



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

You are hereby summoned to attend a meeting of the Executive to be held on Monday, 22 June 2020 at 7.00 pm. The meeting will be held virtually and webcast live through the Council's website in accordance with the Coronavirus Act 2020 and The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 (S.I.2020 No. 392).

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](http://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. By joining the meeting remotely, you are consenting to being filmed.

The agenda for the meeting is set out below.

RAY MORGAN  
Chief Executive

## **AGENDA**

### **PART I - PRESS AND PUBLIC PRESENT**

1. Minutes

To approve the minutes of the meeting of the Executive held on 27 February 2020 as published.

2. Apologies for Absence

3. Urgent Business

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

4. Declarations of Interest (Pages 7 - 8)

- (i) To receive declarations of interest from Members and Officers in respect of any item to be considered at the meeting.
- (ii) In accordance with the Members' Code of Conduct, Councillor D J Bittleston declares a non-pecuniary interest 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 speaking and voting are permissible.

- (iii) In accordance with the Members' Code of Conduct, Councillor A Azad declares a non-pecuniary interest 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 speaking and voting are permissible.
- (iv) In accordance with the Members' Code of Conduct, Councillor C S Kemp declares a non-pecuniary interest 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 speaking and voting are permissible.
- (v) In accordance with the Members' Code of Conduct, Councillor D Harlow declares a non-pecuniary interest 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 speaking and voting are permissible.
- (vi) In accordance with the Members' Code of Conduct, Councillor G S Cundy declares a non-pecuniary interest 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 speaking and voting are permissible.
- (vii) In accordance with the Officer Employment Procedure Rules, the Chief Executive, Ray Morgan, 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 Morgan may advise the Executive on those items.
- (viii) In accordance with the Officer Employment Procedure Rules, the Deputy Chief Executive, Douglas Spinks, 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 Spinks may advise the Executive on those items.
- (ix) In accordance with the Officer Employment Procedure Rules, the Director of Legal and Democratic Services, Peter Bryant, 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 Bryant may advise the Executive on those items.
- (x) In accordance with the Officer Employment Procedure Rules, the Director of Finance, Leigh Clarke, 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 Clarke may advise the Executive on those items.
- (xi) In accordance with the Officer Employment Procedure Rules, the Director of Housing, 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 the Executive on those items.
- (xii) In accordance with the Officer Employment Procedure Rules, the Director of Finance, Leigh Clarke, declares a disclosable personal interest (non-pecuniary) in any items concerning Woking Football Club and/or the GolDev Woking Limited development. The interest arises from (i) her husband having a small shareholding in Woking Football Club and (ii) being a Council-appointed director of Kingfield Community Sports Centre Limited. The interest is such that Mrs Clarke may advise the Executive on those items.
- (xiii) In accordance with the Officer Employment Procedure Rules, the Director of Legal and Democratic Services, Peter Bryant, declares a disclosable personal interest (non-pecuniary) in any items concerning Woking Football Club and/or the GolDev Woking Limited development. The interest arises from (i) him being a member of the Cards

Trust (the supporters' club for Woking Football Club), (ii) providing occasional unpaid assistance to Woking Football Club, e.g. acting as returning officer at the election of directors and (iii) being a Council-appointed director of Kingfield Community Sports Centre Limited. The interest is such that Mr Bryant may advise the Executive on those items.

## Questions

5. To deal with any written questions submitted under Section 3 of the Executive Procedure Rules. Copies of the questions and draft replies will be available electronically at the meeting.

## Notices of Motion

At its meeting on 13 February 2020, the Council referred the following Notices of Motion to the Executive for consideration.

6. Notice of Motion - Cllr A-M Barker - Fireworks EXE20-024 (Pages 9 - 10)  
Reporting Person – Corporate Management Group
7. Notice of Motion - Cllr G Chrystie - Confidential Reporting at Council and Committees EXE20-025 (Pages 11 - 12)  
Reporting Person – Corporate Management Group

## Matters for Recommendation

8. Brookwood Cemetery Masterplan EXE20-008 (Pages 13 - 222)  
Reporting Person – Douglas Spinks
9. Caring for Children and Young People Policy - HR Policy for Woking Borough Council Employees EXE20-016 (Pages 223 - 266)  
Reporting Person – Ray Morgan

## Matters for Determination

10. Woking Borough Council's Response to COVID 19 - Update EXE20-042 (Pages 267 - 324)  
Reporting Person – Ray Morgan
11. Flood Risk Management EXE18-033 (Pages 325 - 338)  
Reporting Person – Geoff McManus
12. Executive Undertakings - Woking Football Club (PLAN/2019/1176) and Egley Road (PLAN/2019/1177) Planning Applications EXE20-039 (Pages 339 - 346)  
Reporting Person – Peter Bryant

13. Woking Walk In Centre (WIC) Consultation Update EXE20-032 (Pages 347 - 352)  
Reporting Person – Ray Morgan
14. Regulation of Investigatory Powers Act 2000 - Annual Monitoring Report EXE20-006 (Pages 353 - 356)  
Reporting Person – Peter Bryant
15. Write off of Irrecoverable Debt EXE20-023 (Pages 357 - 360)  
Reporting Person – Leigh Clarke
16. Risk Management and Business Continuity Annual Report EXE20-019 (Pages 361 - 366)  
Reporting Person – Ray Morgan

### **Performance Management**

17. Performance and Financial Monitoring Information  
Please bring to the meeting your copy of the latest Performance and Financial Monitoring Information (Green Book).
18. Monitoring Reports - Projects EXE20-005 (Pages 367 - 380)  
Reporting Person – Ray Morgan

### **Exclusion of the Press and Public**

19. The Chairman will move and the Vice-Chair will second:-  
“That the press and public be excluded from the meeting during consideration of items 20 and 21 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 Recommendation**

20. Victoria Square Update EXE20-044 (Pages 381 - 466)  
Reporting Person – Ray Morgan

### **Matters for Determination**

21. Commercial Tenant Management EXE20-043 (Pages 467 - 472)  
Reporting Person – Ray Morgan

AGENDA ENDS

Date Published - 12 June 2020

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](mailto:julie.northcote@woking.gov.uk)



**Mixed Sources**

Product group from well-managed  
forests and other controlled sources  
[www.fsc.org](http://www.fsc.org) Cert no. SA-COC-001794  
© 1996 Forest Stewardship Council



# Agenda Item 4.

## Schedule Referred to in Declaration of Interests

### Council-appointed directorships

<b>Councillor D J Bittleston</b>	
Export House Limited	Thameswey Guest Houses Limited
Rutland Woking (Carhouse Lane) Limited	Thameswey Housing Limited
Rutland (Woking) Limited	Thameswey Limited
Rutland Woking (Residential) Limited	Victoria Square Residential Limited
Thameswey Developments Limited	VSW Hotel Limited
Victoria Square Woking Limited	

<b>Councillor A Azad</b>	
Thameswey Central Milton Keynes Limited	Thameswey Housing Limited
Thameswey Developments Limited	Thameswey Limited
Thameswey Energy Limited	Thameswey Maintenance Services Limited
Thameswey Guest Houses Limited	Thameswey Solar Limited
Thameswey Sustainable Communities Limited	

<b>Councillor C S Kemp</b>	
Thameswey Guest Houses Limited	Thameswey Housing Limited
Thameswey Limited	

<b>Councillor D Harlow</b>	
Thameswey Guest Houses Limited	Thameswey Housing Limited
Thameswey Limited	

<b>Councillor G S Cundy</b>	
Brookwood Cemetery Limited	Brookwood Park Limited
Woking Necropolis and Mausoleum Limited	

<b>Ray Morgan, Chief Executive</b>	
Export House Limited	Thameswey Limited
Rutland Woking (Carthouse Lane) Limited	Victoria Square Residential Limited
Rutland Woking (Residential) Limited	VSW Hotel Limited
Rutland (Woking) Limited	Victoria Square Woking Limited
Thameswey Maintenance Services Limited	Woking Shopping Limited

<b>Douglas Spinks, Deputy Chief Executive</b>	
Brookwood Cemetery Limited	Thameswey Energy Limited
Brookwood Park Limited	Thameswey Limited
Energy Centre for Sustainable Communities Limited	Thameswey Solar Limited
Export House Limited	Thameswey Sustainable Communities Limited
Thameswey Central Milton Keynes Limited	Woking Necropolis and Mausoleum Limited
Woking Shopping Limited	

<b>Peter Bryant, Director of Legal and Democratic Services</b>	
Brookwood Cemetery Limited	Thameswey Energy Limited
Brookwood Park Limited	Thameswey Guest Houses Limited
Energy Centre for Sustainable Communities Limited	Thameswey Housing Limited
Kingfield Community Sports Centre Limited	Thameswey Limited
Rutland Woking (Carthouse Lane) Limited (alternate for Ray Morgan)	Thameswey Maintenance Services Limited
Rutland (Woking) Limited (alternate for Ray Morgan)	Thameswey Solar Limited
Thameswey Central Milton Keynes Limited	Thameswey Sustainable Communities Limited
Thameswey Developments Limited	Woking Necropolis and Mausoleum Limited

<b>Leigh Clarke, Director of Finance</b>	
Kingfield Community Sports Centre Limited	

<b>Louise Strongitharm, Director of Housing</b>	
Thameswey Developments Limited	Thameswey Housing Limited
Thameswey Guest Houses Limited	Thameswey Limited



EXECUTIVE – 22 JUNE 2020

## NOTICE OF MOTION – CLLR A-M BARKER - FIREWORKS

### Executive Summary

At its meeting on 13 February 2020, the Council referred the following Notice of Motion to the Executive.

#### Councillor A-M Barker

“A number of councillors have been contacted by residents in relation to the RSPCA initiative to reduce the impact of fireworks and Sky Lanterns on animals, and have asked their Council to support a motion to support measures which will help ensure people can enjoy fireworks responsibly whilst minimising the risk to animal welfare, horses, farm animals and wildlife and residents.

Woking Council can play its part in this by direct action or by lobbying other Government departments and retailers to play their part. Accordingly, the Council resolves to:

- Request all publicly organised firework displays within the Woking area to be advertised on the Woking Council website in advance of the event, so that everyone can enjoy the celebrations and residents are able to take precautions for their animals and vulnerable people.
- Actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people including the precautions that can be taken to mitigate risks.
- Write to the UK Government urging them to introduce legislation to limit the maximum noise level of fireworks to 90dB for those sold to the public for private display.
- Encourage trading standards to enforce more rigorously the regulations of the selling of fireworks both in terms of age appropriateness, licencing and CE markings.”

#### Officer Comment

“The Council could support this Notice of Motion;

- The Green Infrastructure Team will be notified of all events which include fireworks on Council owned land, and these could be advertised in advance on the Council’s website;
- A press release could be published regarding the impact of fireworks and precautions that could be taken, including encouraging residents to let their neighbours know if they intend to have their own garden fireworks;
- The Council could write to the UK Government as suggested; and
- The Council could ask Trading Standards how it enforces the selling of firework regulations. Trading Standards may have limited resources when it comes to carrying out enforcement checks, but as the Council’s Environment Health Officers frequently visit local businesses those Officers could act as ‘eyes and ears’ and report businesses to Trading Standards where it is believed that there is non-compliance with Regulations.”

## Notice of Motion – Cllr A-M Barker - Fireworks

**Background Papers:** None.

**Reporting Person:** Councillor Ann-Marie Barker  
Email: [cllrann-marie.barker@woking.gov.uk](mailto:cllrann-marie.barker@woking.gov.uk)  
Geoff McManus, Director of Neighbourhood Services  
Email: [geoff.mcmanus@woking.gov.uk](mailto:geoff.mcmanus@woking.gov.uk), Extn: 3707

**Contact Person:** Geoff McManus, Director of Neighbourhood Services  
Email: [geoff.mcmanus@woking.gov.uk](mailto:geoff.mcmanus@woking.gov.uk), Extn: 3707

**Portfolio Holder:** Councillor Kevin Davis  
Email: [cllrkevin.davis@woking.gov.uk](mailto:cllrkevin.davis@woking.gov.uk)

**Shadow Portfolio Holder:** Councillor Ken Howard  
Email: [cllrken.howard@woking.gov.uk](mailto:cllrken.howard@woking.gov.uk)

**Date Published:** 12 June 2020

EXECUTIVE – 22 JUNE 2020

## **NOTICE OF MOTION – CLLR G CHRYSTIE – CONFIDENTIAL REPORTING AT COUNCIL AND COMMITTEES**

### **Executive Summary**

At its meeting on 13 February 2020, the Council referred the following Notice of Motion to the Executive.

#### Councillor G Chrystie

“Following upon various issues arising recently and current apparent paucity of member involvement it is proposed that adjustments are made to the current classification practice as follows:

1. Member input is vital and the Monitoring Officer must consult the Council Leader and Leader of the Opposition prior to making a decision upon a Part 2 designation.
2. In all cases where there is a statutory requirement for confidentiality then the Monitoring Officer’s recommendation shall be automatically endorsed by the said 2 Councillors.
3. The principle guiding Part 2 designations must be transparency is required unless there is a substantial material commercial reason for confidentiality.
4. All matters deemed subject to Part 2 must be regularly reviewed and as soon as possible an item must be declassified (unless there is a statutory bar on declassification).”

#### Officer Comment

“The Notice of Motion is based on the premise that Members are not involved in making decisions. This is not the case.

The default position is that matters considered by the Council, Executive or Committees are dealt with in public. Reports will only be considered in Part II on the rare occasions when this is strictly necessary in accordance with the public access to information statutory regime.

The decision to go into Part II is not made by the Monitoring Officer. Members (at Council, Executive or Committee, as the case may be) make such decisions following the moving and seconding of the “exclusion resolution”.

The statutory criteria for going into Part II extend beyond just commercial confidentiality, e.g. personal information and legal privilege.

The need to maintain a Part II designation is already reviewed, particularly in the light of freedom of information requests.

The Council’s procedure for dealing with Part II matters complies with the relevant statutory provisions and good practice. This would not be the case if Council sought to deal with matters in accordance with the Notice of Motion.”

**Notice of Motion – Cllr G Chrystie – Confidential Reporting at Council and Committees**

**Background Papers:** None.

**Reporting Person:** Councillor Graham Chrystie  
Email: [cllgraham.chrystie@woking.gov.uk](mailto:cllgraham.chrystie@woking.gov.uk)  
Peter Bryant, Director of Legal and Democratic Services  
Email: [peter.bryant@woking.gov.uk](mailto:peter.bryant@woking.gov.uk), Extn, 3030

**Contact Person:** Peter Bryant, Director of Legal and Democratic Services  
Email: [peter.bryant@woking.gov.uk](mailto:peter.bryant@woking.gov.uk), Extn, 3030

**Portfolio Holder:** Councillor Ayesha Azad  
Email: [cllrayesha.azad@woking.gov.uk](mailto:cllrayesha.azad@woking.gov.uk)

**Shadow Portfolio Holder:** Councillor Ann-Marie Barker  
Email: [cllrann-marie.barker@woking.gov.uk](mailto:cllrann-marie.barker@woking.gov.uk)

**Date Published:** 12 June 2020

EXECUTIVE – 22 JUNE 2020

## **BROOKWOOD CEMETERY MASTERPLAN**

### **Executive Summary**

A Masterplan and an Experience Plan for Brookwood Cemetery were commissioned in 2019, following the preparation of a Conservation Management Framework in 2016. During the Master planning process a Members Briefing was held on 26 February 2020 and a visit to the cemetery was organised in June 2019. The overall vision for the cemetery sets it as an exemplar - an example of a sustainable working cemetery leading the way for other heritage cemeteries. It would achieve this as a restored heritage asset, a visitor destination and public amenity, bringing people to experience the cemetery as a cultural destination and showing them its qualities as a place of rest.

The strategy to realise this overall vision comprises five steps of development. Each of these builds on the last to enhance the cemetery environment, raise its profile and increase its usage. The five Masterplan steps are:-

- Ongoing tasks – Everyday maintenance and repair particularly relating to landscape management and structural repair.
- Initial moves – Small scale improvements, for example enhancement of the old railway line route.
- Long Term additions – Building and associated landscape development, for example highways work and new tree avenues.
- Expanded programme – Exhibition space and a programme of activities associated with the heritage of the cemetery.
- Museum – Create a visitor destination.

The Masterplan and the Experience Plan set out a number of broad policies by which the site will be managed in the future. Consultation was carried out with all stakeholders and organisations connected with the cemetery. Support for the Masterplan has been expressed by Historic England, the major stakeholder with responsibility for giving permission for much of the work which takes place on site, particularly to the historic fabric. The Masterplan spans the ecological and environmental issues of the cemetery, its historic significance and monuments and historic landscape and its current use today as a working cemetery. The Experience plan explains the future planning for how the cemetery will be used by a range of visitors.

The adopted Masterplan and the Experience Plan will be the formal documents by which the Brookwood Cemetery site is managed whether by contractors, staff or volunteers. An Action Plan will be produced to guide future management.

**Recommendations**

The Executive is requested to:

**RECOMMEND TO COUNCIL That**

- (i) the Brookwood Cemetery Masterplan, as set out at Appendix 1 to the report, be formally adopted; and**
- (ii) the Brookwood Cemetery Experience Plan, as set out at Appendix 2 to the report, be formally adopted.**

**Reasons for Decision**

Reason: The Masterplan and the Experience Plan have been the subject of extensive research and consultation and are supported by major stakeholders.

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

- Background Papers:** None.
- Reporting Person:** Douglas Spinks, Deputy Chief Executive  
Email: douglas.spinks@woking.gov.uk, Extn: 3440
- Contact Person:** Ian Tomes, Strategic Asset Manager  
Email: ian.tomes@woking.gov.uk, Extn: 3045
- Portfolio Holder:** Councillor Ayesha Azad  
Email: cllrayesha.azad@woking.gov.uk  
Councillor Graham Cundy  
Email: cllrgraham.cundy@woking.gov.uk
- Shadow Portfolio Holder:** Councillor Ann-Marie Barker  
Email: cllrann-marie.barker@woking.gov.uk
- Date Published:** 12 June 2020

### 1.0 Introduction Site Context

1.1 Brookwood Cemetery is the largest cemetery in Western Europe and a designated Grade 1 listed heritage asset. It is currently on the Heritage At Risk register following decades of neglect prior to its purchase by Woking Borough Council in 2014. Woking Borough Council have undertaken significant work over the last 5 years. This includes public and staff safety works, building restoration – notably the Colquhoun Chapel and the Cemetery Walls, landscaping and drainage improvements including the lake in the Glades of Remembrance, new acquisitions of buildings including The Superintendent's Lodge and Rose Garden Cottage (Kosegarten), works to improve the visitor experience including signage, toilets and a Visitor Lodge and increased income generating opportunities such as the creation of a new burial plot and Mausoleums. The Council is now looking to the next 30 years and the work of restoration and improvement which remains to be done. In consultation with Historic England and The Heritage Fund it was agreed a Masterplan would be important to guide the future development of the cemetery.

### 2.0 Consultation

2.1 The Masterplan and the Experience Plan have been developed in dialogue with a core advisory group, including Brookwood Park Ltd, Historic England, Woking Borough Council Planning and Surrey Highways. The overall vision for the cemetery and a strategy for achieving this have emerged through briefing and consultation. The major approaches taken in the Masterplan and Experience Plan which have been consulted on include:-

- Managing the landscape (woodlands and heathland, drainage, pathways).
- Restoring the line of the original railway and improving the approach to the cemetery.
- Planning the development of future burial areas.
- Expanding opportunities for funerary income generation.
- Stitching the North and South cemeteries together through improved pedestrian and vehicle accesses on Cemetery Pales to create through visitor routes.
- New tree avenues and glades.
- Creating a Visitor Centre.
- Improved parking and welfare facilities.
- Creating a circular walking route around the cemetery.
- Continuous restoration of monuments.

2.2 During the research and development stage consultation sessions were held at the cemetery attended by major faith groups, the Friends of Brookwood Cemetery, local residents, CWGC, Historic England, Surrey Historic Buildings Trust, and Surrey Wildlife Trust. Proposals were discussed and alterations made which considered comments and opinions raised. A number of key points for assimilation were identified and subsequently incorporated. There was broad support for proposals to improve car parking on site and access to graves. Significant support for the ongoing programme of historic building and monument restoration. Support for improvements to the cemetery entrance from Brookwood station and on traffic calming for Cemetery Pales. Consultees emphasised the importance of the ecology. Concern was expressed that the special nature of the cemetery might be changed by increased visitor numbers and this has been referenced in the Masterplan and Experience Plan.

- 2.3 Support was indicated for the continuing improvement of woodland management, the introduction of new rides and walks and the maintenance of natural heathland areas on the edge of the cemetery. The problems with damaged and deteriorating monuments was acknowledged and support received for an ongoing programme of repair as funds allow.
- 2.4 Preparation of the Masterplan identified a number of issues and opportunities relating to the site – lack of knowledge of the cemetery, its scale but apparent lack of visibility, poor access, the opportunity for improved interpretation, the difficulty of crossing Cemetery Pales, the ongoing need for monument repairs, the constant need to improve drainage. These have all been covered in the present Plan.
- 2.5 All stakeholders have now agreed and supported the Masterplan and the Experience Plan.

### **3.0 Implications**

#### Financial

- 3.1 An annual budget is currently set aside for the ongoing maintenance of the site and to cover many of the issues identified in section 2 above. Further exceptional works will need approval for funding before proceeding.
- 3.2 Significant parts of the Masterplan and Experience plan recommendations could be met from external grant funding and the creation of the Masterplan is the first stage in making these applications.

#### Human Resource/Training and Development

- 3.3 The Experience Plan makes recommendations for further staff posts if a visitor centre is to be created. A staff training plan is already in place for current maintenance staff.

#### Community Safety

- 3.4 None.

#### Risk Management

- 3.5 If a Masterplan is not in place there is a reputational risk to WBC as there would be a lack of clarity for major stakeholders such as Historic England as to how WBC proposes to deal with the Heritage At Risk status currently in place. Inappropriate management could lead to action by Historic England.

#### Sustainability

- 3.6 A Sustainability Impact assessment has been completed.

#### Equalities

- 3.7 An Equality Impact Assessment has been completed.

#### Safeguarding

- 3.8 None.



**4.0 Consultations**

- 4.1 Brookwood Park Ltd.
- 4.2 Brookwood Cemetery Society.
- 4.3 Woking Borough Council Planning.
- 4.4 St Edward Brotherhood.
- 4.5 Guildford Diocese.
- 4.6 Surrey Wildlife Trust.
- 4.7 All faith groups on site in the cemetery.
- 4.8 Historic England.
- 4.9 CWGC.
- 4.10 Beard Construction.
- 4.11 Surrey Highways.
- 4.12 Pirbright Parish Council and local residents.
- 4.13 Woking History Society.

REPORT ENDS.



# MASTERPLAN BROOKWOOD CEMETERY

Allies and Morrison  
February 2020





FOREWORD *and* EXECUTIVE SUMMARY  
BRIEF *and* BOUNDARY  
VISION FOR BROOKWOOD CEMETERY  
LONDON'S NECROPOLIS  
CONSERVATION MANAGEMENT FRAMEWORK

## **1 ANALYSIS**

- 1.1 WHO IS THE MASTERPLAN FOR?
- 1.2 SIGNIFICANCE OF BROOKWOOD CEMETERY
- 1.3 THE SITE

## **2 CHALLENGES, ASSETS AND RESPONSES**

## **3 PROPOSALS**

- 3.1 SPATIAL PRINCIPLES
- 3.2 ONGOING TASKS
- 3.3 INITIAL MOVES
- 3.4 LONG TERM ADDITIONS
- 3.5 EXPANDED PROGRAMME
- 3.6 MUSEUM
- 3.7 NEXT STEPS

## **4 APPENDICES**

- 4.1 MAPS
- 4.2 BUILDINGS ON THE SITE
- 4.3 CONSULTATIONS
- 4.4 MONUMENTS RESTORATION STRATEGY
- 4.5 TRANSPORT TECHNICAL NOTE
- 4.6 SOURCES OF INFORMATION
- 4.7 MANAGEMENT OF TREE CHAPELS
- 4.8 DESIGN GUIDELINES

# Foreword

## why a masterplan was commissioned

Brookwood Cemetery is the largest cemetery in Western Europe and a designated Grade I listed heritage asset. It is currently on the Heritage At Risk Register following decades of dilapidation prior to its purchase by Woking Borough Council in 2014.

Woking Borough Council have undertaken significant emergency conservation work over the last five years. The Council is looking to the next ten years and the work of restoration which needs to be done. In discussion with Historic England and the National Lottery Heritage Fund, it was agreed a Masterplan is needed to guide the future development of the cemetery.

This will be used to create a forward plan for the next ten to twenty years which will assist in securing future funding for the cemetery restoration, and in the subsequent implementation of any development.

## by whom

The commissioning client is Brookwood Park Ltd, a private subsidiary company set up by Woking Borough Council to operate the cemetery. The core client advisory group who have developed the brief and proposals with the Masterplan team comprises:

- Marilyn Scott, Director of The Lightbox, Woking
- Ian Tomes, Woking Borough Council Strategic Asset Manager
- Avril Kirby, Brookwood Cemetery Manager

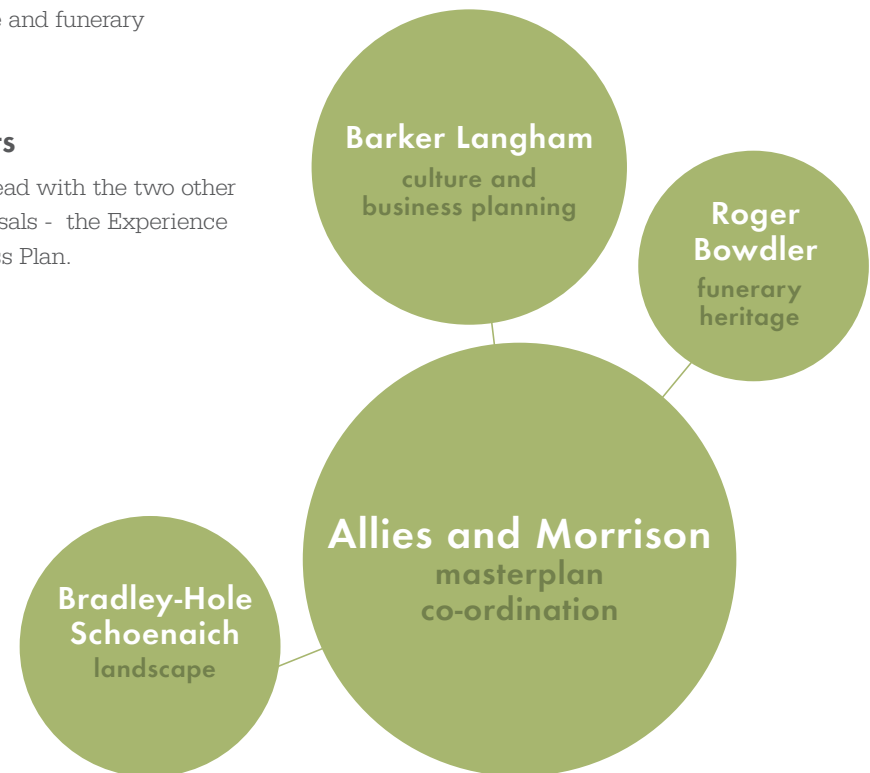
## masterplan authors

Allies and Morrison are the Masterplan coordinators working with a small team of advisors comprising:

- Barker Langham - cultural consultants (business and interpretive planning)
- Bradley-Hole Schoenaich Landscape (landscape design)
- Dr Roger Bowdler (heritage and funerary consultant)

## masterplan documents

This Masterplan should be read with the two other documents setting out proposals - the Experience Plan and the Outline Business Plan.



# Executive Summary

## briefing and vision

The Masterplan has been developed in dialogue with the core client advisory group. Consultations have been held with Brookwood Park Ltd, Historic England, Woking Borough Council Planning and Highways authorities, and with other cemetery stakeholders.

The Overall Vision for the cemetery, and a strategy for achieving this have emerged through briefing and consultation.

The Overall Vision sets the cemetery as an exemplar - a robust example of a sustainable working cemetery leading the way for other heritage cemeteries. It would achieve this as a restored heritage asset, a visitor destination and gracious public amenity, bringing people to experience the cemetery as a cultural destination, and showing them its qualities as a place of rest.

The cemetery's primary function is to provide a dignified and respectful last resting place for the deceased of Woking and beyond, of many faiths and none. This remains the prime objective and core focus for Brookwood as a working cemetery. All aspects of any future development are to sustain and support this.

## five masterplan steps

The strategy to realise this Overall Vision comprises five stages or 'steps' of development. Each of these builds upon the last to:

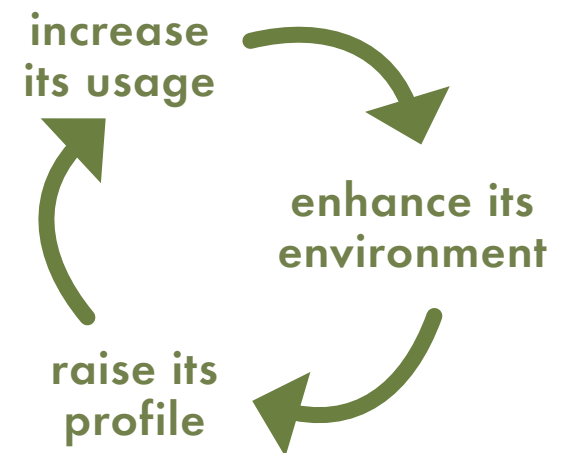
- enhance the cemetery environment
- raise its profile and
- increase its usage

The five Masterplan steps are:

- 1. Ongoing Tasks** - everyday maintenance and repair activities 'tuned' to support the Vision for the cemetery, particularly relating to landscape management and structures repair.
- 2. Initial Moves** - relatively small-scale improvements which can be implemented in the short-to-medium term. These include conversion of the former Superintendent's Lodge to a small cafe and exhibition space, and the enhancement of the old railway line as an important historic landscape feature.
- 3. Long-term Additions** - larger scale building and associated landscape and programme developments. These include a new larger education building for visitors, highways-related works to improve Cemetery Pales, and new avenues of trees, and allocates space for a potential new crematorium.

**4. Expanded Programme** - this adds a temporary exhibition space and a significantly expanded programme of arts and learning associated with the heritage cemetery. The diversification is pitched to attract arts audiences from Woking and London.

**5. Museum** - this would take Brookwood Cemetery as a destination to a new level. The Vision for the cemetery could be even more ambitiously fulfilled in a new museum developed on the site of the existing office block. Perhaps, provocatively, this would be a Museum of Death - uniquely suited to Brookwood Cemetery which is one of the most significant death-related locations in Europe.



# Brief

## aims and objectives for the masterplan

The requirements for the Masterplan were set out in the Masterplanning Brief dated June 2018 issued to those who tendered for the Masterplan project: The brief explains that Woking Borough Council are “looking for ideas and advice - the Council is currently investing £1.5 million in the (cemetery) site each year plus support from Historic England so there is an urgent need to look at other grant support, but until a Masterplan is in place this is not possible.”

The following list of aims and objectives for the Masterplan are stated in the brief:

- Assess the existing heritage assets and consider their significance and work needed to remove any risk to their continuing survival
- Assess the ongoing maintenance and conservation programme and make recommendations for the long term
- Assess the existing wildlife on the site and make proposals to enhance the wildlife habitat
- Any physical intervention should be guided by a respect for the historic and aesthetic integrity of the site and its setting
- Improve funerary services and develop a sound financial future for the cemetery as a funeral business
- All recommendations will ensure that the historic and natural resources are to be sustainably managed through sensitive conservation. These

requirements must be balanced collectively with the current and future operational needs of the cemetery

- There is a strong desire to open up the cemetery to a wider audience by increased access, interpretation, events and public engagement and to increase volunteer activities
- Improve visitor facilities, parking, toilets, signage and services
- Future funding needs will be considered including some methods of income generation
- Consultation should be an integral part of the Masterplan. This will involve primary consultees - Woking Borough Council, Historic England. Secondary consultees - other site owners and operators within the cemetery, interested amenity groups and founders - Natural England, HLF (now NLHF) Brookwood Cemetery Society, The Gardens Trust.

## masterplan services

The following list of services is taken from the Masterplanning Brief:

The consultant is required to review work to date, and to undertake new research and consultation in order to:

- Develop a high quality Masterplan based on the project vision and objectives for the site encompassing the planning and context and designation

- Examine the site studies and constraints
- Make proposals for restoration and development for:
  1. Built Heritage
  2. Green space and landscape
  3. Interpretation - physical and digital and events
  4. Community facilities including a visitor centre
  5. Access arrangements
- Consult with stakeholders to contribute to the development of planning, interpretation and activities
- Identify a range of ways of generating community participation and engagement
- Review existing plan, and develop new plans for programmes, activities and events which will engage target audiences, support volunteer involvement and skills development, strengthen and build partnerships, and support the future financial sustainability of Brookwood Cemetery
- Make recommendations for operational and management arrangements including security
- Provide an outline business case and funding proposals
- Provide a phased timetable for the work to be carried out.



# Boundary

## Grade 1 list entry boundary

Throughout the document we have shown the whole cemetery site as shown on the Historic England list entry SU 95377 55906. This includes the Military Cemetery which is an important part of the interest of the whole cemetery. It also includes an area to the south west, now designated as an SSSI.

## masterplan boundary

The area for which Woking Borough Council commissioned a Masterplan does not include either the Military Cemetery, or the SSSI.

The Military Cemetery is excluded because it is administered by the Commonwealth War Graves Commission and the American Battle Monuments. These military cemeteries are separate to, and outside of, the management remit of the civilian Brookwood Cemetery owned by Woking Borough Council. Allies and Morrison have, however, consulted with both the CWGC and the ABM as significant neighbours of Brookwood Cemetery. There is ongoing collaboration between Brookwood Cemetery and the Military Cemetery in relation to aspirations for the cemetery as a whole, to open days and potential future shared events.

The SSSI is excluded as it is no longer an area for potential development

Other separately owned areas and private cemeteries within the Brookwood Cemetery site are included in the Masterplan area as these areas will be used for interments. They also share the infrastructure of the cemetery and need to be included in the the management of the site as a whole.



Masterplan boundary overlaid on the area of Brookwood Cemetery shown in the list entry



Masterplan boundary overlaid on Brookwood Cemetery ownership plan

# Vision for Brookwood Cemetery

## **an exemplary working cemetery**

- A leader in sustainable burial and disposal of bodily remains
- Highest reputation as a multi-cultural place for burial
- A leader in cemetery ecology, nurturing flora and fauna

## **an exemplary heritage recovery**

- Developing a robust model for heritage cemetery recovery after decades of neglect
- An exemplar for other Victorian cemeteries which have suffered similarly
- Making the cemetery's heritage relevant and meaningful to people today
- A unique restoration of a Victorian cemetery landscape

## **the jewel in Woking's cultural crown**

- An extraordinary cultural resource just 6 minutes from Woking
- Unique history which speaks of Britain's multi-cultural heritage
- Within 25 minutes drive of many major cultural and historic sites in Surrey
- A 45 minute train ride from London Waterloo
- A cultural draw for visitors - local and national, and international

## **a special place for the living and the dead**

- A place of remembrance
- A place of contemplation and reflection
- A place for the sharing of knowledge
- A place of discovery and learning
- A place of wellbeing



# London's Necropolis a guide to Brookwood Cemetery

John Clarke's book *London's Necropolis: A Guide to Brookwood Cemetery* (2nd Edition) has been a principal source of information for the Masterplan. It has been referred to throughout for the history of the London Necropolis Company; the history of the cemetery as built; the history of the cemetery as it might have been, but wasn't; the cemetery layout, buildings and designers; the cemetery landscape and planting; the early movement for green burials; the never-realised crematorium; maps current and historical, old photographs, and the multitude of people here.

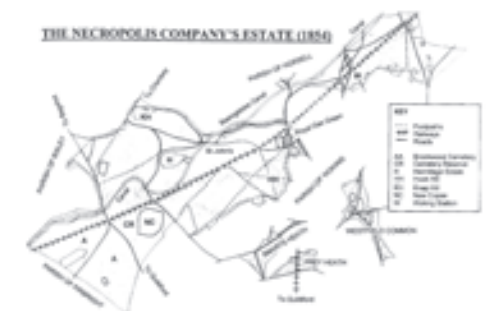
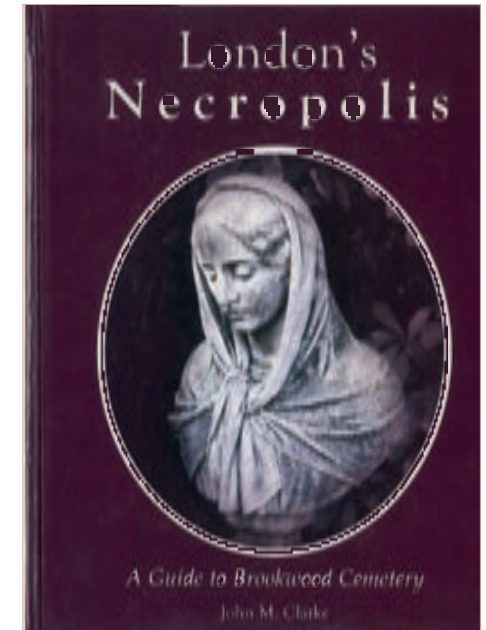
## intangible heritage

The book should also be a principle source for any projects arising out of the Masterplan. It is a mine of information. What the book gives us though, almost over and above all the intensive research and detail, is a sense of the intangible heritage of Brookwood Cemetery. The sense of the 'departed' is ever present and very strong in a cemetery. John Clarke's book brings that out not only for the many lives he has researched, but also for the place itself. So much remains in this huge cemetery, but so much also has gone. The 'missing' is as much part of the story as what is physically there. John Clarke explores 'what might have been' from the bold vision of the London Necropolis Company (whose estate originally encompassed 1200 acres and which shrank to the 'mere' 500 acres now covered by the cemetery listing) through the cemetery's first, never executed design

for a geometric axial layout, to the twice-mooted plans for a crematorium. He shows us 'lost' elements, the most potent of which is the Necropolis train and stations, but includes many other lost features of buildings and landscape. Some, like the young Victorian landscape are 'lost' through the passage of time, while others are lost through human decisions. Poignant all of them and together they are part of this intangible heritage.

The book communicates the strength of feeling which people involved with the cemetery have for the place. From the founders of the LNC to its stakeholders today, these people's passions create its spirit of place.

As much as the fabric and landscape of the cemetery, it is this intangible heritage, this Spirit of Place, that the Masterplan and all future works must seek to conserve.



The Necropolis Company's estate in 1854 showing the extensive common land acquired by the LNC



South Station (John Clarke collection)



Masonry works building (now Beard Construction HQ)



Page 29

North Station (John Clarke collection)



Superintendent's office area including the former masonry works c. 1970



Above: View of the cemetery from the railway, taken in the early 1890s. The path leads down through the Odhams' section (see 8.12), with the Swedish Ground (see 8.13) in the middle distance. The Nonconformist Chapel and North Station are prominent features in the landscape (see 8.38). (Author's collection)



The Necropolis Train (John Clarke collection)



Gates to the Lodge c.1900 (Surrey History Society)

The images on this page are of things no longer present at Brookwood Cemetery, but which are part of the cemetery's intangible heritage

# Conservation Management Framework

A Conservation Management Framework was commissioned by Woking Borough Council and prepared by Nicholas M Kelly of Dovetail Building Consultants. The Client Issue For Adoption dated 8 October 2016, issued to the Masterplanning team, provides the basis for the Masterplan. The Conservation Management Framework defines 10 Objectives for the development and improvement of Brookwood Cemetery:

## objectives of the conservation management framework

### **No 1 – Provide Heritage Assessments**

Assess the existing heritage assets, consider their significance, and identify assets at risk to inform conservation improvements

### **Objective No 2 – Obtain Funding**

Obtain project funding to allow for delivery of the core objectives, and in tandem with operational incomes to provide for the sustainable future maintenance of both heritage & natural resources, and for delivery of engagement activities.

### **Objective No 3 – Deliver Heritage Conservation Improvements**

Deliver a sensitive scheme of conservation improvements to ensure that the historic landscape and funerary monuments of the cemetery are conserved, including the re-acquisition and re-

incorporation of land sold historically, should opportunities arise.

### **Objective No 4 – Plan & Budget for Future Sustainable Maintenance**

Develop and deliver a planned system of inspection, management & delivery, including budget provision to provide a future maintenance regime for the sustainable management of the cemetery site and its resources.

### **Objective No 5 – Manage Environmental and Ecological Improvements**

Assess the existing wildlife of the site, identify key species of special interest or indicator species and propose management changes or projects to enhance the wildlife on site.

### **Objective No 6 – Deliver Ecological Conservation Improvements**

Deliver a sensitive scheme of ecological improvements to ensure that the historic landscape and funerary monuments operate harmoniously with the ecological needs of the site.

### **Objective No 7 – Improve Funerary Activities**

Improve the services provided, restore key monuments and memorials and develop a sustainable financial future for the cemetery, including where necessary the delivery of new funerary technologies

### **Objective No 8 – Engagement of the Public**

Work with local interest and community groups and partners to develop an exciting range of holistic and innovative outreach.

### **Objective No 9 – Deliver Access Improvements**

Ensure that the cemetery and facilities are accessible by all, making sure that the heritage and wildlife resources of the cemetery can be enjoyed by everyone, and find new ways of engaging visitors.

