularly CS22 and CS23. The current Climate Change SPD was adopted in 2013, following the adoption of the Core Strategy in 2012, and sets out a very different policy context. For instance, the 'Code for Sustainable Homes' and 'Allowable Solutions' have been scrapped. In their place the government announced the 'Future Homes Standards' which will commence from 2025 and will likely have transitional arrangements to enable developers to respond to the new requirements. Until then updates to Building Regulations will act as interim guidance and facilitate the progressive uplifts in sustainable building practice. The SPD recognises these changes and will enable development to respond positively and proactively to the challenge of climate change through mitigation and adaptation.
- 1.3 Given its significance as set out above, Members of the Executive are requested to recommend to Council to adopt the SPD. In adopting the SPD, the Council is also responding to concerns expressed by members of the general public and Members to ensure the Council remains committed to tackling climate change within the built environment.
- 1.4 The SPD will be used by:
 - Planning Officers as guidance against which to assess the minimum requirements of policies within the Core Strategy relating to climate change, in addition, to uplifts in national standards.
 - Council Members when assessing development proposals in advance of and at Planning Committee meetings.
 - Applicants and developers when preparing their development schemes, as guidance to indicate ways in which high quality and exceptional sustainable design can be achieved.
- 1.5 Officers are satisfied that the contents of the revised SPD including the proposed amendments are sufficiently robust and at the same time allow scope for flexibility to apply its key principles to the merits of individual applications and should therefore be supported for adoption. Overall, it will guide improvements in the provision of development in Woking that is adaptable and able to mitigate against the challenge of climate change.

2.0 Summary analysis of the representations

2.1 A total of 17 representations were received from individuals and organisations. Of these, 3 had no comment to make. A variety of issues were raised including, among others:

- The extent to which the Council is driving ambitions to become climate conscious.
- Concerns regarding the scope of the SPD i.e., longevity of the guidance, enforcement of the measures proposed, weight in advocating for higher standards.
- Wording of the SPD is considered too 'relaxed' and could be interpreted as optional.
- Additional guidance is suggested from other organisations which will enhance the breadth of guidance available.
- Noting the importance of infrastructure assets within Woking such as the decentralised energy network (DEN) and supporting the growth of this asset.
- Impact of the ageing population and enabling development to reasonably accommodate changes in people's lifestyles.
- Support for the measures outlined within the SPD and hope that the Council will seek to achieve more benefits for the Borough.

2.2 The range of issues summarised above are by no means exhaustive. A full summary of the representations received and Officer's response with recommendations is included in Appendix 1. Members are encouraged to read this document in full.

3.0 Summary of the draft Climate Change SPD

3.1 The structure of the revised SPD has not changed from the draft that was presented to Executive before it was released for consultation. The proposed modifications have been made in response to representations which have been considered by Officers. These modifications are highlighted within Appendix 1 of the report. For the avoidance of doubt, the key topics covered in the SPD are listed below. The SPD is structured as follows:

- Introduction: Purpose. How to use this document. Sustainability Appraisals.
- Legislative and Policy Context: Overview. Borough Context.
- Sustainability through Standards: Building Regulations. BREEAM. Complying with the Standards.
- Carbon and Sustainable Energy: Energy Efficiency. Renewable or Low Carbon Energy. Stand-alone Sustainable Energy Generation. Low Carbon Heat and Decentralised Energy Networks.
- Design, Materials and Waste: Design and Layout. Waste.
- Sustainable Transport: Prioritising Walking, Cycling and Public Transport. Electric Vehicle Charging Points.
- Climate Change Resilience and Adaptation: Introduction. Adaptation through Design.

3.2 Summary and checklist pages within the SPD remain unaltered and have been amended where necessary to ensure wording remains cohesive throughout the document.

Climate Change Supplementary Planning Document (SPD)

- 3.3 Please note that all references made to the draft climate change strategy 'Net Zero Woking' have been removed. This is in light of the Council's financial situation and commitments made within the strategy which requires further review. Please see Appendix 1 of the report for information.

4.0 Next stages of the process

- 4.1 Subject to the recommendations of the Executive it is expected that the report will be considered by Council for adoption at its meeting on 30th November 2023. Once adopted, the SPD will take immediate effect from the date of adoption.

5.0 Corporate Strategy

- 5.1 The SPD will support the delivery of aims set out within the climate emergency action plan (CEAP) following on from the Council's most recent climate change strategy 'Woking 2050' adopted in 2015. The SPD will work in parallel with Woking 2050 to achieve the wider vision of a sustainable Woking, as outlined within the Core Strategy.

6.0 Implications

Finance and Risk

- 6.1 The Core Strategy was adopted in October 2012 and reviewed. Planning applications will continue to be submitted to deliver their requirements. It is important that the revised Climate Change SPD is adopted to ensure development remains able to mitigate and adapt according to the challenges of climate change. This means advocating for the delivery of development which achieves above national standards and recognising that there will be further uplift in the near future. Failure to support the recommendations of the report may delay the adoption of the SPD.
- 6.2 The SPD was prepared by consultants until the point of public consultation whereby Officers continued the necessary delivery of the SPD. There are no additional financial implications for preparing the SPD.

Equalities and Human Resources

- 6.3 There are no human resources implications for preparing the SPD. The SPD will support the mitigation and adaptation of development to meet the challenge of climate change. This will have a positive impact on equalities, particularly relating to health and wellbeing.

Legal

- 6.4 Under reg 11-16 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) supplementary planning documents are intended to build upon and provide more detailed advice and guidance upon how to implement policies within the adopted local plan. Officers will continue to ensure that the SPD continues to remain in conformity with the local plan to ensure that this requirement is met to avoid risk of legal challenge.

7.0 Engagement and Consultation

- 7.1 The revised SPD has been prepared with the active involvement of the relevant sections of the Council, particularly those who contribute toward climate change mitigation and/or adaption. The document was presented to the Development Management and Green Infrastructure Teams during its production. The Draft SPD was published for consultation between 18th May and 30th June 2023. The comments made by organisations and individuals during that period were collected and have been taken into account in finalising the SPD.

REPORT ENDS

Woking Borough Council Climate Change SPD

Consultation Statement

The Climate Change Supplementary Planning Document (SPD) provides detail on how development should implement policies within the Core Strategy, and wider Development Plan, relating to climate change and the need to mitigate and/or adapt to its effects. The SPD was first adopted in 2013, and since then there have been significant changes to building efficiency standards. Therefore, the revised SPD acknowledges these updates and subsequent changes in sustainability standards.

Before a Local Planning Authority can adopt an SPD, Regulation 12 of the Town and County Planning (Local Planning) (England) Regulations 2012 requires it to publish a statement setting out:

- I. The persons the local planning authority consulted when preparing the Supplementary Planning Document;
- II. A summary of the main issues raised by those persons; and
- III. How those issues have been addressed in the Supplementary Planning Document. This statement reflects these requirements.

The Council released the draft SPD for public consultation for a period of six weeks between 18th May and 30th June 2023. A list of persons consulted can be found in **Appendix (a)**. In addition, the consultation was publicised through notices in the local newspaper and on the Council's website (**see Appendix (c)**). Physical copies of the draft SPD were also made available in Woking, West Byfleet, Byfleet, and Knaphill libraries in addition to the reception of the Civic offices.

Representations have been considered and the main issues are summarised in **Appendix (b)**. This also includes reference to how the issues raised have been considered and addressed.

The following modifications have been made following the consultation and are incorporated in the SPD. Underlined text has been added and/or amended. These modifications enhance the quality of and/or provide updated information to the SPD:

Para 4.2.4 inserted as follows:

"In terms of best practice, the London Energy Transformation Initiative (LETI) provides guidance for developers on how to design and build zero carbon buildings. See [Climate Emergency Design Guide | LETI for more information.](#)"

Para 4.2.5 wording 'if possible and practical' has been removed.

Page 29 'Sewage gas' section, additional wording "*grass cuttings, food waste*" added.

Within Box 5.1 the aim: '*Maximising the potential for passive solar gain when designing site layouts*' has been amended to '*Optimising the potential for passive solar gain when designing site layouts*'.

Para 7.2.18, 7.2.19 and 7.2.20 inserted as follows:

"It is the responsibility of a developer to make proper provision for surface water drainage to ground, water courses or surface water sewer. Development must not be allowed to drain to the foul sewer, as this is the major contributor to sewer flooding. In May 2022 the Environment Agency updated the guidance on flood risk assessment in relation to climate change allowances .

On sites with historical or archaeological constraints, a historic water management appraisal of an area should be included as part of flood risk assessment and planning submissions.

It is advised that developers reach out to the lead local flood authority (LLFA) for confirmation regarding the suitability of SuDS within their proposed development. Surrey County Council act as LLFA and provide [guidance on SuDS](#). It is advised that developers review this guidance when considering how best to address water management.”

Pages 56 and 57 under ‘Rain Gardens’ additional paragraph inserted as follows:

“In urban environments the planting of street trees also provides a natural solution to mitigate against flood risk. It is advised that the principles of ‘Right tree, right place’ are applied to ensure trees remain suitable and best placed to mitigate against all the effects of climate change.”

Additional sentence inserted onto grey box above para 7.2.25 as follows:

“This should be set out within a statement clarifying how the measures have been achieved.”

Para 7.2.25, 7.2.26 and 7.2.27 inserted as follows:

“The Council will ensure compliance by means of planning conditions specifying that the optional requirement as set out above will apply to the development. Applicants are encouraged to submit the required evidence at the earliest opportunity – preferably at planning application validation stage. If sufficient evidence is not submitted at planning application validation stage, or during the life of a planning application, a pre-commencement planning condition will be used to confirm that the development will be able to achieve the required standard prior to construction starting; and evidence should be in the form of a design stage water efficiency calculator (as per the methodology set out in Appendix A of Approved Document G).

In all cases, a pre-occupation planning condition will be used to conclusively show that the standard has been achieved prior to the occupation of dwellings; and evidence will be in the form of the notice submitted to the local authority under Regulation 37 of the Building Regulations 2010, as amended (see paragraphs 2.13- 2.16 of Approved Document G for guidance).

People who are responsible for building work (e.g., agent, designer, builder or installer) must ensure that the work complies with all applicable requirements of the Building Regulations. Where an optional requirement is made a condition of the planning permission the developer has a statutory obligation to inform the Building Control Body that an optional requirement has been imposed. A local authority may not issue a completion certificate under regulation 17 of the Building Regulations or an approved inspector a final certificate under section 51 of the Building Act unless satisfied that any imposed optional requirement has been complied with.”

Para 7.2.29 has been inserted as follows:

“All the water companies which serve Woking have been identified by the Environment Agency as companies within areas of serious water stress. In addition to following the optional requirement outlined above, the council advises that the ‘Fittings Approach’ is used to determine the water consumption of a development.”

Para 7.2.38, 7.2.39 and 7.2.40 have been amended to reflect recent changes made by government on the mandatory implementation of biodiversity net gain. As per the announcement made by DEFRA on 27th September 2023 10% BNG will apply to development from January 2024 and not November 2023. The paragraphs have been amended as follows:

“The Environment Act gained ascension in November 2021 and has a two-year transition period for its requirements to come into effect. The Department for Environment, Food and Rural Affairs (DEFRA) has confirmed that from January 2024 the Act will require mandatory BNG of 10% on all development sites for which planning permission is granted under the Town and Country Planning Act 1990 (there are a few exemptions). The Council does not have a Local Plan Policy which requires 10% BNG on site. However, it is important to note that the current up to date policies of the development plan highlights the need for biodiversity enhancement as a result of development, which needs to be applied when determining day to day planning applications until the mandatory requirements are introduced (i.e., policy CS7 ‘Biodiversity and nature conservation’).

As outlined within policy CS7 and CS8, the Council will pay consideration to important sites and habitats in the Borough. Proposals should acknowledge and mitigate against the direct and indirect impacts of development on these sites.

The emerging BNG legislation will enable a greater focus on the integration and extension of GBI to promote biodiversity and implement Natural Based Solutions (NBS). Thus, providing secondary benefits regarding climate mitigation actions in respect of both reducing urban heat island effects and offering additional shading benefits for buildings. All development should consider the long-term management and maintenance of green and blue infrastructure, to ensure continued climate change resilience and benefits across the Borough and wider landscape. This is supported under policy CS7.”

Additional sentence inserted with link onto para 7.2.42, to provide more detail regarding SCC’s development of the LNRS, as follows:

“Surrey County Council will lead the development of the LNRS in Surrey. Development in Woking will be asked to align with and help deliver the nature recovery priorities identified in the forthcoming LNRS, which will be produced over the coming 18 months.”

Para 7.2.43 with footnote link inserted as follows:

“Biodiversity opportunity areas (BOAs) and urban BOAs also identify priority areas for habitat restoration and enable the increased implementation of NBS , helping to connect green infrastructure across the Borough and create green corridors.”

Para 7.2.45 with footnote link inserted as follows:

“Surrey County Council provide additional guidance on best practice and case studies for implementing green and blue infrastructure within development.”

Page numbers have also been amended/removed as appropriate following consultation.

*Note that all references made to the draft climate change strategy ‘Net Zero Woking’ have been removed. This is light of the council’s financial situation and commitments made within the strategy which require further review. References have been removed from the following pages: 3, 15, 16, 31, 66.

Appendix (a): Persons and organisations consulted during consultation

Community

Carers Support Woking
Community Learning Partnership
Horsell Park Neighbourhood Watch/WAN
Just Advocacy
Liaise Women's Centre
Phoenix Cultural Centre
Probation Service
PROWD
Sheerwater Neighbourhood Watch
Surrey Access Forum
Surrey Community Action
Surrey Lifelong Learning Partnership (SLLP)
The Barnsbury Project
The Grove Area LTD
The Lighthouse
The Sheerwater And Maybury Partnership
Westfield Primary School
Woking Association Of Voluntary Service (WAVS)
Woking Cycle Users Group
Woking Youth Arts Centre
Woking Youth Centre
Woodlands Community Group
York Road Project

Business, developers, agents and landowners

AAP Architecture Ltd
Ace Marcelle Hope Limited
ADM Architecture
AMG Planning And Development
AND Consulting
Banner Homes (Wessex) Ltd
Baratt Homes
Barratt Homes (Southern Counties)
Barton Willmore
Basingstoke Canal Authority
Batcheller Thacker
BDB Pitmans LLP
Beaumonde Homes
Bell Cornwell
Bewley Homes
Birchwood Homes
BNP Parabis Real Estate
Boyer Planning Limited
Brimble, Lea And Partners
British Land Properties
Carter Planning Ltd
Castle Wildish Chartered Surveyors
Charles Austen Pumps Ltd
Charles Church Developments Ltd

Charles Richards
Clarence Country Homes Limited
Clerical Medical Managed Funds Ltd
Clifford Chance Secretaries Limited
Convery Developments Ltd
Cooper Environmental Planning
Courtley Consultants Ltd
Crest Strategic Projects
Croudace
Danks Badnell
Development Planning Partnership
Devine Homes PLC
DHA Architecture
DHS Engineering
DPDS Consulting Group
Drivers Jones
Drivers Jones Deloitte
Fairview New Homes Plc
Form Architecture And Planning
Fromson Construction Co Ltd
Fullerthorne
George Wimpey West London Ltd
Goldcrest Homes
Grant Consultancy
Gravitas 1061 Limited
Greenoak Housing Association
Hammerson UK
Henry Smith
Heritage Architecture
Horsell Businesses' And Traders' Association
Iconic Design
John Ebdon Homes
JSA Architects
Keith Hiley Associates Ltd
Kier Homes Ltd
King Sturge
Knaphill Traders Association
Lacey Simmons
Landmark Information Group Ltd
Lewandowski Architects
Linden Homes South-East Limited
Mantle Panel Ltd
Martin Gardner
Martin Grant Homes
MBH Partnership
McCarthy And Stone
McClosky And Bingham
McLaren Group Limited
Mercury Planning
Millgate Homes

Montague Alan Ltd
Mount Green Housing Association
N K Accountancy
Nathaniel Lichfield And Partners
National Housing Federation
NULAP (Aviva Investors)
Octagon Developments Ltd
Peacocks Centre
Peter Allan
Pinecrofe Housing Association
Planning Issues And Churchill Retirement
Planware Ltd
PRP Architects
Pyrford Homes Ltd
Quinton Scott Chartered Surveyors And Estate
Agents
Rolfe Judd
Rosemary Simmons Memorial Housing
Association
Rosetower Ltd
Runnymede Homes Ltd
Rutland Group
Savills
Shanly Homes
Sterling Potfolio Management On Behalf Of
Leylani Ltd
Stonham Housing Association
Surrey Chamber Of Commerce
Terence O'Rourke
Tetlow King Planning
Thames Valley Housing Association
The Landmark Trust
The Lightbox
Thomas Eggar LLP
Welmede Housing Association
Woking And District Trades Council
Woking Chamber
Woking Shopmobility
Wolsey Place Shopping Centre
Woolf Bond Planning
WYG Management Services
Health
Adult Social Care NW Surrey
Health And Safety Executive
NHS
NHS England
NHS England (South)
NHS Guildford And Waverley Clinical
Commissioning Group
NHS North West Surrey Commissioning Group

NHS Surrey Heath Clinical Commissioning
Group
North West Surrey CCG
South East Coast Strategic Health Authority
Surrey Health And Wellbeing Board
Virgin Care Limited
Infrastructure, Telecoms & Transport
Abellio Surrey
Affinity Water
AMEC Foster Wheeler
Arriva
Arriva Southern Counties
Avison Young
Carlone Buses
Civil Aviation Authority
Civil Aviation Authority (Safety Regulation
Group)
CNS Systems - Navigation, Spectrum And
Surveillance
Department For Transport
EE
Entec UK Ltd
Fairoaks Airport Ltd
Freight Transport Association
Guildford Police Station
Highways England
HM Prison Service
Mobile Operators Association
Mobile Operators Association
National Grid
National Grid
National Grid Control Centre
Network Rail
NOMS/ HM Prison Service
Office Of Rail Regulations
Reptons Coaches
Scotia Gas Networks
Scottish And Southern Energy
SGN
Southern Gas Networks
Southwest Trains
St John The Baptist School
Stagecoach South
Surrey And Hampshire Canal Society
Surrey Police
Surrey Police- Estates Department
Thames Water Planning/Property
Thamesway Sustainable Communities Ltd
The Coal Authority
Three
Veolia Water Central

Walden Telecom Ltd
Woking Community Transport Ltd
Wood E&I Solutions UK Ltd
Wood Plc
Interest groups
Age Concern
Age Concern Woking
Ancient Monuments Society
Campaign To Protect Rural England
Council For British Archaeology
CPRE Surrey
Deafplus
DEFRA
Environment Agency
Forestry Commission
Friends Of The Earth
Friends Of The Elderly
Gay Surrey
Georgian Group
Horsell Common Preservation Society
Irish Community Association
Irish Travellers Movement In Britain
Maybury Sheerwater Partnership Garden
Project
National Trust
NFU Office
Surrey And Farming Wildlife Advisory Group
Surrey Archaeological Society
Surrey Campaign to Protect Rural England
Surrey Coalition Of Disabled People
Surrey County Council
Surrey Disabled People's Partnership
Surrey Heathland Project
Surrey Minority Ethnic Forum
Surrey Nature Partnership
Surrey Travellers Community Relations Forum
Surrey Wildlife Trust
Sussex Wildlife Trust
The Bangladesh Cultural Association
The Garden History Society
The Gypsy Council
The Indian Association Of Surrey
The Maybury Centre
The National Trust
The RSPB
The Society For The Protection Of Ancient
Buildings
The Twentieth Century Society
The Woodland Trust
Victorian Society
Westfield Common Preservation Society

Woking Mind
Woking Pakistan Muslim Welfare Association
Woodland Trust
Leisure
Ambassadors Theatre Group
Arts Council For Woking
Link Leisure
Open Spaces Society
Sport England
Sport England South
Surrey County Playing Field Association
The Lawn Tennis Association
The Ramblers
The Rotary Club Of Woking
The Theatres Trust
Tourism South East
Tourism South East
West Byfleet Golf Club
Woking Community Play Association
Woking Ramblers
Woking Sports Council
Local Planning Authorities
Bracknell Forest Council
Elmbridge Borough Council
Epsom And Ewell Borough Council
Guildford Borough Council
Hart District Council
Mole Valley District Council
Reigate And Barnstead Borough Council
Royal Borough Of Windsor And Maidenhead
Runnymede Borough Council
Rushmoor Borough Council
Spelthorne Borough Council
Surrey County Council
Surrey Heath Borough Council
Tandridge District Council
Waverley Borough Council
Wokingham Borough Council
Other
Campaign For Real Ale
Coal Pension Properties
Department For Education
Education Funding Agency
Homes And Communities Agency
National Farmers Union SE Region
National Landlords Association
NATS Ltd
Network Rail
Outline
Scottish Gas Networks
Surrey Playing Fields

Surrey Police
The Planning Inspectorate
Woking Borough Council
Woking Chamber Of Commerce
Woking FC

Parish Councils

Bisley Parish Council
Chobham Parish Council
Ockham Parish Council
Pirbright Parish Council
Ripley Parish Council
Send Parish Council
West End Parish Council
Wisley Parish Council
Worplesdon Parish Council

Political / Religious groups

All Saint's Church
Church Comissioners
Congregation Of St Mary's Church Byfleet
First Church Of Christ Scientist
Jehovah's Witnesses
Masjid Albirr
New Life Church
Religious Society Of Friends
Shah Jahan Mosque
St Edward Brotherhood
St Mary's Church Office
The Rt Hon Jonathan Lord MP
The Church Of England Guildford Diocesan
Board Of Finance
Woking Conservatives
Woking Constituency Labour Party
Woking Liberal Democrats

Residents Associations

Anthony's Residents Association
Brambledown Residents Association
Brookwood Village Association
Byfleet Village Association
Friars Rise Residents Association
Horsell Residents Association
Horsell Residents Association
Maybury Community Association
Pyrford Green Belt Action Group
Sheets Heath Residents Association
St Johns Village Society
Sutton Green Village Hall And Association
Wych Hill Way Residents Association

Young people and Education

Barnsbury Infant School
Beaufort Community Primary School
Broadmere Community Primary School

Brookwood Primary School
Byfleet Primary School
Goldsworth Primary School
Kingfield School
Knaphill Lower School
Maybury Infant School
New Monument School
Pyrford C Of E (Aided) School
St Dunstan's Roman Catholic Primary School
St Hugh Of Lincoln Catholic Primary School
St John The Baptist R.C Secondary School
St John's Primary School
St Mary's C Of E Priamary School
The Bishop David Brown School
The Hermitage School
The Horsell Village School
The Marist Catholic Primary School
The Oaktree School
The Park School
The Winston Churchill School
West Byfleet Infant School
Westfield Primary School
Wishmore Cross School
Woking College
Woking High School
Woking Scouts
Woking Youth Council

Consultation Statement Appendix (b). Summary of the main issues raised in consultation, and how they have been considered and addressed.

Name of respondent	Summary of comments	Officer response
WEAct	Recognise that the revision is necessary.	It is important that supplementary documents, which aid decision-making, are revised and reflect updates in planning policy/legislation.
WEAct	Every attempt should be made to ensure publication of the new SPD.	It is anticipated that the SPD will be adopted late 2023.
WEAct	Consider that ‘commercial developers’ may view the Council’s financial situation ‘may make the organisation appear less able to challenge and decline development that would not be accepted elsewhere and that would not feature the climate sustainability and resilience that we would wish for’.	The council will remain committed to ensuring that development remains consistent with planning policies set out within the local plan and national planning guidance.
WEAct	Notes that the SPD reads as ‘detail dense’ and could be improved. Would also like to see improvements made to the draft SPD between January 2023 and the formally released consultation draft in June 2023.	Changes made to the SPD between January 2023 and June 2023 were made in response to initial feedback from WBC officers and working groups and was considered internally before consultation. This feedback was implemented on an ongoing basis. Please refer to the most recent draft published for consultation, available here: Draft Climate Change SPD (2023) - Woking 2027
WEAct	Raises concern regarding the longevity of the SPD given the breadth of change anticipated in the next few years i.e., ‘national development legislation and carbon reduction.	Local planning policy must respond to changes in national legislation and guidance. When appropriate, officers will review whether the SPD is still in conformity with national planning guidance.
WEAct	Notes due to emerging requirements for developers stemming from Environment Act 2021 and Future Homes Standard, the impact of the SPD may be short lived. Given the severity of the climate emergency it is suggested the SPD is updated every three to five years.	The local plan is set to expire in 2027. This will serve as an opportunity to consider current the weight of current planning policy relating to climate change.
WEAct	Notes that the SPD ‘is trying to facilitate and achieve significant environmental transformation’, which is what WBC as a high ambition council in climate response should be attempting to do.	The council remains committed to ensuring development within the Borough can meet the challenge of climate change.
WEAct	Some dates and wording is dated several years ago may imply to readers that the Borough is not in line with current legislation. For example in reference to CS22 having wording that includes ‘ ... from now until 31st March 2013... ’. Section 1.3 comments regarding ‘sustainability appraisals’ refers to judgements made in 2012	Policy CS22 was implemented within the Woking Core Strategy, adopted in 2012. SPDs act as supplementary guidance to aid the delivery of policies within the Core Strategy. A review of the Core Strategy was presented to

	and is considered out of date. Wording about Climate change strategy in section 2.4 is also considered out of date.	Executive on 5 th October and recommendations approved. Please see link for full report: Issue details - 2023 Review of the Woking Core Strategy
WEAct	<p>Reviewing weekly planning notices demonstrates that a significant proportion of planning applications are for private home extensions, and there is a risk applicants may believe the SPD is mostly targeted at new builds and large scale developers.</p> <p>‘We could not see guidance that if a homeowner is extending then the existing property should have modern levels of insulation, renewable energy use and climate emergency features.’</p>	<p>Please note that the SPD can only influence proposals within the remit of the planning system, and of which constitutes ‘development’. The definition of what is classed as development is set out within Section 55 of the Town and County Planning Act 1990 (as amended). See here: https://www.legislation.gov.uk/ukpga/1990/8/section/55</p> <p>The SPD sets out guidance that all development is expected to follow and outlines that a key objective of the SPD is to ensure development is ‘Designed to be future-proofed in response to socio-environmental shifts associated with climate change.’</p>
WEAct	<i>Section 2.3 Borough Context – page 9 Design SPD. The wording suggests that a Design SPD is under development, however the Council adopted a Design SPD in February 2015.</i>	Comments are noted – please refer to the draft SPD published for consultation.
WEAct	<i>Page 11 Section 3.1. Standards for New Residential Development. Possibly this first paragraph should have a reference, or alternatively an ‘on line’ link ?</i>	This is in reference to an earlier draft of the SPD – please refer to the draft SPD published for consultation.
WEAct	<i>Page 15 Table at top of page – minimum targets for new residential development in woking. Could the historic detail, top level of the box referring to 1st April 2013 to 31st March 2015 be removed?</i>	Please refer to the draft SPD published for consultation.
WEAct	Page 15- suggests changing wording ‘where justified and viable, the Council will negotiate with developers to achieve...’ as suggests there is an option to negotiate. Current wording ‘will increase WBC Planning Department workload’.	Policy CS22 of the core strategy provides flexibility in meeting requirements so as not to impede on the viability of development in Woking “Where it can be demonstrated that the standards set out in this policy cannot be met on site, permission will only be granted if the applicant makes provision for compensatory energy and CO ² and water savings elsewhere in the Borough equivalent to the carbon savings which would have been made by applying this policy”. There is opportunity to reconsider the weight of this policy as the council works towards producing a new local plan.

WEAct	Page 24- <i>'would be interested to know if the words 'if possible and practical' can be removed and whether the process in how a planning committee and delegated Council officers would like to see this planned sustainability being illustrated, evidenced to be part of the submitted development plan'.</i>	Wording 'if possible and practical' has been removed from page 24.
WEAct	Page 26- <i>Referring to the Climate neutral development checklist, is it necessary to have the checklist available through a website www.sustainabilityplanner.co.uk that is not Council controlled. This is also shown in relation to Energy solutions Item 2 on page 54.</i>	All planning policy and guidance relating to Woking Borough is made available at: https://www.woking2027.info/
WEAct	Page 27- <i>'If applicable (likely to be from 2016)...' Surely this can be more defined now?</i>	Please refer to the draft SPD published for consultation.
WEAct	Page 32- <i>Section 4.1 Second paragraph under text box – referring to 'Feed in tariffs (FITs) are currently available...' Our understanding is that all Fits and Renewable heat incentives for new developments have been withdrawn by central government.</i>	Please refer to the draft SPD published for consultation.
WEAct	Page 41- states <i>'Large scale ground mounted solar PV farms can have a negative impact on rural environment'</i> This is a judgemental statement that possibly is incorrect to make. A better sentence may be <i>'If planned sensitively, the visual impact of a ground mounted solar array can be acceptable in the landscape'</i> .	Please refer to the draft SPD published for consultation.
WEAct	Page 43- <i>Section 4.2 reference to Surrey Waste Plan 2008 should be updated. Is it appropriate in a SPD to refer to a particular site, the waste treatment centre in Martyrs Lane. The negative comment on Sewage gas – suitability for Woking is possibly unnecessary? Would it be possible to refer to biomethane production from Grass cuttings, there are now examples of Gas production from grass (Ecotricity 2021) and this is described as carbon neutral over a very short timeframe, just six months from absorption to release.</i>	Reference to biogas is referred to on page 29. Additional reference to 'grass cutting and food waste' has been added.
WEAct	In ref to Section 4.2, evidence is clear now that even modern wood burners contribute to local air pollution, and that they still make avoidable carbon emissions, which is particularly inappropriate for urban areas. Greater London managed to exclude woodburners from all new developments. Additionally, through the 'Feb 2023 Air Quality Neutral Guidance' all new development must not contribute to net air pollution. Woking should consider following this example.	There is opportunity to consider restricting the usage of wood burners through planning policy as the council works towards producing a new local plan. Please note SPDs can only provide guidance to support the implementation of policy adopted within the core strategy.

WEAct	Page 54- <i>Section 4.4 item 3 Energy experts and delivery partners. Possibly this paragraph needs to stop after the first sentence ‘developers may choose to partner with an energy service company...’ Promotion of an individual company Thameswey, currently a Woking Borough Council subsidiary appears inappropriate.</i>	Thameswey was founded by Woking Borough Council to deliver on the council’s strategic objectives as set out within the Woking 2050 strategy, reflecting efforts to meet the UK net-zero target by 2050. The energy centre on Poole Road currently operates the district heat network across the Town Centre and supports the Borough’s transition to low carbon energy generation.
WEAct	Page 55 – <i>Section 4.5 Zero Carbon Homes. This details an out of date target 2016 in the first paragraph, removal of the date and a more general statement that Zero carbon homes will help developers, occupiers and prospective tenants in the long term could be workable? Second paragraph again seems out of date and stating an obvious comment ‘The SPD will be updated...’ that should be stated elsewhere in the SPD.</i>	Please refer to the draft SPD published for consultation.
WEAct	Page 61- Waste and Recycling case example from Sweden considered interesting but a ‘significant commercial undertaking’ ‘only relevant to a few major developments’	Please refer to the draft SPD published for consultation.
WEAct	Page 67- EV section. Considers paragraph beginning ‘Management and maintenance’ unnecessary and ‘possibly could be replaced with a comment that EV charging points connected by telemetry, remote monitoring and customer identification systems are expected in new developments. There have been significant reliability problems with EV charging points and remote monitoring could address this.’	Comments are noted and will be considered further when appropriate.
WEAct	Page 72- there is little reference to the Environment Act 2021 and new developer responsibilities namely 10% BNG requirement. These requirements have potential to address several issues i.e., ‘urban heat islands, reduction in local air pollution affecting insect life and micro biodiversity, and habitat loss. Particularly better design will add to community and biodiversity resilience. Better waste water management could add to water flows into water courses that are running low, such as Basingstoke canal.’	Please refer to chapter 7 ‘Climate Change Resilience and Adaptation’ where information is provided within ‘Green and Blue Infrastructure’ page 64.
WEAct	[Notes on the Sustainable Construction Checklist] consider the checklist a key tool for ensuring best practice.	Comments are noted and will be considered further when appropriate.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 50</p>	<p>Has noted the following WBC advice documents could benefit from ‘some research, analysis of customer / developer responses on these forms to ascertain outcomes and potential ways that they could be improved’ and whether there is potential for these documents to be redesigned to better highlight sustainability options and assist the planning department and planning committee.</p> <p>In sec 4 Q2,3,5,6 and 7 the word ‘considered’ should be removed.</p> <p>Would like wording in Section 1 Q3 to change from “does the proposal provide appropriate levels and standards of Electric Vehicle Parking?’ to “Does the scheme provide better than statutorily required electrical vehicle parking, a mix of fast and slow charging options?’</p> <p>Notes that when this paperwork is submitted alongside a planning application, a comment on forms should state ‘all proposed development should comply with the Woking B.C. vision for a low carbon future and development with sustainability and biodiversity enhancements’</p>	<p>The term “considered” allows DM officers to query proposals with developers and review evidence which indicates that the developer has laid out all options appropriately.</p> <p>Comments are noted and will be considered further as the council moves towards producing a new local plan.</p>
<p>Pyrford Neighbourhood Forum</p>	<p>Concern the SPD only applies to new development, which mean it will exclude replacement dwellings (i.e., demolition & rebuild), extensions, permitted development rights (like an additional storey).</p>	<p>Please note that the SPD can only influence proposals within the remit of the planning system, and of which constitutes ‘development’. The definition of what is classed as development is set out within Section 55 of the Town and County Planning Act 1990 (as amended). See here: https://www.legislation.gov.uk/ukpga/1990/8/section/55</p>
<p>Pyrford Neighbourhood Forum</p>	<p>Notes that the current number of dwellings in Woking is around 43,000, and the Core Plan only requires 292 additional dwellings per annum- therefore this policy will effect less than 1% of dwellings a year. Would take 150 years to impact all dwellings in Woking if no additional sites were used.</p>	<p>The SPD can only influence the quality of building work within the planning system. Please note some forms of building improvement, such as refurbishment and retrofitting, may not require planning permission. The council should be consulted where applicants are unsure if planning permission is needed.</p>
<p>Pyrford Neighbourhood Forum</p>	<p>I think this SPD should apply to all planning applications.</p>	<p>As a supplementary planning document, the guidance detailed will aid decision-makers on all planning applications and ensure development remains in compliance with the core strategy.</p>

Thames Water	Most of the renewable electricity Thames Water self-generate comes from the treatment of sewage sludge via anaerobic digestion, but to help meet the carbon zero target the use of more solar power is proposed on Thames Water's operational sites and this should be supported in the SPD.	Comments are noted, the SPD makes reference to advocating for solar power.
Thames Water	In terms of EV, a key requirement should be flexibility over charging points.	Comments are noted.
Thames Water	Thames Water support the mains water consumption target of 110 litres per head per day (105 litres per head per day plus an allowance of 5 litres per head per day for gardens) as set out in the NPPG (Paragraph: 014 Reference ID: 56-014-20150327) and support the inclusion of this requirement in Policy.	Has been noted. In response this detail has been amended, please see page 60.
Thames Water	Water efficiency requirement of 110 litres per day is only applicable if enforced via a planning condition, as per Reg 36 of Approved Document G e.g. here page 15. As the Thames Water area is defined as water stressed it is considered that such a condition should be attached as standard to all planning approvals for new residential development in order to help ensure that the standard is effectively delivered through the building regulations.	Has been noted. In response this detail has been amended, please see page 60.
Thames Water	Within Part G of Building Regulations, the 110 litres/person/day level can be achieved through either the 'Calculation Method' or the 'Fittings Approach' (Table 2.2). The Fittings Approach provides clear flow-rate and volume performance metrics for each water using device / fitting in new dwellings. Thames Water considers the Fittings Approach, as outlined in Table 2.2 of Part G, increases the confidence that water efficient devices will be installed in the new dwelling. Insight from our smart water metering programme shows that household built to the 110 litres/person/day level using the Calculation Method, did not achieve the intended water performance levels.	Has been noted. In response this detail has been amended, please see page 60.
Thames Water	We have introduced environmental incentives for developers for implementing water efficiency measures in the form of discounts to connection charges. Further details available at: https://www.thameswater.co.uk/about-us/newsroom/latest-news/2022/feb/rewards-for-developers-who-achieve-water-neutrality	Comments are noted.
Thames Water	Consider that text in line with the following should be included in the SPD: <i>"Development must be designed to be water efficient and reduce water consumption. Refurbishments and other non-domestic development will be expected to meet BREEAM water-efficiency credits. Residential development must not exceed a maximum water use of 105 litres per head per day (excluding the</i>	Amendments have been made, please see page 60.

	<i>allowance of up to 5 litres for external water consumption) using the 'Fittings Approach' in Table 2.2 of Part G of Building Regulations. Planning conditions will be applied to new residential development to ensure that the water efficiency standards are met."</i>	
Thames Water	In relation to flood risk, the National Planning Practice Guidance (NPPG) states that a sequential approach should be used by local planning authorities in areas known to be at risk from forms of flooding other than from river and sea, which includes "Flooding from Sewers".	Comments are noted. Please see policy CS9 of the core strategy.
Thames Water	When reviewing development and flood risk it is important to recognise that water and/or sewerage infrastructure may be required to be developed in flood risk areas.... Flood risk sustainability objectives should therefore accept that water and sewerage infrastructure development may be necessary in flood risk areas.	Comments are noted. Please see policy CS9 of the core strategy.
Thames Water	Flood risk policies should also make reference to 'sewer flooding' and an acceptance that flooding can occur away from the flood plain as a result of development where off-site sewerage infrastructure and capacity is not in place ahead of development.	Comments are noted. Please see policy CS9 of the core strategy.
Thames Water	With regard to surface water drainage it is the responsibility of the developer to make proper provision for drainage to ground, watercourses or surface water sewer in accordance with the drainage hierarchy. It is important to reduce the quantity of surface water entering the sewerage system in order to maximise the capacity for foul sewage to reduce the risk of sewer flooding.	Amendments have been made, please see page 56.
Thames Water	With regard to surface water drainage, Thames Water request that the following paragraph should be included in Policy wording or supporting text: <i>"It is the responsibility of a developer to make proper provision for surface water drainage to ground, water courses or surface water sewer. It must not be allowed to drain to the foul sewer, as this is the major contributor to sewer flooding."</i>	Amendments have been made, please see page 56.
Thames Water	Additional information that should be included with planning applications: <ul style="list-style-type: none"> • Lead local flood authority (LLFA) confirmation about the suitability of SuDS • Statement setting out how the water usage of 110 l/p/d is achieved 	Amendments have been made, please see pages 56 and 60.
Waverley Borough Council	Waverley Borough Council has declared a Climate Emergency and supports measures taken to tackle climate change and achieve net zero objectives in consultation with local communities.	Comments are noted.

Ellen Pirie	Is a good document and takes us in the right direction for policies which address climate and environmental issues.	Comments are noted.
Ellen Pirie	Would like to see stronger mention and commitment to adopt Passivhaus standards for new development. Believes Woking should aim for this. Suggests <i>“a timetable saying that by 2030 you would expect all relevant developments to meet this standard.”</i>	BREEAM standards are outlined within Policy CS22. SPDs do not have remit to introduce new policy with new requirements. However, given the impending need to review the local plan there is scope to advocate for passivhaus standards if considered appropriate.
Ellen Pirie	In ref to sec 3.3.2, sees room to enable developers to ‘wriggle out’ of meeting standards if they submit a technical or financial argument. Suggests they should also be asked “to be explicit about the expected impact to future residents, occupants of their buildings or to the environment and impact on achieving net zero.” i.e., higher energy costs due to poorer insulation, higher thermal shock, higher carbon emissions. If these aspects are considered significant then planning permission should not be granted.	SPDs do not have remit to introduce new planning policy. As stipulated within policy CS22 the guidance is intended to provide flexibility to developers i.e., enable offsetting policy requirements to support development in Woking. The impact of development on future occupants will be a consideration for decision-makers at planning application stage. Policy CS21 ‘Design’ of the Core Strategy sets out that development ‘Ensure the building is adaptable to allow scope for changes to be made to meet the needs of the occupier (lifetime homes and modern business needs).’
Ellen Pirie	Suggests implementing planning policy to require new car parking areas, particularly for commercial developments, should be covered with roofing that allows solar panels.	SPDs do not have remit to introduce new policies.
Ellen Pirie	Notes there is no mention of need to provide play areas for children within new development.	This will be considered further and has potential to be addressed through potential design codes in Woking.
Ellen Pirie	Notes there may be future pandemics which will require social distancing/lockdowns and queries how this will affect planning policy. For example, maintenance of outdoor greenspaces to aid wellbeing. Was difficult for those in flats with limited access to outdoor space to get regular exercise during COVID.	Please note that the core strategy sets out policies which ensure green space is both provided and managed within proposals for development. Most notably policies CS7 ‘Biodiversity and nature conservation’, CS16 ‘Infrastructure delivery’ and CS17 ‘Open space, green infrastructure, sport and recreation’. The strategy is available here: https://www.woking2027.info/developmentplan/corestrategy

Ellen Pirie	Given aging population and longer lifespans, how will this be supported in new buildings so that expensive adaptations are not required at a later stage i.e., will all homes accommodate wheelchairs and will homes be able to be fitted with technology to support older people in their own homes?	Policy CS21 'Design' of the Core Strategy sets out that development 'Ensure the building is adaptable to allow scope for changes to be made to meet the needs of the occupier (lifetime homes and modern business needs).'
Ellen Pirie	Suggests SPD should mention banning wood-burning stoves in the document as they contribute towards global warming and bad air quality.	There is opportunity to consider restricting the usage of wood burners through planning policy as the council works towards producing a new local plan.
Ellen Pirie	Sec 1 Q3 of the checklist for resi development, should say does the number of EV charging points meet the new building regs requirements – "appropriate" is too subjective. Should also apply to non-residential developments.	Please note SPDs provide guidance to build upon policies within the core strategy, and, act as a material consideration for decision makers when considering the appropriateness of a scheme.
Ellen Pirie	Sec 3 Q6 of the checklist for resi development, suggested better wording to "Has local energy generation from renewables and/or local energy networks been considered as part of the scheme?" - should also apply to non-resi development.	Comments are noted.
Ellen Pirie	Sec 3 of the checklist for resi development should include "Has the building been designed to ensure that it will protect the inhabitants from overheating as temperatures rise due to climate change in the coming years?" - should also be included with non-resi checklist	This is addressed within section 2 'Layout & Design' of the checklist.
Ellen Pirie	Notes that many checklist questions use the word "considered" and does not give a strong enough indication to developers to implement them.	Please note SPDs provide guidance to build upon policies within the core strategy, and act as a material consideration for decision makers when considering the appropriateness of a proposal. The core strategy sets out the policy requirements that proposals must reflect to be considered appropriate for development.
Ellen Pirie	Developers should be required to confirm that they have met the requirements of biodiversity net gain under the Environment Act 2021. Should evidence details of this plan and show how BNG will be achieved ideally within Woking.	The Environment Act 2021 will make the submission of a biodiversity gain plan mandatory from January 2024. This will set out how the development will achieve 10% BNG. Currently the council is drafting guidance to aid developers and officers with facilitating BNG in Woking.
Historic England	Has no specific comments. SPD largely beyond remit.	Comments are noted.
The Coal Authority	Has no specific comments. Woking Borough Council lies outside the defined coalfield.	Comments are noted.

Thameswey (Strategy comments)	Pleased that the importance of this community asset (i.e., Woking's Decentralised Energy Network) is recognised in both 'Woking Net Zero' and the Draft Climate Change Supplementary Planning Document.	Comments are noted.
Thameswey	ThamesWey supports adoption of the proposed Climate Change Supplementary Planning Document.	Comments are noted.
Sue Clements	Notes document is Woking-centric (i.e., town centre focused). Would like to see more charging points in Byfleet to service the large number of dwellings that do not have their own driveways. Parking is scarce in the village and petrol cars park in the designated EV spaces.	The SPD will apply to development across the Borough of Woking, not just the Town Centre. Note that the need for additional electric vehicle infrastructure is considered during the planning process in alignment with the requirements of policy within the core strategy. Please refer to the Parking Standards SPD Parking Standards Supplementary Planning Document - Woking 2027 for more guidance on the implementation of policy CS18 'Transport and accessibility'.
Sue Clements Page 35	Notes that standards will only apply to new development, and majority of the population live in 'aging' existing buildings which are not designed to cope with changing climates. Would be good if financial help was available on a sliding scale depending on means, and also a list of registered approved installers.	Please note that the SPD can only influence proposals within the remit of the planning system, and of which constitutes 'development'. The definition of what is classed as development is set out within Section 55 of the Town and County Planning Act 1990 (as amended). See here: https://www.legislation.gov.uk/ukpga/1990/8/section/55 Action Surrey provide advice to residents across the county on funding and methods to make your house greener, alongside details of their installer network. Please see the Action Surrey website here: https://www.actionsurrey.org/
Byfleet, West Byfleet and Pyrford Residents Association	Regarding the checklist in Appendix C- suggests adding an 'Explanatory Comments' column for developers to note the actions they intend to take.	Comments are noted and will be considered further.
Byfleet, West Byfleet and Pyrford Residents Association	Suggests a scaled Sustainable Construction Checklist be included to highlight the opportunity for climate mitigating technologies as part of planning approval for domestic house extensions and/or refurbishments.	Comments are noted and will be considered further.
Byfleet, West Byfleet and Pyrford Residents Association	In regard to increased pressure on sewage systems, should there be a requirement to carry out an assessment on any possible impact of any new development on the likelihood of overloading the sewage system. Recognises advocating for SuDS, but	Please note policy CS9 'Flooding and water management' currently outlines the requirement for development to prevent surface water run off (e.g., through minimising paved

	stresses that new development causes strain on local sewage infrastructure, and this should be considered at planning stage to prevent future sewage overloading.	areas, keeping drains clear, general maintenance). On-site solutions such as infiltration devices, filter strips should then be sought and only if these will not satisfactorily deal with the run-off should off-site solutions be considered (such as discharge into water courses). A Flood Risk Assessment will be required for development proposals within or adjacent to areas at risk of surface water flooding as identified in the strategic flood risk assessment (SFRA). Please note that following the review of the core strategy, the council will be looking to update the current SFRA.
Mary Tobin	SPD should be more consumable.	Comments are noted and will be considered further.
Mary Tobin	Enforceability needs to be clarified.	All proposals for development must pass through the planning system. Supplementary planning documents (SPDs) aid decision making and support the implementation of policies within the Core Strategy.
Mary Tobin	How far have other councils gone?	The SPD sets out how development should implement policies within the core strategy relating to climate change. Like most other councils Woking remains committed to tackling climate change within the borough, as demonstrated by the climate emergency declaration How we're tackling climate change Woking Borough Council . All councils will differ in how they face the challenges of climate change and so the council can only comment in relation to progress within Woking.
Surrey County Council	Notes that a smaller document might make it more accessible to domestic builders and householders. Suggests a short summary SPD setting out policies and aims. Then the detailed information being contained within a technical appendix. Alternatively, a checklist could be included that sets out adopted SPD requirements for applicants.	Comments are noted. Please note the SPD provides a summary of requirements (page 4 – 7) and the Appendix C (page 84 – 92) sets out a residential and non-residential checklist for applicants to complete and/or use towards a sustainable statement setting out how the proposed is in conformity with the core strategy.
Surrey County Council	Suggests an additional objective is added on climate change adaptation e.g., Objective 3: a resilient and climate adapted Borough by 2050.	Comments are noted and will be reviewed in the future.

Surrey County Council	Exec Summary: Notes that climate change resilience and adaptation are standalone sections/chapters. Suggests that adaptation is weaved throughout the entire document and is integrated into each of the sector responses.	Comments are noted and will be considered further.
Surrey County Council	Chp 3: Suggests that table 3.1 also sets out the highest category for operational carbon emissions.	Comments are noted and will be considered further.
	Chp 4: Recommends referencing the Climate Emergency Design Guide LETI .	Amendments have been made, see page 23.
Surrey County Council	Chp 4: In terms of buildings that don't meet required standards, recommends that document references offsets as outlined within CS22.	Details on complying with standards are set out on page 19.
Surrey County Council	Chp 4: ref to hydroelectricity – has micro-hydropower been considered as an option, as is widely considered a feasible approach for smaller rivers or water pipelines.	Comments are noted and will be reviewed in the future.
Surrey County Council	Chp 5: Notes that environmental briefing targets were exceeded dramatically at Hale End Court (box 5.5.) can any data be included on how the building performed in relation to heatwaves such as the heat impacts experienced in Summer of 2022.	Comments are noted. Unfortunately, this information is not immediately available to the council.
Surrey County Council	Chp 6: Paragraph 6.1.6 should refer to SCC's Healthy Streets for Surrey (surreycc.gov.uk) Design Code. Rather than London study.	Amendments have been made, see page 47.
Surrey County Council	Chp 7: notes box 7.1 outlines residential development to design for a minimum water efficiency of 110 litres/person/day. 105 litres/person/day would align with higher standard evidenced within the London Plan.	Amendments have been made, see page 60.
Surrey County Council	Chp 7: In ref to 'Resilience to Flood Risk' (pg55) suggests a ref to SCC design guidance Sustainable Drainage System Design Guidance - Surrey County Council (surreycc.gov.uk)	Amendments have been made, see page 56.
Surrey County Council	Chp 7: para 7.2.18 should include link to the climate change guidance updated in May 2022 Climate change allowances for peak rainfall in England (data.gov.uk)	Amendments have been made, see page 56.
Surrey County Council	Chp 7: In para 7.2.18 a historic water management appraisal of an area should be included as part of flood risk assessments and planning submissions i.e., to examine historic water management on a site, paleochannels and environmental evidence, to ascertain if there is historic water management or landscape factors on or nearby the site that is likely to be affected by a proposal.	Amendments have been made, see page 56.
Surrey County Council	Chp 7: In addition to mention of green and blue infrastructure in para 7.2.30 and 7.2.26, additional ref to SCC's guidance Green and blue infrastructure: best practice and case studies - Surrey County Council (surreycc.gov.uk) .	Amendments have been made, see page 65.

Surrey County Council	Chp 7: ref to LNRS in para 7.2.33 should extend to reference LNRS in Surrey and that development in Woking should take account of and look to align with and help deliver the nature recovery priorities identified in the forthcoming LNRS, which will be produced over the coming 18 months.	Amendments have been made, see page 64.
Surrey County Council	Chp 7: notes in ref to box 7.8 further specific reference could be made to the role of trees in encouraging more biodiversity into our urban areas, offsetting carbon emissions and providing a natural drainage feature. Additional reference to the urban greening section of the SCC Green and Blue Infrastructure Guide for details of the types of trees which should be encouraged.	Box 7.8 sets out requirements relating to policy CS7 and CS17. Reference to the Green and Blue Infrastructure Guide from SCC is made on page 65.
Surrey County Council	Chp 7: additional ref should be made to the need for sustainable transport infrastructure i.e., footpaths, cycle route, public transport nodes, cycle parking, and EV charging infrastructure, and, for all other buildings and developments to be designed/implemented so that users are able to manage different climate impacts, like heatwaves. Infrastructure needs to be resilient to climate impacts and risks-risk assessments need to be prioritised and undertaken.	Please see pages 45 – 49 and policy CS18. However, it is noted that this is a key consideration and will be considered further as the council develops a new local plan.
Surrey County Council	Appendix B- information/evidence from SCC's climate change risk and opportunities assessment can be included. Copy will be available on website soon.	Comments are noted.
Barratt David Wilson Homes	Chp 4: Highlight that the Future Homes Standards referenced in 1.1.7 are likely to have transitional arrangements that will mean that these new requirements are not met immediately.	Comments are noted. The council will review guidance once further details on the FHS are made available.
Barratt David Wilson Homes	Chp 4: Notes that planning policy should not attempt to implement requirements outside of planning i.e., building regulations. Would be useful if council could clarify whether further works might be requested above and beyond building regulations.	The draft SPD is intended to support the implementation of policies within the Core Strategy, particularly CS22 and CS23. As the council looks towards producing a new local plan, further consideration will be given to the weight current policy has, particularly in terms of enabling development to adapt and mitigate against the effects of climate change.
Barratt David Wilson Homes	Chp 4: notes that table 4.2 is not a comprehensive list of innovative renewable/low carbon technologies. Would welcome the inclusion of industry wide methods currently used by developers such as waste-water heat recovery (WWHR) systems. Would like a more precise definition of 'exceptionally high total energy consumption' to provide further clarity on standards anticipated.	Comments are noted and will be reviewed further.


Barratt David Wilson Homes	Chp 4: would suggest that, regarding the aims to create and maintain low carbon heat and the decentralised energy network, the DEN should be suggested as a preference and subject to viability.	Please see policy CS22 and CS23 for requirements of development.
Barratt David Wilson Homes	<p>Chp 5: suggests some amendments to the aims set out in box 5.1...</p> <ul style="list-style-type: none"> • ‘maximising’ passive solar gain will lead to overheating, contradicting with the Council’s point about ‘Design in measures to prevent excess solar gain’ and being in potential contrast with Part O of Building Regulations. Therefore, BDW suggest that the point should instead read as ‘Optimising the potential for passive gain’ rather than ‘Maximising’. • would suggest to the Council that a Site Waste Management Plan should be implemented as a condition on developments rather than as part of Planning Policy. 	<p>Comments are noted. Amendment made on page 37 in reference to solar gain.</p> <p>The SPD does not have authority to introduce nor remove planning policy. However, this can be considered as the council works towards a new local plan.</p>
Barratt David Wilson Homes	Chp 6: notes that grey water recycling is extremely complex and cost-prohibitive, for developers, future purchases and users. Knowledge and understanding around grey water recycling is limited and recommends that the Council aim to achieve a water consumption of 110/l per person, per day in replacement.	Please note the SPD acts as a material consideration. Refer to page 60 for details on water efficiency.
Surrey Wildlife Trust	Notes references to the Environment Act 2021 and mandatory net gains coming into force from November 2023 (April 2024 for minor sites). Recognising that the council has no formal policy within its core strategy relating. SWT supports Surrey Nature Partnership’s recommendation for local planning authorities to adopt a minimum of 20% biodiversity net gain policy, which is considered necessary for Surrey.	<p>The council is currently drafting additional guidance to enable the effective delivery of BNG from November. This will be published on the policy website ‘Woking 2027’ in advance of mandatory BNG implementation. Currently the Core Strategy sets out CS7 which requires development to contribute to the enhancement of existing biodiversity and geodiversity features and explore opportunities to create and manage new ones where it is appropriate.</p> <p>We recognise Surrey Nature Partnership’s recommendation of 20% BNG and given the expiry date of our local plan the council is currently reviewing this policy. However, please note that implementing a 20% BNG policy would require further evidence/viability studies and given the council’s financial position this is not currently considered feasible.</p>

Surrey Wildlife Trust	Consideration should be given to direct/indirect impacts on other protected sites within the Borough, including Ancient Woodland, Habitats of Principal Importance and locally protected Sites of Nature Conservation Importance.	Amendments made on page 64.
Surrey Wildlife Trust	Consider that it would be helpful to acknowledge BOAs (and urban BOAs) within the SPD as their realisation can be a key outcome of Nature Based Solutions, helping connect important GI across the borough. Note in particular that Green Corridors can also incorporate the priority habitat/Habitat of Principal Importance Hedgerows, which provide a number of benefits in their own right, which assist in climate change resilience.	Amendments made on page 65.
Surrey Wildlife Trust	In ref to NBS, the planting of street trees can also be a useful natural solution, providing it follows the principles of 'right tree, right place'. These can also help reduce flood risk.	Amendments made on page 57.
Surrey Wildlife Trust	The draft document also states that, with regard to flooding, designing development should also take account of the use of impermeable materials. Recommends the 'for example' list is extended to include to the use of artificial lawns as these have been shown to increase the risk of flooding through water runoff, whereas living lawns absorb almost all rainfall.	Amendments made on page 55.
Surrey Wildlife Trust	With regard to the use materials used to reduce heat within buildings, films on glass are recommended within the document to reduce shading. Recommend bird-friendly glass film is referenced as this allows birds to see windows which they might ordinarily not see and therefore fly into.	Amendments made, please see page 53.
Surrey Wildlife Trust	Also important to ensure that all Green/Blue infrastructure features are managed and maintained for the long-term to ensure benefits for nature and ensure continued climate change resilience across the borough and wider landscape.	Amendments made, please see page 64.
Natural England	NE suggest 4 specific actions to include in the SPD: <ol style="list-style-type: none"> 1. Set an ambitious climate-specific targets within the Policy for reducing greenhouse gas emissions that can be monitored over the Plan period, in line with the national commitment to achieving the national statutory target of net zero emissions by 2050; 2. Identify opportunities to increase tree and woodland cover consistent with the UK target. Wherever possible, this should provide multi-functional 	These points will be considered further as the council works toward producing a new local plan.

	<p>benefits. Planting on peatlands and other open priority habitats must be avoided.</p> <p>3. Identify areas where nature-based solutions can provide benefits to people whilst reducing climate change vulnerability in the natural environment.</p> <p>4. Identify habitats and protected sites that are particularly vulnerable to the impacts of climate change and consider how the planning system can work to reduce these vulnerabilities.</p>	
Natural England	Advise that actions are integrated into a strategic approach alongside green infrastructure, health and wellbeing, biodiversity net gain, natural flood management, air and water quality in order to deliver multifunctional benefits to people and wildlife.	Comments are noted. The council utilises various strategic documents to deliver multifunctional benefits to Woking. Please refer to the review of the core strategy which addresses this and which was approved at Council on the 12 th October: Agenda for Council on Thursday, 12th October, 2023, 7.00 pm (woking.gov.uk)
Natural England	SPD should ensure sustainable development can be achieved across the plan period. Targets should be set that can be monitored over the period to demonstrate effectiveness of the policy in addressing climate change.	Comments are noted. The Annual Monitoring Report (AMR) sets out outcomes relating to policies within the Core Strategy.
Mike Kerslake	Language in the SPD speaks in terms of “be encouraged to” is inadequate. Mandatory requirements must be introduced to have any chance of hitting climate change targets.	Supplementary planning documents are intended to support the implementation of policies within the Core Strategy and cannot enforce requirements unless supported. In addition, SPDs help decision makers and developers assess the suitability of proposals for development in Woking.
Mike Kerslake	Housing- measures described don’t appear to have quantified estimates of carbon impact. A priority should be alignment to the recommendations of the Parliamentary Environmental Audit Committee.	Comments are noted.
Mike Kerslake	Is data available on occupancy of the existing housing stock? Increasing the occupancy of existing housing would reduce the energy consumption per person and minimise the need for new build, which has a high carbon footprint.	Please note there are several issues which factor into ensuring the existing housing stock can reduce energy consumption, but it is noted that promoting occupancy of existing buildings is a consideration i.e., this feeds into the reasoning for retrofitting/redevelopment, whereby existing buildings are

		made more sustainable, flexible and desirable places to live for future occupants.
Mike Kerlake	Environmental impact assessment of new builds should factor GHG emissions associated with the construction phase, and offset against these GHG emissions within the first 10 years of use.	Comments are noted.
Mike Kerlake	Disappointing that paragraph 5.2.12 of the SPD doesn't mandate the submission of a Whole Life Carbon Assessment.	Comments are noted. There is opportunity to explore this further before the current local plan expires in 2027.
Mike Kerlake	They are concerned that either the WBC is granting permission for garden conversions to parking without considering the negative consequences or that there is little to no enforcement to prevent this. They also state that there needs to be more enforcement against nuisance parking, suggesting it should be made illegal like in London.	Planning permission is usually required to install a dropped kerb i.e., convert front gardens into on-drive parking. It is up to the discretion of the assigned planning officer and Surrey County Council (as local highways authority) to assess the suitability of proposals. See here for more info: https://www.woking.gov.uk/planning-and-building-control/planning/do-i-need-planning-permission/dropped-kerbs-and-vehicle
Mike Kerlake	Emphasis on walking, cycling and public transport is of very high importance.	Comment are noted. The SPD provides supporting guidance and encourages development to implement modes of sustainable transport.
Mike Kerlake	Discouraging car use, particularly for short trips, will have numerous benefits i.e., less GHG emissions, improved air quality, less traffic congestion, improved road safety, more road space for micromobility modes, and will reduce space demands for parking in residential and destination sites.	Comment are noted. The SPD provides supporting guidance and encourages development to implement modes of sustainable transport.
Mike Kerlake	Electric scooters are an attractive local mobility choice but there are legal and safety concerns regarding their use. It is hoped the government will introduce legislation to facilitate wider use- could Woking look into initiating trials where some usage is permitted? Woking already has a reasonable network of pedestrian and cycle paths that are segregated from road traffic. Can these be promoted as suitable for electric scooters? Expansion of the network would encourage greater use.	The feasibility of promoting usage of electric scooters is currently out of the SPD's remit. However, note this topic area can be revisited once the legal and safety implications of electric scooters have been fully addressed by government.

Appendix (c). Released consultation details (e.g., press releases, website content, letters send to consultees).



Search this site ... Search

[My account](#) [Planning application search](#) [Council meetings](#)

[Home](#) > [One planet, two consultations, six weeks to have your say](#)

One planet, two consultations, six weeks to have your say

Date: Thursday, 18 May, 2023

Residents and stakeholders are being asked to read and comment on two important climate change documents that will help Woking on its journey to net zero.

Woking Borough Council has published two draft strategies, which together, propose a vision of a sustainable borough with net zero carbon emissions, that supports growth and clean development, whilst boosting resilience to the changing climate.

The council is seeking views on its draft Climate Change Supplementary Planning Document (SPD) and 'Woking Net Zero' Climate Change Strategy, which were first adopted in 2013 and 2015 respectively. These updated drafts reflect changes in government legislation, targets and best practice. They also reaffirm Woking's commitment to tackling climate change, which is a key priority for the council.

Residents and stakeholders have six weeks (from 18 May to 30 June 2023), to read documents and feed back their views. They can also have their say in person at a number of upcoming roadshow events throughout May and June.

Cllr Peter Graves, Woking Borough Council's Portfolio Holder for Greener Woking, said: "Most of us have heard the phrase "think global, act local", well for people living, working and doing business in the borough, this is your chance.

"We all have a carbon footprint and no one is immune to the effects of climate change so it's vitally important we all make the journey to net zero together.

"The two documents we're seeking views on build on our legacy of local climate action, which began in 2002, more than twenty years ago. Much has been achieved since then and I'm enormously grateful for the continued support of partners such as Woking Environment Action (WEAct), Action Surrey, Surrey Wildlife Trust and Horsell Common Preservation Society.

"But to enable us to do more, and reach our net-zero targets, we need to rally the support of the community. That starts with a shared vision and an agreed set of actions that everyone can get on board with, so please read our draft strategies, have your say and let us know if there's anything else we should or could be doing collectively."


Residents and stakeholders can read the draft strategies and have their say online via the [council's online community forum](#).

To share their views in person, residents and stakeholders can attend any of the following drop-in sessions:

- Moorcroft Centre for the Community (GU22 9LY), 25 May, 9am to 12 noon.
- The Vyne Centre for the Community (GU21 2SP), 5 June, 9.30am to 11.30am.
- Wolsey Place (outside Sainsbury's), 7 June, 11am to 2pm.
- Parkview Centre for the Community (GU21 5NZ), 12 June, 12 noon to 2.30pm.
- St Mary's Centre for the Community (KT14 7LZ), 15 June, 9.30am to 11.30am.

Hard copies of the strategies are available in each of the borough's four libraries and written feedback can be emailed or posted to the addresses provided in the strategy documents.

On Tuesday 13 June, at 7pm, the council is hosting a virtual panel discussion with presentations from a number of guest speakers and an audience Q&A. [Register online](#) (Eventbrite).



Search this site ... Search

[My account](#) [Planning application search](#) [Council meetings](#)

[Home](#) > [Consultations to set path towards net zero](#)

Consultations to set path towards net zero

Date: Monday, 20 March, 2023

Residents and key stakeholders will have the opportunity to contribute towards Woking's vision for a sustainable borough with net zero carbon emissions that supports growth and clean development, whilst boosting resilience to the changing climate.

Climate change strategy

The current climate change strategy, known as Woking 2050 and adopted in 2015, sets out a vision guiding our collective efforts to create a sustainable borough by reducing our environmental impact.

To ensure that the strategy remains relevant, council officers have carefully reviewed and updated the document to reflect the latest good practice, government policies and targets.

The draft strategy suggests nine key themes each giving guidance on how the local authority, residents, businesses and other organisations can play their part to achieve our shared environmental goals.

Climate Change Supplementary Planning Document (SPD)

The Climate Change SPD, adopted in 2013, sets out how future development should contribute toward reducing carbon emissions and making efficient use of local resources, such as water and energy. It provides detail on how policies within Woking's Core Strategy apply to day-to-day planning decisions.

Since 2013 there have been significant changes to the planning system, particularly around sustainable construction and renewable and low carbon energy generation.

The revised SPD will bring together these changes, as well as the most recent building practices and promote the use of sustainable technologies, whilst encouraging developers to go beyond minimum national standards.

Speaking ahead of Thursday's (23 March 2023) Executive meeting where these consultations will be recommended to progress, Cllr Peter Graves, Woking Borough Council's Portfolio Holder for Greener Woking, said: "Woking has long been committed to protecting the environment, with our first climate change strategy adopted in 2002.

"We have achieved a lot since then and much has been made possible through working together. To enable us to do more and reach our net-zero targets across the Council's estate and the wider borough, it is critical that both documents are reviewed and consulted upon in parallel.

"By seeking the views of residents and key stakeholders we can provide a clear path that we can all follow and identify the actions we can take to tackle climate change."

Consultation

Resident and stakeholder feedback will not only help shape and inform the final strategy but will also provide an opportunity for public engagement and further raise awareness of the need for us all to play our part in local climate action.

The two six-week consultations will run together and be hosted on the Woking Community Forum. The consultations will commence following May's local election.

→ [Read the Executive meeting papers](#)

→ [Watch the Executive meeting from 7pm, Thursday 23 March 2023](#)

[View all news items](#)



SEARCH

- ASK A QUESTION
- COMMENT ON IT
- GLOSSARY
- PROPOSALS MAP
- USEFUL LINKS

SUPPLEMENTARY PLANNING DOCUMENTS AND GUIDANCE > CLIMATE CHANGE

Development Plan for Woking

Site Allocations DPD

Supplementary Planning Documents and Guidance

Statement of Community Involvement

Local Development Scheme

Community Infrastructure Levy

Research and Evidence Base

Neighbourhood Planning

Registers

Archived planning policy documents

Climate Change

Climate Change Supplementary Planning Document

The Climate Change SPD was adopted by the Council on 5 December 2013, and is a material consideration in the determination of planning applications. It provides detailed guidance for the application of Policies CS22 'Sustainable construction' and CS23 'Renewable and low carbon energy generation' of the Core Strategy. It explains what developers need to do to meet the requirements of policies within the Development Plan for Woking. It is therefore an important document to help deliver the spatial vision and objectives of the Core Strategy, particularly in terms of leading the way in high quality sustainable development that minimises the adverse impacts of climate change.

To view the 2013 Climate Change SPD see [here](#)

Draft Climate Change SPD

Following significant changes to planning policy since 2013, Woking Borough Council have revised the Climate Change SPD. The revised SPD sets out the updates to national and local targets regarding net zero ambitions and uplifts in building efficiency standards, as enacted by the changes to Building Regulation in June 2022. It is expected that all development complies with national standards and considers achieving beyond them to implement net zero development wherever it is considered viable.

Public consultation on the SPD will occur **between 18th May - 30th June 2023**. You can view the draft Climate Change SPD by:

- Downloading an electronic copy of the document [here](#); or
- Requesting a paper copy of the document (subject to a charge) by emailing: planning.policy@woking.gov.uk

Written responses to the draft SPD will be accepted by email or post:

- Email your response to the Planning Policy team at: planning.policy@woking.gov.uk
- Post your response to 'The Planning Policy Team, Woking Borough Council, Civic Offices, Gloucester Square, Woking, Surrey, GU21 6YL'

Please note that the Climate Neutral Development Checklist has been updated in response to the draft SPD. To view the updated checklist please see [here](#). The checklist is designed to aid applicants in meeting policy requirements and should be submitted alongside a statement which sets out the sustainable design and construction measures to be implemented within the development, including the use of any low/zero carbon technologies. For new residential development, the statement should also set out how the water and energy efficiency standards set out in the revised SPD will be met.

If you have any questions on the draft Climate Change SPD please do not hesitate to contact a member of the Planning Policy Team on 01483 743871, or at planning.policy@woking.gov.uk.

This consultation is running in parallel with release of the new Climate Change Strategy. Please see <https://communityforum.woking.gov.uk/hub-page/netzero> for more information on the wider Climate Change consultation and Woking's net zero ambitions.

THIS SECTION

More in Climate Change

- [Draft Climate Change SPD \(2023\)](#)
- [Draft Climate Neutral Development Checklist](#)
- [Climate Change SPD](#)
- [Consultation Statement](#)
- [Climate Change SPD Adoption Statement](#)
- [Climate Change SPD Strategic Environmental Assessment Screening Statement](#)

Also in Supplementary Planning Documents and Guidance

- [Self-Build and Custom Housebuilding Guidance Note](#)
- [Parking Standards SPD](#)
- [Parking Standards Supplementary Planning Document](#)
- [Affordable Housing Delivery Supplementary Planning Document](#)
- [Design Supplementary Planning Document](#)
- [Hot Food Takeaway SPD](#)
- [Thames Basin Heaths Special Protection Areas Avoidance Strategy](#)
- [Housing Density](#)
- [Plot Subdivision](#)
- [Urban Areas of Special Residential Character](#)
- [Residential Boundary Treatment](#)
- [House Extensions](#)
- [High Density Housing Development](#)
- [Light Pollution](#)
- [Heritage of Woking](#)
- [Mount Hermon Conservation Area](#)
- [Old Woking Conservation Area](#)
- [Ashwood Road Conservation Area](#)
- [Horsell Conservation Area](#)
- [Byfleet Corner Conservation Area](#)
- [Pond Road Conservation](#)

HAVE YOUR SAY: CLIMATE CHANGE SUPPLEMENTARY PLANNING DOCUMENT (SPD) CONSULTATION

May 18, 2023

At Home | Sustainable Transport | The Great Outdoors | Urban



Planning policy has a key role to play in the development of new homes, buildings and how residents of the future will live. First adopted in December 2013, the Climate Change SPD is under review. Incorporating the latest national guidance, the SPD will continue to support and strengthen the Council's climate change agenda covering themes such as low carbon energy and resilience and adaptation issues such as overheating and flood risk.

We'd love to hear your views to help shape and inform the final SPD.

[View the online consultation.](#)



Civic Offices
Gloucester Square
Woking
Surrey GU21 6YL

Telephone (01483) 755855
Facsimile (01483) 788746
DX 2931 WOKING
Email wokbc@woking.gov.uk
Website www.woking.gov.uk

18 May 2023

Dear Sir or Madam,

Woking Borough Council is publishing a **draft Climate Change Strategy and a draft Climate Change Supplementary Planning Document (SPD)** for public consultation between **18 May and 30 June 2023**.

The Climate Change SPD sets out how future development should contribute toward reducing carbon emissions and making efficient use of local resources, such as water and energy. Detail is provided on how policies within Woking's Core Strategy, particularly CS22 and CS23, apply to day-to-day planning decisions.

Since the Climate Change SPD was first adopted in 2013, there have been significant changes to the planning system, particularly around sustainable construction and renewable/low carbon energy generation. The revised SPD brings together these changes, as well as updates to building practices and use of sustainable technologies, whilst encouraging developers to go beyond minimum national standards.

The new Climate Change Strategy – Woking Net Zero – will replace the Woking 2050 strategy adopted in 2015. To ensure the strategy remains relevant Council officers have carefully reviewed and updated the document to reflect policy changes, new environmental targets and best practice. The draft strategy sets out our climate ambitions across nine key themes including energy, waste, transport and the natural environment. Each theme gives guidance on how the local authority, residents, businesses and stakeholders can play their part to achieve our shared environmental goals.

We would like to hear your views on the draft Climate Change Strategy and Climate Change SPD.

**FOR ATTENTION:
LOCAL PLAN MAILING LIST REVIEW**

We are trying to reduce postage costs wherever possible and encourage digital options for communication.

Bearing this in mind, if there is a reason why you still wish to receive Local Plan information by **post**, please contact us by telephone on **01483 743871** or by letter to the address at the top of this letter, stating your name and contact details.

If you would be happy to receive Local Plan information by **email** instead, please let us know at the details above or by writing to **planning.policy@woking.gov.uk**.

If we do not hear from you by **Friday 30th June 2023** we will take this as confirmation that you are happy for your postal address to be **removed** from our mailing list.

Please remember that you can contact us by any of the methods above at any time, to have your details added, corrected or reinstated onto our mailing list.

Before telling us your views it's important that you read and understand all the information available so you can give us your informed response. There are various ways you can find detailed information about the Strategy and SPD and provide your feedback:

Visit www.communityforum.woking.gov.uk for 'Active consultations' where you'll find:

- Woking's ambitions to meet net zero
- a copy of the draft Climate Change Strategy
- a copy of the draft SPD
- details on where to submit your comments.

Alternatively, you can access the draft SPD directly via WBC's planning policy website 'Woking 2027' at www.woking2027.info/supplementary/climatechangespd

Over the course of the six-week consultation there are events happening which will provide members of the public with the opportunity to ask council officers questions about the emerging draft Climate Change Strategy and SPD. For more information please visit: www.communityforum.woking.gov.uk

Hard copies of the draft documents are available for inspection at the following venues:

- Woking, Byfleet, West Byfleet and Knaphill libraries. Please visit: www.surreycc.gov.uk/libraries for library addresses and opening times.
- Woking Borough Council, Civic Offices, Gloucester Square, Woking, GU21 6YL. Monday to Friday, 9am to 4.45pm.

To give us your response to the Strategy:

- Use the online survey at www.communityforum.woking.gov.uk

To give us your response to the SPD:

- Submit a written representation via email to Planning.Policy@woking.gov.uk
- Post your response to Planning Policy, Woking Borough Council, Civic Offices, Gloucester Square, Woking, Surrey, GU21 6YL.

The consultation will close after six-weeks, so all responses to the SPD will need to be received by **the end of Friday 30th June 2023**.

Please be aware that all comments relating to the SPD consultation will be made publicly available and identifiable by name and organisation. Any other personal information provided will be processed by Woking Borough Council in line with the Data Protection Act 1998.

If you have any questions on any of the documents or wish to be removed from or update your details on the Planning Policy contact list, please do not hesitate to contact the Planning Policy Team on **01483 743871** or email us at planning.policy@woking.gov.uk.

Yours sincerely,

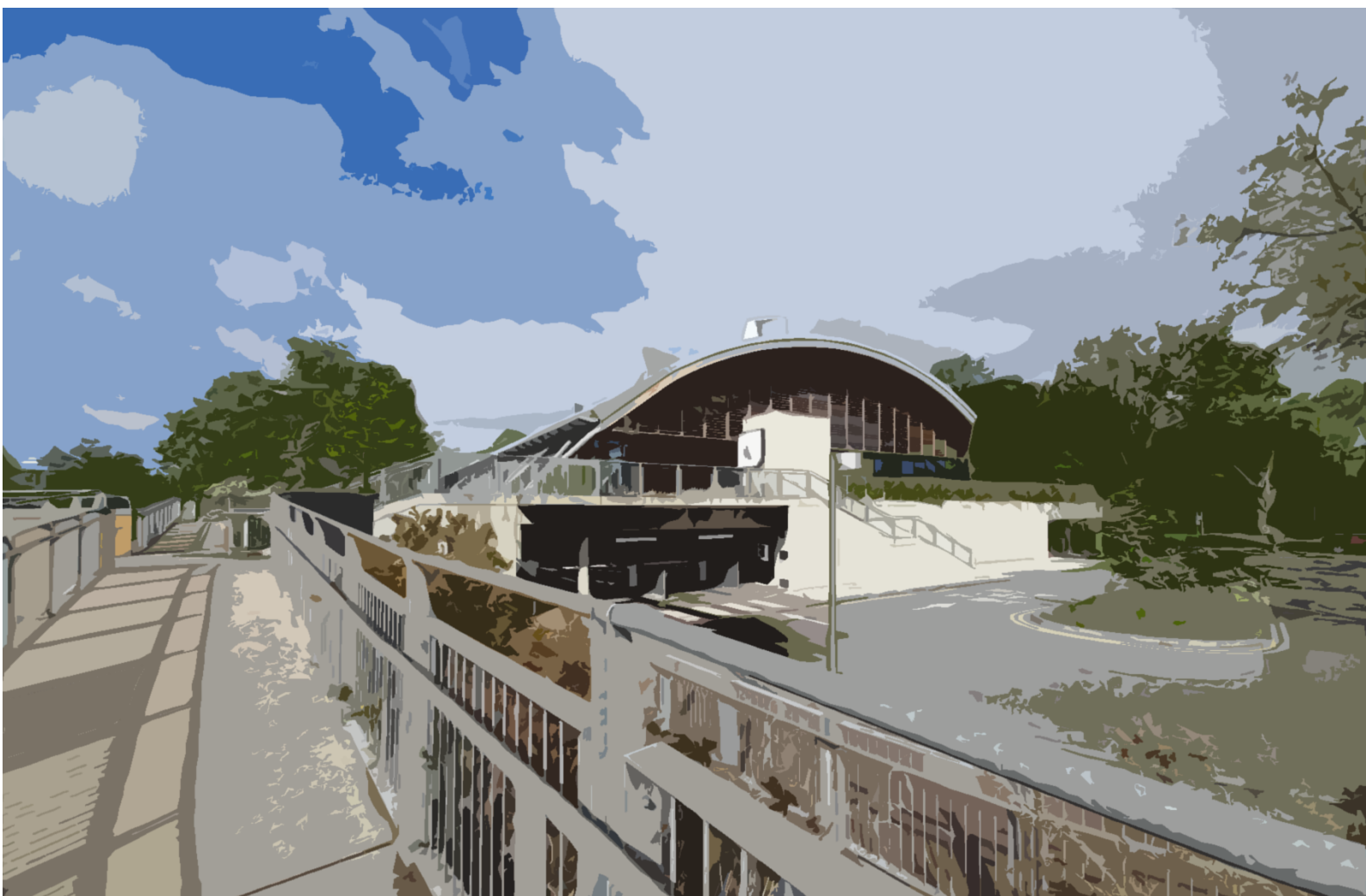
The Planning Policy and Green Infrastructure Teams



Woking Borough Council

Climate Change

Supplementary Planning Document (SPD)



Report for

Jade Bowes
Planning Policy Officer
Woking Borough Council

Main contributors

Hannah Cooper
Poppy Prentice
Gareth Oakley
Christine Wissink

Issued by

.....
Hannah Cooper

Approved by

.....
Christine Wissink

WSP Environment & Infrastructure Solutions UK Limited

13rd Floor

11 Westferry Circus

Canary Wharf

London E14 4HD

United Kingdom

Tel +44 (0)20 3215 1610

Doc Ref. 853240-WSPE-RP-CC-00001_P01.02

Draft report disclaimer

This report has been prepared in a working draft form and has not been finalised or formally reviewed by WSP. As such it should be taken as an indication only of the material and conclusions that will form the final report. Any calculations or findings presented here may be changed or altered and should not be taken to reflect WSP's opinions or conclusions.

Copyright and non-disclosure notice

The contents and layout of this report are subject to copyright owned by WSP (© WSP Environment & Infrastructure Solutions UK Limited 2023) save to the extent that copyright has been legally assigned by us to another party or is used by WSP under licence. To the extent that we own the copyright in this report, it may not be copied or used without our prior written agreement for any purpose other than the purpose indicated in this report. The methodology (if any) contained in this report is provided to you in confidence and must not be disclosed or copied to third parties without the prior written agreement of WSP. Disclosure of that information may constitute an actionable breach of confidence or may otherwise prejudice our commercial interests. Any third party who obtains access to this report by any means will, in any event, be subject to the Third Party Disclaimer set out below.

Third party disclaimer

Any disclosure of this report to a third party is subject to this disclaimer. The report was prepared by WSP at the instruction of, and for use by, our client named on the front of the report. It does not in any way constitute advice to any third party who is able to access it by any means. WSP excludes to the fullest extent lawfully permitted all liability whatsoever for any loss or damage howsoever arising from reliance on the contents of this report. We do not however exclude our liability (if any) for personal injury or death resulting from our negligence, for fraud or any other matter in relation to which we cannot legally exclude liability.

Management systems

This document has been produced by WSP Environment & Infrastructure Solutions UK Limited in full compliance with our management systems, which have been certified to ISO 9001, ISO 14001 and ISO 45001 by Lloyd's Register.

Document revisions

No.	Details	Date
0	Draft for internal review	12/12/2022
1	Draft for client comment	04/01/2023
2	Revised draft	25/01/2023
3	Handover draft to WBC	21/02/2023
4	Public consultation	18/05/2023

Executive Summary

Climate change is regarded as one of the most significant threats of our times and increasing focus is being paid to mitigating and adapting for the future. Actions on climate change are being taken at all levels of the planning system, from international agreements and national targets to local planning commitments and strategies for individual developments.

This Climate Change Supplementary Planning Document (SPD), updates and builds upon the previous 2013 Climate Change SPD, reflecting changes in national or local policy and objectives, ensuring sustainable outcomes through the planning system.

Woking Borough Council declared a 'climate and ecological emergency' in 2019 and adopted a Climate Emergency Action Plan (CEAP) in 2020 which set out a range of priority actions, including the need to update local guidance to reflect how development can be adapted to encourage the adoption of low or zero carbon technologies.

It is important to recognise that while the Council is committed toward achieving net-zero, for the purposes of planning policy guidance and ensuring development remains viable, development should endeavour to achieve carbon neutrality as supported under Policy CS22 of the Core Strategy. This SPD details technologies that are considered 'best practice' and proposals which go beyond energy efficiency standards are encouraged. To clarify net-zero means no GHG (greenhouse gas) emissions are released, whereas carbon neutrality means GHG emissions that are released are then offset elsewhere to maintain a balance of both released and eliminated gases.

The way in which we shape new and existing communities in the Borough can make a significant contribution to tackling climate change, both by building resilience to its impacts and by reducing carbon emissions. Spatial planning plays a key role in mitigating and adapting to climate change through decision-making on the location, scale, mix and character of development. Therefore, it is imperative that new housing and developments brought forward meet and exceed performance requirements of the Core Strategy, utilising the guidance in this SPD, to ensure further buildings are not 'locked in' and require costly retrofitting in the future. This SPD sets out the specific detail and information required by the Council to determine whether development proposals align with local needs whilst addressing the challenges of a changing climate.

The following two pages summarise the recommendations for both residential and non-residential buildings, illustrating the key measures for addressing climate change. **Sections 4 to 7** provide the detailed guidance relevant to Woking Borough Council's climate change policies.

Residential Development

Carbon and Sustainable Energy



Apply the energy hierarchy to any new development, adopting a ‘fabric first’ approach (see **Table 4.1**).



Developments are encouraged to exceed minimum local planning policy and Building Regulations Part L requirements.



Sources of renewable / LZC power should be considered. Review design issues and planning requirements associated with these technologies.



Consider opportunities and constraints associated with stand-alone sustainable energy generation – see **Table 4.3**.



All new buildings should utilise low carbon heat for heating and hot water.



Connect to Woking Town Centre DEN if within proximity (see **Figure 4.2**)

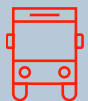
Sustainable Transport



Designs should prioritise walking, cycling and public transport. Provide strong links to existing footpaths, cycle routes and public transport nodes.



Secure and covered cycle parking should be located close to a property, with appropriate provision provided based on occupancy



Certain developments (major development or highly disruptive to transport) will be required to conduct Transport Assessments and provide Travel Plans to manage travel needs sustainably (see **Box 6.2**).



Provision of car parking should be consistent with cutting emissions, including through providing for EV charging infrastructure.



Meet the minimum requirements for the provision of EV charge points in accordance with the current Building Regulations Part S (see **Table 6.2**)

Residential Development

Design, Materials and Waste



To maximise passive solar gain, buildings should be oriented with the longest façade being south facing (+/- 30°) – see **Figure 5.1**. Good integrated design will also avoid summertime overheating.



Glazing-to-wall ratio on each façade is a key feature of energy efficient design.



Reduce the amount of resources used and the waste produced. Use recycled, re-used and / or local, sustainably sourced materials.



The selection of materials should be informed by the scale of embodied carbon associated with their production.



Provide high-quality waste facilities. Part H6 of the Building Regulations sets minimum requirements in relation to provision for solid waste storage.



Applications for large scale development should be accompanied by a Site Waste Management Plan (SWMP).

Climate Change Resilience and Adaptation



Overheating assessment to design for future climate, employing principles of the natural cooling measures (see **Table 7.1**) in order to future-proof the development



Designing development to be resilient to flood risk including allowances for climate change.



Use of SuDS in development to integrate GBI and design for allowances for climate change, utilising the principles within **Table 7.1**.



Design for a minimum water efficiency of 110 l/p/d, aiming to exceed this, utilising the principles of the water hierarchy (see **Figure 7.2**).



Integrate GBI into development, utilising nature-based solutions to achieve multiple benefits.

Non-residential Development

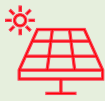
Carbon and Sustainable Energy



Apply the energy hierarchy to any new development, adopting a 'fabric first' approach (see **Table 4.1**).



Developments are encouraged to exceed minimum local planning policy and Building Regulations Part L requirements. For developments with high energy consumption – include three credits from BREEAM Ene04.



Sources of renewable / LZC power should be considered. Early-stage review design issues and planning requirements associated with these technologies.



Consider opportunities and constraints associated with stand-alone sustainable energy generation – see **Table 4.3**.



All new buildings should utilise low carbon heat for heating and hot water.



Connect to Woking Town Centre DEN if within proximity (see **Figure 4.2**).

Sustainable Transport



Designs should prioritise walking, cycling and public transport. Provide strong links to existing footpaths, cycle routes and public transport nodes.



Secure and covered cycle parking should be located close to a property, with appropriate provision provided based on occupancy



Certain developments (major development or highly disruptive to transport) will be required to conduct Transport Assessments and provide Travel Plans to manage travel needs sustainably (see **Box 6.2**).



Provision of car parking should be consistent with cutting emissions, including through providing for EV charging infrastructure.



Meet the minimum requirements for the provision of EV charge points in accordance with the current Building Regulations Part S (see **Table 6.2**)

Non-residential Development

Design, Materials and Waste



To maximise passive solar gain, buildings should be oriented with the longest façade being south facing (+/- 30°) – see **Figure 5.1**. Good integrated design will also avoid summertime overheating.



Glazing-to-wall ratio on each façade is a key feature of energy efficient design.



Reduce the amount of resources used and the waste produced. Use recycled, re-used and / or local, sustainably sourced materials. Achieve credits from the waste and materials elements of BREEAM.



The selection of materials should be informed by the scale of embodied carbon associated with their production.



Provide high-quality waste facilities. Part H6 of the Building Regulations sets minimum requirements in relation to provision for solid waste storage.



Applications for large scale development should be accompanied by a SWMP. Some projects will require SWMPs to comply with BREEAM standards.

Climate Change Resilience and Adaptation



Thermal modelling incorporating climate change projections, incorporating the principles of natural ventilation where possible (see **Table 7.1**).



Designing for durability to climate change impacts such as heat deterioration and driving rain, including designing for ease of maintenance.



Designing development to be resilient to flood risk including allowances for climate change.



Use of SuDS in development to integrate GBI and design for allowances for climate change, utilising the principles within **Table 7.2**.



Design for a minimum of 40% reduction in water consumption compared to a baseline building (see BREEAM methodology) whilst aiming to exceed this, utilising the principles of the water hierarchy (see **Figure 7.2**).



Integrate GBI into development, utilising nature-based solutions to achieve multiple benefits.

Contents

1.	Introduction	12
1.1	Purpose	12
1.2	How to use this Document	12
1.3	Sustainability Appraisal	14
2.	Legislative and Policy Context	15
2.1	Overview	15
2.2	Borough Context	15
3.	Sustainability Through Standards	17
3.1	Building Regulations	17
3.2	BREEAM	17
3.3	Complying with the Standards	19
4.	Carbon and Sustainable Energy	21
4.2	Energy Efficiency	22
4.3	Renewable or Low Carbon Energy	25
4.4	Stand-alone Sustainable Energy Generation	28
4.5	Low Carbon Heat and Decentralised Energy Networks	32
5.	Design, Materials and Waste	37
5.1	Design and Layout	37
5.2	Waste	38
6.	Sustainable Transport	45
6.1	Prioritising Walking, Cycling and Public Transport	45
6.2	Electric Vehicle Charging Points	47
7.	Climate Change Resilience and Adaptation	50
7.1	Introduction	50
7.2	Adaptation Through Design	51
8.	Glossary	71
Appendix A	Further Legislative and Policy Context	76
Appendix B	Future Climate Change in Woking	79
Appendix C	Sustainable Construction Checklists (Residential/Non-Residential)	84

Table 1.1	Core Strategy – Relevant Policies
Table 3.1	Minimum Requirements for BREEAM ‘Very Good’
Table 4.1	Energy Hierarchy
Table 4.2	Renewable and LZC Technologies
Table 4.3	Renewable Energy Generation – Opportunities and Constraints
Table 5.1	Waste Hierarchy
Table 6.1	Surrey LTP4 Policy Areas
Table 6.2	Building Regulations – Part S EV Charging Summary

Box 4.1	Aims – Energy Efficiency
Box 4.2	Case Study – Former Military Properties, Brookwood, Woking
Figure 4.1	Residential Energy Efficiency
Figure 4.2	Woking Energy Network
Figure 4.3	Woking Park Decentralised Energy Network and District Heat Zone
Box 4.3	Aims – Renewable or Low Carbon Energy
Box 4.4	Core Strategy – Renewable and Low Carbon Energy Policies
Box 4.5	Aims – Stand-alone Sustainable Energy Generation
Box 4.6	Aims – Low Carbon Heat and Decentralised Energy Networks
Box 4.7	Case Study – Skanska Hollywood House, Woking Town Centre
Figure 4.4	Sheerwater District Heat Zone as at Feb 2021
Box 5.1	Aims – Design and Layout
Box 5.2	Core Strategy – Design and Layout Policies
Figure 5.1	Optimum Solar Orientation
Box 5.4	Aims – Materials and Waste
Box 5.5	Core Strategy – Waste Policies
Box 5.6	Case Study – Hale End Court, Woking
Box 5.7	Case Study – Wembley Park Waste Management
Box 6.1	Aims – Sustainable Transport
Figure 6.1	Sustainable Transport Hierarchy
Box 6.2	Core Strategy – Sustainable Transport Policies
Box 7.1	Aims – Climate Change Resilience and Adaptation
Figure 7.1	Brise Soleil, Chobham Road, Woking Town Centre
Figure 7.2	Rainwater Garden, Chertsey Road
Figure 7.3	Systems mapping of the GBI role in the urban system resulting in socio-economic benefits, adapted
Figure 7.4	Application of SuDS in different environments
Box 7.2	Case Study – Moor’s Nook, Retirement Village, Woking
Box 7.3	Core Strategy – Flood Risk Policies
Box 7.4	Core Strategy – Water Efficiency
Box 7.6	Case Study – WWF Building, Woking Town Centre
Box 7.8	Core Strategy Policies – Green and Blue Infrastructure Policies
Box 7.10	Case Study – Dukes Court, Woking Town Centre
Box 7.11	Case Study – Case Study: Hoe Valley Regeneration
Box 8.1	Current climate – Wisley Climate Station
Box 8.2	UKCP18 Future climate – Summer temperature change

Acronyms and Abbreviations

Acronym	Definition
BEIS	Department for Business, Energy and Industrial Strategy
BNG	Biodiversity Net Gain
BRE	Building Research Establishment
BREEAM	Building Research Establishment Environmental Assessment Method
CCRA	Climate Change Risk Assessment
CEAP	Climate Emergency Action Plan
CfSH	Code for Sustainable Homes
CHP	Combined heat and power
CIBSE	Chartered Institution of Building Services Engineers
CLT	Cross laminated timber
CO ₂	Carbon dioxide
DEN	Decentralised Energy Network
DER	Dwelling Emissions Rate
DPD	Development Plan Document
EIA	Environmental Impact Assessment
EPC	Energy Performance Certificate
EPD	Environmental Product Declaration
EV	Electric vehicle
FRA	Flood Risk Assessment
GBI	Green and Blue Infrastructure
GDPO	General Permitted Development Order
GHG	Greenhouse Gas
GWR	Greywater Recycling

Acronym	Definition
IPCC	Intergovernmental Panel on Climate Change
LDF	Local Development Framework
LNRS	Local Nature Recovery Strategies
LZC	Low and Zero Carbon
NBS	Nature Based Solutions
NDO	Neighbourhood Development Order
NDP	Neighbourhood Development Plan
NPPF	National Planning Policy Framework
PD	Permitted Development
PPG	Planning Practice Guidance
PV	Photovoltaic
RCP	Representative Concentration Pathway
RWH	Rainwater Harvesting
SFRA	Strategic Flood Risk Assessment
SPA	Special Protection Area
SPD	Supplementary Planning Document
SUDS	Sustainable Drainage Systems
SWMP	Site Waste Management Plan
TER	Target Emissions Rate
UNFCCC	United Nations Framework Convention on Climate Change

1. Introduction

1.1 Purpose

- 1.1.1 The Woking Local Development Framework (LDF) Core Strategy, adopted in October 2012, sets out the overall strategic vision for the spatial planning and management of development in the Borough up to 2027. It describes a strategic vision for the Council in which sustainability is embedded in aspects of design, sustainable construction as well as renewable and low carbon energy generation. Following a review in 2018, the Core Strategy was deemed up to date and continues to provide the necessary strategic policy framework for managing development across the Borough.
- 1.1.2 Climate change encompasses many disparate yet interconnected topics of the Core Strategy; associated policies (where relevant) therefore inform this SPD in driving reduced carbon emissions and resource impacts (climate change mitigation) and enhanced resilience to climate change impacts (climate change adaptation). (see **Appendix A**).
- 1.1.3 The purpose of this SPD is to provide more detailed guidance on the application of the planning policies related to climate change, thereby helping applicants make successful applications and aiding the delivery of highly sustainable forms of development in Woking Borough. This SPD is key to ensuring sustainable outcomes through the planning system and positively contributing to the Borough's climate change and biodiversity goals.
- 1.1.4 The key objectives of this SPD are to ensure all new developments are:
- Designed to the highest achievable sustainability standards;
 - Designed to reduce their carbon emissions and incorporate sustainable energy;
 - Designed to make efficient use of natural resources, particularly water and energy;
 - Designed to mitigate and adapt to the effects of climate change;
 - Integrating Nature-Based Solutions into development; and,
 - Designed to be future-proofed in response to socio-environmental shifts associated with climate change.

1.2 How to use this Document

- 1.2.1 This document provides guidance on implementing certain policies in the Core Strategy. It provides important advice on how to meet various criteria set out in the policies contained within **Table 1.1**.

Table 1.1 Core Strategy – Relevant Policies

Policy	Description	Relevance to Policy CS22 and Climate Change Objectives	Page Number
CS7	Biodiversity and nature conservation	Creation of green spaces and green infrastructure for adaptation purposes – managing risks such as flooding, high temperatures and urban heat island effect – as well as enhancing biodiversity.	Page 55

Policy	Description	Relevance to Policy CS22 and Climate Change Objectives	Page Number
CS9	Flooding and water management	Incorporation of sustainable drainage systems (SUDS) – range of benefits including flood risk management and carbon storage and sequestration.	Page 61
CS17	Open space, green infrastructure, sport and recreation	Provision of green and blue spaces and green infrastructure for adaptation purposes, as well as enhancing biodiversity.	Page 89
CS18	Transport and accessibility	Provision of sustainable transport system and modes, reducing carbon emissions and growth of green corridors for adaptation purposes.	Page 93
CS21	Design	Incorporating measures to minimise energy consumption, conserve water resources, use principles of sustainable construction and provide renewable energy and SUDS.	Page 102
CS22	Sustainable construction	Development designed to take account of layout, landform, orientation and landscaping, as well as reducing carbon emissions and incorporating adaptation measures.	Page 106
CS23	Renewable and low carbon energy generation	Generation of energy from renewable and low carbon sources.	Page 112

- 1.2.2 It is recommended that applicants refer to this document in the early stages of project planning and design, with cross-reference to other planning policies across the local development framework. Climate change and sustainability should be considered at the start of the design process and throughout the project lifecycle to achieve the best performance in the most economic manner.
- 1.2.3 It is highly recommended that the pre-application service is used to engage Woking Borough Council on the proposals with due consideration of the content within this SPD.
- 1.2.4 The **Executive Summary** provides overviews for both residential and non-residential buildings, illustrating the key measures for addressing climate change. **Sections 2 to 7** provide the detailed guidance to addressing Woking Borough Council's climate change policies.
- 1.2.5 If you are in any doubt about the guidance, or require any further clarity, please get in touch with the planning policy team at the contact details below:
- Planning Policy, Woking Borough Council, Civic Offices, Gloucester Square, Woking, Surrey, GU21 6YL
 - Tel: 01483 743871
 - Email: planning.policy@woking.gov.uk

1.3 Sustainability Appraisal

- 1.3.1 This SPD forms part of the Woking LDF. It has not been necessary to prepare a sustainability appraisal as there is no requirement to do so under current Regulations¹. The SPD does not introduce any additional requirements beyond those set out in the LDF and therefore will not cause any significant environmental effects arising from its implementation.

¹ Section 19(5) of the planning Act 2008 removed the requirement for a Sustainability Appraisal Report to be prepared for all Supplementary Planning Documents.

2. Legislative and Policy Context

2.1 Overview

- 2.1.1 Local policy is informed by national commitments, that in turn reflect the UK's international commitments as a signatory to the United Nations Framework Convention on Climate Change (UNFCCC).
- 2.1.2 The Climate Change Act 2008², provides the basis for climate action in the UK (both mitigation and adaptation). Related planning legislation sets out a duty on local planning authorities to mitigate and adapt to climate change. The National Planning Policy Framework (NPPF)³ sets out the Government's planning policies for England and how these are expected to be applied. The UK Net Zero Strategy⁴ sets out the steps the UK needs to take to achieve the target of net zero by 2050.

2.2 Borough Context

- 2.2.1 A number of documents have been produced by the Council which accompany this SPD which should be read in conjunction to this SPD during development planning.

Core Strategy

- 2.2.2 Woking Borough Council's Core Strategy⁵ is the main document within the Council's Local Development Framework (LDF) and underpins all other Development Plan Documents for the Borough. The document describes a strategic vision for the Council to 2027 in which sustainability is embedded in aspects of design, sustainable construction as well as renewable and low carbon energy generation. It puts robust metrics in place for measuring performance. It continues to provide the necessary strategic policy framework for managing development across the Borough.
- 2.2.3 The Council is committed to reducing risks and tackling the adverse impacts of climate change through appropriately designed spatial development. The inclusion of Green and Blue Infrastructure (GBI) in new development, for example, can help to alleviate surface water run-off and reduce temperatures. There are a number of planning policies within the Core Strategy which facilitate this aim – see **Table 1.1**.
- 2.2.4 A review of the Core Strategy will commence in 2023, and will provide an opportunity to assess the current expectations of development within the Borough, against national policy.

² Climate Change Act 2008 c. 27. Available at: <https://www.legislation.gov.uk/ukpga/2008/27>

³ Ministry of Housing, Communities & Local Government (2021). National Planning Policy Framework. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf

⁴ Department for Business, Energy & Industrial Strategy (2021). Net Zero Strategy: Build Back Greener. Available at: <https://www.gov.uk/government/publications/net-zero-strategy>

⁵ Woking Borough Council (2012). Woking Local Development Framework Core Strategy. Available at: <https://www.woking2027.info/developmentplan/corestrategy/adoptedcorestrategy.pdf>

Development Management Policies Development Plan Document

- 2.2.5 The Woking Development Management Policies DPD⁶ was adopted by the Council in October 2016 and subject to review in October 2021⁷. The provisions of the DPD will be given full weight for the purposes of development management and other planning decisions. The main purpose of the DPD is to provide detailed policies to help determine day to day planning applications. This facilitates the delivery of the Woking Core Strategy. The policies of the DPD are areas of policy where further detail was needed beyond that contained in the Core Strategy. The DPD does not cover policy areas where principles are fully addressed by national or Core Strategy policies. It provides further information of relevance to this SPD, relating to climate adaptation, specifically Flood Risk Assessments (FRA) and green infrastructure requirements.

Natural Woking: Biodiversity and Green Infrastructure Strategy

- 2.2.6 The Biodiversity and Green Infrastructure Strategy⁸ was introduced by Woking Borough Council in 2016 to promote the Borough's biodiversity whilst enhancing existing habitats and green spaces and improve accessibility. This strategy works alongside the Borough's Climate Change Strategy and identifies the role of the developer and landowners as essential in achieving these objectives.

Woking Strategic Flood Risk Assessment

- 2.2.7 The Strategic Flood Risk Assessment (SFRA)⁸⁶, produced in 2015, has been prepared in accordance with the NPPF and PPG, where the SFRA sets out suitable, reasonable and practical local development policies to manage flood risk. The SFRA provides an assessment of the impacts of climate change and provides guidance to developers on designing for climate change.

Design SPD

- 2.2.8 The Design SPD²⁴ was adopted by the Council in February 2015 and is a material consideration in the determination of planning applications. It provides detailed guidance to ensure that future development in the Borough is of the highest design standards, which will have a direct bearing on minimising the impact of development on climate change. This document should therefore be viewed in conjunction with the Design SPD.

⁶ Woking Borough Council (2016). Woking Local Development Documents - Development Management Policies Development Plan Document. Available at: <https://www.woking2027.info/developmentplan/management/dmpadp.pdf>

⁷ Woking Borough Council (2021). Review of the Development Management Policies Development Plan Document. Available at: <https://www.woking2027.info/developmentplan/management/dmpdpdreview.pdf>

⁸ Woking Borough Council (2016). Natural Woking: Biodiversity and Green Infrastructure Strategy. Available at: <https://www.woking.gov.uk/sites/default/files/documents/Nature/nwstrategy.pdf>

3. Sustainability Through Standards

3.1 Building Regulations

3.1.1 In June 2022, significant changes in the Building Regulations⁹ came into effect for new homes, extensions, existing buildings and non-domestic buildings. New homes and buildings in England will have to produce significantly less carbon dioxide (CO₂) under new rules. Under the new Regulations, CO₂ emissions from new build homes must be 31% lower than current standards and emissions from other new buildings, including offices and shops, must be reduced by 27%. Amendments include:

- Part F (ventilation)¹⁰ and Part O (overheating)¹¹ – uplift to ventilation and solar gain reduction requirements to avoid the issue of overheating (see **Section 7.2**);
- Part L (conservation of fuel and power)¹² – setting standards for the energy performance of new and existing buildings (see **Section 4**); and
- Part S (infrastructure for charging electric vehicles)¹³ – specification for the installation of electric vehicle (EV) charging points or cable routes (see **Section 6.2**).

3.1.2 These updates mark a steppingstone towards the introduction of the Future Homes Standard¹⁴ and Future Buildings Standard¹⁵ in 2025, which will introduce more stringent changes to Parts L and F.

3.2 BREEAM

3.2.1 Among voluntary measurement ratings for green buildings, the Building Research Establishment (BRE) Environmental Assessment Method (BREEAM) has become one of the most comprehensive and widely recognised measures of a building's environmental performance. BREEAM UK New Construction Version 6¹⁶ describes an environmental performance standard against which new, non-domestic buildings can be assessed.

⁹ The Building Regulations 2010 No. 2214. Available at: <https://www.legislation.gov.uk/ukxi/2010/2214>

¹⁰ Ministry of Housing, Communities & Local Government (2022). Ventilation: Approved Document F. Available at: <https://www.gov.uk/government/publications/ventilation-approved-document-f>

¹¹ Ministry of Housing, Communities & Local Government (2022). Overheating: Approved Document O. Available at: <https://www.gov.uk/government/publications/overheating-approved-document-o>

¹² Ministry of Housing, Communities & Local Government (2022). Conservation of fuel and power: Approved Document L. Available at: <https://www.gov.uk/government/publications/conservation-of-fuel-and-power-approved-document-l>

¹³ Ministry of Housing, Communities & Local Government (2022). Infrastructure for charging electric vehicles: Approved Document S. Available at: <https://www.gov.uk/government/publications/infrastructure-for-charging-electric-vehicles-approved-document-s>

¹⁴ Ministry of Housing, Communities & Local Government (2021). Consultation outcome: The Future Homes Standard: changes to Part L and Part F of the Building Regulations for new dwellings. Available at: <https://www.gov.uk/government/consultations/the-future-homes-standard-changes-to-part-l-and-part-f-of-the-building-regulations-for-new-dwellings>

¹⁵ Ministry of Housing, Communities & Local Government (2021). Consultation outcome: The Future Buildings Standard. Available at: <https://www.gov.uk/government/consultations/the-future-buildings-standard>

¹⁶ BRE (2022). BREEAM UK New Construction Version 6. Available at: https://files.bregroup.com/breeam/technicalmanuals/sd/uk-new-construction-version-6/?utm_campaign=2361144_BREEAM%20NEW%20USA%20New%20construction%20manual%20downloads&utm_medium=email&utm_source=BRE&dm_t=0,0,0,0,0&dm_i=47CQ,1C1KY,7TVZLP,667EQ,1#_frontmatter/schemedoc.htm?TocPath=7

- 3.2.2 The Council has adopted BREEAM standards in Policy CS22 to deliver more sustainable non-residential development across the Borough. New non-residential development of 1,000 m² or more (gross) floorspace is required to comply with BREEAM ‘Very Good’ standards (or any future national equivalent). For a full description of the building types that this policy refers to see the latest BREEAM guidance.
- 3.2.3 In order to achieve a BREEAM ‘Very Good’ rating, a building must achieve the minimum standards of performance in the key areas described in **Table 3.1** (to guarantee performance against fundamental environmental issues), in addition to the minimum score of 55%. This is the minimum requirements of Policy CS22; developers are encouraged to exceed these standards where possible.