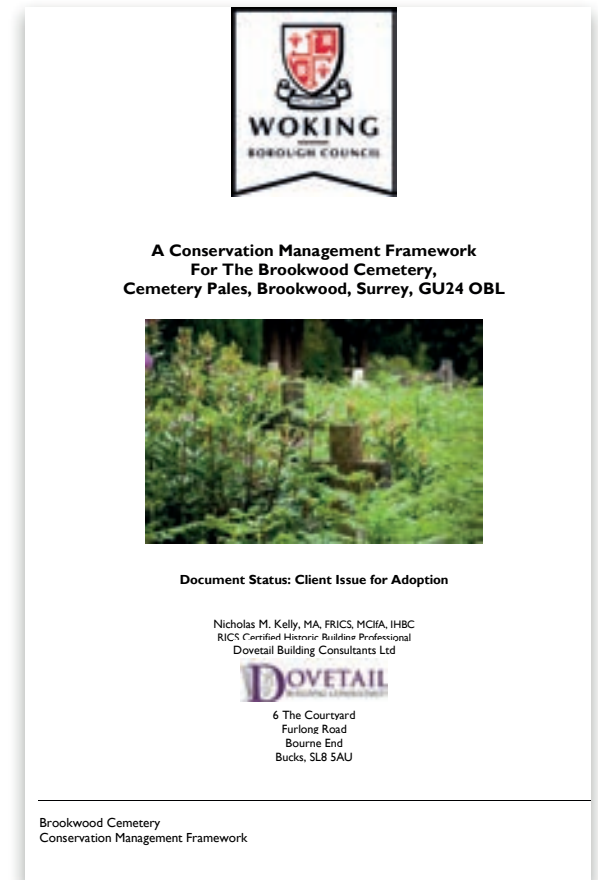
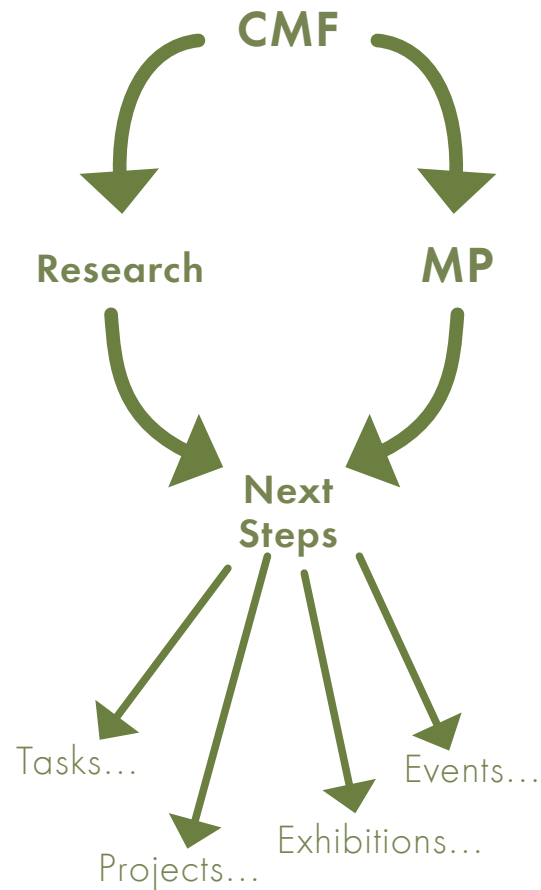
### **Objective No 10 – Improve Visitor Facilities**

Improve existing facilities for visitors, including sensitively designed additional facilities (parking, toilets, access, signage, services), including the road approach, to help the cemetery become more accessible and sustainable and introduce facilities that support the local community, whilst maintaining the Cemetery as a place of remembrance paying particular sensitivity to those visiting the Cemetery to pay respects to the deceased. Activities and resources aimed at existing and new visitors.

### CMF relationship to Masterplan

The Conservation Management Framework provides an overall, comprehensive management strategy for this very large and complex heritage site. The Masterplan takes the information contained in the framework and uses it to develop an overall spatial plan, together with supporting business and experience plans. These three aspects of the Masterplan will guide restoration and development of Brookwood Cemetery over the next 10-20 years, helping the management team to prioritise and focus restoration resources and effort. The Conservation Management Framework recommends further research and investigations relating to aspects including, but not limited to, structures, commemorative structures and monuments, drainage, landscape, ethnology and sociology, archaeology, potential for World Heritage Site designation, access needs, burial communities, arboricultural needs, ecological management, archaeology, demographic data, funerary practices. The extensive and exciting range of research opportunities perfectly illustrates the complex nature of the cemetery.

Research and further investigations will also be required for projects emerging from the Masterplan. The guidance in the CMF sets out the rich array of aspects to be considered when a project is selected. Research should be used to inform, test and develop proposals as they are taken forward.







1

# ANALYSIS

# 1.1 Who is the Masterplan for?

## People at the heart of the cemetery

This Masterplan is for the stakeholders of Brookwood Cemetery - a group of people who range from those involved in the detail of the development and delivery of the conservation scheme, to those with wider shared interests. Groups include site owners and operators, neighbours, heritage and conservation stakeholders. The breadth of interest reflects the great - and exciting - range of people and communities involved in the cemetery. Indeed, this diverse range of communities is the heart of the place. In accordance with Objective no. 8 of the Conservation Management Plan, a series of initial meetings has been held with different groups (see 4.3 in this document). We thank those who gave their time to attend, and for your helpful - and inspiring - advice and comments.

## what did you tell us

The following common threads emerged from consultation:

### keen interests

- Restoring the cemetery
- Sharing the history of the cemetery
- Sharing the stories and history of each different community
- Widening awareness of the cemetery
- Encouraging visitors

- Educating young people in particular
- Making it relevant to people today
- Making a place where people can learn about, talk about, perhaps start to come to terms with, death
- Creating a better visitor experience (perhaps including a little cafe)
- Continuing to improve the cemetery's appearance
- Nurturing the Victorian planting scheme
- Making the place feel safe as well as special and secluded
- Improving signage and wayfinding
- Collaborating between military and civilian cemeteries for tours and visits
- All this while keeping the cemetery a cemetery (not turning it into a 'country park')

### challenges

- Parking
- Lack of loos (in the civilian cemetery)
- Long history of neglect prior to recent commitment and investment
- Security, safety and vandalism
- Drainage
- Managing vegetation
- Confusing layout
- Busy road
- Fragmented ownership

## written comments

In addition, we are grateful to have received written comments on the August draft issue of the Masterplan from The Brookwood Cemetery Society, Historic England, Surrey Wildlife Trust. Detailed advice has also been received from the cemetery's landscape architect, Geoff Ward. These comments are included in appendix 4.3 in this document together with brief summaries of how the Masterplan has responded.





Display boards from stakeholder consultations in July 2019

# 1.2 Significance of Brookwood Cemetery

## significance overall

- The most intriguing English cemetery outside the capital, and in the top 5 for historic interest in the country
- The largest and the most distinctive landscaped cemetery anywhere, using its Surrey heathland setting to full advantage
- Its monuments offer a unique insight into Victorian and Edwardian Britain, and its place in the world
- Its military area is of international significance
- It is unsurpassed for its combination of areas used by different faith groups

## landscape significance

- Distinctive Surrey heathland
- A Grade I registered funerary landscape: one of only 10 in the country
- Mature avenues of giant redwood trees, amongst the first to be planted in Britain
- Quality of planting, reflecting history of cemetery landscape design from formality to glade
- Variety of zones: from dressed dignity to wilderness
- Interplay of nature and design
- Area of 500 acres: discovery and mystery

## commemorative significance

- 18 listed structures: just the tip of the wealth of historic interest here, with more discoveries to be made
- Lots known about the occupants: sound basis of research
- Bringing to life the idea of Victorian deaths and funerals as significant social events
- Industrial, artistic, military, commercial, intellectual, imperial histories each reflected in the monuments
- Sculpture, architecture & design, geology, lettering all there to enjoy
- Sheer quantity of tombs: unsurpassed potential for personal discovery
- Different faith groups reflected in zones
- Unique heritage of transplanted remains from London

## military significance

- Of international importance for its military burials
- Main US cemetery in Britain from the First World War, in the distinctive mode of the American Battlefield Monuments Commission
- Largest CWGC cemetery in UK (including German burials): unique 1939-45 memorial
- Area for Turkish pilots of WW2
- Royal Hospital Chelsea plot
- Private memorials to the victims of war

## significance today

- A major resource linked to London for the gracious disposal of the dead
- One of Surrey's great cultural riches
- Rescued from decline and mismanagement: a bold investment in an area's heritage
- Cemetery at a junction in its history: intervention needed now
- Reflecting the diversity of today's UK
- A place of discovery: of nature, people, death. And life.



# 1.3 The Site

## summary timeline of historical development

Brookwood Cemetery, initially known as the Woking Necropolis, was established to address the problem of burying London's dead.

**1852** an Act of Parliament is passed to allow the London Necropolis and National Mausoleum Company to buy 2268 acres heathland from Lord Onslow and to create a cemetery.

**1854** consecration of the Anglican cemetery to the south side. Northern half is designated as the Dissenters or Unconsecrated ground when the site is first laid out.

**1854** first burial.

**1862** Parsee chapel opens.

**1866** peak number of burials 3842

After **1880**, as cemeteries open nearer London, numbers of burials begin to fall.

**1890s** Muslim burial grounds (the first in Britain) open.

**1902** construction of the walls to Cemetery Pales road.

After **1914** there is a general rise in popularity of cremation, and a further fall-off in burials.

**1917** large new military cemetery is laid out on the north cemetery, and later extended to accommodate the Second World War dead.

**1942** Necropolis train and the station at Westminster Bridge Road are destroyed during an air raid. The rail track is dismantled after the war.

**1950** an area known as the Glades of Remembrance is opened to receive cremated remains, including those from Woking's own crematorium (established in 1889) Designed by Edward White.

**1959** cemetery sold to Alliance Property and thereafter to a series of private owners, each neglecting care of cemetery.

**1975** Act of parliament allows sale of cemetery land.

**1975 - 2014** period of land sales.

**1980s** area in south cemetery including part of the old railway line, sold to the Ismaili community

**1982** purchase by St Edward Brotherhood of the former Anglican chapels and the site of the south station.

**1985** purchase of cemetery by the Guney family.

**1992** Formation of the Brookwood Cemetery Society

**1999** sale of area of land in south cemetery to Serbian Orthodox church.

**2014** cemetery site acquired by Woking Borough Council.

## cemetery layout

The layout was planned by the LNC's architect, Henry Abraham during the committee stages leading up to the 1852 LNC's private Act of Parliament. The chapels and stations, including refreshment rooms, were designed by Sidney Smirke who took over from Abraham in 1853.

The cemetery was divided by the road Cemetery Pales into two roughly triangular, unequal halves. The southern half – the first to be developed - was originally all consecrated. The northern half was for nonconformists. The cemetery railway - arguably the cemetery's most unusual landscape feature and now unique in Britain - crossed from north to south over the Pales, culminating at the south station.

# History



London Necropolis Railway (John Clarke - London's Necropolis)



1856 engraving of the cemetery (from J. Clark London's Necropolis). The railway is visible to the far right of the image, and the Ring towards the left. The Guildford-Bagshot road is in the foreground. The now huge and significant Giant Redwoods which now line the cemetery railway line are not seen in the engraving, though formal avenues are visible around, and radiating from, the Ring



Dedication of the Glades of Remembrance 1950 (John Clarke - London's Necropolis)



The London terminus of the Necropolis Railway (Credit: SSPL)

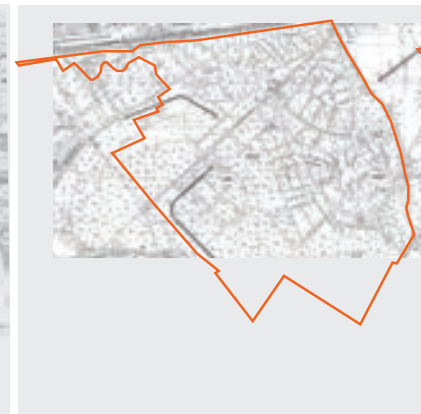


The former south cemetery station

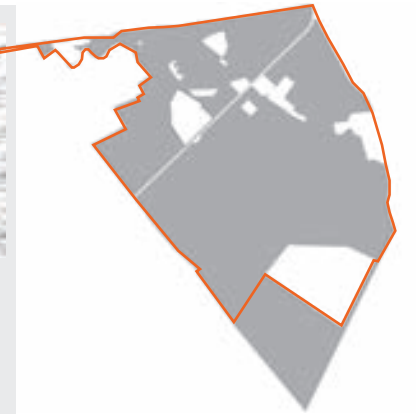
The spire of the non-conformist chapel



1873 Ordnance Survey showing the cemetery development to the east of the site



1868 Ordnance Survey showing the military cemeteries to the northwestern part of the cemetery, the Glades to the south of Cemetery Pales, and the gridiron of paths and graves in the south cemetery



The cemetery in 2019 with white areas showing land owned (freehold) by other parties

# Design

## a rare transitional design

Across its enormous acreage, Brookwood brought together the informal, picturesque Arcadian landscape design and a more utilitarian grid layout in a combination which was unusual at the time of its design. The Arcadian funerary landscape trend of the early 19th century combined the picturesque qualities of a private park with graveyard monuments. The design at Brookwood combined this Arcadian vision, complete with its straight and its serpentine paths, with the grid layout promoted more recently by J C Loudon. All areas were planted to J C Loudon's principles (On the Laying Out, Planting and Managing of Cemeteries, published in 1843) in an attractive, ornamental landscape.

The informal layout, with its circular and serpentine paths, offered an Elysian vision for burial space for the wealthy at the north-eastern side of the cemetery. First class graves were accommodated in the prestigious central Ring. In the areas to the south-west, the utilitarian grid provided a space-efficient layout for pauper burials. Axial paths running parallel to the Pales in both the north and south cemeteries connected the picturesque and gridded areas.

## landscape and planting

Following J C Loudon's principles, trees were planted to line the drives and paths and enclose the site perimeter. The sombre evergreens which he

recommended for cemeteries included monkey puzzles, Cedars of Lebanon, Giant Redwoods (*Sequoiadendron giganteum*) from America, bay trees, Portugal Laurels and Rhododendrons. The landscape design and planting scheme at Brookwood seem to have been the combined work of Sidney Smirke and Broderick Thomas. Work was carried out by the local nurseryman Robert Donald, of Goldsworth.

Other trees introduced later included a wide variety of pine, cedar cypress, holly beech and yew, acacia, azalea, magnolia. These represented a development beyond Loudon's ideas and a reflection more of the American 'rural cemetery movement' wherein cemeteries would become more 'a pleasure garden instead of a place of graves' (John Clarke p.25)

## buildings

The buildings in the cemetery are generally rather small in scale, settling into the picturesque, rural landscape. Smirke's chapels and stations, constructed in an unusual 'ephemeral' style and materials (timber-frame and render) would have contrasted with the more normal, monumental stone structures found in contemporary, similarly prestigious cemeteries elsewhere. The modest scale and style of the existing buildings within the cemetery complement the idea of the Arcadian landscape.

The exception is the modern office building next to the former Superintendent's Lodge - an

unsympathetic development which dominates Cemetery Pales and the main entrances into the cemetery off the Pales.

## military cemetery

Though still modest compared to the monumental scale of major memorials in northern Europe, the memorials and structures within Brookwood's Military Cemetery follow a different, more formal language to the buildings in the civilian side. Indeed the whole character of the Military Cemetery contrasts with the relative informality of the civilian side. With its manicured lawns and regular rows of headstones laid in a disciplined and orderly fashion, the design of the Military Cemetery embodies the 'repose and dignity' afforded to the fallen.

Of the Military Cemetery buildings, the American chapel is the most dominant - a focus of an axial layout and cruciform paths.

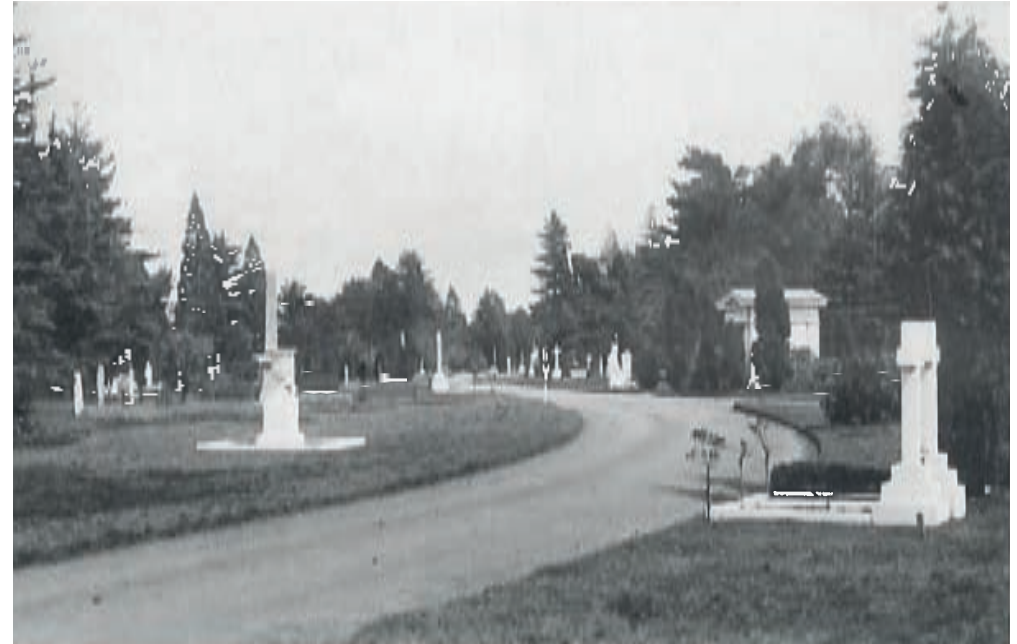
## glades of remembrance

This area was designed by Edmund White as a sequence of 'glades' with paths leading to areas for burial or scattering of cremated remains. Following the trend for design after 1945, White introduced a natural wooded setting combined with a pool and fountain. The informal Pool of Serenity sits near the entrance at the head of a deep drainage moat.





Buildings and monuments forming groups within picturesque landscape (The former Anglican Chapel and Bent Memorial in c. 1880.)



St Cyprian's Avenue in c.1907, showing the serpentine route leading to the Ring, historically the most prestigious of the burial areas in the south cemetery (John Clarke - London's Necropolis)



The British Military Cemetery c. 1925 (John Clarke - London's Necropolis)



Map (courtesy of Surrey Gardens Trust) showing the combination of serpentine paths and the grid-iron layout

# Connections

## local links

Locally, Brookwood is known and appreciated by those living nearby as a place to walk. Commuters use the cemetery as a cut-through to the station, either by foot or by cycle. There is a cycle-store by the station.

National cycle routes 22 and 23 pass through Guildford town centre, and pass close to the cemetery. The cycle route "Saturn Trail" along the Basingtoke Canal passes through Brookwood north of the cemetery on the other side of the mainline railway.

Surrey Live's website details a walk through Pirbright, linking it to Brookwood.

## to and from surrounding Surrey

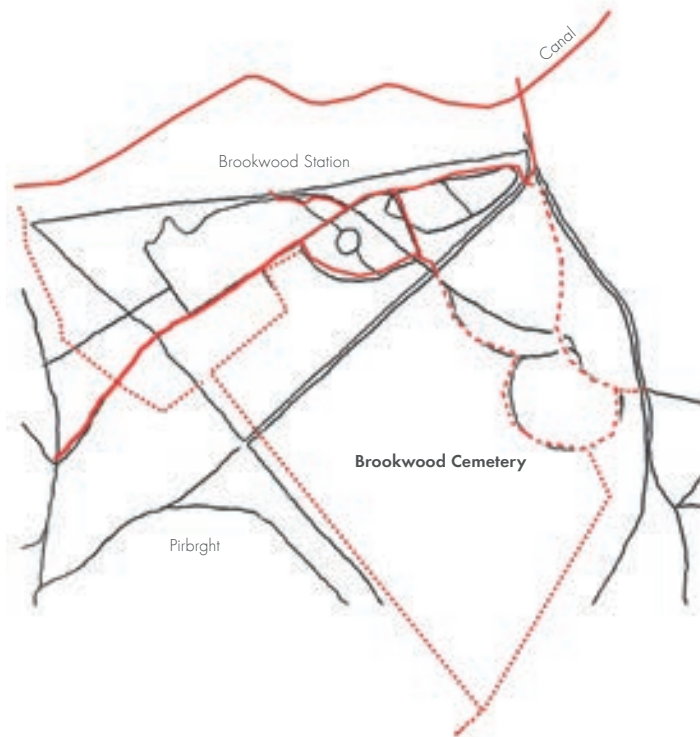
South and east of Brookwood Cemetery lie a number of Surrey's important historical and cultural sites, including Compton and the Watts Gallery, Guildford Cathedral, Clandon Park, West Horsely Place, Woking Palace, The Lightbox, and Wisley RHS gardens. Brookwood is within a nominal 25 minute car journey from most of these cultural sites. From Woking the rail connection is extremely quick and easy. Despite the close link, many people living in Woking are apparently unaware of Brookwood cemetery.

Large areas of (poorer) land to the west and north are owned by the army, with army towns Farnborough and Aldershot a short direct train ride away.

## linking to London

Brookwood Cemetery's rail link to London remains, even though no longer to its original Waterloo terminus or via its (now destroyed) dedicated rail link. This easy connection to London, and through London to an even wider context, is something that Brookwood Cemetery may capitalise upon to increase its appeal to national and international users and visitors.

### local



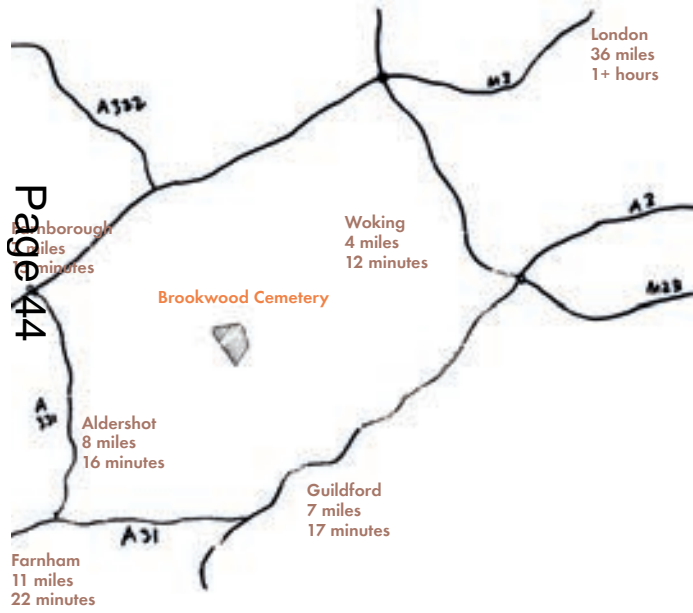
Cycling links to the canalside ride, and through the cemetery to Pirbright

- Existing cycle routes
- Potential new cycle connections

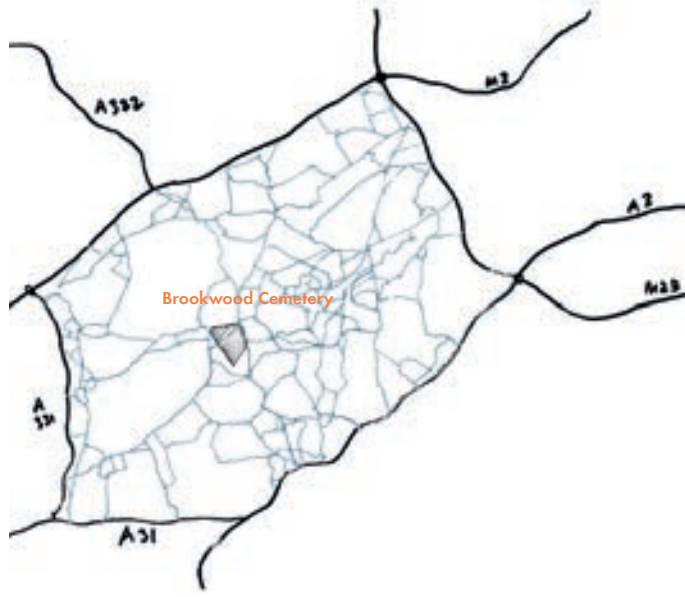


Local walking routes and nearby heathland

regional



Major road network



Smaller road network

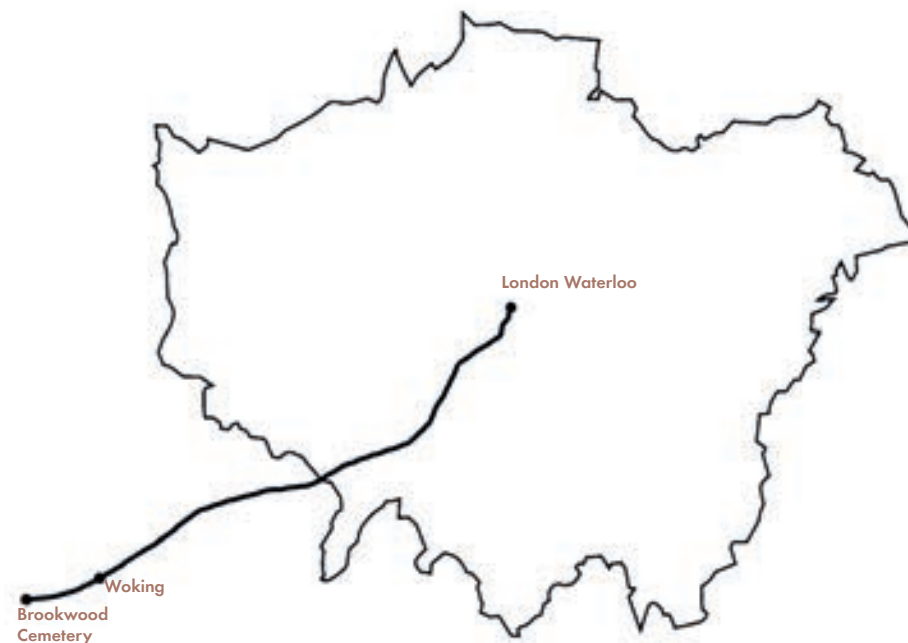


Links to Surrey historical sites



Rail network and journey time overlaid on the major road network

## national



The Necropolis' relationship to modern greater London

# Layers of the Site - Landscape

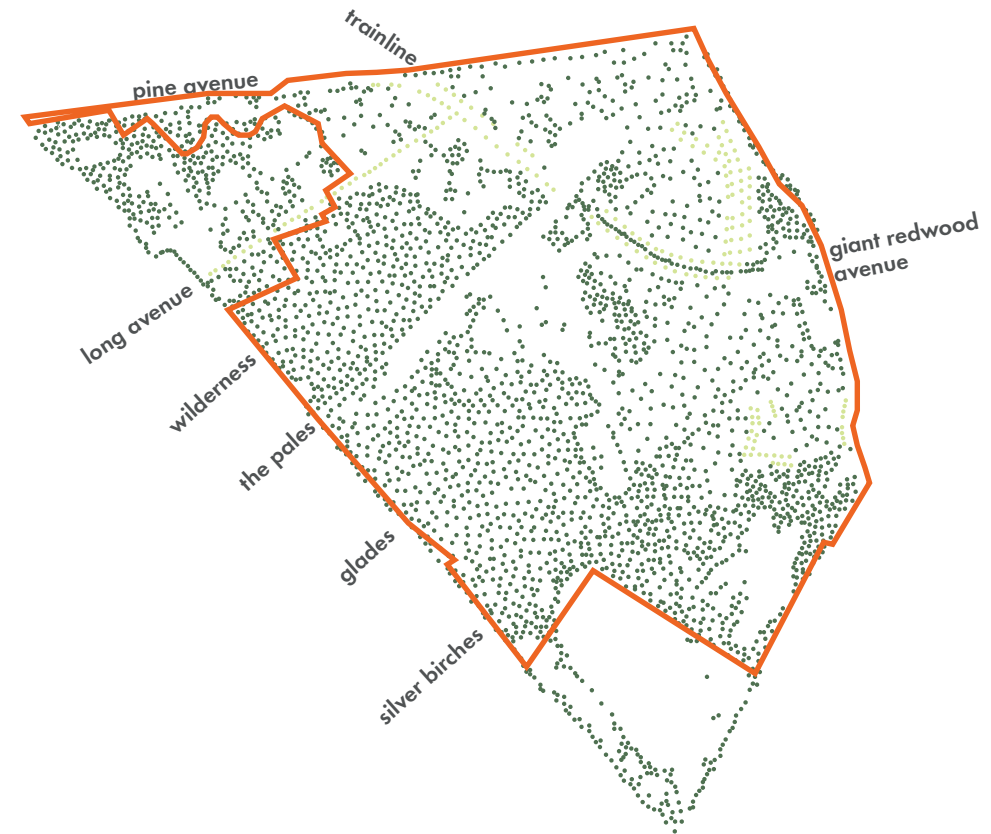
## tree density

Largely self-seeded woodland areas contrast with the more open grass and heathland, and formal planting in the east



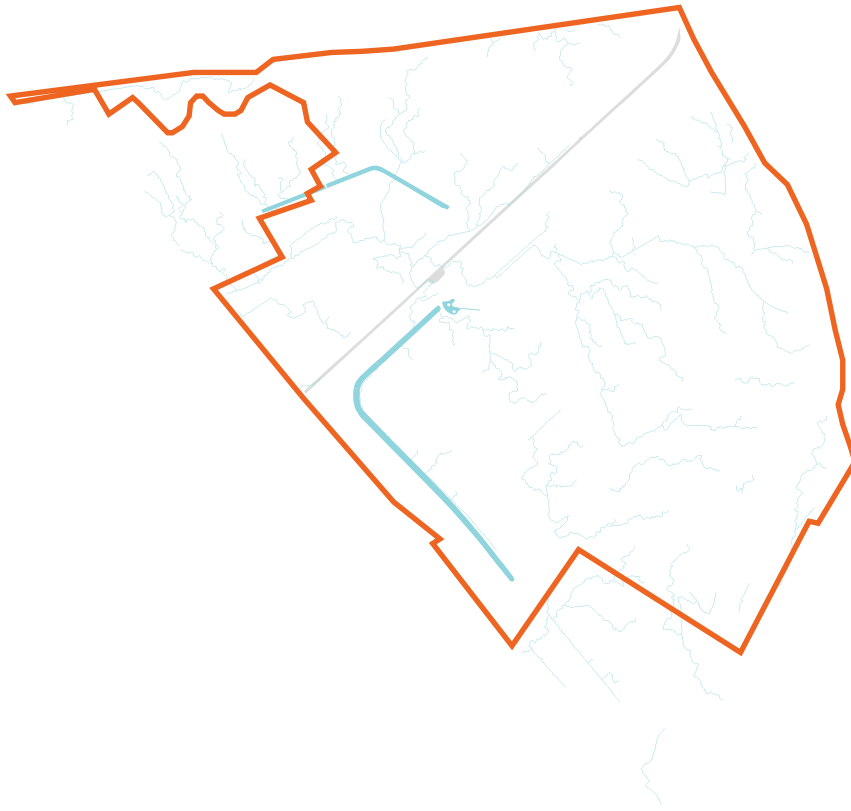
## formal and informal tree cover

Formal lines of Giant Redwood follow the old railway line, Long Avenue and St Andrew's Avenue. Remnants of lines of formal avenues can be seen south of the Ring.



### water

Streams and ditches (layout mapped from WSP report 2016 Lidar Survey)



### acid grassland and heather

Existing acid grasslands and mixed grassland/ heathland (mapped from Surrey Wildlife Trust survey 2016)

- acid grassland/mixed acid grassland and heathland
- neutral grassland



# Layers of the Site - Built

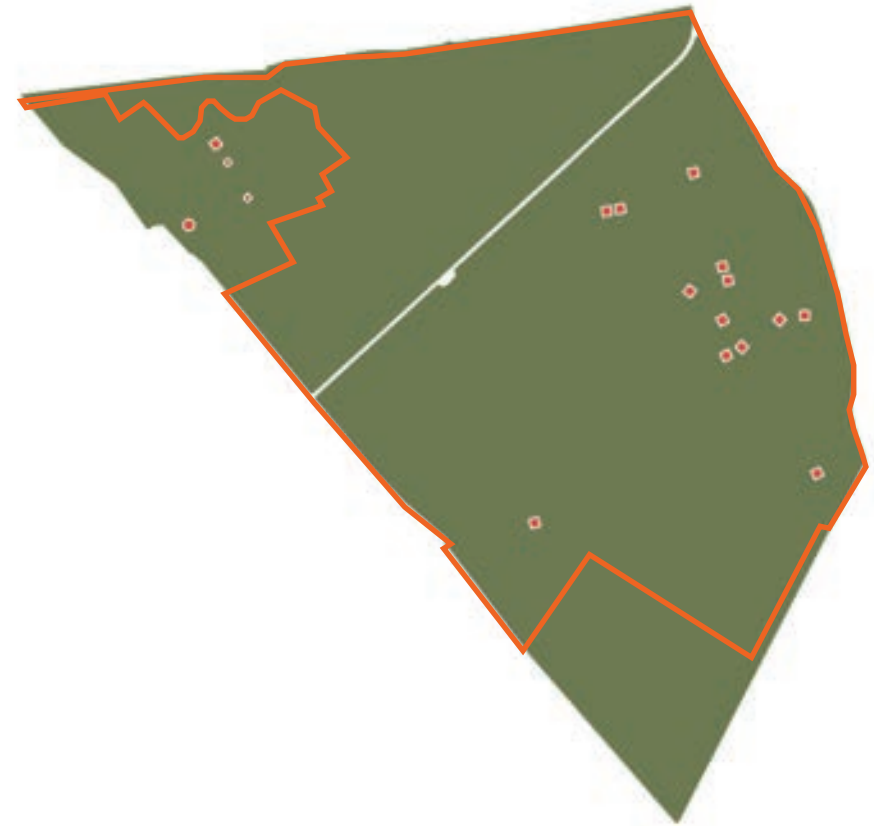
## graves

(monuments and headstones only - not showing unmarked graves)  
Records of many graves and plots have been lost over time, and the new cemetery management is actively engaged in ongoing research to establish occupants and ownerships. See also appendix 4.1



## monuments and structures

Including the listed structures and the recently revealed Colquhoun chapel in the south west corner of the cemetery.





## primary routes through the cemetery

The old railway line and Long Avenue are lined by Giant Redwood trees. Cemetery Pales is lined by a wall on both sides



## buildings for the living

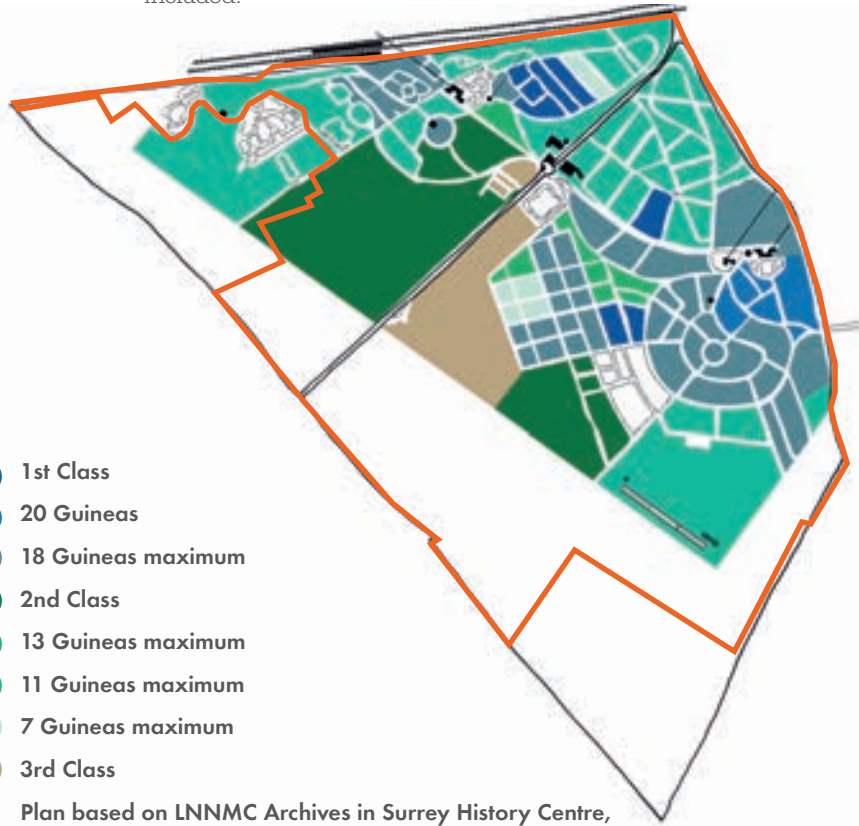
Buildings locate themselves in clusters around the main cemetery routes: positioned close to and orthogonal to the Pales; set back away from Long Avenue. The old stations hugged the railway line, but chapels are set away addressing the wider cemetery landscape.



# Layers of the Site - Cultural

## Victorian class areas

The most expensive grave plots are in the most desirable areas: close to the Victorian chapels, near to the cemetery stations in both the south and north cemeteries. Also desirable were the places highly visible from pathways including St Cyprian's Avenue leading to the Ring. The pauper burial grounds are not included.



- 1st Class
- 20 Guineas
- 18 Guineas maximum
- 2nd Class
- 13 Guineas maximum
- 11 Guineas maximum
- 7 Guineas maximum
- 3rd Class

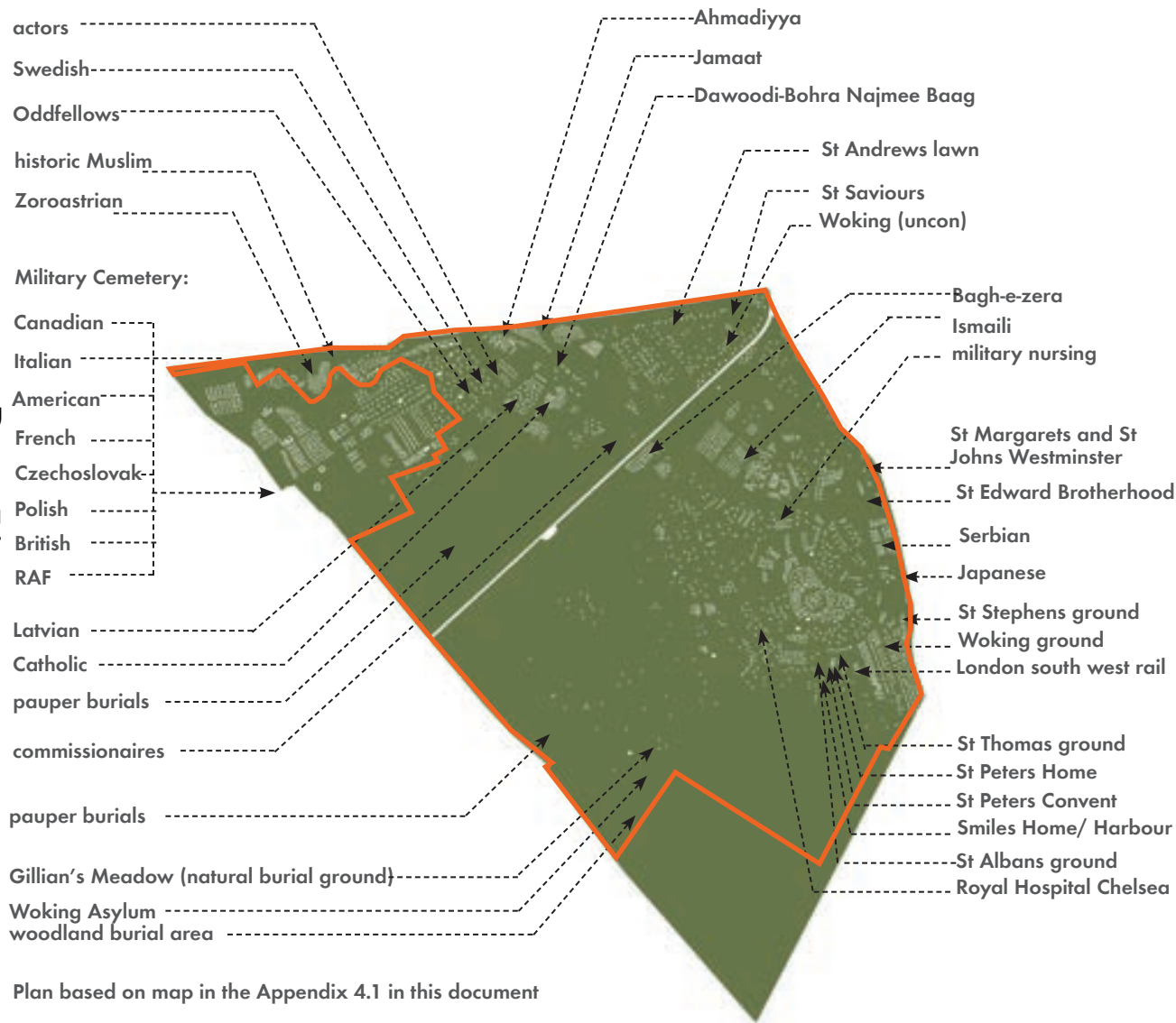
Plan based on LNNMC Archives in Surrey History Centre, source Angela Herman (2010) "Death has a touch of class: Society and Space in Brookwood Cemetery 1853-1903"

## historic burial hierarchy

The plan below groups together the Victorian premium areas, second class areas and third class areas identified in the map opposite. It also includes the pauper burial zones noted by John Clarke for both the north and south cemeteries.



- Premium burial plots
- 2nd Class / Mid range burial plots
- 3rd Class burial plots
- Pauper burial areas



Plan based on map in the Appendix 4.1 in this document

## burial communities (historic and current)

London parishes historically formed the majority of the LNC's business. Burials came from south and west London, as well as from some inner city parishes with whom the LNC won contracts. Contracts guaranteed exclusive and spacious burial grounds that catered for all denominations. Parish and faith communities were able to be buried in the same area. Other groups choosing to be buried near to their community fellows included actors and the Oddfellows, veterans of the armed services, groups of workers such as the railwaymen.

Community grounds remain a fundamental characteristic of Brookwood Cemetery. The London parish grounds are little used nowadays but other community burial grounds have developed. The Military Cemetery and civilian cemeteries both include areas dedicated to different nationalities. Many of the north cemetery burial grounds are in active use today - the Muslim, Catholic, Zoroastrian and Latvian cemeteries are examples - forming strong centres for their communities. The Muslim burial areas in the north and south are both wishing to expand.

Brookwood's pioneering green burial tradition has been revived and continued by the new cemetery management. Gillian's Meadow in the southwest corner offers a field free of headstones which is dedicated for green burials. Woodland burial in the western fringes is increasing.

# Layers of the Site - Governance and Maintenance

## current ownership

White areas show freehold land not currently owned by the cemetery. WBC are currently negotiating the purchase of the property coloured grey.



## current maintenance

The level of maintenance across the site varies depending on  
 (i) who owns the land  
 (ii) whether it has visible graves in it (the woodland areas have very few)  
 (iii) whether it is currently used for burial and/or visited regularly  
 The active burial grounds are looked after but care is fragmented and lacks a shared, coordinated approach to the historic landscape.