Table 3.1 Minimum Requirements for BREEAM ‘Very Good’

BREEAM Issue	Minimum Standard	Further Guidance	Manual Section ¹⁶
Man 04 Commissioning and handover	One credit (commissioning-test schedule and responsibilities)	A schedule of commissioning and testing must be produced, in accordance with appropriate standards such as current Building Regulations, Chartered Institution of Building Services Engineers (CIBSE) guidelines, amongst others.	59
	Criterion 11 (Building User Guide)	Prior to handover, develop two building user guides for non-technical users for occupiers and for the facilities managers.	61
Ene 02 Energy monitoring	One credit (First sub-metering credit)	Sub-metering to be installed so that at least 90% of the estimated annual energy consumption of each fuel is assigned to its end-use category. The energy consumption will be monitored by end-use category if the total useful floor area is > 1,000 m ² . Below this area, an energy monitoring and management system could be used, or separate accessible sub-meters. (see Section 4).	148
Wat 01 Water consumption	One credit	Utilising the BREEAM Wat 01 calculator or alternative method to compare the water consumption (litres/person/day) for the building against a baseline. At least a 12.5% improvement must be demonstrated. The yield of any greywater and rainwater systems can be offset from the demand (see Section 7.2).	208
Wat 02 Water monitoring	Criterion 1 only	A water meter must be installed on the mains water supply to the building, including via a borehole or private source (see Section 7.2).	219
Mat 03 Responsible sourcing of construction products	Criterion 1 only	100% of timber and timber-based products used on the project will be ‘legal’ and ‘sustainable’ in accordance with the UK Government’s Timber Procurement Policy ¹⁷ (see Section 5).	249

¹⁷ Defra (2013). UK Government Timber Procurement Policy (Fifth Edition) (Online). Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/320982/2013_05_08_-_CPET_Deft_Legal_Sustainable_5th_ed_-_Final.pdf

3.3 Complying with the Standards

3.3.1 To ensure compliance with the standards set out in this SPD, the Council advises that clear evidence (i.e. Energy Statement or Sustainability Statement) is provided with a planning application to demonstrate compliance with CS22 and CS23. The general principles for demonstrating compliance are set out here.

- **Early commitment:** The Council recommends the developers' early commitment to the standards set out in Policy CS22 and the additional guidance in this SPD. This avoids costly design amendments and delays in achieving planning permission.
- **Environmental rating evidence:** The Council recommends that applicants submit documentation from qualified assessors to confirm that the development will comply with the environmental rating requirements of Policy CS22. It is strongly recommended that a pre-assessment is carried out early in the design process and before a planning application is submitted. If this is not the case, then the evidence will be required via a planning condition prior to the commencement of the development, should the planning application be approved. If applicants are unsure, it is advised they speak to the Council.
- **Carbon reduction evidence:** A clear rationale setting out how fabric performance and overall CO₂ targets have been achieved is helpful, and, should demonstrate the feasibility of connecting to any local energy networks for heating, cooling and/or power. This can be evidenced within an Energy Statement or summary of performance metrics determined using approved national methodologies.
- **Climate Neutral Development Checklist (See Appendix C) :** It is advised that all applications for new development should include a completed copy of the Council's Climate Neutral Development Checklist (with the exception of very minor developments such as minor exterior alterations).
- **Cooperation:** The Council encourages co-operation between developers on larger sites where two or more separate development schemes are proposed. Opportunities for connection to a decentralised, renewable or low-carbon energy supply, where available, is encouraged as are opportunities for working together to benefit from the economies of scale related to the amount of development.

Technical and Financial Viability

3.3.2 The Council recognises that viability is increasingly becoming a critical issue in determining applications for new development and the incorporation of low carbon / renewable requirements. Policy CS22 allows scope for a case to be made if a developer considers the requirements unattainable on technical or financial viability grounds.

3.3.3 Where the applicant / developer states that they cannot achieve the requirements due to financial reasons, the Council will require evidence to back up this position. Financial viability arguments will only be accepted if:

- Achievement of the policy requirements would make the proposal unviable – where the applicant has identified a potential shortfall, they will need to submit a sound and fully justifiable case alongside an open-book viability analysis for why the policy requirement cannot be met;
- A variety of sustainable energy sources and generation methods have been assessed and costed; and

- The development proposal would contribute to achievement of the objectives, strategy and policies of the Core Strategy.
- 3.3.4 The Council will expect clear evidence and justification to be presented on why a development cannot achieve either part, or the whole of the standards set out in Policy CS22. This should include a detailed technical and financial appraisal; open to clear inspection, demonstrating why required standards would render the development unviable or that standards cannot be achieved for technical reasons. This should include the details of any rejected options and take full account of any subsidies and grants likely to be available at the time of construction and ongoing operation.
- 3.3.5 Any financial viability appraisal will need to take account of all other planning obligations for the development, such as affordable housing, and therefore should take place at outline or full application stage, or at reserved matters stage in some circumstances. The appraisal is not appropriate at discharge of condition stage in most cases.
- 3.3.6 If requested, the Council will treat any information provided by the applicant as commercially confidential and will enter into appropriate confidentiality agreements with developers. Should there be an issue with providing commercially sensitive information, an independent assessor may be appointed to undertake the analysis of the scheme viability and the ability of it to achieve the planning objectives and / or planning obligations deriving from the policy. However, this will be at the cost of the applicant.
- 3.3.7 The onus is on the developer to demonstrate why meeting the standards set down in the policy is not viable based on reasonable market assumptions.

4. Carbon and Sustainable Energy

- 4.1.1 The Council aims to address the causes and potential impacts of climate change at a local level by increasing energy efficiency and reducing carbon emissions within new development / refurbishment, as well as promoting the development and take-up of renewable energy within the Borough.
- 4.1.2 The Building Regulations Approved Document¹² provides the full technical guidance regarding standards for the energy performance of new and existing buildings in Part L, including special provisions for those connecting to existing or new heat networks. 'Primary energy' will be used in combination with CO₂ metrics to assess compliance with Part L. Primary energy calculations take into account factors such as the efficiency of the building's heating system; power station efficiency for electricity; and energy used to produce fuel and deliver it to the building.
- 4.1.3 New and redeveloped buildings should be built to high environmental standards and are encouraged to exceed minimum local planning policy and Building Regulations requirements. Whilst the 2016 Zero Carbon Homes target has been replaced with the Future Homes Standard¹⁵, new residential development is encouraged to pursue net zero standards where feasible. Larger scale non-residential or mixed-use proposals will be required to conduct a BREEAM¹⁶ assessment and achieve at least a Very Good rating in accordance with Policy CS22, but higher standards are achievable. A new-build exemplar is the Living Planet Centre¹⁸, which achieved BREEAM 'Outstanding', and the refurbishment of Victoria Gate¹⁹, which achieved BREEAM 'Excellent'.
- 4.1.4 Planning applications will need to show how the proposed development will meet the low carbon energy requirements set out in policies CS22 and CS23.

Standard for Residential Development

- 4.1.5 Policy CS22 sets out how from 1 April 2016 new residential development on both previously developed land and greenfield sites is required to meet the energy and carbon dioxide and water components of Code for Sustainable Homes (CSH) Level 5 "or any future national requirement". At the time the policy was adopted, CSH Level 5 energy efficiency standard was defined by government to be a 'zero carbon development', and addressed only 'regulated' energy – that from heating, fixed lighting, hot water and building services.
- 4.1.6 This was considered to be an achievable standard that was intended to be a national requirement via Building Regulations by 2016. However, in recognition of the latest policy context, the Council will interpret "any future national requirement" to refer to the emerging Future Homes and Building Standards, which have succeeded the Government's 2016 zero carbon homes policy intentions.
- 4.1.7 The Council therefore requires new residential development to comply with Part L of Schedule 1 to the Building Regulations and the energy efficiency requirements for dwellings as follows:

¹⁸ WWF (2022). The Living Planet Centre. Available at: <https://assets.wwf.org.uk/custom/stories/lpc/>

¹⁹ Scott Brownrigg (2022). Victoria Gate. Available at: <https://www.scottbrownrigg.com/work/projects/victoria-gate/>

All new residential development will be required to achieve as a minimum the interim requirements set out in the Building Regulations etc (Amendment) (England) Regulations 2021 (or any future national requirement). This currently requires around a 31% reduction on the Dwelling Emission Rate (DER) against the Target Emission Rate (TER) based on the 2013 Edition of the 2010 Building Regulations (Part L). A fabric first approach shall continue to be prioritised.

All new residential development will be required to meet the Future Homes Standard when it comes into effect in 2025.

Standards for Non-residential Development

- 4.1.8 The Council expects new non-residential development to comply with the new 2021 uplift in energy performance standards implemented through changes to the Building Regulations and publication of new statutory guidance, and subsequently with the new Future Buildings Standard once it is introduced. The interim standard is intended to deliver an average 27% improvement in CO₂ emissions per building, relative to 2013 Part L standards, across the build-mix of non-domestic buildings. This would typically be delivered by very high fabric standards, resulting in lower levels of heat loss from windows, walls, floors and roofs, improved services such as lighting, and low carbon technologies such as heat pumps or photovoltaic panels.
- 4.1.9 These minimum energy performance standards implemented through amended Building Regulations will naturally lead to improved performance under the Energy category of the BREEAM assessment. Developers are encouraged to go beyond both the Building Regulations and BREEAM minimum standards if they wish and continue pushing the boundaries of innovation.

4.2 Energy Efficiency

Box 4.1 Aims – Energy Efficiency

What to aim for:

- Apply the energy hierarchy to any new development, adopting a ‘fabric first’ approach;
- Comply with the Building Regulations Fabric Energy Efficiency Standard; and
- In the case of non-domestic developments with high energy consumption - include three credits from BREEAM Ene04 to achieve a 10% reduction in carbon emissions.

- 4.2.1 Proposals that follow best practice and consider the energy hierarchy are endorsed by the Council. The best and easiest way to reduce carbon emissions in any new development is to reduce the energy requirements once in use to a minimum. Once appropriate design features are integrated then low carbon energy generation options can be considered for adoption. The energy hierarchy in **Table 4.1** will help guide decisions about which energy measures are appropriate in particular circumstances.

Table 4.1 Energy Hierarchy

Stage	Description	Sustainability
Reduce the need for energy (LEAN)	The site layout and orientation of buildings can reduce the energy demand of buildings by capitalising on passive solar gain for heat and light (see Section 5).	<p>Best</p> <p>Worst</p>
Use energy efficiently (LEAN)	There are a range of measures that can be incorporated which help save and efficiently use energy, including thermal efficient glazed windows, draught proofing, insulation, and energy efficient appliances (e.g. light fittings) (see below).	
Supply energy efficiently (CLEAN)	Greenhouse gas (GHG) emissions can be significantly reduced by using existing energy supplies more efficiently e.g. by distributing waste heat energy via power networks or using decentralised energy networks (DEN) (see Section 4.5).	
Use renewable energy (GREEN)	Incorporate technologies that obtain energy from natural sources such as the wind, water and sun (renewable energy sources) (see Section 4.3).	

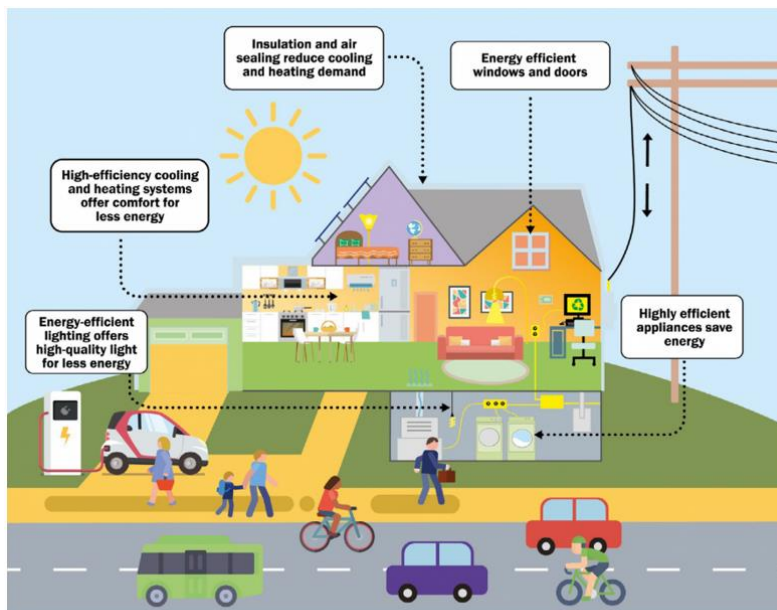
- 4.2.2 If our homes and businesses do not need as much power and heat to operate, this, in turn, will have a positive impact for the occupier through reduced energy bills. For example, utilising local energy networks reduces transmission losses, improves access to local low-carbon and sustainable energy supplies / storage and allows for better community utilisation of local assets.
- 4.2.3 The ‘fabric first’ approach prioritises improvement of thermal properties of the building fabric via high levels of thermal insulation and air tightness. This follows the hierarchy above, where increased performance of the fabric of the building can improve the efficient use of energy, then followed by increases of various energy systems (e.g. heating and hot water). If done in a retrofit context, then re-sizing of systems may be necessary, but this should come after the fabric stage (particularly prior to heat pump installation). Other examples of design could also include passive shading design, natural daylighting (see **Section 5.1**), natural ventilation and appropriate sizing of building systems. An example case study of retrofit to improve energy efficiency is shown in **Box 4.1**.
- 4.2.4 In terms of best practice, the London Energy Transformation Initiative (LETI) provides guidance for developers on how to design and build zero carbon buildings. See [Climate Emergency Design Guide | LETI](#) for more information.

Box 4.1 Case Study – Former Military Properties, Brookwood, Woking²⁰

ThamesWey’s energy efficiency “make-over” of 50 former military properties was completed towards the end of 2018. Solid wall insulation, insulated roof tiles and solar panels were installed to help make these properties more comfortable and lower the fuel bills for tenants. ThamesWey’s aspiration was to eliminate defective building fabric with the outcome of providing homes that are warm, damp free, economical to run for the residents and low maintenance. A result of the works is an enhanced environmental performance, demonstrated by an improved Energy Performance Certificate (EPC) rating of a C from a former E rating. The resulting potential fuel saving per year for each resident is over £500. The transformational impact is homes that are now modern looking, high-energy efficient, warm and more cost effective to run.



Figure 4.1 Residential Energy Efficiency



Source: Department for Economy

4.2.5 Where a residential extension requires planning permission, and for small new non-residential development which is not covered by BREEAM requirements¹⁶, the Council will require simple, cost effective energy efficiency and water efficiency measures to be carried out if possible and practical (see **Section 7.2** for water efficiency). Investing in these measures will assist in gaining planning permission and can increase the value of the building. Examples of energy efficiency measures are given in **Figure 4.1**.

²⁰ ThamesWey (2019). ThamesWey Housing completes energy efficiency programme. Available at: <https://www.thamesweygroup.co.uk/energy-efficiency-project-complete/>

4.3 Renewable or Low Carbon Energy

Box 4.3 Aims – Renewable or Low Carbon Energy

What to aim for:

- Apply the energy hierarchy to any new development, adopting a ‘fabric first’ approach;
- Consider design issues associated with installing LZC technologies and describe your preferred approach in the Design and Access Statement; and
- LZC technology additions should cause minimum intervention to any heritage assets.

- 4.3.1 The Council has not set a specific target for developers to secure a proportion of energy demand through the installation of renewable and low and zero carbon (LZC) technologies as this is incorporated in the Building Regulations⁹ (as amended) and the BREEAM methodology¹⁶.
- 4.3.2 This section aims to guide developers as to the range of renewable and LZC technologies available and guides applicants for developments with exceptionally high total energy consumption how to reduce the total carbon emissions through the use of sustainable energy measures on site.
- 4.3.3 Once a development has been designed to a high level of energy efficiency to achieve greater levels of carbon emission savings, then sources of decentralised energy and renewable power should be considered. These can be undertaken on-site or in the immediate locality of the development.
- 4.3.4 Renewables and LZCs can be broadly split into three categories as shown in **Table 4.2**.

Table 4.2 Renewable and LZC Technologies

Electricity Producing	Heat Producing	Combined Heat and Power
<ul style="list-style-type: none"> • Photovoltaic (PV) solar panels • Wind turbines • Hydro-electric turbines 	<ul style="list-style-type: none"> • Solar hot-water collectors • Ground source heat pumps • Water source heat pumps • Air source heat pumps • Biomass fuelled boilers • Biomass fuelled stoves • Anaerobic digesters 	<ul style="list-style-type: none"> • Combined heat and power (CHP) plants

- 4.3.5 Developers considering installing any renewable or LZC technologies are advised to take professional advice at the earliest possible stage. This can identify whether or not your site is suitable, and which technology would be most appropriate.

Planning Permission for Micro-Generation Technologies

- 4.3.6 The General Permitted Development Order (GPDO)²¹ grants the right to carry out certain limited forms of development without the need to apply for planning permission. Planning considerations for micro-generation technologies should be in accordance with the GDPO, but please be aware that there are some exceptions and clarity should be sought from the Council.
- 4.3.7 The Council encourages the integration of DENs in developments (as per **Section 4.5**). However, this will depend on the suitability, scale and location of the proposal and a range of technologies should be explored. In evaluating particular energy technologies, developers should be aware of causing any other planning problems such as adverse impacts on design or character, unnecessary loss of heritage significance, noise pollution, odour or air pollution, or impacts on protected trees or important buried archaeology.

Developments with High Energy Consumption

- 4.3.8 Policy CS22 in the Core Strategy sets out requirements for developments with high total energy consumption as summarised in **Box 4.4**.

Box 4.4 Core Strategy – Renewable and Low Carbon Energy Policies

CS22: Sustainable construction

Applications for developments with exceptionally high total energy consumption, such as large leisure facilities with a high heat demand or buildings with exceptionally high power / cooling loads (such as data centres), will be required to reduce the total carbon emissions from the development by 10% through the use of renewable energy measures on site.

- 4.3.9 It is anticipated that BREEAM UK New Construction¹⁶ standards will be used to assess the types of buildings to which this policy applies (including those of less than 1,000 m² gross floorspace if energy consumption is exceptionally high). Within the scheme, Ene04 'Low carbon design' aims to first reduce carbon emissions with a fabric first approach and then encouraging local energy generation from renewable sources to supply a significant proportion of the energy demand.
- 4.3.10 In order to comply with the policy criteria set out above, it will be required that, in addition to (or as a means to) achieving a 'Very Good' rating, the proposed development achieves all three credits available in Ene04 by:
- Passive design analysis that includes thermal modelling and associated assessment of free cooling options for the proposed development; and
 - Conducting a feasibility study at concept design (or equivalent procurement stage) carried out by an energy specialist to establish the most appropriate local (on-site or near-site) LZC energy source for the building / development.

²¹ The Town and Country Planning (General Permitted Development) (England) Order 2015. Available at: <https://www.legislation.gov.uk/ukSI/2015/596/contents/made>

- 4.3.11 Full details, including a methodology for calculating energy savings, are provided in the Technical Manual¹⁶ for the BREEAM scheme.
- 4.3.12 The Council expects all new development in proximity to the Borough's existing/proposed DEN to connect, therefore this connection should be included in calculating a 10% reduction in carbon emissions, utilising the specific approach for heat network connections as set out in the Part L Approved Documents. Due to the significant technical and cost implications of developments of this nature, applications should include a feasibility study and preassessment report confirming that these requirements will be achieved.

Design Considerations

- 4.3.13 There are a number of design issues that should be taken into consideration when installing LZC technologies. For individual buildings where small-scale LZC technologies are used, design issues include:
- The siting of the technology;
 - Efficiency (e.g. pitch of solar PV panel or viable wind speed);
 - Requirement for battery storage;
 - Safety;
 - Any noise associated with it;
 - Colour and appearance of the technology; and
 - Ecological and landscape impacts.
- 4.3.14 Opportunities should be taken for small-scale technologies (including nature-based solutions) to incorporate beneficial features for species such as bats and birds, to improve biodiversity (see **Section 7.2**).
- 4.3.15 For multiple buildings where DENs (see **Section 4.5**) are used, design issues can include:
- Access (for fuel provision e.g. biomass);
 - Visual intrusion;
 - Location of plant;
 - Noise from traffic and plant operations;
 - Health and local ecology;
 - The best 'technology mix' to balance the demand for energy;
 - Installation, connection and transmission costs;
 - Adjoining developments and heat networks; and
 - Potential ecological and landscape impacts.
- 4.3.16 Any design issues arising from the installation of LZC technologies for a development should be covered in the Design and Access Statement, where a statement is required to support a planning application.

4.4 Stand-alone Sustainable Energy Generation

Box 4.5 Aims – Stand-alone Sustainable Energy Generation


What to aim for:

- Optimise key opportunities for renewable energy development in the Borough;
- Pay particular attention to Thames Basin Heaths SPA; and
- Identify sustainable energy opportunities in NDPs.






4.4.1 The Council supports renewable and low carbon energy generation both as part of residential and commercial development, and as stand-alone development, provided they do not have an unacceptable effect on the local environment that would out-weigh their wider community and/or environmental benefits. This is reflected in Policy CS23 of the Core Strategy.

4.4.2 A ‘Climate Change and Decentralised, Renewable and Low Carbon Energy Evidence Base’²² study was commissioned in 2010 to determine the Borough’s key opportunities and constraints for sustainable technologies development. Development proposals may come forward for all types of schemes, but some technologies are considered to have more potential for development in the Borough than others. The study concluded that a number of physical and environmental constraints limit the opportunities for large-scale renewable energy generation in the Borough. Opportunities and constraints for each technology are summarised in **Table 4.3**. For any medium or large-scale developments, it is likely that an Environmental Impact Assessment (EIA) would be required.



Table 4.3 Renewable Energy Generation – Opportunities and Constraints

Technology	Overview	Suitability in Woking
<p>Medium and large-scale wind energy</p> 	<p>Wind turbines harness the power of the wind. When the wind blows the blades are forced round, driving a turbine which generates electricity. Wind speed is critical to the performance of wind turbines. Wind speed is influenced by geographical location, elevation of site, local terrain, proximity of buildings, trees or other structures and the height of the turbine above ground level.</p>	<p>Very few unconstrained sites in the Borough for large-scale generation of energy from wind. Any building scale deployment would require detailed studies to assess potential adverse impacts such as noise nuisance, wildlife and ecology, flood risk, shadow flicker and interference with telecommunications. It is not anticipated that roof-mounted turbine designs will be deployed.</p>

²² Woking Borough Council (2010). Climate Change and Decentralised, Renewable and Low Carbon Energy Evidence Base. Available at: <https://www.woking2027.info/ldfresearch/ccdrlceeb.pdf>

Technology	Overview	Suitability in Woking
<p>Solar energy</p> 	<p>Solar water heating systems ('solar thermal') use heat from the sun to warm domestic hot water that is stored in a tank. Solar electricity systems capture the sun's energy using photovoltaic (PV) cells which convert the sunlight into electricity.</p>	<p>Good potential for exploiting solar energy in Woking for both residential and commercial development. No physical constraints other than the availability of a roof / structure that provides a good solar orientation and angle. Visual and other environmental impacts of large-scale solar farms will need to be considered.</p>
<p>Biomass energy</p> 	<p>Biomass technology uses organic materials, either directly from plants or indirectly from industrial, commercial, domestic or agricultural products to generate heat. Second generation fuels (using biomass as a by-product of other processes) may be more sustainable than fossil fuel alternatives.</p>	<p>Any use of biomass will need to demonstrate compliance with local air quality standards. The scale of fuel storage required on-site (and suitable access for delivery vehicles) is another important consideration.</p>
<p>Landfill gas and energy from waste</p> 	<p>Landfill gas, produced when waste materials break down, can be collected and used to produce electricity, heating and / or cooling. The term 'energy from waste' can describe a number of treatment processes and technologies used to generate a usable form of energy and which also reduce the solid volume of residual waste.</p>	<p>The Surrey Waste Local Plan (SWLP) 2019-2033²³ provides a policy framework that is supportive of the development of waste facilities that can be used to generate biogas along with other reclaimed materials. It is recommended that prospective developers refer to the Surrey Waste Plan for details.</p>
<p>Sewage gas</p> 	<p>Sewage gas ('biogas') is generated as a by-product from the anaerobic digestion of sewage sludge or other organic wastes (e.g., grass cuttings, food waste) and is a mixture of methane, carbon dioxide, nitrogen, hydrogen and hydrogen sulphide gases. If compressed and purified, biomethane can be used to power a generator or CHP plants.</p>	<p>It is unlikely that locally produced biogas from sewage treatment plants will make a contribution to the sustainable energy mix in Woking.</p>
<p>Hydroelectricity</p> 	<p>Hydroelectricity systems generate electricity from running water - usually a small stream – to turn a small turbine which generates electricity. The faster the water flows and the more water there is the more electricity can be generated. Hydro systems can be connected to the grid.</p>	<p>Woking has a number of small rivers flowing through the Borough and along its boundaries. In the majority of cases the flow within the local streams and rivers is relatively small, and there is very limited potential for installation of low head hydro generation of power. Suitability very much depends on the nature of the development.</p>

²³ Surrey County Council (2020). Surrey Waste Local Plan. Available at: https://www.surreycc.gov.uk/data/assets/pdf_file/0003/246882/2020-11-20-SWLP-Part-1-for-Adoption-Final.pdf

Technology	Overview	Suitability in Woking
<p>Waste heat recovery</p> 	<p>Some industrial activities produce large amounts of waste heat that are dumped through the use of cooling towers or heat dumping into rivers, lagoons or the sea.</p>	<p>There are currently no power stations or industrial installations in Woking producing large volumes of waste heat that are available for re-use. However, there may be the potential to capture the heat discharged from some other types of buildings with very high cooling loads (such as data centres) and re-using it in buildings nearby.</p>
<p>CHP and district heating</p> 	<p>CHP is the use of a turbine or fuel cell to simultaneously generate both electricity and useful heat. The heat is recovered and distributed via insulated pipes to provide hot water and comfort heating in buildings. CHP can be fuelled by a number of fossil fuels including natural gas and oil, or low-carbon and renewable fuels such as biomass, biogas or 'green' hydrogen, with or without carbon capture and storage. Being locally produced and distributed, there are reduced losses associated with the electricity produced and it can help to reduce the need for less efficient and more carbon intensive generation on the national energy grid.</p>	<p>There is great potential for extending the existing network in Woking Borough. Developments in identified 'district heat zones' are expected to connect to heat networks or be designed to ensure compatibility with the network. Further details on this are provided in Section 4.5.</p>

Planning Constraints

- 4.4.3 There are numerous planning constraints that will affect the suitability of the various renewable / low carbon energy technologies. More than one constraint on a site is possible. The Renewable and Low Carbon Energy PPG⁷⁸ sets out a range of planning considerations that the Council will consider that relate to renewables and low carbon energy. This is a useful reference point for prospective developers and will be referred to when making planning decisions. It also emphasises that local planning authorities can use planning conditions or planning obligations to help mitigate the impacts described.
- 4.4.4 Particular attention should be given to potential adverse effects of energy developments on the Thames Basin Heaths Special Protection Areas (SPA). Within the parts of the Borough covered by Green Belt designation, extensive areas of heathland are present. These include Horsell Common, Sheets Heath and Brookwood Heath, which are considered to be of European significance and are designated as part of the Thames Basin Heaths SPA. Any proposals for energy development with potential significant impacts on the SPA will be subject to a Habitats Regulations Assessment.
- 4.4.5 A variety of studies exist which can be referenced by those conducting energy feasibility studies ahead of submitting development proposals:
- Climate Change and Decentralised, Renewable and Low Carbon Energy Evidence Base (2010);²¹

- Woking Design SPD (2015);²⁴
- Thames Basin Heaths Special Protection Area Avoidance Strategy (2022);²⁵ and

Community-led Initiatives

- 4.4.6 Policy CS23 encourages applications from community-based and community-owned renewable and low carbon energy generation projects. Working as a community to generate renewable energy has advantages to doing it individually. Many energy technologies work better at a larger scale; and they can provide valuable incomes for communities. Both planning and land ownership issues need to be considered in the earliest stages of a community energy project. It is advised that all communities hold pre-application discussions with the Council in advance of putting in any planning application and to fully engage with the wider community before approaching the Council.
- 4.4.7 A community's energy feasibility study should include consideration of planning issues and what impact they could have on the choice of technology. Some key issues to consider are:
- Neighbours: how close will the installation be to houses and what effect might it have on them? (see Policy CS21 of the Core Strategy);
 - Amenity, visual impact and landscape: how conspicuous is the installation and have regard to landscape character areas (see Policy CS24 of the Core Strategy);
 - Conservation areas and protected species: particular attention should be given to the impact on the Thames Basin Heath SPA, and whether an EIA will be required;
 - Rights of way: presence of public paths on potential sites;
 - Infrastructure: are transport networks adequate for the proposed installation – will any resources need to be transported? (see Policy CS18 of the Core Strategy)
- 4.4.8 The Localism Act 2011²⁶ reformed the planning system and handed new opportunities to communities to get involved in planning their local area. A voluntary neighbourhood planning process, including Neighbourhood Development Plans (NDPs), was introduced. The Act also provides for Neighbourhood Development Orders (NDOs). If a community energy scheme or development is in an agreed NDP, it is more likely that a planning application will be supported as the provisions of a NDP will be a significant material consideration in determining the application.
- 4.4.9 Community Energy guidance²⁷ is provided by the Department for Business, Energy and Industrial Strategy (BEIS) aimed at local groups interested in setting up a community energy project. The Council is very supportive of this and can play an active role in facilitating community projects.

²⁴ Woking Borough Council (2015). Woking Design SPD. Available at:

<https://www.woking2027.info/supplementary/designspd/httpwwwwoking2027infosupplementarydesignspdpdf.pdf>

²⁵ Woking Borough Council (2022). Local Development Documents – Updated Thames Basin Heath Avoidance Strategy. Available at: <https://www.woking2027.info/supplementary/tbhspaspd/strategy2022.pdf>

²⁶ Localism Act 2011 c. 20. Available at: <https://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>

²⁷ BEIS (2015). Guidance – Community Energy. Available at: <https://www.gov.uk/guidance/community-energy>

4.5 Low Carbon Heat and Decentralised Energy Networks

Box 4.6 Aims – Low Carbon Heat and Decentralised Energy Networks

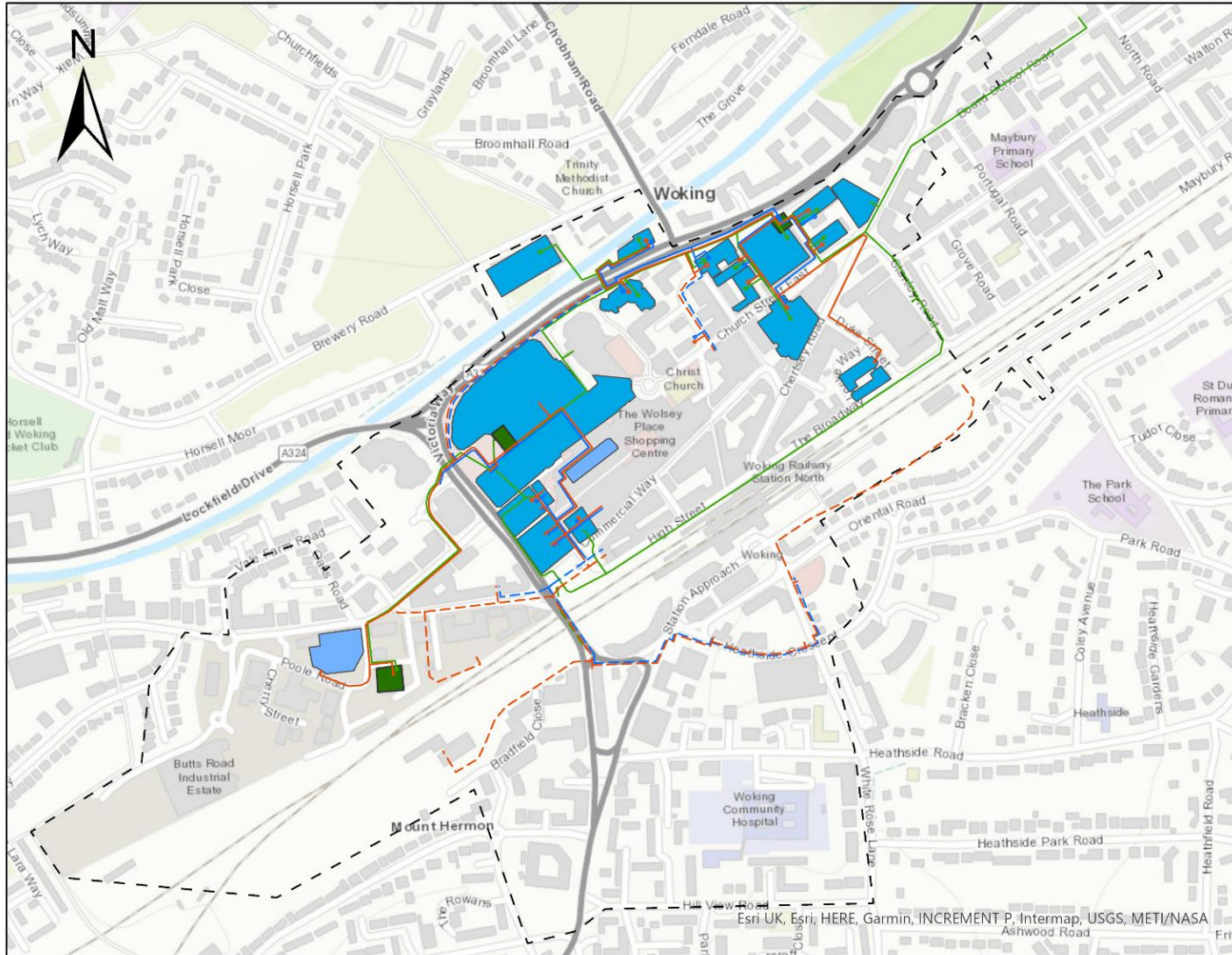
What to aim for:

- All new buildings should utilise low carbon heat for heating and hot water;
- Connect to Woking Town Centre DEN if within proximity (see **Figure 4.2**)

- 4.5.1 Heat networks, often referred to as district heating schemes, deliver heat via hot or chilled water from a decentralised energy centre to buildings in a larger local area. This means that individual homes and businesses do not need to generate their own heat or cooling on site. Heat networks can be supplied with heat from a diverse range of sources including biomass, energy from waste, CHP plants or renewables. Further growth of the existing DEN will increase the benefits felt by the Borough and accelerate the transition to local, lower carbon energy generation.
- 4.5.2 There is a well-established low carbon DEN in Woking Town Centre, with high feasibility for new and redeveloped buildings to connect (see **Figure 4.2**) ThamesWey Ltd (energy services company for Woking) provide an interactive map²⁸ of the Woking Energy Network. New developments should look to secure an efficient supply of heat, cooling, and power, including through connection to the existing Town Centre DEN.
- 4.5.3 The map shown within **Figure 4.2** illustrates the extent of the existing and planned heat network, and **the Connection Zone** in Woking Town Centre, portrayed on the legend as the black dashed line titled ‘**potential reach of Decentralised Energy Network**’.
- 4.5.4 All new development within proximity (typically 500m or less) including refurbishments and conversions where planning permission is required, will be required to connect to the existing Town Centre DEN.
- 4.5.5 Development in the connection zone where the Town Centre DEN has not yet expanded to serve, should be designed to be ‘connection-ready’ and connect to the DEN when the network expands to the proximity of the site.
- 4.5.6 Development outside the Town Centre connection zone should consider establishing a new network if appropriate. Please note that beyond the town centre, an existing DEN exists at Pool in the Park & Leisure Centre (see **Figure 4.3**) and a planned DEN within the Sheerwater Regeneration Area (see **Figure 4.4**). The regeneration scheme includes a new energy centre and phased expansion of network supplies to new domestic, leisure and commercial customers. For updated details of these schemes please contact the Council.

²⁸ Interactive map available at: <https://www.thamesweygroup.co.uk/interactive-map-woking/>

Figure 4.2 Woking Energy Network²⁸



- Legend**
- Heat Network Planned Extensions
 - Heat Network
 - Cooling Network Planned Extensions
 - Cooling Network
 - Electricity Network Planned Extensions
 - Electricity Network
 - Energy Centres
 - Connected Buildings
 - Planned Connections
 - Potential reach of Decentralised Energy Network

ThamesWey

Drawn: SP
Date: 2nd February 2022

Representative at time of drawing.
Contact ThamesWey or www.thamesweygroup.co.uk/interactive-map-woking for the latest information.

Source: ThamesWey Ltd. Ordnance Survey data © Crown copyright and database right 2022

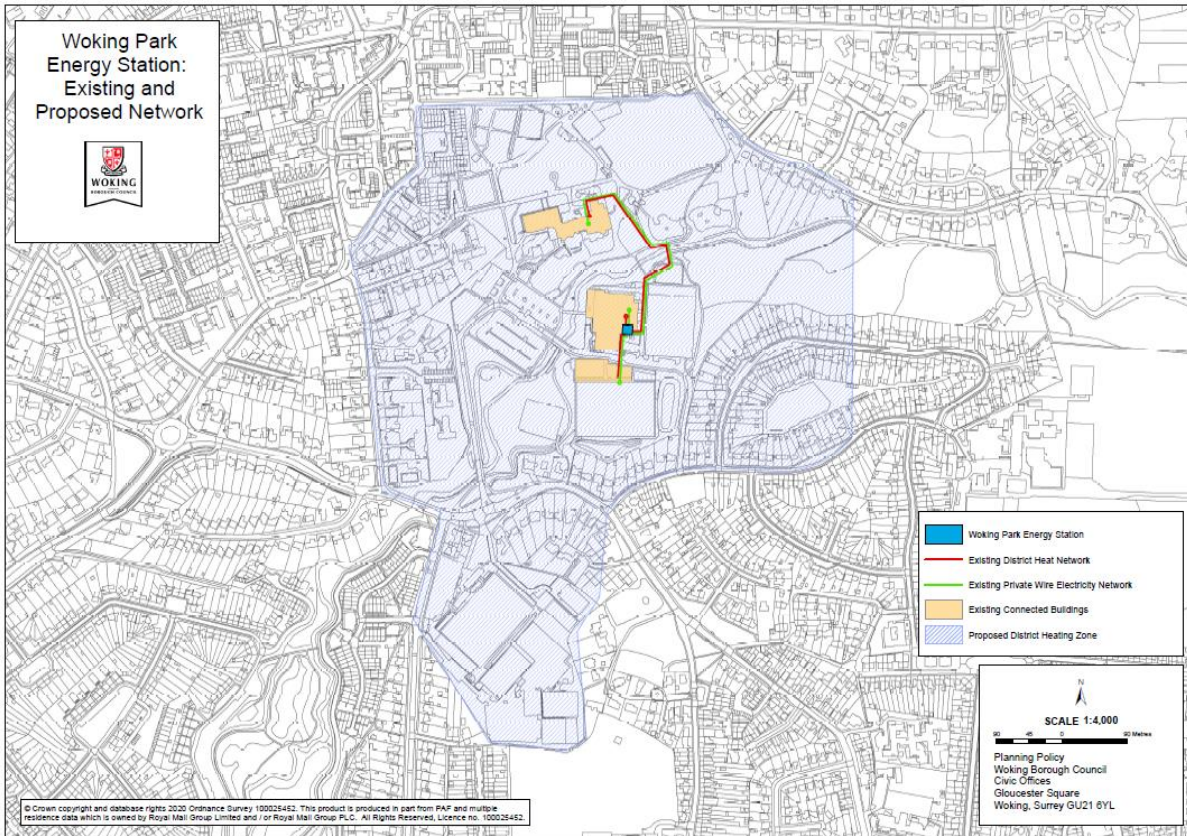


Figure 4.3 Woking Park Decentralised Energy Network and District Heat Zone as at Feb 2021

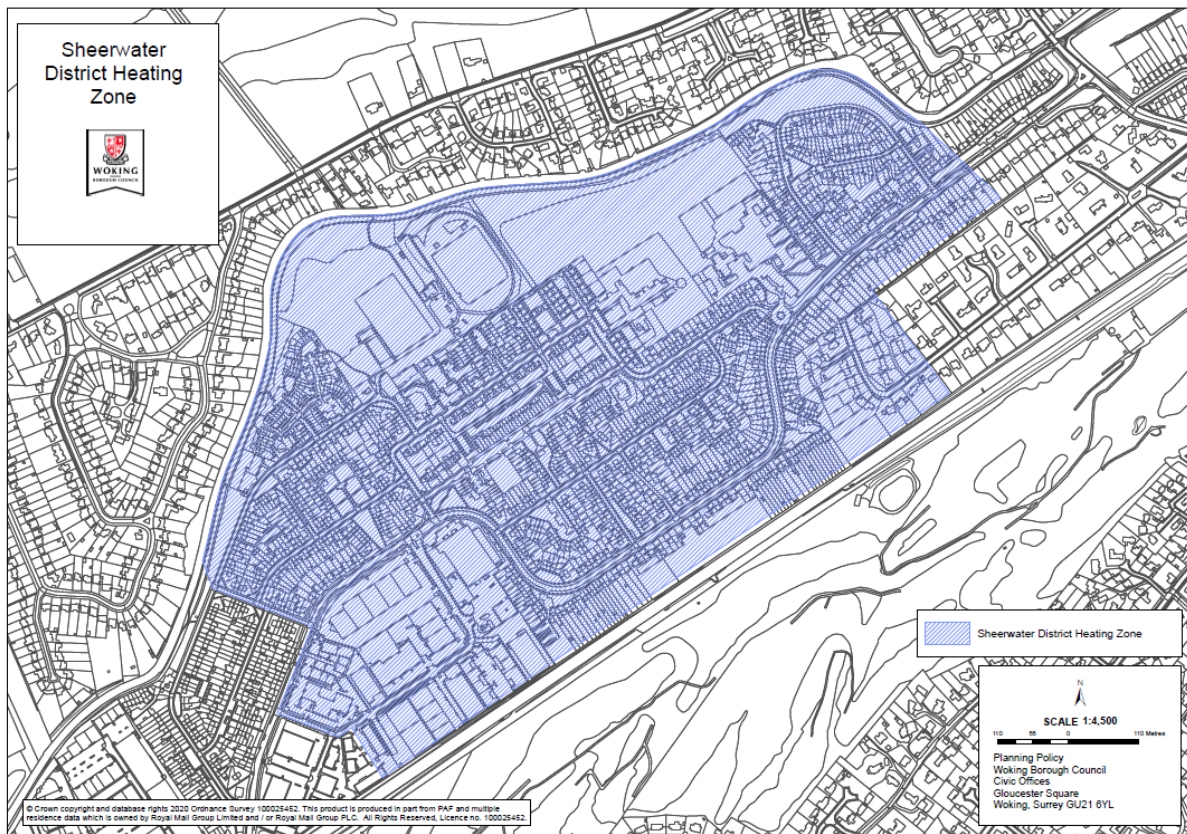


Figure 4.4 Sheerwater District Heat Zone as at Feb 2021

- 4.5.7 Woking's decentralised energy network 'Connection Zone' is a well established tool showing areas where energy demands should be met by the existing network. However, forthcoming 'Heat Network Zoning' legislation will give statutory powers to authorities to mandate that a new building connects to a heat network, whilst also requiring existing buildings to connect at key intervals such as renovation or heating system renewal. The authority will designate the zones this applies to, where heat networks are the lowest cost solution for decarbonising heat, similar to the existing 'Connection Zone', in future guidance. These powers will support delivery of CS22.
- 4.5.8 It is recommended that a feasibility study compliant to CIBSE CP1 standards is conducted at the earliest stage of the design process, investigating connection to the district heat and private wire networks. As part of this process, applicants should evidence correspondence with the local decentralised energy operator – ThamesWey Energy Ltd. Feasibility of new connections to these networks will be subject principally to proximity to existing network infrastructure, though major physical barriers between the existing network and potential connection point (e.g., the railway or the canal) may be relevant; so further case-by-case analysis will be pursued. In some cases, a contribution towards the connection costs will be sought from the building owner/occupier. This may be sought through negotiation of a legal agreement with the developer.
- 4.5.9 A case study on Skanska Hollywood House is included in **Box 4.7** that demonstrates the positive outcomes of applying these requirements to a dated building. Although considered a dated case study, it is important to recognise that all buildings irrespective of age should endeavour to meet these requirements as soon as possible (via retrofitting or refurbishment) in order to gain the benefits later as noted below.

Box 4.7 Case Study – Skanska Hollywood House, Woking Town Centre²⁹

Skanska extensively refurbished Hollywood House between 2010 and 2011. Originally constructed in the 1980s, the building was energy inefficient and had high operational costs. The £3.5 m extensive refurbishment took 32 weeks to complete and involved the installation of new heating, lighting, ventilation, and energy management systems. A 20 kW solar PV array, 9.8 kW solar domestic water heating system and heat pump were installed to generate renewable energy on site. The building was also fitted with sophisticated energy monitoring and control systems and was connected to ThamesWey's Town Centre CHP system which provides low carbon electricity and district heating. Waste management and water efficiency were also addressed, with a rainwater harvesting system and water efficient fixtures installed as part of the refurbishment. The building now uses around 3 m³ of water per person per year which is 55% less than what the Environment Agency considers to be good practice for an office building. The retrofit also considered healthy working environments with natural ventilation and a daylight dimming control system that regulates artificial lighting levels. Hollywood House now uses over 50% less energy than prior to the project and the total cost of the refurbishment is estimated to be repaid in approximately 13 years.



²⁹ ThamesWey (n.d.). Enabling Green Retrofit of Commercial Buildings. Available at: <https://www.theade.co.uk/assets/docs/case-studies/Skanska.pdf>

5. Design, Materials and Waste

5.1 Design and Layout

Box 5.1 Aims – Design and Layout

What to aim for:

- Optimising the potential for passive solar gain when designing site layouts;
- Design the layout to use landform and landscape to benefit from shelter;
- Use existing and proposed trees and shrubs to provide shade;
- Design buildings so that passive solar energy is captured and used;
- Design in measures to prevent excess solar gain in summer; and
- Maximising the potential for passive cooling and ventilation in summer.

- 5.1.1 The design and layout of new development can make a significant contribution in minimising GHG emissions and therefore its contribution to climate change. Reducing the energy demand of a building or group of buildings through passive design techniques (such as massing, daylighting or form) will generally offer a sound basis for implementing LZC technologies cost effectively. Policy CS22 of the Core Strategy requires this, which is supported by Policy CS21 on Design (and further details are available in the Design SPD) – see **Box 5.2**.

Box 5.2 Core Strategy – Design and Layout Policies

CS21: Design

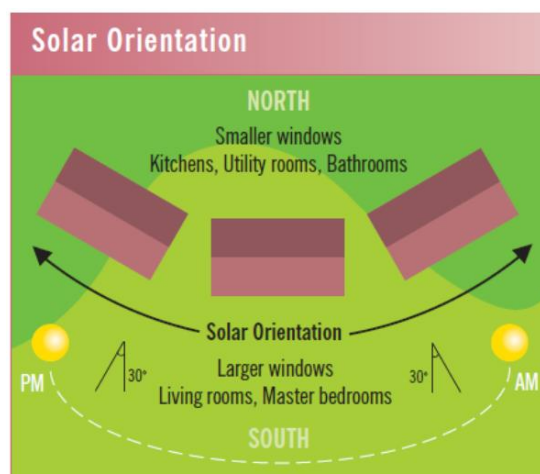
Proposals for new development should incorporate measures to minimise energy consumption, conserve water resources, use the principles of sustainable construction and provide for renewable energy.

CS22: Sustainable construction

The design of all new developments will be required to take into account of layout, landform, orientation and landscaping to maximise efficient use of energy and adapt to the impacts of climate change.

Figure 5.1 Optimum Solar Orientation

5.1.2 Solar energy can minimise the energy demand of buildings by reducing space heating demand; contributing to daylighting inside and outside, supply heat for solar heated hot water, and generate electricity with PV panels. To maximise passive solar gain, buildings should be oriented with the longest façade being south facing ($\pm 30^\circ$) (see **Figure 5.1**). Overshadowing of buildings should be avoided as it reduces the heat gain from the sun in winter. Getting the right glazing-to-wall ratio on each façade is a key feature of energy efficient design: minimise heat loss to the north (smaller windows), while providing sufficient solar heat gain from the south (larger windows). This means prioritising occupied spaces with larger windows on the south (such as living rooms and bedrooms in residential buildings, for example).



- 5.1.3 Good integrated design will also avoid summertime overheating and provide future adaptation for a rise in temperatures (see **Section 7.2**). This is recognised in the introduction of Part O to Building Regulations, specifically addressing the risk of overheating in buildings. It is important that developers avoid maladapted design, where energy efficiency measures (e.g. to increase solar gain and reduce winter heat loss) have the potential to exacerbate summer heat risks.
- 5.1.4 New developments should be designed to reduce cooling load as far as possible using passive solutions (e.g. through planting and shading) and then find the best mechanical solution to meet any remaining cooling requirement.

5.2 Waste

Box 5.3 Aims – Materials and Waste

What to aim for:

- Reduce the amount of resources used and the waste produced;
- Part H6 of the Building Regulations sets minimum requirements in relation to provision for solid waste storage;
- For non-residential development, achieve credits from the waste and materials elements of BREEAM to achieve 'Very Good' rating;
- Provide high-quality waste facilities; and
- Use recycled, re-used and / or local, sustainably sourced materials.

5.2.1 Tackling waste in the design of new buildings and places is crucial in reducing the effects of climate change because of the impact it has on the production of greenhouse gases (GHGs). Working residents produced around 39,000 tonnes of

household waste in 2021/22.³⁰ Add to this the waste derived from commerce and industry, and the prerogative for its reduction and minimisation becomes clear, particularly as the population of Woking continues to grow. Policy CS22 facilitates the reduction of waste, and the reuse and recycling of buildings materials as shown in **Box 5.5**.

- 5.2.2 In 2020, Surrey County Council adopted the Surrey Waste Local Plan (SWLP) 2019-2033 which provides guidance on how and where different types of waste will be managed in Surrey. The SWLP also details a planning policy framework for the development of waste management facilities which ensures that the planning process can contribute towards national and local ambitions.
- 5.2.3 Woking Borough Council work within targets set by the Surrey Environment Partnership (SEP)³¹ to reduce residual waste and increase recycling rates. SEP comprises of Surrey County Council (who act as the waste disposal authority) and the 11 Boroughs/District Councils within the County (who act as the waste collection authorities). SEP is responsible for domestic waste management and recycling across Surrey and aims to manage the County's waste in the most sustainable and economical manner possible. To enable SEP's targets to be met initiatives are developed and implemented via the Joint Waste Solutions (JWS) team. The Council advises that applicants refer to the 'Recycling and waste provision guidance for property developers' published by JWS³² in 2022.
- 5.2.4 The publication of the national 'Resources and Waste Strategy' from central government in 2018 anticipates further changes to the delivery of recycling and waste services, and sets out how materials/ resources will be preserved by minimising waste, promotes resource efficiency and recognising the need to adopt principles of the circular economy. The strategy is subject to amendments from consultation, so in anticipation of further clarity from central government, the SEP 2025 plan³³ has been developed to provide interim guidance since the release of the Joint Municipal Waste Management Strategy in 2015 which is out-of-date.

Box 5.4 Core Strategy – Waste Policies

CS22: Sustainable construction

The design of all new developments should facilitate the reduction of waste and the recycling and composting of the waste produced. All developments should consider the use of sustainable construction techniques that promote the reuse and recycling of building materials. All development is encouraged to use responsible resourcing of materials and is encouraged to source materials locally.

³⁰ Surrey Environment Partnership (2021). What happened to Surrey's waste 2020-21. Available at: https://www.surreyep.org.uk/wp-content/uploads/2022/03/surreywaste2021-22_report_web-2.pdf


³¹ Further information available at: <https://www.surreyep.org.uk/about-us/our-strategy/>

³² Joint Waste Solutions (2022). Recycling and waste provision guidance for property developers. Available at: <https://www.woking.gov.uk/planning-and-building-control/planning/planning-policies-and-guidance/waste-and-recycling>

³³ SEP 2025 (2023). A partnership approach to waste prevention and recycling. Available at: <https://www.surreyep.org.uk/about-us/sep-2025-strategy-document/>

- 5.2.5 The Council is committed to curbing the growth in household waste, reducing the overall tonnages of waste collected and increasing the quantity of material sent for recycling and composting. Waste minimisation can be effectively addressed in the design and layout of new development, thereby contributing to this objective.
- 5.2.6 Sustainable waste management is guided by the ‘waste hierarchy’ as set out in UK law within the Waste (England and Wales) Regulations 2011³⁴, see **Table 5.1** for details of the waste hierarchy.
- 5.2.7 Preventing waste is the preferred option and sending waste to landfill should be the last resort. The design of neighbourhoods and supporting services should encourage and enable communities to follow the waste hierarchy.

Table 5.1 Waste Hierarchy³⁵

Stage	Description	Sustainability
Prevention	Use less material in design and manufacture. Keeping products for longer; re-use. Using less hazardous material.	 <p>Best</p> <p>Worst</p>
Preparing for re-use	Checking, cleaning, repairing, refurbishing, whole items or spare parts.	
Recycling	Turning waste into a new substance or product. Includes composting if it meets quality protocols.	
Other recovery	Includes anaerobic digestions, incineration with energy recovery, gasification and pyrolysis which produce energy (fuels, heat and power) and materials from waste; some backfilling operations.	
Disposal	Landfill and incineration without energy recovery.	

Building Materials and Construction Waste

- 5.2.8 Development proposals should contribute towards reducing and recycling construction waste, and work towards ‘designing out waste’. The best opportunities for improving materials resource efficiency occurs at the design stage of a development project. Implementing these opportunities can provide significant reductions in cost, waste and carbon. Circular economy principles should be applied in selecting materials, products and systems for a development, considering how these are sourced, and how they can be successfully reused, repaired, refurbished and recycled through their serviceable life.
- 5.2.9 Use of materials should be minimised as far as possible. The selection of materials should be informed by the scale of embodied carbon associated with their production (see example case study in **Box 5.5**). Examples of high embodied carbon materials include concrete, aluminium, and steel, which can be replaced

³⁴ The Waste (England and Wales) Regulations 2011 No. 988. Available at: <https://www.legislation.gov.uk/ukxi/2011/988/contents/made>

³⁵ Department for the Environment, Food and Rural Affairs (2011). Guidance on applying the Waste Hierarchy. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/69403/pb1353-0-waste-hierarchy-guidance.pdf

with lower carbon alternatives like timber, earth, straw, secondary aggregates and recycled products. BRE provide a free to use Green Guide³⁶ which examines the relative environmental impacts of construction materials.

- 5.2.10 Proposals should look to re-use materials from the development site and reclaimed and/or recycled materials for a range of uses. Re-use of building materials is more environmentally friendly than recycling. The demolition of buildings should be minimised as far as possible and materials derived from any demolition should be re-used, such as crushed concrete and hardcore aggregate in the new foundations. The retrofit of existing buildings is encouraged, this has multiple tangible environmental benefits alongside reducing carbon emissions – see **Box 4.7** for example case study.
- 5.2.11 The Council strongly recommends that materials should be specified from suppliers who participate in an applicable responsible sourcing scheme such as the BRE BES 6001:2008 Responsible Sourcing Standard. All timber should be sourced from schemes supported by the Central Point of Expertise for Timber Procurement, such as the Forest Stewardship Council accreditation, which ensures that the harvest of timber and non-timber products maintains the forest's ecology and its long-term viability.
- 5.2.12 Whilst not a policy requirement at this stage, the Council encourages the submission of a Whole Life Carbon Assessment, including embodied carbon, for all applications proposing substantial demolition. Whole Life-Cycle Carbon emissions are the carbon emissions resulting from the construction and the use of a building over its entire life, including its demolition and disposal. They capture a building's operational carbon emission from both regulated³⁷ and unregulated³⁸ energy use, as well as its embodied carbon i.e., those associated with raw material extraction, manufacture and transport of building materials, construction and the emissions associated with maintenance, repair and replacement as well as dismantling, demolition and eventual material disposal.
- 5.2.13 Consideration should also be given as to whether the materials are resilient to expected changes in climate (see **Section 7.2**). Resilient building materials will minimise the need to replace materials, reducing embodied carbon and waste.

³⁶ Available at: <https://tools.bregroup.com/greenguide/podpage.jsp?id=2126>

³⁷ The carbon emissions arising from energy used by fixed building services, as defined in Approved Document Part L of the Building Regulations. These include fixed systems for lighting, heating, hot water, air conditioning and mechanical ventilation

³⁸ The carbon emissions relating to cooking and all electrical appliances and other small power.

Box 5.5 Case Study – Hale End Court, Woking³⁹

The new specialist residential facility provides 48 independent living apartments along with combined communal, administrative and care facilities. Constructed from cross laminated timber (CLT), achieving a BREEAM 'Excellent' rating, the project is a highly sustainable response which contributes to the local housing need in and around Woking. All environmental briefing targets were exceeded dramatically, particularly minimising carbon where the selection of CLT sequestered some 845,510 kgCO₂e. The design delivered less than half the kgCO₂e/m² compared with a typical build and 35.9% improvement in energy performance compared with a typical build.



Recycling

- 5.2.14 The transport, treatment and disposal of waste are all energy demanding activities and contribute to harmful greenhouse gas (GHG) emissions. Developers are expected to ensure the design and layout of new developments supports sustainable waste management; and will be encouraged to take measures over and above the statutory requirements.
- 5.2.15 In the design phase the provision for the storage, collection and recycling of waste needs to be considered carefully. Developments can provide facilities for individual or groups of properties or premises for the source separation of and storage of different types of households and business waste for collection. To reduce the volume of refuse requiring collection, individual or community composting facilities should also be included in developments. It is encouraged that all proposals for development to include provision for individual compost bins within new dwellings. All waste facilities should be of high quality, should be visually attractive and should not detract from their immediate surroundings.
- 5.2.16 Larger scale developments provide an ideal opportunity to demonstrate how waste management facilities can be successfully integrated into the townscape. Innovative waste management systems are now available, such as piped underground refuse collection systems. These can have a significant effect on the design of a development and can encourage segregation and recycling. See **Box 5.6** for an example of the innovative waste management system at Wembley Park, which although not in Woking, sets an example of best practice which the Council would encourage applicants to consider taking inspiration from.

³⁹ SECBE (2022). SECBE Awards 2022 finalist - Hale End Court. Available at: <https://www.secbe.org.uk/blog-post/599/SECBE-Awards-2022-finalist---Hale-End-Court>

Box 5.6 Case Study – Wembley Park Waste Management⁴⁰

Over 10 years after the installation of the Envac waste management system, Wembley Park residents are recycling five times more than the national average for apartments. The Envac system vacuums waste that has been emptied into inlets through a series of underground tunnels at speeds of up to 70 kph into a single collection station, reducing the need for unsightly on-street bins and significantly reducing the need for refuse lorry collections. Since opening, the system has collected around 3,000 tonnes of recycling. It has helped increase the local authority's recycling rates by 30%. Refuse lorry trips have been dramatically reduced, meaning emissions have gone down by 90%, saving an estimated 700 tonnes of carbon emissions each year from the local environment from completion. Waste that is unable to be recycled is more sustainably disposed of than traditional refuse. Excess waste from Wembley Park is taken to a waste-to-energy plant to be incinerated and converted into electricity, so nothing from the Envac system ends up in landfill.



Assessing Waste Management

- 5.2.17 Planning applications will be assessed against two frameworks to ensure that waste management needs are adequately addressed: via the requirements from both the Building Regulations⁹ and BREEAM¹⁶. Part H6 of the Building Regulations sets minimum requirements in relation to provision for solid waste storage.
- 5.2.18 New non-residential development of 1,000 m² or more (gross) floorspace is required to comply with BREEAM 'Very Good' standards. Although there are no minimum standards to be complied with for waste and materials elements to achieve a 'Very Good' rating, developers are encouraged to gain BREEAM credits for these issues in order to achieve this rating. By achieving maximum points for waste and materials elements developers can achieve a high BREEAM level.

Site Waste Management Plan

- 5.2.19 Applications for large scale development⁴¹ should be accompanied by a Site Waste Management Plan (SWMP) that clearly sets out how waste produced during all stages of a development will be minimised and managed in a sustainable manner. A SWMP should both contain target rates for recycling and define processes to manage different waste streams. The impacts of the processes involved in the recycling or reuse of wastes on site will be considered when determining the

⁴⁰ Quintain (2020). Quintain celebrates results of over a decade of recycling with Envac at Wembley Park. Available at: <https://www.quintain.co.uk/news-and-media/press-releases/2020/envac-wembleypark>

⁴¹ Under the Site Waste Management Plans Regulations 2008, all construction projects in England worth over £300,000 were required to have a SWMP in place before a project could begin. These Regulations were repealed, but the Council continues to strongly encourage such sites to undertake SWMPs.

acceptability of the proposed development. Designing out waste is a key element of good practice in the preparation of a SWMP. Some projects will require SWMPs in order to comply with BREEAM standards.

- 5.2.20 A number of tools have been developed to assist constructors, such as BRE's web-based tool SmartWaste⁴² (which can be aligned to BREEAM). It can be used on all types of construction projects including new build and refurbishment, and suits both large and small construction projects, domestic or commercial.

⁴² Further information available at: <https://www.bresmartsite.com/products/smartwaste/>

6. Sustainable Transport

Box 6.1 Aims – Sustainable Transport

What to aim for:

- Promote active travel for shorter journeys via travel packs and plans;
- Ensure that streets widths are sufficient to allow easy walking and cycling, where possible consider formal cycle paths and traffic calming measures;
- Incorporate EV charging facilities in garages and parking spaces as per relevant standards; and
- Provide secure, covered storage / parking for bikes and pushchairs in public areas.

6.1 Prioritising Walking, Cycling and Public Transport

- 6.1.1 A large percentage of carbon emissions come from transport habits of the occupants of new developments. Spatial planning shapes the pattern of future development, influencing the location, scale, density, design and mix of land uses. It can help reduce the need to travel and the length of journeys and make it safer and easier for people to access jobs, shopping, leisure facilities and services by public transport, walking and cycling. Providing more appealing walking, cycling (with secure cycle parking and changing facilities where appropriate) and public transport options is the best way to reduce car use. Sustainable and active transport has multiple benefits beyond saving energy and carbon, such as improved local air quality, health and wellbeing benefits from being more active, greater potential for social interactions, the creation of green spaces, and reducing car-dependency.
- 6.1.2 The fourth Local Transport Plan (LTP4)⁴³ for Surrey sets out an ambitious roadmap for rethinking and transforming Surrey's transport to 2032 and beyond. The LTP4 aims to significantly reduce transport carbon emissions to meet the net zero challenge and to support delivery of Surrey's other priority objectives of enhancing Surrey's economy and communities, as well as the quality of life of residents. **Table 6.1** below summarises the core policy areas of LTP4.

Table 6.1 6.1 Surrey LTP4 Policy Areas

Policy Area	Description
Planning for Place	Design and improve local neighbourhoods and other parts of towns and villages to provide attractive environments for people and increase opportunities to live and work locally.

⁴³ Surrey County Council (2022). Local Transport Plan (LTP4) – Available at: <https://www.surreycc.gov.uk/roads-and-transport/policies-plans-consultations/transport-plan>

Policy Area	Description
Digital Connectivity	Promote and encourage: access to high quality digital connectivity for all; and provision of online public and community services.
Active Travel / Personal Mobility	Provide facilities to encourage many more journeys to be made actively (on foot, by bicycle, scooting etc).
Public / Shared Transport	High-quality, reliable, affordable and joined up public, shared and demand responsive transport, supported by accessible and easy to use travel information and booking systems.
Demand Management for Cars	Measures to decrease use of cars for some journeys.
Demand Management for Goods Vehicles	Measures to decrease use of certain goods vehicles, and / or at certain times, or in certain locations.
Efficient Network Management	Managing the operation and maintenance of the highway network so that it runs smoothly, and the effects of traffic on communities and the environment are minimised.
Promoting Zero Emission Vehicles	Promoting rapid uptake of EVs (and hydrogen vehicles where appropriate).
Supporting Behaviour Change	Awareness campaigns and other activities to encourage walking, cycling and use of public transport and EVs.

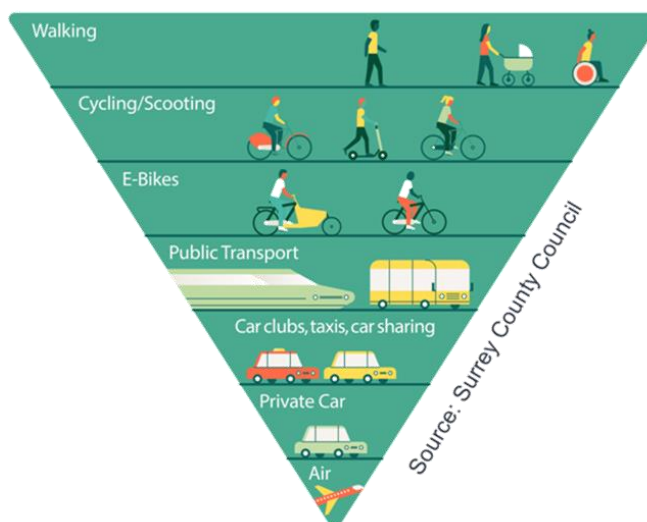
6.1.3

All development proposals should endeavour to support shifts in transport and travel behaviour as detailed within the sustainable transport hierarchy in **Figure 6.1**, which ranges from walking as the most sustainable transport mode, through to air travel as the least sustainable.

Proposals should review the wider context of their site and provide strong links to existing footpaths (consider desire lines for walking), cycle routes (particularly in the Town Centre) and public transport nodes.

Development proposals should also demonstrate flexibility to respond to future changing modal shifts. Developers should ensure the provision of car parking is consistent with cutting greenhouse gas (GHG) emissions, including through providing for electric vehicle (EV) charging infrastructure.

Figure 6.1 Sustainable Transport Hierarchy



- 6.1.4 Secure and covered cycle parking should be located close to a property, with appropriate provision provided based on occupancy and in compliance with other supplementary guidance. E-bikes and E-cargo bikes should be considered, with a larger parking space and charging facilities required. Cycle lanes should also be designed to accommodate E-bikes and mobility scooters which require wider cycle lanes.
- 6.1.5 The Woking Town Local Cycling and Walking Infrastructure Plan (LCWIP)⁴⁴ identifies where Woking (in partnership with Surrey County Council) want to prioritise investment for walking and cycling over the next ten years and sets out some initial recommendations for improving walking and cycling in the town. The Woking Town LCWIP aims to create a wider walking and cycling network for the Borough and focusses on the strategic planning required to enable the development of local transport infrastructure.
- 6.1.6 Proposals should review the wider context of their site and provide strong links to existing footpaths, cycle routes and public transport nodes. The principles of Healthy Streets for Surrey design code⁴⁵ should be applied and considered wherever possible.
- 6.1.7 In accordance with Policy CS18 of the Core Strategy (see **Box 6.2**), certain developments will be required to conduct Transport Assessments and provide Travel Plans to minimise impacts and manage travel needs sustainably. Design and Access Statements should also address issues around walking, cycling, parking and public transport.

Box 6.2 Core Strategy – Sustainable Transport Policies

CS18: Transport and accessibility

Ensuring development proposals provide appropriate infrastructure measures to mitigate the adverse effects of development traffic and other environmental and safety impacts. Transport Assessments will be required for development proposals, where relevant, to fully assess the impacts of development and identify appropriate mitigation measures.

Requiring development proposals that generate significant traffic to be accompanied by a Travel Plan, clearly setting out how the travel needs of occupiers and visitors will be managed in a sustainable manner.

6.2 Electric Vehicle Charging Points

- 6.2.1 In 2020, the UK Government announced a ban on the sale of all new petrol and diesel cars and vans by 2030, with all new cars and vans to be fully zero emissions at the tailpipe by 2035. As part of the Council's commitment to achieving an energy efficient transport system and to cut carbon emissions, spatial planning will be used as a lever to boost the number of electric vehicle (EV) users in Woking. EVs also

⁴⁴ Surrey County Council (n.d.) Woking Town Local Cycling and Walking Infrastructure Plan (LCWIP). Available at: <https://www.surreycc.gov.uk/roads-and-transport/cycling-and-walking/plans/woking-town-local-cycling-and-walking-infrastructure-plan-lcwip#section-1>

⁴⁵ Surrey County Council (2023). Healthy Streets for Surrey design code – Creating streets which are safe and green, beautiful, and resilient. Available at: <https://healthystreets.surreycc.gov.uk/>

bring further advantages in terms of reducing noise pollution and improving air quality.

- 6.2.2 In order to achieve increased EV usage in the Borough, widespread charging infrastructure improvements will be necessary. Although the provision of public charging points will be important, many EV drivers will choose to charge their vehicles overnight at home. Recharging where people are employed will also be essential.
- 6.2.3 New development provides the best opportunity to accelerate the scale of provision for EVs and should include charging provision for EV use as standard. Policy CS22 of the Core Strategy states that new development in Woking Borough will be expected to contribute to charging infrastructure. This SPD sets out the minimum requirements for the provision of EV charge points in accordance with the current Building Regulations Part S as summarised in **Table 6.2**.

Table 6.2 Building Regulations – Part S¹³ EV Charging Summary

Development	Threshold	Minimum Requirement	Section ¹³
Residential	All new dwellings with parking	A minimum of either at least one EV charge point for each associated parking space or the number of dwellings that the car park serves.	S1. (2)
	>10 parking spaces or more parking spaces than dwellings	Cable routes must be installed in any parking spaces which do not have EV charge points.	S1. (3)
Non-residential	>10 parking spaces	A minimum of one EV charge point, with cable routes for one in five of the total parking spaces.	S4.

- 6.2.4 The Approved Document¹³ provides the full technical guidance regarding the installation and charge point requirements in Part S to the Building Regulations. It applies to new residential and non-residential buildings; buildings undergoing a material change of use to dwellings; residential and non-residential buildings undergoing major renovation; and mixed-use buildings that are either new or undergoing major renovation.
- 6.2.5 The type of charging point will be decided on a case-by-case basis depending on the type and scale of development. All new EV charge points being installed will need to provide a minimum power supply of 7 kW or have the cable routes ready for this supply. It may be prudent to install cable routes that are capable of charging at a faster rate.
- 6.2.6 The design of parking facilities will affect the location and ease at which EV charging points can be installed. Charging points should be sited so that they are easy to access, in prominent locations that are well-signed for quick recognition by EV drivers. Consideration should be given regarding mobility and access for wheelchair users. It is recommended that charging infrastructure provided at development adopts ‘smart metering’ enabling users to be charged for the energy they use.
- 6.2.7 In order to reduce clutter in parking areas the installation of charge points with two outputs could be considered, i.e. one charge post with an outlet on either side to serve two active parking spaces. EV charging points can be provided at low cost

within dedicated off-street parking courts. Basement or under-croft parking provides particularly suitable environment for EV charging points. In these locations it is possible to provide secure charging points for vehicles where it would otherwise be impractical for private individuals to connect vehicles at home.

- 6.2.8 Management and maintenance of the charging infrastructure will be the responsibility of landowners and the chosen energy supplier. Those car parks privately managed should have appropriate enforcement procedures for the misuse of their parking stock.

7. Climate Change Resilience and Adaptation

7.1 Introduction

Box 7.1 Aims – Climate Change Resilience and Adaptation

What to aim for:

- Overheating assessment to design for future climate, employing principles of the natural cooling measures in order to future-proof the development;
- Designing development to be resilient to flood risk including allowances for climate change;
- Use of SuDS in development to integrate GBI and design for allowances for climate change;
- Integrate GBI into development, utilising nature-based solutions to achieve multiple benefits.
- For residential development, design for a minimum water efficiency of 110 l/p/d, aiming to exceed this, utilising the principles of the water hierarchy;
- For non-residential, design for a minimum of 40% reduction in water consumption compared to a baseline building (see BREEAM methodology) whilst aiming to exceed this; and

7.1.1 The Core Strategy requires new development to adapt to the impacts of climate change. Consideration of climate change adaptation within the built environment is an amalgamation of discrete but connected issues such as overheating within buildings and thermal comfort, flood risk and sustainable drainage, water efficiency and reuse, the integration of Green and Blue Infrastructure (GBI), whilst designing for changing ground conditions, winds and damp.⁴⁶ Integration of these competing issues into sustainable design within development needs to be carefully considered, whilst complementing the requirements for climate change mitigation through energy efficiency.

7.1.2 Existing housing stock in the UK faces challenges in adequately addressing a changing climate, partly due to the age profile of buildings, but also due to 'issues with knowledge, skills, supply chains, occupant behaviour and quality assurance'⁴⁶. It is therefore imperative that new housing and developments brought forward meet and exceed performance requirements of the Core Strategy, utilising the guidance in this SPD, to avoid costly retrofitting in the future. Future-proofing of new development encourages well-designed sustainable development, with the ease of

⁴⁶ Kovats and Brisley (2021). UK Climate Risk Independent Assessment (CCRA3) Technical Report Chapter 5: Health, Communities and the Built Environment (Online). Available at: <https://www.ukclimaterisk.org/wp-content/uploads/2021/06/CCRA3-Chapter-5-FINAL.pdf>

ability to adapt to changing environmental, social and economic conditions over the lifetime of the development.

- 7.1.3 The 2021 update to the NPPF sends the clear signal that climate change adaptation should be integral to new development:

“Plans should take a proactive approach to mitigating and adapting to climate change, taking into account the long-term implications for flood risk, coastal change, water supply, biodiversity and landscapes, and the risk of overheating from rising temperatures.”

- 7.1.4 Planning policy around adaptation is intrinsically linked to the Building Regulations as set out within the SPD, and should be used to form the minimal performance requirements.

7.2 Adaptation Through Design

Resilience to Rising Temperatures

- 7.2.1 The latest assessment of the risks and opportunities facing the UK from climate change (UK Climate Change Risk Assessment i.e. CCRA3) noted limited incorporation of adaptation issues into planning policy as one of the significant barriers to addressing climate change risks.⁴⁶

- 7.2.2 One of the major climate risks to the UK relates to high temperatures. The UK CCRA3 considers that the risks of combined exposure to high temperatures, air pollution, drought and wildfires could result in excess mortality. This is a higher risk for vulnerable community members such as those within residential care, older persons or persons with pre-existing conditions. Despite this, it notes that policies relating to the thermal comfort of occupied buildings were under-developed (see UK CCRA H1).

- 7.2.3 The introduction of Approved Document Part O in 2022 directly addresses design of residential development. It directly addresses how to minimise unwanted solar gains in summer periods and ensure adequate removal of heat from the indoor environment.

- 7.2.4 The rationale in Part O recognises that buildings with increasingly efficient insulation and airtightness are at risk of overheating if their design does not adequately address ventilation requirements.⁴⁷ It therefore supplements Part F requirements for ventilation standards, while also promoting natural removal of heat so as to avoid additional energy requirements associated with mechanical systems,

UK CCRA Risk H1: Risks to health and wellbeing from high temperatures.

While there is more evidence since CCRA2 about the risks of overheating in homes, hospitals and care homes, and the effectiveness and limitations of strategies for passive and space cooling, policies to protect people from overheating in new and existing homes and other buildings including care homes are still to be developed fully across the UK.

⁴⁷ Morten, W. (2015). Strategies for mitigating the risk of overheating in current and future climate scenarios: Applying lessons from PassivHaus to contemporary housing. (Online). Available at: <https://www.passivhaustrust.org.uk/UserFiles/File/Technical%20Insight%20-%20December%202015%20-%20Mitigating%20Overheating%20Risk%20in%20Future%20Climates.pdf>

which would conflict with targets for reducing the energy intensity of dwellings set out in Part L.

7.2.5 Within non-residential buildings, the BREEAM UK New Construction and BREEAM Refurbishment and fit-out guidance sets out what exemplary performance with respect to climate change adaptation looks like. This includes criterion Hea 04 Thermal comfort, which addresses risks of overheating, alongside ventilation design.

7.2.6 Exemplary performance also includes avoiding increased risks of deterioration and higher maintenance demands due to the impacts of climate change previously mentioned (driving rain, winds, heat related deterioration). By achieving Mat 05 Designing for durability and resilience the development should demonstrate exemplary performance where the exposed parts of the building are protected from material degradation from environmental factors including climate change, where water ingress and damage is prevented. This includes designing for maintenance (e.g. ease of access for replacement, cleaning and repair).

7.2.7 Increased internal temperatures pose serious health implications.⁴⁸ Thermal discomfort within buildings is directly correlated with increasing external temperatures; however, a range of conditions are at play which may be individual to the occupier and there is no single value for indoor temperature which is considered comfortable. Therefore, it is imperative that building design allows for flexibility in removing heat from the building.

7.2.8 In addition to whole-building consideration of overheating, there may be localised overheating associated with high glazing proportions, restriction of window opening, internal heat sources and a lack of shading objects.⁴⁹

7.2.9 Window opening will become an increasingly ineffective method for cooling as external temperatures continue to increase. Shading and ventilation (i.e. passive and/or mechanical) are key to naturally controlling overheating in the summer months; key design measures are within **Table 7.1**.

BREEAM Exemplary performance in climate change adaptation

✓ **Hea 04** Thermal modelling results in thermal comfort, limiting the risk of overheating, taking into account future climate change projections within the modelling inputs.

✓ **Mat 05** Buildings are designed for durability and resilience to future environmental conditions with climate change.

⁴⁸ Race, G. L. (2010). CIBSE Knowledge Series: KS16 How to manage overheating in buildings. London, England: Chartered Institution of Building Services Engineers.

⁴⁹ Palmer, J. (2021). Avoiding summer overheating. Guidelines for summer comfort in PassivHaus buildings and the PHT Summer overheating tool. (Online). Available at: <https://www.passivhaustrust.org.uk/UserFiles/File/Technical%20Papers/Avoiding%20summer%20overheating.pdf>

Table 7.1 Types of cooling measures that can be incorporated into design of residential and non-residential buildings⁴⁷

	Type of cooling	Examples
	Ventilation	Displacement ventilation, opening windows, night purging, breathing buildings
	Internal shading	Blinds, curtains, shutters, films on glass to reduce shading – bird friendly film in particular
	External shading, especially for south facing facades	Overhangs, shutters, Brise Soleil, recessed glazing, vegetation, fins
	Thermal mass	Exposed concrete floors and ceilings, thick stone/block walls on south/west facades, masonry partitions
	GBI	Green roof, green walls, planting around building
	Building form	Reduce glazing size, locate glazing away from sun, glazing to limit solar gain e.g. low g-value glass
	Reducing occupant input	Automatic controls
	Reflective	Reflective roof, solar control glass, white paint
	Active cooling	Air Conditioning units, reversible heat pumps, district cooling

Figure 7.1 Brise Soleil, Chobham Road, Woking Town Centre



Box 7.2 Case Study: Moor's Nook, Retirement Village, Woking⁵⁰



Moor's Nook is a high-specification retirement village near Horsell Common. The development contains an integrated south-facing courtyard, complementing aspects of the nearby green space. Natural light was used where possible whilst understanding any conflicts with unwanted solar gains with an overheating assessment. It was demonstrated that several living rooms were subject to overheating through solar gain, therefore a number of measures were employed: the use of low g-value windows; high specification glazing; and blinds or curtains. This reduced this risk to an acceptable level. Additionally, natural ventilation was provided through openings, windows and roof lights, maximising air changes.

- 7.2.10 The case study within **Box 7.2** shows how the overheating assessment highlighted additional design measures to be considered. However, the assessment did not include an analysis of the changing future climate, which is a requirement for new developments subject to this current guidance.
- 7.2.11 Nature based solutions (NBS) can be applied at the property-level to address the impacts of overheating through natural shading with vegetation. Beyond overheating within buildings, the health and wellbeing of the population may become impacted by increasing experience of the urban heat island effect associated with urban areas. This has strong links with the integration of urban cooling measures such as green infrastructure and NBS, explored further in this section.
- 7.2.12 Further guidance in terms of design considerations can be found in the references noted here:

▶ **Approved Document Part O: Overheating for further technical guidance.**

▶ **CIBSE, 2013. TM52 The limits of thermal comfort: avoiding overheating in European buildings.**

▶ **CIBSE, 2019. TM59 Design methodology for the assessment of overheating risk in homes.**

⁵⁰ Milieu Consult (2015). Energy Strategy.

Resilience to Flood risk

Box 7.3 Core Strategy – Flood Risk Policies

CS9: Flooding and water management

The Council will require all significant forms of development to incorporate appropriate sustainable drainage systems (SUDS) as part of any development proposals. If this is not feasible, the Council will require evidence illustrating this.

- 7.2.13 The UK Climate Change Risk Assessment (CCRA3) highlights the aspects of society which are, and could become more at risk, from flooding, this includes our services (Risk I2), people, communities and flooding (Risk H3) and businesses (Risk B1). An aim of our Climate Change Strategy is to work with partners to implement flood risk management activities across the Borough. Nevertheless, individual new developments need to ensure flood risk / resilience is a key consideration as part of local climate adaptation, accounting for projected future climate change in the design of any flood resilience measures. Designs also need to take into account the flood risk implications of impermeable materials associated with urban environments, such as concrete, asphalt, tarmac and artificial lawns which can increase the risk of flooding through water runoff.
- 7.2.14 The Surrey Local Flood Risk Management Strategy 2017 – 2032⁵¹ highlights that new development has increased the importance of holistic drainage systems design that is both sustainable and does not increase the risk of flooding elsewhere in the catchment. There are opportunities presented through the planning of new development to make communities more resilient to climate change. A key element of this is use of sustainable drainage systems (SuDS)⁵¹, as required by Policy CS9 (see **Box 7.3**).
- 7.2.15 SuDS are designed to maximise benefits from the management of surface water, by controlling the quantity and quality of runoff as well as providing larger areas of green and blue infrastructure (GBI) supporting enhanced biodiversity in neighbourhoods.⁵²
- 7.2.16 SuDS can be used within residential and non-residential development, even when spatially constrained (see examples of use in **Figure 7.4**). Early consultation is imperative for the most effective use of SuDS in development, engaging cross-topic specialists such as landscape architects, flood risk engineers, ecologists and spatial planners. The principles of SuDS design in development are within **Table 7.2**.

UK CCRA Risk I2: Risks to infrastructure services from river, surface water and groundwater flooding.

UK CCRA Risk H3: Risks to people, communities and buildings from flooding.

UK CCRA Risk B1: Risks to business from flooding.









Communities, infrastructure assets and business sites will face increased exposure to surface water risk in absence of adaptation action.

⁵¹ Surrey County Council (2016). Surrey Local Flood Risk Management Strategy 2017 – 2032 (Online). Available at: https://www.surreycc.gov.uk/_data/assets/pdf_file/0005/136724/Surrey-Local-Flood-Risk-Management-Strategy-FINAL_v2.pdf

⁵² CIRIA (2015). The SuDS Manual. London, England: CIRIA.

- 7.2.17 The Council supports proposals that integrate natural based solutions (NBS) within plans to mitigate flooding and provide further benefits such as increased biodiversity and the creation of green spaces.
- 7.2.18 It is the responsibility of a developer to make proper provision for surface water drainage to ground, water courses or surface water sewer. Development must not be allowed to drain to the foul sewer, as this is the major contributor to sewer flooding. In May 2022 the Environment Agency updated the guidance on flood risk assessment in relation to climate change allowances⁵³.
- 7.2.19 On sites with historical or archaeological constrains, a historic water management appraisal of an area should be included as part of flood risk assessment and planning submissions.
- 7.2.20 It is advised that developers reach out to the lead local flood authority (LLFA) for confirmation regarding the suitability of SuDS within their proposed development. Surrey County Council act as LLFA and provide guidance on SuDS⁵⁴. It is advised that developers review this guidance when considering how best to address water management.

Table 7.2 Principles of SuDS design⁵²

Principles of SuDS design			
	Using surface water runoff as a resource		Promoting evapotranspiration
	Managing rainwater close to where it falls		Slowing and storing runoff to mimic natural runoff characteristics
	Managing runoff on the surface		Reducing contamination of runoff through pollution prevention and controlling the runoff at source
	Allowing rainwater to soak into the ground		Treating runoff to reduce the risk of urban contaminants causing environmental pollution.

Rain Gardens

Rain gardens are areas of shallow greenspace, usually featuring plantings such as hedges, trees and flowers. They are intended to absorb surface run-off and can contribute towards a wider SuDS strategy. New developments are encouraged to seek opportunities to establish rainwater gardens as part of ambitions to integrate green infrastructure, and thereby contribute towards Woking’s initiative to reduce local flood risk, improve water quality, and

⁵³ Environment Agency (2022). Flood risk assessments: climate change allowances. Available here: <https://www.gov.uk/guidance/flood-risk-assessments-climate-change-allowances>

⁵⁴ Surrey County Council (2022). Sustainable Drainage System Design Guidance. Available here: <https://www.surreycc.gov.uk/community/emergency-planning-and-community-safety/flooding/more-about-flooding/suds-drainage/drainage-guidance>

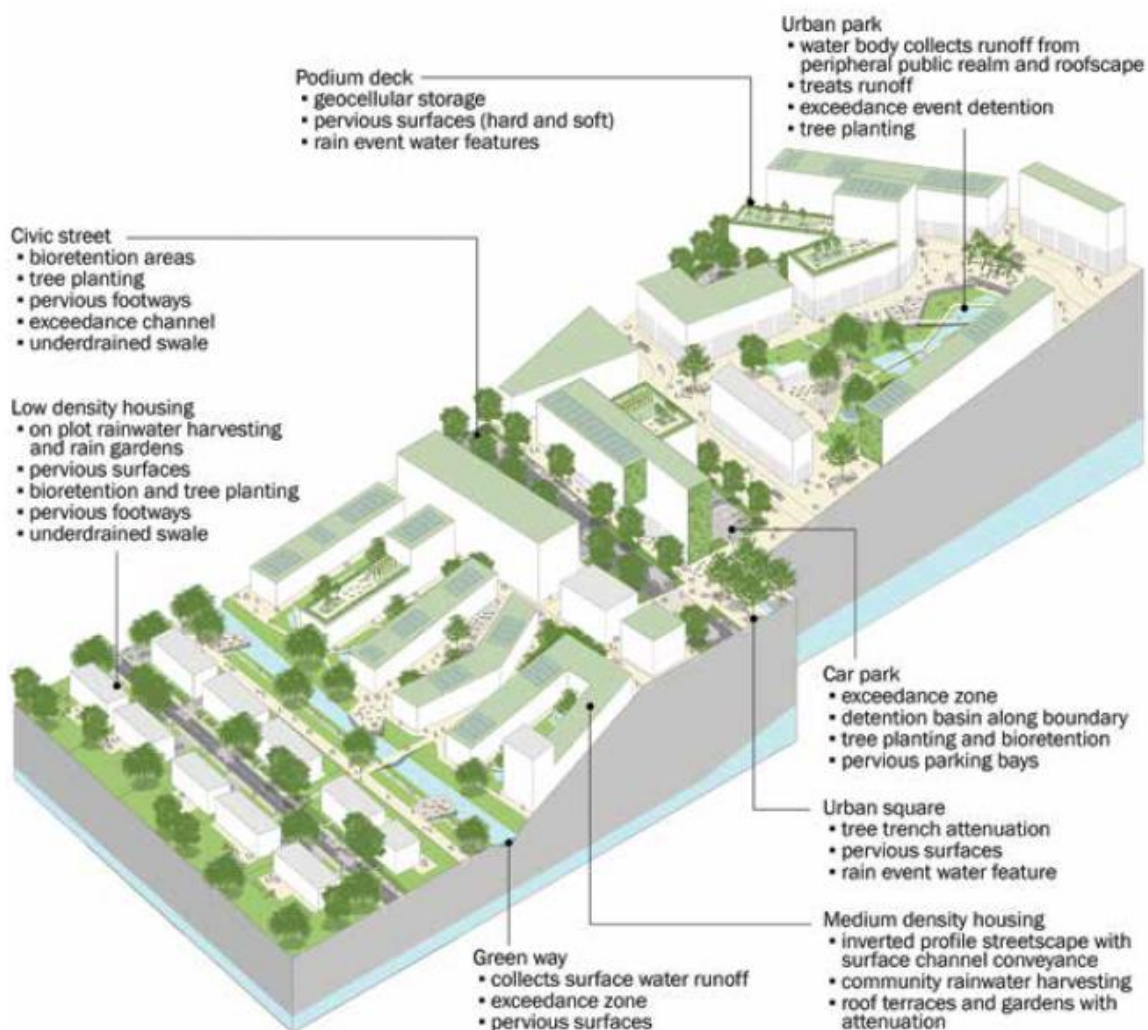
enhance biodiversity. There are several planning and design considerations associated with rainwater gardens, that must be taken into account to ensure successful delivery.

In urban environments the planting of street trees also provides a natural solution to mitigate against flood risk. It is advised that the principles of 'Right tree, right place' are applied to ensure trees remain suitable and best placed to mitigate against all the effects of climate change.

Figure 7.2 Rainwater Garden, Chertsey Road



Figure 7.4 Application of SuDS in different environments⁵²



7.2.21 Non-residential development can demonstrate exemplary performance related to climate change adaptation through BREEAM by targeting the Pol 03 Flood and surface water management credits to minimise the risks of increased flood risk and surface water run-off affecting the site or other receptors in the catchment. This entails:

- Flood resilience: A site-specific Flood Risk Assessment (FRA) confirms that the development either remains within a location of low flood risk, even after taking into account future sources of flooding with climate change or demonstrates that measures to increase the resilience to future flooding is incorporated into the final design of the building.

BREEAM Exemplary performance in climate change adaptation

✓ **Pol 03 Flood resilience**
Designing to be resilient to future sources of flooding with climate change.

✓ **Pol 03 Surface water run-off**
Drainage measures which improve peak rate and/or volume of run-off including climate change allowances.

- Surface water run-off: Sustainable design of surface water management measures where all calculations must include an allowance for climate change, made in accordance with current Planning Practice Guidance (PPG). Ease of maintenance must be integrated into SuDS design.

Water Availability and Efficiency

7.2.22 In the coming century, there will be increasing pressure on water demand largely due to population growth and climate change effects on resource availability.⁵⁵ This has been reported in the UK Climate Change Risk Assessment (CCRA3) as a risk to public water supplies due to reduced water availability (Risk I8) and the knock-on effect to the public of periods of water scarcity (Risk H10). To place this in a local context, the majority of the water supplied by Affinity Water comes from groundwater sources⁵⁶. Groundwater abstraction is highly dependent on rainfall.

Changing patterns of rainfall in summer (see **Box 8.3**) increase the risk of stress on the potable water supply to Woking.

7.2.23 The policies within the Core Strategy related to water efficiency are summarised in **Box 7.4**.

UK CCRA Risk H10: Risk to household water supply.

Reduced summer precipitation will increase the likelihood of periods of water scarcity.

UK CCRA Risk I8: Risk to public water supplies from reduced water availability.

Simulating future water balances show a UK-wide supply-demand deficit.

Box 7.4 Core Strategy Policies – Water Efficiency

CS22: Sustainable Construction

New residential development on previously developed land will be required to meet the... water components of the Code for Sustainable Homes... Code level 5 from 1 April 2016.

New residential development on greenfield sites will be required to meet the Code for Sustainable Homes level 5 (or any future national requirement).

New non-residential development of 1,000 sq.m or more (gross) floorspace is required to comply with BREEAM very good standards (or any future national equivalent).

The Council will encourage proposals for residential extensions and non-residential developments of 1,000 sq.m or less (gross) floorspace to incorporate energy and water efficiency measures.

7.2.24 Since the adoption of the Core Strategy, the Code for Sustainable Homes (CfSH) has been withdrawn and replaced by the requirements of the Building Regulations

⁵⁵ Lawson, R., et al. (2018). Ofwat: The long term potential for deep reductions in household water demand (Online). Available at: <https://www.ofwat.gov.uk/wp-content/uploads/2018/05/The-long-term-potential-for-deep-reductions-in-household-water-demand-report-by-Artesia-Consulting.pdf>

⁵⁶ Affinity Water (2022). Affinity Water Drought Plan: Strategic Environmental Assessment Environmental Report (Online). Available at: <https://www.affinitywater.co.uk/docs/corporate/SEAconsultation/Drought-Plan-2022-Strategic-Environmental-Assessment-Environmental-Report.pdf>

Part G: Sanitation, hot water safety and water efficiency.⁵⁷ the Council implements the optional requirements for water efficiency as set out within Building Regulations 2010 (as amended), as follows:

All new residential development will be required to achieve as a minimum the optional requirement set through Building Regulations for water efficiency that requires estimated water use of no more than 110 litres/person/day⁵⁸. This should be set out within a statement clarifying how the measures have been achieved.

- 7.2.25 The Council will ensure compliance by means of planning conditions specifying that the optional requirement as set out above will apply to the development. Applicants are encouraged to submit the required evidence at the earliest opportunity – preferably at planning application validation stage. If sufficient evidence is not submitted at planning application validation stage, or during the life of a planning application, a pre-commencement planning condition will be used to confirm that the development will be able to achieve the required standard prior to construction starting; and evidence should be in the form of a design stage water efficiency calculator (as per the methodology set out in Appendix A of Approved Document G).
- 7.2.26 In all cases, a pre-occupation planning condition will be used to conclusively show that the standard has been achieved prior to the occupation of dwellings; and evidence will be in the form of the notice submitted to the local authority under Regulation 37 of the Building Regulations 2010, as amended (see paragraphs 2.13-2.16 of Approved Document G for guidance).
- 7.2.27 People who are responsible for building work (e.g., agent, designer, builder or installer) must ensure that the work complies with all applicable requirements of the Building Regulations. Where an optional requirement is made a condition of the planning permission the developer has a statutory obligation to inform the Building Control Body that an optional requirement has been imposed. A local authority may not issue a completion certificate under regulation 17 of the Building Regulations or an approved inspector a final certificate under section 51 of the Building Act unless satisfied that any imposed optional requirement has been complied with.
- 7.2.28 This is a minimum expectation; the Council encourages developers to seek greater efficiency in seeking to future proof development against possible water scarcity.⁵³ The energy demand implications of water consumption are also an important consideration for the energy efficiency of developments.
- 7.2.29 All the water companies which serve Woking have been identified by the Environment Agency as companies within areas of serious water stress⁵⁹. In addition to following the optional requirement outlined above, the council advises

⁵⁷ Ministry of Housing, Communities & Local Government (2016). Sanitation, hot water safety and water efficiency: Approved Document G. Available at: <https://www.gov.uk/government/publications/sanitation-hot-water-safety-and-water-efficiency-approved-document-g>

⁵⁸ The optional requirement is set out under Part G of Schedule 1 and regulation 36(2b).

⁵⁹ Environmental Agency (2021). Water stressed areas – final classification. Available at: <https://www.gov.uk/government/publications/water-stressed-areas-2021-classification>

that the 'Fittings Approach' is used to determine the water consumption of a development⁶⁰.

- 7.2.30 Currently, it is estimated that average water consumption in homes in the UK is in the region of 142 l/p/d⁶¹. Even using technology and products that are available on the market today, water consumption can be reduced to 85 l/p/d by water efficient fittings, changing behaviours and the installation of rainwater harvesting.⁶² Ofwat projections suggest it is possible to achieve 50 – 70 l/p/d within 50 years; other research within the UK domestic homes sector suggests water demand can be reduced to 49 l/p/d.⁵⁷
- 7.2.31 Within non-residential buildings, BREEAM UK New Construction and BREEAM Refurbishment and fit-out guidance sets out exemplary performance targets with respect to water consumption (Wat 01). The minimum standard is to achieve 12.5% reduction in water consumption from the baseline; however, exemplary performance entails a minimum of 40% which equates to a minimum of three credits. This ensures water demand is minimised in periods of droughts.
- 7.2.32 The WaterWise Water Efficiency Strategy⁶³ for the UK sets out an important strategic objective for the future of water consumption within homes which is to ensure new development does not put additional pressure onto future water availability challenges and introduces the aspiration for homes to be 'water neutral', (see **Box 7.5**).

BREEAM Exemplary performance in climate change adaptation

✓ **Wat 01** A minimum of 40% reduction in water consumption compared to a baseline building to ensure water demand is minimised in periods of droughts.

Box 7.5 Key Term: Water Neutrality⁵⁷

Key term: Water Neutrality

Where proposals for development seek to achieve water neutrality, water demand should be minimised first, then any remaining water demand offset, so that the total demand on the public water supply in a defined region is the same after development as it was before.

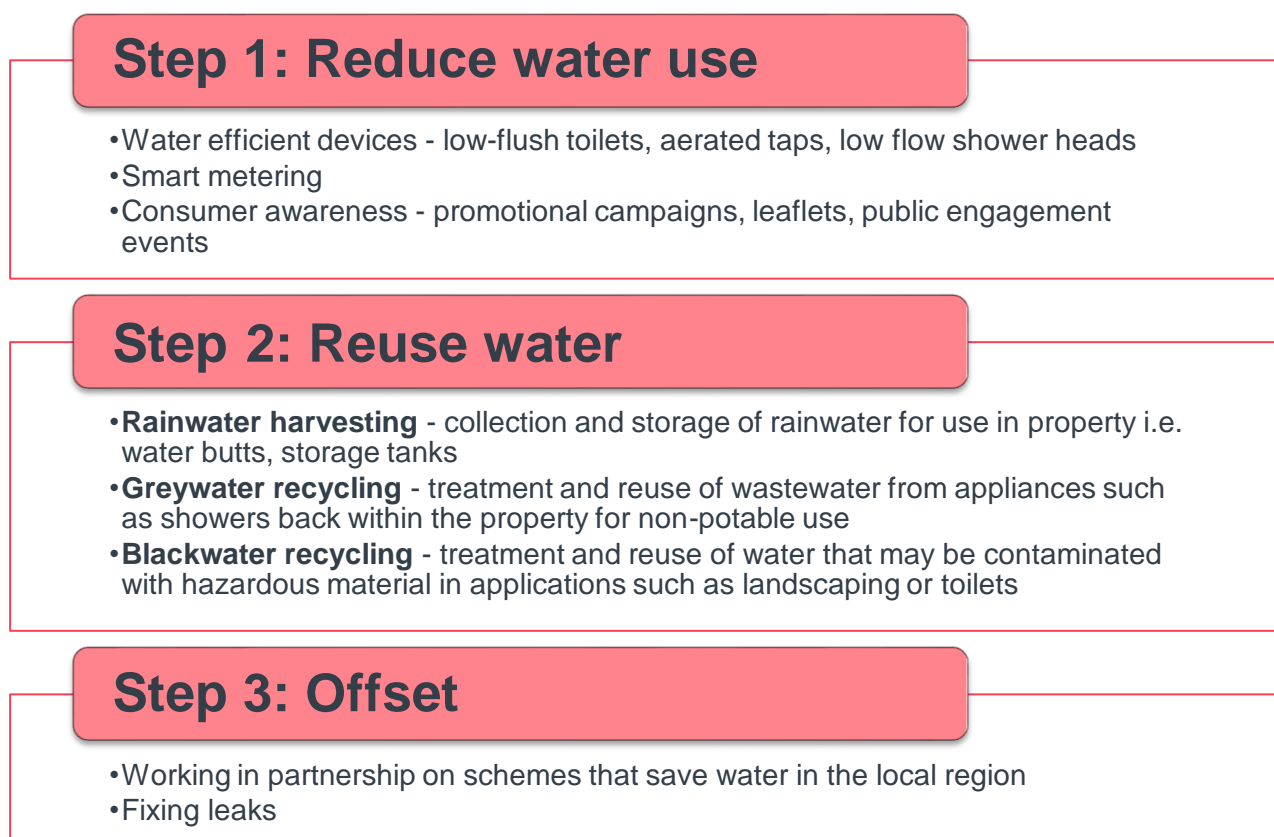
- 7.2.33 Water neutrality is implemented by following the water neutrality hierarchy (see **Figure 7.2**), where the key water reduction measures that are applicable and under the influence for new development are:

⁶⁰ [Requirement G2] Para 2.11 states: "Where the fittings approach is used, the water consumption of the fittings provided must not exceed the values in Table 2.2. If they do, the water efficiency calculator must be completed to demonstrate compliance. Similarly, where a shower is not to be provided or where a waste disposal unit, a water softener or water re-use is to be provided the water efficiency calculator must be completed." Refer Approved Document G for full details.

⁶¹ Energy Saving Trust (2013). At home with water. (Online). Available at: <https://www.energysavingtrust.org.uk/sites/default/files/reports/AtHomewithWater%287%29.pdf>

⁶² Makin, L. et al. (2021). WaterWise: A Review of Water Neutrality in the UK. (Online). Available at: <https://database.waterwise.org.uk/wp-content/uploads/2021/10/A-Review-of-Water-Neutrality-in-the-UK-03.02.2021-1-1.pdf>

⁶³ WaterWise (2022). UK Water Efficiency Strategy to 2030. (Online). Available at: https://database.waterwise.org.uk/wp-content/uploads/2022/09/J37880-Waterwise_Water_Efficiency_Strategy_Inners_Landscape_WEB.pdf

Figure 7.2 Water hierarchy

7.2.34 Rainwater harvesting (RWH) for potable and non-potable use can be applicable to single dwellings or to larger systems in commercial sites or community scale applications. RWH can be integrated with the design of surface water attenuation (as described in this section) such as SuDS and utilising green infrastructure such as reed beds to filter water, all linking to provide multiple benefits. The Council encourages applications for new development, particularly residential, to implement RWH measures. For example, water butts are a low impact means of collecting water for use in domestic gardens.

7.2.35 Greywater recycling (GWR) from appliances such as showers is considered to have low levels of contaminants, requiring low levels of treatment for non-potable purposes. Up to 75% of the water consumed in residential properties becomes greywater. Typically, the water is treated using membrane-based technology.⁶⁴ GWR produces a net benefit for medium to significant buildings systems; these increase in size for individual households/shops.

7.2.36 A case study for water efficiency, RWH and GWR is found within **Box 7.6**.

▶ BS 8525-1:2010 - Grey water systems – Part 1: Code of practice

⁶⁴ WaterWise (2020). Independent review of the costs and benefits of rainwater harvesting and grey water recycling options in the UK. Available at: https://www.susdrain.org/files/resources/evidence/Ricardo_Independent-review-of-costs-and-benefits-of-RWH-and-GWR-Final-Report.pdf

Box 7.6 Case Study: WWF Building, Woking Town Centre⁶⁵

The WWF Building in Woking is the Head Quarters for the WWF. The WWF building applied the water hierarchy and sought to reduce consumption intensity in the first instance. Taps within WCs were fitted with 'passive infrared' motion sensors and showers have timer switches.

To reduce the amount of fresh water from the mains supply in necessary activities such as landscape watering and typical WC usage, the reuse of water was considering by the integration of rainwater harvesting into the design and operation of the building. Rain is collected from the roof, pavements, and other areas and attenuated in gutters and gullies and into attenuation tanks within the entrance level structure and onto an underground tank with the ability to hold. 35,000 litres.

On top of this, a greywater harvesting system was put in place to collect water from hand basins and showers reused within the WCs.

These systems were integrated with the SuDS design, where in the event of surplus rain, the excess is collected in the wetland area, with any additional overflow entering the Basingstoke Canal.

To show the many interactions with good master planning, the tree protection plan and landscape proposals were designed around the below-ground drainage system to minimise impact on tree stability.



⁶⁵ WWF (2017). The Story of WWF-UK's Living Planet Centre. Available at: <http://assets.wwf.org.uk/custom/stories/lpc/>

Green and Blue Infrastructure (GBI)

- 7.2.37 A national ecological emergency and the risk of the widespread loss of species, is highlighted in the UK Climate Change Risk Assessment (CCRA3- Risk N1). This is being addressed within development management through the introduction of Biodiversity Net Gain (BNG) as a mitigation driver.
- 7.2.38 The Environment Act gained ascension in November 2021 and has a two-year transition period for its requirements to come into effect. The Department for Environment, Food and Rural Affairs (DEFRA) [has confirmed](#) that from January 2024 the Act will require mandatory BNG of 10% on all development sites for which planning permission is granted under the Town and Country Planning Act 1990 (there are a few exemptions). The Council does not have a Local Plan Policy which requires 10% BNG on site. However, it is important to note that the current up to date policies of the development plan highlights the need for biodiversity enhancement as a result of development, which needs to be applied when determining day to day planning applications until the mandatory requirements are introduced (see CS7 'Biodiversity and nature conservation'⁶⁶).
- 7.2.39 As outlined within policy CS7 and CS8, the Council will pay consideration to important sites and habitats in the Borough. Proposals should acknowledge and mitigate against the direct and indirect impacts of development on these sites.
- 7.2.40 The emerging BNG legislation will enable a greater focus on the integration and extension of GBI to promote biodiversity and implement Natural Based Solutions (NBS). Thus, providing secondary benefits regarding climate mitigation actions in respect of both reducing urban heat island effects and offering additional shading benefits for buildings. All development should consider the long-term management and maintenance of green and blue infrastructure, to ensure continued climate change resilience and benefits across the Borough and wider landscape. This is supported under policy CS7.
- 7.2.41 It is anticipated that the Council will release further guidance in late 2023 which will set out how developers will be expected to implement mandatory BNG within proposals for development within Woking.
- 7.2.42 Local Nature Recovery Strategies (LNRS) are another form of spatial strategy made mandatory under the Environment Act 2021. LNRS cover the breadth of the UK and are designed to plan, map and guide investment in areas with opportunities for natural recovery, to the benefit of the wider Nature Recovery Network (NRN). It is anticipated that the LNRS will support BNG and act as a lever to implement Nature-based Solutions (NBS). Surrey County Council will lead the [development of the LNRS in Surrey](#). Development in Woking will be asked to align with and help deliver the nature recovery priorities identified in the forthcoming LNRS, which will be produced over the coming 18 months.

**UK CCRA Risk N1:
Risk to terrestrial
species and habitats
from changing
conditions.**

Potential for local and more widespread extinctions and losses.

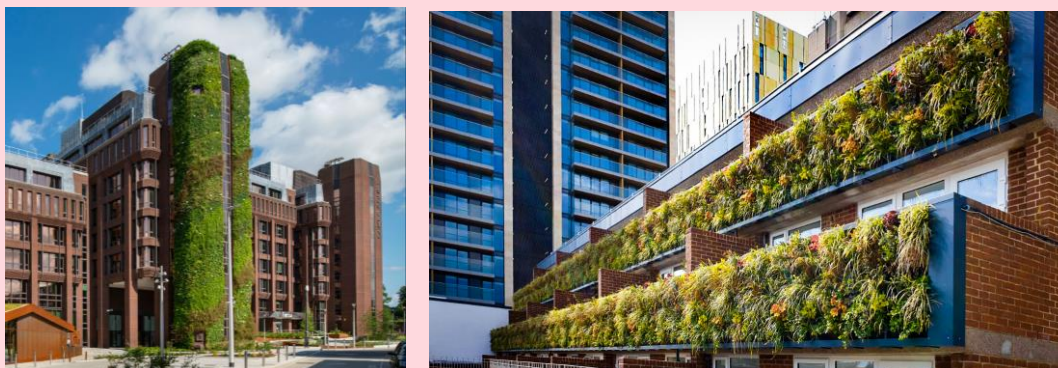
⁶⁶ Woking Borough Council (2012) Woking Local Development Document. Woking Core Strategy. Available at: <https://www.woking2027.info/developmentplan/corestrategy/adoptedcorestrategy.pdf>

- 7.2.43 Biodiversity opportunity areas (BOAs) and urban BOAs also identify priority areas for habitat restoration and enable the increased implementation of NBS⁶⁷, helping to connect green infrastructure across the Borough and create green corridors.
- 7.2.44 A further important aspect of adaptation measures is the use of NBS⁶⁸. These are defined as “actions to protect, sustainably manage and restore natural and modified ecosystems in ways that address societal challenges effectively and adaptively, to provide both human well-being and biodiversity benefits”. In a local context, this means diversifying land use to integrate larger areas of natural vegetation (‘green infrastructure’) and water (‘blue infrastructure’) within our urban environment. These are explored in more detail in **Section 7.2**.
- 7.2.45 Surrey County Council provide additional guidance on best practice and case studies for implementing green and blue infrastructure within development⁶⁹.