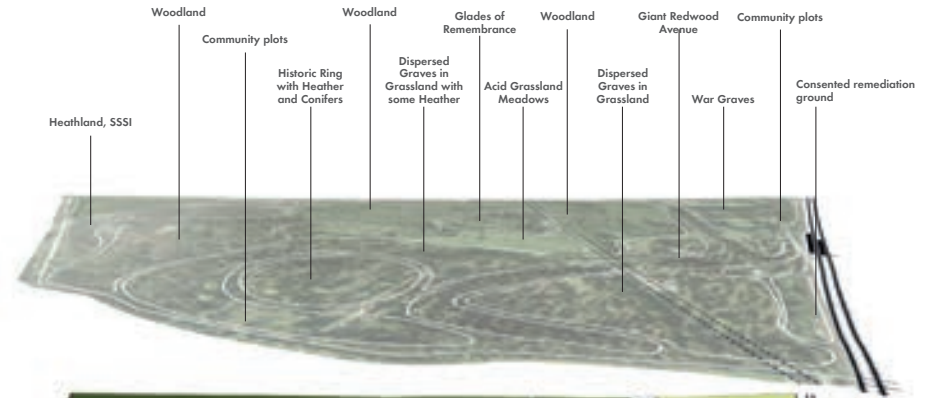


## underlying cultural values

The current form and state of the landscape reflects a series of cultural layers overlaid on the Surrey heathland. These layers begin with the paths and planting first laid out in the mid 1850s, the maintenance of which was closely linked to the class of burial area. The greatest care would have been lavished on the more expensive plots, and less on the lower class areas. Pauper areas in the west of the site would have been left effectively as heathland. As the demand for Church of England and non-denominational Christian burial tailed off (for various reasons including the increasing popularity of cremation), the earliest and busiest areas in the south and north cemeteries became less used and less visited. These areas were neglected as business refocussed generally towards the north cemetery and the burial grounds of other faiths. A few actively maintained pockets of the cemetery can still be found in the south cemetery in privately-owned properties belonging to St Edward Brotherhood, the Serbian Orthodox Church, the Japanese Shin Buddhist temple and Ismaili community.

Since acquiring the cemetery, Woking Borough Council have improved the maintenance of the little used, but prestigious historical areas, and have started to recover the original structure of the Victorian planting scheme. Their approach aims to balance heritage and ecological significance, recovering monuments whilst still nurturing habitats, such as acid grassland and heather, which have grown up in the years of neglect. The pauper areas with few visible graves have developed into wilder birch woodland. The active burial grounds are looked after by their communities, giving these areas their own landscape characters.

Landscape character



Current governance and maintenance



Historic burial hierarchy



Map of 1873



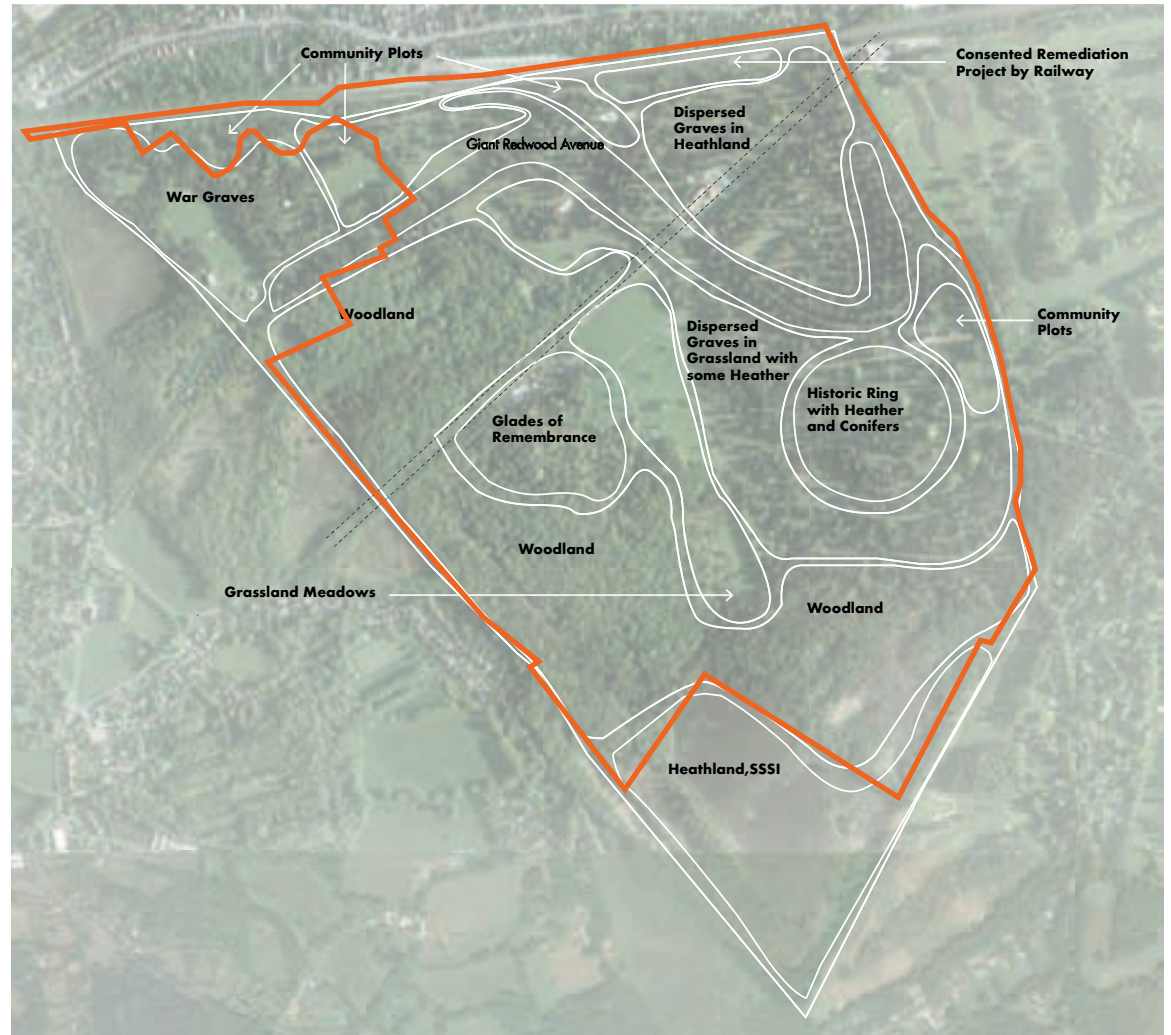
View of 1856



# Landscape character

Long-term neglect of the cemetery, prior to its relatively recent acquisition by Woking Borough Council, has had both positive and negative effects on the landscape of the cemetery. On one hand, neglect has allowed the acid grassland and heather to thrive, which is one of the main reasons that the cemetery is so important ecologically. The cemetery contains a number of rare and protected habitats and species. The acid grassland and relict heathland support unusual varieties of moss and fungi as well as uncommon plant species such as Devil's Bit Scabious which provides an important nectar source for rare bee species. On the other hand, the neglect, with only recent management interventions, has tended towards a uniform landscape with less and less distinction between different parts of the cemetery. This increasing sameness does not reflect the great range of cultural values which underlie the memorial landscape and which make the cemetery so important culturally. Nevertheless, the different areas of the cemetery do have their own special character - illustrated opposite - which could be enhanced by management,

Experienced together with its pattern of memorials and headstones, the landscape of cemetery is its most important characteristic. It is the living embodiment of the cemetery's cultural values, reflecting the Victorian values that founded it and the diversity of communities who bury their dead in it. It symbolises a complex, multi-cultural society's relationship with nature and death over nearly two centuries.



Plan of the cemetery showing the different 'character areas' (Note the boundaries are indicative only)



Dispersed graves in acid grassland / heathland



Grassland meadow



Dispersed graves with some heather



Historic ring



Giant Redwood Avenue



Glades of Remembrance



War graves



Enclosed community plots



Enclosed community plots



Woodland





# 2

# CHALLENGES, ASSETS AND RESPONSES

# 2.1 Challenges, Assets and Responses

Challenges and assets were discussed with stakeholders

landscape and ecology

## challenge

- Much of cemetery being colonised by dominant species thus losing its original character
- The Victorian planting scheme is no longer legible
- Character will gradually be lost if the land is allowed to revert to being the “waste of Woking” (as it was originally called before the cemetery was founded there)

## asset

- Fantastic range of flora and fauna
- Site of Nature Conservation Interest
- Specialness of this part of Surrey
- Rare opportunity to cultivate and celebrate the different landscapes within the cemetery, from formal and tended, to managed heathland, to woodland magic

## response

- Landscape management to bring out different landscape characters
- Restore historic ring to Victorian splendour - a unique heritage undertaking
- Celebration of the magnificent Giant Redwood avenue, the earliest and grandest in the UK



Better reveal the Giant Redwood avenue along the old railway line

# short to-medium term

## very large site

### challenge

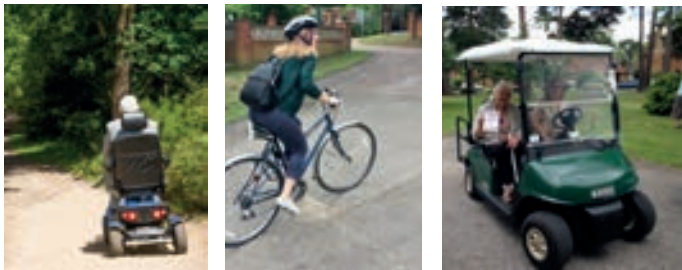
- Long distances to walk.

### asset

- Can support many different activities without inconveniencing others.

### response

- Better, localised parking in the cemetery
- Cycle hire and cycling routes
- Buggy and mobility scooter hire
- Cycle/buggy/scooters could be trialled for a period to see how well this idea works



## parking

### challenge

- Funerals may bring 30-40 cars onto the site. Current inadequate parking - mourners park anywhere in the cemetery, sometimes on graves
- Up to 40 cars for Sunday services at the Brotherhood
- More funerals and visitors will bring more cars
- Crowds of randomly parked cars ruin the spirit of the cemetery

### asset

- Huge site has opportunities to create hidden, landscaped car parks to serve many different parts of the cemetery
- Cemetery walls and areas of woodland will screen parking areas

### response

- Identify areas where cars could be parked discreetly, conveniently located to serve different parts of the cemetery
- Use areas of self-seeded woodland but minimise impact on mature trees
- Landscape screening to the car parking areas to be integrated into the cemetery's soft landscaping



**X** parking on verges



**✓** discreet, landscaped parking areas

# short to-medium term

## reversing neglect

### challenge

- Many parts of the cemetery are visually unappealing, despite its landscape setting and rich heritage

### asset

- Bold commitment by new owners, Woking, to recover the special qualities of the cemetery.

### response

- Programme of small, careful improvements will add up (landscape maintenance, tree management, graves management, better parking, bins, signage) to gradually reverse the decline.



Drainage recovery is ongoing



Tree management

## complex layout of routes and paths

### challenge

- Confusing layout - easy to get lost
- Historic layout now partially eroded
- Layout of paths does not naturally guide the visitor around the cemetery
- Reliance on lots of signage.

### asset

- Variety and richness of different paths and routes
- Sense of discovery
- Historic layout still perceptible

### response

- Bring out subtle 'hierarchy' of routes to help guide visitors
- Strengthen important original routes eg. railway line
- Link up existing paths to create a clear and inviting circuit around the cemetery, encouraging exploration of the full cemetery including the wilder areas



# short to-medium term

## working cemetery

### challenge

- Need to balance respectful place of burial with imaginative inquiry into theme of mortality.

### asset

- Growing interest in idea of death in society - education and engagement.

### response

- Co-ordinate different routes for welcoming different groups of visitors.
- Different methods of interpretation for different groups of visitors.



Brookwood is a working cemetery

## huge amount of hidden information

### challenge

- Can only scrape the surface.
- Overwhelming 'making sense of the multitude'.

### asset

- Fascinating deeper social histories waiting to be told.

### response

- Visitor centre with archive and exhibition space.
- Convert existing building eg. the Lodge?
- Information points around the site.
- Enhanced digital offer.



The Lodge (former Superintendents' Lodge) in 2019



Image of an archive and visitor centre

# short to-medium term

many different groups and (multiple ownership)

## challenge

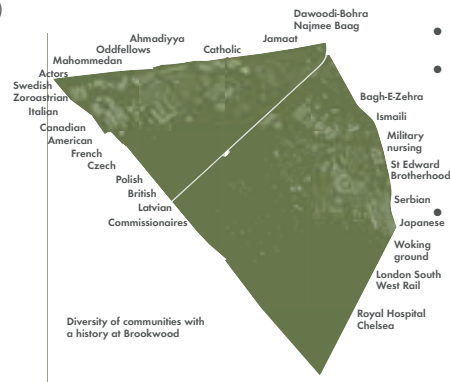
- Difficult to engage with all, and co-ordinate for funeral timings, care for cemetery.
- Need for overall vision.

## asset

- Richness and diversity.
- New owner Woking Borough Council committed to recovery of the cemetery, and to working with groups.

## response

- Multi-cultural community of different stakeholders (community board) to guide and advise.
- Website as organisational resource
- Community artist (national funding schemes currently available for this)



a huge, unique, but little known asset

## challenge

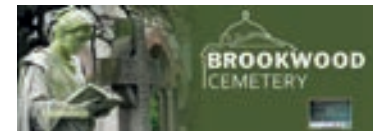
- Cemetery little known, and little visited, even by those living in nearby Woking.
- Cemetery can feel an empty, even lonely place

## asset

- Great sense of hugeness of cemetery, and of solitude
- Great potential to increase its local appeal
- And to raise its profile more widely.
- Place so big, can bring in many more visitors without affecting atmosphere

## response

- Improving the cemetery - its appearance, and provide better visitor experience.
- Improving marketing and publicity.
- Introducing a few, new appropriate activities to bring people here to appreciate the cemetery (promoting education, wellbeing eg. Forest School in secluded glade? Small classical concerts?)



Drake memorial has been recently repaired, but could benefit from further restoration



Summer classical concerts in a glade



Forest School in a woodland glade

# short to-medium term

## monuments

### challenge

- Many neglected
- A vast number of historic monuments – legal owners have disappeared - too many for cemetery management to handle alone

### asset

- Modern working cemeteries don't have such beautiful dignified monuments – they are an asset
- Sculptural and artistic excellence in many
- The collection is an integral part of beautiful landscape

### response

- Restoration strategy based on selective prioritising of the historic monuments
- Already much work completed to make monuments safe (March-August 2019, 7093 monuments inspected, 486 identified at risk, 241 repaired)



Monuments and mausolea in Brookwood Cemetery

# longer term

## financial sustainability of the cemetery

### challenge

- Current rate of burials on its own does not cover operational expenses.

### asset

- Plenty of potential
- Space available for many more burials.
- Previous Acts of Parliament pave the way for possible crematorium.

### response

- Explore potential for making Brookwood Cemetery a leader in environmentally responsive death.
- Promote more green burials.
- Possible introduction of environmentally sustainable crematorium.



Jae Rhim Lee's mushroom burial suit is one imaginative response to the environmental impact of death



## Cemetery Pales

### challenge

- Busy, noisy road
- North and South cut off from each other.

### asset

- Cemetery Pales part of the historic character of cemetery.

### response

- Overall, encourage the idea that the north and south cemeteries are related and connected.
- Pales road seen as a walled 'road through a memorial landscape'.
- Measures to slow down traffic.
- Better pedestrian crossings.



Cemetery Pales seen as a 'stitch' between north and south



## making Brookwood Cemetery a destination

### challenge

- Distance from London discourages visitors, so Brookwood needs to offer more than the other 'magnificent heritage cemeteries'.

### asset

- Combination of landscape and multi-cultural heritage is extraordinary and unique.
- Historic relationship with London (Necropolis railway).
- Major international place of military treatment.
- But this needs to be brought out and made relevant to today's audiences.

### response

- A Surrey resource with wider appeal.
- Rebuilding cemetery's relationship with London - for visitors *and* as place to be laid to rest.
- Building on Brookwood's international appeal.
- Enriching the cultural offer - introducing contemporary art, film, performance, events to bring out the relevance of the Cemetery.



The Necropolis Railway



HRH Princess Musbah Haidar



Zaha Hadid architect



Gottlieb Wilhelm Leitner

## making Brookwood Cemetery an exemplar

### challenge

- Brookwood is not alone in Britain as a heritage cemetery in crisis after decades of neglect.

### asset

- Highly significant, Grade 1 listed site of great potential.

### response

- Chance to create an exemplary approach to conserve interest of Brookwood, and learn lessons for other cemeteries elsewhere.
- Extraordinary potential for inclusive recovery of Britain's diverse heritage
- Honouring the memory of visionaries such as Gottlieb Wilhelm Leitner, buried at Brookwood.



3

# PROPOSALS

# 3.1 Spatial principles

Each of the Masterplan Steps 1 to 5 is guided by these spatial principles. They apply as much to the Ongoing Activities and Initial Moves, as to the more ambitious proposals for the Long-term Additions and Museum.

## strengthen the railway line

This significant route - a key part of the history of the cemetery - has been eroded over time. Parts have been lost through land sales, parts simply closed off. It was once the defining route from the north to the south cemetery. Nowadays, though much of it still remains, it is difficult to see.

Emphasising the railway route offers a great opportunity to bring out the historical layout and logic of the cemetery, encouraging understanding of the cemetery and how it was originally laid out and used, and to link the north and south cemeteries.



## Cemetery Pales as a 'seam'

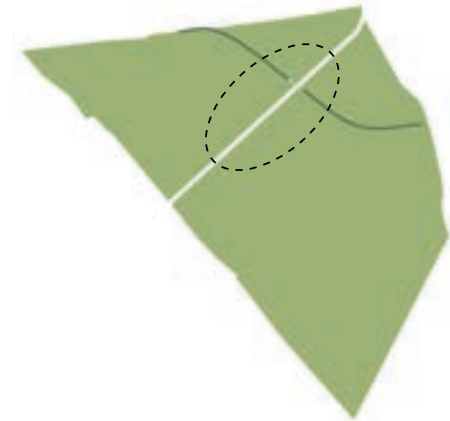
Cemetery Pales could be transformed from a road which splits the cemetery into two isolated halves, into a route which helps unite them.

This may be done directly with new pedestrian connections from north to south. Or it may be done visually with new avenues of trees planted both side of the Pales, which can be seen almost touching each other across the road as one drives down the Pales.



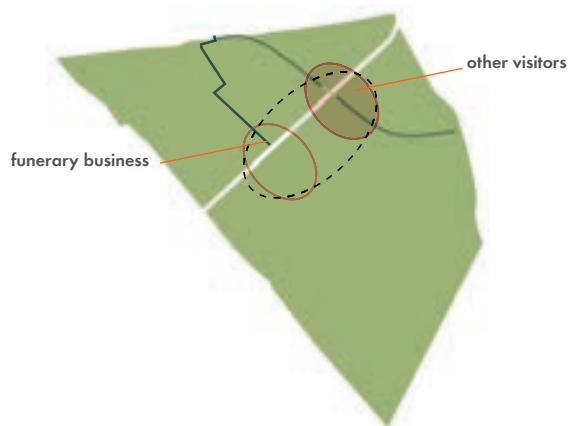
## gather around the centre

New development (new buildings or parking) should focus around the centre of the cemetery. The road provides ready-made access to these places, minimising disturbance elsewhere in the cemetery. Places near the road are naturally busier. Concentrating new interventions around the Pales helps keep the rest of the cemetery quieter and more tranquil.



### separate hubs for funerary business and other visitors

The needs of different groups of visitors to the cemetery need to be carefully accommodated. Having different centres for people coming on cemetery business and for other visitors would be one way to cater for these different groups. Glades House is already the focus of cemetery operations. A visitor centre located a little distance away, by the crossing of the old railway line and Cemetery Pales, would be central, convenient and easily accessible (by car from the Pales and a relatively short walk from the station).



### curate the longer circuit

The layout of this enormous cemetery as been compromised over time - partly by the loss of old routes, partly by land sales. The resulting current layout can be confusing. A new footpath which links up with existing paths would create a simple circuit which would encourage the visitor to explore the whole cemetery. The original visitors' route would have been around the smart areas, never to the wilder pauper zones. The circuit would take in the full range, giving a better understanding of history, engage with landscape and natural diversity, promote wellness, fitness, all round appreciation.



### burial areas with different characters

Encourage the development of burial areas to enhance the experience and significance of the landscape. Graves and landscape are to be managed to bring out the different characters of the cemetery areas. These can range from a highly manicured setting and traditional burials to more naturalistic wooded and heathland landscapes and natural burials. The different areas should all be seen as part of one cemetery, a harmonious whole, the landscape flowing one to the next.



## 3.2 Ongoing Tasks

**Step 1 of the Masterplan entails ‘tuning’ the regular maintenance and repair tasks to support the Vision for the cemetery. It sets in motion practices to intensify and enhance its memorial landscape.**

### landscape management

- Reveal historic Giant Redwood Avenue
- Improve tree skylines
- Promote change towards the original Victorian character
- Promote differences between character areas
- Adjust mowing regime to enhance historic character
- Mow edges to paths
- Manage and reduce woodland
- Manage tree chapels

### structures repair

- Restoration of monuments
- Boundary wall repair
- Fences and security
- Drainage recovery

### memorial landscape

- develop burial areas to enhance landscape characters, including appropriate types of grave and memorial
- define dedicated areas for faiths and cultural groups
- avoid new graves in areas for future development

### funerary business and operations

- Operations as existing
- Encouraging green burials

### programme and interpretation

- Activities as existing including:
- Walking tours led by Brookwood Cemetery Society volunteers
- Open Day
- School visits

# Landscape management

Long term neglect with only recent management interventions has contributed towards a uniform landscape with less and less distinction between different parts of the cemetery. This increasing sameness does not reflect the great range of cultural values which underlie the memorial landscape and which make the cemetery so important culturally.

The landscape of the future cemetery should elegantly accommodate, in a harmonious whole, the different cultural interests which will continue to shape it. Managing and nurturing the rich ecology of the cemetery is an integral part of this process, contributing to the different qualities of place found across the Cemetery by considering the guidelines set out in the Surrey Wildlife Management Plan. But ecology is one interest alongside valuing and caring for the heritage of different groups. The special character of different areas of the cemetery could be enhanced through management. Balancing the natural habitat with heritage recovery will evolve a range of different landscape experiences, helping us understand and enjoy the cemetery as a living memorial landscape.

Changes to the management regime could be developed to promote diversity in both landscape character and habitat creation. Following detailed surveys, the tree canopy needs to be selectively reduced to promote good specimens which will improve the appearance and biodiversity. Opening up areas within the woods invites visitors into these 'secret' areas.



# Landscape Management

## 1. reveal historic Giant Redwood Avenue

- Reveal a broadwalk avenue through removal of all vegetation on railway embankment (maintaining ongoing liaison with WBC's arborist)
- Emphasise historic railway corridor and connections between north and south cemetery.
- The Giant Redwood avenue would bear similarity to the existing avenue through the Military Cemetery
- Consider how the removal of vegetation should be managed to protect species such as breeding birds and bats.

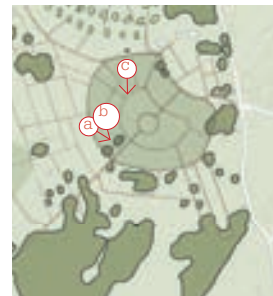


## 2. begin to retrieve original Victorian landscape of Ring

Promote change towards the original Victorian character through clearance of vegetation on historic Ring

- Clearance of heather and scrub to reveal this particular historic place.
- Through clearance, the appearance will be more tended and in contrast to the wider landscape
- Remove stone fragments in agreement with heritage team, and support existing mowing regime to return to Victorian character of historic Ring.

Adjustments to landscape maintenance respond to the heritage conservation need, whilst also considering guidelines in the Surrey Wildlife Management Plan.





### 3. improve tree skyline

- a. Through selective thinning of trees, particularly in the north, the shape of key trees will be revealed as per the original cemetery design and the horizon improved.
- b. Some trees are too close to each other
- c. Removal of some under-storey vegetation will benefit long term future of selected specimen trees.
- d. Give prominence to significant trees
- e. Selective thinning should also take into account breeding birds and bats.



### 4. promote differences between character areas

Intensify the different characters of the different areas through clearing of vegetation, whilst also promoting particular aspects of planting:

- a. Heather and grasses to be promoted for heathland character zones.
- b. Restoration to Victorian character for the historic ring.
- c. In historic Ring, lawn and moss to be kept free of heather and scrub.
- d. Increase sense of openness by reducing woodland
- e. Need for continued control of invasive vegetation, in particular *Rhododendron ponticum*. Retain specimens which have landscape value and stands which are of value as screens and enclosures around parish plots.
- f. Strengthen screen planting in areas on the boundary where it is weak in order to ensure that the cemetery remains a place of tranquility.



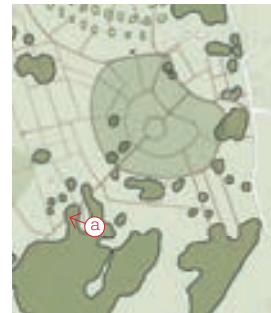
# Landscape Management

## 5. adjust mowing regime to enhance character of the Ring

Regular and close mowing as shown below could reduce the amount of scrub encroachment and encourage a more uniform and orderly setting reminiscent of the original Victorian design.

It may be possible to remove some of the fragments from the graves which are beyond restoration and where the cemetery has no records of the owners - this obviously to be considered on a grave by grave basis. The landscape management of the historic Ring, including this closer mowing, could then be eased.

- a. existing ground vegetation amongst kerb fragments
- b. tended vegetation that increases the visibility of monuments and grave stones .



## 6. mow edges to paths

Neat edges in contrast to meadows and natural settings create a contrast that conveys a sense of care and tamed nature rather than neglect.

- a. Meadow by the Natural Burial Ground
- b. Existing large log bollards could be replaced with smaller, firmer but less obtrusive wooden pegs
- c. Simple wooden pegs to prevent roadside parking on verges
- d. Long grass and native wildflower mix with mown edge, creates a well maintained look and encourages biodiversity.

## 7. Manage woodland

- Manage overgrown woodland, taking into account protected species, to retrieve landscape character and to create naturalistic edges and a strong contrast between enclosure and openness.
- Selective tree removal to mitigate impact of tree colonisation that has led to uniformity.
- Clearance of trees near streams and ditches to reduce sedimentation and gradual filling of these trenches.
- Potential to enhance ground flora in these areas, particularly around the Colquhoun Chapel and alongside walkways within woodlands/ alongside the moat by planting of native bluebells/ snowdrops/wood anemones.



## 8. Manage Tree Chapels

Young conifers, originally planted to form small hedged enclosures to graves have grown into interesting and dramatic 'tree chapels'. The tree chapels are testament to the passage of time and to a long period of neglect. They are an unusual feature, characteristic of Brookwood. Some are beyond salvage, some could be retained and managed to enhance their special qualities. See Appendix F for detail landscape management guidelines.



# Structure repair

## 9. restoration of monuments

On the At Risk Register are a large number of the cemetery's monuments. These include statutorily listed assets as well other significant (some potentially listable) structures. Their condition and need for attention varies from poor to critical.

The cemetery management has carried out a large number of repairs to address health and safety issues, and the programme is ongoing. Appendix 4.4 contains a strategy for the prioritisation of the conservation of monuments. Descendants/ family/ friends/ interested groups could be approached regarding funding for restoration work and future maintenance.



## 10. boundary wall repair

Repair of collapsed sections of the boundary is ongoing. Damage to the wall has been caused by car accidents on the Bagshot Road, as well as structural movement, and previous long-term lack of maintenance.

Built in 1902 to replace the wooden original Cemetery Pales fence, the boundary wall is nevertheless an integral part of the cemetery's character.

Repairs are to be like-for-like.

Any future alterations to the wall to allow new openings for entrances or connections across the Pales road should, where possible, be located in either (a) areas requiring structural repair or (b) rebuilt areas where fabric will be newer and less significant.



## 11. fences and security boundary fences

The western perimeter of the cemetery is currently a 'leaky' boundary. A secure fence is desired to prevent vehicular entry to the cemetery site (with its risk of tipping and antisocial behaviour). The fence should nevertheless be discreet in appearance and appropriate for rural setting, and allow frequent easy access for walkers and cyclists.

### Fences within the cemetery

As a principle, fences should be avoided within the cemetery, so that all areas are seen as part of one cemetery, all sharing the same parkland landscape.

Chainlink fences are currently required by the Military Cemetery to prevent entry by deer and protect the existing horticulture regime. It is recommended these chainlink fences, and indeed any other fences if really required, are at least planted to form hedge-like enclosures and to integrate them better into the cemetery landscape.



Example of a discreet boundary fence between the working cemetery and the Site of Special Scientific Interest in the southwest corner



Chainlink fence surrounding the Military Cemetery

## 12. drainage recovery

Recovery of the old drainage system is ongoing. New landscaping and new building work will need to be carefully coordinated with the drainage system to ensure changes in the ground do not adversely affect graves or existing landscape features.



System of drainage ditches is visible in the extract from the 1856 view of the cemetery



The moat north of the Pales

# Develop the Burial Landscape

Brookwood Cemetery will gradually fill up as it becomes increasingly better kept, better known, more popular. It may not now fulfill its original Victorian ambition to be the place of burial “for all of London’s dead, for ever” but it will nevertheless receive a lot of bodies and ashes. The business plan suggests a gradual increase in interment rate from the current 175 funerals a year to around 600 funerals per year. Over the next 30 years, this amounts to 18,000 bodies. Where should they go?

Currently the choice of resting place is very free, with an informal approach to where graves should go. The size and relative emptiness of Brookwood allows this to happen - at least for the moment. 18,000 is a small figure compared to the 250,000 people currently buried at Brookwood. But the cemetery’s capacity for random grave location and informal planning will begin to reduce as the space fills up. A plan is needed for future grave locations so that the memorial landscape is enhanced. This will ensure the cemetery continues to offer an appealing final resting place for the different groups who it is hoped will use it well into the future.

The Muslim burial grounds - currently the busiest in the cemetery - will need to expand and indeed are already looking for new space in the cemetery. The Ismaili cemetery is reaching capacity. For those which are minority groups in Britain, these faith cemeteries are a focus and source of strength for community identity. The groups and their cemeteries are growing and, according to the catchment analysis (Peter Mitchell Associates 2015) may constitute 70% of future burials.

The Zoroastrians, and national communities including the Serbian, Latvian and Swedish cemeteries still have capacity, but may look in due course for new space.

The landscape of the cemetery is intimately linked to its graves and the communities who use it. The evolution of the landscape relates to the gradual ongoing changes in British society. The resulting pattern of landscape is at once a testament to the original Victorian vision, and an evolving pattern.

The pattern underlying the landscape is expressed in the ‘character areas’ identified in section 1.3 in this document. These offer a guide to the pattern of future interments. Traditional burial favoured by Muslim groups

could be focused around the existing Muslim community burial grounds in the north eastern parts of the cemetery. Extending graveyards here would help keep community burials together, and help preserve and strengthen group identities. There are already some historic non-conformist graves in these areas, so research and further consultation would be needed.

Another location for future group burial areas would be to colonise the woodland in the former pauper burial grounds towards the western wide of the cemetery. Glades and clearings cut in these areas could also offer places for woodland or green burials. Issues relating to Muslim burials in consecrated land should be addressed with the Diocese.

The Arcadian swathes of grassland, and of mixed acid grass and heather, offer a different burial environment. Grass and heather could perhaps be lifted and relaid over green burials (or even lawn burials) preserving the openness of the landscape. This open landscape would contrast with the intimacy of the enclosed plots and wilder woodland glades.

The historic Ring may be restored as the historic core of the Necropolis. Any new monuments and graves in the Ring should conform to a controlled set of guidelines appropriate for a traditional heritage cemetery.

## Spirit of Place

The different places, community cemeteries, parts of the landscape that make up Brookwood Cemetery each have their own spirit of place. One can imagine them almost as an 'urban development' in a landscape – the monuments as buildings forming centres, neighbourhoods, villages, settlements. The urban environment of each of these memorial landscapes is created by the quality, diversity and density of its monuments, its planting and its topography. The descriptions below start to articulate the experience of these different environments – their spirit of place. The environments may change over time, becoming denser as settlements fill up with more burials. The form of burial chosen for an area and the manner of care of its landscape should both contribute to its spirit of place.

## Historic Ring

*gracious, grand and leafy  
well-tended 'streets' and 'crescents'  
of historic well-to-do graves*

The Ring is characterised by its range of high quality, Victorian monuments including family mausolea, elaborate sculpture, crosses on stepped bases, headstones. The arrangement follows the circular and radiating paths with graves laid out in sympathy with Victorian serpentine geometry. Quite populous, but grandeur is given by the generous spacing of adjacent graves. There is a sense of walking amongst the Victorian Great and Good, along well-to-do, well-tended leafy Victorian city crescents.

## Active community plots

*enclosed urban village or city  
different scales and densities of settlement  
landscape within or without*

Each community plot is like a 'settlement' be it a village or little city in the landscape, each with its own spirit of place. The beautiful regular rows of closely-spaced identical, sculptural, ziggurat stone monuments of

Dawoodi-Bohra Najmee Baag might be seen as a dense city centre, surrounded and enclosed by landscape. The Ismaili cemetery with its perfectly regular grid of small stone markers is another ordered urban environment, set in a landscape of mown grass. The Zoroastrian cemetery, with stone monuments and family mausolea, is a grand leafy, well-tended city centre, similar to the Ring. The Italian Catholic mausolea are the apartments in a dense, social, city centre.

The higher ground along the northern boundary has been terraced to create more space for Muslim burial grounds. The pragmatically-made brick retaining walls are at odds with the material palette of the Victorian cemetery, but the terraces they form enable a greater density and offer a more slightly separated, elevated area for traditional graves.

The community plots are characterised by different 'built' environments, some dense with no planting and others with monuments more loosely spaced and separated by landscape. Community plots tend to physically define their boundaries. The planted, tree'd or hedged boundaries sit most naturally, forming a series of "rooms" in the landscape.

## Grassland meadow

*grassland meadow  
openness, long view  
Arcadian*

This meadow was recently retrieved through the clearing of large areas of self-seeded trees which had encroached from the west. The meadow is one of the joys of Brookwood Cemetery, providing the open Arcadian landscape seen beyond the denser 'urban environments' of the cemetery. New burials should seek to minimise impact on the grassland to preserve this quality of openness as well as its precious ecology, and its sense of almost virgin turf. Hedged enclosures should be avoided, so as not to interrupt the long meadow view. Green burials and lawn burials would be appropriate here, again promoting the sense of Arcadian expanse.

## Dispersed graves in heathland

*wild heathland  
scattered resting places  
time and generations passing*

The loosely-spaced graves, some complete with curbs or rails, others part lost beneath vegetation, sit in broad swathes of rough acid grassland and heather. The spirit here is of a scattered rural settlement in a wilder heathland where nature is holding sway, and that humankind's place in the world is ultimately to succumb to time and this greater natural destiny.

## Dispersed graves with some heather

*heavenly swathes of purple  
scattered monuments  
seasonal, cyclical renewal*

Heavenly purple swathes transform this scattered rural settlement to a heathland paradise in the heather season. With its spectacular seasonal delight returning year after year, and its deer and wildlife, this landscape expresses the idea of life and renewal. New graves here would be dug and laid over with heather, with or without a headstone, promoting this highly attractive native habitat.

## Glades of Remembrance

*intimate, planted and tended  
tranquil  
leafy filtered light*

The area was originally designated a memorial garden for cremated remains and laid out with a lake constructed at its entrance. Formed with wooded and semi-wooded pathways, each section with its distinct planting and atmosphere, the glades themselves were named fern, maple birch and pine. The distinctive planting needs to be recovered and new interments to follow the pattern intended for the memorial garden.

## Woodland

*magical clearings  
containing little cities or villages  
each enclosed by woodland  
secret, hidden*

The self-seeded woodland along the western boundary - the wilderness beyond all the other settlements - is a magical environment. All one's senses respond to it; the crunch of leaf and sticks beneath the feet, the smell of mushrooms, the mesmerising layers of silver birch trunks receding away, the dense thickets, the contrast of brighter dappled light where the trees thin out, and the pools of light in the clearings.



The woodland contains the unmarked graves of paupers and a few marked graves where trees have grown up around headstones. There is space here for many more burials which could still preserve the qualities of this magical woodland. Woodland burials, where graves are positioned near to existing young trees, would continue a trend already begun.

In addition, clearings could be made which are reached by natural paths - secret, enclosed and separated from each other by deep curtains of trees, the brightness of these glades contrasting with the shadows of the surrounding woodland.

These clearings could each be home to different memorial environments, from the regular tomb grids of Dawoodi-Bohra Najmee Baag or the Ismaili community, to the pure grassland of green burials, to lines of traditional graves facing Mecca, or encircling the glade. Each glade should have its own character, but always be enclosed and defined by the surrounding woodland.

## Giant Redwood avenue

*aged, gracious, historic, framed route  
continuous, uninterrupted, grassy*

Early photos show the landscape either side of the rail track as it passes down the Giant Redwood avenue free of headstones and monuments. Even now the wide stretch of grassland curving slowly down between the lines of giant trees is largely free of graves, at least along its southern side. The Ismaili Cemetery has been cut into part of the avenue as it approaches the Pales, but otherwise the Giant Redwood avenue in the south cemetery remains a wide, curving grassland route.

This sense of the avenue as a gracious, grassy promenade through the cemetery should be retained even as the cemetery fills up with more graves. The avenue is a single, significant landscape element and should remain uninterrupted. It should not be subdivided along its length by any grave or community cemetery enclosures. The openness and clarity of the avenue contrasts with the grave-filled plots beyond it. This helps define this important historic route and provides a sense of clarity in this complex landscape.

## War Graves

*discipline, control, care and national pride*

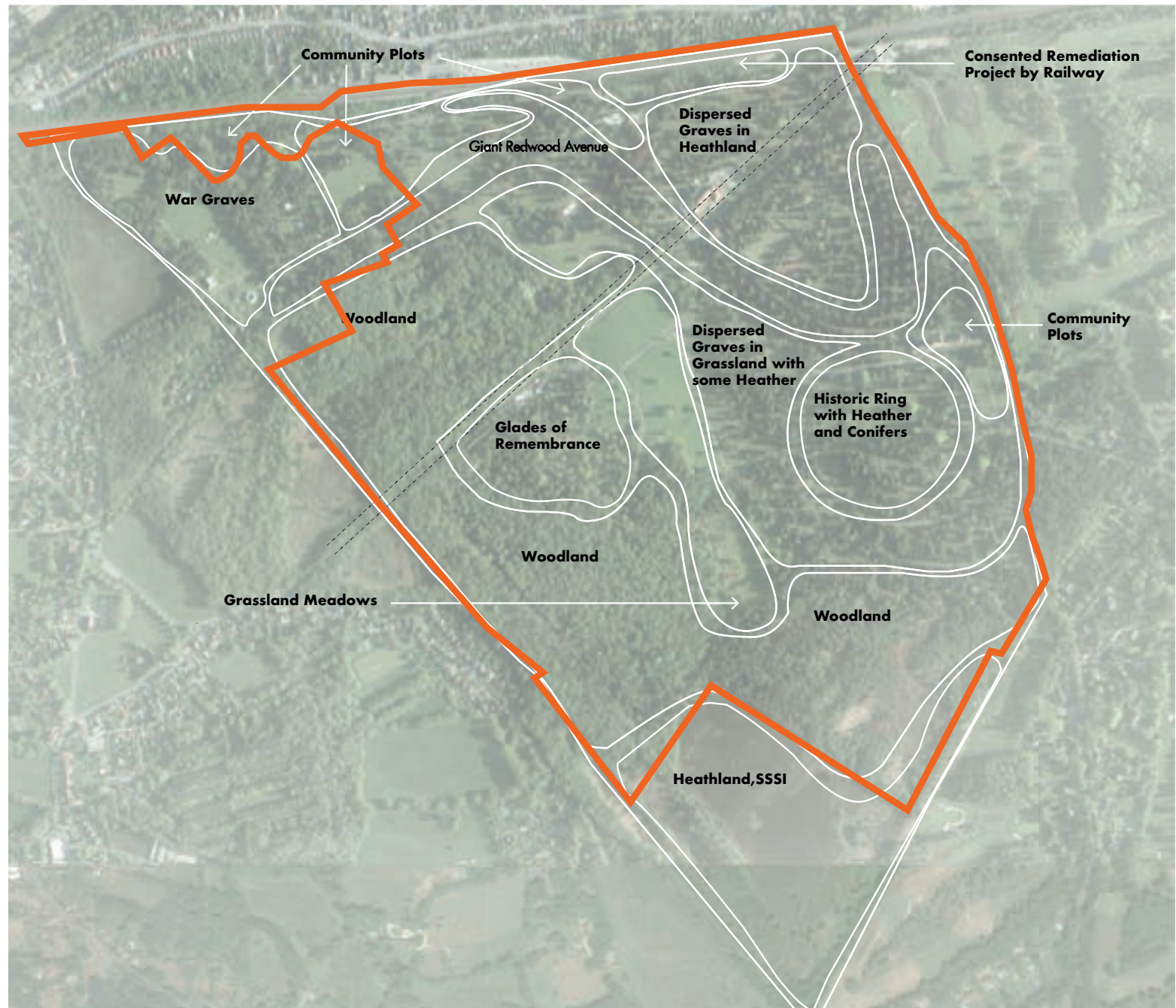
The Military Cemetery is not part of the Masterplan remit, but its spirit of place needs to at least be mentioned here as it has a strong influence on the spirit of the whole cemetery. The communities represented in the Military Cemetery are commemorated by rows of regular, vertical headstones and crosses in perfectly manicured lawns.

## Landscape Character

The special character of each different part of the cemetery reflects the range of its underlying cultural values. Characters range from woodland, to heathland, to the more manicured landscapes of the Ring and the war graves - each a combination of the area's memorials, its topography, flora and fauna.

The memorial character of the landscape can be enhanced by landscape management, and sympathetic location of new graves.