Box 7.7 Key term: Green and Blue Infrastructure (GBI)

Key term: Green and Blue Infrastructure (GBI)

A network of nature-based features based on vegetation (green), water (blue), or both, integrated into typically grey infrastructure development. Examples of these features are parks and gardens, natural and semi-natural green space, green corridors, green roofs, green walls, grassed areas, outdoor sports facilities, allotments and urban farms, river and canal corridors, SuDS, rain gardens, swales, trees, ponds, amongst others. GBI is important as a climate change mitigation and adaptation measure and has a host of wider benefits to people and wildlife.



- 7.2.46 The importance of nature conservation and provision of open space and green infrastructure is already recognised through Core Strategy policies CS7 and CS17 (see **Box 7.8**).

⁶⁷ Surrey Wildlife Trust (n.d.) Biodiversity Opportunity Areas. Available at:

<https://www.surreywildlifetrust.org/what-we-do/restoring-surreys-nature/biodiversity-opportunity-areas>

⁶⁸ International Union for Conservation of Nature and Natural Resources (2020). Global Standard for Nature-based Solutions (Online). Available at: <https://portals.iucn.org/library/sites/library/files/documents/2020-020-En.pdf>

⁶⁹ Surrey County Council (2023) Green and blue infrastructure: best practice and case studies. Available at: <https://www.surreycc.gov.uk/community/climate-change/what-are-we-doing/green-and-blue-infrastructure>

Box 7.8 Core Strategy - Green and Blue Infrastructure Policies

CS7: Biodiversity and nature conservation

The Council will encourage new development to make positive contribution to biodiversity through the creation of green spaces, where appropriate, and the creation of linkages between sites to create a local and regional biodiversity network of wildlife corridors and green infrastructure. It will seek to retain and encourage the enhancement of significant features of nature conservation value on development sites.

CS17: Open space, green infrastructure, sport and recreation

All new residential development (other than replacement dwellings) will be required to contribute towards the provision of open space and green infrastructure.

Developers will be expected to contribute to provision through the Community Infrastructure Levy (CIL) or on larger sites through on-site provision and/or a S106 contribution as appropriate.

Development which would create additional pressures on the Green Infrastructure network should, as part of the planning process, incorporate details of how it is intended to mitigate against these pressures.

The Council encourages the improvement of the quality and quantity of the Green Infrastructure.

- 7.2.47 The Borough's Climate Emergency Action Plan recognises that the ecological emergency should be addressed in tandem with the climate emergency. Woking Borough Council are capturing strategies to address the ecological emergency through the Natural Woking Strategy.⁷⁰ This includes a built environment that is developed sustainably by weaving the ambition for biodiversity and GBI into the Borough, enhancing accessibility to green space.

Natural Woking: Strategy.

- 7.2.48 Adopted in 2016, Natural Woking provides the Council's strategy for biodiversity and green infrastructure. It promotes the far-reaching benefits of biodiversity and accessible natural spaces within the Borough, such as improved health and wellbeing of visitors and residents, and resilient wildlife.
- 7.2.49 The benefits of outdoor activities to the health and wellbeing of residents and visitors to the Borough are well known, including the opportunity to grow access to bridleways / footpaths, and integrate with existing green infrastructure. The benefits of green infrastructure have secondary impacts such as natural shading and reducing the urban heat island effect (improving wellbeing of residents during higher temperature events). These benefits are defined as 'ecosystem services'. Examples of these ecosystem services in a residential context, and what benefits these bring is shown in **Figure 7.3**.

⁷⁰ Woking Borough Council (2016). Natural Woking: Biodiversity and Green Infrastructure Strategy. Available at: <https://www.woking.gov.uk/sites/default/files/documents/Nature/nwstrategy.pdf>

Box 7.9 Key Term: Natural capital and ecosystems services⁷¹

Natural capital is the term for stocks of the elements of nature that have value to society, for example, forests, rivers, and biodiversity.

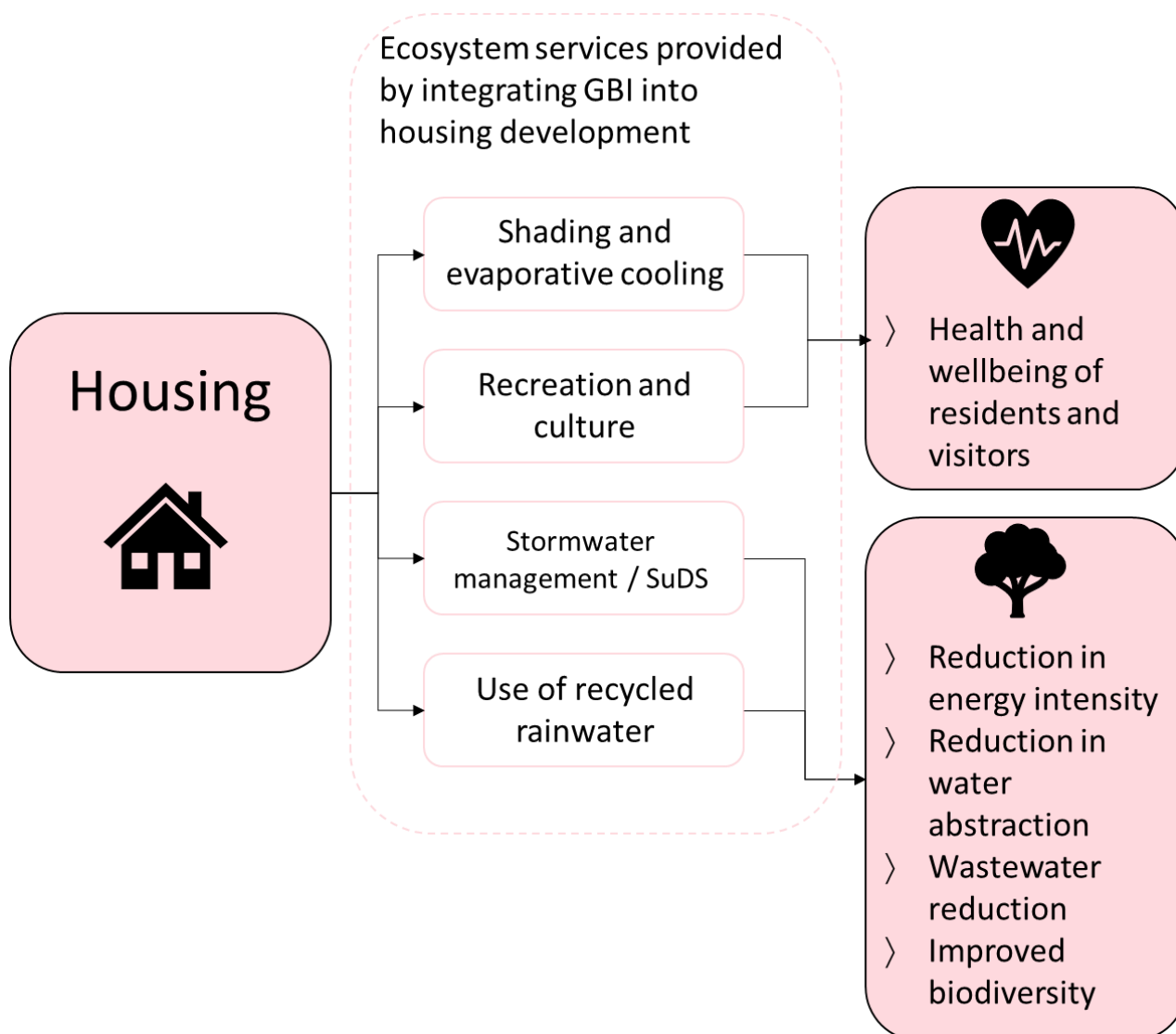
Stocks of natural capital provide flows of environmental or ecosystem services over time, these include:

- ▶ Provisioning services – outputs that can be obtained from ecosystems for human needs such as food, timber, water supply, crops
- ▶ Regulating services – ecological processes that regulate and reduce pollution such as carbon sequestration, water regulation.
- ▶ Cultural services – environmental settings that enable cultural interaction and activity such as recreation, education and tourism.
- ▶ Flows of natural capital – flows which aren't dependent on ecosystems such as minerals, solar, wind and tidal power.

A natural capital approach reframes nature positively as an asset that can support a range of social and economic outcomes, rather than simply as a constraint on or a victim of policy or development.

⁷¹ Department for Environment, Food & Rural Affairs (2021). Enabling a Natural Capital Approach guidance. Available at: <https://www.gov.uk/government/publications/enabling-a-natural-capital-approach-enca-guidance/enabling-a-natural-capital-approach-guidance#introduction-to-natural-capital>

Figure 7.3 Systems mapping of the GBI role in the urban system resulting in socio-economic benefits, adapted⁷²



7.2.50 Nature based solutions and green infrastructure should underpin climate change adaptation measures, while also being used within development design work addressing impacts such as overheating and flooding. Over time this will improve on the current situation, since an increase in habitat extent, condition and connectivity will improve the resilience of natural assets to climate change. This has a parallel benefit in enhancing the climate resilience of homes and businesses.

⁷² Brown, K., and Mijic, Dr. A., (2019). Grantham Institute Briefing Paper No. 30: Integrating green and blue spaces into our cities: Making it happen. (Online). Available at: <https://www.imperial.ac.uk/media/imperial-college/grantham-institute/public/publications/briefing-papers/Integrating-green-and-blue-spaces-into-our-cities---Making-it-happen-.pdf>

Box 7.10 Case Study – Dukes Court, Woking Town Centre⁷³

Dukes Court was extensively refurbished between 2019 and 2021 as part of a £77 million regeneration scheme in Woking. Originally built in 1986, Dukes Court was viewed as a symbol of Woking’s economic growth offering 220,000 sq. ft. of office accommodation. The refurbishment of the iconic office building at the centre of Dukes Court included a 460 m² “ANS Living Wall System” believed to be the tallest green wall in the UK outside of London. The green wall is estimated to extract 598 kg of carbon per year whilst producing 782 kg per year of O₂. The wall also aims to support local biodiversity and improve the air quality, through the use of soil, bird boxes and providing a variety of pollinators throughout the seasons. As well as the implementation of the green wall the development also included new drainage works along with, construction of a restaurant, resurfacing of pedestrian footways and parts of Duke Street, Locke Way and Chertsey Road, creation of new drop off and pick up area and creation of five new disabled parking bays on Duke Street.



- 7.2.51 Other examples used throughout the Borough include the WWF Living Planet Centre building use of a green roof for bike and storage sheds. The green roof used sedum and saxifrage and low-growing perennial plants which improve biodiversity and can soak up excess rainwater. Taking into account future climate change, the species chosen were drought-tolerant and required little maintenance, to ensure the continued effectiveness.

⁷³ Dukes Court. Available at: <http://dukescourt-woking.co.uk/>

Box 7.11 Case Study: Hoe Valley Regeneration⁷⁴

As part of the Hoe Valley Regeneration Scheme to reduce flood risk in Woking (introduced in the Flood Risk section above), extensive public open space including a new community centre, two new play parks, footpaths and cycleways, habitat reinstatement and new habitat creation integrated into the development including planting 1,000 saplings, creating ponds, installing bat boxes and creating habitats for water voles and great crested newt, a low maintenance living roof.



 Refer to any upcoming guidance from Woking Borough Council for the implementation of Biodiversity Net Gain in development.

⁷⁴ ThamesWey (2012). Hoe Valley Scheme. Available at: <https://www.thamesweygroup.co.uk/case-study/hoe-valley-scheme/>

8. Glossary

Term	Definition
Adaptation	The process of adjustment in a design or operational procedure to respond to the projected impacts of climate change, in order to moderate harm or exploit beneficial opportunities.
Biodiversity	The variety of life on Earth, including plants, animals and micro-organisms which, together, interact in complex ways with the inanimate environment to create living ecosystems.
Biomass	A fuel derived from plant material or natural residues. A wide range of biomass can be used to generate electricity and / or heat and to produce transport fuel.
Carbon	'Carbon' is used as shorthand to refer to the basket of seven GHGs recognised by the Kyoto Protocol.
Carbon dioxide equivalent (CO₂e)	Carbon dioxide equivalent (CO ₂ e) is a term for describing different GHGs in a common unit. For any quantity and type of GHG, CO ₂ e represents the amount of CO ₂ which would have the equivalent global warming impact.
Carbon neutral	A development that achieves no net carbon emissions of energy use on an annual basis. It is usual for a development to have emitted some GHG emissions, so it is necessary to use carbon offsets to achieve neutrality.
Combined Heat and Power (CHP)	Technology for generating usable heat and power efficiently, and supplied to buildings or a network. In practice it is often combined with a Decentralised Energy Network (DEN) as it works best with a constant, large demand for heat.
Climate change	<p>The UNFCCC, in its Article 1, defines climate change as: "<i>a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods</i>".</p> <p>While climate change can be attributable to natural causes, the UNFCCC distinguish climate change as related to human activities altering the atmospheric composition and climate variability.</p>

Term	Definition
Climate change impact	An impact from a climate trend which affects the ability of the receptor or asset to maintain its function or purpose.
Combined heat and power (CHP)	The simultaneous generation of usable heat and power in a single process, therefore producing less waste. CHP's overall fuel efficiency is around 70-90% of fuel input compared to 40-50% efficiency in conventional generation.
Decentralised Energy Network (DEN)	A system of pipes and cables that move energy in the form of electricity, hot or chilled water from where it is created, directly to where it is needed. These systems replace the conventional arrangement of each building using individual on-site generation equipment, such as boilers or chillers, serving one site only. A DEN is generator-technology-neutral, meaning the heat, cooling or power may come from boilers, heat pumps, CHP, waste heat sources or other sources.
Decentralised energy supply	Energy supply from low carbon sources on a small or community scale and including electricity generation that is connected to a local distribution network rather than directly to the national grid.
Dwelling Emissions Rate	DER is the actual emission rate of the proposed building i.e., self-contained dwellings and individual flats (excluding communal areas). To remain in compliance with Part L (Buildings Regs 2021) the DER figure should not exceed the TER.
Design and Access Statement	A document which must accompany most types of planning applications explaining the design process for a development and providing details on how it can be accessed by everyone.
District Heat Network	Also known as Heat Networks – comprises the physical infrastructure for the generation, distribution and consumption of heat. This can be at a large scale - such as an area-wide scale – or small scale such as a central boiler house supplying a single block of flats.
Embodied carbon	The embodied carbon describes the carbon footprint of a material, allowing for the sum of the energy required in resource extraction, and any processing required, as well as the transport and supply logistics to the factory gate.
Energy Statement	A document which provides the specification for meeting the required energy targets including a calculation of the carbon emissions for a development and is a useful in demonstrating compliance with CS22.

Term	Definition
Forest Stewardship Council accreditation	FSC ensures that products are sourced from responsibly managed forests i.e., the harvest of timber and non-timber products with accreditation won't have a detrimental effect on forest ecology and promotes long-term viability.
Future-proofing	Future-proofing of new development encourages well-designed sustainable development, with the ease of ability to adapt to changing environmental, social and economic conditions over the lifetime of the development
Green and Blue infrastructure	A network of nature-based features based on vegetation (green), water (blue), or both, integrated into typically grey infrastructure development.
Greenhouse gas (GHG) emissions	GHG emissions are determined by the Kyoto Protocol (1997) to include seven gases: carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulphur hexafluoride and nitrogen trifluoride.
Ground source heat pumps	Transfer the heat from the earth to a building by means of a heat exchanger. The heat can then be used for space heating and hot water. They can also be used to remove heat from a building and deposit it into the ground to cool the building in hot weather.
Local Development Framework (LDF)	A term used to describe a folder of documents, which includes all the Local Planning Authority's Local Development Documents, including the Core Strategy and other Development Plan Documents, Supplementary Planning Documents, and the Statement of Community Involvement amongst others.
Low or Zero Carbon (LZC) Technologies	Technologies that produce energy with low or zero carbon emissions.
Nature based solutions	Actions to protect, sustainably manage and restore natural and modified ecosystems in ways that address societal challenges effectively and adaptively, to provide both human well-being and biodiversity benefits
Net zero GHG emissions	Reduction in net GHG emissions by at least 100% below 1990 levels by 2050 (the 'UK carbon target', often referred to as 'net zero').
Passive solar gain	Refers to the siting, form, fabric and internal layout of buildings so that natural light and solar heat gains are harnessed and controlled reducing the need for artificial lighting, space heating, mechanical ventilation / cooling.

Term	Definition
Photovoltaics (PV)	Thin silicone wafers that convert any light, not only sunlight, directly into electricity. They can be fitted to buildings including panels and roof tiles.
Planning conditions	Sets of further actions / commitments placed on consent to enable development proposals to proceed where it would otherwise have been necessary to refuse planning permission.
RCP8.5	RCP8.5 is considered a high emissions pathway and represents a potential future which is slow to transfer to low-carbon energy provision. With progress towards achieving National Determined Contributions, RCP8.5 is considered a possible, but conservative, emission scenario. RCP8.5 specifies the concentration of GHGs that would result in 8.5 W/m ² radiative forcing at the top of the atmosphere by 2100, relative to pre-industrial levels. The increase of global mean surface temperature by the end of the 21st century (2081–2100) relative to 1986–2005 is likely to be 2.6°C to 4.8°C under RCP8.5.
Renewable energy	Those energy flows that occur naturally and repeatedly in the environment - from the wind, the fall of water, the movement of the oceans, from the sun and also from biomass.
Representative Concentration Pathway (RCP)	UKCP18 produces data for a range of scenarios projecting future emissions and concentrations of GHGs in the atmosphere, known as representative concentration pathways (RCPs). Each pathway is derived from international projections published in the Intergovernmental Panel on Climate Change's 5th Assessment Report
Standard Assessment Procedure (SAP)	This is a Government standard for energy rating of all new dwellings, and is now a compulsory component in Part L of the Building Regulations. It calculates the typical annual energy costs for space, water, heating and lighting, as well as CO ₂ emissions.
Supplementary Planning Document (SPD)	A Local Development Document that adds further detail to policies and proposals in a 'parent' Development Plan Document. Unlike Development Plan Documents, SPDs do not form part of the statutory development plan.
Sustainability Appraisal	An appraisal of the economic, environmental and social effects of a plan from the outset of the preparation process to allow decisions to be made that accord with sustainable development.
Sustainable Drainage Systems (SUDS)	Drainage solutions that provide an alternative to the direct channelling of surface water through networks of pipes and sewers to nearby

Term	Definition
	watercourses. SUDS aim to reduce surface water flooding, improve water quality and enhance the amenity and biodiversity value of the environment.
Target Emissions Rate	This is the pre-defined building specification and sets the minimum standard permitted for the energy performance of a proposed building.
UKCP18	UK Climate Change Projections 2018 (UKCP18) is the most up-to-date assessment of how the climate of the UK may change over the 21st century. UKCP18 uses climate science to provide observations and climate change projections for the UK and globally until 2100.
Urban heat island effect	Means that the urban area is significantly warmer than the surrounding rural area. The heat difference is mainly caused through urban development, lack of green and blue infrastructure and the generation of waste heat.
Vulnerability	The propensity or predisposition of a system or receptor to be adversely affected. This encompasses the sensitivity of the system or receptor and its capacity to cope and adapt.
Water neutrality	For every new development, water demand should first be minimised then any remaining water demand offset, so that the total demand on the public water supply in a defined region is the same after development as it was before.

Appendix A Further Legislative and Policy Context

International

The approach taken by the UK to addressing climate change has been shaped by a range of international agreements and climate change obligations including the Kyoto Protocol⁷⁵, the Paris Agreement⁷⁶ and the 2021 Glasgow Climate Compact⁷⁷ reflecting the UK's role as a signatory to the UNFCCC. The UK has set national mitigation targets in line with the globally recognised requirement to urgently limit GHG emissions to maintain global average temperature increase below 1.5°C to 2°C.⁶⁸ This key international policy has strengthened the scaling up of action to improve the ability to adapt to adverse impacts of climate change.

National

Legislation

The Climate Change Act 2008 amended in 2019⁷⁸, provides the basis for climate action in the UK. It commits the UK to a 100% reduction in GHG emissions by 2050, known as the net zero commitment. In line with the international treaty on climate change, the Paris Agreement, the UK committed to an interim target of a 68% reduction in economy wide GHG emissions by 2030, from 1990 levels.

The Climate Change Act 2008 also commits the UK to adapting to potential impacts of climate change, such as flooding, high temperatures and drought. The Act requires production of five-yearly climate change risk assessments (CCRA) detailing current and predicted impacts of climate change in the UK. The Third CCRA⁷⁹ was published in January 2022.

Planning legislation^{80,81} establishes a duty on local planning authorities to mitigate and adapt to climate change. The Localism Act 2011⁸² brought about radical reform of the planning system, which the Government considers key to securing progress on meeting the UK's climate change targets. At the local level, the Act introduced the NPPF⁸³ and a new

⁷⁵ UNFCCC (1998). Kyoto Protocol. Available at: <https://unfccc.int/resource/docs/convkp/kpeng.pdf>

⁷⁶ UNFCCC (2015). Paris Agreement. Available at: https://unfccc.int/sites/default/files/english_paris_agreement.pdf

⁷⁷ UNFCCC (2021). Glasgow Climate Pact. Available at: https://unfccc.int/sites/default/files/resource/cop26_auv_2f_cover_decision.pdf

⁷⁸ The Climate Change Act 2008 (2050 Target Amendment) Order 2019 No. 1056. Available at: <https://www.legislation.gov.uk/ukSI/2019/1056/made>

⁷⁹ Department for Environment, Food & Rural Affairs (2022). UK Climate Change Risk Assessment 2022. Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1047003/climate-change-risk-assessment-2022.pdf

⁸⁰ Planning and Compulsory Purchase Act 2004 c. 5. Available at: <https://www.legislation.gov.uk/ukpga/2004/5/contents>

⁸¹ Planning Act 2008 c. 29. Available at: <https://www.legislation.gov.uk/ukpga/2008/29/contents>

⁸² Localism Act 2011 c. 20. Available at: <https://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>

⁸³ Ministry of Housing, Communities & Local Government (2021). National Planning Policy Framework. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf

presumption in favour of sustainable development. Other provisions in the Act enable community action on climate change through the development of NDPs and NDOs, and a 'duty to co-operate' is important for strategic planning of adaptation and mitigation issues with surrounding councils.

National Planning Policy (NPPF)

Revised in July 2021, the NPPF sets out the Government's planning policies for England and how these are expected to be applied. The NPPF is a material consideration in plan-making and development management decisions. The NPPF strongly reinforces the plan-led system as the primary mechanism to deliver sustainable development over the long term, allowing for proper engagement with communities. It highlights the key role of planning in helping to secure radical reductions in GHG emissions, minimising vulnerability and providing resilience to the impacts of climate change, and supporting the delivery of renewable and low carbon energy and associated infrastructure.

Paragraph 152 of the NPPF makes clear that climate change is a core planning principle:

"The planning system should support the transition to a low carbon future in a changing climate, taking full account of flood risk and coastal change. It should help to: shape places in ways that contribute to radical reductions in greenhouse gas emissions, minimise vulnerability and improve resilience; encourage the reuse of existing resources, including the conversion of existing buildings; and support renewable and low carbon energy and associated infrastructure".

The NPPF sets out in paragraph 153 that Local Plans: "should take a proactive approach to mitigating and adapting to climate change, taking into account the long-term implications for flood risk, coastal change, water supply and changes to biodiversity and landscape, and the risk of overheating from rising temperatures".

Paragraph 154 states that: "New developments should be planned for in ways that:

- *a) avoid increased vulnerability to the range of impacts arising from climate change. When new development is brought forward in areas which are vulnerable, care should be taken to ensure that risks can be managed through suitable adaptation measures, including through the planning of green infrastructure; and*
- *b) can help to reduce greenhouse gas emissions, such as through its location, orientation and design. Any local requirements for the sustainability of buildings should reflect the Government's policy for national technical standards".*

Furthermore, it is stated in paragraph 157, that "local planning authorities should expect new development to:

- *comply with any development plan policies on local requirements for decentralised energy supply unless it can be demonstrated by the applicant, having regard to the type of development involved and its design, that this is not feasible or viable; and*
- *take account of landform, layout, building orientation, massing and landscaping to minimise energy consumption".*

The supporting Environment Agency planning practice guidance, flood risk assessments: climate change allowances⁸⁴, contains the percentage uplifts for climate change to be added to assessments.

Planning Practice Guidance

The Climate Change Planning Practice Guidance⁸⁵ (PPG) advises how to identify suitable mitigation and adaptation measures in the planning process to address the impacts of climate change. Addressing climate change is a core principle of spatial planning and planning also has an important role in delivery of new renewable and low carbon energy infrastructure to facilitate the transition to net zero. The Renewable and Low Carbon Energy PPG⁸⁶ provides further guidance on policies for renewable and low carbon energy.

The UK Net Zero Strategy

The UK Net Zero Strategy 2021 sets out a strategy for the UK to reach net zero by 2050. This strategy sets out sectoral policies and proposals for decarbonising all sectors of the UK economy to meet the coming carbon budgets, the Nationally Determined Contribution (NDC) and vision for a decarbonised economy in 2050.⁸⁷

⁸⁴ Environment Agency (2016). Flood risk assessments: climate change allowances. Available at: <https://www.gov.uk/guidance/flood-risk-assessments-climate-change-allowances>

⁸⁵ Ministry of Housing, Communities & Local Government (2015). Climate Change. Available at: <https://www.gov.uk/guidance/climate-change>

⁸⁶ Ministry of Housing, Communities & Local Government (2015). Renewable and Low Carbon Energy. Available at: <https://www.gov.uk/guidance/renewable-and-low-carbon-energy>

⁸⁷ Department for Business, Energy & Industrial Strategy (2021). Net Zero Strategy: Build Back Greener. Available at: <https://www.gov.uk/government/publications/net-zero-strategy>

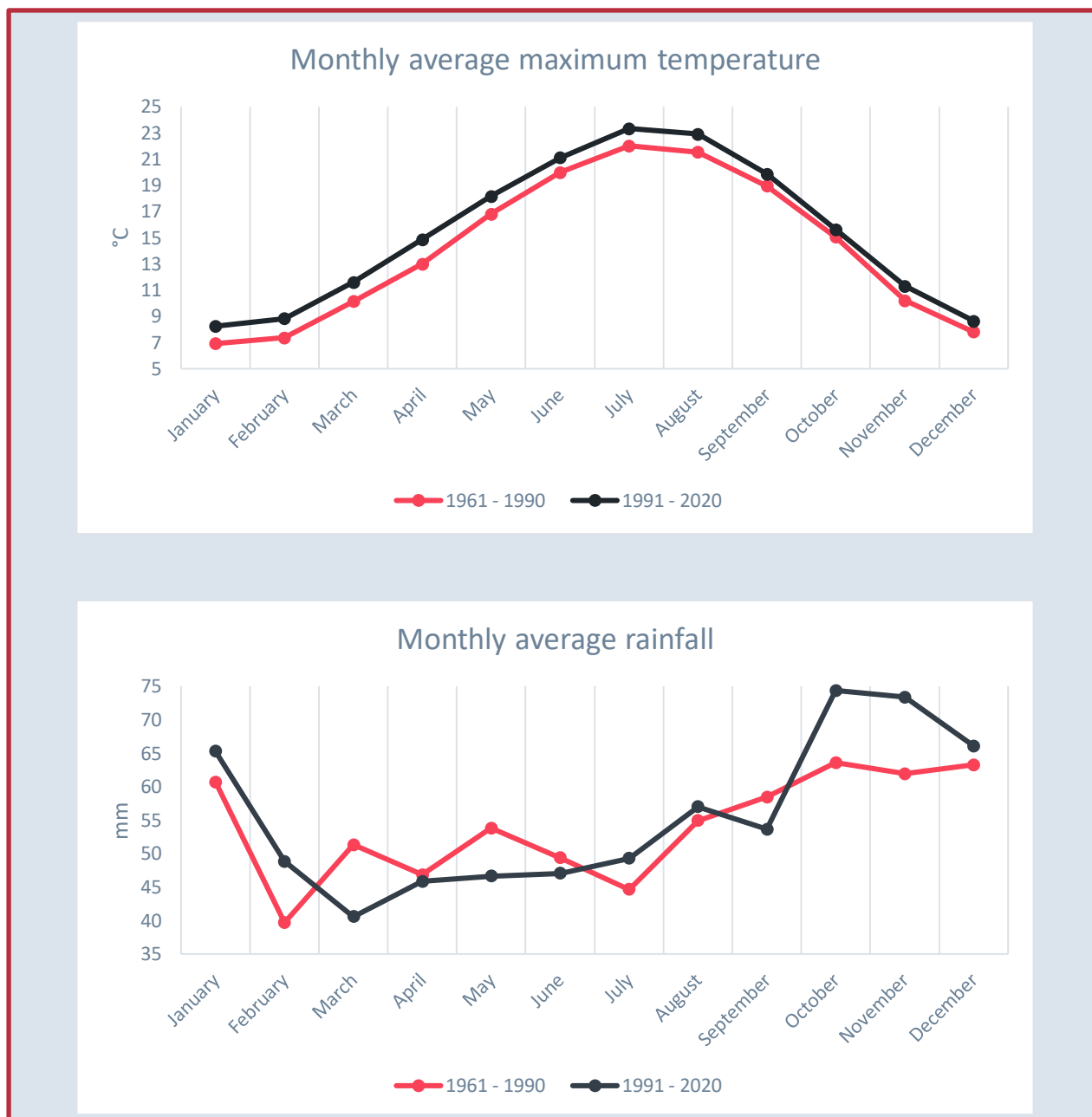
Appendix B Future Climate Change in Woking

Future Climate Change in Woking

- Woking's current climate is influenced by continental weather bringing cold spells in winter but hot, humid summers.⁸⁸ The South of England is also sheltered from weather associated with Atlantic depressions, making it a relatively dry region compared to the rest of the UK, with less seasonal influence. However, there is a trend towards peak rainfall being experienced in autumn / early winter. This is reflected within the meteorological data from climate stations operated by the Met Office; details from the Wisley Climate Station (located approximately 3.5 miles from Woking Town Centre) are provided in **Box 8.1**. The data shows the steady increase in average maximum temperatures, alongside the accentuation of the peak rainfall associated with early winter, coupled with a trend towards drier summers.

⁸⁸ Met Office (2016). Regional Climate Summaries. Southern England: climate. (Online). Available at: https://www.metoffice.gov.uk/binaries/content/assets/metofficegovuk/pdf/weather/learn-about/uk-past-events/regional-climates/southern-england_-_climate---met-office.pdf

Box 8.1 Current climate – Wisley Climate Station⁸⁹



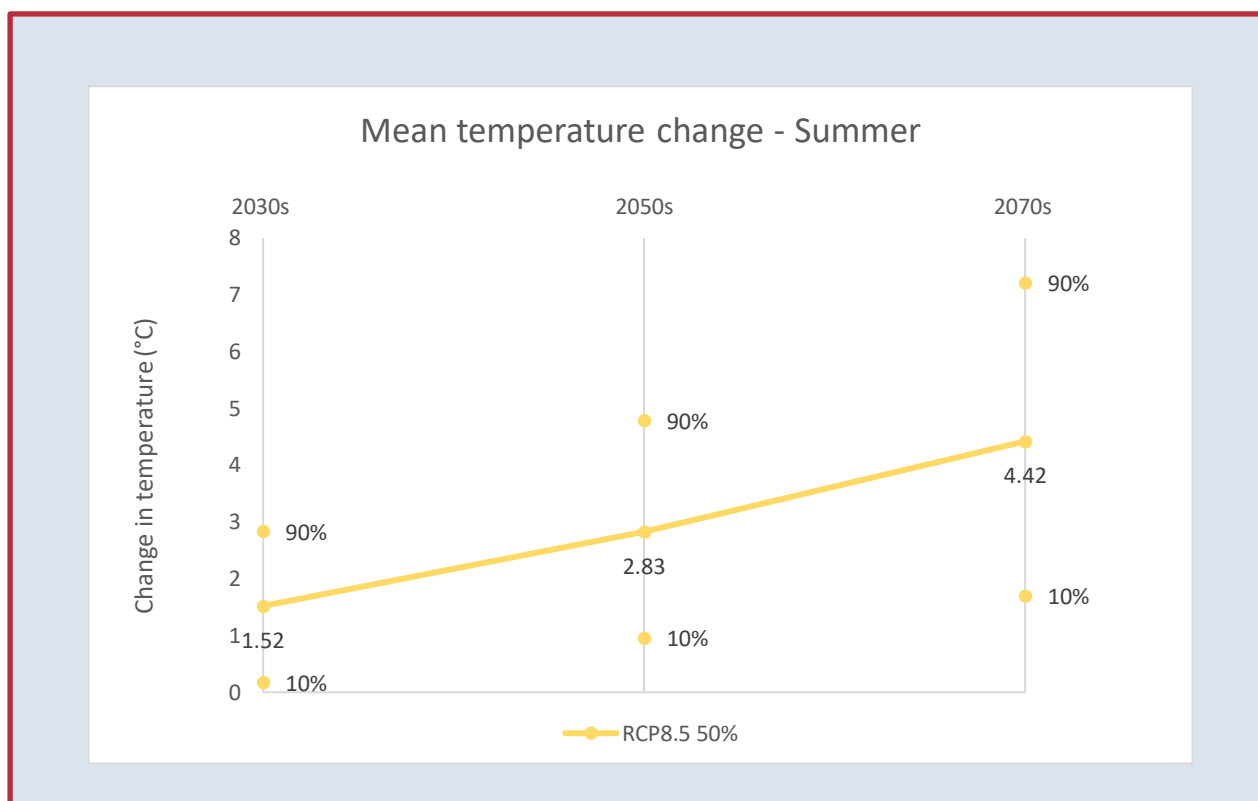
- UK Climate Projection 2018 (UKCP18)⁹⁰ data provides a guide as to what future climate trends will likely need to be considered in development planning. UKCP18 produces data for a range of scenarios projecting future GHG emissions, known as representative concentration pathways (RCPs). Each pathway is derived from international projections published in the Intergovernmental Panel on Climate Change’s 5th Assessment Report⁹¹.

⁸⁹ Met Office (2022). UK Climate Averages – Wisley (online). Available at: <https://www.metoffice.gov.uk/research/climate/maps-and-data/uk-climate-averages/gcpevmgzn>.

⁹⁰ Met Office (2018). UK Climate Projections User Interface. Available at: <https://ukclimateprojections-ui.metoffice.gov.uk/ui/home>

⁹¹ IPCC (2014). Available at: <https://www.ipcc.ch/assessment-report/ar5/> (Accessed December 2022)

Box 8.2 UKCP18 Future climate – Summer temperature change

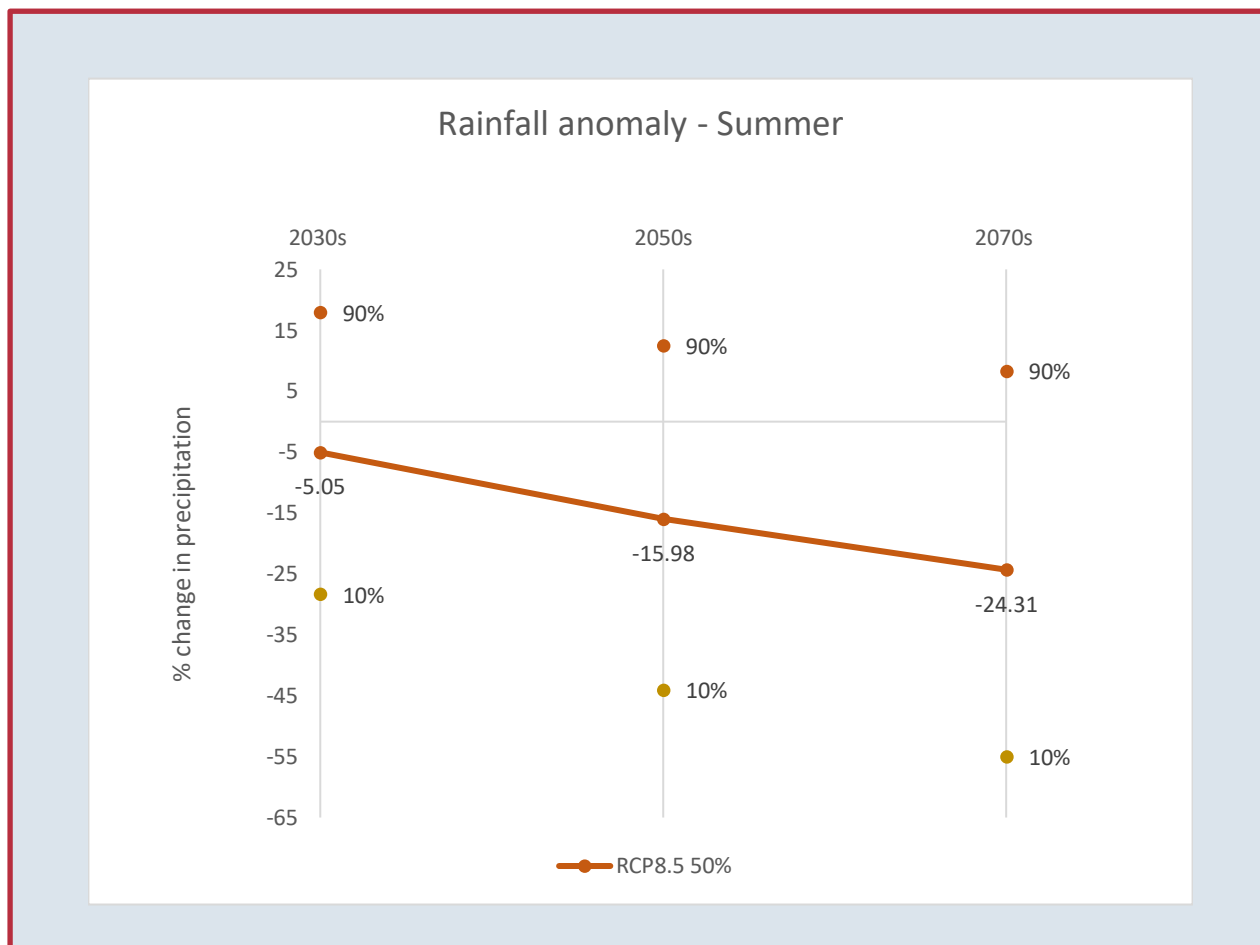


- RCP8.5 is considered a high emissions pathway and represents a potential future which is slow to transfer to low-carbon energy provision. With progress towards achieving National Determined Contributions, RCP8.5 is considered a possible, but conservative, emission scenario.
- For the RCP8.5, Woking Borough is projected to experience up to a 7.2°C increase in average summer temperatures by the 2070s (90th percentile or higher range projection), with the 50th percentile (mid-range projection) at 4.4°C (see **Box 8.2**).
- Affinity Water supply the fresh water to the Borough. The region operated by Affinity Water is designated as a region of serious water stress.⁹² The Southeast of England is at the highest risk of potential for water scarcity.⁹³ The Borough is anticipated to experience a decrease in summer rainfall from the current baseline by up to -55% by 2070s under RCP8.5, with a 50th percentile (mid-range) projection of just under a 25% reduction (**Box 8.3**).
- Despite a fall in projected average rainfall, the Southeast is also anticipated to experience a higher intensity of rainfall on the days when it does rain in the summer.⁸⁵ This increases the potential for summer flooding events due to extreme rainfall on existing hydrophobic soils.

⁹² Affinity Water (2020). Water Resources Management Plan 2020 – 2080. (Online). Available at: https://www.affinitywater.co.uk/docs/Affinity_Water_Final_WRMP19_April_2020.pdf

⁹³ Sustainability West Midlands (2021). Evidence for the third UK Climate Change Risk Assessment (CCRA3). Summary for England (Online). Available at: <https://www.ukclimaterisk.org/wp-content/uploads/2021/06/CCRA-Evidence-Report-England-Summary-Final.pdf>.

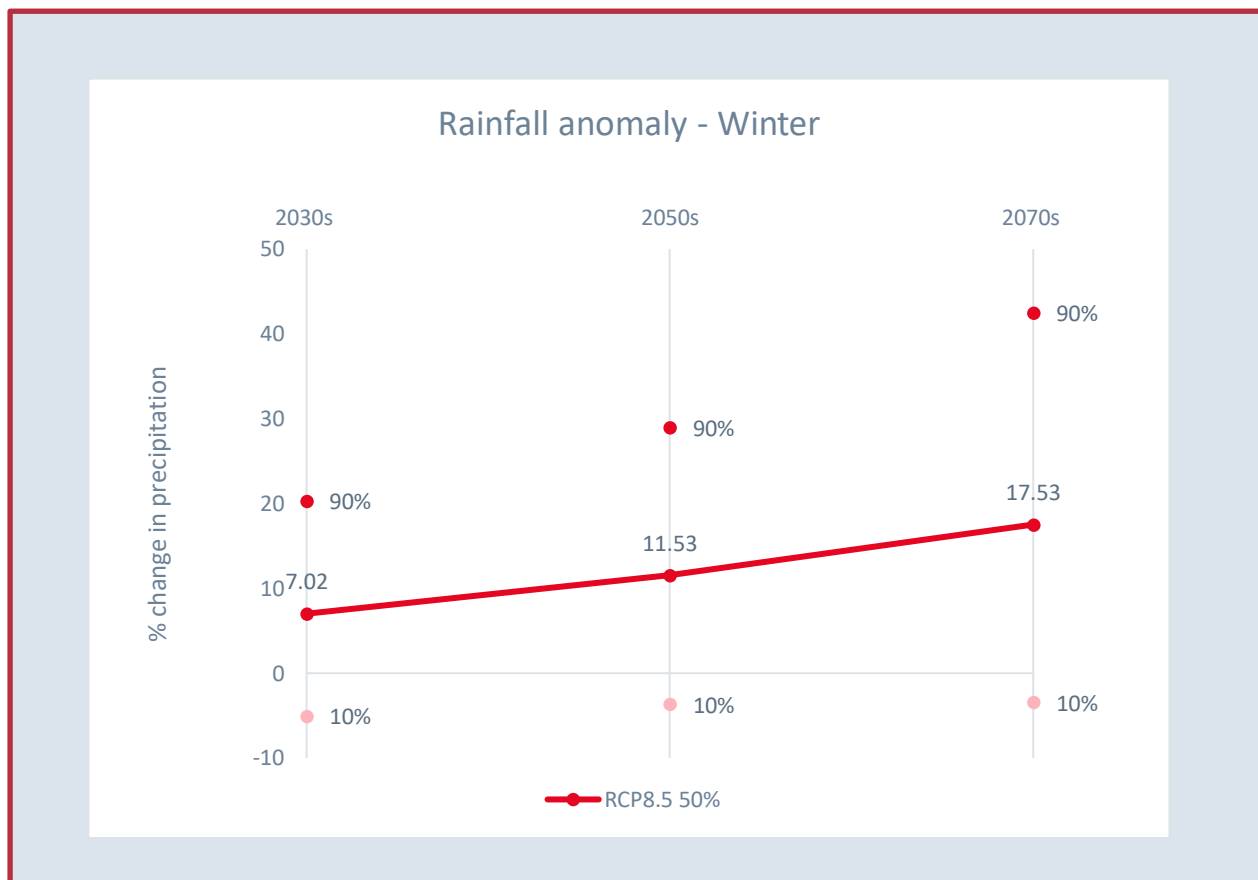
Box 8.3 UKCP18 Future climate – Summer rainfall change



- The Woking Borough Council Strategic Flood Risk Assessment (SFRA) 2015⁹⁴ has indicated higher risk of flooding associated with the floodplains of the Wey, Hoe Stream and Whitmoor Common Brook. Surface water flooding has also historically affected the Borough; whereas there are no historic incidents of groundwater flooding. There are existing defences along Hoe Stream associated with the Hoe Stream Flood Alleviation Stream and the Wey Flood Relief Channel.
- Any increase in average rainfall is likely to increase surface water flooding in the urbanised areas of the Borough, due to impermeable surfaces and the current capacity of the drainage network.⁸⁶ Future climate change predictions, for instance the increase in winter precipitation change shown in **Box 8.4**, suggest that surface water, sewer and groundwater flooding could become more frequent.

⁹⁴ Woking Borough Council (2015). Strategic Flood Risk Assessment Volume 2 Technical Report (Online). Available at: <https://www.woking2027.info/ldfresearch/sfra/sfra2015vol2.pdf>

Box 8.4 UKCP18 Future climate – Winter rainfall change



- The interaction of the climate change trends requires consideration of a holistic approach to climate change adaptation within the built environment. This means that individual developments can't be built in isolation from their surrounding environment. Instead, design work relating to overheating and flood resilience needs to integrate and complement existing areas. This will improve the overall climate resilience of our communities.
- A further important aspect of adaptation measures is the use of Nature-based Solutions (NBS).⁹⁵ These are defined as “actions to protect, sustainably manage and restore natural and modified ecosystems in ways that address societal challenges effectively and adaptively, to provide both human well-being and biodiversity benefits”. In a local context, this means diversifying land use so as to integrate larger areas of natural vegetation (‘green infrastructure’) and water (‘blue infrastructure’) within our urban environment. These are explored in more detail in **Section 7.2**.

⁹⁵ International Union for Conservation of Nature and Natural Resources (2020). Global Standard for Nature-based Solutions (Online). Available at: <https://portals.iucn.org/library/sites/library/files/documents/2020-020-En.pdf>

Appendix C Sustainable Construction Checklist – Residential Development

This checklist is to be read in conjunction with the Council's Climate Change Supplementary Planning Document, which gives detailed guidance on the implementation of policies CS22 'Sustainable construction', and CS23 'Renewable and low carbon energy generation' of the Core Strategy. The checklist forms the basis of Sustainability Statements (which should be submitted for major development proposals). For mixed-use developments, please complete both checklists.

Application Site Address

--

1. Location & Transport	Yes	No	N/a
Aim: reduce the need to travel and distance travelled; increase the proportion of travel by sustainable modes such as walking, cycling, public transport and lower carbon vehicles; and reduce climate change vulnerability by locating development away from areas liable to flooding.			
Have you considered including measures to reduce dependence on private car-borne transport and influence a shift to more sustainable modes such as walking, cycling, and the use of public transport?			
Does the proposal provide appropriate levels and standards of Electric Vehicle parking?			
Does the proposal provide appropriate levels of cycle parking?			
Is it feasible to include provision for Car Clubs in the proposal?			
Have you submitted a Travel Statement (for smaller-scale developments) or Travel Plan (for proposals that generate significant traffic) with your proposal?			
Does the location of the proposed development minimise distances to the main employment centres, shops, recreation and community facilities and schools?			

Have you ensured the development is located away from an area liable to flooding, and is not dependent on transport links (roads, footpaths etc.) liable to flooding?			
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--

2. Layout & Design			
Aim: reduce energy demands for heating and cooling; build in resilience to the impacts of climate change such as flooding and heat through good layout and design.	Yes	No	N/a
Does the proposed site layout maximise the potential for passive solar gain?			
Have you considered how buildings could be designed to maximise the capture and use of passive solar energy?			
Have you considered designing in measures to prevent excess solar gain in summer?			
Have you designed the layout to use landform and landscape to benefit from shelter?			
Have you considered the potential for passive cooling and ventilation in summer?			
Have you considered how existing and proposed trees and shrubs could be used to provide shade for private and public open space?			
Has the development been designed to maximise natural lighting, incorporate private (and potentially public) amenity space, and ensure the building is adaptable to allow scope for changes to be made to meet the needs of the occupier?			

3. Energy and carbon reduction			
Aim: reduce the need for energy, use energy efficiently, supply energy efficiently and use renewable or low or zero carbon technologies.	Yes	No	N/a
Has the development been designed to optimise the use of the energy from the sun and limit heat losses?			
Has the development been designed to optimise natural daylight, energy efficient lighting, external lighting and natural ventilation?			
Does the development meet the energy efficiency requirements of the interim uplift in Part L of the Building Regulations (or Full Future Homes Standard from 2025)? Is this clearly illustrated?			
Will the design of the building make efficient use of energy? (e.g. use of thermally passive materials, levels of insulation, energy efficient white goods and use of green / brown roofs etc.).			

Will guidance for the non-technical building user be provided so they can understand and operate the building efficiently and understand how the design reduced the overall environmental impact of the building and raise environmental awareness?			
Has local energy generation from renewables and/or decentralised energy been considered as part of the scheme?			
Have you checked whether your proposed development falls within a zone requiring proposals to assess the feasibility of connecting to a decentralised heat network or be designed to be 'heat network ready'?			

4. Water & Drainage	Yes	No	N/a
Aim: incorporate measures to ensure development is resilient to increased risk of flooding or droughts; reduce water demand and increase more efficient use of water as periods of drought increase.			
Does the development incorporate the use of water saving devices to achieve the higher water efficiency standard under Regulation 36(3) of the Building Regulations?			
Have you considered incorporating rainwater recycling and harvesting systems?			
Have you considered incorporating recycling and harvesting facilities for grey water?			
Where a site-specific flood risk assessment is required, have climate change allowances ⁹⁶ been used?			
Have you considered designing in measures to minimise surface water run-off e.g. minimising paved areas and impermeable surfaces?			
Have you considered incorporating sustainable urban drainage (SuDS) into your development proposal? ⁹⁷			
Have you considered how any SuDS techniques used will achieve wider ecosystem functions (e.g. contribution to amenity, recreation, wildlife etc.)?			
Have you defined maintenance responsibilities for any proposed SuDS?			

5. Waste & Materials	Yes	No	N/a
---------------------------------	------------	-----------	------------

⁹⁶ Further guidance is available at: www.gov.uk/guidance/flood-risk-assessments-climate-change-allowances

⁹⁷ From 6 April 2015 all 'major' planning applications must consider sustainable drainage systems – see the Council's [Advice Note](#).

Aim: facilitate the reduction, recycling and reuse of waste and provide opportunities to improve materials resource efficiency.			
Have you considered how the design of the development can facilitate the reduction of waste and the recycling and composting of waste generated by occupants?			
Will the development make the maximum use of construction and demolition waste?			
Will the development make maximum use of re-used and recycled materials?			
Have you considered using locally and/or responsibly sourced building materials?			
Does the proposal encourage the use of re-used, recycled, recyclable and durable products e.g. salvage material or re-using/recycling demolition materials for hardcore and aggregate?			
Will selected materials ensure a low environment impact long-term – has embodied energy been considered?			

6. Green Infrastructure & Ecology			
Aim: to retain, protect and enhance wildlife habitats and green infrastructure features to adapt the built environment to climate change impacts.	Yes	No	N/a
Does the proposal include the provision of green and blue spaces (e.g. parks, gardens, green corridors, water bodies and sustainable drainage systems etc.)?			
Have you considered how green and blue spaces within the development will connect to the wider green infrastructure network?			
If the development involves the loss of any open space, is alternative and equivalent or better provision made elsewhere, or is the development directly related to the enhancement of the open space?			
Will the proposal avoid any loss of trees, hedgerows and other vegetation of amenity and/or environmental significance?			
Have the wildlife habitats and natural features on and adjacent to the site been appraised or assessed at an early stage in the project?			
Have you considered adopting measures to conserve, enhance and/or restore biodiversity in and around the development?			

Will you be protecting existing ecological features from damage during site preparation and completion of construction works where practicable?			
Does the proposal provide for on-going management of green and blue spaces, including biodiversity habitats?			

Sustainable Construction Checklist – Non-Residential Development

This checklist is to be read in conjunction with the Council’s Climate Change Supplementary Planning Document, which gives detailed guidance on the implementation of policies CS22 ‘Sustainable construction’, and CS23 ‘Renewable and low carbon energy generation’ of the Core Strategy. The questions are intended to help provide pointers as to the type of considerations that the development should be taking into account in order to achieve BREEAM standards and form the basis of Sustainability Statements (which should be submitted for major development proposals). For mixed-use developments, please complete both checklists.

Application Site Address

1. Location & Transport			
Aim: reduce the need to travel and distance travelled; increase the proportion of travel by sustainable modes such as walking, cycling, public transport and lower carbon vehicles; and reduce climate change vulnerability by locating development away from areas liable to flooding.	Yes	No	N/a
Have you considered including measures to reduce dependence on private car-borne transport and influence a shift to more sustainable modes such as walking, cycling, and the use of public transport?			
Have public transport networks been considered in terms of the location of the development and proximity to local amenities?			
Does the proposal provide appropriate levels and standards of Electric Vehicle parking?			
Does the proposal provide appropriate levels of cycle parking?			
Is it feasible to include provision for Car Clubs in the proposal?			
Have you submitted a Travel Statement (for smaller-scale developments) or Travel Plan (for proposals that generate significant traffic) with your proposal?			

Have you ensured the development is located away from an area liable to flooding, and is not dependent on transport links (roads, footpaths etc.) liable to flooding?			
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--

2. Layout & Design			
Aim: reduce energy demands for heating and cooling; build in resilience to the impacts of climate change such as flooding and heat through good layout and design.	Yes	No	N/a
Does the proposed site layout maximise the potential for passive solar gain?			
Have you considered how the building could be designed to maximise the capture and use of passive solar energy?			
Have you considered designing in measures to prevent excess solar gain in summer?			
Have you designed the layout to use landform and landscape to benefit from shelter?			
Have you considered the potential for passive cooling and ventilation in summer?			
Have you considered how existing and proposed trees and shrubs could be used to provide shade for public open space?			
Has the development been designed to ensure users have sufficient daylight, an external view, adequate and appropriate lighting, ventilation, air quality and drinking water?			

3. Energy and carbon reduction			
Aim: reduce the need for energy, use energy efficiently, supply energy efficiently and use renewable or low or zero carbon technologies.	Yes	No	N/a
Has the building been designed to minimise CO ² emissions associated with their operational energy consumption?			
Has the development been designed to optimise the use of the energy from the sun, natural daylighting and controlled natural ventilation?			
Does the development meet the energy efficiency requirements of the interim uplift in Part L of the Building Regulations (or Full Future Buildings Standard from 2025)? Is this clearly illustrated?			
Will the design of the building make efficient use of energy? (e.g. use of thermally passive materials, levels of insulation, energy efficient white goods and use of green / brown roofs etc.).			

Have renewable energy sources or decentralised energy been considered for the development?			
Have you checked whether your proposed development falls within a zone requiring proposals to assess the feasibility of connecting to a decentralised heat network or be designed to be 'heat network ready'?			

4. Water & Drainage			
Aim: incorporate measures to ensure development is resilient to increased risk of flooding or droughts; reduce water demand and increase more efficient use of water as periods of drought increase.	Yes	No	N/a
Does the development incorporate the use of water saving devices to achieve the high standards of water efficiency?			
Have you considered incorporating harvesting and re-use of rainwater?			
Does the development meet the requirements of CS9: <i>Flooding and water management</i> ?			
Where a site-specific flood risk assessment is required, have climate change allowances ⁹⁸ been used?			
Have you considered designing in measures to minimise surface water run-off e.g. minimising paved areas and impermeable surfaces?			
Have you considered incorporating sustainable urban drainage (SuDS) into your development proposal? ⁹⁹			
Have you considered how any SuDS techniques used will achieve wider ecosystem functions (e.g. contribution to amenity, recreation, wildlife etc.)?			
Have you defined maintenance responsibilities for any proposed SuDS?			

5. Waste & Materials			
Aim: facilitate the reduction, recycling and reuse of waste and provide opportunities to improve materials resource efficiency.	Yes	No	N/a

⁹⁸ Further guidance is available at: www.gov.uk/guidance/flood-risk-assessments-climate-change-allowances

⁹⁹ From 6 April 2015 all 'major' planning applications must consider sustainable drainage systems – see the Council's [Advice Note](#).

Will selected materials ensure a low environment impact long-term – has embodied energy been considered?			
Have you considered reusing materials in-situ, responsibly sourcing materials and re-using existing structures?			
Has an audit of the materials present on the site been conducted with an assessment of the extent to which materials could be re-used?			
Will development make maximum use of construction, demolition waste and recycled materials?			
Have you considered how the design of the development can facilitate the reduction of waste and make provision for the storage and recycling of waste for all users of the site/building?			

6. Green Infrastructure & Ecology			
Aim: to retain, protect and enhance wildlife habitats and green infrastructure features to adapt the built environment to climate change impacts.	Yes	No	N/a
Have opportunities to enhance the provision of green and blue infrastructure been identified?			
Will the proposal avoid any loss of trees, hedgerows and other vegetation of amenity and/or environmental significance?			
Have the wildlife habitats and natural features on and adjacent to the site been appraised or assessed at an early stage in the project?			
Have you considered adopting measures to conserve, enhance and/or restore biodiversity in and around the development?			
Will you be protecting existing ecological features from damage during site preparation and completion of construction works where practicable?			
Does the proposal provide for on-going management of green and blue spaces, including biodiversity habitats?			

EXECUTIVE – 16 NOVEMBER 2023

CALENDAR OF MEETINGS 2024-25

Executive Summary

The proposed Calendar of Meetings for 2024/25 is attached as Appendix 1. In preparing the Calendar, consideration has been given to Bank Holidays, school holidays, annual conferences and party conferences, as far as possible. The Calendar for 2024/25 has been prepared on the same basis as in past years.

There are two minor changes proposed for the year ahead; firstly to reduce the number of Planning Committees held during June and July from three to two due to the level of anticipated business (reducing the overall number of committees held each year from 11 to 10); and to ensure that meetings of the Overview and Scrutiny Committee are held in the same week as the Executive on the preceding Monday.

As in previous years the Group Leaders, Deputy Group Leaders along with the Chairman and Vice-Chairman of the Overview and Scrutiny Committee have been consulted on the proposed Calendar, along with for this year the Chairman and Vice-Chairman of the Planning Committee.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That the Calendar of Meetings 2024/25 be approved as set out in Appendix 1 to the report.

Reasons for Decision

Reason: In accordance with Standing Order 1.2 of the Constitution, which states that “The date of the annual (Council) meeting and those of ordinary meetings shall be fixed by the Council in or about December of the preceding municipal year”.

The item(s) above will need to be dealt with by way of a recommendation to Council.

Background Papers: None.

Reporting Person: Gareth John, Interim Director of Legal and Democratic Services
Email: gareth.john@woking.gov.uk, Extn: 3077

Contact Person: Frank Jeffrey, Head of Democratic Services
Email: frank.jeffrey@woking.gov.uk, Extn: 3012
Becky Capon, Democratic Services Manager
Email: becky.capon@woking.gov.uk, Extn: 3011

Portfolio Holder: Councillor Ann-Marie Barker
Email: cllrann-marie.barker@woking.gov.uk

Date Published: 8 November 2023

CALENDAR OF MEETINGS 2024/25
All Meetings start at 7pm unless otherwise stated

COUNCIL

Meetings on Thursday unless otherwise stated.

16 May 2024 (Mayor Making)
 20 May 2024 (Monday)
 18 July 2024
 26 September 2024
 24 October 2024
 28 November 2024
 13 February 2025
 3 April 2025
 15 May 2025 (Mayor Making)
 19 May 2025 (Monday)

EXECUTIVE

Meetings on Thursday.

13 June 2024
 11 July 2024
 12 September 2024
 17 October 2024
 14 November 2024
 16 January 2025
 6 February 2025
 27 March 2025

PLANNING COMMITTEE

Meetings on Tuesday.

11 June 2024
 16 July 2024
 3 September 2024
 8 October 2024
 5 November 2024
 10 December 2024
 21 January 2025
 25 February 2025
 25 March 2025
 22 April 2025

OVERVIEW & SCRUTINY COMMITTEE

Meetings on Monday.

10 June 2024
 8 July 2024
 9 September 2024
 14 October 2024
 11 November 2024
 13 January 2025
 3 February 2025
 24 March 2025

LICENSING COMMITTEE

Meetings on Tuesday.

22 October 2024
 11 March 2025

STANDARDS & AUDIT COMMITTEE

Meetings on Thursday.

4 July 2024
 19 September 2024
 21 November 2024
 6 March 2025

Selection Panel: 14 May 2024 and 13 May 2025 at 7.00pm.

Members Induction (CLT & Member Services): 8&9 May 2024 and 7&8 May 2025 at 6.30pm.

Planning Committee Induction: 21 May 2024 and 20 May 2025 at 6.30pm.

SHAREHOLDER ADVISORY GROUP (not open to the public)

Meetings on Tuesday unless otherwise stated, beginning at 6.00pm.

THAMESWEY

4 June 2024
 10 September 2024
 19 November 2024
 4 March 2025

VICTORIA SQUARE

18 June 2024
 17 September 2024
 26 November 2024
 13 March 2025 (Thursday)

OTHER L.A. COMPANIES

27 June 2024 (Thursday)
 24 September 2024
 3 December 2024
 18 March 2025

EXECUTIVE – 16 NOVEMBER 2023

COMPANIES GOVERNANCE FRAMEWORK AND BUSINESS CASES FOR VICTORIA SQUARE WOKING LTD AND THAMESWEY DEVELOPMENTS LTD (SHEERWATER) SUPPORTED BORROWING

Executive Summary

This report provides a summary of the Companies' Governance Framework to be adopted by the Shareholder Liaison Service of the Council to strengthen the arrangements the Council and the Council's companies have in place.

The Companies' Governance Framework provides a comprehensive, scalable set of requirements for all companies in which the Council has an interest. It is based on current guidance from Lawyers in Local Government and the UK Corporate Governance Code. The latter is produced by the Financial Reporting Council. The Framework also sets out how the Council will interact with the companies as client and shareholder. It sets out a process for developing and agreeing business plans and a reporting framework that will produce critical information for each company that the Council will need to review, understand, and respond to appropriately.

Furthermore, the report provides an update on the two business cases submitted to Government through the Department for Levelling Up Housing and Communities (DLUHC) in respect of Victoria Square Woking Limited (VSWL) and the ThamesWey Housing Limited (Sheerwater), which the Executive is asked to note.

In both cases the business cases were to enable the completion of partially completed capital works that were in the 2023/24 Capital Programme. They set out the reasoning as to why it is in the broader interests of the public purse for the Government to allow the Council to continue to access Public Works Loan Board (PWLB) borrowing to enable the completion of these schemes. In brief, the additional funding of c.£78m allows the companies, and ultimately the Council as lender, to enhance the value of these assets by an estimated £250m over the value that could be obtained if the additional funding had not been made available. Whilst enhancing the value of the assets, their current value, if sold now remains insufficient to full repay the money borrowed for their construction.

Following consideration of the business cases, the Council is now able to access PWLB borrowing to fund the completion of these schemes. Monthly requests for draw down of borrowing requirements are made and supported by detailed expenditure analysis and cash flow forecasting.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the Companies' Governance Framework be adopted in full and applied to the Council itself and to all Council owned or part owned entities, and that any Shareholder directions required to implement the Framework be delegated to the Monitoring Officer; and
- (ii) the update on the business cases be noted.

Companies Governance Framework and Business Cases for Victoria Square Woking Ltd and ThamesWey Developments Ltd (Sheerwater) Supported Borrowing

Reasons for Decision

Reason: Adoption of the Framework will bring the companies and the Council's governance arrangements up to a recognised standard, and in doing so protect the interests of all parties.

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

- Background Papers:** [Governance, Financial and Commercial Review of Woking Borough Council for the Secretary of State for Levelling Up Housing and Communities - May 2023.](#)
- Reporting Person:** Kevin Foster, Strategic Director – Corporate Resources
Email: kevin.foster@woking.gov.uk, Extn: 3198
- Contact Person:** Kevin Foster, Strategic Director – Corporate Resources
Email: kevin.foster@woking.gov.uk, Extn: 3198
- Portfolio Holder:** Councillor Will Forster
Email: cllrwill.forster@woking.gov.uk
- Date Published:** 8 November 2023

Companies Governance Framework and Business Cases for Victoria Square Woking Ltd and ThamesWey Developments Ltd (Sheerwater) Supported Borrowing

1.0 Introduction

1.1 Companies Governance

1.2 On 25 May 2023, the Secretary of State for Levelling Up, Housing and Communities announced an intervention package and a set of Directions to ensure that the Council was able to comply with its best value duty under Part 1 of the Local Government Act 1999.

1.3 The basis for the intervention is the following: -

- “The scale of the financial and commercial risks facing your Authority, which are compounded by the Authority’s approach to financial and debt management, corporate governance, including scrutiny of strategic financial decision making, commercial projects and property management. This has been made clear by the findings of the External Assurance Review that Minister Rowley commissioned in January.
- The failure of the Authority to provide assurance to Ministers and the Department on the adequacy of the actions that it is taking to address the issues or provide assurance of its capacity to take the necessary action, considering the scale and pace of the response required.”

1.4 The resultant Improvement and Recovery Programme (IRP) is the Council’s response to the review. This programme sets out the range of activities that must be completed.

1.5 The Commercial Theme within the IRP sets out a requirement to develop appropriate companies’ governance arrangements that will apply to both the Council, as shareholder and client, and to the companies in which it has an interest. The Companies’ Governance Framework (CGF) sets out to fulfil this requirement. The CGF may be found at Appendix 1.

1.6 Business Cases and Capital Investment Programme for Council Controlled Companies

1.7 The Medium-Term Financial Strategy reported to the 28th September meeting of Council incorporated an addendum relating to capital investment for Council-controlled companies.

1.8 As previously reported in the Council’s Medium Term Financial Strategy (MTFS), it owns, or part owns twenty-four companies and due to its financial position it will not be able to support or subsidise these moving forward as it has sought to do in the past.

1.9 The main focus of significant work by officers and Commissioners that has been fed into Government has been on the Victoria Square and Sheerwater Regeneration schemes, both of which still have significant capital spending requirements relating to assets currently under construction but not complete.

1.10 Despite the Council’s critical financial position, the Council has progressed positive and supportive discussions with Government in respect of proposals that require borrowing support to get the best outcomes for the public purse and deliver the best value for money returns from the historic investments this Council has made.

1.11 As a responsible Council we will only proceed with additional investment and borrowing where it has Government support. These discussions follow those principles within the S114 report and adopted in the Medium-Term Financial Strategy.

1.12 Business Cases have been presented to Government to secure their support in relation to completing, or partially completing, certain specific schemes that were already in delivery by companies owned by the Council when the Section 114 report was issued.

Companies Governance Framework and Business Cases for Victoria Square Woking Ltd and ThamesWey Developments Ltd (Sheerwater) Supported Borrowing

- 1.13 Furthermore, companies are taking independent advice in relation to the assurances that they need to seek from the Council as funder in order to continue to operate the companies as going concerns whilst assets are completed in accordance with a managed exit plan.
- 1.14 To enable these activities to be undertaken in a managed way, the Council has agreed to the deferral of loan repayments and interest due from companies to the Council until 31st December 2023. This decision has been taken following external legal advice and is supported by Commissioners. The implications of these actions are being managed within either existing resources or will be supported by additional resources from Government when business cases evidence this support is in the best interests of the public purse.
- 1.15 The Council as funder has received external legal advice on the subsidy control regime in respect of the implications of the both the loan repayment deferral and the provision of capital funding provided by Government.
- 1.16 The Council's investment programme accommodates investment where full Government funding and support exists to facilitate the completion of assets that are partially complete and to deliver best value for the public purse. This is in line with the capital planning principles set out in the July MTFS and the s114 report as set out below.
- 1.17 The July MTFS report equally referred to capital planning principles for the period of this MTFS and the financial year 2024/2025 within which all new proposals must fit. Principle C referred to items where, following support from Government and Commissioners resources are provided for specific schemes that were already in delivery when the s114 report was issued. Investment in Victoria Square and Thameswey (for Sheerwater Regeneration) can, therefore, continue where it is in accordance with Principle C.
- 1.18 The business cases for each of Victoria Square Woking Limited (VSWL) and ThamesWey Housing Limited (Sheerwater), share the same essential aim: to avoid imminent insolvency and to protect and maximise the value of assets held by the companies to subsequently reduce the debt burden on the Council as far as possible. The business cases for each are included in the Part 2 report due to commercial sensitivities.

2.0 Summary of the Companies' Governance Framework

- 2.1 In line with the requirements of the Lawyers in Local Government guidance and the UK Corporate Governance Code, the Companies' Governance Framework (CGF) creates a number of obligations with which, on a comply or explain basis, companies in which the Council has an interest will have to comply.
- 2.2 The CGF also sets out the obligations in law that any and every company director has a duty to uphold and a useful explanation of the governing documents for companies.
- 2.3 Subject to adoption of the CGF by the Executive, the Framework will be applied to both the Council and the companies. Initially, a compliance assessment will be carried out followed by implementation of a rectification plan.

3.0 Summary of the Business Cases

3.1 Victoria Square Woking Limited

- 3.2 Victoria Square is a regeneration project in Woking Town Centre comprising 429 build to rent apartments, a 189 room Hilton Hotel with conferencing and banqueting facilities, 192,000 sq. ft of retail, food and beverage, leisure and education uses, 1,560 car spaces and substantial public realm. The development has a completed capital value of £193.25m, as valued by Knight Frank in December 2022.

Companies Governance Framework and Business Cases for Victoria Square Woking Ltd and ThamesWey Developments Ltd (Sheerwater) Supported Borrowing

- 3.3 The significant majority of the Victoria Square regeneration project was completed on 22 March 2022. However, failure of the rain screen cladding system to the hotel has led to prolonged delay to this element only and anticipated practical completion in Summer 2024.
- 3.4 The retail, leisure, food and beverage and education elements of the scheme are fully let and income producing, with the exception of two small vacant retail units, one of which is under offer, and the medical centre which is in temporary use. In addition, the red and green car parks are under management by Woking Borough Council (WBC) and are revenue producing to WBC with discussions on management agreement and leasing options to secure that income for VSWL.
- 3.5 The Marches, (two build to rent residential towers comprising 429 apartments), are now 98% let, and close to stabilisation. In addition, the public realm has been completed and is enjoyed by visitors to Woking town centre.
- 3.6 Completion of the hotel is fundamental to the overall regeneration project, offering 189 rooms, exceptional banqueting, and conference facilities, as well as food and beverage and other amenities. It is anticipated that it will drive significant additional income from the retail, Food & Beverage, and car park assets in particular, as well as wider revenue benefits to the town centre.
- 3.7 There is a need for additional capital funding in order to complete the scheme and finalise accounts. In parallel, letting of the remaining retail units can be achieved, stabilisation of turnover and turnover rents can be established, the Marches will reach stabilisation and the car parks arrangements can be agreed and completed.
- 3.8 The business case asked for further funding of £22.23m to keep the company solvent, allow works to be completed by September 2024, and to bring the development to a fully operational state.
- 3.9 The business case clearly articulates that completion of these phases generates a significant uplift in value compared to ceasing development. It also sets out the wider social and economic benefits, including the contribution to meeting housing needs.
- 3.10 Following consideration of the business case, the Council is now able to access PWLB borrowing to fund the completion of the VSWL. Monthly requests for draw down of borrowing requirements are made and supported by detailed expenditure analysis and cash flow forecasting.
- 3.11 The business case and supporting independent valuations are included in the Part 2 report due to commercial sensitivities.
- 3.12 **ThamesWey Housing Limited (Sheerwater)**
- 3.13 The meeting of the Executive on 5th October 2023 received an update report on the ThamesWey Housing Limited Sheerwater Regeneration and the outcomes of public and stakeholder consultation regarding the future of the Sheerwater Regeneration Project.
- 3.14 The Council's vision for Sheerwater is to create a contemporary and sustainable 'Garden Suburb' that will provide high quality, mixed tenure homes, improved open green spaces and new leisure and community facilities.
- 3.15 The £492 million regeneration scheme was intended to be developed by ThamesWey Developments Limited (TDL) to deliver 1,142 new residential units, along with the associated community infrastructure, over a phased programme lasting circa 9 years.

Companies Governance Framework and Business Cases for Victoria Square Woking Ltd and ThamesWey Developments Ltd (Sheerwater) Supported Borrowing

- 3.16 Following the issue of the S114 notice on 7 June 2023, it became clear that the Council cannot afford, and ThamesWey cannot rely on, the future borrowing required to complete the regeneration. Subsequently, in July 2023, the Council agreed that the existing Development Agreement between the Council and ThamesWey for the delivery of the Sheerwater Regeneration Project be brought to an end and no new phases would commence following those currently under construction.
- 3.17 Three residential phases are currently under construction with Copper and Red phases due to complete this year and Yellow phase due to complete in late 2024:
- Copper phase consists of 88 houses, of which 13 are affordable and 75 are proposed to be disposed of on the open market.
 - Red Phase is a medium rise development consisting of ten town houses, seven maisonettes, 68 sheltered one-bedroom apartments and a block of 39, one, two and three bed roomed apartments. The phase also includes the energy centre and six ground floor retail units.
 - Yellow Phase is a medium rise mixed use development consisting of 168 apartments (consisting of 102 affordable units and 66 open market units), some retail units and community spaces. Following the Council's decision to bring the Development Agreement to an end, ThamesWey Developments Limited intends to apply to the Local Planning Authority for the conversion of the consented new community space into 19 additional residential units.
- 3.18A business case for funding of £57.7 million (including land payments and professional costs) was developed and discussed with Government in order to complete these three active construction phases of the Sheerwater regeneration. The business case clearly articulates that completion of these phases generates a significant uplift in value compared to ceasing development. It also sets out the wider social and economic benefits, including the contribution to meeting housing needs.
- 3.19 Following consideration of the business case, the council is now able to access PWLB borrowing to fund the completion of the Sheerwater Regeneration Project for Copper, Red and Yellow phases. Monthly requests for draw down of borrowing requirements are made and supported by detailed expenditure analysis and cash flow forecasting.
- 3.20 The business case and supporting independent valuations are included in the Part 2 report due to commercial sensitivities.

4.0 Corporate Strategy

- 4.1 The Companies Governance Framework fulfils part of the Corporate Strategy, as reflected in the Improvement and Recovery Plan, and places congruence between any companies in which the Council has an interest and the Council's strategic aims, at its heart.
- 4.2 The business cases for VSWL and ThamesWey Housing Limited (Sheerwater) support the Council's strategic aim of reducing the unaffordable debt burden it currently faces.

Companies Governance Framework and Business Cases for Victoria Square Woking Ltd and ThamesWey Developments Ltd (Sheerwater) Supported Borrowing

5.0 Implications

Finance and Risk

- 5.1 The Governance framework has no direct financial implications – its implementation will improve financial and risk monitoring of the companies.
- 5.2 There are two significant financial issues arising from the Victoria Square and Sheerwater business cases, explained below.
- 5.3 The first issue is the deferral of loan interest payments until the optimal sale of assets can be achieved. This issue is not specific to the business cases and would be a budget pressure for the Council under any scenario. This amounts to c £45million in the current year. The Government is aware of this and the Council is in discussions with them on how these costs can be rolled up until the assets are disposed of. The appropriate legal advice has been obtained which is included in the business cases.
- 5.4 The second is the capital financing costs of the £78million of borrowing approved for Public Works Loan (PWL) funding. The annual costs of this will be approximately £8million until the future of the assets is determined as part of the strategic asset strategy. Again, as part of the approval of the business cases it was acknowledged that the Council would require support to meet these costs.
- 5.5 Whilst any additional borrowing is not ideal given the scale of the Council's debt portfolio to revenue budget, the objective is to minimise the overall impact on the public purse and achieve the appropriate balance between maximising asset value and the need for rapid disposal to reduce the level of outstanding debt. There are also broader social and regeneration benefits to Woking from not leaving partially completed and blighted developments that depress asset values and would have a significant impact on the residents of the Sheerwater Estate.
- 5.6 The additional costs and risk identified here are being managed within the wider context of an asset disposal strategy and debt reduction plan. This is based on the agreed approach in the Improvement and Recovery Plan to minimise losses to the public purse and maximise the value of asset for future disposal. The discussions with Government will also address the requirements to address the issues set out in the S114 notice in order to deliver a legal budget for 2024/25.

Equalities and Human Resources

- 5.7 The Council will ensure that Equality Impact Assessments will be carried out at the necessary stages of the IRP as it progresses. Staff will be fully briefed and formally consulted on any changes as part of the Organisational redesign.

Legal

- 5.8 The CGF takes into account good practice guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA), Local Partnerships, Lawyers in Local Government as well as Companies Act 2006 and Local Government Acts.
- 5.9 Legal advice was sought for both business cases on the issue of whether deferring the recovery of debt payments would breach the Subsidy Control Act 2022. There is no breach of the Subsidy Control principles.
- 5.10 There are no other legal implications in noting the report or for the endorsement of the CGF.

**Companies Governance Framework and Business Cases for Victoria Square Woking Ltd
and ThamesWey Developments Ltd (Sheerwater) Supported Borrowing**

6.0 Engagement and Consultation

6.1 For the business cases: His Majesty's Treasury, the Department for Levelling Up, Homes and Communities, WBC Commissioners, and senior officers.

6.2 For the Companies' Governance Framework, WBC Commissioners, and senior officers.

REPORT ENDS



Companies Governance Framework

28th September 2023

Amended 5th November 2023

WBC Companies Governance Framework

Introduction

This Framework is owned by the Strategic Director, Corporate Resources who is responsible for keeping it up to date, relevant and accessible and for arranging relevant training for those involved in working with our companies. Any updates required or deemed as helpful are delegated to the Strategic Director, Corporate Resources. Such updates will be reported to the Executive periodically.

The purpose of this Framework is to act as a practical guide for WBC members and officers, and staff and board members of entities in which the council have an interest, in their dealings with each other and with the important business that is conducted by them. An interest, for the purposes of the scope of this manual, applies to any of the following:

- entities in which the council has a shareholding
- entities to which the council can appoint a director
- companies limited by guarantee where the council is a member

The governance, structure and processes take account of the latest thinking in local government and in particular, the Lawyers in Local Government code of practice, The Governance of Council Interests in Companies. It is also draws heavily from the UK Corporate Governance Code, produced by the Financial Reporting Council.

The principle of “comply or explain” is expected in relation to following the requirements of this manual. Compliance with the requirements is mandated, unless there is a good, well-argued, and documented reason for adopting a different approach, agreed with the Council’s S151 Officer and Monitoring Officer. Prevailing constitutional and legal requirements must still be followed, however, and nothing in this manual takes precedence if there is any conflict.

At its heart, this Framework is concerned with demonstrating the transparency and accountability that is essential for all parties to have confidence in each other and to make the best decisions in the interests of all.

Contents

Governance Structure	5
Glossary	6
Operating relationship between Woking Borough Council and Council Owned Entities (COEs)	8
Governance documents	9
Articles of Association	9
Shareholder Agreement	9
Reserved Matters	9
Governance roles	11
Company Directors	11
The Company's constitution	11
Promoting the success of the company	11
Independent judgement	11
Exercise reasonable care, skill, and diligence	11
Conflicts of interest and personal benefits	12
Keeping a record	12
Council appointed board members	13
Competency evaluation of board members	13
Term of appointment to a COE board	14
Strategic Director, Corporate Resources	14
Shareholder Unit	15
Major governance policies and processes	17
Risk Management Policy	17
Conflicts of Interest Policy	18
Business Planning Process	22
The Reporting Framework	23
Strategic Review	24
Board Effectiveness Evaluation	25
COE High Level Activities Cycle	27

Shareholder Unit Effectiveness Evaluation	28
Appendix One, Guidance Documents	31
Appendix Two, Shareholder Advisory Group terms of reference	32

Governance Structure

The Council's Constitution

The Constitution governs how the Council works and always takes precedence. In particular, it sets out the roles, powers, and limits of delegation of the Executive and key committees including Overview & Scrutiny and Standards & Audit committees. The Constitution should be referred to alongside this manual.

The Council Owned Entity's governing documents

Each COE has a set of its own governing documents to meet the requirements of the law and those of its shareholders. Every COE is an independent entity free to operate within the scope of its governing documents. It is important that the distinction between a COE and the Council is clearly understood. The governing documents for each COE are held by the Shareholder Unit.

Part 3 of the Council's Constitution - Scheme of Delegation

Part 3 describes how delegated decisions may be managed.

Part 6 of the Constitution – Council Companies

This Part sets out the principles and governance that relates to COEs. It explicitly states that the Shareholder Advisory Group acts as the Shareholder (or its equivalent) in respect-of all COEs. In line with Part 3, decisions can be delegated to officers. Part 6 is freely available to anyone and is, along with the rest of the Constitution, published on the Council's website.

Commercial Protocol

The Commercial Protocol is owned by the Strategic Director, Corporate Resources who is responsible for its production, updating and implementation. The Commercial Protocol sets the rules which the Council must follow when dealing with commercial matters, including when dealing with companies.

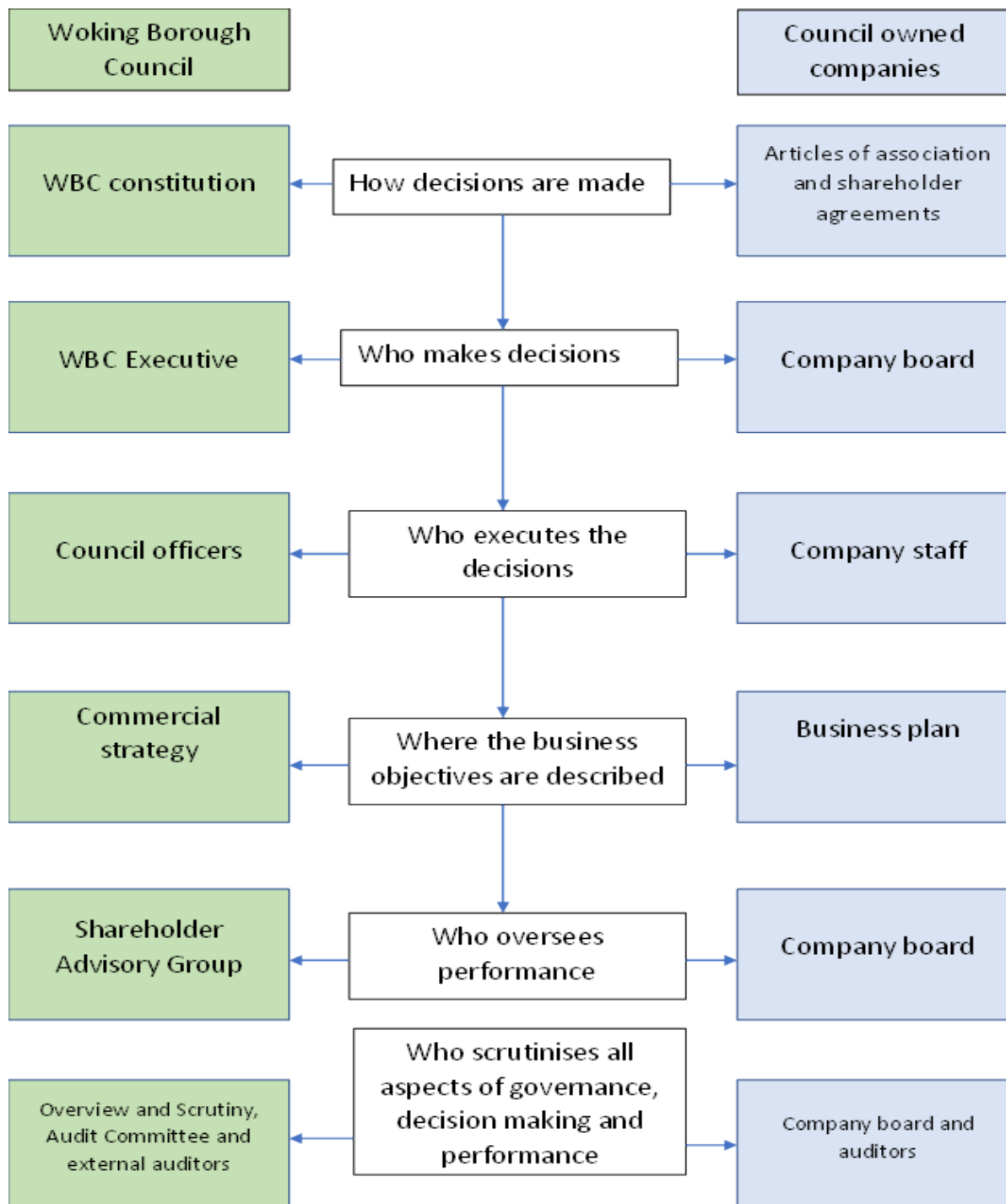
Glossary

Articles of Association	Written rules about running the company agreed by the shareholders or guarantors, directors and (where there is one) the company secretary
CIPFA	The Chartered Institute of Public Finance and Accountancy (CIPFA) is a UK-based international accountancy membership and standard-setting body
Strategic Director, Corporate Resources	WBC officer with responsibility for all procurement, contract management and effective oversight and shareholder inputs for council owned entities
Commercial Protocol	The Commercial Protocol is owned by the Strategic Director, Corporate Resources who is responsible for its production, updating and implementation. The Commercial Protocol sets the rules which the Council must follow when dealing with commercial matters, including when dealing with companies.
Companies Act 2006	The Companies Act was introduced in 2006 to do the following things: to simplify administration, to improve the rights of shareholders, to update and simplify corporate law
Company Chair	The Chair's primary role is to ensure that the board is effective in its task of setting and implementing the company's direction and strategy. The Chair is appointed by the board and the position may be full-time or part-time
Company directors	Persons appointed to act as a director in accordance with the Companies Act 2006. They have a number of legal duties, set out in the Governance Roles section of this document
Council appointed board members	Board members (also known as directors if the COE is a company), that the council has the power to appoint.
Council Owned Entity (COE)	A company, or other entity, in which the council has an interest such as shares, the right to appoint a director or for which it is a member.
Financial Reporting Council	The Financial Reporting Council is an independent regulator in the UK and Ireland, responsible for regulating auditors, accountants, and actuaries, and setting the

	UK's Corporate Governance and Stewardship Codes. It is due to be replaced by the Audit, Reporting and Governance Authority in 2024.
Lawyers in Local Government	Lawyers in Local Government is the representational body for all lawyers and governance officers working in local authorities and similar organisations
Memorandum of association	A legal statement signed by all initial shareholders or guarantors agreeing to form the company
Reserved matters	A shareholders' agreement and / or Articles of Association will often set out things which the company should not do without first getting the approval shareholders. These are known as reserved matters
Shareholder Advisory Group	The purpose of the Shareholder Advisory Group is to advise the Leader in the exercise of their responsibility for the Council's functions as corporate shareholder of a company or group of companies and in their role to represent the interests of the Council as Shareholder Representative at meetings of a company
Shareholder agreement	An agreement entered into between all or some of the shareholders in a company. It regulates the relationship between the shareholders, the management of the company, ownership of the shares and the protection of the shareholders. They also govern the way in which the company is run
Shareholder representative	The purpose of the role is to represent and protect the council's interests and to act as a conduit between the council and the COE
Shareholder Unit	Comprises the shareholder reps, finance officer, commercial / compliance officer, and legal officer
WBC Constitution	The Constitution is <i>the</i> fundamental document that describes how the Council works. In particular it sets out the decision making process by the Executive and oversight of the Executive's decisions by the Overview & Scrutiny and Standards & Audit committees

Operating relationship between Woking Borough Council and Council Owned Entities (COEs)

The following diagram show each entity – the Council and a COE – in its own column with their respective governance, decision making & execution, strategy & planning, oversight, and scrutiny arrangements in relation to COEs.



Governance Documents

Articles of Association

These are the written rules that determine how the COE is run and is agreed by the shareholders or guarantors, directors and (where there is one) the company secretary.

WBC will create a standard set of minimum requirements for the Articles of Association for any entity in which it has an interest.

Shareholder Agreement

Although the articles of association and a shareholders' agreement are very similar in nature, and their contents will quite often overlap, the shareholders' agreement is a confidential document, whereas the articles of association are open for the public to view at Companies House. This may affect the decision about what is included in the articles of association and what should be kept private in the shareholders' agreement.

Typically, a shareholder agreement will cover the following:

- The nature of the company and its purpose
- The process for appointing and removing directors
- How decisions about the company will be made
- How disputes will be resolved
- The shareholders' rights to information
- How shares will be distributed and sold
- Any restraint provisions on shareholders

Reserved matters

Found in the Shareholder Agreement and / or the Articles of Association, reserved matters are those things the COE can only do with the agreement of the shareholder(s).

Typically, these include the following:

- Commencement of any proceeding for the voluntary dissolution, winding up or bankruptcy of the Company.
- Any non-pro rata reduction to the share capital of the Company, except as required by law.
- Approval of and any amendment to the articles of incorporation or by-laws of the Company, which amendment would change (A) the name of the Company, (B) the jurisdiction of incorporation of the Company, (C) the purpose or purposes for which the Company is organized, (D) the size of the Board of Directors or (E) the shareholder approval requirements for Shareholder Reserved Matters.
- Any appointment to the Board of Directors
- Removal of directors
- Any merger, amalgamation, or consolidation of the Company with any other entity or the spinoff of a substantial portion of the business of the Company.

- The creation of any subsidiary entity.
- The sale, conveyance, transfer, or other disposal of all or substantially all of the assets of the Company, whether in a single transaction or a series of related transactions.
- Any change in the principal line of business of the Company.
- Entering into any mortgage, lease, or other long term financial commitment.
- The use by the company of any assets as security against any financing instrument

The specific Articles for each Company should always be referred to, this list should not be relied upon.

Governance roles

Company Directors

Major duties of a company director

(From Dr Roger Barker, head of Governance, IOD)

The company's constitution

The first of these duties is that a director must act within their powers under the company's constitution. The most important part of the company's constitution is the articles of association. These are an important set of rules for your company and for your board.

Promoting the success of the company

The second major duty of a company director is to promote the success of the company. The duty states a director must act in a way that they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members (shareholders) as a whole.

When making decisions, directors must also consider the likely consequences for various stakeholders, including employees, suppliers, customers, and communities. They should also consider the impact on the environment, the reputation of the company, company success in the longer term and all of the shareholders (including minority shareholders).

Board decisions can only be justified by the best interests of the company, not on the basis of what works best for anyone else, such as particular executives, shareholders, or other business entities. But directors should be broad minded in the way that they evaluate those interests – paying regard to other stakeholders rather than adopting a narrow financial perspective.

Independent judgement

The third major duty requires directors to exercise independent judgement. Directors are meant to develop their own informed view on the company's activities.

Directors should not be delegates who simply implement the commands of other parties (such as major shareholders). Nor should they avoid their responsibility to make independent decisions by relying on the knowledge or judgement of other directors or experts.

A director needs to form their own view, and this may require some effort – especially if they are not already familiar with key aspects of the company's activities.

Exercise reasonable care, skill, and diligence

The third major duty requires directors to exercise independent judgement. Directors are meant to develop their own informed view on the company's activities.

Directors should not be delegates who simply implement the commands of other parties (such as major shareholders). Nor should they avoid their responsibility to make independent decisions by relying on the knowledge or judgement of other directors or experts.

A director needs to form their own view, and this may require some effort – especially if they are not already familiar with key aspects of the company’s activities.

In the past, directors could be appointed purely for their name or reputation, without the expectation that they would actually do any work as a board member. Those days are now over due to the duty for directors to exercise reasonable skill, care, and diligence in their role.

The benchmark is that of a reasonably diligent person with the general knowledge, skill and experience that could reasonably be expected from a person carrying out the director’s functions. Also, directors with specific professional training or skills (such as a lawyer or accountant) are held to a higher standard in related issues than less qualified colleagues.

Conflicts of interest and personal benefits

The remaining three legal duties relate to the need for directors to avoid or manage conflicts of interest which may affect their objectivity.

If situations arise which impose multiple claims on a director’s attention or loyalty, it is essential that they disclose them to fellow board members. It will then be up to the other non-conflicted board members (or the shareholders, in some cases) to decide how to manage or approve the conflict and maintain the integrity of the board’s decision-making process.

Examples of conflicts of interest include situations where the director has relationships of a business or personal nature with persons or entities that are affected by the company’s activities. It could also relate to situations where the director may be considering taking advantage, on a personal basis, of property, information or opportunity which belongs to the company.

Gifts or benefits from third parties are also a potential threat to a director’s objectivity. Most importantly, directors have a statutory duty to disclose any direct or indirect interest in proposed or existing transactions or arrangements with the company.

Keeping a record

How can a director prove they’ve fulfilled these legal duties? One of the important purposes of the minutes of board meetings is to provide a record of the board’s decision-making process.

By law, these minutes must be kept for 10 years. Years from now, it may be difficult for you to remember if you fulfilled your directors’ duties in respect of some key decision. The minutes can provide vital evidence that you did – something that you may well have cause to be grateful for.

Council appointed board members

Power to appoint and remove board members

The public law related power to appoint and remove board members is found in the Council's Constitution. The Executive, on advice from the Shareholder Advisory Group (SAG) will normally exercise this power with arrangements in place for any in year changes to appointments that may be required.

The company law related power for the council, as shareholder, to appoint and remove board members will be found in the relevant COE's articles and shareholder agreement.

Competency of board members

It is essential that existing and prospective board members are demonstrably competent, and have sufficient knowledge, to undertake the role.

To that end, board members (current and prospective) will be required to undertake training and assessment to a standard comparable to that of the Institute of Directors Director Competency Framework.

The Shareholder Unit will carry out the assessments of each board member and prospective board member. The assessment will be carried out prior to appointment and whenever board members change roles between COEs.

Creating a pipeline of potential board members

The Articles of companies in which the Council has an interest give the Council the right to appoint some members of the Board. The Council is free to make appointments at its discretion. Nevertheless, it is important that prospective board members are able to demonstrate the depth of experience, intellectual ability, and personal resilience that their future role will likely require of them.

Once selected, prospective board members should undertake the training described above *before* joining the COE board.

Furthermore, as a matter of good practice, the Council should liaise with the Chair of the relevant board to determine what skills and experience (in addition to basic competency to serve as a board director) would best serve the board and company.

Conflicts of interest

Conflicts of interest must be managed in accordance with the conflicts of interest section in this document.

Competency evaluation of board members

COEs are required to carry out self-evaluation each year with external evaluation every third year. This must be broadly in line with FRC guidance. A key factor of this process is the evaluation of individual directors (item 5 in the checklist).

In the event that a council appointed board member is found to be ineffective, they will be required to undertake any training that is agreed between the Strategic Director, Corporate Resources and the Chair of the COE board that is likely to improve their performance. In the event that the ineffectiveness is so pronounced that any training would be unlikely to improve matters, or that the training fails in its objectives, the board member shall be replaced. If, however, the individual's effectiveness improves following training, no further action will be required.

Term of appointment to a COE board

It is up to the Council, as shareholder, to determine how long a council appointed board member should remain in place. As a rule, the FRC guidance found in Appendix One should be followed. At present, this means the Chair should serve for no more than nine years, and NEDs for no more than two, three year terms.

Strategic Director, Corporate Resources

The Strategic Director, Corporate Resources is the WBC officer with responsibility for oversight and shareholder inputs for council owned entities. The Strategic Director, Corporate Resources reports to the Chief Executive.

Shareholder Representatives

Although the Leader is designated as the Council's Shareholder Representative, this role may be delegated to an officer or officers as the Leader sees fit, for any or all of the COEs.

For each COE, the council will appoint a shareholder representative. Each shareholder representative will have sufficient experience, skills, and capacity to be able to discharge their duties effectively and will have no actual or potential conflicts of interest. For example, they will not be in a client role relating to the services provided by the COE, nor act as Shareholder, nor have any responsibilities for the Council as lender or provider of a letter of comfort to the COE.

The purpose of the shareholder representatives is to protect the council's interests and to act as a conduit between the council and the COE.

The standards of behaviour required include:

- To act with honesty and integrity in the delivery of their duties.
- To actively communicate and collaborate with all required within the wider governance framework.
- To build and maintain effective and transparent relationships with all parties.
- To take personal accountability for own actions and decisions.
- To take personal responsibility for own continuous improvement working collectively with other shareholder representatives where appropriate.
- To actively work to promote and improve good working relationships between the Council and its companies.
- To take appropriate action to avoid conflicts of interest arising especially in relation to the shareholder role and any client roles.

All current and prospective shareholder representatives will undertake training to the same standard and scope of the Institute of Directors Director Competency Framework.

To support the shareholder representatives, a user group will be created to allow the free exchange of ideas, challenges, and experiences and to support prospective shareholder representatives as they undertake their training and in handovers from one representative to another. The user group will be organised by the Shareholder unit.

Creating a pipeline of shareholder representatives

The SU will create and maintain a pipeline of prospective shareholder representatives from officers employed by WBC. The council may choose to offer a small financial incentive to interested parties to take on these additional duties. Selection and appointment of officers as prospective shareholder reps will follow prevailing WBC policies.

Shareholder Unit

The Shareholder Unit (SU) comprises the Shareholder Reps and the SU officers for Commercial, Financial and Governance. The team reports into the Strategic Director, Corporate Resources.

1. Purpose

The main function of the Shareholder unit is to embed this Framework into WBC ways of working by:

- a. Acting as the custodian of the Shareholder's interests in the COEs
- b. Establishing with the SAG the outcomes WBC requires of its group companies, frequently testing the group entities against these
- c. Building and maintaining an effective and transparent relationship between the Shareholder and COEs
- d. Ensuring each COE has the right level of challenge and support from the Shareholder
- e. Establishing and maintaining a group environment and culture for COEs
- f. Preparing, gaining approval, and implementing a commercial strategy for the COEs within the group

2. Approach

- a. Keeping up to date with best practice and legislative changes
- b. Establishes impartial, factual decision making, based on reliable information and justifiable commercial criteria
- c. Operate efficient and practical processes, avoiding duplication with existing council governance
- d. Governance is collectively understood between WBC and the COEs, and is applied accordingly

- e. Shareholder compliance points are addressed (and evidenced)
- f. A collaborative and pragmatic approach is demonstrated
- g. Key events are planned for and emergent issues are managed on a priority basis
- h. Awareness between group entities of the collective challenge and opportunities is evident
- i. Current year budget and MTFS are regularly monitored and informed

Major governance processes and policies

Risk management policy

The Council Owned Entities (COEs) are responsible for their own arrangements in respect of risk management. WBC require these arrangements to be broadly in line with the FRC's *Guidance on Risk Management, Internal Control and Related Financial and Business Reporting*. This requirement should be set out in the COEs Articles of Association and/or Shareholder Agreement as appropriate.

The Shareholder Unit (SU) is responsible for periodically seeking assurance that COEs are complying with this requirement. To assist SU staff, the following checklist covers the significant elements of the FRC guidance. Detailed evidence of compliance (or otherwise) will be produced in a report and sent in draft to the COE for their comments or corrections. A final version will be distributed under the Strategic Director, Corporate Resource's guidance.

Checklist

Item	Description	Evidence
1	There is a clear statement, endorsed by the Board, setting out the COEs willingness to take on risk commensurate with its risk appetite.	
2	The risk statement is reviewed at least annually and when there is any significant business change or change to the risk environment	
3	There is a clear statement describing the nature and extent of the risks facing, or being taken by, the company which it regards as desirable or acceptable for the company to bear	
4	The Board is provided with sufficient information to allow it to assess the effectiveness with which risk is being managed or mitigated	
5	Risk management and internal controls are integrated with considerations of strategy and business model, and with business planning processes	
6	Risk management is demonstrably incorporated into the COE's day to day management and governance processes.	
7	The Board can demonstrate that the COE's management systems offer adequate assurance that risk is being effectively managed.	

Conflicts of interest policy

Introduction

A conflict of interest arises when an individual has competing interests or loyalties, financial or otherwise, where serving one interest may mean working against the other. Company law requires directors to disclose such interests (Institute of Directors).

Council officers or Councillors (who do not hold company directorships) may also be at risk of conflicts of interests where they work in a decision making capacity around the Council's ownership of companies. This policy is intended to augment the current officer and Councillor Codes of Conduct in the Council's Constitution.

Directors Duties – (Section 175 Companies Act 2006)

Directors must avoid circumstances in which 'they have, or can have, a direct or indirect interest that conflicts with the interest of the company, or that may possibly conflict with those interests.

This applies to both actual and potential conflicts and both direct and indirect interests. This duty is absolute. There is, however, no breach of duty if the circumstances:

- Cannot 'reasonably be regarded as likely to give rise to a conflict.' In practice this means that, if the director's potential interest is so indirect or remote that no reasonable person would see a problem, it can be ignored, and
- the Director's involvement has been authorised by the rest of the board.

If neither exception applies, the conflict must be avoided

In practice, the duty means that a director cannot, without the company's consent:

- compete with the company for a commercial opportunity; or
- use, for their own purpose, information belonging to the company; make a gain from their role. These restrictions apply even if the company has no wish to pursue the opportunity or is unable to benefit from the information or the gain.

The GC 100 (a group of general counsels and company secretaries working in FTSE 100 companies) give the following examples of situations which may constitute conflict situations for a director:

- being a director of a competitor
- being a potential customer of or supplier to the company
- owning property adjacent to the company's property, the value of which could be affected by the activities of the company
- having an advisory relationship (for example financial or legal) with the company or a competitor
- being a director of the company's pension trustee company
- wanting to take up an opportunity that has been offered to, but declined by, the company

- being in a situation where they can make a profit as a result of their directorship whether or not they disclose this to the company; and
- in each of the above situations, being a director of another company and that other company having the relevant relationship with the relevant company or being in the situation described above.

The duty to avoid conflicts continues to apply to a former director as regards the exploitation of any property, information, or opportunity which they became aware of at a time when they were a director.

Conflicts of interest may be waived by a company but, as a matter of public law, never in the decision making of the Council. The Council Member / company director will *always* have a conflict of interest when it comes to their role as a councillor. This conflict must be resolved and resolved in the favour of the company. A Member (or officer) as director, therefore, must not be a party to making a decision of the Council affecting the company, but may provide evidence or advice to the Council on the company's behalf when invited to do so. Where a conflict of interest arises, Councillors or officers must, in accordance with the relevant code of conduct, remove themselves from the meeting/ decision making process and not take any further part.

The Councillor's Code of Conduct applies to a Member's activity as a director, except where it directly conflicts with the interests of the company. Where this occurs, the potential conflict must be notified to the company secretary and to the Council's monitoring officer.

The Council Policy for Councillors and employees

Directorships may create additional potential conflicts of interests for councillors or officers. The way in which these are handled *within the council* are the same as other conflicts of interest.

The existing codes of conduct require that both officers and members to register and declare interests. In the case of Councillors, Section 29 of the Localism Act requires the monitoring officer to maintain a register of interests of members of the authority. Interests must be registered within 28 days of becoming a member or being re-elected. Any changes to a Councillor's interests while they are in office must be registered within 28 days of the change having taken place. Details of how this is done are set out in the Councillor Code of Conduct.

Employees must avoid situations where their conduct could create an impression of a conflict of interest in the minds of the public. Additional employments outside of council employment are not unreasonably precluded, however the guidance sets out the situations in which the written consent of the council is required. In any event, employees must avoid situations where work and personal interests conflict or may appear to conflict.

Employees must register personal interests (financial and non-financial) when they could be reasonably deemed to potentially conflict with any work undertaken by employees in the course of their duties. Notices of interests in contracts (in place or proposed) in which the council is involved must be notified in writing to the monitoring Officer.

Situational conflicts which will not be permitted

The Council recognises the need for an absolute separation of roles and duties to avoid conflicts which are deemed to be unmanageable. These include but may not be limited to:

- Executive Councillors holding a portfolio who also serve as a director of a company under the control of the same portfolio
- Councillors taking shareholder decisions in respect of a company of which they are also a director, for example members of Executive.
- Officers who serve as a director of the contracting company for which they are also client. That is to say, having any responsibility or accountability for the performance of services by the COE.
- Officers who serve as director for a company for which they undertake the Shareholder Representative role for the Council.
- Conflicts prohibited by the council constitution (directorships and service on governance and audit committees)

Shareholder Unit controls

The directorships held by officers and Councillors are not static, equally portfolio responsibilities for Executive Councillors, appointments to Standards & Audit and Overview & Scrutiny committees, and duties of officers change periodically. Therefore, in addition to the maintenance of registers of interests outlined in the Codes of Conduct, the Shareholder Unit will review the potential for conflicts upon all changes in directorships and portfolio responsibility / officer duties.

- Monitoring of all appointments of Councillors and officers to the register of outside bodies and review for potential conflicts of interest (annually and on changes to councillor responsibilities and officer organisational structure).
- Maintaining a register of present, impending, and potential future conflicts of interest for each council appointed director with a clear record of the avoidance, management and mitigation measures adopted.
- Checking against the registered declared interests annually and upon changes to the register
- Questionnaires to all **proposed** new council appointed company directors to assist with the identification of any conflict situation. This will include a check of connected persons' interests, which are defined in the legislation but should also cover any corporate connections or wider connections that the council may wish to know about. This is to ensure that the responsibilities under s175 of the CA 2006 can be demonstrated by the proposed director.
- Escalation of potential conflicts to the SAG, with recommendations for the removal of the conflict.