Page 82



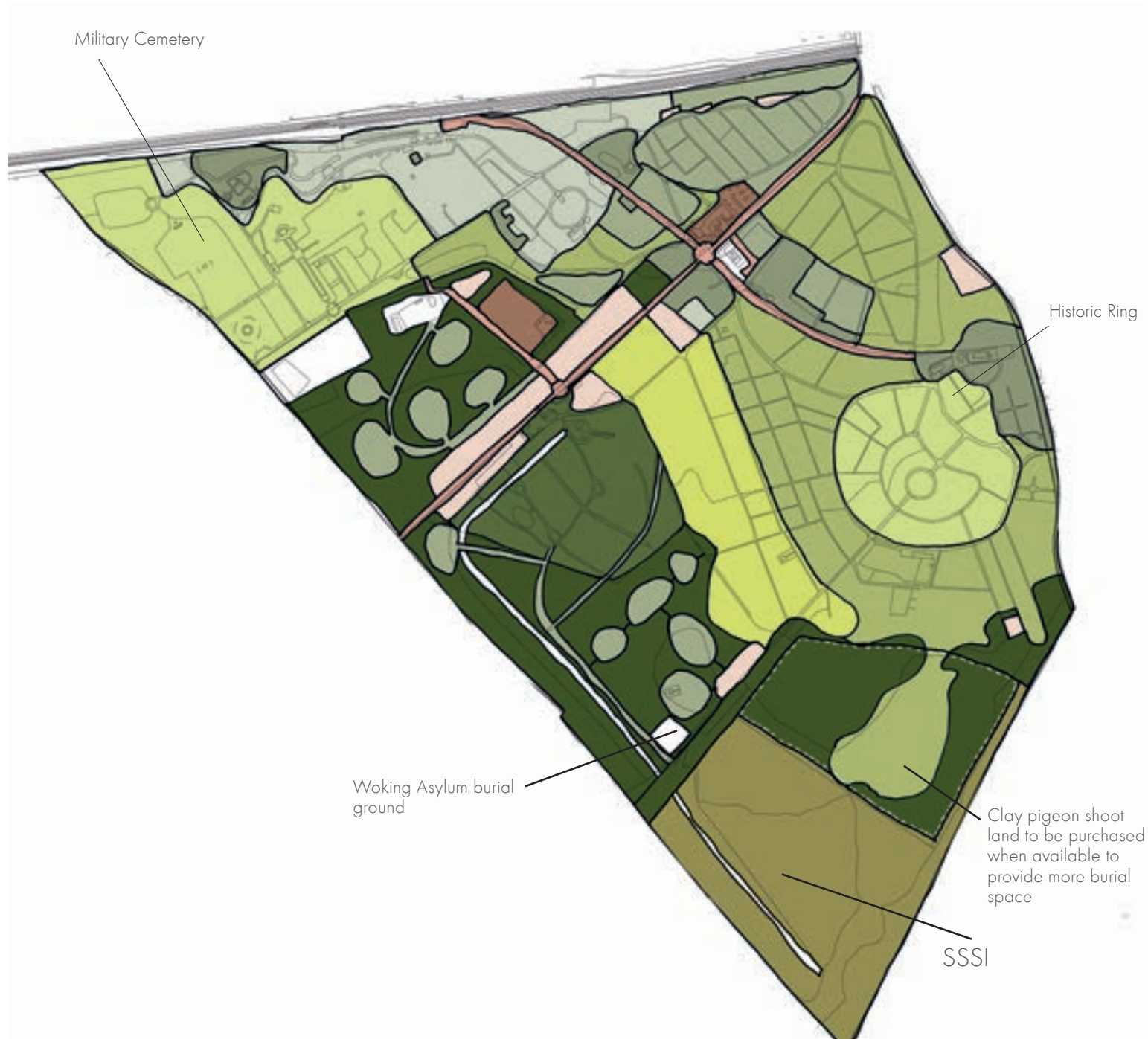
**Future Burials**

*(Plan is indicative only, and will need detailed research and development in the next phases of design work)*

- Highly manicured landscape burial
- Burials in open grassland (potentially natural or 'lawn' burials to maximise the grassland)
- Heathland burials (mixed grass and and heather)
- Community, faith burial grounds (WBC-managed)
- Community-owned burial grounds
- Potential defined extensions to community and faith cemeteries (land owned and managed by WBC, boundary indicative only)
- Glades, cremated remains only
- Woodland burials

**No New Burials**

- Temporary parking areas
- Public routes
- Zone for potential future building
- SSSI



## 3.3 Initial Moves

Step 2 of the Masterplan includes all the Step 1 tasks, and in addition sets out relatively small-scale improvements which can be implemented in the short-to-medium term.

### landscape and structures

- Railway line enhancement
- Station entrance garden
- Pockets of parking
- Former Superintendent's Lodge conversion
- Woodland rides and glades
- Woodland toilets
- Information points

### funerary business and operations

- 5% increase in number of funerals based on deaths growth projections, 175->259

### programme and interpretation

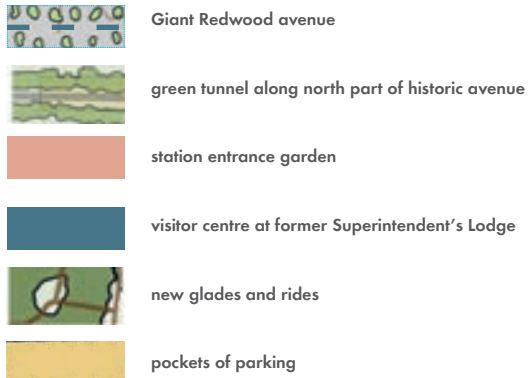
- Increased tours and programming:
- New hires to support volunteers, programme, and community arts



# Landscape and Structures

## initial moves

- Railway Line - enhance Giant Redwood avenue with a green tunnel near the station in the north cemetery
- Station entrance garden
- Convert the former Superintendent's Lodge to a visitor centre and courtyard gardens
- Cut new glades and rides in woodland
- Pockets of parking
- Woodland toilets and information points



## 1. railway line

- a. Continuing on from the initial clearance of the railway embankment, the station end of the old railway line will be planted with native hedgerow species to create a tunnel experience for those arriving from the station.

The hedgerow would discreetly screen visitors from funerals and vice versa, but openings along the length of the tunnel could allow framed views and regular access, and avoid unsafe-feeling dark areas.

- b. A hoggin path is proposed along the entire length of the railway corridor near the station, from the 'green tunnel' in the north cemetery, through the Giant Redwood avenue in the south.
- c. The choice of materials on tracks shall avoid adverse impact on acid nature of the soil. or bring in additional nutrients or detrimentally change the geology of the local area around the path.



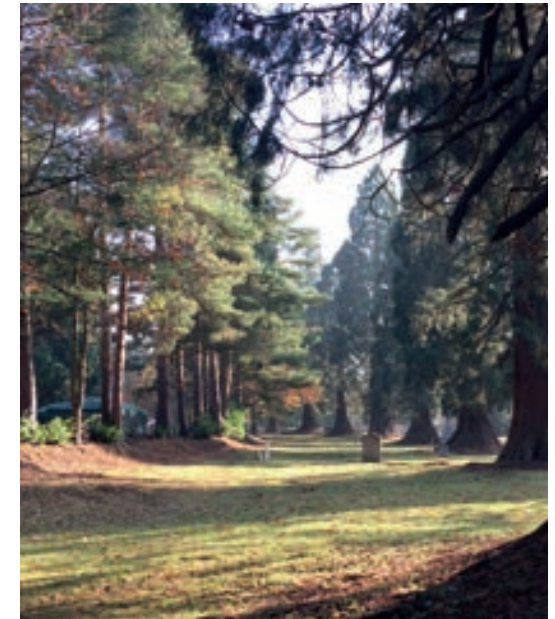
The railway line will be planted with native hedgerow species, or develop the existing Rhododendrons (seen above) to create a tunnel experience for those arriving from the station



Hoggin path along the entire length of the railway corridor and along Giant Redwood avenue



Necropolis train passing through the Anglican section, photo taken July 1938



Eastern line of Giant Redwoods is obscured by younger trees and scrub which could be cleared to reveal the historic axis.

# Landscape and Structures

## 2. station entrance garden

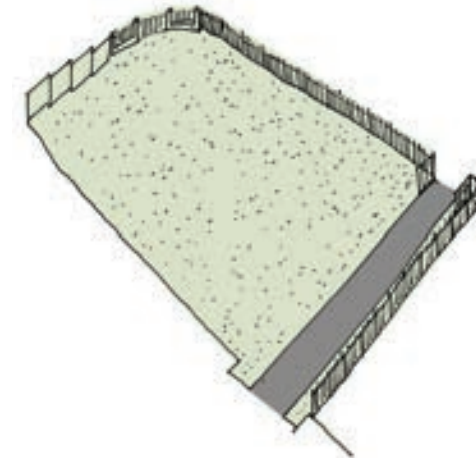
The area of land just south of Brookwood station currently forms an unprepossessing entrance to Brookwood cemetery.

The Masterplan proposes to transform this entrance to improve the arrival experience and to help orientate the visitor. New paths will be laid, including one to guide visitors to the historic railway route leading to the south cemetery. The garden will contain new planting, an information point and a place to sit.

The land is currently owned by Network Rail, from whom the land will need to be purchased, or with whom negotiations will be needed to carry out this work.



Photo of the station entrance garden in early 2019. The historic gates and stone piers seen in this photo are now closed off (and have graves beyond), but nevertheless offer a potentially attractive feature.



Sketch showing the station entrance 'garden' as existing with a single tarmac path and surrounded by metal security fencing.



Sketch showing transformation of the land (currently owned by Network Rail) seen and passed through when arriving at the cemetery from Brookwood station. The area would be replanted, and new paths laid. One would lead to the old railway line and take visitors down the historic route. This links clearly across to the south cemetery and the historic Ring. Alternatively, visitors for the north cemetery could use the existing entrance (replanted and re-signed).



### 3. pockets of parking

Cars are an essential part of modern life in Brookwood Cemetery; the distances are so large, and many people who visit graves are elderly and not mobile enough to walk long distances.

Parking needs to be provided at strategic locations around the cemetery to make the walking distances manageable. Adequate space for parking is needed so that visitors do not need to park in random locations, sometimes on old graves. But cars en masse detract from the Arcadian atmosphere of the cemetery, so parking needs to be convenient but discreet.

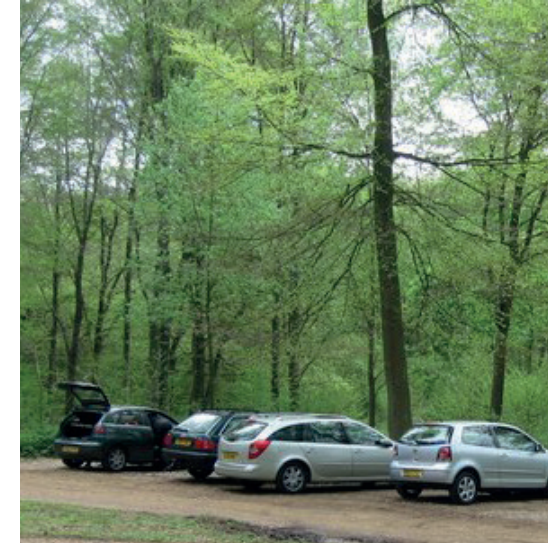
The Masterplan proposes discreet pockets of parking around the cemetery, either in amongst trees and/or surrounded by hedging.



Example of a new parking area combined with new tree planting



Example sketch plan of new parking in and around existing trees



# Landscape and Structures

## 4. convert the Lodge to a visitor centre

The 1854 parsonage, subsequently the former Superintendent's Lodge, and now called the Lodge, is an attractive historic (even though much altered) building in a central location within the cemetery. It is located right where the railway line route crosses the Pales road. The Lodge is well placed to serve the cemetery as a visitor centre and small cafe. Visible from the road, its life and social activity will make the entrance to the cemetery inviting.

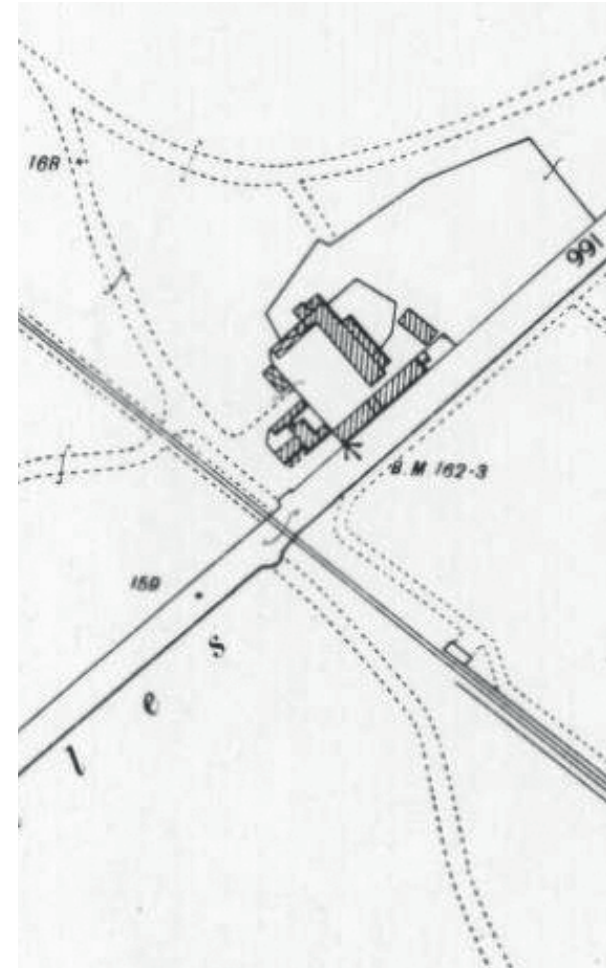
The photos opposite and the 1873 map show that the land north of the Lodge used to be part of the cemetery before it was appropriated for office block parking. The Masterplan proposals reclaim this land (relocating office parking as necessary) to re-establish the open, landscape connection between the Lodge and the cemetery.



The Lodge in c.1900 showing the vehicle entrance nearer to the building and obviously separate from the railway line



The Lodge in the 1970s showing the courtyard of glass houses to the northwest of the Lodge.

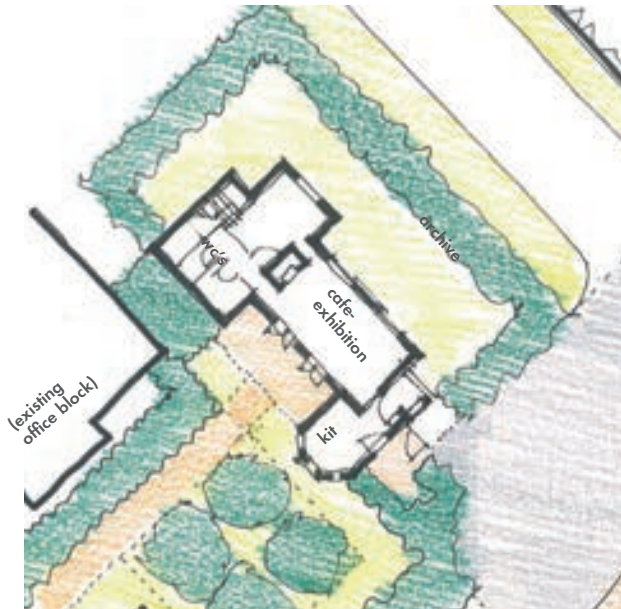


Extract from OS map 1895 showing the courtyard of stabling block, paint and coffin workshops to the northeast of the Lodge Also seen are the entrances to the north and south cemetery either side of, and separate from, the railway line.

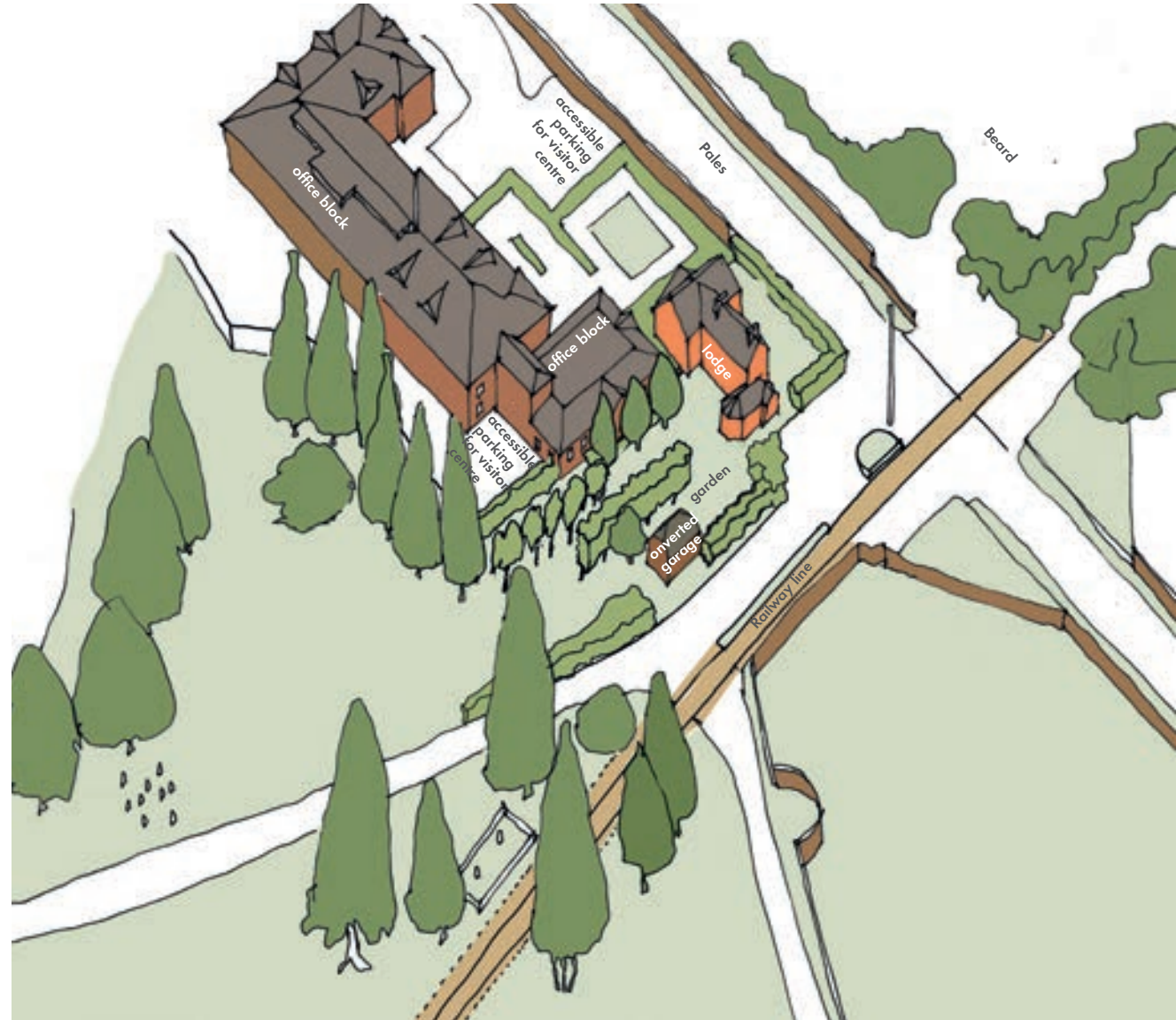




Sketch showing the Lodge as existing with its garden cut off from the cemetery by the office block parking lot, and hemmed in by modern brick garden walls.



Sketch proposal of the ground floor of the Lodge converted to a cafe with small kitchen, WC's and small meeting room.

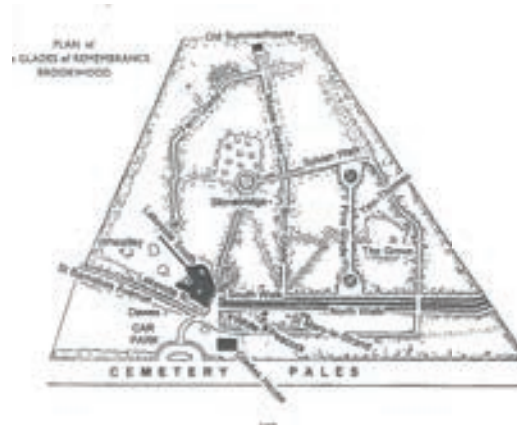


Sketch showing the proposed conversion of the Lodge to a visitor centre, and the opening out of the garden connecting it to the cemetery. The retained garage could be converted to an Education Room or other use associated with the Visitor Centre. A series of gardens could provide outdoor learning spaces and a cafe terrace.

# Landscape and Structures

## 5. cut new glades and rides in woodland

Birch trees and self-seeded conifers have overtaken the western part of the cemetery, The woodland 'wilderness' is a magical environment with potential for greater biodiversity. The woodland has however encroached further and further into the open heathland and the more tended cemetery landscapes. Its wilderness magic will be intensified if contrasted with these other more open cemetery landscapes. Clearing and managing the edge of the woodland, and cutting of new glades and rides into the woodland will allow access into the wood and will introduce a new quality of light. New marginal habitats with hazel coppice and native hedgerows will enhance biodiversity and habitats for nesting birds. As Silver Birch is a relatively short lived tree, thought could be given to selective thinning and replacement with longer term species such as oak, sweet chestnut and possibly alder in wetter areas .



Historical plan of the Glades of Remembrance as originally planned (1940) showing the woodland walks



Aerial map 2019 showing the loss of Glades and encroaching woodlands.



The Colquhoun Chapel, one of the oldest buildings at Brookwood, c.1858



The Colquhoun Chapel in early 2019



Creating open glades and long rides to break tree cover and create dynamic moments of transition and reflection and diversity along woodland edges.



Clearing new woodland paths of 2 meters width and new woodland footpaths with MOT roadbase material and soil is an economical and sustainable way of creating paths which promote self seeded vegetation.



Clearing rides of 10 meters width through the woodland provides opportunities for varying management regimes and new planting ranging from small avenue trees, coppice of hazel and sweet chestnut or native hedgerows.

# Landscape and Structures

## 6. information points

Information points could be located around the cemetery. These may be simple information signs, but could also offer shelter and seating. The small structures would be points of orientation - each perhaps with its own special character - helping to guide visitors around the cemetery.

The structures should be very carefully placed and sized to consider not only their effect on the wider cemetery landscape, but also the views out from the shelters and the quality of space within and around them. They could encourage contemplation.

Structures could be designed specially as places for Muslim visitors to pray. Other structures elsewhere could be designed for uses such as floral services which would support the cemetery funeral operations.



Examples of shelters and Information Points in landscape



### 7. toilets

Toilet facilities will be provided within the cemetery chapel and the new visitor centre. But, in addition, handy toilets could be located in the far southern corner of the cemetery. This would serve visitors to the south cemetery, and also a Forest School down in the Glades.



Example of wc's in the landscape, including waterless toilets

# 3.4 Long Term Additions

Step 3 of the Masterplan proposes larger scale building and associated landscape and programme developments

## landscape and structures

- HS2 reinterments
- Potential crematorium
- Cemetery Pales project
- New Education Building
- Visitor Parking
- Planting to restore the Victorian character of the historic ring
- New avenue planting

## funerary business and operations

- 10% annual increase in number of funerals based on deaths growth projections and higher penetration due to the visitor business, 175 funerals ->326 funerals per annum
- Potential cremations
- Income from HS2

## visitor programme

- As per initial moves at increased scale

## visitor interpretation

- As per initial moves, plus
- Higher spec and larger permanent exhibition
  - Potential for digital layer





# Landscape and Structures

## proposals

The Long-term Additions to the cemetery comprise buildings and associated parking and infrastructure to support its continuing operation in the future, and to further raise its profile. A location for a possible future crematorium is considered. A new Visitor Centre will provide facilities to attract and accommodate visitors from further afield.

A new crematorium and parking areas would be focussed around the Pales, making new spaces within the wooded and 'wilderness' areas.

The Visitor Centre remains centred on the former Superintendent's Lodge and the crossing of the railway line and the Pales.

New links increase connectivity between north and south cemeteries.

New avenues are proposed to visually link the north and south cemeteries. These would in time be a 21st century complement to the long-lasting 19th century avenue planting.

The restoration of the character of the Victorian planting scheme for the historic ring would be a unique and exemplary undertaking.





Existing plan of the central Pales area

Key to landscape plan opposite

-  existing footpath
-  new footpath
-  tree avenues
-  visitor parking
-  pocket parking



Proposed plan of the central Pales area. (Note number of parking spaces is indicative only, and dependent on further site study and development of more detailed briefing)

# Landscape and Structures

## potential crematorium

A crematorium could increase the appeal of Brookwood cemetery to a wider audience, potentially reviving the London market. There is an opportunity for 'green crematorium' at Brookwood, helping to make the cemetery a leader in sustainable burial or cremation, appealing to those with an interest in minimising the ecological impact of death.

A crematorium was previously envisaged for Brookwood Cemetery, and two locations were considered, both approved by separate Acts of Parliament. The Masterplan locates space for a potential new crematorium north of Cemetery Pales opposite the Glades, close to the area approved under the 1946 Act.

A crematorium here would occupy a new clearing in the existing woodland. Set away from the road, it would be surrounded and discreetly screened on all sides by trees. The proposed location of a crematorium in the woodland means it would have minimal visual impact even in winter.

New pockets of parking would be formed within the self-seeded woodland north of the Pales, minimising

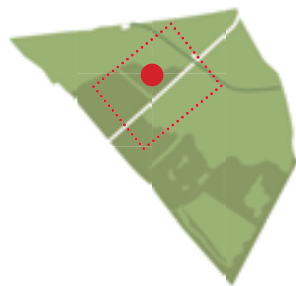
impact on mature trees. Parking would well hidden near to the Pales wall. The existing woodland clearing would be planted to create new avenues and pathways from the parking areas to the crematorium.

The location of a crematorium and its associated access and parking is one of the few areas believed to be free, or relatively free, from burials (obviously pending further investigations). Any existing graves would be carefully researched and located to inform proposals.

The forecourt entrance to a crematorium would mirror the existing forecourt entrance to Glades House. Together they would form a formal opening either side of the Pales, creating a sense of arrival.



Plan from John Clarke's book showing location of the crematorium as proposed under the 1946 Act of Parliament



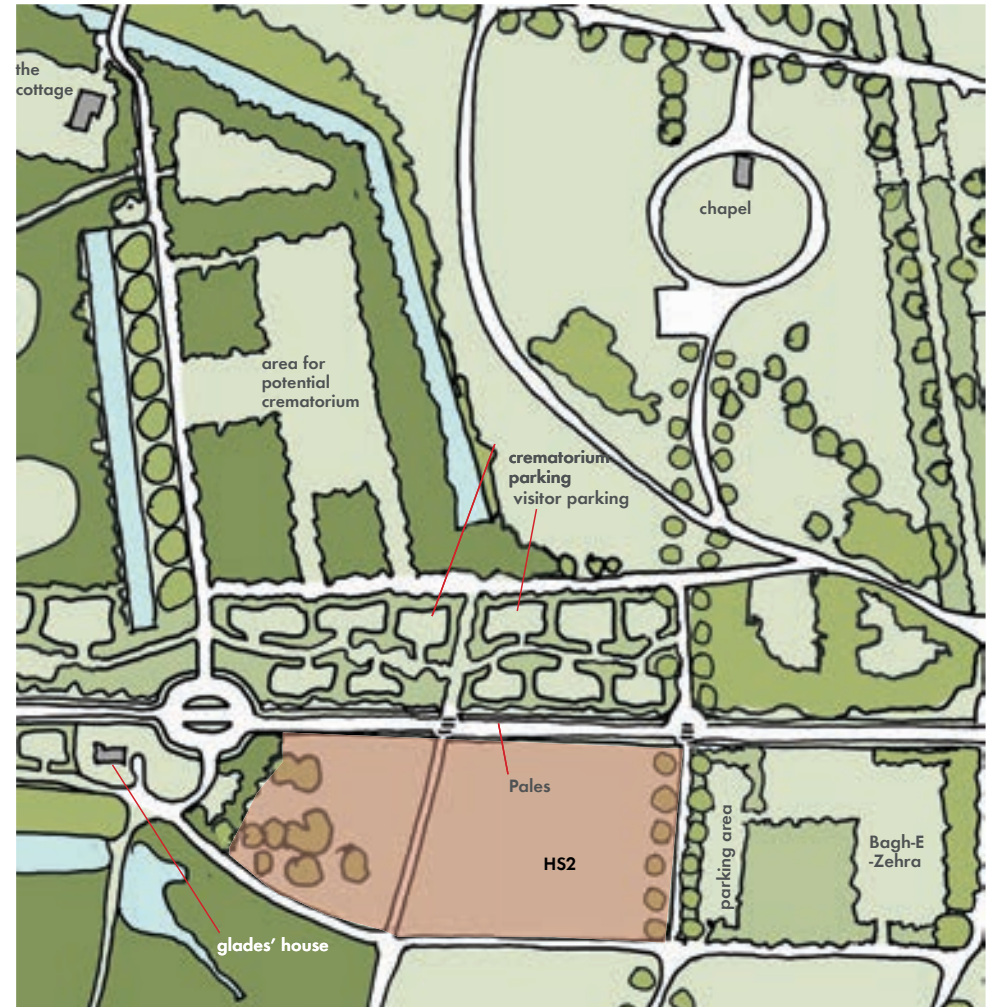
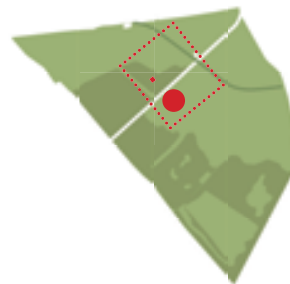
Plan extract showing the potential location of a crematorium, parking and access

# Landscape and Structures

## HS2

The area for the HS2 reinterments, south of the Pales, will be flanked by two new footpaths which connect across the Pales into the new visitor parking area.

A new avenue of trees leading down from the chapel in the north cemetery will pass alongside the new HS2 ground.



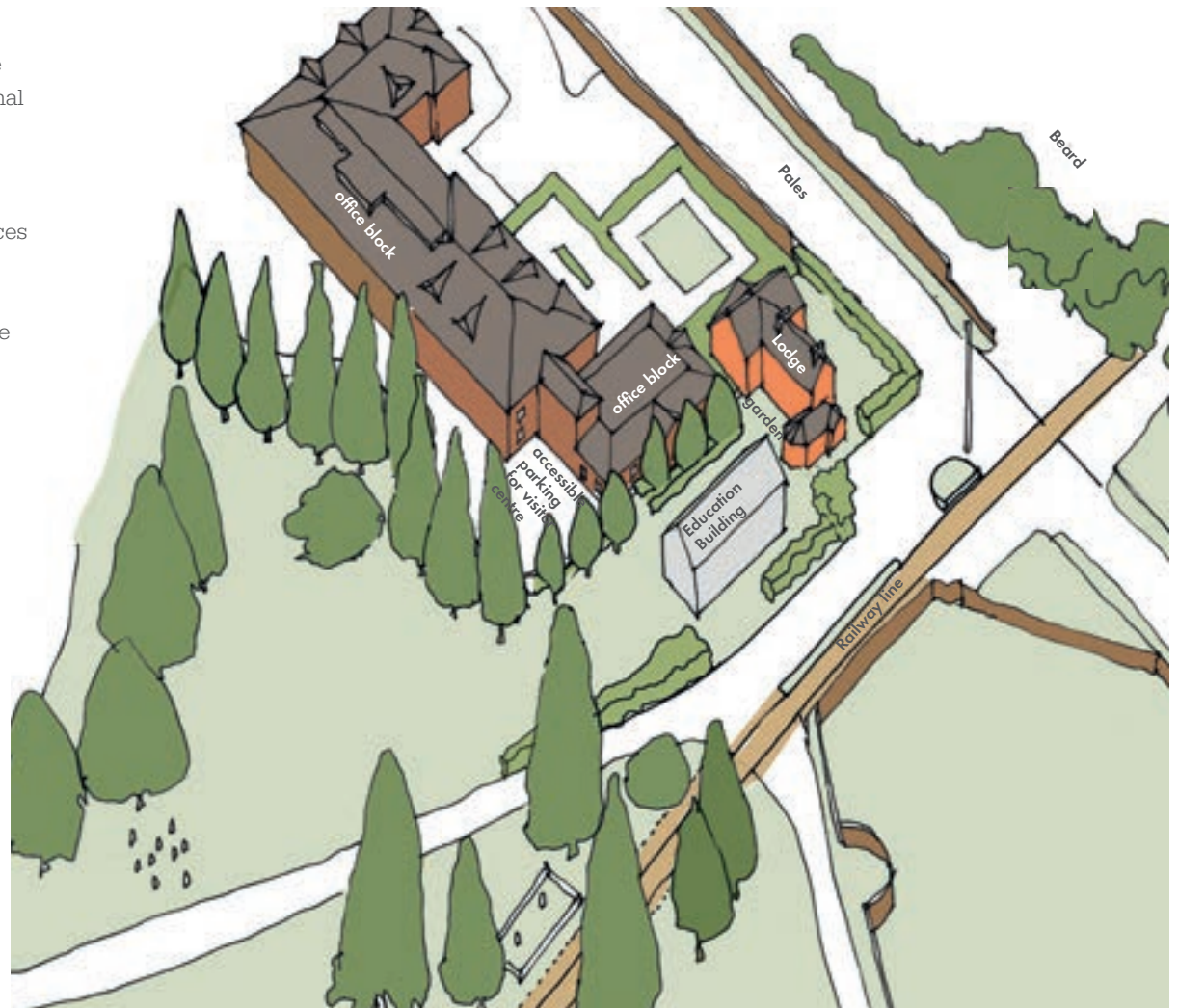
Plan extract showing the location of HS2 in an area south of the Pales.

### new education building

A new two-storey addition to the visitor centre would be positioned near to the converted Lodge, offering additional visitor facilities, and enclosing a garden.

The new facilities could include a permanent exhibition space, and larger education space. Potentially these spaces could be used for wakes.

The building would be serviced by the access road to the office block.



Axonometric showing new building providing additional visitor facilities

# Landscape and Structures

## planting to restore the Victorian character of the historic Ring

The character of the grounds bears only a vague similarity to the original Victorian vegetation. Today there is much appreciation of wilderness with historic cemetery statues overgrown and claimed by nature. However at Brookwood one could have both - a restored Victorian landscape in the historic Ring in contrast to the wilder aspects of the woodland and parts of the northern cemetery. This is a unique opportunity to restore an historic cemetery to its original character with some fully restored statues and monuments surrounded by the type of vegetation shown in the images on the right.

The restoration should be integral with an ongoing assessment of the long-term health of historic planting on the site, and the longer term planting proposals.



Restoration of landscape in the historic Ring. Image shows the Anglican Chapel and Bent family memorial 1880



South Metropolitan Cemetery, Norwood, Surrey an example of John C. Loudon's cemetery design



Pelham-Clinton memorial in its current state bare of vegetation



Extract from 1856 map showing historic Ring



Victorian planting style, Brodsworth gardens



Pelham-Clinton memorial in c. 1899 with planting that would have been typical for the period.



### visitor parking

- a. Car park areas to be surfaced with reinforced gravel
- b. Car park surfacing to be stable and green
- c. Extract plan showing new visitor and potential crematorium parking within trees. A new avenue leads across from the parking areas up to the chapel.



Plan showing potential new areas for car-parking.

Note the parking numbers are indicative only, dependent on further briefing and site study.

# Landscape and Structures

## Pales project

The Masterplan envisages a transformation of the Pales from a busy bypass route, slicing through the cemetery, to a walled road which passes through a memorial landscape. New entrances, crossing and alterations to the cemetery walls all introduce new spaces along the road which are intended to encourage drivers to slow down.

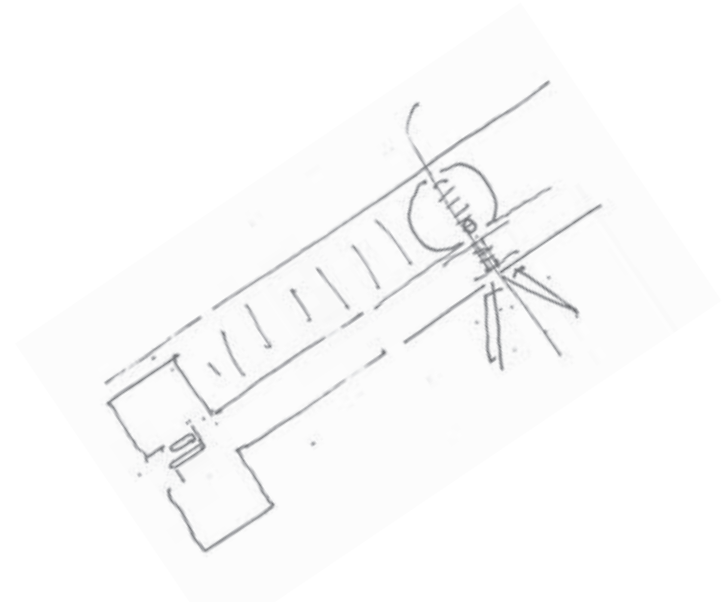
The sketch on this page illustrates the idea that the walls would be altered in places, pierced, pushed back to form formal, even geometrical spaces, one or both sides of the Pales.

A potential new entrance to a crematorium in the north cemetery, would mirror that opposite to the Glades, forming a formal forecourt through which the Pales road will pass. Pedestrian crossings with bollards and a different surfacing across the carriageway will add further punctuation to the route. A new entrance to a visitor carpark will offer another walled space past which traffic will travel.

New avenues of trees would be seen either side of the Pales, seeming to continue across the road, and beneath which traffic would pass.



The existing Glades forecourt



Concept sketch showing the idea of spaces, forecourts and routes opening off the Pales.



Examples of walled forecourts and entrances making spaces along roads

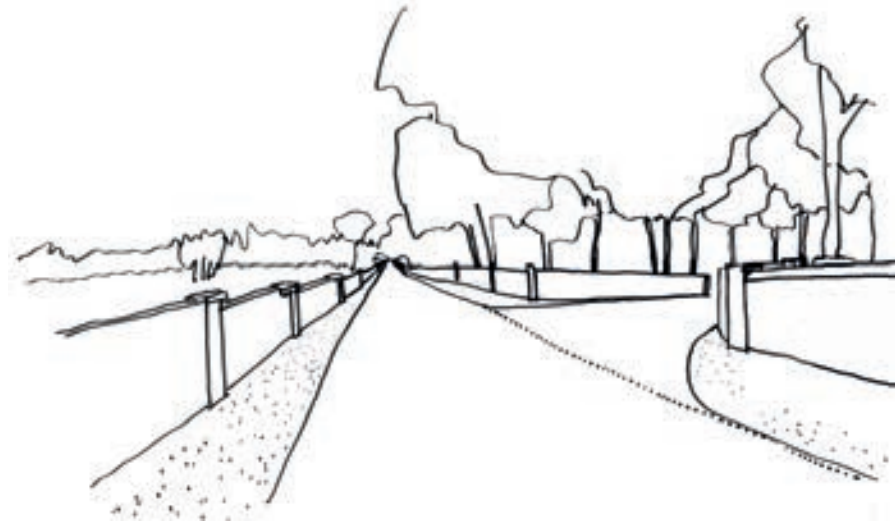
Example of a differentiated surface to a crossing



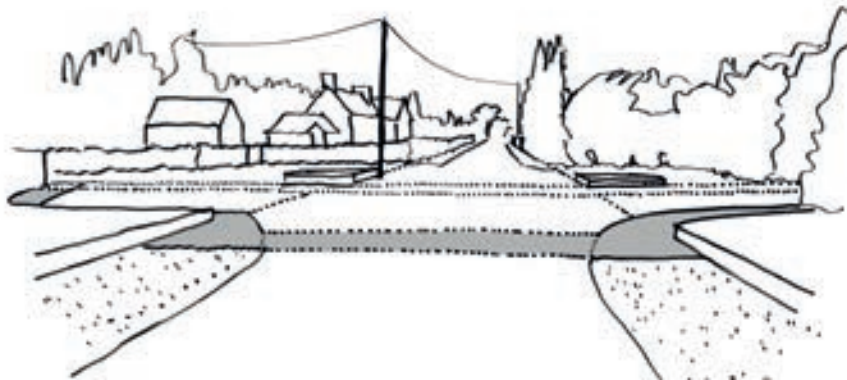
Examples of views through gateways in walls; such views would visually connect the north and south cemeteries across the Pales



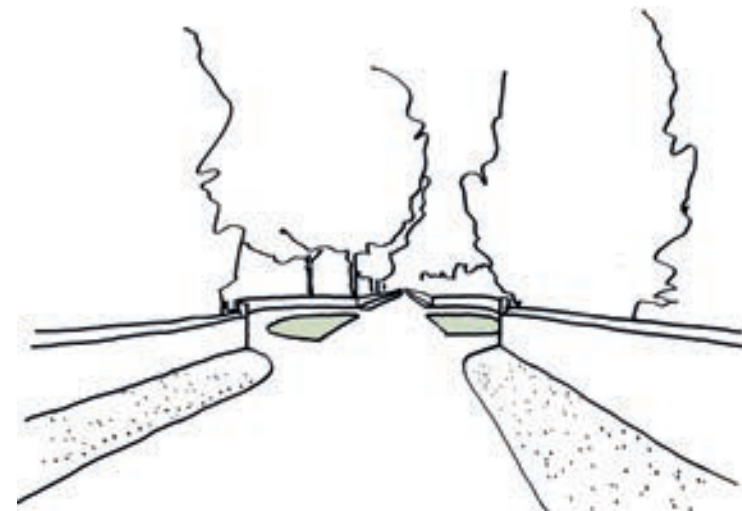
Pedestrian crossing at intervals along the Pales, passing through new openings in the cemetery wall. The crossing would be signified by bollards either side on the verges, and by a high-friction strip across the carriageway in a contrasting material



A new entrance to new visitor carpark



The line of the old railway and a pedestrian route both cross the carriageway, encouraging drivers to slow down by this main entrance to the cemetery



An entrance to a potential new crematorium would be formed by a new forecourt matching the existing entrance to the Glades

# Landscape and Structures

## planting of new avenues

Avenues could be planted to frame the newly cleared rides within the woods. These new avenues or lines of coppice would in time provide a 21st century partner to the rRedwoods which could still be there in 2000 years.

The lines of trees that cross Cemetery Pales will be legible from some distance as one drives along the road, signalling that the cemetery is on both sides of the wall. By creating perpendicular lines to the road, traffic may be slowed down.

There could be formal avenues and lines of coppiced trees that would provide a more informal structure, reflective of the looser landscape character of the cemetery. Coppice management is based on cutting trees down to the ground on a 5-7 yearly cycle and is recognised as a woodland management practice that provides maximum biodiversity.



Coppice trees in woodland



Coppice trees in woodland ride



Plan showing location of potential new avenues



Coppice stands planted within woodland rides

Typical species for a formal intervention within the woodland structure could be created with fastigate Hornbeams that provide some enclosure as shown on the right.

Other options are lime trees that come into leaf early in the year with bright, lime green juvenile foliage and strongly scented flowers. In autumn their bright yellow foliage colour forms a focus within the cemetery.

Sweet gum trees from North America form magnificent avenues with their bright orange autumn colour and distinctive foliage.

When Brookwood cemetery was first planted, many new species that had recently been introduced to Britain were used which explains the dominance of North American conifers. There is a need for a long term tree planting strategy for replacement trees. This is in keeping with the original vision for the cemetery as older trees go into decline. Some areas could benefit from a new layer of tree planting in the form of individual specimens or avenues addressing the long term future of the tree canopy in terms of historical implications, amenity, biodiversity, longevity and climate change considerations. Detailed surveys need to be carried out prior to strategic proposals.