Company Board controls

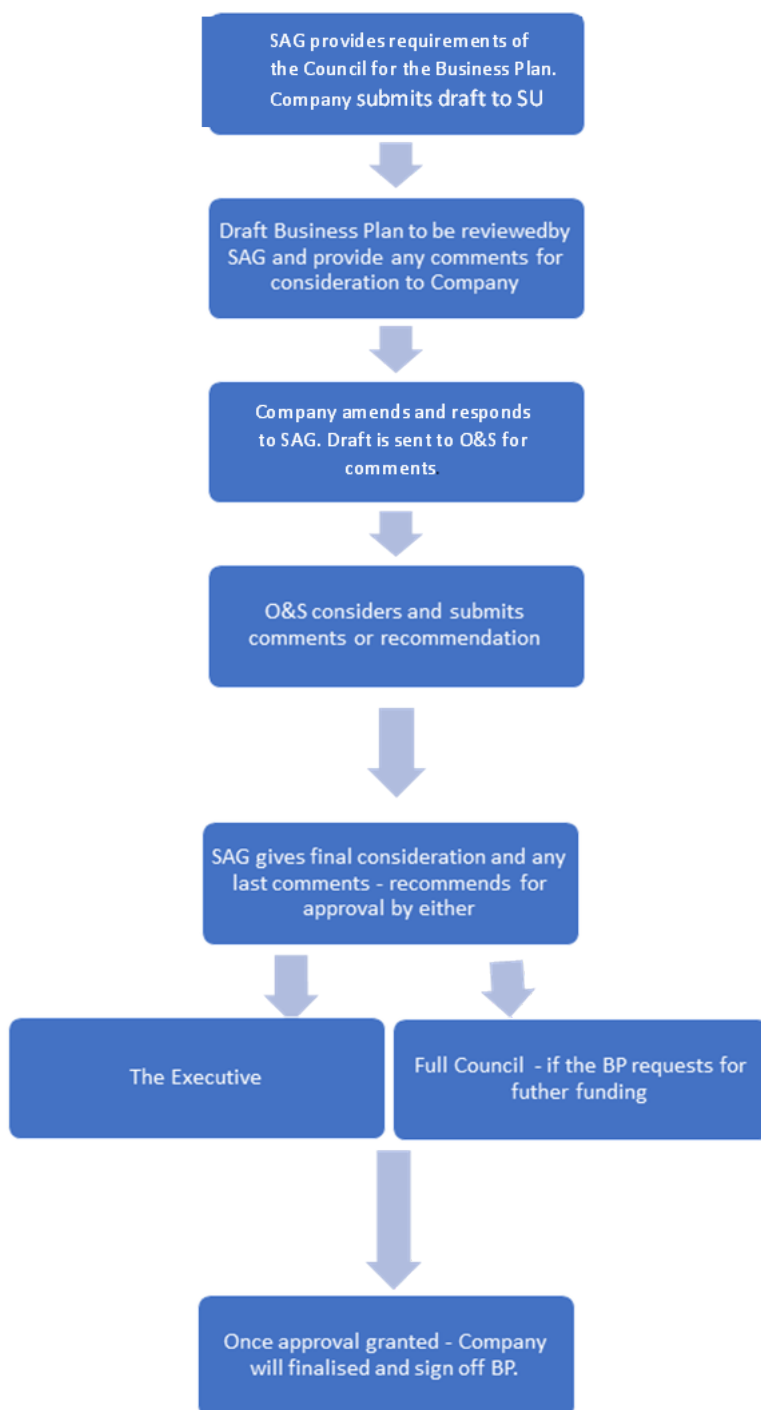
The council must be able to assure that the boards of the companies operate an appropriate conflict of interest policy and controls. The COEs should follow guidance issued by the FRC and IOD.

The broader work on companies' governance will ensure the Chair of each subsidiary and joint venture is able to demonstrate upon enquiry that appropriate measures and process are in place. Controls the council require as a minimum include: -

- Company secretary (or appointed representative) to supply each new director with a briefing note explaining the legal and company protocols in relation to conflicts and the requirement for the prior authorisation of conflict situations.
- Questionnaire to be sent to all new directors to assist with the identification of any conflict situation. Companies will need to decide if they are going to require directors to check all their connected persons' interests, which are defined in the legislation but should also cover any corporate connections or wider connections that the company may wish to know about.
- Putting in place a process for authorising conflicts, including the basis on which authorisation is to be granted and the terms/conditions attached – for example, whether a director should be excluded from the board meeting, whether board papers should be withheld, whether the director would be required to step down from his directorship on a temporary basis. Also consider confidentiality issues, including whether, if a company is to release a director from disclosing confidential information relating to a third party, it will want to make sure that the director has an equivalent release from the third party in respect of confidential information relating to the company.
- Consider appointing a board committee to review conflict authorisations (possibly the nomination committee).
- Advise directors that they may need to take independent legal advice if a direct conflict situation arises.
- Prepare board papers setting out details of each director's conflict situation, for the board then to consider and authorise, if appropriate.
- If the board wishes to pass a written resolution to authorise conflicts, the articles of association must be checked to see if a written resolution can be passed without all the directors, as interested directors cannot be counted.
- Include in the induction process for new directors a briefing on the duties and a questionnaire on their conflict situations.
- Recording of authorisations. Company secretaries to maintain a register of authorisations which can set out the terms and conditions rather than simply rely on board minutes.

Business Planning Process

The diagram sets out the business planning process. It is essential that each step of the process is given sufficient time for inputs and ideas to be considered. As a minimum, the COE should be approached with the Council's requirements three months before the business plan needs to be signed off. The COE will explain how WBC's client department's views and needs are to be addressed.



The reporting framework

COEs will be required to provide regular reports to the Shareholder. Each Shareholder Rep, supported by the SU, will determine the minimum reporting requirements for each COE, based on the schedules below. This requirement will be set out in the Articles of Association and / or the Shareholder Agreement as appropriate.

Monthly:

- Performance against business plan/ budget
- Financial reporting current view of outturn turnover, profit before tax, expected year end cash balance
- Risk management update
- Cash flow forecast for companies with high liquidity risk
- Any shareholder consent matters

Quarterly

As monthly plus

- Conflicts of interest register
- Progress against internal audit and assurance work plans
- Latest cash-flow forecast

Every six months

As quarterly plus

- Revised and updated risk register

Annually

As six-monthly plus

- Results of the board self-assessment / third party assessment
- Associated improvement plans
- Business plan

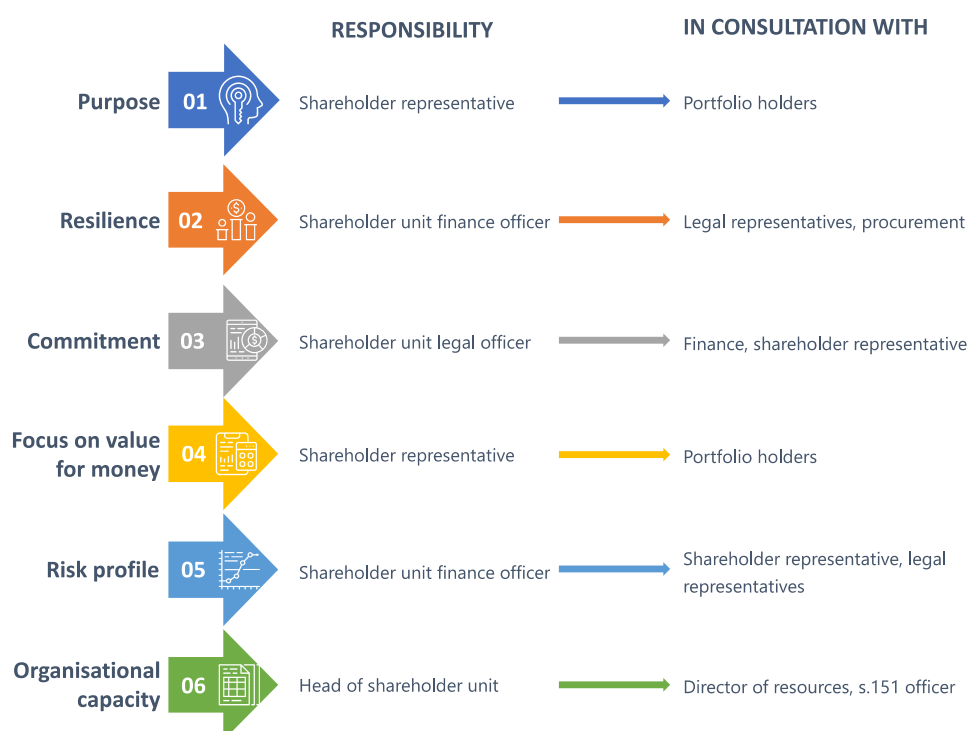
Strategic Review

In August 2021 CIPFA produced a document for WBC, Company Oversight: **Strategic Principles and Code of Practice**. The code of practice sets out the key principles that should be considered each time that a strategic decision is required for one of the COEs and routinely, at a frequency to be determined by the Strategic Director, Corporate Resources, to ensure the COE remains aligned to the Council’s best interests. The guidance has been approved by the s.151 Officer and should be applied with the principle of “comply or explain.” The document may be found in Appendix One.

The principle as set out in the code are as follows:



Responsibility for oversight of each principle is also set out in the Code:



Board Effectiveness Evaluation

The Council Owned Entities (COEs) are responsible for their own arrangements in respect of Board Evaluation. WBC require these arrangements to be broadly in line with the FRC's Guidance on Board Effectiveness. This requirement should be set out in the COEs Articles of Association and/or Shareholder Agreement as appropriate.

The Shareholder Unit (SU) is responsible for periodically seeking assurance that COEs are complying with this requirement annually with an external review every third year. To assist SU staff, the following checklist covers the significant elements of the FRC guidance. Detailed evidence of compliance (or otherwise) will be produced in a report and sent in draft to the COE for their comments or corrections. A final version will be distributed under the Strategic Director, Corporate Resources' guidance.

Whether facilitated externally or internally, evaluations should be rigorous. They should explore how effective the board is as a unit, as well as the quality of the contributions made by individual directors. Some areas which may be considered, although they are neither prescriptive nor exhaustive, include the following: -

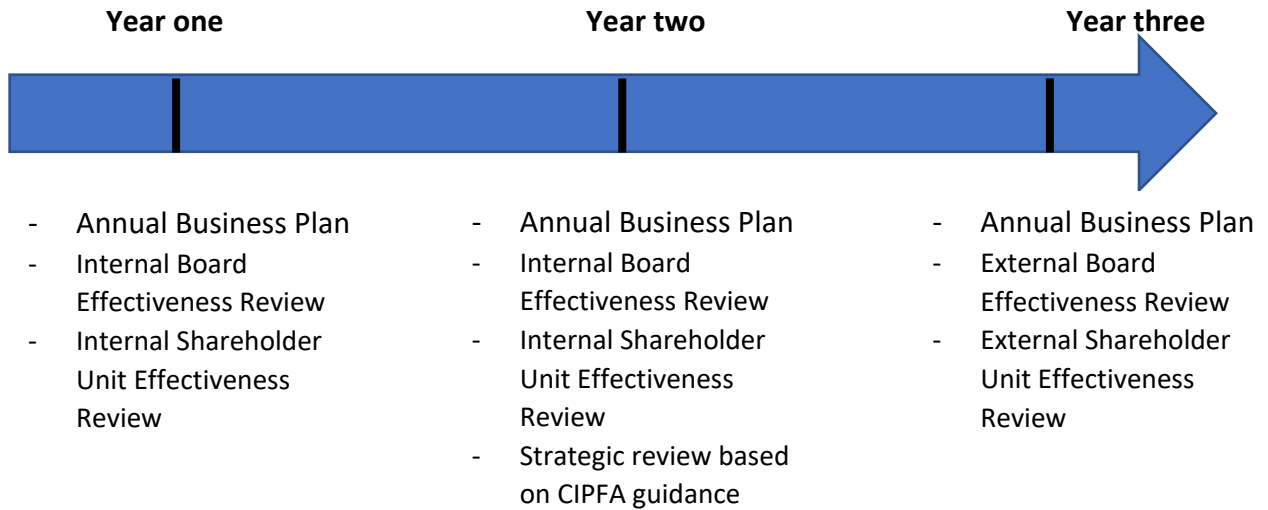
Item	Description	Compliance?
1	Does the COE Board have the mix of skills, experience, and knowledge in the context of developing and delivering the strategy, the challenges and opportunities, and the principal risks facing the COE?	
2	Are the purpose, direction and values of the company clearly communicated and does the Board provide effective leadership in these areas?	
3	Are there succession and development plans in place?	
4	Does the board work together as a cohesive unit?	
	Do key board relationships support the overall effectiveness of the Board? Particularly chair/chief executive, chair/senior independent director, chair/company secretary and executive/non-executive directors	
5	How effective are individual directors?	
6	How effective are Board committees, and how they are connected with the main Board?	
7	Is the quality of information provided on the company and its performance sufficient to meet Shareholder requirements? (see Standard Reporting document)	
8	Do the quality and timing of papers and presentations to the board support board effectiveness?	
9	Is the quality of discussions around individual proposals sufficient and is enough time allowed for proposals to be properly considered?	
10	Does the company secretary/secretariat support the Board effectively?	
11	Is there demonstrable clarity of the decision-making processes and authorities, looking back on key decisions made over the year?	

12	Are processes for identifying, reviewing, and managing risks (see Risk Management document) in place and functioning well?	
13	Can the board demonstrate that it communicates with, and listens and responds to, shareholders and other key stakeholders?	

Council Owned Entities – high level activities cycle

This diagram sets out the annual activities cycle as well as those activities that will be carried out only once every three years. In the case of a Strategic review, this may also be asked for by the Council when any significant change to a COE is requested, for example entering a new business area.

More detailed consideration of these activities is found later in this handbook.



Shareholder Unit Effectiveness Review

The Strategic Director, Corporate Resources is responsible for ensuring the Shareholder unit is operating effectively. Annually, an internal review will be conducted and every third year an independent review will be carried out by the Council’s audit team.

The effectiveness of the SU will be assessed with reference to the Terms Of Reference, the SU business plan and feedback sought from the COEs, Shareholder Reps and the SAG.

In addition, the LLG Code of Practice Checklist should be used:

Item	Description	Lead Role	Supporting activities	Evidence of effectiveness of SU
1	Are COEs monitored against local authority trading powers?	Activity managed by Shareholder Rep	Monitoring at scheduled meetings with company	
2	Are COEs monitored against local authority financial regulations (e.g. borrowing)?	Activity managed by Shareholder Rep	Monitoring at scheduled meetings with company	
3	Are Controlled companies applying standards expected of the local authority?	Activity managed by Shareholder Rep	Monitoring at scheduled meetings with company	
4	Is any Management/ Shareholder agreement understood and applied correctly?	Activity managed by Shareholder Rep	Monitoring at scheduled meetings with company	
5	Have the COEs adopted a comply or explain approach to UK Corporate Governance Code?	Activity managed by Shareholder Rep	Monitoring at scheduled meetings with company	
6	Has an assessment of adequacy of controls over the company been undertaken and management agreement amended, if required?	WBC Legal	Activity managed by Shareholder Rep	
7	Are Overview and Scrutiny, and Standards & Audit committees informed and engaged with the SU?	Activity managed by WBC companies finance lead	Scheduled plan of work through sub-group to Standards & Audit committee	
8	Is induction/ training and support to Shareholder	Activity managed by WBC	Standard induction and training checklist – monitored by	

	Representatives provided?	companies finance lead	WBC finance & legal. Cohort training on a scheduled basis	
9	Is a Comprehensive Statement (The Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009) in place and monitored against business plans?	Activity managed by WBC companies finance lead	Process facilitated by Shareholder Representative	
10	Are any financial agreements between WBC and COEs in place and up to date?	Activity managed by WBC companies finance lead	Process facilitated by Shareholder Representative	
11	Is the Company business plan scrutinised annually and taken to the Executive for approval, as per the prescribed process?	Activity managed by WBC companies finance lead	Process facilitated by Shareholder Representative	
12	Where expedient, is a common approach applied across the group – policies e.g. social value, audit, financial procedures and health & safety	Activity managed by Shareholder Rep	Supported by WBC finance, legal, HR, Audit, and risk	
13	Any common approach is reviewed and kept up to date	Activity managed by WBC companies finance lead	Supported by WBC finance, legal, HR, Audit, and risk	
14	Are conflicts of interest identified and managed	Activity managed by Shareholder Rep	Supported by WBC finance, legal, HR, Audit, and risk	
15	Do WBC appointed company chairs have a casting vote?	Activity monitored by Shareholder Rep	Supported by WBC finance, legal, HR, Audit, and risk	
16	Is a remuneration committee in place and operated for each COE?	Activity monitored by Shareholder Rep	Monitoring at scheduled meetings with company	

17	Is an audit committee in place and operated for each COE?	Activity monitored by Shareholder Rep	Monitoring at scheduled meetings with company	
18	Are officer and member indemnities in place – care they checked annually or on change of membership?	Activity managed by Shareholder Rep	Supported by WBC finance, legal, HR, Audit, and risk	
19	Are non-executive memberships reviewed, along with a check on individuals' skills and capability?	Activity managed by Shareholder Rep	Annual review: Supported by WBC finance, legal, HR, Audit, and risk	
20	Are SU terms of reference reviewed?	Activity managed by WBC companies finance lead	Operation of the monthly SAG reporting process is regularly tested to ensure compliance against the code of practice	

Appendix One – guidance documents

Lawyers in Local Government: The Governance of Council Interests in Companies – Code of Practice



Council_Interests_i
n_Companies_Code.

[Financial reporting Council: The UK Corporate Governance Code, July 2018](#)



2018-UK-Corporate-
Governance-Code-F

[Financial reporting Council: Guidance on Board Effectiveness, July 2018](#)



2018-Guidance-on-
Board-Effectiveness-

Shareholder Advisory Group

Terms of Reference

Adopted: March 2023

Overview

The purpose of the Shareholder Advisory Group is to advise the Leader in the exercise of their responsibility for the Council's functions as corporate shareholder of a company or group of companies and in their role to represent the interests of the Council as Shareholder Representative at meetings of a company.

Decision making

The Leader (or other Executive member appointed by the Leader for this purpose) may make decisions concerning companies in which the Council is or is proposed to become a shareholder, either:

- (a) in Executive; or
- (b) in the presence of the Shareholder Advisory Group.

Membership and Arrangements

The Shareholder Advisory Group shall consist of the Leader (or other Executive member appointed by the Leader for this purpose) in the presence of:

- (a) Such Members of the Executive as are appointed by the Leader (which shall be at least two);
- (b) One co-opted member, who will be an independent person providing relevant expertise and appointed on merit; and
- (c) Relevant senior Officers of the Council as are appointed by the head of paid service (or their deputies); together with
- (d) The Chair of Overview and Scrutiny Committee, as a Member of the Council from outside of the Executive, to act in the capacity of Observer.

The Service Director for Finance (s151 Officer) and the Service Director for Legal and Democratic Services (monitoring Officer), or their deputies, will be advisors to the Group to provide open and strong advice.

Other members of the Executive (who are not directors of any of the companies concerned) may attend and vote as substitutes in the event that an appointed member of the Shareholder Advisory Group is unable to attend

Restrictions on Membership

As the Shareholder Advisory Group is to advise and discharge Executive functions in relation to company matters and the role of the Shareholder Representative, only Executive members can be members of the Shareholder Advisory Group with voting rights, although other Executive members and non-Executive members can be invited to attend, without voting rights.

Meetings

The Shareholder Advisory Group shall meet on a basis agreed by itself and normally in private.

The quorum shall be the Leader (or other Executive member appointed by the Leader for this purpose) in the presence of a minimum of:

- (a) one other Executive Member;
- (b) one independent co-optee; and
- (c) one senior Officer appointed to the Group (or their appointed deputy).

An invitation to attend must have been provided to the Chair of Overview and Scrutiny Committee (or their nominated deputy) at least three clear days in advance of the meeting taking place. This notice period may be waived if the Chair of Overview and Scrutiny Committee (or their nominated deputy) so agrees.

An invitation to attend must also have been provided to the section 151 Officer and the monitoring Officer (or their nominated deputies), which will normally be at least three clear days in advance of the meeting taking place.

The Leader (or appointee) will chair the Shareholder Group and a Vice Chair will be selected from the elected members of the Shareholder Group.

Sub-Groups

To assist it in its functions the Shareholder Advisory Group:

1. may establish and consult standing sub-groups, such as might be required in respect of:
 - (a) Audit and Risk;
 - (b) Ethical practices; or
 - (c) Nominations and Remuneration

2. may establish and consult ad-hoc or task and finish sub-groups in respect of any matter; and
3. may establish and consult stakeholder groups on any particular aspect or the generality of the objects of the trading companies

A sub-group or stakeholder group may contain such co-opted members, advisors or observers as the Shareholder Advisory Group sees fit.

Functions

1. Monitor the performance of a company in relation to its Business Plan and, in particular, the company's performance:
 - (a) in financial matters
 - (b) against the social goals of the company as set out in the company's Objects, Business Case or Business Plan; and
 - (c) against the values of the Council.
2. Evaluate and monitor:
 - (a) the financial and social returns on investment (be that shareholding, loans, or direct investment); and
 - (b) risks and opportunities including those arising from joint ventures or new opportunities.
3. Consider matters reserved to the Council for shareholder approval, such as:
 - (a) Varying Articles of Association
 - (b) Varying ownership and structure
 - (c) Variations to shares (number of, rights, etc.
 - (c) Entering contracts that:

are outside of the business plan or do not relate to the business

- (d) Material legal proceedings outside of ordinary business
- (e) Adopting and amending business plans each year and strategic plans (3 years)
- (f) Appointment, removal, and the remuneration of directors (members of the company board)
- (g) Selection of the chair of the board
- (h) Appointment of auditors

(i) Payment of dividends

as more particularly set out in a company's Articles of Association or Shareholder Agreement.

Relationship

The Shareholder Advisory Group as it considers appropriate in accordance with its functions described above, may:

1. report and make formal recommendations to the Leader, directly or to the wider Executive;
2. make reports to and consult Overview and Scrutiny (including Full Council)
or
3. make reports to and consult the Standards and Audit Committee, in relation to that Committee's particular functions.

EXECUTIVE – 16 NOVEMBER 2023

CIL – APPLICATION FOR FUNDING – WEST BYFLEET REC TENNIS COURT ENHANCEMENT

Executive Summary

The Ward Councillors for West Byfleet Neighbourhood Area have submitted an application to secure £71,500 to install two tennis courts at the West Byfleet Recreation Ground. The project is being delivered in partnership with the Lawn Tennis Association (LTA) under their Park Tennis programme. The LTA will part fund the project as well as arranging and overseeing all works. The new tennis courts are intended to meet local need, enhance the overall quality of the Recreational Ground and consequently, its usability. A Map showing the location of where the tennis courts will be installed is in Appendix 1. For the avoidance of doubt, as of September 2023 £1,062,100.53 of CIL money had been earmarked for community projects in West Byfleet Neighbourhood Area.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the application submitted by Ward Councillors for West Byfleet Neighbourhood Area to install two tennis courts at West Byfleet Recreation Ground be approved; and
- (ii) the Ward Councillors for the West Byfleet Neighbourhood Area be asked to oversee all works relating to the procurement and installation of the tennis courts in accordance with their project plan, project specification, costs and quality control.

Reasons for Decision

Reason: To enable funding to be secured for the installation of two tennis courts at the West Byfleet Recreational Ground, West Byfleet Neighbourhood Area.

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

Background Papers: None.

Reporting Person: Beverley Kuchar, Acting Strategic Director - Place
Email: beverley.kuchar@woking.gov.uk, Extn: 3473

Contact Person: Rubeena Joghee, Senior Planning Policy Officer
Email: rubeena.joghee@woking.gov.uk, Extn: 3723

CIL – Application for Funding – West Byfleet Rec Tennis Court Enhancement

Portfolio Holder: Councillor Liam Lyons
Email: cilrliam.lyons@woking.gov.uk

Date Published: 8 November 2023

CIL – Application for Funding – West Byfleet Rec Tennis Court Enhancement

1.0 Introduction

- 1.1 The Council introduced the Community Infrastructure Levy (CIL) from 1 April 2015 as the main means for securing development contributions towards the provision of infrastructure to support development across the Borough. To date, a total of £11,305,590.59 CIL contributions have been received by the Council. The Government requires the Council to pass on a proportion of the income to local communities where the chargeable development occurred. If the community has a Neighbourhood Plan such as West Byfleet Neighbourhood Area, it receives 25% of the CIL income from development occurred in the Neighbourhood Area. As at September 2023 £1,062,100.53 has been secured for community projects within the West Byfleet Neighbourhood Area.
- 1.2 The Ward Councillors for the West Byfleet Neighbourhood Area have submitted an application to secure £71,500 of the CIL money earmarked for the West Byfleet Neighbourhood Area to install two tennis courts at the West Byfleet Recreational Ground (Appendix 3). The Executive is asked to consider the application and decide whether or not the application meets the agreed criteria for the money to be approved.

2.0 Analysis

- 2.1 The Council has agreed a list of requirements to be met when submitting an application for CIL money to fund local community projects. This include:
 - 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.
- 2.2 The Government has prescribed that the CIL receipts can only be used for:
 - a. The provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b. Anything else that is concerned with addressing the demands that development places on an area.
- 2.3 The above are the key requirements against which Members should assess the application. The application is specific and clear about the proposed tennis courts and associated works, their precise locations within the Recreational Ground as demonstrated on the attached Map. The LTA will provide £56,163 towards the capital costs, as well as in kind contributions through the management and delivery of the project. The entire project is well costed which includes a contingency and the indicative costings covers both the acquisition of the tennis courts and their installation. In terms of maintenance the LTA's recommended approach (and a requirement of their funding programme) is to charge a fee to hire the courts, with that income being used to cover the costs of maintenance and refurbishment. This arrangement works well at Woking Park, with income comfortably covering costs. Whilst this will help ensure long term sustainability of this facility, it would be prudent to include within this CIL application a budget for maintenance over the first year of operation, to pick up any additional maintenance costs required while the sinking fund for future maintenance and refurbishment gets established.
- 2.4 The proposal has broad community support. Appendix 2 contains support emails from Councillor Boote who is both the County and local Councillor for the area and an email from the West Byfleet Neighbourhood Forum which includes Councillors Brown, Dorsett, Jordan and Martin confirming their support for the proposal. A survey carried out to inform the adopted West Byfleet Neighbourhood Plan identified improved sports and recreational facilities as an objective to achieve and the CIL 123 list specifically identifies tennis court improvements as a priority for CIL funding under scheme 2. Based on the above, Officers are satisfied that the

CIL – Application for Funding – West Byfleet Rec Tennis Court Enhancement

proposal broadly meets the agreed list of requirements and the application should be approved.

3.0 Conclusion

- 3.1 It is important that development is supported by the provision of the necessary infrastructure to ensure sustainable development, in particular, infrastructure projects that local residents have identified to benefit their communities. The current tennis court is in poor condition and the proposal is part funded by the LTA and by charging a hire fee will ensure it is self funding and will cover long term maintenance costs.
- 3.2 The identification of the tennis courts and the choice of the locations for their installation have all been decided by the local community with their Ward Councillors. The proposal is well costed and there is sufficient money earmarked for West Byfleet Neighbourhood Area to cover the cost. The application meets the criteria and, in this regard, should be supported.

4.0 Corporate Strategy

- 4.1 Working 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 access to leisure facilities, which is supported by the local community.

5.0 Implications

Finance and Risk

- 5.1 There are minimal financial implications of this report as the Ward has sufficient CIL funds to cover the project. The Financial Control Panel has approved payment for the cost of installing the tennis courts when the works have been undertaken and the invoices have been submitted to the Council.

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 haven't 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 paragraph 2.4. for further detail.

REPORT ENDS

Woking MapViewer

XY centrepoint
504,649 , 161,104



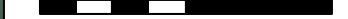
02/06/2023

Page 191



SCALE 1:413

0.008 0.004 0 0.008 km



Woking Borough Council
Civic Offices
Gloucester Square
Woking, Surrey, GU21 6YL

Support Emails from Councillor Boote and West Byfleet Neighbourhood Forum

Email from Councillor Boote received on 26 October 2023:

Dear Roubeena,

I am delighted to support the application for the use of CIL funds towards the redevelopment of the tennis courts at the West Byfleet Recreation Ground.

This is a much needed and exciting project for the residents of West Byfleet and the surrounding area.

At present, we do not have any public tennis facilities and it's great that the Lawn Tennis Association are keen to work in partnership with us to bring us two new tennis courts for public access and enjoyment.

As both the County Councillor and the Borough Councillor for the area, I know just how much our residents are keen to see access to tennis for all ages and budgets and I am very keen to see this project happen.

Kindest regards

Amanda

County Councillor for 'the Byfleets'
Borough Councillor for Byfleet and West Byfleet

Email from West Byfleet Neighbourhood Forum received on 12 October 2023:

Arran and Roubeena,

Our application was discussed at a Committee meeting last night.

I am delighted to announce that it was unanimously agreed to support our application with no conditions. Committee members attending included Councillors Brown, Dorsett, Jordan and Martin.

The Committee also agreed that our application for exercise equipment should go forward for approval as soon as possible.

Regards,

Wade Pollard,

Chair, West Byfleet Neighbourhood Forum



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.

Update January 2023: While the broad arrangements for key requirements for applications for CIL funds remain the same, in December 2022 the Council agreed updated partnership arrangements for local communities to take forward community projects delivered with CIL money. This ensures arrangements are in place to deliver the actions of the Joint Committee, which has been disestablished. It includes an approval mechanism for CIL applications under £10,000 to be taken to the CIL Task Group, and CIL Neighbourhood funds of a value over £10,000 to be approved by the Executive. A Flowchart summarising the process for securing CIL money for community projects is available at [How we spend the income from the CIL levy | Woking Borough Council](#).

This application form is intended to guide Councillors to provide the necessary information that will enable the CIL Task Group or Executive to determine applications for CIL funds.

For further information, clarification or guidance please contact the Planning Policy Team on 01483 743871 or email: planning.policy@woking.gov.uk. Please use this email address to submit your completed application form, along with the supporting information and evidence highlighted in the Application Checklist at the end of this form.

APPLICATION FORM

Question	Response
1. Name of Ward or Neighbourhood Area	West Byfleet Neighbourhood Development Plan area
2. Name of councillor submitting the application (or anyone with delegated authority to submit the application on behalf of councillors)	Cllr Amanda Boote
3. Preferred contact details of councillor submitting the application (phone number or email or address)	cllramanda.boote@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.	Arran Henderson – Senior Green Spaces Development Officer (WBC)
4. Name of project/infrastructure that CIL money will deliver	West Byfleet Recreation Ground tennis courts improvements
5. Location of the project such as address, Location Plan.	West Byfleet Recreation Grounds, Camphill Road, West Byfleet Surrey.

<p>6. A brief description of the project and what it seeks to achieve</p>	<p>This project will deliver two new tennis courts at West Byfleet Recreation Ground on an existing area of hard standing in the northeast corner of the site. The project is being delivered in partnership with the Lawn Tennis Association (LTA) under their Park Tennis programme. The LTA have appointed a sports consultant to draft specifications and have appointed contractors to undertake works across all of their projects in the southeast. The LTA will part fund the project as well as arranging and overseeing all works.</p> <p>This area of the park currently contains an informal tennis court and basketball court (both unfenced), alongside a modern multi-use games area (providing football and basketball), 'youth shelter', and a further area of hardstanding that is currently unused. These two new tennis courts will be located on the larger area of hardstanding, where the basketball court is currently located, and alongside the multi-use games area. These works will include resurfacing of the remaining strip of hard standing between the new courts and the existing multi-use games area, where the existing 'youth shelter' is located. The existing informal tennis court will be taken out of use, with the intention of repurposing this and the remaining area of hard standing as an outdoor exercise area as part of a separate CIL funded proposal to be brought forward at a later date. See attached plan.</p> <p>The new tennis courts will be fenced and accessed via a gate with keypad locking mechanism. These courts will be available to book via the ClubSpark booking system, which has been successfully used at Woking Park for a number of years. Income from the hire of these new tennis courts will be used to fund the future maintenance and refurbishment of the courts. This is a requirement of the LTA funding to ensure the long-term sustainability of the investment in tennis at this site.</p> <p>Council officers are currently in negotiations with the local tennis club about providing coaching on these new courts. This would include providing free sessions for children to encourage greater participation in the tennis. These would form part of the coaching agreement, so there would be no cost for providing these free sessions.</p> <p>This project will provide a greater quality of leisure facility, improved capacity, with more opportunities for direct engagement with local users, particularly children and young people, to increase participation in tennis and contribute to the health and wellbeing of the local community.</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</p>	<p>Total cost quoted - £112,876 Proposed contingency (10%) - £11,287 Total project budget for capital works - £124,163</p> <p>LTA funding - £56,163</p> <p>CIL funding requested: capital works - £56,713 contingency for capital works - £11,287 signage, banners etc - £2,000 maintenance for first year - £1,500</p>

<p>project?</p> <p>Please provide quotes for the work/project</p>	<p>Total CIL funding request - £71,500</p> <p>The project will be delivered by the LTA and overseen by Council officers.</p>
<p>8. Would there be additional sources of funding necessary and available to deliver the project? If yes, provide details</p>	<p>The LTA will provide £56,163 towards the capital costs, as well as in kind contributions through the management and delivery of the project.</p>
<p>9. A brief statement of why CIL funding is being sought?</p>	<p>CIL funding is being sought to provide match funding to deliver the proposed improvements to the leisure facilities at West Byfleet Recreation Ground. In this instance the provision of two new tennis courts.</p>
<p>10. How would the project help address the demands or impacts of development in the area.</p>	<p>Development will increase demand for both casual and formal recreation in the local area. Improving both the quality and quantity of leisure facilities within the existing recreation space will help meet this demand, while also providing an uplift in the quality of provision for existing residents.</p>
<p>11. Is there evidence of broad community support for the project? Please provide the evidence.</p>	<p>The West Byfleet Neighbourhood Development Plan identifies the need for improved sporting and recreation facilities, with 76% of residents responding to the neighbourhood plan survey agreeing with this statement.</p> <p>Within the Social & Communities policy section of the agreed plan, policy S&C3 states - <i>Proposals for the provision of new sporting and recreational facilities and the enhancement of existing public recreation facilities will be supported.</i></p> <p>https://www.woking2027.info/neighbourhoodplanning/westbyfleetneighbourhoodplan/wbnp.pdf</p> <p>Furthermore, the West Byfleet Neighbourhood Forum's CIL 123 list specifically identifies tennis court improvements as a priority for CIL funding under scheme 2.</p> <p>http://wbfnf.org/files/2019/10/123-List-v-4-Abridged-version-1.0.pdf</p> <p>Emails of support from Ward Cllrs / West Byfleet Neighbourhood Forum (see report).</p>

<p>12. What is the indicative timescales for the delivery of the project</p>	<p>If this CIL application can be approved at the Executive meeting on 16 November 2023, it is our understanding that the CIL funding would not be available until February 2024.</p> <p>The LTA funding was originally proposed for projects to be delivered by the end of March 2024, though they have indicated that they can be flexible with the timing of works being delivered, as long as funding is secured before then. This includes the LTA confirming stage 2 approval of the funding that they have earmarked for this project, so that it is then fully agreed. Once both the LTA funding is confirmed and the match funding from CIL agreed, then the funding agreement with the LTA to be signed by both parties.</p> <p>Given the timescale for CIL being available and the optimal time for undertaking the work being when weather conditions are fair, it is anticipated that works would commence from April 2024.</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?</p>	<p>The Council's grounds maintenance contractor, Serco, are responsible for maintaining the recreation ground, including the existing facilities on this area of hard standing, so basic maintenance requirements would continue on the new upgraded tennis courts.</p> <p>However, the new courts would have a higher specification for ongoing maintenance and refurbishment compared to the existing. The LTA's recommended approach (and a requirement of their funding programme) is to charge a fee to hire the courts, with that income being used to cover the costs of maintenance and future refurbishment. This includes costs associated with the gate entry and ClubSpark booking systems.</p> <p>This arrangement works well at Woking Park, with income comfortably covering costs.</p> <p>While this will help ensure long term sustainability of this facility, it would be prudent to include within this CIL application a budget for maintenance over the first year of operation, to pick up any additional maintenance costs required while the sinking fund for future maintenance and refurbishment gets established.</p> <p>Based on the LTA guidance, we have included a contribution towards maintenance of £1,500 for the first year.</p>
<p>14. Would you need planning permission to carry out the works? Officers can provide advice.</p>	<p>No, this would be permitted development.</p>

<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.</p>	<p>No</p>
<p>16. When to submit an application?</p>	<p>The CIL Task Group meets on the first Monday of each month. All applications under £10,000 must be submitted at least two, and if possible 3 weeks prior to the relevant CIL Task Group meeting. For applications for over £10,000 applications are decided at Executive. Please refer to Browse meetings - Executive (woking.gov.uk) for dates and speak to the Planning Policy team as soon as possible to confirm lead in times for these larger applications, which as a guide will need to be submitted a minimum of 8 to 9 weeks prior to an Executive meeting.</p>

CIL Funding Application Form requirements – application checklist:

- Have you read the CIL Flowchart on arrangement to use CIL money for local community projects? This can be found at [CIL flowchart.docx \(live.com\)](#).
- 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.

Woking Borough Council

Performance Management Report

Q2. 2023/24

Shaping the *future*
of our borough



CONTENTS

CORPORATE OVERVIEW

1.	CHIEF EXECUTIVE’S SUMMARY – JULIE FISHER	3
2.	SECTION 151 OFFICER – BUDGET POSITION & MEDIUM-TERM FINANCIAL STRATEGY UPDATE	4
3.	CORPORATE OUTTURN – FINANCIAL POSITION	4
4.	IMPROVEMENT AND RECOVERY PLAN PROGRESS UPDATE	5
5.	CORPORATE HEALTH INDICATORS	9
6.	CORPORATE KEY PERFORMANCE INDICATORS (KPI’s)	10
7.	KEY CORPORATE STRATEGIC RISKS	11

COMMUNITIES DIRECTORATE – LOUISE STRONGITHARM 13

8.	COMMUNITIES DIRECTORATE – STRATEGIC DIRECTOR SUMMARY	13
9.	HRA – FINANCIAL POSITION	13
10.	COMMUNITIES DIRECTORATE – FINANCIAL POSITION	16
11.	COMMUNITIES DIRECTORATE – KEY PERFORMANCE INDICATORS	18

CORPORATE RESOURCES DIRECTORATE – KEVIN FOSTER 21

12.	CORPORATE RESOURCES DIRECTORATE – STRATEGIC DIRECTOR SUMMARY	21
13.	CORPORATE RESOURCES DIRECTORATE – FINANCIAL POSITION.....	22
14.	CORPORATE RESOURCES DIRECTORATE – KEY PERFORMANCE INDICATORS.....	24

PLACE DIRECTORATE – BEVERLEY KUCHAR..... 26

15.	PLACE DIRECTORATE – INTERIM STRATEGIC DIRECTOR SUMMARY	26
16.	PLACE DIRECTORATE – FINANCIAL POSITION	27
17.	PLACE DIRECTORATE – KEY PERFORMANCE INDICATORS	29
18.	CAR PARKS INCOME	32
19.	COMMUNITY INFRASTRUCTURE LEVY (CIL) FUNDING AVAILABLE BY AREA	32

FINANCIAL AND TREASURY MANAGEMENT INFORMATION 34

20.	EMPLOYEE COSTS.....	34
21.	CAPITAL RECEIPTS	35
22.	INTEREST RECEIPTS AND PAYMENTS	35
23.	SUMMARY OF EXTERNAL COMMITMENTS	35
24.	LONG TERM LOANS	35

INDICATORS – Q4. REPORTING..... 36

25.	DIRECTORATE Q4. INDICATORS.....	36
-----	---------------------------------	----

1. CHIEF EXECUTIVE'S SUMMARY – JULIE FISHER

This is the first publication of the Council's new Corporate Performance Management Report, which has replaced the Green Book. This report covers the second quarter for the 2023/24 financial year, covering the period July to September 2023.

The Performance Management Report is designed to make it easier to access, interpret, and act on performance data. The report seeks to clearly link performance and financial monitoring information with other core activity across the Council. We have also ensured that our performance monitoring aligns with the Improvement And Recovery Plan priorities, which will remain a core focus of Council activity for some time.

This report is structured around the three Directorates within the Council - Communities, Corporate Resources, and Place. Each Strategic Director has provided an overview of how their directorate is performing, supporting greater openness and accountability.

A great deal of corporate focus remains on working with the Department for Levelling Up, Housing and Communities and the appointed Commissioner Team to respond to the Government Directions and put in plans to achieve financial sustainability. Progress over the reporting period includes:

- The development of an Improvement and Recovery Plan (IRP) which has been built around requirements set out in the statutory Directions and recommendations from the Commissioners.
- Work to further identify and track savings opportunities across the Council.
- Initiating a detailed public consultation to help us understand what impact budget proposals might have on residents, partners, and other stakeholders.
- Completing the first phase of staff consultation in relation to service changes.

With such a large focus around the IRP, it is important that we do not lose sight of our day-to-day service delivery which so many people rely on. Progress in these areas will be covered in greater detail in the sections below.

Looking to the next quarter, work will continue on a number of key areas, including:

- Commencing the second phase of staff consultation in November.
- Setting a clear vision for the Council. We recognise how important it is for Members, staff, residents, and stakeholders to have a clear and positive vision for the future. This vision will be set in the context of Woking being a much smaller Council, with significant financial challenges. However, it is important for us to set out how we will work with residents and partners in the future to collectively achieve good outcomes for Woking.
- Assessing the outcomes from The Grant Thornton Value For Money Review, which was commissioned to review historic decisions regarding the Council's Investment Strategy. The findings from the review will be shared to enable the Council to learn lessons from the past.

I am extremely grateful for the effort and contribution colleagues continue to make in delivering our services throughout this incredibly challenging time. Colleagues remain committed and professional and can rightly be proud of the many key services that we continue to provide.

Julie Fisher – Chief Executive

2. SECTION 151 OFFICER – BUDGET POSITION & MEDIUM-TERM FINANCIAL STRATEGY UPDATE

The Quarter 2 budget monitoring report to Members identifies a projected full year overspend of £7.6m, of which £6.5m relates to pressures on commercial estate income, car parking, and capital financing budgets. These significant items arise from the Council's investment programmes and dealing with them will be part of the strategic reviews being undertaken on both. The relatively small overspend of £1.1m relating to other service variations is being targeted through mitigations within services and control of spend via the Financial Control Panel.

Further work has been undertaken on the in-year 2023/24 budget pressures that will be reported in a Quarter 2 report to the Executive on 16th November and included in this report. The position is not significantly changed because of the commercial income and capital financing pressures and because the other significant item, car parking income, requires a strategic review to deal with the current car park under-utilisation.

For 2024/25, the Council is still targeting £12m of service savings - £8.5m of which had been identified in September. A comprehensive update will be brought to a special Executive on 14th December that will provide additional information, option analysis and risk review of the proposed savings, following on from the public consultation. Pressures on the legacy issues of commercial estate income, car parking and capital financing costs are also part of the problem to be dealt with in this budget.

The finance team is also finalising the 2022/23 outturn report for reporting to Executive in November, followed by the draft Statement of Accounts to the Audit Committee also in November. A mid-year review of Treasury Management and debt will be reported to the November Scrutiny Board, with complementary information to be provided in this report in future on a quarterly basis.

3. CORPORATE OUTTURN – FINANCIAL POSITION

This report provides commentary on the Council's forecast revenue outturn position for 2023/24, which, for the General Fund, is indicating a projected overspend of £7.5m based on the information available as at Period 6 (September 2023).

The September 2023 outturn forecast is summarised the below and indicates a projected overspend of £7.5m for the year, compared with £6.2m reported for June (Q1). The monitoring is showing overspends of:

- £4.130m against net Service Budgets of £8.872m. This represents a variance of 47%.
- £3.400m against net Corporate items Budgets of £15.603m. This represents a variance of 23%.
- £7,530m combined variance against a net budget of £24.475m. This represents a combined variance of 31%.

This forecast variance (overspend) analysis is on a budget for 2023/24 that had planned to utilize £8.346m from reserves to provide a balanced budget. The forecast variance of £7.530 is in addition to the planned £8.346m from reserves.


To put the Q2 2023/24 financial monitoring position in context, the amount the Council had planned to be met from local taxation and government grant is £16.128m. The 2023/24 in-year projected variance when added to the one-off use of reserves is equal to a budget shortfall for 2024/25 purposes of circa £16m i.e., almost 100% more than the funds available from grants and local taxation to fund these services. This shows the extent of the financial challenges for the Council and the impact of the current financial monitoring position.

	NET BUDGET £'000	FORECAST OUTTURN £'000	Q2 OVER SPEND £'000	Q1 OVER SPEND £'000
Place	(3,888)	(2,470)	1,418	1,798
Communities	2,261	3,162	901	364
Corporate Resources	10,499	12,310	1,811	591
TOTAL SERVICE BUDGETS	8,872	13,002	4,130	2,753
Corporate Items [not updated this month]	15,603	19,003	3,400	3,400
NET BUDGET	24,475	32,005	7,530	6,153


4. IMPROVEMENT AND RECOVERY PLAN PROGRESS UPDATE

The Improvement and Recovery Plan (IRP) provides the necessary assurance to government that the Council is committed to delivering the changes needed to meet our best value duty and tackle the significant financial challenges we face. The IRP is a three-to-five-year plan, recognising the journey that the Council needs to embark on and the intervention timescale. A detailed 6-month progress report will be going to the O&S Committee and Council in November.


The IRP is based around four key themes; progress against each theme, along with achievements and priorities for the next reporting period are as follows:

THEME 1: Organisation & Service Redesign - Deliver a smaller, data driven organisation, where staff feel empowered and digitally confident and are delivering on key priorities.			
Theme improvement rating: (up, the same, down)		Summary of reason for improvement rating:	First of the series so currently neutral. The focus has been on clarifying the service savings, the staff consultation, and the public consultation. Given the scale, complexity, and speed, most of the workstreams in this theme are showing as Amber. This is not unusual given the circumstances but will require continuous monitoring and action.
Achievements from the reporting period:	<ul style="list-style-type: none"> Strategic Outline Case for the Digital Services workstream presented to CLT on 25 September. Phase 1 staff consultation concluded, and formal response issued on 13 September. Savings identified and contained within the September MTFS. 		


	<ul style="list-style-type: none"> • Pulse survey with staff undertaken. • Public and stakeholder consultations drafted and taken to CLT.
Priorities for next reporting period:	<ul style="list-style-type: none"> • Launch the public and stakeholder consultations on proposed service changes as outlined in the September MTFS. • Sign off Digital Action Plan to enable greater flexible working as part of the Staff and Councillor Tools and Ways of Working workstream. • Finalise first 100-day plan as part of the Procurement Services Improvement workstream to go to November Improvement and Recovery Board. • Job Evaluation process on job descriptions. • Finalise 'To Be' structures and subsequent implications. • Work with Local Partnerships, focusing on designing the vision for the future organisation and what this means to residents, Councillors, and staff. This will support the narrative for the MTFS.

THEME 2: Financial Recovery - Sustainable budget management, making difficult decisions whilst delivering against strategic council priorities and safeguarding future capacity.			
Financial Recovery theme improvement rating: (up, the same, down)		Summary of reason for improvement rating:	The programme is progressing however with delays. These are due to incomplete and unreliable information along with insufficient capacity and capability within the council. Whilst resource requirements have been identified, sourcing is proving difficult. Work is underway, where possible, to upskill existing staff.
Achievements from the reporting period:	<ul style="list-style-type: none"> • New capital accountant and HRA accountant in post on the back of assessment of skills and capacity but needs formalising. • Cashflow support provided to companies to support business case development and treasury management forecasting at the Council. • MTFS presented to Council, but more work needed to ensure it is aligned to the service provision and priorities, wider improvement and recovery plan, and reflects full impairment and MRP adjustments. • Interim S151 now in place and establishing working arrangements for the programme and business as usual activity. • Skills/competency analysis on existing Finance functions carried out and additional finance capability identified and being sourced. • Expenditure control arrangements are mature and fully operational. • The development of a Commercial and Finance Board to align financial and commercial recovery – this will ensure effective governance over commercial decision making. • Further modelling has been undertaken and the MTFS is being updated to reflect scenarios and apply revised MRP charges. • Improved budget monitoring processes now in place with a move towards a business partnering model. • A draft monitoring report and early MTFS was produced for the Council. 		

<p>Priorities for next reporting period:</p>	<ul style="list-style-type: none"> • Next stage of MTFs and 24/25 budget preparation. • HRA closedown and Business Plan. • Resources for the programme – identifying technical financial capability and a finance project manager. • Progressing the appointment and deployment of expert treasury capacity to improve the Council’s relevant strategies and discussions with DLUHC. • Finalising the priorities for the internal audit programme and putting a counter fraud resource in place. • A review of the Council’s insurance arrangements. • Completion of finance validation of phase one and two Fit for the Future (FFTF) savings. • Data quality position in key areas of improvement and recovery plan. • Accounts finalisation and preparation for GT audit/ finalising BDO audits of prior years. • Define need for a workstream on capital programme in line with agreed principles and its link to asset management (essential works)/asset divestment.
-----------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>THEME 3: Commercial - Release WBC from unaffordable commitments, whilst protecting the public purse and optimising the value of existing assets and rationalising.</p>			
<p>Commercial theme improvement rating: (up, the same, down)</p>		<p>Summary of reason for improvement rating:</p>	<p>Established the foundations for a disciplined commercial approach from which all future decisions and governance will flow. Creation of Commercial protocol, companies operating manual, and commercial and financial governance board. Key issue for next stage will be turning this into plans and decision making.</p> <p>Joint work between this Theme and Finance Recovery Theme to align plans and decision making to asset valuation and debt reduction activity.</p> <p>Work is progressing, the immediate short-term priorities of the Victoria Square (VS) and Thamesway (TW), has delayed the commencement of some of the workstreams within the Theme. With additional resource secured this should improve over the next reporting period.</p>
<p>Achievements from the reporting period:</p>	<ul style="list-style-type: none"> • Business cases for capital investment to prevent insolvency and impairment avoided (TW £240m gross avoided and VS £80m gross). • AY report received. Expert advice received on phasing of sale of assets and a model for operational performance of those assets. • Commercial Protocol developed to ensure that commercial activities and use of commercial assets are demonstrably aligned to the Council’s prevailing strategic priorities. Reviewed at Commercial & Finance Governance board. 		

	<ul style="list-style-type: none"> Re-writing the companies operating manual to reflect UK corporate governance code requirements. To be completed by 28th September for review by the Commercial & Finance Governance Board and subsequent agreement by the Shareholder Advisory Group (SAG).
Priorities for next reporting period:	<ul style="list-style-type: none"> Thameswey - business plan and view on company sustainability. Sheerwater - Plan for how to approach the rest of the land. Victoria Square - approach to the asset. Complete negotiations around taking full ownership of Victoria Square. Client-side capability - go to market, focusing on Victoria Square S and acquiring full ownership. Companies to articulate balance sheet (forecasts) showing trading performance to demonstrate they are able to operate without support for operating costs. Will inform discussions with Government. Agree Terms Of Reference for Commercial & Finance Governance Board (4th Oct) and programme of work. Give status to the Commercial Strategy (Protocol) and apply to all entities in scope to which the strategy applies. Implement as Business as usual. Commence the review of company governance

Theme 4: Governance and Assurance - Ensure risk is managed and decisions are based on data and evidence and scrutinised.			
Governance and Assurance theme improvement rating:		Summary of reason for improvement rating:	All workstreams have seen improvement since the last IRB. All actions with deadlines to this point have completed.
Achievements from the reporting period:	<ul style="list-style-type: none"> All documents in the Part II review (approx. 500) have been reviewed. Approx. 350 identified to be redacted and released. Remaining are not appropriate for release at this time as they are commercially sensitive. LGA mentor identified for the Overview & Scrutiny chair, as well as assistance for the vice-chair. Operating manual for companies has been completed and is being reviewed by Ethical Commercial. 		
Priorities for next reporting period:	<ul style="list-style-type: none"> Begin redacting documents from the Part II review and agree the method for release with Marketing Communications. Review Overview & Scrutiny action plan following the review findings from the Centre for Governance and Scrutiny (CfGS). Appoint a replacement director for Kevin Foster on Victoria Square. 		

5. CORPORATE HEALTH INDICATORS

WBC staff are critical to delivering the Council’s immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead. The following indicators provide an overview of key workforce information.

Human Resources – Amanda Jeffrey							
KPI	Description	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Target
WF1	Average number of working days lost per employee to short-and long-term sickness absence. Rolling 12-month figure. Lower outturn is better.	5.33	4.96	5.58	5.69	TBC	N/a
WF2	Average number of working days lost per employee to short term sickness absence (less than 4 weeks absence). Rolling 12 months. Lower outturn is better.	4.70	4.58	3.85	4.07	TBC	N/a
WF3	Percentage of staff leaving voluntarily over rolling 12-month period. Data only.	16.35%	18.17%	21.25%	22.77%	TBC	Data only
Corporate Complaints (excluding Housing complaints which are managed elsewhere) - Gareth Johns							
CC1	Number of complaints received via the formal Council complaint process. Data only.	5	19	19	15	15	Data only
CC2	Number of complaints received via the formal Council complaint process concluded within 20 working days. Data only.	3	15	16	10	9	Data only
CC3	Number of formal Council complaints that have breached the 20-working day completion target. Data only.	2	4	3	5	6	Data Only

KPI PERFORMANCE SUPPORTING INFORMATION

WF1 (Average number of working days lost per employee to short-and-long-term sickness absence) - Using the Local Government Association workforce survey 2022, the average days lost due to sickness (both long and short term) is 8.7%. The Council is currently performing well against this target.

WF2 (Average number of working days lost per employee to short term sickness absence) - As noted in the total staff absence summary the average days lost due to sickness is 8.7%, includes both long and short term. The Council will want to continue to keep below this percentage.

WF3 (Percentage of staff leaving voluntarily over rolling 12-month period) - Using the Local Government Association workforce survey 2022, the median turnover rate across the sector is 14%. The Council turnover rate is currently higher than this target, however it is recognised that the S114 notice served and the current restructure programme has and will impact this indicator and consequently the percentage is likely to increase over next 12 months.

CC1 (Complaints received via the formal Council complaint process) – The Council tracks and monitors all complaints that are received via the formal process. The numbers in this KPI do not include complaints related to Housing functions which are tracked and monitored via separate processes.
CC2 (Complaints received via the formal Council complaint process concluded within 20 working days) - A high proportion of formal complaints are dealt with within the agreed 20-day target, however this quarter has been negatively impacted by staff absence/leave over the summer holiday period.
CC3 (Complaints that have breached the 20-working day completion target) - Staff taking annual holiday during the Summer months has impacted the turnaround time for some of the complaint responses.