Hornbeam avenue at Radley School



Liquidambar avenue giving strong seasonal interest



New avenues planted within woodland rides

# 3.5 Expanded Programme

Step 4 of the Masterplan adds a temporary exhibition space and a significantly expanded programme of arts and learning associated with the heritage cemetery. The diversification is pitched to attract arts audiences from Woking and London.

## landscape and structures

As Step 3 Long Term Additions plus

- New building for temporary exhibitions

## funerary business and operations

As Step 3

## visitor programme

As per Step 3 plus

- Temporary exhibitions
- Small scale, classical open air music
- Open air cinema

## visitor interpretation

As per Step 3 plus

- Thematic temporary exhibitions
- Site and context-specific film



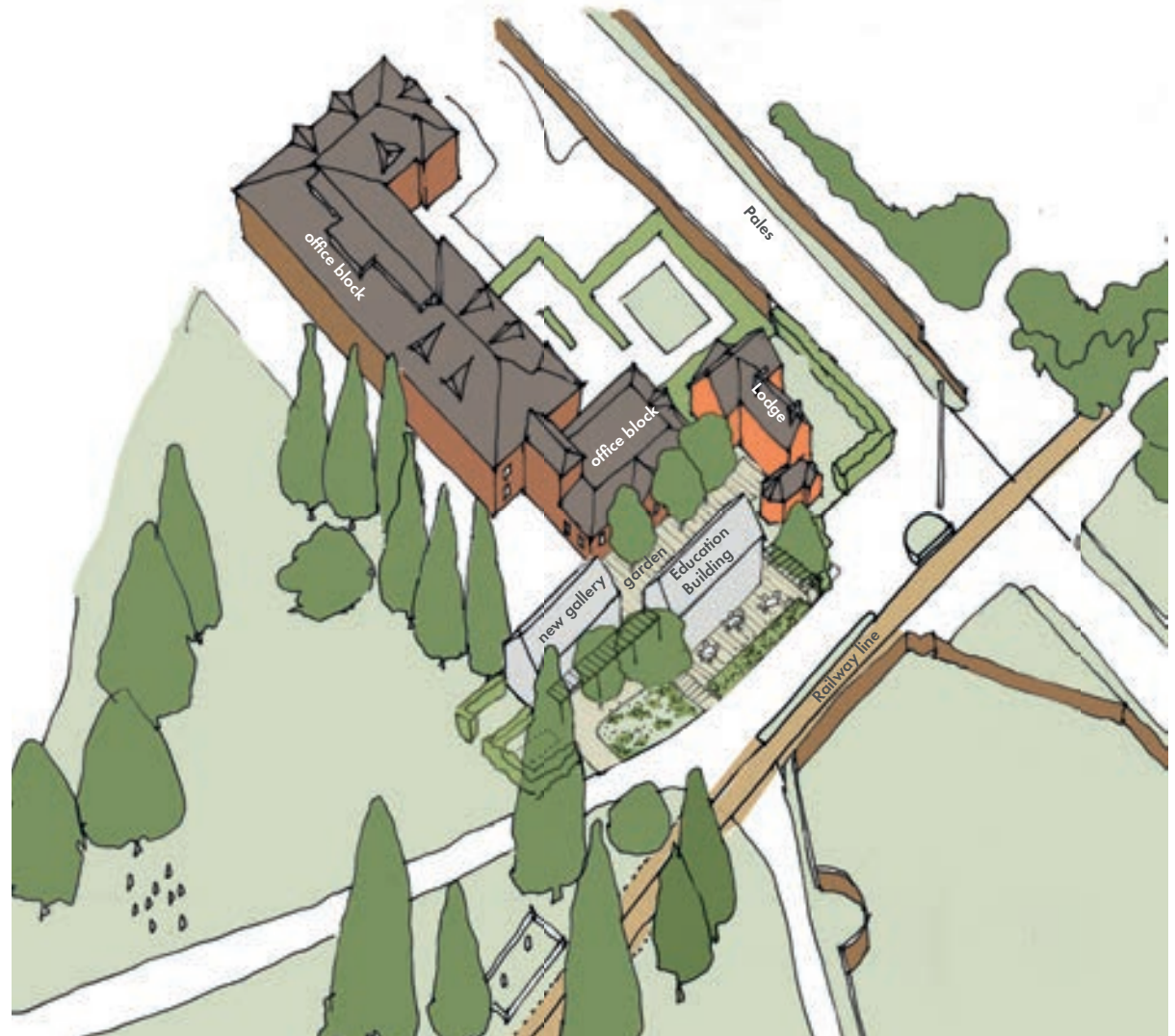
# Landscape and Structures

## new gallery

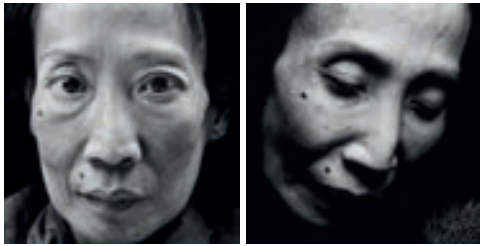
The second of two new buildings for the visitor centre encloses a small courtyard and forecourt and further screens views of the 1990s office block. Together with the converted Lodge, the buildings would provide a collection of spaces connected by the courtyard and forecourt.

The new building would provide a new temporary exhibition gallery. This would help host a significantly expanded programme of arts and learning associated with the heritage cemetery. The diversification is pitched to attract arts audiences from Woking and London.

The second building could also contain further meeting rooms and a dedicated archive to support the activities in other visitor centre buildings.







Exhibition: Life before Death: Walter Schels (Wellcome Collection photography exhibition)



Coffin display at Tot Zover, Amsterdam. The museum holds programmes and exhibitions exploring ideas of death and funerary practice.



C19th depiction of an undertaker keen to profit from 1840s cholera outbreak (Science Museum)



19th century amulet used for protection against cholera



Exhibition: ideas and exploration of technologies for ecological burial like this 'mushroom suit' by Jae Rhim Lee.



Films: Violette Szabo



Histories: notable people Abdul Rahman Andak



Exhibitions: the architecture of Zaha Hadid



Literature and readings: books by HRH Princess Musbah Haidar "Arabesque" and Rebecca West are examples



Brookwood delicacies



Outdoor and indoor concerts, requiems, compositions on the theme of mortality

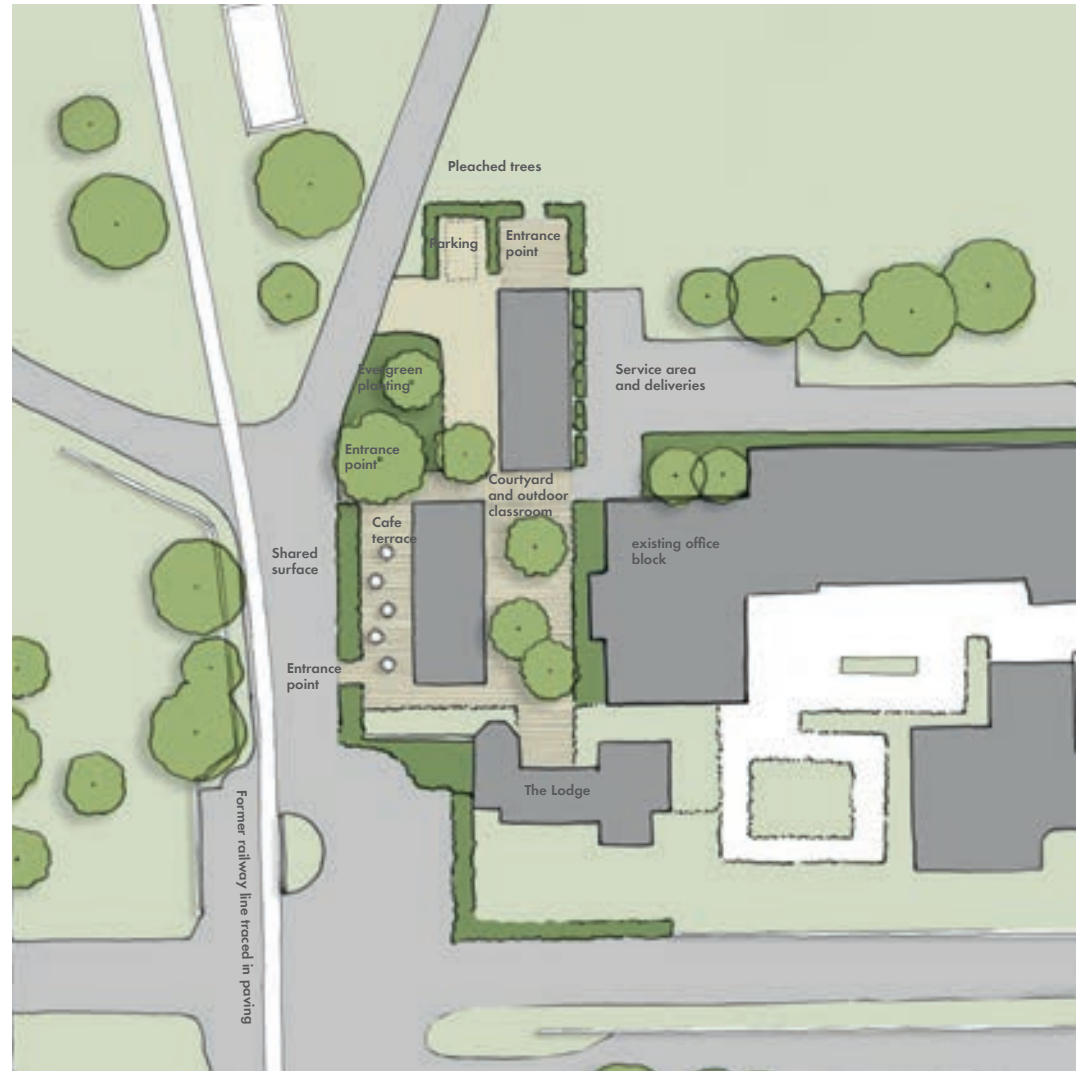


Examples of the (inexhaustible) potential for programming in the temporary exhibition space and across the cemetery. Refer to the Experience Plan for more information.

### **new visitor centre gardens**

The gardens are set between the converted former Superintendent's Lodge and two new buildings.

The layout connects new and existing structures from different periods and creates a direct access from the cemetery. A cafe terrace faces the afternoon sun and the inner garden screens the office building whilst allowing space for an outdoor classroom and exhibitions space.





Hauser & Wirth gallery, Somerset; view of the buildings in landscape



Combination of new and old buildings at Ditchling Museum



Combination of existing and new buildings around a courtyard



New and old buildings around a gravel courtyard with trees - a possible model for the visitor centre courtyard



Brick and stone paving connecting historic and modern buildings



Pleached trees forming a screen between the visitor centre and the cemetery to the north

# 3.6 Museum

The Masterplan establishes a framework which could respond to even more ambitious plans in which, for example, the cemetery becomes the setting for a new museum. Perhaps, provocatively, this would be a Museum of Death, confronting a subject which no other museum in Britain has taken on as its primary purpose.

## landscape and structures

As Step 4 Expanded Programme plus

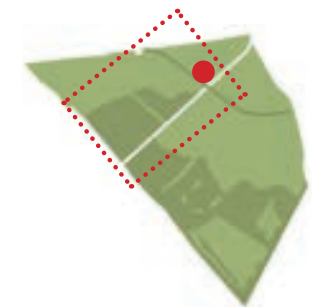
- Demolish 1990s office block
- Construct new building with museum, exhibition, education and associated spaces

## funerary business and operations

As Step 4

## visitor programme and interpretation

Includes Step 4 but significantly augmented



Proposed plan of the central Pales area



## Reinforcing the quality of place

The Masterplan establishes a framework, around the central Pales, which could respond to even more ambitious plans in which, for example, the cemetery becomes the setting for a new museum.

As with all of the interventions promoted in this Masterplan, such a museum would reinforce rather than undermine the unique quality of the place, ultimately underlining the purpose of the London Necropolis Company.

Perhaps, provocatively, this would be a Museum of Death, taking front-on, and as its primary purpose, a subject which no other museum in Britain has done.

## A place for talking about death

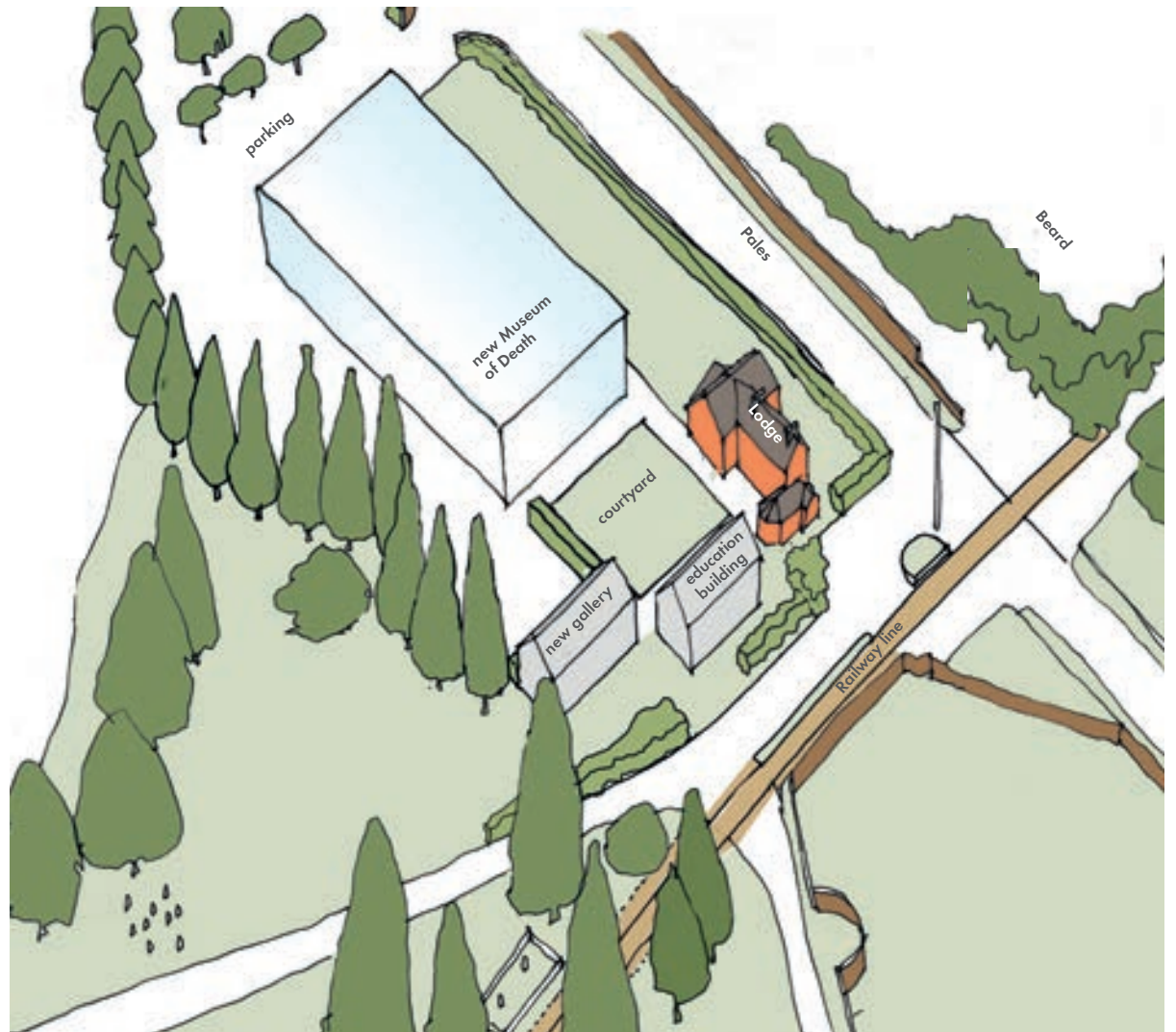
Brookwood Cemetery is one of the most significant death-related locations in Europe. It would be a location without equal for a place dedicated to the idea of society and death – a Museum of Death - where people can learn about, think about, and talk about death. Such a huge part of life, death is a social taboo often shied away from as a subject. This lack of openness affects the lives of the dying and the bereaved, and it is well recognised by groups such as Dying Matters.

The original vision for Brookwood Cemetery was ambitious. It was created in response to urgent calls for burial reform in the mid nineteenth century. Today, it can draw on that heritage to promote open dialogue around death. With its extraordinarily wide range of communities, and their different histories and customs, Brookwood Cemetery offers a unique opportunity for exploring different conceptions and understandings of death. Arts, history, technology, funerary practices would all be part of this.

A new building for the Museum of Death would occupy and redevelop the site of the current office block. It would transform this focal part of the cemetery and it would fundamentally change how the whole cemetery is experienced. Currently dominated by the prosaic, commercial office building, the cemetery would instead host, at this crux of the Pales and the old railway line, a new, significant building - one dedicated to exploring the central issue which the cemetery was founded to address.



A large but ethereal building set in landscape - the Louvre Museum at Lens, France offers an image for the Museum of Death



Axonometric showing the new Museum of Death built on the site of the demolished office block







## 3.7 Next Steps

### negotiations required with third parties to progress the initial masterplan steps

#### 1. Transformation of the Station Entrance Garden:

Purchase land from Network Rail or agree that required landscape work may be carried out.

#### 2. Improvement of the South Cemetery Entrance:

including a new pedestrian crossing and relocation of Beard's driveway entrance. This entails work on Jean Margaret Williams' land, so purchase of the land is required, or else an agreement to carry out alterations.

#### 3. Reposition Beard's entrance from the Pales:

needs agreement with Beard. Research needed on existing historic graves to enable possible new entrance.

#### 4. Reveal lost length of historic railway line:

contingent on (a) landswap with Beard and (b) landswap with the Ismaili Cemetery.

#### 5. Remove parking area to reveal view down

**Giant Redwood rail line avenue:** although the gravelled parking area is owned by Woking Borough Council, it is used by the Ismaili

Cemetery. Relocation of the parking should be broached with the Ismailis.

#### 6. Improvement to the North Cemetery entrance,

including (a) reinstate the original vehicle roadway entrance as separate to the historic railway line route (b) use the railway line as a pedestrian path alongside the roadway (c) form a larger garden for the cafe and visitor centre in the Superintendent's Lodge. These are all contingent on reclaiming the land used for parking by the office block. The land is owned by Woking Borough Council, but loss or relocation of parking spaces should be broached with the office occupiers.

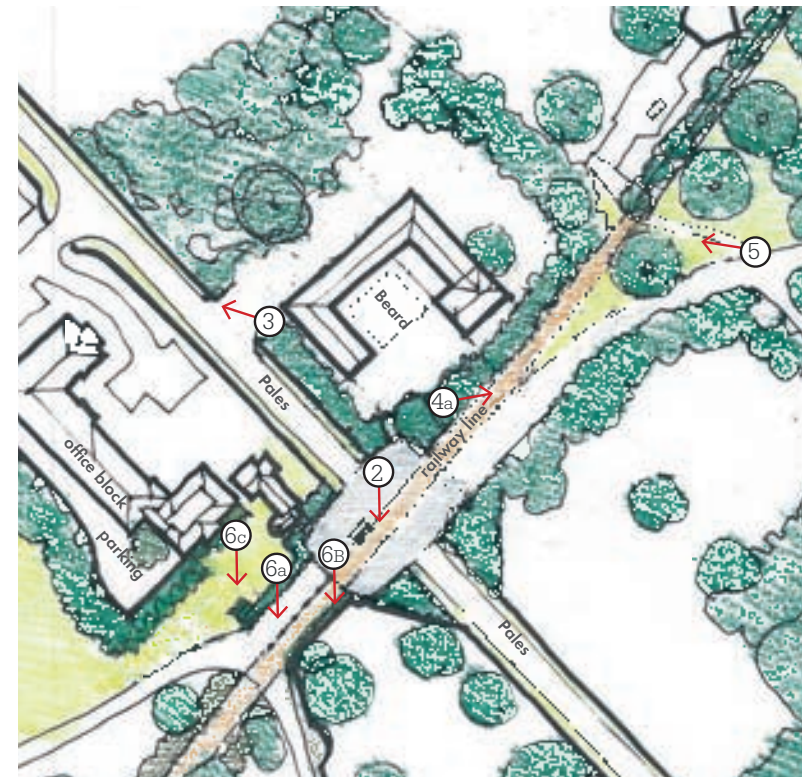
#### 7. Use of The Cottage as residence for Artist-in-

**Residence:** current tenant of cottage will need to vacate premises.

Key Plan locating items 1 to 7 on the list of Next Actions



Sketch proposal for transforming the Station Entrance Garden (1 on the list of Next Actions)



Zoom in key plan around the crossing of the Pales, locating items 2 to 6 on the list of Next Actions



Zoom in axonometric around the Lodge and the office block, locating items 6 (a,b and c)



# 4

# APPENDICES

# 4.1 Maps



- St Margarets St Johns Westminster
- D
- F
- H
- St Andrews Lawn
- St Saviours (uncon)
- Woking (uncon)
- Chapel Hill
- E
- Lower (uncon)
- St Saviours (con)
- Upper aka Lawn
- Catholic
- Actors
- Swedish
- Oddfellows
- Foresters
- Commissionaires
- London Mosque / Jamaat

- The Ring
  - Reparation Ground
  - St Albans Ground
  - Woking (con)
  - St Stephens Ground
  - St Peters Home
  - St Peters Convent
  - Smiles Home / Harbour
  - Chelsea Hospital
  - Railway Ground
  - St Thomas Ground
  - B
  - C
  - A
  - Hilton's Grove
1. Canadian
  2. Italian
  3. American
  4. French
  5. Czech
  6. Polish
  7. RAF
  8. British

Page 126

Map prepared by Brookwood Cemetery using information sourced from Deceased Online'

Provided by Brookwood Cemetery to Allies and Morrison 24 January 2019



1873 Ordnance Survey



1873 Ordnance Survey - extract showing railway crossing



1873 Ordnance Survey - extract of south cemetery



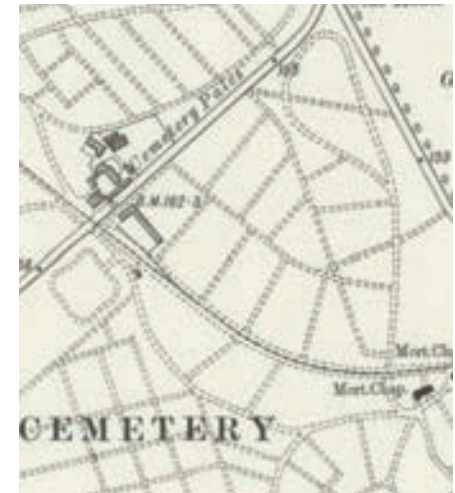
1895 Ordnance Survey west side extract



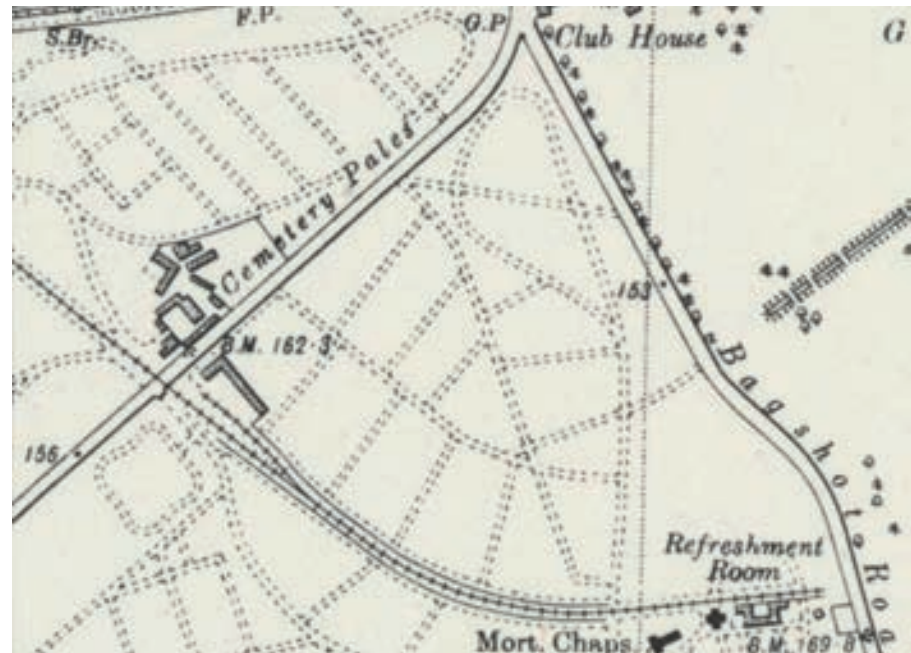
1894 Ordnance Survey extract of crossing



1913 Ordnance Survey west side extract



1913 Ordnance Survey extract of crossing



1928 aerial view of the cemetery (website britainfromabove.org.uk)

1938 Ordnance Survey extract showing the crossing



1961 Ordnance Survey with Military Cemetery

1968 Ordnance Survey with Military Cemetery





See only. Detailed information  
copies of the Titles.

# 4.2 Buildings on the site

## extant buildings

### The Lodge

- 1854 construction of the Parsonage house (architect Smirke)
- 1885 used as the cemetery superintendent's lodge
- 1976 sold as private residence
- 2014(?) acquired by Woking Borough Council (currently let on short-term residential lease)

### Stonemasons' Yard

- Date (?) constructed
- Date (assumed 1970s) sold to Beard Construction
- Extended around courtyard in matching style

### Headquarters office block

- constructed on the site of the old glasshouse built in 1999.

### Chapels

- 1899 Roman Catholic chapel in north cemetery by architect CB Tubbs
- 1854? Anglican chapel in south cemetery by Smirke (owned by St Edward Brotherhood)
- 1909 larger Anglican chapel completed (now the Orthodox Church of St Edward Brotherhood)
- 1929 American Military Chapel most notable building on the site
- Former dissenters' chapel by Smirke (now owned by Dawoodi-Bohra Najmee Baag)

### The Cottage

- Date of construction not known (a building is shown in the 1873 Ordnance Survey map in this location)
- Residential
- Currently venue for the Trench Warfare Experience

### Glades House

- Date of construction not known (no building shown in this location in 19th and early 20th century maps)
- Cemetery office (was the old caretaker's lodge)

### Former buildings

- Stations designed by Smirke
- North station demolished in the 1950s
- South station destroyed by vandals in 1972
- Stables, masonry works and glasshouses (on the site of the current office block)



St Edward Brotherhood church c.1909-10



Anglican Chapel c.1901-1910 Architect: Cyril Tubbs and Arthur Messer



Anglican Chapel 854 Sidney Smirke



Former Catholic Chapel 1899 architect (probably) Cyril B Tubbs



Glades House



Former superintendent's Lodge 1854 Sidney Smirke



American Military Chapel Grade II c1929  
Architect: Egerton Swartout, John R. Pope and Harry B. Cresswell



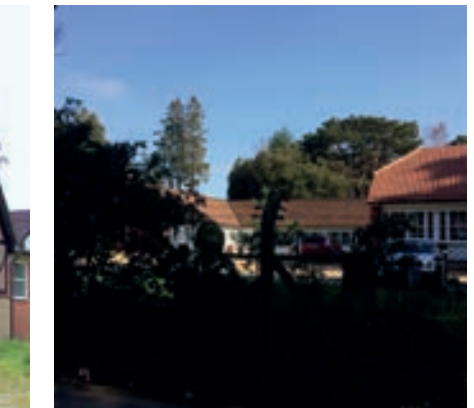
Commonwealth War Graves Commission building



Office Block 1990s



Former dissenters chapel, now Dawoodi-Bohra  
Najmee Baag



Beard Construction office (former masonry works)

# 4.3 Consultations

## consultee list

Consultation Groups follow the same 'Levels' as identified in the Conservation Management Framework 2016,

Group 1 consists of those who are, or will be, directly involved with the minutiae of the development and delivery of the conservation of the cemetery -

- Brookwood Park Ltd
- Woking Borough Council
- Woking Borough Council - planning officer and conservation officer
- Historic England - Heritage at Risk and Development Management Teams

Group 2 comprises other site owners and operators within Brookwood Cemetery including Commonwealth War Graves Commission Brookwood Cemetery Society St Edward Brotherhood

To this Group 2 list we have added those communities who own or manage land within Brookwood Cemetery, and local and national amenity societies:

- Diocese of Guildford
- American Battle Monument Management
- Ahmadiyya Muslim Cemetery
- Jamaat Muslim Cemetery
- Ismaili Cemetery
- Jamaat Muslim Cemetery

- The Serbian Orthodox Cemetery
- Dawoodi-Bohra Najmee Baag
- Zoroastrians
- Swedish
- Oddfellows
- Music Hall Guild Of Great Britain and America
- Latvian
- Memorial Association of Free Czechoslovak Veterans
- Catholic
- Bagh-E-Zehra
- Jamaat
- Beard Construction
- Buddhist
- Turkish Airmen
- Said Plot
- The Victorian Society
- Surrey Wildlife Trust

Group 3 includes those with wider shared interests:

- Highway Authority
- Parish Council
- Pirbright Church
- Pirbright School
- Brookwood School
- Knaphill School
- Knaphill Community
- Knaphill News and Mail
- Holy Trinity Church Knaphill
- St Saviour's Church, Brookwood
- Pirbright Village News

## meetings

Regular monthly meetings were held with the client group. A presentation was given to the Brookwood Park Ltd board on 8 May 2019. The wider stakeholder community was consulted as follows:

### Meetings 17 April 2019

We had early conversations with the following stakeholders on 17 April to find out about their wishes for the cemetery  
Commonwealth War Graves Commission  
American Battle Monuments  
Beard Construction

### Meetings 2 May 2019

We also met on 2nd May 2019 with St Edward Brotherhood, and then held a drop-in session at Glades House. Stakeholders from Group 2 (site owners and operators) were invited to this session. Those who attended were  
Brookwood Cemetery Society  
Memorial Association of Free Czechoslovak Veterans  
Jamaat  
Ahmadiyya Muslim Cemetery  
Ismaili Cemetery  
The Serbian Orthodox Cemetery  
Music Hall Guild Of Great Britain and America  
Ismaili Cemetery (phone call)

### Meetings 3 and 11 July 2019

A small exhibition was set up in Brookwood Chapel, and presentations given on 3 and 11 July for Groups 2 and 3 stakeholders. Those attending were

- Commonwealth War Graves Commission (Les Kibble)
- Brookwood Cemetery Society
- Memorial Association of Free Czechoslovak Veterans
- Jamaat Muslim Cemetery
- Ahmadiyya Muslim Cemetery
- Ismaili Cemetery
- Pirbright Parish Council
- John Clarke
- Zoroastrian community

### Meeting 17 July 2019

A meeting was held with representatives from heritage and conservation stakeholder groups

- Historic England - Development
- Historic England - Historic Landscape
- Woking Borough Council planning

The National Heritage Lottery Fund were invited to attend this meeting, but, in order to avoid a conflict of interest, they asked to be consulted when the scheme is nearing readiness for submission for grant funding.

Surrey Wildlife Trust and The Victorian Society were also invited but did not reply.

Meeting TBA 2020

A meeting was held with Surrey County Council Highways on 26 July 2019

- Abi Solway
- i-Transport
- Allies and Morrison

### Meeting 2 August 2019

Allies and Morrison attended a meeting with Ray Morgan, Chief Executive of Woking Borough Council. RM encouraged an even longer term vision for the future of the cemetery, looking to 2052, the 200th anniversary of the founding of the cemetery. Idea of Museum of Death discussed.

### Meeting 3 October 2019

A meeting held with Ray Morgan, Brookwood Cemetery client representatives, and Historic England

- Historic England - Development
- Historic England - Historic Landscape

### Meeting 11 November 2019

A workshop was held with Historic England representatives from Development and Historic Landscape.

### Meeting 3 December 2019

A workshop was held with Historic England Historic Landscape.

**DRAFT SPATIAL MASTERPLAN HISTORIC ENGLAND COMMENTS 02/10/2019**

**Context, vision and significance**

Heritage and land use here:

1. Important historic structures and landscape (designated and regulated by legislation)
2. Ongoing societal process – the contemporary use of the past with structures left from a very recent past (regulated by societal practice)
3. Green structure – separate policy areas bringing together natural resource management, nature conservation, recreation

Double loading – old inherent meanings combined with newly added ones. Therefore attachment to place and private memories become important factors that impel engagement in a masterplan for this place. Landscapes only become really spectacular when you know what you are looking at.

**Connecting elements across cemetery -**

Cultural memory – interplay between present and past in socio-cultural context  
 Individuality v conformity – writing an identity for yourself, collective consciousness and service, individuality  
 Different strengths of private engagement, participations and personal involvement  
 Aesthetic - dense with imagery, rich with tradition  
 Encounters with mourning and mourners through different faith structures, nationalities and societies  
 Layered meaning and symbolism, iconography (of the past and the present) – visual culture, isolating a story in a moment, freeze framing it, utilising design and aesthetics  
 Human dimensions of environmental quality – our need for an environment like this to enable us to mourn and reflect  
 Scale and vision of original landscape design to enable a space with a co-existence of functions  
 Using visual language to communicate ideas, ethical codes  
 Underlying order – conventional story and meaning, collective memory of historical events  
 Active use – enhancing the quality through continuous change, personal relationships with and memories attached to the place their relatives and friends are buried  
 Experience and perception– everyday experiences, time and generations passing, long lived species, seasons, day and night – regeneration and regrowth of nature, change and regeneration  
 Technology and Movement- industrialisation, space, shifts in dwelling, settlement, connections

**Design Questions: How to make this vision serve enough people to be a valued proposition - toolkit to use including management of the unique illusive mix of past and present**

What key dimensions do people focus on when they perceive Brookwood?  
 How are these dimensions subjectively evaluated by people in the course of their everyday experiences?  
 How do such evaluations affect how people use Brookwood for a given activity?  
 Has the vision of this place changed so radically?

How to make sense of this site and the numerous elements it holds?

How do we create a compound of past and present – polite society that is respectful of the past but dreaming of the future, embodying promises of times to come, civility, dignity, and deference to our descendants?

**Layers and characterisation or multiple dimensions?**

Here the collection of everything seems obvious but each thing is important and has great meaning so you need to learn about each of those as a designer. This place is greater than the sum of its parts.

The overall context plays a vital role in defining Brookwood's character. More than the single elements the cultural, green environment in its totality influences the relationship that people build in Brookwood. Attention is being paid by visitors to single elements – paths, tombstones, trees, flowers, former landscape ideals and structural remains, and this works hand in hand with experiential aspects (personal memories, recognition, touch, smell). However, it is the totality of these tangible and intangible aspects that influence the relationship the visitors build to these places.

Contextual awareness here is:

**1. Scales - moving between different scales to create a sustainable project, what cultural space does Brookwood relate to at which scale:**

- International context in which the cemetery is located – faith context, design context, memorialisation context, global community connections, burgeoning digital context
- Relationship to other cemeteries nationally/regionally – kinship of sense across similar cultural landscapes, understanding how Brookwood is an aesthetic appropriation of other culture's and nations cemetery landscapes
- Its relationship to London and population growth as a whole, its vast scale and physical remoteness compared to the Victorian Cemetery tradition, to the culture of memorial open spaces
- The designed landscape approach of Brookwood within its local context
- Local landscape resource - sense and react based on environment

**2. Activities of memorialisation – moving to the smaller levels of attention, individual acts of remembering in a social context now transcending the original disciplinary boundaries as well as national boundaries**

- Group memory (of family, friends, community internment, societies, veterans)
- National memory (invented traditions and transnational memory sites ie national plots and military)
- Forgotten memorialisation – lost plots and records

**3. Movement Patterns – the way the place functions that knits all the scales together**

- infrastructure and connection (how to access its urbanity in the country)
- diversity and mixture
- areas of active use v area of 'neglect' and conservation
- lines and anchors
- boundaries and watercourses

Page 134

Different type of characterisation – composite landscape of various constructs, cultivated over time by different communities to create various experiential areas (not landscape character areas):

- Formality, infrastructure and structural devices including orientation
- Memorialisation structure
- Age structure
- Designed landscape
- Green structure

#### Masterplan challenges and responses:

- Placing yourself directly in the landscape relationship (soft and hard) – the special purposes that this site had when it was originally established
- Understanding cemetery landscape as distinct cultural space and technical term – delivering through the actions of dwelling in burials, memorialisation and reflection as opposed to a park which is a label for appropriating specific landscape qualities and aesthetics for recreational use by the public (active creation v passive consumption)
- Engaging extra experiential relationships of cemetery over 'park' landscape including tranquillity, secretive, contemplative, age = special atmosphere strengthening, retaining the human dimension of environmental quality and its position of importance to those visiting, working and living in the area
- As a site that demands respect – rational management model
- Increasing interconnection with other heritage sites, urban parks, cultural trails, commons, greenways to enhance both cultural and natural qualities
- Appreciating different ways of seeing and perspective – understanding diversity
- Confronted by the sublime – making the vastness measurable to deliver an overview
- Background knowledge of time and scale – allowing the experience of the passage of time and scale on which the world has changed to introduce the idea of the landscape as a cultural space which is subject to flow and senescence
- Use = appropriation of the place
- Burial legislation, rituals, density and future use – future burial ground space requirements in the north and south sections, how to work with inheritance from faith and class divisions
- Flexibility to green context – the unusual dimension of 'urban greenspace' in a urban/rural hinterland on its planning and management status, collaborative approach to support various policy areas
- Balance between landscape and nature in totality defining the character terms for the future cemetery – conscious selection of elements in active conservation to aid recognition v strangeness and uniqueness of cemetery aided by deliberate choice of nature
- How to hold a collective role for the community and neighbourhood Brookwood is located in and the for the individuals and communities that have relatives buried there
- Increased access as not strictly 'public space' (defined as places of interaction, social encounter and exchange with a wide range of activities) with existing issues of inclusion and exclusion
- Platform for increasing creative cultural activities that do not neglect its role as an important memorial site

- Allowing users to adopt an attitude that contributes to its strengthening position as a well-maintained place demanding respect

#### Future prospects and restoration?

I understand the past, I barely understand the present, and I have no idea about the future.

The public engagement in this masterplan process has not finished as a 'framework' for making decisions yet as this is an ongoing design process – the creative process of re-evaluation creates a culture of consultation that enriches any design response and create valuable spin-offs that we cannot see yet.

The vision of this space - who we were, who we are, who we will be – that is why Brookwood is the jewel in our cultural crown.

Is it appropriate to see Brookwood cemetery as a green memory site – symbolising nature at work?

What is the present tense for this site? Should it hold onto the past labels or have easiness in using it in the present? The weight of history can be hard to innovate – the leading edge of newness, fusion between past and present go back into the past and using it – consuming the past to help us face the present

Recognition of the remains as a collective memory site – reflections on trans- temporality, pluralistic understanding of the processes we face, linking a 'not-far-away' past with the contemporary, live in the moment, agent of change but inability to control events

Make natural cycles visible – make sure the past helps you cope with the present, unstable, time will vanish in a moment, we are part of the environment

Pace of life and defined set of rules of conduct for visitors of a cemetery – experience in the depth/pace we need to explore our mortality (JC Loudon principles) the past helps you understand the present

**Cultural memory (death) museum proposals:** Where is this best sited? Investigation in how to reconcile private and collective cultural memory perspectives – collective remembering at the different scales from private setting to public sphere:

- New day? How can we learn from Loudon's original lessons about the spatial/mourning experience for the here and now
- Doing physical things to connect
- Spiritual power station – can this be a 'vessel' structure that creates a link between us and our temporal environment

## Masterplan response to comments from Historic England

The Historic England comments build a picture of what they wanted to see from the Masterplan. HE's main request, which we discussed with them in our workshop sessions, was that we set out the connection between burials, communities and the landscape, and that we consider the experiential qualities of the memorial landscapes. So our overarching response has been to develop the study on 'cultural values of the landscape' now included in the Masterplan documents pages 31-35 and pages 58-63. The study addresses many of the points HE have made above.

In other points, HE suggest broad themes, some of which are describing an approach to thinking about the cemetery, others are themes to be developed in the next stages of design and research. Points are noted and have been addressed broadly in this Masterplan.

## Masterplan response to comments from The Brookwood Society

Text additions to Masterplan as follows:

- (i) Reasoning for proposed location for a crematorium better explained
- (ii) Regular openings in railway line screening to allow access, egress and framed views, and to avoid unsafe dark areas
- (iii) Scepticism re continuing rail line through Beard property noted. Detail to be further explored in next stages, and idea possibly realised with less disruption.
- (iv) Acknowledge need for further research into historic graves
- (v) Importance of ecological assets acknowledged
- (vi) Crematorium matching forecourt entrance proposed in lieu of roundabout. This is a more discreet intervention - more discreet than traffic lights also. Pales proposals agreed in principle with SCC Highways, to ensure safety, to be further developed at next stages
- (vii) Masterplan suggests bikes and buggies could be trialled for a year to see if the idea works
- (viii) Have noted special national funding available for Artist-in-Residence, so does not need to be paid for by Woking.

The Society's point that the cemetery's '...primary function is to provide a dignified and respectful last resting place...' has been included right at the beginning of the Masterplan, in the Executive Summary vision and briefing, reflecting the importance of this emphasis.





**THE BROOKWOOD CEMETERY SOCIETY**

**BROOKWOOD CEMETERY ~ MASTER PLAN**

Presentation prepared by  
Allies and Morrison with Roger Bowdler as Heritage advisor  
The Brookwood Cemetery Society Members Review meeting 31<sup>st</sup> July 2019

Brookwood Cemetery Society would like to thank Allies and Morrison and Marilyn for the presentations that have been made in respect of the Master Plan developed for Brookwood Cemetery.

As stakeholders in Brookwood Cemetery for the last 27 years with a wealth of knowledge of its history, we feel that the plan has some welcome aspects but also areas of concern, the greatest of which is the proposal of bike hire / tours and cycle route and or motorised buggies.

The Society would find it most helpful to have sight of any written reports and supporting research documents that will clarify the council's future plans for the cemetery.

These are our observations: -

**Planned second crematorium for Woking** ~ Care must be taken with its location, to avoid (as much as possible) traffic congestion on the already busy Cemetery Pales. Any resulting desecration of existing grave is a concern to us. If this initiative is to be pursued, we feel the construction of a suitable entrance and a large area for car parking, could be better achieved perhaps by converting the Red House / ACI.

**Railway entrance, North Cemetery** ~ The creation of a garden area here would certainly enhance the first experience of arriving by train and entering the cemetery, prior to visiting a family grave or to enjoy a peaceful walk around.

**Route of the train** ~ making this another pathway through the cemetery would give visitors a different view, providing it is not screened off. We have security/safety concerns about dark areas that may result from tree screening which could give cover for undesirable elements that may choose to frequent the area and make visitors feel vulnerable. Continuing through Beards property seems excessive, especially creating a new entrance for them potentially in another area where there are existing graves which are part of the cemetery's history.

**Change of use for the original Superintendent's Office** ~ There are certain graves of celebrity and notoriety which can be emphasised. The walks by the Brookwood Cemetery Society over the last 20 plus years have featured these, not only in the monthly walks on the first Sunday but also in the 'extra private' walks undertaken by Society members, sometime approaching 30 per year. All these walks are provided by very knowledgeable and dedicated society volunteers. The society's base at the Lodge allows these activities to happen, and to provide refreshments, as well as being a home for the society's publications. The Superintendent's office would make for a more central location for this activity and encourage visitors to extend their visit with a welcome cup of tea, light bite or cake by converting part of it into a tearoom, with elements of a museum and exhibits and explanatory texts thus giving an educational dimension. The tearooms could also provide a facility for a wake or business meeting.

**Parking areas and toilets** ~ Small areas of parking are much needed on both sides.

**Raising its profile** ~ Although this is a very special place – unique even – it is still a working cemetery. Mourners are entitled to have their loved ones' funerals conducted with quiet and respect, yet visitors are to be encouraged, especially those for whom it is a first visit. The Brookwood Cemetery Society has achieved this for well over 20 years and has worked well with the previous owners to ensure this and looks forward to working with Woking Council going forward. However, any development needs to consider the unique nature of Brookwood Cemetery which has an exceptional landscape and is a site of special scientific interest (SSSI). The Surrey Wildlife Trust's survey took place in 2015 to identify and protect the flora and fauna.

**Increase in use** ~ Its primary function is to provide a dignified and respectful last resting place for the deceased of Woking and beyond, of many faiths and none. It can only make this an appealing option by providing the right ambience for this to happen. This should remain the prime objective and core focus for the cemetery and future crematorium.

**Traffic calming** ~ The creation of a roundabout would involve removing graves which are 'in the way'. Two sets of traffic lights, along Cemetery Pales one with a turn right filter would be safer and obviate the necessity for a roundabout. This would mean that graves could be left undisturbed. Exhumations always attract unwanted publicity and feelings tend to run high. Any reburials would need to be handled with dignity. It is also noted there are additional openings onto Cemetery Pales, planned could this not cause more danger to this road?

**Bicycle Route / Bike / Buggy Hire** ~ maybe this has been misinterpreted. Encouraging the hire and use of bicycles throughout the cemetery is incompatible with the dignity of such a place and would offend many religious communities and cause potential safety issues as well as having a detrimental effect on the local ecology in a SSSI. Who would manage the hire, storage and maintenance of the bikes / buggies?

**Artist in residence** ~ The post of artist in residence is aspirational at best and, in our view if it is a paid post, it would not be cost-effective for the council taxpayers of Woking. Further clarification of this post would be appreciated.

**Visitor centres** ~ would these be information boards? Further clarification would be helpful, please. Visitors should be encouraged to come to the cemetery but in a respectful way not as an *ad hoc* coach party.

It would be pleasing to know what the intention is for the future of the cemetery. Surely the main driver for any of the proposed changes must be to promote it as a desirable final resting place.

To quote a testimonial written by The Times in the early days of the cemetery.

*"No more beautiful spot could be selected. The cemetery itself is of immense extent, in the centre of a lovely country, and produces a sense of peace, quietude and freedom, which is sadly lacking in the congested appearance of the cemeteries in and around the metropolis."*

For information, it was noted that there are spelling errors on the presentation.

- Commissionaires ~ should be Commissionaires
- Namjee Baag ~ should be Dawoodi-Bohra Najmee Baag
- Ismaeli ~ should be Ismaili
- St Edwards Brotherhood ~ should be St Edward Brotherhood
- Bagh-e-zera / Baag-e-zehra ~ should be Bagh-E-Zehra

Dear Anna

Thank you for the opportunity to comment on the draft conservation management plan for Brookwood Cemetery.

In commenting, I have largely kept my focus on the landscape management aspects of the plan as this is where my expertise and my current involvement with the cemetery lies.

Broadly speaking I welcome the proposals within the document which seem well thought out and which offer a phased approach towards improving the landscape and ecology of the site, alongside opportunities for increased income generation, improved visitor experience and wider conservation management.

P46 and 47. The suggested enhancement of existing avenues of Sequiadendron (although referred to as Sequoia in the document) and the enhancement of the tree skyline elsewhere through selective removal of less important trees is very welcome. Again this will need careful assessment and appropriate publicity to avoid unnecessary criticism over tree removal which can be a sensitive matter. On going liaison with the Council's arborist ( given the blanket TPO on the site ) will be important here. Mention of this in the document might be useful.

P47. I support the approach which recognises distinct landscape character zones and the proposed adjustments to landscape management to reflect and enhance these. It is appreciated that this is a high level plan rather than a detailed working document, but I do think it important that the implementation of the landscape management proposals is undertaken after a more detailed assessment of the impacts on each area so that the objectives are clear to all. I think this is particularly important in respect of the proposed removal of heather scrub from the Ring which may be of concern in the context of the previously published Surrey Wildlife Management Plan. It might be worth including words to this effect on page 47 for the avoidance of doubt.

P 48: Changes to mowing regimes particularly on edges of roadways to ensure that there is a balance between public expectation of what a well maintained cemetery should look like and the need to conserve the unique ecology of the site is a sensible compromise. This year there has been a spectacular amount of flowering Devil's Bit Scabious on the site which is rare in the South East and an important source of food for insects. This has been achieved partly as a result of additional survey work to identify locations and advise to contractors/staff and through careful maintenance ie. avoiding cutting between July and late autumn. Is it worth mentioning in the report those species of particular rarity and interest at Brookwood?

P 49: The woodland management proposals again are sound with recommendations to enhance ecology, landscape and access. It might be worth considering some active measures to enhance ground flora in these areas, particularly around the Colquhoun Chapel and alongside walkways within woodlands/ alongside the moat by planting of native bluebells/snowdrops/wood anemones. It is also the case that most of the woodland areas are relatively young, dominated by Silver Birch which has invaded what was originally an open heath landscape. As Silver Birch is a relatively short lived tree maybe thought should be given to selective thinning and replacement with longer term species such as oak, sweet chestnut and possibly alder in wetter areas. Maybe mention could be included in the initial moves section on P60.

P48 and 55. The proposals to improve tracks and protect verges are welcome, although appropriate choice of materials on tracks to avoid adverse impact on acid nature of the soil should be highlighted.

P49. Is it worth mentioning here the need for continued control of invasive vegetation. There has been an extensive programme of invasive species control and particularly the removal of Rhododendron ponticum. Some larger specimens of Rhododendron ponticum of landscape value have been retained as have stands which are of value as a screen/enclosure around parish plots.

However continued control measures will need to be implemented to avoid regrowth and further invasion.

There is some mention of additional planting in the plan, but I wonder whether this could be expanded in a couple of areas-

P74. Tree planting : it would be useful to mention the need ensure that there is a long term strategy for replacement planting in keeping with the original vision for the cemetery as older trees go into decline.

P76 Shrub/screen planting: again it would be useful to mention the need for an ongoing assessment of the long term health of historic planting on the site and longer term planting proposals.

It may be in the longer term considering collaboration with local nursery suppliers to look at suitable species for replanting and new planting. Working nurseries have had an important role historically in developing hybrid Rhododendron and other species and there may be an opportunity given the past links with the cemetery to celebrate this.

I do also feel that there needs to be some mention of the need to strengthen screen planting in areas on the boundary where it is weak in order to ensure that the cemetery remains a place of tranquility. The north east corner of the site is particularly exposed to the adjacent road and the railway line and associated newly constructed car park on the north side are prominent.

There are also a couple of specific points which I have picked up which you may wish to address

P22. Local links: mention of exercising of dogs - this is a contentious issue at the moment. The current policy is to exclude dogs apart from registered assistance dogs, to ensure that the cemetery remains a place of tranquility and dignity. There is some pressure to allow dogs on leads which it is felt would compromise the cemetery in a number of ways - so there may be a view from the Council that this reference to dogs should be removed as any such use is currently unauthorised.

P81 Violette Szabo-for information she is commemorated on the missing persons plaque in the military cemetery.

Finally, the proposal for design guidelines to ensure a consistent approach to use of materials will be of great value. I would be happy to assist in the preparation of this if necessary.

I hope that these comments are useful, please do let me know if there is anything which you think would be useful by way of further explanation. I would also be happy to be involved in further discussions if required.

Masterplan response: text additions to documents as follows

- (i) need for ongoing liaison with Council's arborist noted
- (ii) presence of rare and protected habitats and species noted
- (iii) suggestions for woodland trees and planting included
- (iv) path material, mowing advice noted
- (v) ongoing control of invasive vegetation included
- (vi) need for long term strategy for tree replacement noted
- (vii) need for strengthening boundary screen planting noted
- (viii) ref to dog walking omitted

Dear Anna

Many thanks for giving me the time to comments on the set of three plans recently produced. In addition I apologise that I have not as yet been able to attend any meetings, summer is a very busy time of year for ecologists.

I have the following comments to make and in addition the following broad comment that the plans were an interesting read and many of the ideas will work well in Brookwood Cemetery, I just feel that it is missing an fully integrated approach with the diverse range of biodiversity that is known to be present and in my mind is of paramount importance to conserve going into the future.

**Experience Plan Brookwood Cemetery Allies & Morrison (2019)**

P32 The Past – Although in the first paragraph there is mention of ‘precious and ecologically diverse green space’, it then only mentions the Wellingtonia trees and none of the rare and protected habitats or species present.

P35 Here it talks about the neglect of the cemetery (and in other places in the documents), which is true. However, this has also allowed the acid grassland and heather to thrive which is one of the main reasons that the cemetery is so important ecologically.

Whilst it is understandable that there is a need to expand interest and encourage public engagement (eg forest schools, museum and visitor centre), it will be important that this is not to the detriment of the sensitive ecology and therefore this will need to be given consideration. For example P50 Outdoor theatre.

**Master Plan Brookwood Cemetery Allies & Morrison (2019)**

P21 The use of amenity grassland in ecologist terms imply a football pitch or some such, could this be changed to ‘grassland’ or ‘open grassland’?

Also in Layers of the Site – can a layer for the acid grassland and heather be included?

P32 Asset SNCI is not on the list.

P34 Paths – Care should be taken that there is not too much compartmentalisation across the cemetery, as this openness is one of the beauties of the site, that flora and fauna do not have many barriers and that the ecology is largely contiguous. The current paths and tracks provide an important part of the acid grassland habitat. Also care should be taken with any new paths that the material used does not to bring in additional nutrients or detrimentally change the geology of the local area around the path.

P42 Cemetery Pales as a Seam – This would need to be carefully thought through to ensure minimal loss of important habitat.

P46 Reveal Historical Giant Redwood Avenue – In principle a good idea, thought should go to how the undergrowth connects and is being used by protected species such as breeding birds and bats.

P47 Improve Tree Skyline – Selective thinning will improve the woodlands and overall appearance of the site and should take into account breeding birds and bats as well as Champion Trees.

P47 Promote Differences... - 4.b should be re-examined particularly with regards to wanting to be Heather free. In addition, although there is plenty of common mosses around it should be remembered that there is a moss in the cemetery that is only found in the cemetery and nowhere else in the UK and has been named after Brookwood Cemetery. Scrub can also be a very important and vital component of the habitats.

P48 Mow Edges to Paths – It would be useful to have a more in-depths discussion with regards to these points especially d. Introducing wildflower mix of likely non-native origin would be a mistake when there is plenty of ready made green hay available on the site of local provenance.

P49 – Manage Woodland – Woodland management will be an important part of the overall management of the site, as long as protected species are fully taken into account.

Masterplan response: text additions to Masterplan and Experience Plan as follows

- (i) better acknowledge significance of ecological aspect of site
- (ii) presence of rare and protected habitats and species noted
- (iii) SNCI noted
- (iv) advice to ensure protected species are fully taken into account
- (v) managing of certain planting to consider breeding birds, bats
- (vi) only native wildflower species in meadows

In addition, a drawing showing the acid grassland and heather is included as ‘layer of the site’ emphasising the importance of this habitat

## emailed consultation invitations

On Monday, 29 April 2019, 09:55:26 BST, Avril Kirby <avril@brookwoodcemetery.com> wrote:

Dear Friends and Colleagues

At Brookwood Cemetery we are looking to develop a Masterplan to help us in planning the future of the cemetery over the next 10-20 years - both as a working cemetery and as a special place to visit. For this we have engaged a small Masterplan team. The team is led by architects Allies and Morrison and includes a landscape designer, cemetery specialist and visitor-heritage adviser. They would be keen to meet you to hear your thoughts about Brookwood Cemetery, what you value about the place and also what you feel might be improved.

Two or three representatives from the team will be available for a discussion on Thursday 2nd May between 1pm and 5.30pm, here at Glades House. You are invited to come and share your thoughts with them. Please let me know if you would be able to come along, and I can arrange a specific time to meet. Alternatively, please feel free to drop-in.

Kind Regards

Avril Kirby

Brookwood Cemetery Manager  
Tel: +44 (0) 1483 472222  
Fax: +44 (0) 1483 472223  
Email: [avril@brookwoodcemetery.com](mailto:avril@brookwoodcemetery.com)

Brookwood Park Ltd.  
Glades House, Cemetery Pales,  
Brookwood, Woking, GU24 0BL  
Website: [www.brookwoodcemetery.com](http://www.brookwoodcemetery.com)

From: Anna Joynt <[ajoynt@alliesandmorrison.com](mailto:ajoynt@alliesandmorrison.com)>  
Date: Tue, 25 Jun 2019 at 16:12  
Subject: Brookwood Cemetery Masterplan consultation invitation  
To: Anna Joynt <[ajoynt@alliesandmorrison.com](mailto:ajoynt@alliesandmorrison.com)>  
Cc: Frida Sherrell <[fsherrell@alliesandmorrison.com](mailto:fsherrell@alliesandmorrison.com)>, <[18150.file@alliesandmorrison.com](mailto:18150.file@alliesandmorrison.com)>

Dear All,

Following on from initial conversations with a number of you in April and May, we are inviting cemetery stakeholders to come and discuss emerging ideas for the Masterplan for Brookwood Cemetery. There are two opportunities to come and meet members of the Masterplanning team.

Venue: Brookwood Cemetery Chapel, Oak Avenue, GU24 0BL (a map is attached showing the chapel location, taken from <https://brookwoodcemetery.com/contact-us/>)  
Times 4-7pm on Wednesday 3rd July and on 4-7pm on Thursday 11th July

On each of these days, there will be a short presentation by the team at 4.15pm and 6.15pm, so if you miss the first presentation, there will be a second chance. We look forward to seeing you at one of these sessions.

Kind regards

Anna

RSVP

# 4.4 Monument Restoration Strategy

## use of limited funds

Limited funds to be used strategically. Enormous number of monuments cannot all be conserved. Key is to prioritise them by significance:

- 'Impact' (How valued will a restored monument be?)
- Where is it in the cemetery? How much will it be seen?)
- How do-able is it?

Throwing all the money at one monument (the too-far-gone Bent monument for instance) would not be good value for money.

However, too tight a methodology for ranking monuments is to be avoided. Lots of room should be left for judgment.

Legal position regarding the ownership of monuments should be confirmed.

This will be a basis for possible:

- future maintenance by family/ friends/ interested group
- source of funding for restoration
- decision to remove/ or relocate

Prioritisation strategy is currently being developed by Brookwood Park Ltd in consultation with their monuments heritage advisor.

## listed monuments

- Bent family memorial (plot 34)
- Brookwood Memorial (military section)
- Columbarium (plot 26)
- De Morgan memorial, to William and Evelyn De Morgan(plot 24)
- Drake family mausoleum (plot 31)
- Elaine Falkiner (plot 2)
- Sir Luke Fildes (plot 36)
- Freshfield family memorial (plot 44)
- Dr Gottlieb W. Leitner (plot 2)
- Sir E. W. Moir (plot 4)
- G. Salviati (plot 25)
- Henri van Laun (plot 80)
- John S. Sargent (plot 27)
- Vickers family memorial (plot 31)

Colquhoun Chapel (57 and not currently listed) is currently under restoration



# 4.5 Transport technical note

**i-Transport**  
i-Transport LLP  
Grove House, Lutyens Close, Chineham Court  
Basingstoke, RG24 8AG  
Tel: 01256 338640

---

## Technical Note

Project No: ITB15047  
Project Title: Brookwood Cemetery, Brookwood  
Title: Masterplan Technical Note  
Ref: ITB15047-001A TN  
Date: 10 July 2019

### SECTION 1 INTRODUCTION

1.1.1 i-Transport has been appointed by Brookwood Park Ltd to provide highway and transport advice in relation to the development of a masterplan for Brookwood Cemetery. The emerging proposals include: (i) the introduction of a new crematorium and vehicular entrance; (ii) proposals to increase visitor numbers to the historic cemetery and make a new dedicated entrance and car park for these visitors; and, (iii) the provision of new and improved pedestrian crossings across Cemetery Pales between the north and south cemeteries.

1.1.2 This Technical Note provides further information in relation to the proposals from a highway and transport perspective to inform discussions with the local highway authority, Surrey County Council. The Technical Note also sets out the scope of the proposed Transport Statement to be submitted in support of a future planning application for agreement with Surrey County Council.

1.1.3 The remainder of this Technical Note is structured as follows:

- Section Two: Emerging Masterplan - provides information in relation to the emerging masterplan, the proposed access arrangements and pedestrian crossing improvements;
- Section Three: Transport Statement Scope – sets out the proposed scope of a Transport Statement to be submitted with a future planning application; and
- Section Four: Summary and Conclusion – provides a summary and conclusion.

**i-Transport**  
Brookwood Cemetery, Brookwood  
Masterplan Technical Note

---

## SECTION 2 EMERGING MASTERPLAN

### 2.1 Introduction

2.1.1 This section of the Technical Note provides information in relation to the emerging masterplan and sets out the proposed vehicular access arrangements. Information is also provided in relation to the pedestrian crossing improvements proposed.

### 2.2 Emerging Masterplan

2.2.1 A copy of the emerging masterplan is provided in **Appendix A** and an extract of the masterplan is provided as **Plate 2.1** below. The key highway and transport elements of the proposals are also summarised in **Plate 2.1** for ease of reference.

**Plate 2.1: Emerging Masterplan**

Source: Allies and Morrison and Consultants Illustration

---

Date: 10 July 2019 Ref: ITB15047-001A TN Page: 2

2.2.2 As shown on the masterplan, the emerging proposals are as follows:

- A new crematorium to the north west of Cemetery Pales. The crematorium would be accessed via a new junction onto Cemetery Pales. Two areas of car parking will be provided which could be used by visitors to the crematorium: one area of car parking with circa 60 spaces located to the east of the access; and, an area of overflow car parking with circa 50 spaces located to the west of the car access. The location of the car parking is shown on **Plate 2.2**;
- A new vehicular entrance onto Cemetery Pales providing access to a visitor car park. The visitor car park is shared with the new crematorium, albeit separate entrances are proposed to allow visitors to the crematorium and visitors to the historic cemetery to arrive and depart using different routes;
- Pedestrian crossing improvements over Cemetery Pales to allow visitors to walk between the north and south cemetery. These link to existing or proposed walking routes within the north and south cemeteries; and
- Some additional areas of car parking to the south of Cemetery Pales. These areas of car parking are all accessed via the existing access points onto Cemetery Pales and the approximate location and number of proposed car parking spaces is shown on **Plate 2.3**.

Plate 2.2: Emerging Masterplan Car Parking Provision



Source: Allies and Morrison and Consultants Illustration

## 2.3 Proposed Crematorium Access

2.3.1 A new access is proposed onto Cemetery Pales to the crematorium. It is proposed to replicate the form of the existing access to the south cemetery to provide access to the crematorium and the emerging proposal is shown on drawing **ITB15047-GA-001**. This provides the opportunity to create a sense of arrival to the crematorium whilst still maintaining the priority for vehicles travelling on Cemetery Pales. It is envisaged that give-way markings would be introduced on both the existing access and the proposed access, with visitors then using the access points onto Cemetery Pales in one direction.

2.3.2 In recognition of the character of the road, Cemetery Pales is subject to the national speed limit (60mph). In order to establish existing vehicle speeds, a speed survey was undertaken on Cemetery Pales in September – October 2017 and the results of the speed survey are summarised in **Table 2.1**.

Table 2.1: Recorded Vehicle Speeds along Cemetery Pales

	North-East Bound	South-West Bound
Average Speed (mph)	44.2mph	43.1mph
85 <sup>th</sup> Percentile Speed (mph)	51.7mph	50.7mph

Source: Speed Survey

2.3.3 As summarised in **Table 2.1**, average vehicle speeds in both directions are below 45mph whilst 85<sup>th</sup> percentile vehicle speeds are between 51mph – 52mph.

2.3.4 Drawing **ITB15047-GA-001** demonstrates that 2.4m x 160m visibility can be achieved at the proposed access, which is the level of visibility required based on the guidance in the Design Manual for Roads and Bridges and the recorded speed of traffic on Cemetery Pales. This will require some of the wall to the north of Cemetery Pales to be moved back to behind the visibility splay, and the approximate extent of the wall to be relocated is shown on drawing **ITB15047-GA-001**.

2.3.5 At the existing entrance circa 2m x 160m visibility can be achieved because the verge on the southern side of Cemetery Pales is circa 2m wide in this location. The visibility available at the existing access from a 2m set back is shown in photograph 2.1. There has only been one Personal Injury Accident in the most recent five-year period involving vehicles emerging from the proposed access when it is used by vehicles throughout the day. With this accident, the failure of the vehicle emerging from the access to judge the approaching vehicles speed is identified as a causal factor. The existing level of visibility is therefore adequate and there is no need to move the existing wall on the southern side of Cemetery

Pales. Moreover, it is noted that the Design Manual for Roads and Bridges (TD41/95) and Manual for Streets allow a 2m x-distance to be used in certain situations.

**Photograph 2.1: Visibility available from existing access to the left from a 2m setback**



## 2.4 Proposed Visitor Car Park Access

2.4.1 A new vehicular entrance onto Cemetery Pales providing access to a visitor car park. The emerging proposal is shown on drawing **ITB15047-GA-002** and is in the form of a simple priority junction with a 5m wide carriageway and 6m radii. Visibility splays of 2.4m x 160m can be achieved, which are in accordance with the guidance in the Design Manual for Roads and Bridges and the recorded speed of traffic on Cemetery Pales. Some earthworks will be required either side of the proposed access road to address the level difference between Cemetery Pales and the site but the gradient of the proposed access road into the visitor car park will not exceed 1 in 20.

## 2.5 Proposed Pedestrian Crossings

2.5.1 It is proposed to provide a series of pedestrian crossings on Cemetery Pales to assist visitors to cross between the north cemetery and the south cemetery. They have been located to connect to existing

and proposed paths within the cemeteries and the pedestrian crossings are shown on drawing **ITB15047-GA-003**. The pedestrian crossing proposals include a 2m wide path across the highway verge linking to dropped kerbs and tactile paving. Bollards will also be provided to highlight the presence of the crossing. There could also be an opportunity to provide a change in surface treatment at the crossings (with a buff coloured high friction surfacing) to highlight the presence of the crossings, subject to agreement from Surrey County Council.

2.5.2 At four of the proposed five crossings, a minimum of 1.5m x 160m visibility can be achieved. The visibility splays are shown on drawing **ITB15047-GA-003**.

2.5.3 One of the proposed crossings is located circa 90m from the Cemetery Pales / Bagshot Road junction. On the approach to the junction Cemetery Pales has a 30mph speed limit, with vehicle speeds being lower because of the proximity to the junction (which is signal controlled). At the proposed crossing in this location it is possible to achieve:

- 1.5m x 160m visibility to vehicles approaching from the south-west (i.e. where speeds will be higher because vehicles are travelling along the section of Cemetery Pales which is derestricted);
- 1.5m x 90m visibility to vehicles approaching from the north-east when crossing from the southern side of the road to the northern side of the road (i.e. where speeds will be lower because vehicles are exiting the Cemetery Pales/Bagshot Road junction and Cemetery Pales has a 30mph speed limit); and
- 1.5m x 43m visibility to vehicles approaching from the north-east when crossing from the northern side of the road to the southern side of the road (i.e. where speeds will be lower because vehicles are exiting the Cemetery Pales/Bagshot Road junction and Cemetery Pales has a 30mph speed limit).

2.5.4 The level of visibility available at the proposed pedestrian crossings is therefore considered acceptable.



## SECTION 3 TRANSPORT STATEMENT SCOPE

### 3.1 Introduction

3.1.1 A Transport Statement will be submitted to support the planning application for the proposals at Brookwood Cemetery. This section of the Technical Note sets out the proposed scope of the Transport Statement for discussion and agreement with Surrey County Council. It is proposed that the Transport Statement is structured as follows:

- Section One – Introduction;
- Section Two – Existing Conditions and Promoting Sustainable Transport;
- Section Three – Proposed Development, Site Access and Parking;
- Section Four – Traffic Impact; and
- Section Five – Summary and Conclusion.

3.1.2 The remainder of this section of the Technical Note sets out the proposed scope of each of these chapters of the Transport Statement.

### 3.2 Existing Conditions and Promoting Sustainable Transport

3.2.1 This section of the Transport Statement will provide a review of the existing conditions in the vicinity of the site and the opportunities for travel by sustainable modes.

#### Walking and Cycling

3.2.2 There are no footways on Cemetery Pales but there is a network of paths across the site which link to Brookwood Station and then onward to Connaught Road. These provide pedestrian and cycle access to the site and the Transport Statement will provide information on these links.

#### Public Transport

3.2.3 The site is located to the south of Brookwood Station which provides four services per hour to London Waterloo, two trains per hour towards Basingstoke and two train per hour towards Alton. The nearest bus stops to the site are located to the north of the Railway Station on The Brook Wood and the A324 Connaught Road. These provide access to the service 28, service 48, service 91, service 47 and service 690. The site is therefore ideally located in terms of public transport accessibility. The Transport

Statement will provide a detailed review of the train services and bus services in the vicinity of the site and the opportunities for staff and visitors to travel by these modes.

#### Highway Conditions

3.2.4 The Transport Statement will provide a review of the highway conditions on Cemetery Pales, White Hart Corner and Avenue De Cagny. Personal Injury Accident data will also be obtained for these roads (inclusive of the junctions at Guildford Road to the west and Bagshot Road to the east).

### 3.3 Proposed Development, Site Access and Parking

3.3.1 This section of the Transport Statement will provide information on the proposed development, site access arrangements and parking provision. The emerging proposals are summarised in detail in Section Two of this Technical Note.

3.3.2 An independent Stage One Road Safety Audit will be undertaken on the proposed access arrangements and pedestrian crossings and Surrey County Council's Road Safety Team will be asked to undertake the Audits.

3.3.3 Swept path analysis will also be included in the Transport Statement to demonstrate that the proposed access arrangements can accommodate the necessary vehicles.

### 3.4 Traffic Impact

3.4.1 The Transport Statement submitted with the planning application will quantify the traffic impact of the proposals on the local highway network surrounding the site. A first principles approach will be used to derive the traffic generation which will be based on:

- The existing number of funerals held at the Brookwood Cemetery site and the approximate number of guests per funeral and any anticipated changes to these arrangements as a result of the proposals. The timing of the funerals will also be taken into account, noting that funerals are held outside of the periods when the highway network surrounding the site is at its busiest (i.e. 08:00 – 09:00 and 17:00 – 18:00 during the week);
- The existing number of staff working on the site (including grounds maintenance) and any anticipated changes as a result of the proposals; and
- An estimate of the additional visitor numbers to the site who have come to visit the historic cemeteries. The timing of these visitor movements will also be taken into account, noting that

they will be predominantly during the day and at the weekend when the highway network surrounding the site is quieter.

3.4.2 This information will be used to quantify the traffic generation of the proposals. The distribution of traffic will be based on the existing proportions of traffic travelling north-east and south-west on Cemetery Pales and the Transport Statement will quantify the impacts on the local highway network surrounding the site. It is not anticipated that the development will result in a significant increase in peak hour traffic movements. It is not therefore proposed to undertake detailed junction modelling.

### 3.5 Summary and Conclusion

3.5.1 This section of the Transport Statement will provide a summary and conclusion.

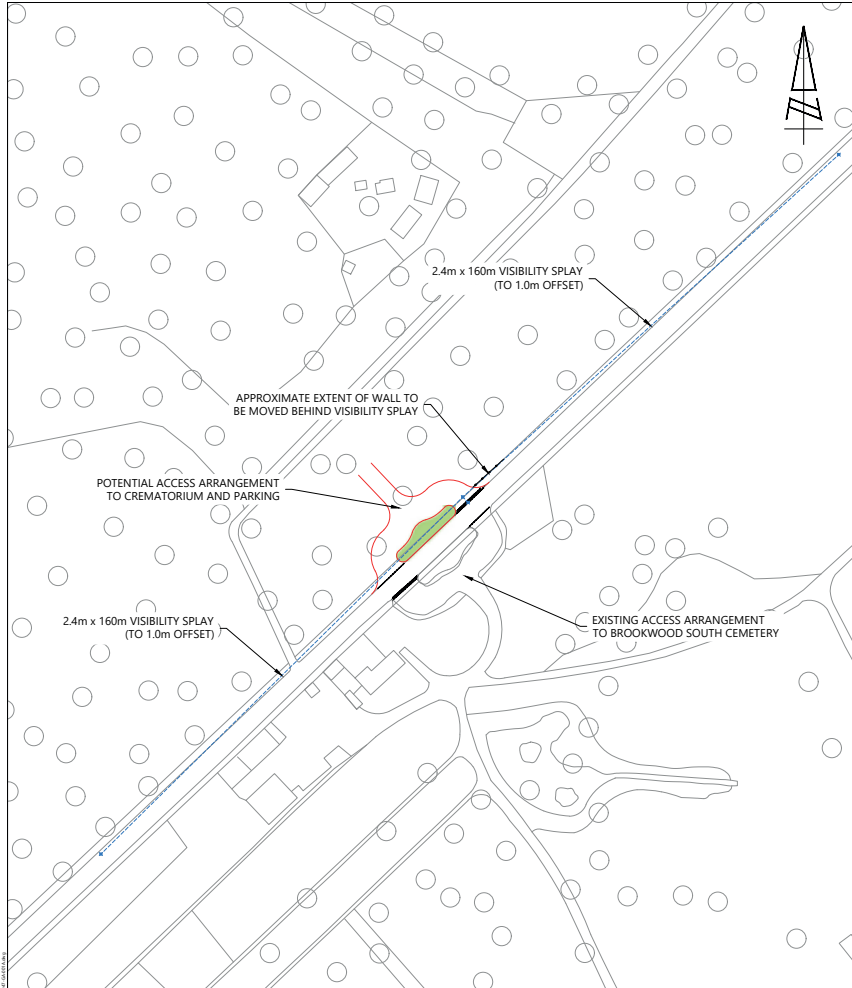
## SECTION 4 SUMMARY AND CONCLUSION

4.1.1 i-Transport has been appointed by Brookwood Park Ltd to provide highway and transport advice in relation to the development of a masterplan for Brookwood Cemetery. The emerging proposals include: (i) the introduction of a new crematorium and vehicular entrance; (ii) proposals to increase visitor numbers to the historic cemetery and make a new dedicated entrance and car park for these visitors; and, (iii) the provision of new and improved pedestrian crossings across Cemetery Pales between the north and south cemeteries.

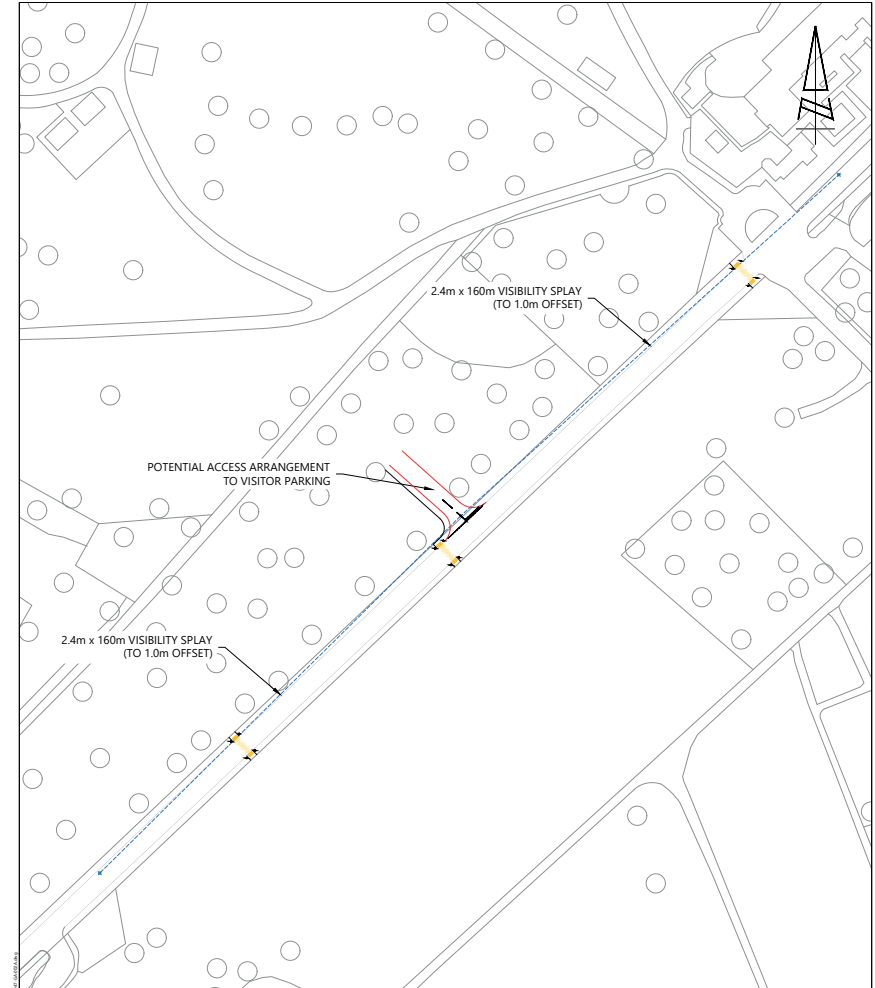
4.1.2 This Technical Note provides further information in relation to the proposals from a highway and transport perspective to inform discussions with the local highway authority, Surrey County Council. The Technical Note also sets out the scope of the proposed Transport Statement to be submitted in support of a future planning application for agreement with Surrey County Council.

### APPENDIX A. MASTERPLAN

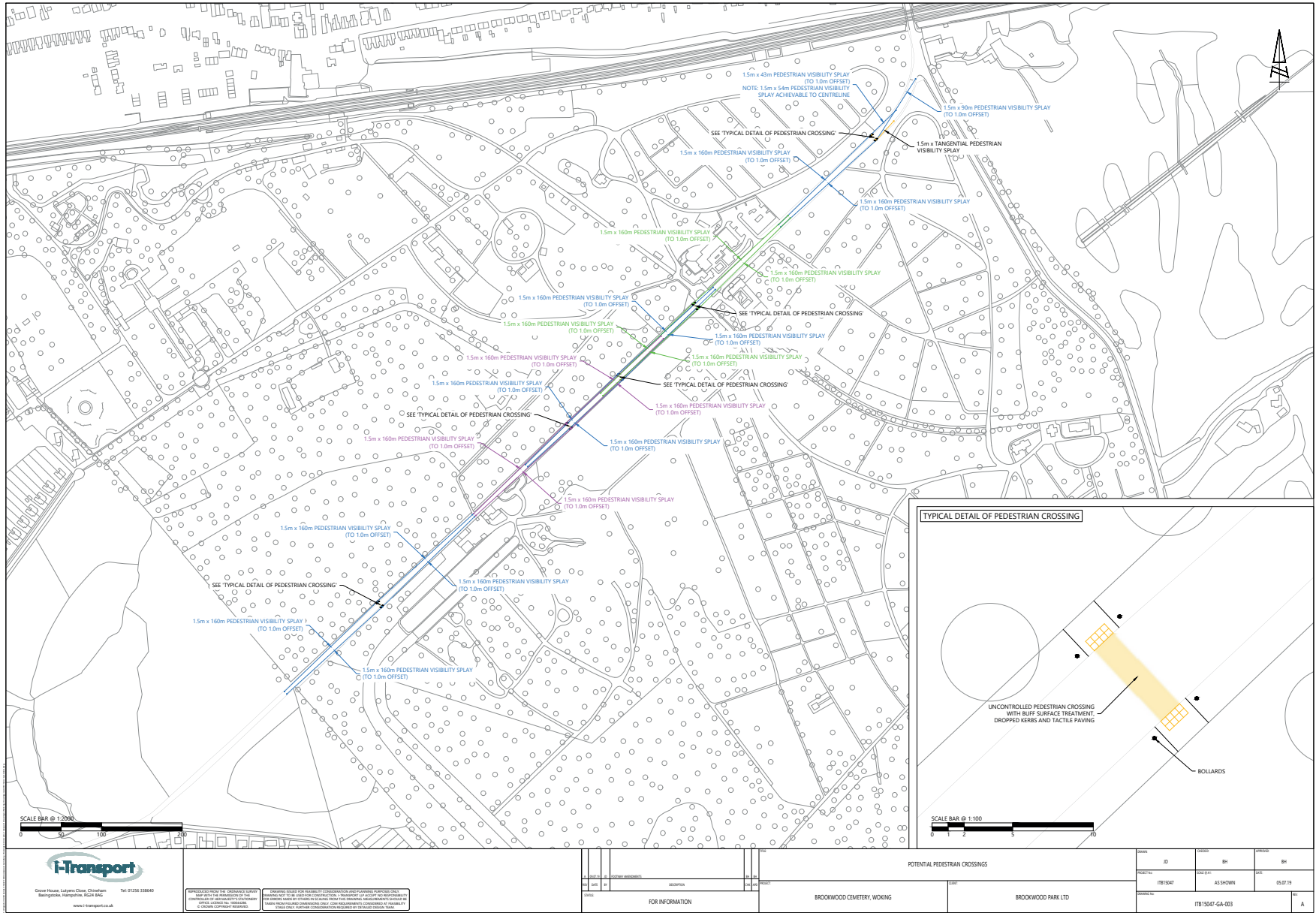




SCALE BAR @ 1:1000 0 10 25 50 100		A 05/07/19 JD ACCESS ARRANGEMENT AMENDED BH BH	
<small>REPRODUCED FROM THE ORDNANCE SURVEY MAP WITH THE PERMISSION OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE LICENCE NO. 100044286 © CROWN COPYRIGHT RESERVED.</small>		<small>DRAWING ISSUED FOR FEASIBILITY CONSIDERATION AND PLANNING PURPOSES ONLY. DRAWING NOT TO BE USED FOR CONSTRUCTION. I-TRANSPORT LLP ACCEPTS NO RESPONSIBILITY FOR ERRORS MADE BY OTHERS IN SCALING FROM THIS DRAWING. MEASUREMENTS SHOULD BE TAKEN FROM FIGURED DIMENSIONS ONLY. COM REQUIREMENTS CONSIDERED AT FEASIBILITY STAGE ONLY. FURTHER CONSIDERATION REQUIRED BY DETAILED DESIGN TEAM.</small>	
<b>i-Transport</b> Grove House, Lutyns Close, Chineham Basingstoke, Hampshire, RG24 BAG Tel: 01256 338640 www.i-transport.co.uk		CLIENT: BROOKWOOD PARK LTD STATUS: FOR INFORMATION DRAWN: JD CHECKED: BH APPROVED: BH PROJECT No: ITB15047 SCALE @ AS: 1:1000 DATE: 05.07.19 DRAWING No: ITB15047-GA-001 REV: A	
TITLE: POTENTIAL ACCESS ARRANGEMENT - CREMATORIUM PROJECT: BROOKWOOD CEMETERY, WOKING			



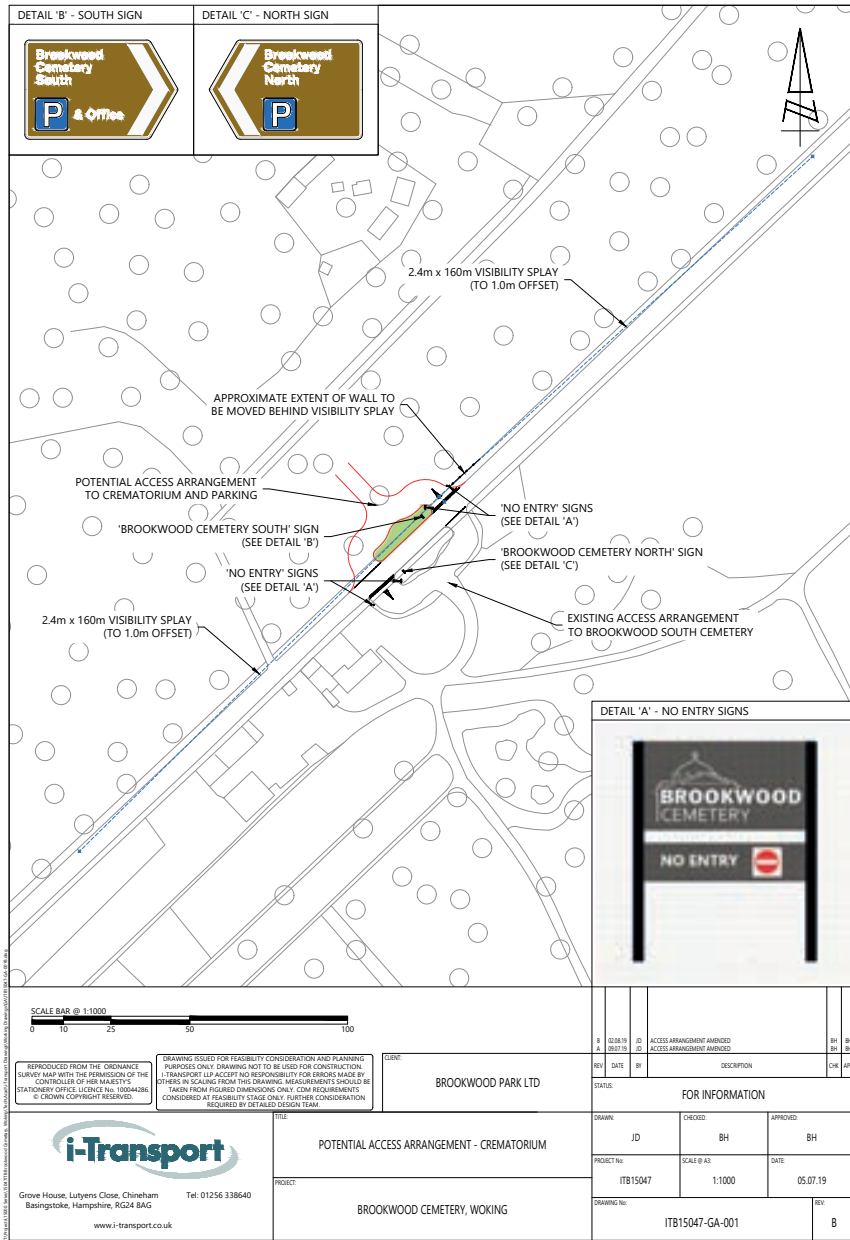
SCALE BAR @ 1:1000 0 10 25 50 100		A 05/07/19 JD FOOTWAY AMENDMENTS BH BH	
<small>REPRODUCED FROM THE ORDNANCE SURVEY MAP WITH THE PERMISSION OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE LICENCE NO. 100044286 © CROWN COPYRIGHT RESERVED.</small>		<small>DRAWING ISSUED FOR FEASIBILITY CONSIDERATION AND PLANNING PURPOSES ONLY. DRAWING NOT TO BE USED FOR CONSTRUCTION. I-TRANSPORT LLP ACCEPTS NO RESPONSIBILITY FOR ERRORS MADE BY OTHERS IN SCALING FROM THIS DRAWING. MEASUREMENTS SHOULD BE TAKEN FROM FIGURED DIMENSIONS ONLY. COM REQUIREMENTS CONSIDERED AT FEASIBILITY STAGE ONLY. FURTHER CONSIDERATION REQUIRED BY DETAILED DESIGN TEAM.</small>	
<b>i-Transport</b> Grove House, Lutyns Close, Chineham Basingstoke, Hampshire, RG24 BAG Tel: 01256 338640 www.i-transport.co.uk		CLIENT: BROOKWOOD PARK LTD STATUS: FOR INFORMATION DRAWN: JD CHECKED: BH APPROVED: BH PROJECT No: ITB15047 SCALE @ AS: 1:1000 DATE: 05.07.19 DRAWING No: ITB15047-GA-002 REV: A	
TITLE: POTENTIAL ACCESS ARRANGEMENT - CREMATORIUM AND PARKING PROJECT: BROOKWOOD CEMETERY, WOKING			



Great House, Luton Close, Chorlton  
 Bury, Greater Manchester, M8 8JL  
 Tel: 01256 338640  
 www.i-transport.co.uk

APPROPRIATE TO THE DESIGN OF THE PROJECT AND NOT BE USED FOR ANY OTHER PROJECTS WITHOUT THE WRITTEN PERMISSION OF I-TRANSPORT. I-TRANSPORT IS NOT RESPONSIBLE FOR THE ACCURACY OF THE INFORMATION PROVIDED IN THIS DOCUMENT. THE INFORMATION IS PROVIDED AS IS AND WITHOUT WARRANTY OF ANY KIND. THE INFORMATION IS PROVIDED AS IS AND WITHOUT WARRANTY OF ANY KIND. THE INFORMATION IS PROVIDED AS IS AND WITHOUT WARRANTY OF ANY KIND.