6. CORPORATE KEY PERFORMANCE INDICATORS (KPI's)

The Council uses a variety of KPI's to monitor how well our services are performing in meeting the needs of our residents. We monitor and publish our performance quarterly in this document to ensure that we remain focused on our priorities and can promptly deal with underperformance wherever necessary. Work is also underway to develop benchmarking statistics across the sector; this will enable greater insight as to how Woking is performing compared to other Local Authorities.

Each KPI will be marked with a colour coded status based on the following criteria:

KPI RAG Status	RAG Rating Criteria
Grey	Indicator either: (a) does not have a target (due to the nature of the data or KPI outside of direct control) (b) data is not yet available (c) monitoring of the activity is paused/suspended.
Green	Indicator has performed on or above target, no area of concern to note.
Amber	Indicator is up to 5% off target: Officers determine the reason(s) for underperformance and confirm if improvement action is required.
Red	Indicator is more than 5% off target: Officers determine the reason(s) for underperformance and confirm if improvement action is required.

The table below provides an overview of all directorate and corporate level KPI's to illustrate how the Council is performing overall. The full detail of each KPI will sit under each specific area.

OVERVIEW OF ALL COUNCIL KPI'S

Totals:	100%	39	
Green - on target	15.38%	6	
Amber - less than 5% off target	10.26%	4	
Red - over 5% off target	10.26%	4	
Data only	48.72%	19	
Data not available	15.38%	6	

7. KEY CORPORATE STRATEGIC RISKS

As part of the improvement and recovery journey, the Council recognises that risk management is an integral component of good management and corporate governance and should be at the heart of robust decision making. A Strategic Risk Register is owned and maintained by CLT, which contains the key strategic risks which could affect the delivery of significant Council objectives and targets.

The items below represent the highest scoring risks (score of 16) that sit outside of the Councils appetite and tolerance thresholds. These risks are reviewed monthly.

	What is the Risk?	Mitigation / Progress in reporting period
1	Risk that the Council is unable to bridge the budget shortfall in 2023/24 and 2024/25. The Council's revenue budget is based on predicted levels of demand and need which has resulted in the identification of a General Fund budget shortfall of £6m for 2023/24 and £19m for 2024/25. These figures do not include the impact of the crystallisation of the £1.2 billion debt related issues in the s114 notice. There are significant financial challenges in the budget due to the reliance on commercial estate income of £22m and fees and charges such as car parking. In addition, the Housing Revenue Account is at risk of being in deficit in 2024/25.	<ul style="list-style-type: none"> Maintain current controls on spending via the Financial Control Panel. Continue to review financial monitoring forecasts and Investment Programme. Completion of the Strategic Asset Management Plan. Development of a clearer approach to commercialisation and risk appetite through Commercial Protocol and Strategy. Seek different service delivery models i.e., community transfer. Undertake a programme of service reviews, transformation, and savings opportunities to meet £12m target for General Fund and balance HRA. Commercial and Financial workstreams in the Improvement Recovery Plan better integrated.
2	Risk that the Council's large-scale investments and financial operations have led to, and continue to contribute towards, a deficit financial position of strategic dimensions which cannot be overcome without Government Support.	<ul style="list-style-type: none"> The development of a revised Medium Term Financial Strategy incorporating company impacts. Improved alignment of Financial and Commercial workstreams in the Improvement and Recovery Plan. Continued engagement with Government. Development of debt reduction plan.
3	Risk that WBC Group Company(s) do not deliver to their approved business plans in support of Council and Place priorities. The Council's medium-term budget is heavily dependent on the performance of the Group Companies given the scale of recent investment. Should any of the Companies fail for whatever reason, the ability to repay loans to the Council may be compromised, as will any projected income that the Council might have received and/or planned for.	<ul style="list-style-type: none"> Ongoing review of Thamesway and Victoria Square Business Plans. Company Governance arrangements reviewed and agreed to adopt national best practice principles. Additional resources approved to strengthen client-side stakeholder advisory capacity and capability throughout 2023. Company operating manual developed to direct governance improvements. Engagement with Government on Council debt structure and affordability is underway.

4	<p>Risk that workforce resilience will be negatively impacted by the Council's financial situation and actions required to deliver a balanced MTF5. As with any organisation, the Council is reliant on a workforce that can demonstrate a range of particular skills and/or understanding of key processes, systems, and projects. The Council has a significant change agenda, and a dependable / stable workforce is key to future success.</p>	<ul style="list-style-type: none"> • Work planned to develop a Recruitment and Retention Strategy as local and national pay awards are more likely to reduce our offer as an employer of choice. • Considerable attention being given to staff communication in respect of budget shortfalls and mitigation measures. • Successful Investors in People reaccreditation. • Develop resilience and knowledge between teams as part of the change work being undertaken within the organisation.
5	<p>Risk that the capability and capacity of the Council is not sufficient to deliver the ambitions of the Working for All Strategy.</p>	<ul style="list-style-type: none"> • Ensure that senior managers have a forum to escalate capability/capacity issues. • Review the scope and objectives in the strategy to ensure ambition aligns with Council capability/capacity. • The strategy was not refreshed in 2023/24 to enable a full review for 2024/25 which will be informed Council visioning workshops.

COMMUNITIES DIRECTORATE – LOUISE STRONGITHARM

The Communities Directorate is comprised of the following functions:

Leisure & Communities: (Arts & Culture, Community Centres, Community Safety, Leisure Services).

Health & Wellbeing: (Careline, Community Meals, Extra Care, Handy Person, Homelink, Independent Support, Social Prescribing, Volunteer Development, Refugee Resettlement, Family Services).

Housing: (Housing Assets, Housing Service Improvement, Housing Solutions, Resident Services, Sheerwater Regeneration, Strategic Housing & Development).

8. COMMUNITIES DIRECTORATE – STRATEGIC DIRECTOR SUMMARY

Following the insourcing of our Housing Service in 2022, a considerable amount of work is ongoing to improve the level of service to residents. Since the transfer, it has become apparent that our homes are in a poor condition and the Council's ability to fund the level of works required is constrained. The key focus is on delivering fire safety remedial works, which means that we are unable to fund Decent Homes improvements. Subsequently, the Council has self-referred to the Regulator of Social Housing. Alongside this, the team have been working closely with Finance colleagues to put in place a recovery plan for the Housing Revenue Account (HRA), which will feed into a 30-year Business Plan (a requirement of the Improvement and Recovery Plan).

The challenges faced by the Housing Service are reflected in the KPI's and budget monitoring analysis below. There are early signs that rent collection and void turnaround times are improving, but they are not at the level we need them to be. Going forward, additional Housing KPI's will be included to cover compliance data.

Our homelessness team is continuing to face considerable demand for its services, which is exacerbated by a worsening shortage of private rented and affordable homes. With higher interest rates, many landlords are exiting the sector. The Council is working with Government on a B&B Elimination Plan due to length of time families are waiting in B&B accommodation.

In respect of other priorities within the Directorate, the focus is reviewing all our discretionary services in light of the Council's considerable financial challenges. In order for these valued local services (i.e., leisure services, community centres, community meals, etc.) to continue, the Council will have to consider new delivery models, higher fees and charges and other approaches to make them self-funding. It will not be possible to subsidise these services as we have done in the past. A considerable amount of work is underway to liaise with partner organisations, engage residents and develop detailed business cases to support alternative delivery options.

9. HRA – FINANCIAL POSITION

The Housing Revenue Account forecast is presented in the table below. It shows a forecast increase in the HRA deficit for the year, from a budgeted £1,336,000 deficit to a forecast £2,306,000 deficit, a worsening in the deficit (overspend) of £970,000. Work is almost complete reviewing the charges being made to the HRA for staffing, support services and other costs to ensure that they are fair and reasonable for last year, this year and moving forward.

Housing Revenue Account	2023/24 Original Budget	2023/24 Annual Projection September	Forecast Variance (Surplus) / Deficit	Comments
	£'000	£'000	£'000	
EXPENDITURE				
Supervision & Management				
Estate Management	5,730	5,804	74	This is because of decant and removal costs of (£113k) and overspend of (£13k) on Lakeview Cost Centre. This is reduced by other various underspends within the area. The underspends are Legal (£30k), Hale End Cleaning & Grounds Maintenance budgets, (£13k).
Rent Accounting / Collection	363	377	14	
Home Support Service	774	796	23	Overspend on payment to other local authorities and council tax payments.
Tenant Participation	63	57	(6)	Underspend on external printing.
Democratic Process	1,742	1,742	0	
Repairs Administration	885	981	96	The overspend is mainly due to non-achievement of the estimated Income from Management Income (previously Schedule 6) (£25k), and the cost of temporary staff (£71k).
Transfer to Hardship Fund	10	0	(10)	It is anticipated that the hardship budget will not be spent in 2023/24.
Supervision & Management - Total	9,566	9,756	190	
Depreciation	3,956	4,295	339	This is because of the inclusion of Hale End properties. Forecast based on 2022/23 outturn.
Repairs & Maintenance				
Day to Day Repairs	2,788	4,248	1,460	The projected overspend for the year has increased by £96k from previous month forecast of £1364m. This is due to the movement of costs that have previously been in capital budgets. These are the costs for Brockhill Waking Watch (£347,496) and the Sheerwater Security Costs (£101,713). The impact of these costs has been mitigated by a reduction in the projected overspend on communal gas (£16,806), this is due to the tendered costs being finalised and accurately projected. Further mitigation is achieved by a reduction in projected void costs. The redesign of the void specification has started to show results, with average void property costs reducing from £4,142 to £1,942 in 3 months. The overall reduction in estimated void costs is £109,110. The final mitigation action is to renegotiate elements of the Mountjoy repairs contract. This will provide significant overhead savings to reflect a smaller, service driven provision (savings estimated at £240,000).

				Whilst there is still an overspend, officers are managing the contracts tightly to bring the figure down.
HRA Statutory	434	398	(36)	Repairs based on contract price. Underspend projected against the budget.
	3,222	4,647	1,425	
Debt Management Expenses	36	71	35	Forecast based on 2022/23 outturn position.
Capital Financing Charges	5,541	5,487	(54)	
TOTAL EXPENDITURE	22,321	24,256	1,934	
INCOME				
Dwelling Rents	(19,341)	(20,468)	(1,127)	Additional income from the rent uplift of 7%. Sheerwater voids are included in the dwelling rents forecast.
Less Voids	185	1,941	1,755	Increase in voids and the empty properties in the Sheerwater regeneration scheme reflected in the forecast. Please refer to comment above on Sheerwater voids.
Less Write offs	57	57	0	
Dwelling Rents - Total	(19,098)	(18,470)	628	
Service Charges & Other Income	(1,885)	(2,890)	(1,005)	Additional income anticipated from the increase in heating and electricity costs. The budget is understated and may need to be reviewed as part of setting the 2024/25 budgets.
Dwelling Rents / Service Charges - Total	(20,984)	(21,360)	(376)	
Interest on Reserves	(1)	(1)	0	
Other Receipts (Sheerwater)	-	(589)	(589)	Sheerwater reimbursements originally accrued in 2022/23 were cancelled. Income is now expected in 2023/24.
TOTAL INCOME	(20,985)	(21,950)	(965)	
HRA (SURPLUS) / DEFICIT	1,336	2,306	970	
HRA Opening Reserves		(1,515)		
Estimated HRA Closing Reserves		771		

10. COMMUNITIES DIRECTORATE – FINANCIAL POSITION

The key financial variations for the Communities Directorate are as follows:

Communities Directorate	Q1 Over / (Under) Spend	Q2 Over / (Under) Spend	Impact on deficit - change from Q1 to Q2
	£	£	£
Leisure (was under Place in Q1)			
As a result of changes in leisure habits during and since the pandemic, and cost increases in recent months, Freedom Leisure, who currently manage the Council's Leisure facilities on our behalf, are unlikely to be able to meet the full payments due to us under the Leisure Management Contract, with a currently projected shortfall of £125,000.	125,546	125,546	0
Energy costs, which are the responsibility of the Council under the Leisure Management Contract, are likely to be over this year. Closure of certain areas of the building is driving this cost down.	56,906	128,000	71,094
Women's Support Centre			
The Women's Support Centre transferred under TUPE regulations to Catalyst on 31.05.23. A one-off transitional subsidy was agreed for 2023/24 which has meant the FFF saving of £250k has not been achieved.	258,356	258,464	108
Centres For The Communities - Kitchens			
Kitchens at Moorcroft and St Mary's have been rented out so we will not see the budgeted income. This is partially offset by the savings in staff costs.	*NEW*	74,333	74,333
Bustler			
Annual Bustler service for St Mary's and The Vyne - No budget set.	*NEW*	11,499	11,499
Housing Strategy			
There are savings in staff costs (Housing Strategy & Projects Officer) as part of the FFF-2 savings to the value of £12,246. However, this is reduced because there are no recharges to projects as anticipated at the time of budget setting.	(12,000)	7,105	19,105
Housing Advances			
There is an overspend on Housing Advances. This is because there is a payment to LAMAC (mortgage services) for which there is no budget.	*NEW*	10,742	10,742
Housing Options/Needs/Enabling			
There is an overspend of £111,865 on the Housing Options staffing budget and £13,177 on the Housing Services Staffing budget, and savings of £36,090 in the Lets Rent/PSL team.	265,281	91,056	(174,225)

There is an overspend of £184,135 in Housing Options due to an overspend in Bed & Breakfast expenditure, though there is an improvement in income collection and Government rent subsidy, being an over-recovery against budgets of £113,666 and £123,895 respectively. The fit for future savings not achievable is £47,750. In FFF round 1, an amount of £15,750 for 2022-23 and an amount of £32,000 for 2023-24 was budgeted. This was subject to pursuing the Thamesway Lets Rent Model, so that we could reduce the number of nights in Bed & Breakfast. However, since the model did not materialise, these savings are not achievable.	-	231,885	231,885
There is an anticipated overspend of £224,603 in temporary accommodation budgets. Though there has been a savings in expenditure of £38,010, this overspend is due to the under-recovery of income £122,186 and an error in budget setting of Government subsidy rent rebates £140,427.	109,719	224,603	114,884
The Private Sector Leasing Scheme is showing an overspend of £5,087 due to under-recovery of income. The position of the PSLs' have improved from £79,016 overspend in 2022-23 to an anticipated overspend of £47,930 in the current year.	-	5,087	5,087
Other Minor Variations	(17,000)	191,458	208,458
Total Projected Overspends	786,808	1,359,777	572,969
The Junction/Richardson Centre			
These premises are used by the Women's Support Centre and all costs are now with Catalyst.	(30,150)	(30,150)	0
Youth Development			
Youth Development ended in 2022 and we are no longer paying this grant.	(44,000)	(44,000)	0
Social Prescribing			
Two vacancies that are being recruited to. Fully funded posts.	(18,541)	(12,652)	5,889
Community Alarms			
New NHS funding received.	(20,000)	(20,000)	0
Home Independent Support			
There are six vacancies in this area, approval has been given to recruit to four of the posts and the saving is the net impact.	(111,960)	Included elsewhere	111,960
Brockhill			
Two staff left and posts will not be recruited to resulting in a saving.	(15,533)	Included elsewhere	15,533
Homelessness Directorate Funding			
The Homelessness Directorate is showing a surplus of £214,097. This is because an unbudgeted Homelessness grant income of £229,912 was received in Aug 2023 that will help meet additional costs.	*NEW*	(214,097)	(214,097)
Let's Rent Scheme and Other Housing Service Expenses			
The Let's Rent scheme is showing savings of £85,135 due to a reduction in specific initiatives (for example, tenant training and targeted incentive schemes) compared to previous years.	*NEW*	(85,135)	(85,135)
A £19,611 savings from Welfare Reform and Homelessness is achieved as part of the fit for future savings, value £18,000 (Withdrawal from Sharer's scheme). There is an overspend of £6,942 on CRB mental health grants and £2,104 in Other Housing Services expenses.	*NEW*	(10,565)	(10,565)
Fees and Charges			

Proposed increases in various Fees and Charges from 1st January 2024 should generate additional income.	*NEW*	(42,000)	(42,000)
Total Mitigations	(240,184)	(458,599)	(218,415)
Total Projected Variance on Communities Directorate Services [overspend]	546,624	901,178	354,554

11. COMMUNITIES DIRECTORATE – KEY PERFORMANCE INDICATORS

Homelessness & Allocations – Catherine Butler							
KPI	Description	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Target
SO-018a	Number of new homeless households placed in B&B during the quarter. Lower outturn is better.	46	39	98	29	29	N/a
SO-018b	Number of new homeless households placed in other emergency accommodation (temporary and non-secure) during the quarter. Lower outturn is better.	37	15	19	10	18	N/a
SO-085a	Total number of households in B&B at the end of the quarter. Lower outturn is better.	35	41	23	40	42	N/a
SO-085b	Total number of households in other emergency accommodation (temporary and non-secure) at the end of the quarter. Lower outturn is better.	171	171	175	175	177	0
SO-080a	The average length of stay of homeless households in B&B accommodation (weeks). Lower outturn is better.	8	8	8	14	15	N/a
SO-080b	The average length of stay of homeless households in other emergency accommodation (temporary and non-secure) - weeks. Lower outturn is better.	77	134	114	102	110	N/a
CO-001	Cumulative number of affordable homes delivered. Higher outturn is better.	3	7	15	0	0	102
Housing Landlord Services – Mick Collyer							
IM1	Rent & service charge income collected for properties managed by the housing service. Higher outturn is better.	90%	92%	95%	98%	97%	99%

IM3	Average time taken to re-let properties managed by the housing service. Data only.	91.58	81.59	85.32	85.30	62.53	N/a
RR1	Emergency repairs carried out in properties managed by the housing service (attended within 4 hrs and made safe/completed within a further 4 hrs). Higher outturn is better.	N/a	N/a	N/a	90%	No data	N/a
RR2	Urgent repairs carried out in properties managed by the housing service (repairs due for completion within 24 hrs). Higher outturn is better.	N/a	N/a	N/a	80%	No data	N/a
RR3	Routine repairs carried out in properties managed by the housing service (repairs due for completion within 10 working days). Higher outturn is better.	N/a	N/a	N/a	62%	No data	N/a
Health & Wellbeing – Julie Meme							
HW1	Average number of Community Meals clients. Data only.	213	184	161	162	158	Data only
HW2	Average number of Careline clients. Data Only.	1488	1467	1425	1400	1381	Data only

KPI PERFORMANCE SUPPORTING INFORMATION

SO-018a (New homeless households placed in B&B during the quarter) - Although down from figures this time last year, the Housing Options team is continuing to see a high number of homelessness presentations resulting from more Section 21 evictions, cost of living, and arrivals from Ukraine.

SO-018b (New homeless households placed in other emergency accommodation during the quarter) - This KPI has performed well this quarter due to ongoing efforts to resettle homeless households into settled accommodation and release private section leasing properties to other households in need.

SO-085a (Households in B&B at the end of the quarter) - Although marginally higher than Q1, the numbers across the KPI remain consistent. Ongoing pressures in the area remains as we continue to see a high numbers of homelessness presentations.

SO-085b (Households in other emergency accommodation at the end of the quarter) - Although marginally higher than Q1, the numbers across the KPI remain consistent. Ongoing pressures in the area remains as we continue to see a high numbers of homelessness presentations.

SO-080a (The average length of stay of homeless households in B&B accommodation (weeks)) - Performance is marginally down from Q1, however work is underway to implement the DLUCH recovery plan which aims to reduce the number of families in B&B to less than 6 weeks.

SO-080b (The average length of stay of homeless households in other emergency accommodation - weeks) - Performance is down from Q1, however work is underway to deliver the DLUCH recovery plan to reduce the number of families in B&B to less than 6 weeks.

CO-001 (Cumulative number of affordable homes delivered) - The Council's Housing Strategy 2021-2026 commits to a total delivery of at least 510 new affordable homes, averaging a target of 102 per year. However, delivery levels can fluctuate significantly from year to year.

IM1 (Rent & service charge income collected for properties managed by the housing service) - Rent arrears stand at £1.16m and equates to 4.95% of the annual rent role. This is a 0.04% decrease since the start of the financial year. Recent work has seen the start of July 2023 arrears total almost identical to the end of September 2023 which indicates the delivery of the recommendations in the Service Improvement Plan are starting to see positive outcomes. Next steps to reduce arrears is through the implementation of new software (October 2023) which will support activity, and a new procedure to increase pro-active personal contact with tenants. Former tenant arrears are £1.11m for all account types. The new software for former tenant arrears will go live in December 2023. In the meantime, an Options Paper for addressing arrears has been completed and write-offs have been submitted for authorisation.

IM3 (Average time taken to re-let properties managed by the housing service) - Void performance improves month on month, with September being an average of 57 days, this is down from 92 days in April. Increase in resources and better communication between teams is key to the improved turnaround time.

RR1 (Emergency Repairs), RR2 (Urgent Repairs) & RR3 (Routine Repairs) - Raw data was used to collate Q1. 23/24 performance indicator as the contractor has not been able to provide any verified KPI reports. Further raw data has not been made available to carry out any subsequent analysis, however, discussions with the contractor over provisions of data are underway and any backdated analysis will be undertaken once the base data is received.

HW1 (Total number of Community Meals customers) - There has been a decline in community meals clients over recent quarters, however the number was artificially high due to the pandemic when numbers greatly increased. Take-up of the service is seasonal and typically increases over the colder months. Now the service is secured a fresh marketing campaign will be introduced.

HW2 (Total number of Careline customers) - Whilst fluctuations in Careline customer numbers are not unusual, there has been a downward trend over the last 5 quarters. This is partially due to recent increases in fees (to make the cost of service more in line with other Councils) and the availability of alternative equipment, such as smart watches, which can be purchased from many retailers. These options will never provide the same level of support and interaction that the Carline service currently provides, but customers might choose this if cost is the primary driver.

CORPORATE RESOURCES DIRECTORATE – KEVIN FOSTER

The Corporate Resources Directorate is comprised of the following functions:

Corporate Strategy: (Business Continuity, Performance Management, Project / Risk Management).

Customer Services: (Contact Centre, Land Charges, Reception, Statutory Reporting).

Democratic Services: (Democratic Services, Corporate Management Support, Elections, Mayoral & Civic Events, Post Room).

Finance: (Budget Management, Business Support, Cash Management, Debtors/Creditors, Treasury).

Human Resources: (Health and Safety, Human Resources, Insurance, Payroll Services).

ICT: (Application Services, Cyber Security, Disaster Recovery, Infrastructure Services, Service Desk).

Legal Services: (Legal, Procurement).

Marketing Communications: (Community Engagement, Website Content, Project Communications).

Property Services: (Asset and Commercial Management, Capital Projects, Facilities Management, Town Centre Management).

Revenues & Benefits: (Business Rates, Council Tax, Fraud Investigation, Housing Benefits).

12. CORPORATE RESOURCES DIRECTORATE – STRATEGIC DIRECTOR SUMMARY

I recognise that historically there has been insufficient attention to the development of a corporate approach to how the Council is managed. Councils are complex organisations and must embrace continuous improvement; key fundamentals such as systems, data quality, information governance, policies, processes etc. must be constantly reviewed and enhanced. This will need to be a focus for some time and is reflected in the Improvement and Recovery Plan that the Council has established and is in the early stages of delivery.

The KPI's and financial monitoring analysis present a mixed picture of performance when considered in isolation, and therefore needs to be considered in the context of:

- This is the first report that has been produced under the new performance management regime and has involved a considerable degree of reviewing and re-establishing data criteria to ensure what is captured is representative of corporate performance.
- There is a significant level of business change being undertaken within and supported Corporate Resources and the wider Council, all of which sits alongside business-as-usual service delivery.
- The range of performance indicators need to better represent the services delivered within Corporate Resources, and key measures of success for these services need to be developed.
- New indicators that add strategic value will be developed and added to future publications to ensure that this document evolves alongside the needs of the Council.

In respect of other priorities within the Directorate, good progress is being made on establishing a fit for purpose response to supporting the challenges and opportunities facing the Council. This includes:

- The development of business partnering – aligning Corporate Resources services and reporting to the needs of the business.

- Improving performance reporting to provide a better oversight of overall Council performance – this report and the new financial monitoring arrangements are good examples of this.
- Focussing on controls and management of risk – both of which have been enhanced through the operation of a financial control panel and corporate risk register reporting.

One of the key aims of Corporate Resources is to enable other services within the Council to function effectively. We must continue to make progress on collaborative working across all directorates and ensure that the support we provide is focussed on the needs of the services the Council delivers. We must be responsive to these needs and not limited by a silo view of the organisation.

13. CORPORATE RESOURCES DIRECTORATE – FINANCIAL POSITION

The key financial variations for the Corporate Resources Directorate are as follows:

Corporate Resources Directorate	Q1 Over / (Under) Spend	Q2 Over / (Under) Spend	Impact on deficit - change from Q1 to Q2
Property Services (was included under Place in Q1)			
The Commercial rent budget was increased by £400,000 to include new leases which are now unlikely to complete this financial year and the Fit for Future anticipated savings of £132,000 have not been met. In addition, it is anticipated rent concessions of £250,000 are likely to secure lease renewals as assumed in the rent forecast reported via the MTFs.	357,000	1,124,250	767,250
Surrey County Council vacated the Civic Offices on 21 st April 2023 resulting in a shortfall of income of rents at the Civic Offices of £114,250.			
It has been possible to mitigate these costs following a review of the Civic Offices operational costs in year, also reported as part of the Gateway savings (£115,000).			
A dilapidation settlement of £176,000 has been received in respect of Midas House. These monies will need to be expended to make the floor lettable. Feedback from letting agents is that these works need to be completed to stand any chance of attracting tenants. Furthermore, we will need to seek legal advice as to whether dilapidation money which is paid by a tenant for a landlord to reinstate the premises can be used for alternative works from what it was received for.			
For information, the estimated rental value for this space is £475,000 and the loss in business rates £168,448, Service Charge £156,165 and insurance total £330,203.			
Until legal advice is received the forecast for monitoring purposes is that these monies will be expended.			
There is an underspend of £1,000,000 against the budget for Business Rates due rate revaluations, back dated rate valuation changes, and the timing difference between the budget being set and the current reporting period. Rate mitigation has been achieved by using an agency who specialise in placing charities in			

short term lettings specifically to reduce the business rate liability to the council. Revaluations and rate mitigation efforts will continue throughout the year and the variation will be updated monthly to reflect these changes as they happen.			
These savings are partly offset by rate mitigation agency fees revaluation fees of £150,000.			
Due to the shortfall in rents, there is an increase in voids service costs of £750,000 mostly attributed the larger offices and shopping centre (Midas House, Dukes Court, Wolsey Place and Export House).			
Only essential repairs and maintenance are being carried out resulting in an underspend against budget of £200,000. Landlord incentives can be agreed to secure a lease and costs to date have totalled £89,000.			
During 2023/24 £144,000 of compensation payments are due to tenants to remove their security of tenure and enable maximum market value.			
Due to the bad state of garages, repairs have become expensive. In addition, the number of void garages is increasing due to the poor condition and the lack of capacity within the housing team to deal with reviewing the void garages and getting any relet has resulted in a forecast overspend of £80,000.			
There is an overspend against budget at Provision House of £95,000, of which £11,000 is due to void space, £24,000 due to under recovery of service charge from a charity letting and the balance is due to out-of-date budgets £60,000.			
Due to the removal of the Town Centre Management Agreement (TCMA) reserve, there will be an overspend of £250,000 due to works which had already commenced such as the Chertsey Road works.			
Due to inflation a higher contribution has been received from Surrey Heath Borough Council of £9,000 towards CCTV. In addition, transmission maintenance is anticipated to be £6,000 lower than budget.			
Election Services			
Additional costs due to introduction of voter ID	115,000	65,000	(50,000)
Marketing and Communications			
Small overspend from pay inflation, offset by minor underspends on services	11,000	4,618	(6,382)
Financial Services			
The overspend relates to the costs of interim staff, partly mitigated by Internal Audit savings.	153,000	144,568	(8,432)
Corporate Management			
The overspend relates to the costs of the Commissioners and the Interim Section 151 Officer partly offset by vacancies.	259,000	301,000	42,000
Human Resources			
Overspend on Temporary staff, £104k on Graduate Programme and £3k on Subscriptions that are not budgeted for.	139,000	113,945	(25,055)
Democratic Services			
Overspend on staff costs/salaries	23,000	23,000	0
Other Minor Variations	58,000	201,554	143,554
Total Projected Overspends	1,115,000	1,977,934	862,934
Legal Services			

Head of Legal vacancy, partially offset by Pay Award.	(142,000)	(121,878)	20,122
Underspend due to reduction in external printing.			
Election Services			
Saving arising from scaling back Civic and Mayoral events and services.	(25,000)	(25,000)	0
Underspend due to Electoral Services Officer vacancy.	*NEW*	(20,000)	(20,000)
Total Mitigations	(167,000)	(166,878)	122
Total Projected Variance on Corporate Services Directorate Services ([overspend])	948,000	1,811,056	863,056

14. CORPORATE RESOURCES DIRECTORATE – KEY PERFORMANCE INDICATORS

Financial Services – Nicola Regis							
KPI	Description	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Target
CO-021	Invoices paid within 30 days or within supplier payment terms – cumulative. Higher outturn is better.	97.80%	97.90%	97.90%	90.70%	93.60%	97.00%
Revenues & Benefits – David Ripley							
EC-011	Council Tax Collected (cumulative target Q1. 30.10%, Q2. 59.30%, Q3. 87.90%, Q4. 98.40%). Higher outturn is better.	56.95%	84.67%	97.90%	29.64%	57.50%	59.30%
EC-012	Business Rates Collected (cumulative target Q1. 32.33%, Q2. 57.61%, Q3. 87.52%, Q4. 98.46%). Higher outturn is better.	62.30%	86.00%	98.06%	32.81%	57.86%	57.61%
NI 181	Average time taken to process Housing Benefit and Council Tax Support claims. Lower outturn is better.	7.00	7.30	5.60	6.79	6.99	8.00
SO-004	Benefit Overpayments Recovered Higher outturn is better.	110%	80%	82%	118%	125%	75%

KPI PERFORMANCE SUPPORTING INFORMATION

CO-021 (Invoices paid within 30 days or within supplier payment terms) - Q2. is showing as amber due to initial delays resulting from the introduction of the Financial Control Panel (FCP) following the serving of the Section 114 notice at the beginning of June 2023. This control delayed some payment of invoices whilst FCP approval was sought. This process is now established and in turn brings the percentages more in line with target.

EC-011 (Council Tax Collected) - Government has introduced a change which enables residents to pay Council Tax over 12 months rather than the default scheme of 10 months (April to January). The change has impacted this performance indicator because quarterly collection rate targets are continuously adjusted as more residents opt for this payment schedule. Outside factors such as the cost-of-living crisis and interest rates can also negatively affect this performance indicator.

EC-012 (Business Rates Collected) - The current collection rates are within the target range set.

NI 181 (Average time taken to process Housing Benefit and Council Tax Support claims) - The current performance is within target. However, this KPI is currently affected by claimants failing to provide evidence in support of their claims. We proactively remind and chase applicants, but under legislation they have one calendar month to supply the required supporting evidence.

SO-004 (Benefit Overpayments Recovered) - Current recovery rates are above target, but this KPI can be significantly affected in any quarter due to a range of influences i.e., possible backdated benefit fraud investigations which may result in large overpayments of Housing Benefit. The most recent large overpayment recovery was in July 2023 for £27k.

PLACE DIRECTORATE – BEVERLEY KUCHAR

The Place Directorate is comprised of the following functions:

Planning & Building Control: (Arboricultural Services, Building Control, Development Management, Enforcement, Planning Policy).

Car Parking: (Off-Street Parking, Permits).

Environmental Health: (Air Quality, Food Safety, Pollution Control, Licensing, Housing Standards).

Neighbourhood Services: (Environmental Maintenance, Neighbourhood Officers, Waste & Recycling, Climate Change, Green Spaces, Biodiversity & Habitats, GIS, Street Name and Numbering).

15. PLACE DIRECTORATE – INTERIM STRATEGIC DIRECTOR SUMMARY

The Place Directorate focuses primarily on service delivery to provide a safe, healthy, green, and prospering Borough for our residents.

Within our KPI's we are presenting a picture of performance in key areas of this service delivery and the following should be taken into account:

- This report is the first that has been produced under the new performance management regime and has involved a considerable degree of reviewing and re-establishing data criteria to ensure what is captured is representative of Place performance.
- There is a significant level of business change being undertaken within the organisation which has an effect on the 'business as usual' service delivery of the Place Directorate, with further changes ahead as the organisation becomes smaller.
- New indicators that add value will be developed and added to future publications to ensure that this document evolves alongside the needs of the Council.
- Many of the KPI's included present a picture of service delivery which may not be within the control of the Council, but reflect the workload and performance output, for example, the number of planning applications and complaints or requests for service received.

Going forward and as we continue to identify savings, meet the recommendations of the Improvement and Recovery Plan and approach phase 2 of the staff consultation, it is important that we monitor performance to ensure that we are meeting statutory duties and providing a safe and healthy place for our residents to live and work, and to encourage visitors and future development within the Borough.

Looking forward to the next quarter, the Car Parking Strategy, commissioned earlier this year, is set to report back in the Autumn, highlighting opportunities for maximising income and more effective use of the Council's car parking estate. We are also progressing the procurement of a new grounds maintenance and street cleaning contract.

A further challenge will be ensuring we are fully prepared for when Biodiversity Net Gain becomes mandatory for major development in January next year. And, finally, we are working with a number of developers on significant town centre proposals, both for residential and grade A office uses, with interest at a much higher level than we saw last year.

16. PLACE DIRECTORATE – FINANCIAL POSITION

The key financial variations for the Place Directorate are as follows:

Place Directorate	Q1 Over / (Under) Spend	Q2 Over / (Under) Spend	Impact on deficit - change from Q1 to Q2
Development Management			
Fee income looks likely to be close to target for the year. If the current proposals for a national fee increase are implemented in the next couple of months, then this position should be improved, depending on start date. However, the expected increase in expenditure relates to the costs involved in defending the Council's decision, at public inquiry, to refuse the planning application at Technology House. This results in an overall overspend of £17,000.	100,000	16,799	(83,201)
Building Control			
There is now a significant shortfall emerging due to the effects of the interest rates on the construction market and mitigating actions are being reviewed to reduce overheads in staffing.	96,085	176,085	80,000
Parking Services			
There are overspends on business rates of £701,000 mainly due to under-provision of budgets for Red and Green Car Parks and over-provision of savings from appeals on business rates. Electricity costs for Red Car Park had not been budgeted for resulting in an estimated overspend of £148,000. Also, water at Victoria and Red Car Parks are over budget by £13,000. Estimated additional works on repairs, maintenance and facilities management at car parks result in a overspend of £45,000. Newly signed cleaning contract enables a saving of £34,000 in Red and Green car parks which can partly offset the overspends. The forecast outturn for car park incomes including parking fees and season tickets are less than the estimated income target by £1.27m. Two separate service faults during August and September affected cash and card payments which resulted in a loss of income. Despite this impact, the total income for April to September is around £380,000 more than for the same period last year. The Parking strategy is due by the end of November. We anticipate introducing a new tariff structure early in 2024 which could see an increase in income for the final two months. Estimated increases of £290,000 from PCN Penalty Charge Notice income partly offset the overspends.	1,367,000	1,853,000	486,000
Environmental Health and Housing Standards			
An estimated reduction in the number of inspections for animal welfare licences will reduce income of £13,000. The removal of internal contributions from Parks and Countryside for patrols and dog control reduce income by £48,000. The additional costs for security out of hours handling covered partly by recharge result in an overspend of £3,000, However, there are savings of £15,000 from less estimated expenditure on equipment and marketing, and additional income from penalty charges on HMO licenses. A recharge of £24,000 from the Homes For Ukraine income to fund the time spent completing essential housing checks enhances	23,000	10,000	(13,000)

further savings. In addition, the recharges from Primary Authority work and Licence inspection enable savings of £15,000 to partly cover the overspends.			
Licensing			
There are overspends of £8,000 in Employee costs. The projected income is reduced by £21,000 mainly due to less fees from Private Car Hire and Taxi Licences and removal of recharge from CRB fees.	8,000	29,000	21,000
HIF project			
There are overspends of £16,000 in Employee costs. We are seeking to recover these costs from Homes England. Progress will be reported in a future Budget Monitoring Report.	20,291	16,000	(4,291)
Total Projected Overspends	1,614,376	2,100,884	486,508
Planning Strategy			
A Planning Policy post is vacant, and there are currently no plans to recruit. A temporary member of staff has been used to cover the Planning Policy Manager's post. From October this post will be filled on a permanent basis. CIL administrative costs will be charged to CIL receipts at year end in line with legislation.	(94,000)	(71,303)	22,697
Economic Development			
Underspend of £103,055 is mainly due to cancellation of Celebrate Woking activities of £100,000, Overspend of £23,620 on staff not budgeted for and £26,675 underspend on Business liaison project.	(92,605)	(103,055)	(10,450)
Waste and Recycling			
There are overall savings of £145,000 from Waste and Recycling due to estimated reducing variable costs in waste collection, increase of recycling credit and higher level of payments for bin replacement as the bin stock ages. The estimated slightly lower take up of garden waste subscriptions offsets part of the savings.	(145,237)	(145,000)	237
Green Infrastructure			
A vacant post in Green Infrastructure contributes savings of £11,000. Additional savings of £66,000 are expected from reducing non-essential activities for tree, vegetation, and footpath improvement, holding off on works in repair and maintenance in play and sports equipment, and reducing ground maintenance in allotments, parks and countryside sites. Expenditure for works for Biodiversity Net Gain can be offset by grants and increased fees income from ice-cream licences thereby releasing savings of £22,000. Estimated reduction in service payment to consultants on climate change and other green infrastructure issues provide an underspend of £10,000. An underspend on dog control for Parks and Countryside saves £48,000 which has been internally recharged to Environmental Health. Termination of partner contribution for Basingstoke Canal generates savings of £53,000 which contributes to our gateway savings target. However, there is a reduction in budgeted income of £8,000 on rent received for the mast in Sheerwater which was decommissioned in 2022 linked to the regeneration scheme and a projected overspend of £16,000 on the corporate car club and car hire budget, which is the subject of a gateway savings proposal.	(50,000)	(186,000)	(136,000)
Neighbourhood Services			
A vacant post contributes a saving of £25,000. Underspends on Street Furniture, grounds maintenance and maintenance of other land where WBC has an interest result in savings of £31,000. There is an estimated increase in income of £13,000 from Roundabout	*NEW*	(74,000)	(74,000)

sponsorship. Removed budget for business rate which is not required enables saving of £5,000.			
Fees and Charges			
Proposed increases in various Fees and Charges from 1st January 2024 should generate additional income.	*NEW*	(92,940)	(92,940)
Other Minor Variations	25,300	(10,565)	(36,865)
Total Mitigations	(356,542)	(683,863)	(326,321)
Total Projected Variance on Place Directorate Services ([overspend])	1,257,834	1,418,021	160,187

17. PLACE DIRECTORATE – KEY PERFORMANCE INDICATORS

Neighbourhood Services – Mark Tabner							
KPI	Description	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Target
EN-101	The quarterly % of household waste reused, recycled, and composted. Higher outturn is better.	54.6%	60.9%	49.7%	61.3%	55.0%	61.0%
EN-093a	The number of missed collections per 100,000 collections of household waste. Lower outturn is better.	54	38	42	47	33	80
NI-196	Cumulative Number of Fly Tipping Incidents. Data only.	546	891	1186	328	608	Data Only
NI-196a	Cumulative Number of Fly Tipping Enforcement and Investigation Actions. Data only.	728	1137	1450	314	614	Data Only
Development Management – Thomas James							
EN-013	Major Planning Applications decided in 13 weeks or an agreed time extension. Higher outturn is better.	100%	100%	100%	100%	100%	66%
EN-014	Minor Planning Applications decided in 8 weeks or an agreed time extension. Higher outturn is better.	88%	87%	86%	92%	86%	65%
EN-015	Other Planning Applications decided in 8 weeks or an agreed time extension. Higher outturn is better.	89%	88%	87%	82%	79%	80%
EN-016	Appeals allowed against the decision to refuse planning applications. Lower outturn is better.	22%	35%	36%	50%	50%	35%

NI 154	Cumulative total Net Additional Homes Provided. Higher outturn is better.	146	587	650	49	74	292
P006	Cumulative Net Additional Affordable Homes Provided. Higher outturn is better.	0	4	12	0	0	102
Environmental Health – Emma Bourne							
KPI	Description	Q2 22/23	Q3 22/23	Q4 22/23	Q1 23/24	Q2 23/24	Target
EN-073	Inspecting food premises - planned visits plus adjustments resulting from new sites opening, closing, inspection findings, and requests for paid re-inspections. Higher outturn is better.	80%	44%	276%	28%	38%	100%
EN002	Percentage of completed inspections (YTD) for overdue D and E rated food businesses. Higher outturn is better.	N/a	N/a	N/a	13%	16%	25%
E003	Percentage of food businesses with a food hygiene rating of 3 or better. Higher outturn is better.	96%	95%	94%	95%	94%	Data only
EH01 New	Total number of Environmental Health complaints (i.e., food, health and safety, animal welfare, statutory nuisance, pollution, etc). Data only.	New PI for 2023/24			495	436	Data only

KPI PERFORMANCE SUPPORTING INFORMATION	
EN-101 The cumulative % of household waste reused, recycled, and composted - Q2.	has seen a seasonal dip in the recycling rate due to the change of weather, which typically results in less green waste tonnage being collected. This quarter also includes the school summer holidays with many residents away resulting in less waste and recycling generated. There were 5 more refuse collection days than recycling days in Q2.
EN-093a (Missed collections per 100,000 collections of household waste)	- This KPI is performing well due to stable staffing levels and the fact that the contractor has implemented a Power BI dashboard to monitor and address missed bins.
NI-196 (Fly Tipping Incidents)	- The trend in the number of fly tipping incidents is broadly in-line with expectations based on 2022/23 data.
NI-196a (Fly Tipping Enforcement and Investigation Actions)	- The trend in the number of fly tipping incidents is broadly in-line with expectations based on 2022/23 data.
EN-013 (Major Planning Applications decided in 13 weeks or an agreed time extension)	- Performance continues to be maintained at 100%. From Q3 it is proposed to differentiate which applications have relied on applicants agreeing to an 'Extension of Time' to meet the performance target. It is noted that, because of the Special Protection Area designation, all granted Major applications in the Borough must be subject to a S.106 Legal Agreement which can rarely be drafted and completed within the statutory 13 weeks and performance therefore relies on applicants agreeing to an Extension of Time.

<p>EN-014 (Minor Planning Applications decided in 8 weeks or an agreed time extension) - Performance remains above target. From Q3 it is proposed to differentiate which applications have relied on applicants agreeing to an 'Extension of Time' to meet the performance target. This can give a clearer indication of performance in real terms.</p>
<p>EN-015 (Other Planning Applications decided in 8 weeks or an agreed time extension) - Performance has dropped sharply over the year and is now marginally below the target in Q2. This application type represents the greater part of the team's caseload and the number of applications being received remains higher than the pre-Covid period. 2.5 FTE Case Officers have left the Authority in 2023 and are unable to be replaced because of the S.114 Notice. Remaining officers' caseloads are consequently extremely high with a resultant impact on performance.</p>
<p>EN-016 (Appeals allowed against the decision to refuse planning applications) - A relatively small number of decisions are issued by the Planning Inspectorate each quarter meaning that 1-2 allowed appeals can significantly impact on figures as in Q 1 and 2.</p>
<p>NI 154 (Cumulative total Net Additional Homes Provided) - The total dwellings delivered in 2022-23 was significantly higher than in most years as a result of the completion of the residential element of Victoria Square. This has more than outweighed the cumulative undersupply against our housing requirements over past years.</p>
<p>P006 (Cumulative Net Additional Affordable Homes Provided) - The new affordable dwellings delivered through the planning system included four flats at Rydens Way and eight houses at Sheerwater, Copper Phase. All dwelling completions recorded in the year were either at Victoria Square (where provision of affordable dwellings was shown to be unviable, although the housing at the new Fire Station was associated with this development); prior approval change of use developments, minor developments and an extra care housing scheme, where we were unable to require affordable housing (although the revision of the Affordable Housing SPD will allow us to do so for extra care housing in future); Sheerwater Copper Phase; and the later phases of Broadoaks, where the affordable element has already been delivered. Numerous other affordable dwellings were under construction at Sheerwater and at Portugal Road in 2022-23, although some of these are now unlikely to be delivered as affordable.</p>
<p>EN-073 (Inspecting food premises) - The number of inspections completed is below target as we are a reactive service with demands at different times of the year, for example, a higher number of noise and bonfire complaints during summer months may result in the reallocation of resources. We are also finding that more food businesses are poorly compliant due to staff issues, cost of living, etc. therefore inspections take longer and require enforcement action. It is expected that we will meet inspection targets by the end of Q4.</p>
<p>EN002 (Completed inspections for overdue D and E rated food businesses) - A number of lower risk food businesses are overdue their programmed food hygiene inspection due to the covid pandemic when we couldn't visit, businesses were closed, or staff were redeployed to assist with business continuity and the Covid response. The number of these inspections completed is below target as we will prioritise due inspections, high risk, new businesses, and complaints before completing the lower risk, more compliant food business inspections.</p>
<p>E003 (Food businesses Establishments with a food hygiene rating of 3 or better) - A food hygiene rating is given in accordance with compliance with food hygiene law after each food inspection. This figure shows the percentage of food businesses which have achieved a rating of 3, 4 or 5 and are therefore considered to be 'broadly compliant'.</p>
<p>EH01 (Total number of Environmental Health complaints) - The number of complaints made cannot be controlled but does show the volume and variety of service requests dealt with by Environmental Health. Complaints may require a verbal or written response, visits, analysis of</p>

diary sheets, consideration of applications or consultations from Planning and Licensing, and enforcement actions. This also provides a picture showing why the completion of food hygiene inspections may be under target. The figure does not include infectious disease investigations, accident report investigations, or Housing Standards complaint / service requests.

18. CAR PARKS INCOME

	Off Street PCNs	Off Street Parking Fees	Off Street Season Tickets	Total
Annual Budget	30,000	5,818,000	1,477,000	7,325,000
Budget to Date	15,000	2,803,000	896,000	3,714,000
Actual to Date	43,000	2,322,000	934,000	3,299,000
Variation to Date	+28,000	-481,000	+38,000	-415,000
	+187%	-17%	+4%	-11%

The 2023/24 income budget for off-street parking is £7.325m. The £3.299m income secured to-date falls short of the £3.714m target (-11%).

19. COMMUNITY INFRASTRUCTURE LEVY (CIL) FUNDING AVAILABLE BY AREA

CIL is a charge levied on new developments to contribute towards infrastructure delivery. A proportion of the money received from this charge is allocated to Wards or Neighbourhood Areas where the development occurred, to be used for local community projects. Ward Councillors can apply for this funding and work with providers and resident groups to deliver identified community projects. The table below sets out the proportion of the CIL income that has been earmarked for the various Wards and Neighbourhood Areas at September 2023.

Area	Funding Receipts (£)	Funding Commitments yet to be Paid (£)	Money Paid (£)	Available Funding (Receipts less Commitments) (£)
Brookwood Neighbourhood Area	16,065.24	0.00	0.00	16,065.24
Byfleet and West Byfleet Ward	0.00	0.00	16,452.22	-4,482.19
Canalside Ward	388,468.06	66,054.74	15,060.02	322,413.32
Goldsworth Park Ward	2,149.81	281.87	6,615.69	1,867.94
Heathlands Ward	85,857.66	0.00	0.00	85,857.66
Hoe Valley Ward	45,795.11	3,500.00	0.00	42,295.11
Hook Heath Neighbourhood Area	63,734.09	11,669.00	3,331.00	52,065.09

Horsell Ward	41,530.63	9,000.00	6,969.84	32,530.63
Knaphill Ward	43,787.06	2,000.00	720.74	41,787.06
Mount Hermon Ward	166,783.53	3,500.00	9,600.00	163,283.53
Pyrford Neighbourhood Area	58,318.58	0.00	14,000.00	58,318.58
Pyrford Ward	5,860.82	0.00	0.00	5,860.82
Pyrford Ward within West Byfleet Neighbourhood Area	2,630.77	0.00	0.00	2,630.77
St Johns Ward	25,965.13	118.00	8,314.36	25,847.13
West Byfleet Neighbourhood Area	1,066,832.31	4,731.78	10,909.86	1,062,100.53
Total	2,013,778.81	100,855.39	91,973.73	1,908,441.23

FINANCIAL AND TREASURY MANAGEMENT INFORMATION

20. EMPLOYEE COSTS

	Original Budget 2023/24 £	Variations £	Latest Budget 2023/24 £	Budget to September £	Actual Expenditure to Sept £	Variation from Budget to Sept £
Corporate Resources	9,142,753	0	9,142,753	4,570,793	4,859,409	288,616
Place	4,487,829	0	4,487,829	2,244,336	2,267,122	22,786
Communities	7,911,763	0	7,911,763	3,955,701	3,823,810	-131,891
Salary budget	21,542,345	0	21,542,345	10,770,830	10,950,341	179,511
Contribution towards costs	-3,293,326	0	-3,293,326	-1,645,839	-1,863,122	-217,283
	18,249,019	0	18,249,019	9,124,991	9,087,219	-37,772

Notes

- At its meeting on the 23 February 2023 the Executive agreed that the staffing budget for the year would be limited to £18.720m and an annual average number of staff for the year of 360 FTE. CLT will manage the staffing budget flexibly within these two parameters.
- The above figures exclude costs of £1,554 on redundancy payments, which will be met from the management of change budget. The amount is split as follows:

General Fund	1,554
Housing Revenue Account	0
	<u>1,554</u>

- Contributions towards costs reflect costs included in main table for which we receive some external funding.
- The variation above is split between the General Fund and Housing Revenue Account as follows:

General Fund	53,238
Housing Revenue Account	-91,010
	<u>-37,772</u>

21. CAPITAL RECEIPTS

GENERAL FUND		
DETAILS OF RECEIPT	ESTIMATED RECEIPTS (full year) £	ACTUAL RECEIPTS (to date) £
Land Sales	0	2,500
TOTAL RECEIPTS 2022/3	0	2,500

HOUSING		
DETAILS OF RECEIPT	ESTIMATED RECEIPTS (full year) £	ACTUAL RECEIPTS (to date) £
Right To Buy Sales*	3,330,000	2,278,900
Land Sales (including target disposals)	0	0
Equity Share Sale	0	0
Repayment of Discount	0	0
TOTAL RECEIPTS 2022/23	3,330,000	2,278,900
Receipt Retained by WBC	723,191	340,169
Treasury Share of Receipt	535,801	535,801
Earmarked for replacement housing	2,071,008	1,402,930
	3,330,000	2,278,900

* 4 properties were sold under the Right To Buy to the end of September, at a discounted price of £262,398 compared with a forecast of 15 for the year @ £222,000 each. The Treasury Share will be retained on the same conditions as we currently retain the 1-4-1 receipts.

22. INTEREST RECEIPTS AND PAYMENTS

This information is being developed and will be submitted to the November O&S Committee as part of the Mid-Year Treasury Report. Detail will be included in this document from Q3. Onwards.

23. SUMMARY OF EXTERNAL COMMITMENTS

This information is being developed and will be submitted to the November O&S Committee as part of the Mid-Year Treasury Report. Detail will be included in this document from Q3. Onwards.

24. LONG TERM LOANS

This information is being developed and will be submitted to the November O&S Committee as part of the Mid-Year Treasury Report. Detail will be included in this document from Q3. Onwards.

INDICATORS – Q4. REPORTING

This document reports strategic KPI's that require quarterly monitoring. This frequency enables key services to be reviewed at regular intervals and ensures action can be taken if performance significantly differs from targets. Corporate indicators that require less frequent reporting will also be monitored, however these will be included in an expanded Q4. publication at the end of each financial year. For completeness, the list of indicators that will be reported at Q4. are as follows:

25. DIRECTORATE Q4. INDICATORS

KPI	COMMUNITIES
NI-158	Annual Percentage of non-decent Council homes
SO-015	Number of Rough Sleepers (Annual)
SO-071	Annual Energy efficiency of Council owned homes
C002	Repair and maintenance appointments attended on time
E004	Number of noise complaints
E005	Number of construction noise related complaints received.
E006	Prior Consent Notices served.
E007	Number of S60 Notices served.
E007a	Number of dust complaints received.
EH02	Number of Infectious Disease notifications.
EH03	Number of Accident Reports.
EH04	Number of Housing Standards service requests and complaints received.
	Cumulative number of affordable homes delivered
CORPORATE RESOURCES	
EC-002	Percentage of Adult Population on the Electoral Register
EC-003	Percentage of rising 18-year-olds on the Electoral Register
EC-004	Percentage of those on the Electoral Register who voted
EC-005	Percentage of people who voted by post
EC-007	Percentage of clerical errors recorded at the last election
EC-008a	Rolling Registration Alterations - Creations
EC-008b	Rolling Registration Alterations - Deletions
EC-008c	Rolling Registration Alterations - Amendments
EC-008	Number of Postal Votes Issued (due after the election)
EC-009	Number of Postal Votes Received (due after the election)
E-010	Percentage of Postal Votes Returned (due after the election)
CO-001	Top 5% of earners who are women
CO-001a	Top 5% of earners who are disabled
CO-001b	Top 5% of earners who are BME
CO-006	Leavers – early retirement
CO-008	Percentage of disabled staff employed the Council
CO-009	Percentage of ethnic minority staff employed at the Council
PLACE	
EN-084	Abandoned Vehicles investigated in 24 hours
EN-085	Abandoned Vehicles removed in 24 hours

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