FOR INFORMATION		POTENTIAL PEDESTRIAN CROSSINGS	
NO.	DESCRIPTION	ID	BH
1	BROOKWOOD CEMETERY, WOKING	1TB15047	AS SHOWN
		DATE	DATE
		15/07/19	05/07/19
		ISSUE NO.	REV.
		1TB15047-GA-003	A



The curved forecourt to the Glades would be mirrored to form an entrance to an area in the north cemetery for a potential new crematorium



New pedestrian crossings would be formed with a path through the grassy verge, tactile paving, buff coloured change in surface treatment, and bollards to highlight the presence of the crossing. An appropriately low-key rural crossing to encourage slowing down of traffic.



Example bespoke signage

NB: signage is indicative for the purpose of Highways discussions only. Design of all signage is to be developed and to be high quality and appropriate for the Grade 1 listed cemetery.

# emailed correspondence relating to Surrey Council Council highways advice

8/13/2019 Allies and Morrison Mail - RE: Brookwood Cemetery Pales

**Allies and Morrison** Anna Joynt <ajoynt@alliesandmorrison.com>

---

**RE: Brookwood Cemetery Pales**  
1 message

---

**Ben Howard** <ben.howard@i-transport.co.uk> 9 August 2019 at 16:47  
To: TDP Woking/EAI/SCC <tdpwoking@surreycc.gov.uk>  
Cc: Anna Joynt <ajoynt@alliesandmorrison.com>

Hi Abi – thanks for your time at the meeting on Friday 26 July and your email below on the pedestrian crossing visibility. Apologies for the delay in coming back to you but in terms of my notes from the meeting:

[New Access to North Cemetery Crematorium](#)

We discussed the proposed access arrangement and the logic for mirroring the existing arrangement and retaining the priority on Cemetery Pales. Your reservation was whether vehicles would use the junction in the 'one-way' manner that's intended. We've had a look at the road markings and signage in a bit more detail and updated the drawing to include:

- Clearer give way markings to reinforce the 'exit only';
- No-entry signage either side of the proposed 'exit only'. These would be private signs using the existing cemetery style signs and we've provided an indicative sign to give an idea of what we were envisaging. I've also attached a screenshot showing some similar signs that we have implemented previously which have been successful elsewhere to give further context to what we could provide; and
- The existing brown tourist signs amended and replicated to indicate the location of the 'in only' to the north and south cemetery.

As discussed, we are essentially replicating the existing arrangement which appears to work well in practice. We are also proposing clearer signage and markings to enforce the one-way arrangement.

You were going to discuss this further with your colleagues in Road Safety and come back to us.

[New Access to North Cemetery Visitors Car Park](#)

You seemed comfortable with the proposed access to the visitors car park from a highway perspective. We will need to provide swept path analysis in the Transport Statement to demonstrate that coaches could use the junction. Any gates we propose at this entrance at a later date will need to be set back sufficiently from the edge of the highway.

[Proposed Pedestrian Crossings](#)

You were content with the proposed pedestrian crossing arrangements (dropped kerbs, tactile paving and bollards) and visibility splays (1.5m x 160m). Whilst you had no objection to the buff coloured surfacing we propose, you were going to discuss with colleagues whether this would be acceptable. We are keen this is retained if possible to highlight the presence of the crossings.

As you note below, there is one crossing where we do not achieve 1.5m x 160m pedestrian visibility because of the existing bend in Cemetery Pales and the proximity to the Cemetery Pales/Bagshot Road signal junction. We discussed that speeds are likely to be lower and we accept that we will need to do a speed survey to justify the level of visibility we can achieve.

[Scope of Proposed Transport Statement](#)

You were content with the scope of the proposed Transport Statement set out in our note and that junction modelling will not be required.

Let me know if you have any comments on the above and we look forward to hearing from you.

Regards, Ben

**Ben Howard**  
Associate Partner

<https://mail.google.com/mail/u/0?ik=a4038f6385&view=pt&search=all&permthid=thread-a%3Ar3999071256247472016%7Cmsg-f%3A16414048...> 1/17

04/12/2019 Allies and Morrison Mail - RE: Brookwood Cemetery Pales

**Allies and Morrison** Anna Joynt <ajoynt@alliesandmorrison.com>

---

**RE: Brookwood Cemetery Pales**  
1 message

---

**TDP Woking/EAI/SCC** <tdpwoking@surreycc.gov.uk> 21 August 2019 at 13:27  
To: Ben Howard <ben.howard@i-transport.co.uk>  
Cc: Anna Joynt <ajoynt@alliesandmorrison.com>

Hi Ben,

Sorry for the late response on this. My colleagues in the Road Safety Audit Team have been away on leave.

Access- In principle they are happy with the proposed access arrangements, subject to tracking to show that the largest vehicles can manoeuvre. What will happen to the existing businesses (Beard and Qubix) that are accessed from Cemetery Pales? Will there be a new access, or will they use the proposed arrangement? Any signs on the highway will need to be highway signs, with the appropriate Traffic Regulation Orders. They are also keen for the speed limit on Cemetery Pales to be reduced to 40mph, and recommend that Vehicle Activated Signs (VAS) are installed to further reduce vehicle speeds on Cemetery Pales. It should be noted that the VAS will require a power source.

Pedestrian Crossings- They are not keen on the use of a buff surface for the crossings due to maintenance issues. They are further not clear what the actual benefit/ accident reduction potential is for these.

Kind regards,

Abi

Abigail Solway  
Transport Development Planning Officer  
Transport Development Planning  
Surrey County Council  
Tel No: 02085418768  
[www.surreycc.gov.uk/tdp](http://www.surreycc.gov.uk/tdp)

## Phone call A&M (Anna Joynt) to i-Tranport (Ben Howard) 21 August 2019

Requirement for Vehicle Activated Signs (VAS) recommended by SCC Highways is to be negotiated with Surrey County Council as part of next stage design development. Electrical supply is not currently available on Pales, although will be needed for any future crematorium development. Solar-powered VAS is to be researched in next stages. Visual impact on Cemetery Pales will be a heritage issue.

## 4.6 Sources of information

Masterplanning brief	Brookwood Park Ltd	Drawing DRN-OPT2 Rev A	WSP Parsons Brinckerhoff
London's Necropolis: A Guide to Brookwood Cemetery	John Clarke	Appendix D proposed mitigation measures	WSP Parsons Brinckerhoff
A Conservation Management Framework for - Brookwood Cemetery	Nicholas M Kelly, Dovetail Building Consultants	Arboricultural Report 23 February 2015	Andrew Pinchin
Brookwood Cemetery land register 14 August 2015		Brookwood Cemetery Catchment Comparison and Public Transport Analysis - May 2016	Peter Brett
Brookwood Titles Attribute Table		Brookwood Cemetery Catchment Analysis - May 2015	Peter Mitchell Associates
Brookwood Cemetery - ownership Oct 2018		Brookwood Cemetery Management Plan - Summary 2016	Surrey Wildlife Trust
Documents pertaining to Planning Application SCC ref 2018_0085 for the remediation and development of the previous tip site in the north cemetery		Brookwood Cemetery Habitat Management Plan - October 2015	Isabel Girvan
Technical Note (drainage) dated 18.01.2016	WSP Parsons Brinckerhoff	Islamic Cultural Centre plot plan	
Brookwood Cemetery Staff Structure		Signage works	DMA Signs
Brookwood Burial stats over three years		Tree Report 23.05.2019	Mark Welby
Going Green Advert		Brookwood Memorial Safety Notice	Brookwood Cemetery
New Price Lists - 17-12-18		Memorial Safety Policy.Brookwood Cemetery - 2019	Brookwood Cemetery
Open Day Poster 1		Listed monuments	Brookwood Cemetery
Map of BROOKWOOD NORTH SIDE NON CONFORMIST		Victoria Cross holders	Brookwood Cemetery
Map of BROOKWOOD SOUTH SIDE ANGLICAN			
Brookwood Sections (Current) EMAIL VERSION		Death has a touch of class: society and space in Brookwood Cemetery, 1853–1903	Agatha Herman (2010) Journal of Historical Geography
C2707 Brookwood Cemetery NVC Survey Report - Final October 2015	Isabel Girvan		
Brookwood Military Cemetery – Conservation Management Plan 2017	CWGC		
Scans of graves plots (south cemetery – undated)			
Glades House plans, sections and elevations - dated sept/Oct 2017	Rowney Sharman Water Environment	'Burying the dead': making Muslim space in Britain	Humayun Ansari (2007) Royal Holloway, University of London
Drainage Investigation Review dated 20 Feb 2018			
Appendix A Topography	WSP Parsons Brinckerhoff		
Appendix B OS mapping	WSP Parsons Brinckerhoff		
Appendix C drainage site mark-up	WSP Parsons Brinckerhoff		
Drawing DRN-OPT1 Rev A	WSP Parsons Brinckerhoff		

# 4.7 Managing tree chapels



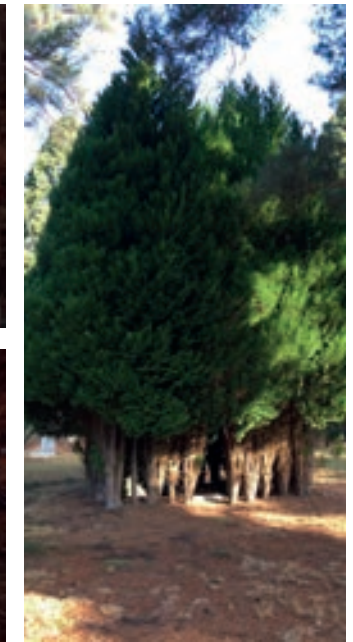
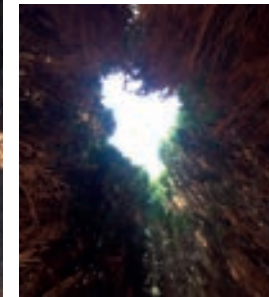
Design intent, Bradlaugh Memorial 1891



Mature chapel



View from inside



Remove lowest and dead branches



Hedge enclosure



Remove lowest and dead branches



Remove and replant with dwarf hedges



# 4.8 Design Guidelines

**guidelines should be developed by the cemetery for the detail design of**

- Landscape design
- Memorial landscape layouts
- Headstones
- Mausoleum
- Graves maintenance
- Protective railings
- Gates
- Furniture
- Bollards
- Walls
- Hard landscaping
- Edgings
- Signage
- Welcome cabins
- Waterless WCs
- Bike docks
- New buildings





**Allies and Morrison**

85 Southwark Street  
London SE1 0HX

telephone +44 (0)20 7921 0100  
web [alliesandmorrison.com](http://alliesandmorrison.com)  
email [studio@alliesandmorrison.com](mailto:studio@alliesandmorrison.com)



# MASTERPLAN **experience plan** BROOKWOOD CEMETERY

Allies and Morrison  
February 2020

Time, which antiquates antiquities, and hath an art to make dust of all things, hath yet spared these minor monuments.

Sir Thomas Browne (1658) *Urne-Buriall*

# Contents

1. INTRODUCTION	1
2. APPROACH	8
3. AUDIENCES	14
3. THEMES	21
4. MEDIA	36
5. PROGRAMMING	42
7. PHASING	52

This Experience Plan prepared by Barker Langham supports the wider Masterplan for Brookwood cemetery developed by a team led by Allies and Morrison comprising:

Allies and Morrison  
Barker Langham  
Bradley-Hole Schoeniach Landscape  
Dr Roger Bowdler

This Experience Plan should be read with the two other documents setting out the proposals - the Masterplan and the Outline Business Plan.

# 1

# INTRODUCTION



# 1.1 Brookwood Cemetery

## 165 years of history

### Local, national, and global significance

Opened in November 1854 having been established by special Act of Parliament in 1852 and built by the London Necropolis & National Mausoleum Company, Brookwood Cemetery is the largest cemetery in Britain, and was at the time of its founding the largest in the world. Created to answer the need for additional burial space for overcrowded London cemeteries in the mid-19th century, today it represents a remarkable survival of a landscaped parkland cemetery.

Listed as Grade 1 by English Heritage, Brookwood and its history are of outstanding cultural and historical significance. The thousands of funerary monuments at the site (many of which are separately listed) constitute a formidable and extraordinarily diverse record of the varying burial traditions of a range of different communities, classes, cultures and faith groups as these have evolved across the past century and a half.

From a military perspective, the site incorporates both the main US First World War cemetery in Britain (administered by the American Battle

Monuments Commission), and the largest Commonwealth War Graves Commission cemetery in the UK. It is also the hub of a busy calendar of commemorations linked to various nations' war efforts, with ties to nearby contemporary military communities: and is a place where officers in training come to learn about the realities of death before engaging in active combat.

In December 1914 the cemetery became the site of the first burial of an Indian Muslim soldier in this country; and, more broadly, as the oldest Muslim burial ground in the country dating to 1884, and thought to be the final resting place of a direct English descendent of the Prophet Muhammad, the cemetery remains an important part of the cultural landscape of British Islamic society today. It is also an expression of a powerful global interfaith movement (embodied in the story of Gottlieb Leitner) that is a force for peace in a world torn by conflict.

Environmentally, the cemetery's distinctive Surrey Heathland setting is protected by SSSI, Special Area of Conservation, BAP Priority Habitats and Green Belt designations; meanwhile its landscape

is recognised as a climactic example of Victorian garden cemetery design.

The London Necropolis Railway, which linked Brookwood with Waterloo station in London, is unique in British history. Though it was closed in 1941, with its London terminus having incurred damage in the blitz, the path of the former railway line can still be traced in the cemetery's contemporary landscape, and the fact of its former existence speaks powerfully both to the complex relationship between living human societies and their dead, and to an increasingly global history of industrialisation, urbanisation, and social atomisation in modernity.

'As a site of extreme importance [...] as a cultural, historical, and architectural record [...] the site has the potential to become a World Heritage Site.'

Brenda Wilson, Home Office report on the significance of Brookwood Cemetery

## A boundless future

### Restoration and renewal

Having been in private ownership since its foundation, and having suffered significant dilapidation from the 1970s onwards, Brookwood Cemetery was acquired by Woking Borough Council in 2014.

In the five years since that acquisition, the Council's efforts have, of necessity, been centred on the completion of emergency conservation and maintenance works, seeking to repair the damage caused variously by the unchecked growth of rhododendron and other aggressive plant species, by the significant failure of the cemetery's drainage systems (a cause of serious flooding which imperils both graves and mausoleums), and by the dumping of waste at various points across the site.

Today, with the site's management significantly improved, the Council is able to look forward to the next ten years, and to consider how Brookwood might be further restored, and re-established and expanded as a public amenity.



# 1.2 Brief

## Developing a sustainable visitor experience at Brookwood Cemetery

In the wider context of Brookwood’s rehabilitation, Allies & Morrison (A&M), working together with Barker Langham, Bradley-Hole Schoenaich Landscape (BHSLA), and funerary heritage expert Dr Roger Bowdler, were commissioned to produce a Masterplan for Brookwood Cemetery to guide its development over the period of the next 10 – 20 years.

Within the overall Masterplan are considered manifold aspects of Brookwood’s future, ranging from the conservation and rehabilitation of the cemetery’s historic landscape, to the expansion of the existing funerary business, and the creation of new visitor facilities and interpretation on site.

As a supporting document to the Masterplan, this Experience Plan presents detailed research and recommendations relating in particular to the shaping of an enhanced visitor offer at Brookwood.

Developed by Barker Langham in tandem with the accompanying Business Plan, and hence grounded in a concern to ensure the financial viability and sustainability of all proposed developments, the

Experience Plan addresses the following broad areas of concern highlighted in the overarching project brief:

### Visitor Facilities

- In particular, the question of whether to build a visitor centre at Brookwood, as well as what purpose any such space or alternative spaces should serve.

### Audiences

- Considering how Brookwood can be opened up to attract and retain a wider range of audiences, whilst continuing to serve existing communities. Identifying opportunities to cement Brookwood as a pivotal site within broader attempts to promote Woking and its surrounding area as a visitor destination

### Interpretation

- Distilling key interpretative themes and messages, and proposing the ways in which these may be best communicated to audiences.

### Programming

- Making recommendations as to the kinds of cultural and/or community activities and programming Brookwood can support, that will be in keeping with its character, and that will help both to attract new audiences to the site and serve the existing community.

### Operations

- Providing for all the above by making recommendations on the future management and staffing of the site. Here we also looked closely at how Brookwood could develop its network of volunteers.

# 1.3 Vision

## A model future cemetery

### Increased profile

Central to our vision for Brookwood is enhanced recognition of the cemetery in keeping with its historic importance.

Currently something of a hidden gem, there is scope for greater involvement of surrounding communities in appreciating and using the cemetery. Brookwood will come to be acknowledged as a site of regional, national, and even international significance by audiences across the South East, in London, and further afield.

Established in the public imagination as a key cultural and historical landmark, Brookwood will play a vital role in putting Woking on the map, and contributing to the growth of West Surrey as a visitor destination.

### Increased usage

As Brookwood's profile grows, this will drive increased usage of the cemetery in three distinct areas.

Firstly, local residents will feel inspired to explore the cemetery's grounds and to reclaim the site as part of their own cultural landscape. Facilities designed to meet local needs will establish the cemetery as a valued public amenity.

Secondly, awareness of Brookwood's significance, allied to a growing reputation for high quality programming, will bring a steady stream of visitors to the site from across South East England. The Cemetery will be established as a leading visitor destination in Surrey.

Finally, Brookwood's resurgence will lay a strong foundation for its funerary business to grow into the latter half of this century. Local residents and visitors who have enjoyed and made memories at the cemetery will return to be laid to rest there.

### Enhanced environment

As Brookwood draws in new audiences, it will also generate increased revenue, supporting the enhanced upkeep and management of its grounds, building on the platform of works currently being undertaken.

Rising in the public's affections, the cemetery will become the centre of a busy community of volunteers helping to keep it looking its best.

Finally, on a regional, national, and global level, Brookwood will play a leading part in establishing green funerary practices, helping to steer the industry onto a more environmentally sustainable path, and serving as a model for cemetery development as we move deeper into the twenty-first century.

# 1.4 The Plan

## About this document

### Who is the plan for

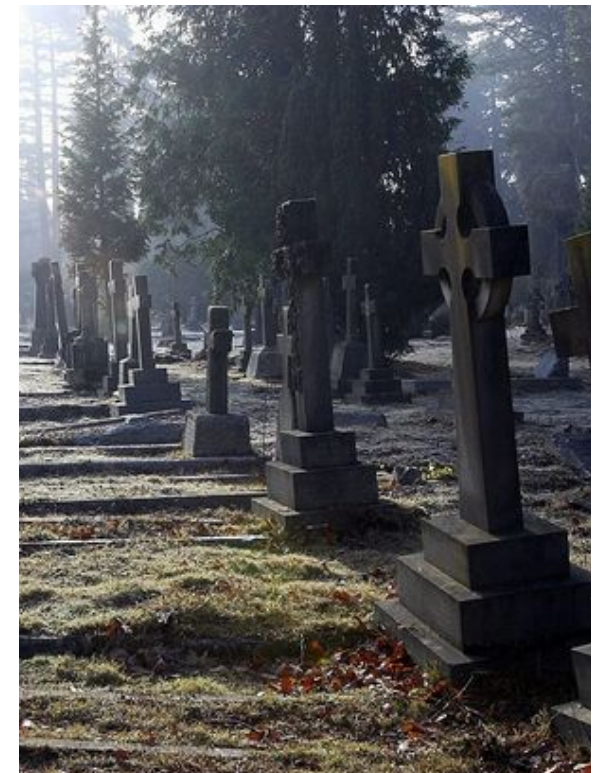
The Experience Plan is designed to serve a variety of purposes:

- For the cemetery’s managerial team and members of Woking Borough Council, the document is intended to help guide decision-making about the shape of Brookwood’s future. In conjunction with the accompanying Business Plan, which sets out detailed costing’s for each of the developments proposed, it summarises recommendations regarding the range of experiences and activities to be provided for current and future site users
- For staff, including any hires made to support Brookwood’s development in the future (prospectively, curatorial staff, a programming and volunteers officer, and an artist-in-residence), the plan can serve as a reference, guiding and supporting discussions around the creation of new programming and interpretative content, and signposting to a range of relevant networks, events, and other resources.

- Finally, the plan, or the relevant sections of it, may usefully be shared with any number of future partners, whom the cemetery’s management identify as being suited to delivering on-site programming, or to collaborating in the production of exhibitions and other interpretative materials.

Importantly, the plan should be treated as a living document. Incorporating a clear set of planning principles and a series of recommended interpretative themes, it establishes both an open framework and a consistent reference point, on the basis of which new interpretative content and relevant programming may be developed.

Given Brookwood’s vastness, however, as well as the depth and breadth of the histories it represents, and the sheer range of narratives associated with the more than 250,000 people buried at the site, we would recommend the plan be taken always as a point of departure, rather than a closed set of rules.



## Five Steps

### Incremental development

Mirroring the logic set out in the Masterplan, this document sets out five approximate phases for the development and elaboration of a new visitor experience at Brookwood.

Through each phase of development proposed, we anticipate Brookwood would work incrementally to expand its offer, enrich and diversify its storytelling, supplement its programming, and thereby attract and retain new audiences.

Summarised opposite to give context to what follows, the first four phases are returned to and presented in greater detail in the final chapter of the plan, 'Phasing', in light of the focused discussions of interpretative themes, media, programming, and audiences provided in the intervening chapters.

The last phase 'Museum' would need to be further developed and tested. At present it is an evolution of the direction set out in the masterplan.

### Step 1: Ongoing Tasks

- No significant change to baseline operations
- Visitor experience remains largely as at present, with improved waymarking and signposting to ABMC and CWGC.
- Gradual improvements to the landscape re-establish Brookwood as a high quality, cared for space

### Step 2: Initial Moves

- Superintendent's House is converted to café with limited, high level interpretation
- Increased tours and programming
- New hires to coordinate and recruit volunteers, and develop interpretation (pop-up exhibitions, etc.) with community.
- Visitor experience: a busier, more lively setting; an evolving sense of purpose; a warmer welcome and clearer orientation

### Step 3: Long Term Additions

- The creation of a new visitor centre with higher spec permanent exhibition enables richer and more diverse storytelling
- Higher capacity and higher profile programming
- A new crematorium on-site would bring with it higher volumes of visitors
- Visitor experience: local communities proud of the development, a sense of ownership, an increasing sense of history and connectedness.

### Step4: Expanded Programme

- Visitor centre expanded to house thematic temporary exhibitions
- High quality summer programming with site-specific outdoor cinema and music
- Visitor experience: multiple opportunities and different kinds of experiences available to visitors. An atmosphere of reverent celebration evoking Victorian mourning culture. Communities fully engaged in the developing content and sustaining site. Reputation for curious and thoughtful programming

### Step 5: Museum

- The concept would be to create a campus of spaces at Brookwood, with space as a point of departure for tours, a meeting point, a gateway. It will also be a place of debate and exploration of life and death, based on the stories and significance of Brookwood Cemetery – reverent but able to communicate big issues.

2

APPROACH



# 2.1 Brookwood Cemetery

## Towards an Experience Plan

### 8 Principles

In developing an Experience Plan for Brookwood Cemetery we have been guided by an appreciation of the unique spatial and environmental challenges the site presents, of the great emotional and memorial significance it holds as a burial place for existing community members, and of Woking Borough Council's aspirations for the cemetery's further development.

Added to this, we have also drawn upon our own critical understanding of both logistical and commercial aspects of designing a visitor experience, and of the opportunities heritage projects offer to re-shape and contribute positively to society as a whole.

Working on this basis, we have arrived at a set of eight principles that underpin our plan for the future of Brookwood Cemetery. Summarised opposite, these are explored in further depth below.



## 8 principles

### 1. Respectful

First and foremost among our principles is the recognition that Brookwood Cemetery is a working cemetery.

Any additions to the site, either materially to the built environment or in terms of new cultural programming, must respect that fundamental function, neither impinging on day-to-day operations, nor disturbing the atmosphere of peaceful remembrance characteristic of the grounds.

### 2. Flexible

In line with the overall logic that underpins the Masterplan, and reflecting the need for Brookwood to grow sustainably within relatively narrow financial constraints, the Experience Plan is designed to allow flexible, incremental development.

The individual elements of our plan are designed to be able to be iteratively tested and scaled prior to full implementation. For the most part, these components can also be added as discrete, cost-neutral bolt-ons to an emerging offer, rather than depending on large-scale, up-front infrastructure spending.

### 3. Integrated

While Brookwood Cemetery and the adjoining ABM and CWGC military cemeteries are formally distinct from one another and separately managed, it is important to note that visitors tend to approach the estate largely as an undivided whole.

As such, any offer to visitors must be an integrated one, encompassing all three parts of the site. Ideally, the integration of a visitor offer would extend to the coordination of interpretation materials, tours, maps, marketing and events programming.

### 4. Accessible

Brookwood's assets are dispersed across a vast space; one which may be difficult for newcomers to navigate, and daunting to visitors with limited mobility.

Responding to this challenge, in conjunction with A&M and BHSLA, a particular focus of our planning has been to create both legible routes for visitors to follow, and tangible centres around which they may gather.

These considerations also bear on the kinds of interpretation we have proposed, since we have to assume that any given group of visitors would struggle to cover the whole of the cemetery's territory in a single visit.

### 5. Active

Nestled between a series of relatively small villages, and otherwise surrounded by open countryside, Brookwood Cemetery has only a very limited natural audience within walking distance. We feel that its success as a cultural destination therefore hinges on attracting larger numbers of visitors from further afield.

Considering this problem raises the further issue of competition. For residents of Surrey, London, and the wider South East there is no shortage of alternative attractions offering visitors the opportunity for an interesting walk and a slice of cake.

To stand out from the crowd, and to create regular opportunities to appeal to diverse visitor groups, we therefore suggest Brookwood should aim to create an active programme of events, designed to cultivate loyalty and promote frequent repeat visits.

## 6. Collaborative

Building from this last principle, we also recognise that, at least in the first five to ten years of its development, financial constraints will make it both necessary and desirable for Brookwood to operate with only a limited core staff.

As such, it will be essential for the cemetery team to work in partnership both with existing communities on-site, and with an expanded network of cultural and educational institutions, artists, community groups and so on.

## 7. True to the Past

In proposing the development of a rich and varied programme of events, we also aim to show how these could be developed and delivered by third parties, with Brookwood more a host for and convenor of programming, than a direct producer or designer of events and content.

As well as respecting Brookwood's primary function as a cemetery, we also recognise the value of the history that it represents and which lives through it. In the course of our consultation with community stakeholders, it was clear that those closest to the

cemetery feared that substantial redevelopment would risk the site becoming something of the order of a generic country park, effacing the its singular character and significance.

Here, while we are confident that the scale of Brookwood's grounds is such as to allow modest additions to programming without disturbing the overall character of the site, nevertheless our resolve is to ensure that any such changes are developed in dialogue with Brookwood's past, and as a continuation of the traditions and memories it embodies.

The experience of visiting Brookwood must and will remain that of visiting a cemetery first and foremost.

## 8. Alert to the Future

In that same spirit of dialogue with the past, our final planning principle is drawn from Brookwood's history as an institution profoundly concerned to address challenges posed by the future.

Whether in terms of its founding aim of mitigating urban population growth, its historic role in the

promotion of green burials, or the welcome it provided to Muslim communities who at first struggled to find appropriate burial sites in the UK, Brookwood has, across the past 165 years, exhibited a consistent farsightedness, and a willingness to innovate to meet the demands of the future.

Building on this legacy, our intention is that new programming and interpretation at the cemetery will be responsive to, and explicitly engage with, relevant social, cultural, and environmental issues in the present, with a view to shaping the future.

3

# AUDIENCES

# 3.1 Overview

## Managed Growth

### Curiosity, Comprehension, Loyalty

Central to plans for the redevelopment of Brookwood Cemetery is the ambition to expand and diversify its community and broader audience.

While detailed audience projections are provided in the Business Plan, here we consider a series of key current and potential audiences and user groups in turn from the perspective of their experience and understanding of Brookwood, asking in each case what motivations for, and barriers to, using and visiting the cemetery they may feel and face.

These considerations underpin our proposals in subsequent chapters, as we work towards shaping an experience which will 1) pique audiences' curiosity about Brookwood; 2) communicate the site's significance and relevance to them, allowing them to make the decision to engage with it; and 3) encourage the respective audiences and user groups to form lasting and satisfying relationships with the cemetery.



## 3.2 Considering Audiences

### The Dead & the Bereaved

#### The number 1 priority

With regional growth, an ageing population, the redevelopment of Woking drawing new communities to the area, and a trend for increasing social atomisation (as people live, work and die ever more frequently away from their families and the towns and villages of their birth) there is every reason to expect that demand for burials and cremations at Brookwood should rise over the next decades.

At the same time, increasing choice in the funerary market (in particular for many Muslim communities who became rooted at Brookwood in a period when they had few other options locally), poses a significant threat to the cemetery's core business.

In the course of reviewing Brookwood's existing funerary offer and consulting with local community members, staff and other stakeholders through the masterplanning process, we identified four main opportunities to cement and grow this vitally important user group.

#### Trust

Numerous of our community consultees spoke in hushed tones and pained voices when reflecting on the dilapidation that was allowed to take place at Brookwood through the last decades of the twentieth century.

Of course, the decision to entrust the care of one's dead to a particular institution is not one taken likely, and prior to Woking Council's acquisition of the site, the cemetery suffered significant reputational damage.

Clearly, Brookwood's management is aware of this challenge. On-going efforts to rehabilitate the grounds and ensure their smart and well-maintained appearance are of great value.

This effort needs to be matched with proactive marketing, firstly to ensure that local undertakers are aware of the change of management, and secondly to spread good news: for example, Brookwood's receipt of several industry awards over the past two years.

#### Choice

The provision of choice is a hallmark of Brookwood's history. Since its founding, the Cemetery has offered its customers great freedom both in the selection of plots and the orientation of graves, and it has done so whilst selling its services at a wide range of price points.

This flexibility, as well as the beauty and diversity of its grounds should be strong selling points for the cemetery; however customers' freedom to choose is not always clearly communicated. At a time when demand for green burials is growing nationwide, Brookwood's sales of green plots have been markedly sluggish. We suspect one factor in this is that, as currently marketed, the green burial offer appears constrained to Gillian's Meadow.

Making a bigger commitment to marketing green burials, emphasising the availability of woodland for such burials, and perhaps embracing new forms of environmentally friendly disposal (see 4.2) could help Brookwood to expand in this market.

## London: Build on Heritage

With London's inner-city cemeteries again becoming crowded, and with a nationwide interest in varying expressions of local and community heritage become ever more pronounced in the twenty-first century, we consider London a prime market in which Brookwood can expand its customer base for funerary services.

Through the recent re-design of its website, the cemetery has given new prominence to its historic links with London. Nevertheless, these could still be foregrounded further.

Connecting with London-based undertakers and funeral directors in order to expand the marketing of Brookwood Cemetery to London audiences should be a key part of a future communications strategy.

Emphasising and diversifying opportunities for green burials and other emerging environmentally friendly forms of disposal, can play an important part in appealing to typically highly progressive (and currently under-served) urban audiences.

## Facilities

The acknowledgement of existing limitations in the provision of community facilities at Brookwood is a key driver for the site's on-going re-development.

A lack of toilets in the north part of the cemetery is soon to be addressed and will help to make the site more accommodating to visitors and funeral-goers alike.

Our discussions with on-site community leaders have also revealed a strong appetite for the provision of other amenities – notably a café and a space for holding wakes, receptions and other events.

Contrasting Brookwood's offer to visitors and other site users with that of the nearby Clandon Wood natural burial ground (pictured opposite) is instructive. Creating a simple, elegant space for mourners to congregate upon the conclusion of funeral services would help to cement the cemetery's improving reputation in the funerary trade.



Top: Tea served at Clandon Wood natural burial ground

Bottom: The reception space at Clandon Wood.

## Active Communities

### **Pride, dedication, energy**

In meeting with stakeholders at Brookwood we encountered no shortage of evidence of the great pride and affection local communities feel for the cemetery, and of the energy they put into maintaining particular plots and researching and communicating its history.

Looking to the future, it is essential that the development process works to harness that energy, and that communities feel supported to have their say in the interpretation of the cemetery's past, present and future.

A particular challenge in this regard concerns what we perceive to be a high degree of fragmentation between different user groups: a natural product in part of the sheer number of different national, religious and ethnic communities active at Brookwood, and, further, of the site's multiple ownership (notably the separate management of the CWGC and ABMC plots).

We are aware that, in recent years, with Woking Borough Council's acquisition of the cemetery and the creation of the new management team, community cohesion is rapidly improving, and that stakeholders feel increasingly confident in knowing who to contact with concerns, ideas and proposals.

With their dedication to the preservation and appreciation of the site, members of the Brookwood Cemetery Society (BCS), too, play a key role in organising and delivering tours, and championing the cemetery's history.

Nevertheless, in terms of the site's interpretation, there are clear gains to be made from promoting increased collaboration between different groups.

The creation of a volunteer coordinator and / or community artist post would, for instance, help to bring together diverse community members working in relative isolation on similar projects (e.g. we note the overlap between academic Ole Jensen's

enquiry into Brookwood's multicultural heritage, and the research conducted through the Everyday Muslim project – two strands of work that could be productively combined; and two networks that could be fused to the benefit and, no doubt, enjoyment of each).

Those posts would also be valuable in supporting less confident or self-starting community members to explore and share relevant histories, ensuring that interpretation is more representative of the vast array of cultural groups collected on-site.

And they would enable the recruitment of new volunteers in a variety of contexts. Here, for example, there are significant opportunities to found a cross-community volunteer gardening group, to grow membership of the BCS, and to work in partnership with universities to attract students with relevant subject specialisms to commit time to the cemetery.



## Local Residents

### Growing appreciation

Based on conversations with community members living in Brookwood for many decades, we understand that in the past few years in particular, following a long period of neglect, local residents have shown a growing interest in visiting the cemetery and exploring its grounds.

This is to be welcomed, nevertheless in comparison with other cemeteries of similar vintage and importance, Brookwood remains under-visited, and its historical significance appears under-appreciated by residents in nearby villages and Woking.

Several barriers to engaging with the cemetery underpin this problem. First, again in contrast to other Victorian cemeteries typically located in urban centres, Brookwood has a small natural catchment and minimal passing pedestrian traffic. Among the initial steps proposed in the Masterplan, repurposing the Superintendent's Lodge as a café visible from Cemetery Pales should help to attract passing road traffic and underscore the point that the Cemetery is open to visitors

Second, links between the cemetery and the town of Woking can be made clearer. The current development of a heritage trail linking Woking Mosque with the historical Muslim burial ground is a good example of the kind of initiative that will help to articulate Brookwood's ties to the town, and help local residents understand the cemetery as a part of their own heritage.

Third, there is the question of safety. Through our stakeholder consultation work, we met several individuals who highlighted their concerns about walking through the cemetery unaccompanied: a history of petty crime, vandalism, and more serious assaults on site (even if this has become exaggerated in the popular imagination) must be addressed.

In this regard, perhaps the best way of making visitors feel safe in the cemetery grounds is to demonstrate that it is in active use. Increasing the frequency of tours, and redoubling efforts to publicise those events (along with other programming) will help to make Brookwood feel more lived in.

Marketing efforts should be addressed to as wide a range of communities as possible. While present communications are (we understand) channelled primarily through the cemetery's website (prioritising audiences that already have Brookwood on their minds), taking simple steps like leaving pamphlets with local pubs, cafés, houses, shops, schools etc. will help to reach the uninitiated.

By promoting greater engagement with the cemetery, these measures should in turn eventually help to deter less savoury elements from making their own uses of the site.

## Regional Visitors

### Cutting through the noise

Surrey is enjoying a renaissance of interest in its cultural sites, and the county is a great area for Victorian heritage in particular. In looking to attract visitors from outside of Woking and its immediate surrounds, Brookwood Cemetery can, on one hand, capitalise on being part of Surrey's cultural offer. In time, with an excellent programme of conservation and interpretation, it will be able to present itself as part of a circuit of cultural sites.

On the other hand, however, in looking to attract these visitors, the cemetery currently faces stiff competition. While there is no comparable historic institution in Surrey to rival Brookwood, there are nevertheless an abundance of heritage sites and beautifully landscaped gardens from which potential visitors can choose, many of which have a more obvious appeal to groups looking for a pleasant spot to enjoy a Sunday stroll and slice of cake.

Looking further afield to London, meanwhile, while we are confident that a visit to the city's necropolis at Brookwood will appeal to inquisitive day-trippers, it is also clear that with the 'Magnificent Seven' in easier reach, Brookwood does not have the

market to itself. The relatively high cost of travelling from Waterloo to Brookwood by train (at the time of writing, an off-peak return costs £14.40) also represents a possible barrier, and may make staying within city bounds a more appealing option.

In order to contend with these twin challenges, we propose that the cemetery should look both to maximise the diversity of its offer, and to create frequent opportunities to market to new audiences.

A rich array of programming incorporating talks, walks, workshops, and other events will help to build a buzz around the cemetery and create new reasons for diverse members of the public to make their first visit. Finding, upon their arrival, a site of both great size and beauty, many will commit to visiting again.

For London audiences, producing high quality temporary exhibitions on a range of themes (see Chapter 4), will set Brookwood apart from other cemeteries. Marketing specifically to museum and arts audiences via sites like Londonist will help to attract visitors perhaps less likely to leave the capital for a walk alone.



Unquestionably beautiful in its own right, Brookwood Cemetery must nevertheless compete for visitors with many other spectacular sites, including the nearby Winkworth Arboretum, pictured above.

## Schools

### An unparalleled learning resource

Brookwood Cemetery can derive numerous benefits from working to develop lasting relationships with local and regional schools, and establishing the site as a regular choice for educational visits. With large groups of children arriving for class trips, the potential to connect subsequently with their families and encourage repeat visits is substantial. Meanwhile, contributing to schools' educational objectives offers a key route to demonstrating social impact, helping to strengthen the foundations of future funding applications and efforts to drive philanthropy.

At the time of briefing in July 2019, the cemetery had welcomed two groups through the early summer. Building from this platform, we feel there is significant scope to formalise and expand an extensive schools programme.

Of course, there are real barriers to attracting school visits. Both constraints on curriculum time, and recent funding challenges in the education sector can make it difficult for teachers to either justify travel costs and time out of the classroom, or to

think outside of the box in terms of identifying field trip opportunities. More specifically, the limited range of facilities at Brookwood today (lacking sufficient toilets and classroom and dining space for rainy days) may pose a logistical challenge to schools.

Assuming this last barrier is mitigated by an overall improvement in facilities targeted to general visitors and by the creation of a suitable learning space, there are further steps the cemetery's management can take to connect successfully with schools: identifying relevant subject leads and communicating directly with those individuals rather than relying on general mail outs; building by targeting schools situated only a single bus ride away and underlining that convenience in marketing materials and, most importantly, working in dialogue with teachers to draw out connections between Brookwood's history and the curriculum they are required to teach.

### Connecting with the curriculum

	Key Stage 2	Key Stage 3	Key Stage 4	Key Stage 5
Science	Seasons Habitats Materials		Ecosystems; Health & disease	Ecosystems
History	The World Wars			
Geography	Local history study	Britain, Industry and Empire		
Art	Settlement and land use	Population & Urbanization	Cities and urban society	Cultural landscapes & place- making
General	Cultural diversity			

Listed above are aspects of the English National Curriculum we feel are of particular relevance to Brookwood Cemetery's history. Though religious education is not governed by a national curriculum, there is a clear opportunity to build links with relevant school departments

## Universities

### Active partners

A highly particular and active audience, building strong relationships with academic partners can yield benefits in a number of ways, whether in terms of supporting the creation of new interpretation and programming (drawing on experts' knowledge and enthusiasm), helping to grow audiences (by connecting with existing specialist networks), attracting funding (through the formulation of joint-research projects), or recruiting new volunteers (e.g. targeting MA students pursuing careers in heritage / end of life care

Essential to working with universities will be to identify specific departments, and ideally named individuals, whose interests relate to Brookwood's past and future. General mail outs are unlikely to garner any response. Opposite are highlighted some potential partner universities and how they might be approached. This is, however, only the tip of the iceberg.

### Royal Holloway

The university's Social, Cultural and Historical Geography group is well placed to support work on diaspora, mobility and memory

### UCL Institute of Archaeology

A world leading department with specialists in funerary archaeology, London archaeology, heritage and memory



### University of Winchester

MA in Death, Religion and Culture examines historical and current to death and dying and bereavement rituals in different cultural and religious contexts. It is targeted to students seeking careers serving the dying and bereaved

### University of Surrey

A world leader in environment and sustainability. Could Surrey be interested in researching green approaches to burial and cremation?

4

**THEMES**

# 4.1 Overview

## The development of interpretative themes

### Looking backwards to the future

Building on the brief introduction to Brookwood Cemetery given above, this chapter presents seven recommended key interpretative themes, which may be drawn upon to shape future programming and to inform the production of visitor materials.

Reflecting the overall approach, each theme is presented in two parts, looking first backwards with a view both to celebrating and honouring Brookwood's past, and then forwards, connecting the site's history with wider contemporary debates and social issues that are of relevance not only to communities directly involved with the cemetery, but to the whole of our evolving British society.

By presenting each theme in turn as providing both a particular frame on the past, and a window onto the future, we intend that those who visit the Cemetery will come away not only with an enhanced appreciation of the site itself, but also with the means to look anew at a range of issues: life, death, class, the environment, and much else besides.

### Research and consultation

To help ensure that they achieve the conceptual breadth appropriate to the cemetery's rich history, and that they reflect the views and interests of relevant communities, the themes proposed here were developed through a process of extensive research and consultation.

Two rounds of stakeholder meetings were a wonderful opportunity to hear from members of the local community what they value about the cemetery, and the stories they associate with it: from grand histories – the arrival of former Czech servicemen in Britain after WWII and their establishment of a plot at Brookwood; to sad tales of misfortune – the mistrial, execution, burial, and exhumation of Edith Thompson; to the minutiae of everyday life at the cemetery – thus a visit to the Saint Edward Brotherhood revealed its members' taste for mushrooms foraged from the grounds. We also encountered many new histories, still taking shape, learning, for example, that research currently underway points to Brookwood perhaps being the last resting place of a direct English descendent of the Prophet Muhammad.



# 4.2 Key Themes

## Seven themes

### In brief

Opposite are summarised the seven key themes proposed as the basis for the development of future interpretative materials at Brookwood Cemetery. Each is discussed in greater detail below.

While all may be considered to be of value as interpretative lenses, the central theme, The Best Possible Death, could be considered also to serve as a kind of conceptual glue for all of the others, foregrounding the question of how human societies approach the challenge of dealing with death and their dead.

Importantly, this plan does not anticipate all of the themes and content discussed below necessarily being used simultaneously, exhaustively or given equal weight. Proposals for how best to apply certain themes are given in Chapter 5, Media.



## The Best Possible Death

### The past

“Show me the manner in which a nation cares for its dead and I will measure, with mathematical exactness, the tender mercies of its people, their respect for the laws of the land, and their loyalty to high ideals.”

Often attributed to William Gladstone (though never definitely proven to have passed his lips), the above quote – whatever its true provenance – resonates strongly with the history of Brookwood Cemetery.

As noted above, Brookwood’s founding marked a response on the part of government to an extreme problem of overcrowding in mid nineteenth century London. As the city grew, and the number of its dead increased, so churchyards reached capacity, graveyards overflowed with the dead, and a public health crisis ensued. A cholera epidemic which killed more than 14,000 Londoners between 1848-49 greatly exacerbated this problem, and led to large numbers of bodies being left to decompose in plain view of the living.

A further problem for residents in Victorian London lay in the cost of disposing of their dead. To be buried ‘on the parish’ (i.e. with public funds) in an era of growing class-consciousness was considered a public shame and mark of dishonour. However, overcrowding, and a consequent surge in demand for existing private burial plots, made death a prohibitively expensive business for many.

By turning over some 2000 acres to London’s dead and charging only modest rates, Brookwood allowed all but the very poorest members of society a relatively dignified burial for their departed. Further, by moving the dead away from the metropolis, the cemetery provided for the improved health and hygiene of London’s residents.

In essence, from the very moment of its genesis, Brookwood represents an attempt on the part of society as a whole to ensure the best possible care be given to its dead.

To not invoke, to not think of the dead makes us gradually inhuman and increases our sense of unreality. We are already with them: it is our unavoidable destiny. We do not continue where they left off ; they continue where we have not gone. A meditation on life is inevitably a meditation on death: and vice versa. If our imagination about death fails, ultimately so will our imagination about life.

Ben Okri, ‘The Muse of Archaeology’, in Renfrew et al (November 2015) *Death Rituals, Social Order and the Archaeology of Immortality in the Ancient World*



## The Best Possible Death

### The future

Working in dialogue with Brookwood's history of helping to alleviate social, environmental, and public health crises, future interpretation can help to draw attention to and inform public debate around a series of related challenges facing contemporary Britain.

In terms of its burial capacity, and despite the creation of numerous inner city cemeteries at around the time of Brookwood's founding, London is again becoming overcrowded, with multiple boroughs no longer accepting burials, and numerous others resorting to disinterment or deepening existing graves to make room for new bodies.

Environmentally, while cities no longer face the problem of graveyards overspilling, there is a growing awareness of the damage wrought to the environment by cremation, embalming, and the seeping of other toxins contained in human bodies into the earth.

Numerous alternatives to traditional burial and cremation have been proposed in recent years, from 'resomation' or 'water cremation' (a process of dissolving bodies in an alkaline solution, which both reduces atmospheric pollution and reduces fuel consumption), to still more esoteric options, such as the disposal of corpses in body bags lined with mushroom spores, designed to detoxify and expedite the decomposition of human remains. As well as pioneering the adoption of such technologies (and thus tapping new markets), Brookwood could help to lead a debate about the role green burial plays in wider struggles to preserve the environment and prevent global warming.

Finally, considering the idea of the 'best possible death' in broad socio-cultural terms, groups including the Dying Matters Coalition, Death Positive, and the Order of the Good Death represent an avant-garde addressing a serious lack of public conversation about death that has been recognised in UK government policy. A 2014 ComRes survey found that 83% of the public are uncomfortable

discussing death and dying, with many failing to prepare for the end of their own lives. A broad trend for increasing life expectancies globally means people are living longer than ever in fear of death.

What does the best possible death look like in the twenty-first century? This is a question Brookwood Cemetery is well positioned to address.

"Adults who are racked with death anxiety are not odd birds who have contracted some exotic disease, but men and women whose family and culture have failed to knit the proper protective clothing for them to withstand the icy chill of mortality."

Irvin Yalom, Psychiatrist, cited in Caitlin Doughty (October 2017) *From Here to Eternity*

## Centres & Peripheries

### The past

This theme draws attention to Brookwood's complex socio-spatial history, considering the cemetery as an object lesson in the relationships between centre and periphery at multiple scales.

First, as above, the theme can be used to frame Brookwood's relationship with London, and to draw attention to the way in which urban population growth and crowding led to a fundamental restructuring of living populations' relationship with the dead. Formerly buried within parish boundaries, typically close to friends and relatives, the dead were now displaced beyond the city margins.

Second, and more intimately, one sees a spatial imagination at work in the zoning of the cemetery for the dead of different classes: the wealthy and well-to-do handsomely commemorated in the cemetery's historic ring, with the poor dispersed around the fringes.

Third, there are vast entangled histories of war and empire and their effects on the make-up of British society waiting to be told at Brookwood. As

the British empire expanded, so it drew diasporas from across the globe inwards to its centre. The enormous range of nations and cultures represented by those buried at Brookwood speaks to Britain's changing place in the world throughout the past 165 years.

Finally, fourth, that today the cemetery constitutes a centre for multiple Muslim communities reflects powerfully on Woking's status as the historic heartland of not only British but also wider European Islam (an effect in part of Gottlieb Leitner's ambitious project to establish the town as a fulcrum of interfaith scholarship, and his founding of Britain's first dedicated Muslim cemetery). And it speaks, too, to the power of another centre in shaping the site's history: when Brookwood became a favoured cemetery among Muslims migrating to Britain from the 1960s, we understand from conversations with community members that this was in no small part because alternative sites were unable or unwilling to accommodate their need to be buried facing Mecca.

Brookwood's 'hygienic' distance from London prevented working-class access because of limited leisure time and disposable income. Modernity's spatial paradigm had extended control over the communal past and broken the long existent relationship between living and dead, a move recognised by *The Times*, which commented that,

Generations have been born, have lived, and have been buried upon the same spot. Henceforward the homes of the living are to be separate from the broad lands allotted to the dead.

[...]. Unable to easily access their history, and locate it clearly within a community burial space, connection was lost with the collective and family of the past.

Agatha Herman (*Journal of Historical Geography* 36 (2010) 305-314) *Death has a touch of class: society and space in Brookwood Cemetery, 1853-1903*

## Centres & Peripheries

### The future

Given the 'buried up' state of London cemeteries and people's future quest for a resting place, Brookwood Cemetery can once again offer an answer to London's need for space for its dead.

London's growth, allied to broader continuing urbanisation in the UK, the overcrowding of cemeteries, and the depopulation of the countryside, means the distance between living and dead looks set to stay. Brookwood Cemetery currently provides a resting place for the dead from a wide range of London communities. But even given this distance, Brookwood has become an important centre for these communities.

If, as is currently planned, bodies displaced from St James' Gardens at Euston by the construction of HS2 are moved to Brookwood (as was also the case with many of the dead unearthed in the building of the Metropolitan line), this would present an interesting opportunity to foreground the question of the relationship the living maintain with their dead.

Considering the number of diasporic burial grounds at Brookwood also invites a focus on the ways

in which subsequent generations of what were originally migrant communities have adapted and continue to adapt to long-term settlement in Britain. Writing on the importance of cemeteries as centres of place-making among the first large-scale Muslim communities in the UK, Humayun Ansari of the University of London notes that, increasingly, larger numbers of Muslims born and raised British prefer to be buried in Britain, rather than having their bodies 'returned' to extended family networks overseas.

At the same time, however, the increasing provision today of Islamic burial grounds around the country means that for many, Brookwood is no longer an automatic choice.

Tracing still emerging geographies of displacement and reconsolidation in the histories of those buried at Brookwood Cemetery can provide a fruitful means of understanding both the site and the contexts it has grown out of. This could strengthen the historic and ongoing connections which London's communities feel for Brookwood Cemetery.

The mass migration of Muslims to Britain from the nineteen-sixties meant that the burial of their dead assumed particular importance. Brookwood cemetery – because of the non availability of burial space for Muslims elsewhere, because of the historical associations of Muslims with the place, because family or friends might be buried there, because it is a beautiful site, and because some Muslims do not like being buried on top of Christians – became a popular final place of rest for Muslims from all over the country.

Humayun Ansari (Historical Research, vol. 80, no. 210 (November 2007) '*Burying the dead*': *making Muslim space in Britain*)

## Signs & Wonders

### The past

Every headstone, and every grave site at Brookwood tells multiple stories. How graves are marked (or left unmarked), the iconography used to celebrate the dead, and the innumerable other additions placed at gravesides – flowers, flags, fences, stones – all embody complex histories cross cut by class, gender, identity, faith, and personal biography

Many of the monuments placed at Brookwood are miniature wonders of design and craft: for example the tomb of Venetian glassworker Giulio Salviati, whose mosaics adorn St Paul's Cathedral, and whose own style is mimicked in the obelisk erected to his memory by his widow Henriette.

Elsewhere, as in both the CWGC and ABMC military cemeteries, monuments are defined by their uniformity: a reflection of a desire to honour all of the war dead equally, without distinction by rank.

And, of course, throughout the cemetery one finds an array of more or less cryptic iconography: urns, anchors, broken pillars, a multitude of variations on the cross, and dozens more besides.

As the final emblems chosen to mark a life at its end, grave markings of course reflect the pasts of the dead. But they also reflect a great deal about the people doing the marking, and the social norms that govern our relations with other living people.

Ostentation in headstone design might speak to great love, unbearable sorrow, or, just as easily, to class anxiety: a desire to be seen by one's peers to be doing death properly.

It is notable, finally, that the great majority of those who are buried at Brookwood, having only pauper graves, also have no marking. For Brookwood's team, a key challenge in interpreting the cemetery will be to ensure that those individuals, lacking memorials, are not altogether overlooked.



## Signs & Wonders

### The future

There is a deep connection between the ways in which graves are marked and subsequently maintained, and the first theme outlined above: the question of what makes for a good death.

Considering the range of different religious burial traditions represented at Brookwood affords an outstanding opportunity for visitors to learn about the diverse practices of other members of their local communities, and to think deeply about life, death, and perhaps, life after death.

With religious observation declining in Britain, this theme also allows Brookwood to frame discussions about the changing nature of commemoration. What signs and symbols will survive the twenty-first century? Which others will come to carry the burden of remembrance?

'Men have lost their reason in nothing so much as their religion, wherein stones and clouts make martyrs; and since the religion of one seems madness to another, to afford an account or rational of old rites requires no rigid reader. That they kindled the pyre aversely, or turning their face from it, was an handsome symbol of unwilling ministration. That they washed their bones with wine and milk; that the mother wrapped them in linen, and dried them in her bosom, the first fostering part and place of their nourishment; that they opened their eyes towards heaven before they kindled the fire, as the place of their last hopes or original, were no improper ceremonies. Their last valediction, thrice uttered by the attendants, was also very solemn, and somewhat answered by Christians, who thought it too little, if they threw not the earth thrice upon the interred body. That, in strewing their tombs, the Romans affected the rose, the Greeks amaranthus and myrtle: that the funeral pyre consisted of sweet fuel, cypress, fir, larix, yew, and trees perpetually verdant, lay silent expression of their surviving hopes.

Sir Thomas Browne (1658) *Urne-Buriall*

## Making Death Pay

### The past

From the beginning of the Victorian period, calls for burial reform and the increasing inability of church and parish to accommodate the growing number of the dead, opened the door to private cemeteries.

While, as *The Times* noted in 1852, the Bishop of London (among others) 'entertained great doubts as to whether any private parties ought to be allowed to speculate in a traffic of the dead', from this point onwards, the disposal of the dead would take on an ever more industrial character; meanwhile funerary fashions would come to be shaped significantly by the logics of a capitalist consumer society.

At Brookwood, the London Necropolis and National Mausoleum Company (LNNMC) struggled to strike a balance between accommodating pauper burials (striking substantial contracts with London parishes to provide for all of their dead), and attracting other more well-to-do middle and upper class customers.

Careful zoning, as well as the creation of a tiered offer helped to address this challenge. On the London Necropolis Railway, customers (dead and

alive) could travel by 1st, 2nd or 3rd class depending on their means, and would be treated accordingly to differing degrees of comfort while travelling, as well as to more or less careful handling of the dead, and to a greater or lesser choice of a range of coffins of varying quality. In this way, albeit with limited success, the Cemetery attempted to create a sense of exclusivity, and to shake a reputation as somewhat of a second tier burial ground.

In the late Victorian period, middle and working class customers are understood to have become more cost-conscious and to have sought out more modest burial options. There was a late Victorian reaction against sepulchral ostentation in some cases, and there are more headstones of a modest variety in later nineteenth century areas than in earlier ones. It is certain, however, that for much of the nineteenth century, ostentation and expense in the dispatch of one's dead were considered essential to maintaining social standing.



A 19th Century cartoon depicts an undertaker eager to profit from the 1840s cholera epidemic (Science Museum)

## Making Death Pay

### The future

As an operating business, any discussion at Brookwood of the cost of funerals should be approached with great sensitivity and caution.

Nevertheless, there are significant links to be made between Brookwood's history as a cemetery offering an affordable service to the poor, and to present market conditions in the UK, where average funeral costs of £4,200 place a dignified burial or cremation beyond the means of many thousands of Britons and force increasing numbers of people into so-called 'funeral poverty'.

With the relationship between death and money a theme for discussion perhaps most helpfully through temporary programming and future-focused exhibitions, Brookwood could take a lead in stoking and informing public debate about what is a pressing and emotive issue.

The LNNMC operated along inclusive lines but sought to temper the reformist discourse in order to remain financially viable [adopting] an eleven part tariff system that catered for all in its graded offerings that balanced quality and ostentation with price. The lowest level of service offered respectability and simplicity for £1.5s: '1 horse hearse to convey coffin only, smooth elm coffin, finished with black or white nails, a Plate of Inscription, lined &c'.

In contrast, the top level of service demonstrates the continuing desires of elite clientele for material distinctions to be maintained and a certain level of ostentation; for £35, the LNNMC offered a 'hearse & 4, 3 mourning coaches/broughams, elm shell lined with fine swansdown & satin, English Oak case, French polished/ lined with fine cloth, massive brass fittings & stout lead coffin, or Patent 'Earth-to-Earth', covered with crimson or black velvet & 8 assistants [...] The company brochures offer a range of further services that emphasize natural elements, following Loudon's aesthetic emphasis, such as 'turfing grave' (2s. 6d.), 'planting grave with spring flowers' (10s. 6d.) and 'planting, turfing and maintenance in perpetuity' (£21). These services would have been restricted to the higher classes by cost, which provided the capacity for further distinction from the masses and demonstration of ones financial, and hence social, worth.

Agatha Herman, *Death has a touch of class: society and space in Brookwood Cemetery, 1853-1903*

# Who's Who

## The past

Integral to Brookwood Cemetery's own history are the stories of the more than 250,000 people who have been laid to rest there: the good, the bad, and the anonymous

Many of these stories are known and already celebrated through Brookwood's website and other visitor materials. They include : John Singer Sargent, Zdenka Pokorna, Rebecca West, Zaha Hadid, Edith Thompson (now departed), and Gottlieb Leitner.

Building upon current practice at Brookwood (for example the recent development of a map of the Czech community plot, or the creation of materials documenting Brookwood's rich Islamic heritage undertaken through the Everyday Muslim initiative, there is significant scope to build themed tours and maps around the histories of these and other noted inhabitants, and to create temporary exhibitions, perhaps responding to significant anniversaries in their lives.

## The future

A key opportunity for Brookwood going forward is to promote and work to orchestrate community and volunteer research around hidden and under-trumpeted histories. Here we see significant potential to tie in interpretation to national and global events like LGBT History Month, Black History Month, and International Women's Day and to create special tours responding to those particular themes.

We also feel there is an opportunity to do more to acknowledge, explore and represent the histories of the vast number of anonymous working class people given pauper burials at the cemetery.

Above all, perhaps, our time at Brookwood  
 -incorporating the community-led discovery of myriad new histories even in a few short months  
 - argues in favour of a flexible and fluid approach. Interpretation should not be fixed, limited to those lives already known best, or commemorated most lavishly. Instead the investigation and celebration of people buried at the cemetery should be considered an evolving and open process.

Who knows whether the best of men be known, or whether there be not more remarkable persons forgot, than any that stand remembered in the known account of time? [...] Oblivion is not to be hired. The greater part must be content to be as though they had not been, to be found in the register of God, not in the record of man.

Sir Thomas Browne (1658) *Urne Buriall*



## Death Obsession

### The past

The dual fascination with death and dedication to mourning characteristic of Victorian society (in particular its upper and middle classes) have been much remarked upon both by modern day scholars and contemporaries like Charles Dickens.

Explanations for the intensity of Victorian funerary practices are many and varied, and range from suggestions that falling death rates made loss a more unusual and hence noteworthy occurrence, to analyses of ostentatious grief as a symptom of rising consumerism, to psychological analyses associating death obsession with all manner of other repressions.

Whatever the truth of these and other competing interpretations (and all would make fascinating content for temporary exhibitions, talks, and lectures in the future), what is certain is that death at Brookwood Cemetery was often a real social event. Often many thousands of mourners would attend the funerals of noted public figures.

### The future

Connecting once more with the core question of how best to confront and deal with death, the history of the Victorian culture of grieving will present a valuable opportunity to foreground and discuss contemporary attitudes to death and dying.

‘With cruel irony, the Brookwood funeral which seems to have attracted the largest audience was that of the Victorian freethinker, Charles Bradlaugh. A crowd of 5,000 or so gathered for the interment of this renowned opponent of Christianity and conventional respectability. The Necropolis Railways was pressured to dispense with its usual elaborate funerary rituals for the occasion, which took on a different tone altogether and had some of the gaiety of a seaside railways excursion; it seemed more like Brighton than Brookwood cemetery. Only Mrs Annie Besant – Bradlaugh’s co-worker – wore black.’

R. C. Richardson (2003) *The ‘Broad Gauge’ and the ‘Narrow Gauge’: Railways and Religion in Victorian England*

## Paradise on Earth

### The past

This final theme draws attention to Brookwood's value both as a precious and ecologically diverse green space, and as perhaps the pinnacle example of the Victorian tradition of garden cemetery design.

The combination of memorials alongside nature gave, and continues to give, the landscape its power and poignancy. The cemetery's sculptural monuments, mausolea and array of more modest headstones were carefully set in designed landscape. Originally laid out by Robert Marnock following the principles of eminent cemetery designer John Claudius Loudon, and supplemented from the mid 1940s with a new section - the Glades of Remembrance – planned by another noted designer, Edward White - Brookwood's grounds are as spectacular as they are conducive to peaceful rest and contemplation.

Its extensive evergreen planting is crowned by perhaps the largest collection of Wellingtonias anywhere in Britain (a species first introduced to the country in 1853, only a year before Brookwood's opening). The double avenue of these mighty trees

that flanks the former railway line is a striking feature in the cemetery's landscape, and a powerful reminder of its past. As well as constituting a splendid setting for visitors to admire and explore, Brookwood's landscape (as reflected opposite) is, in itself, an embodiment of a strong set of ideals and convictions regarding the respectful treatment of the dead and the attitudes of the living.

That the site is so vast is a factor in part of burial reformists' wishes that even paupers be allotted an individual grave site in which they might be buried with dignity. Meanwhile, the cemetery's great beauty was expressly cultivated so as to edify the souls and minds of visitors.

'Churchyards and cemeteries are scenes not only calculated to improve the morals and the taste, and by their botanical riches to cultivate the intellect, but they serve as historical records.'

John Claudius Loudon: *'Principles of Landscape Gardening applied to Public Cemeteries'*

Loudon was much concerned with the burial of the poor, and was opposed on health grounds to common graves being sunk in the London clay. He advocated the burial of London's poor outside London, as the price of land within ten miles of London was much too high to admit of burying paupers singly in the London cemeteries. With remarkable foresight, he suggested the purchase of two thousand acres of poor land at Woking, where the gravelly soil was ideal, and would enable yews, junipers, pines, and firs to grow. This idea was obviously the beginning of Brookwood Cemetery, near Woking

James Stevens Curl, *John Claudius Loudon and the Garden Cemetery Movement*

## Paradise on Earth

### The future

As well as speaking to the complex set of morals, tastes, and reformist verve upon which Brookwood was founded, the cemetery's landscape today also speaks persuasively to the importance of care for and stewardship of the land.

In this context, there are abundant opportunities to develop interpretative content reflecting upon the former dilapidation of the site, the ease with which nature reclaims neglected land, and the role Woking Borough Council has played in restoring Brookwood.

The cemetery now contains a number of rare and protected habitats and species. Lowland acid grassland and relict heathland support unusual varieties of moss and fungi as well as uncommon plant species such as Devil's Bit Scabious which provides an important nectar source for rare bee species. This special biodiversity, a result of the long years of neglect, now yields an added layer of richness to this paradise on earth.

The sustaining of this ecology, however, needs to be integrated with the retrieval of the cemetery's heritage significance. Ecological conservation must be balanced with the conservation of the cemetery's designed landscape and its monuments. These are all essential elements in this paradise on earth. The conservation of the Colquhoun chapel is an exemplar in which invasive vegetation has been carefully cut back and managed to reveal one of the heritage gems of the cemetery. The example needs to be followed across the cemetery, gradually revealing and conserving its great array of memorials and their varied landscape setting.

Considering the theme of landscape renewal more broadly meanwhile, and connecting this to the aforementioned growing recognition of the impact of the funerary industry on our environment, there is also potential to situate Brookwood within a broader narrative of conservation and care, and to do so in conjunction with the development of an expanded, more ecologically sustainable funerary offer.



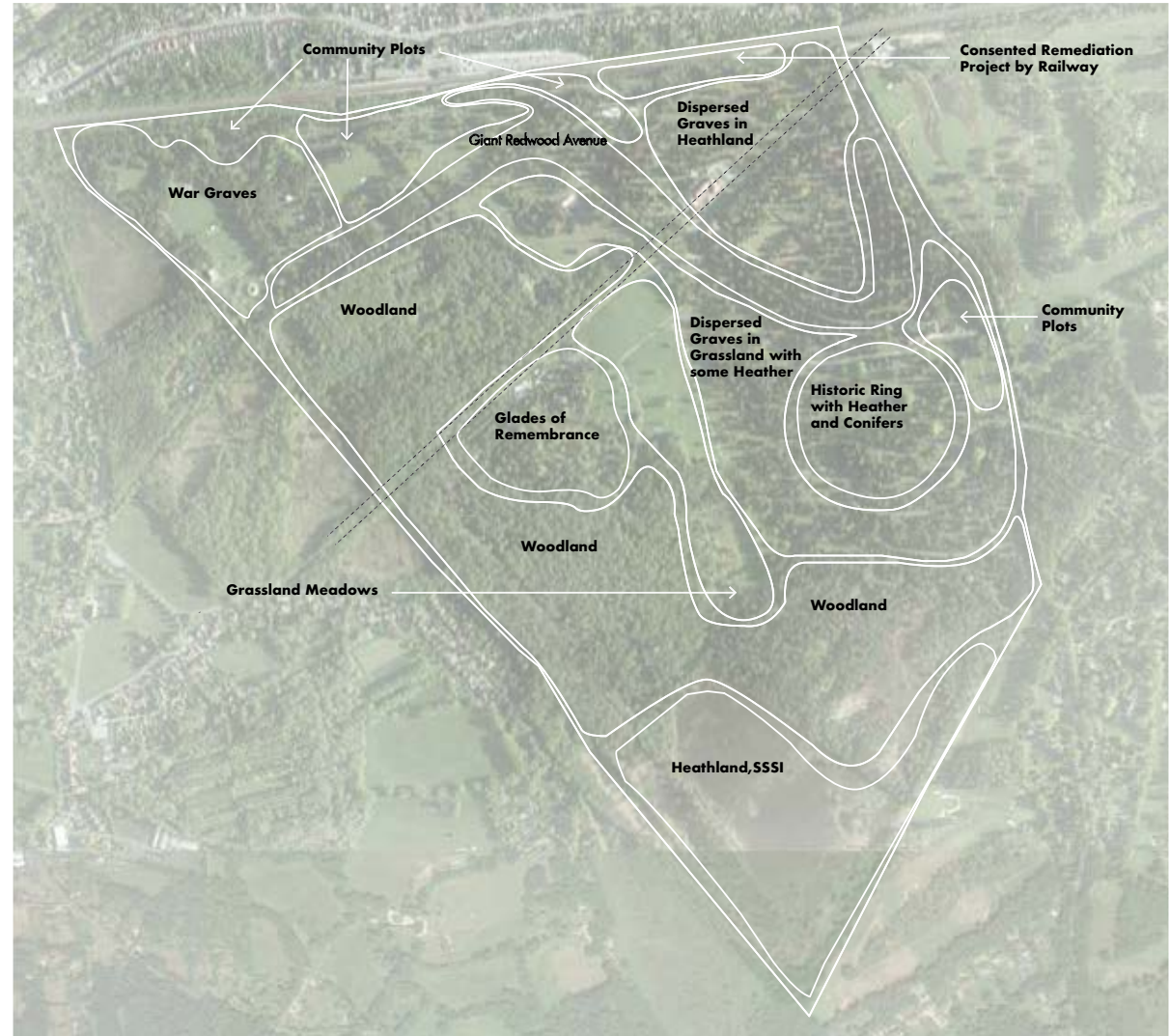
## Paradise on Earth

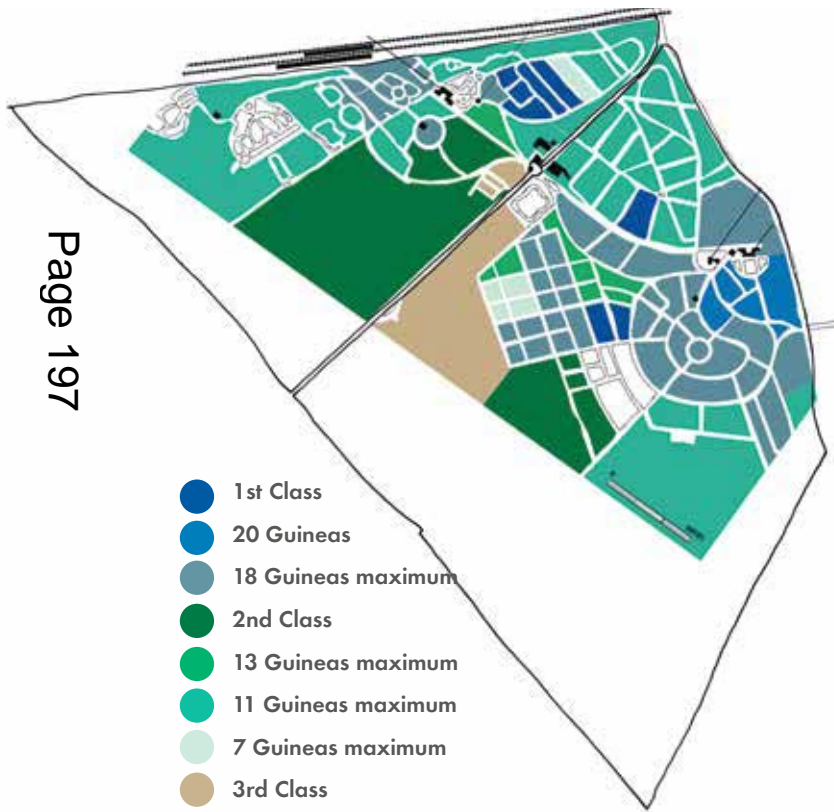
### A landscape of intimacy, grandeur, monumentality - and legibility

In interpreting and opening up Brookwood to a wider public, it is imperative not to lose sight of the Cemetery's original function, the way that this function informed and continues to underpin its superb landscaping, and how that landscaping in turn both supports and provides for a range of human experiences, and reveals the history of the site.

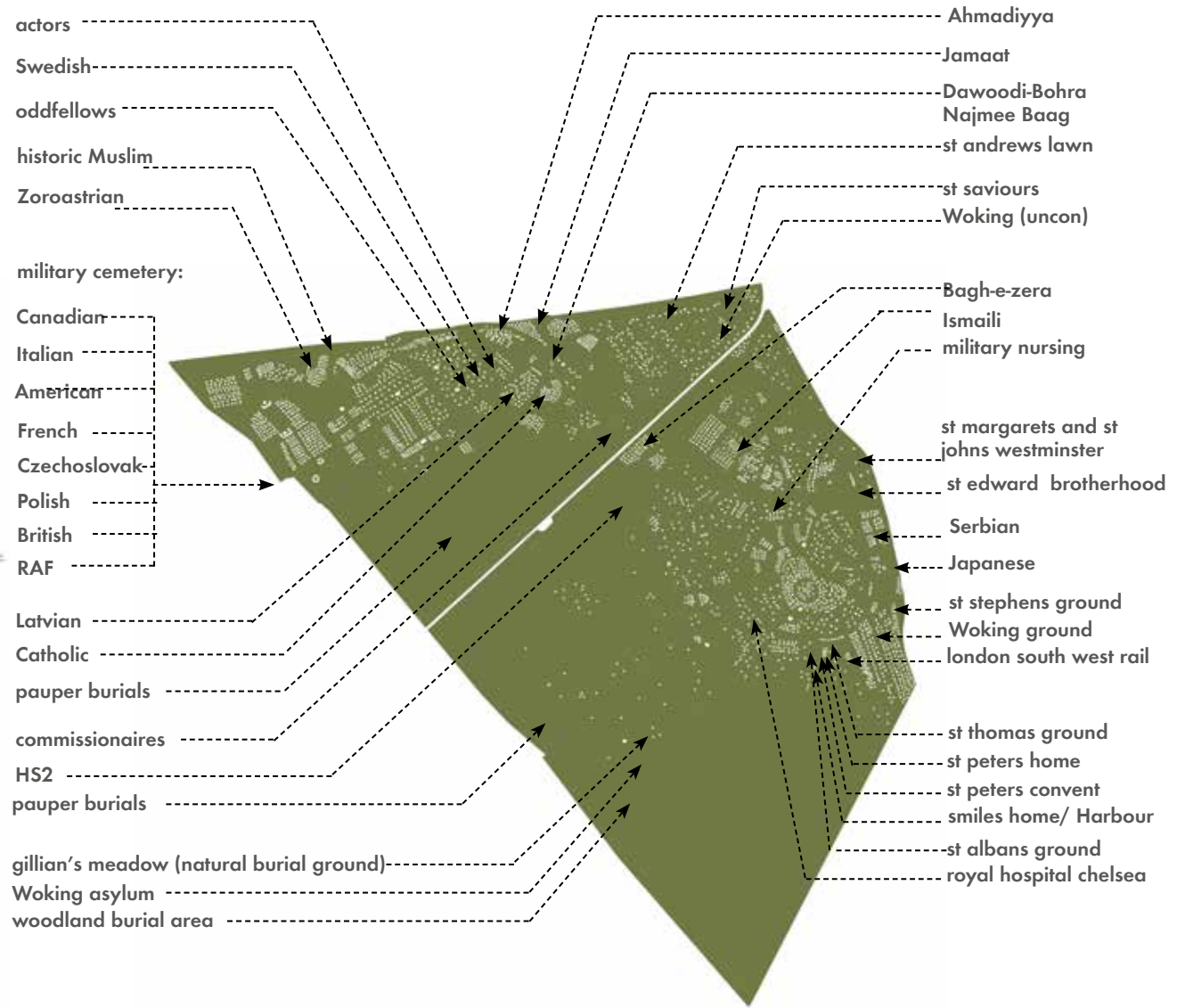
Careful management and maintenance of the Cemetery's grounds will help to draw out its original zoning and spatial structure, which will help make it more legible again. The balanced conservation of the cemetery's monuments, its designed landscape and its ecology will all contribute to the different qualities of place found across the Cemetery. Careful integration of new memorials into the landscape will enhance the experience of the Cemetery for the many different groups who use it.

For those who bury their dead at Brookwood, the landscape is the most important medium for expressing and facilitating emotional, corporeal dimensions of mourning.





Victorian burial class areas



# 5 MEDIA

# 5.1 Overview

## Modest, Minimalist, Mobile

### A restrained and easily updated media palette

The need for financially sustainable, long-term development at Brookwood, the scale of its estate, and the splendour and variety of the cemetery's grounds all argue against the use of overly complex, or intrusive interpretative media on site.

In a setting in which each monument, and every gravestone tells its own story, we suggest that additional interpretation is best deployed sparsely: to orient visitors around the landscape, and conceptually frame a visit.

Any new materials should aim to lead a visitor's senses, and provoke a targeted questioning of their surroundings.

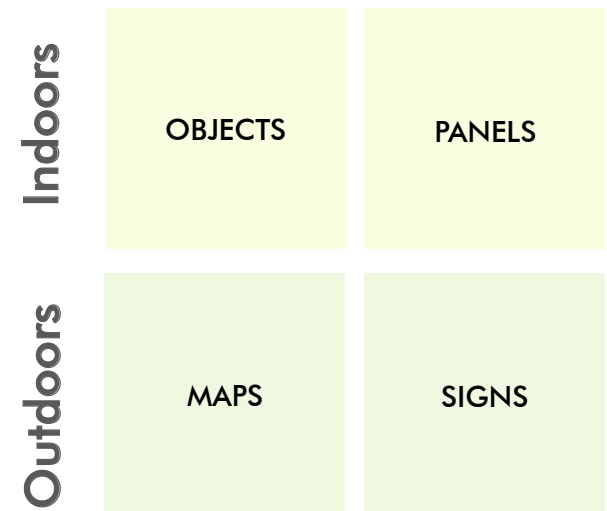
But they should avoid overwhelming through the addition of surplus text in an environment already liberally strewn with information

Above all else, Brookwood is a site that invites multisensory immersion and respectful exploration.

Its sights, sounds, smells and textures are all equally deserving of attention. As such we would caution against the development of any media (for example an audio guide), which would unduly disrupt or distract from the experience of the site as it is.

We also feel that given budgetary constraints, neither an audio or digital offer would offer value for money at Brookwood.

With these thoughts in mind, our proposal is for a modest and easily maintained and updated core set of interpretative materials, as opposite.



## Maps

### Guiding and educating the senses

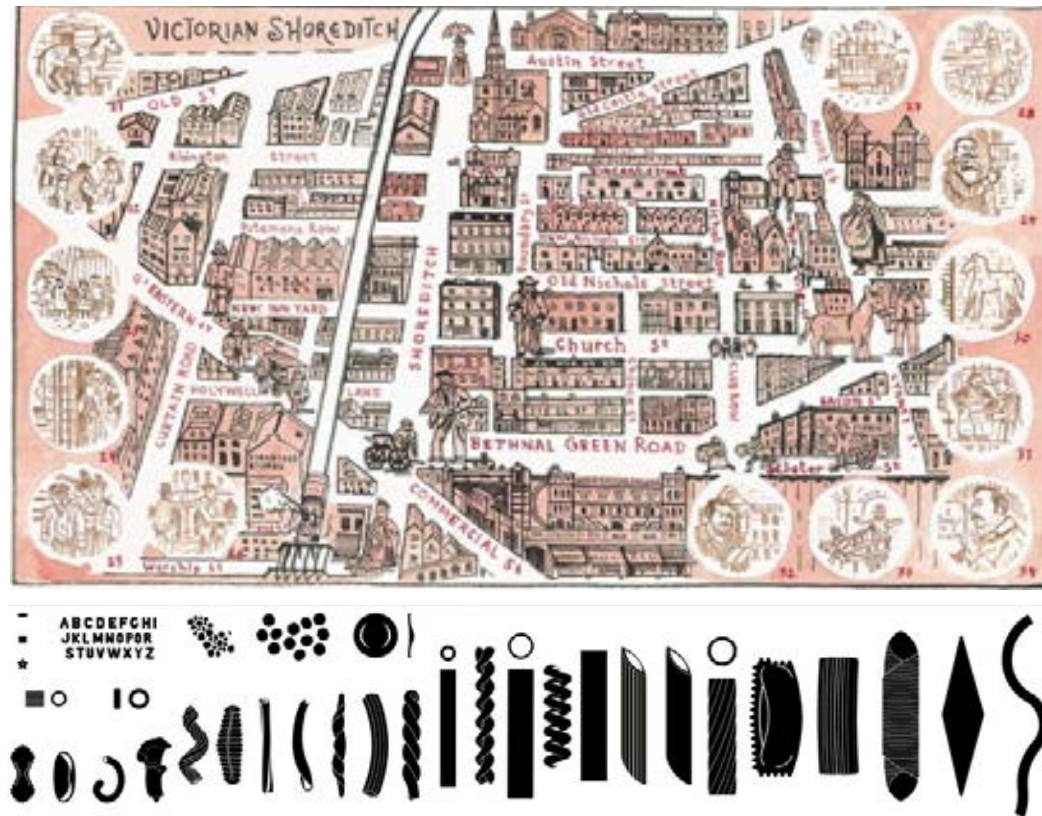
A suite of high quality, beautifully and distinctively illustrated, printed maps can also double as guides based on specific themes.

Maps need not be over dense with information, but can emphasise typologies – educating the eye as to what to look for in gravestones and monuments, or drawing visitors attention to the variety of natural life in the cemetery.

Other themes discussed above (in particular, Centres & Peripheries, and Who's Who?) would also be amenable to mapping, with a great benefit of the format being that individual examples can easily be updated and iteratively developed, either in light of evolving community research, or responding to seasonal events and programming.

As a relatively cheaply produced take-away for visitors, these maps will be eye-catching mementoes, helping to draw new visitors to the site in the wake of their friends. For this reason, it will be worth spending time in design to ensure a lasting impression.

### Inspiration



Top: Artist Adam Dant's illustrated map of Shoreditch – an example of a map worth treasuring and sharing with friends

Bottom: Detail from Caz Hildebrand and Jacob Kennedy's *The Geometry of Pasta*, a beautiful example of an illustrated typology, of the kind which could be used to illustrate funerary iconography, leaf shapes, famous faces, and all manner of other highlights at Brookwood.



## Signs

### Orientation over interpretation

Introducing new signage to Brookwood's landscape is essential to help visitors navigate its grounds.

We are aware of the existing signage project that is underway at the cemetery, and therefore do not make any further proposals here.

We would however caution against overloading signs with text. And, whilst it is very desirable to identify landmarks and help guide the way to remarkable tombs and outstanding people, signage should not imply that only these monuments are valuable, or the graves significant. Signage should be always be discreet and encourage further exploration.

Above all, visitors should be guided in how to navigate, and how to understand the cemetery. Signs should help to open up the cemetery, rather than working to narrow the focus of visitors' exploration.

Interpretation should, where possible, be thematic.

### Inspiration



An example of the new interpretation produced through Brookwood's signage project.

# 5.2 Detail & Comparators

## Objects

### Showcasing community objects

Whether in the small space of the planned superintendent's house café, or in a larger visitor centre setting, Brookwood can subtly introduce key themes, and keep its displays fresh by spotlighting a small number of objects at a time in one or two frequently replenished vitrines or small display cases.

Objects may be drawn from two principle sources. First, while the larger part of its collections exist in the form of archives and documentation held by the Surrey History Centre, Brookwood has a modest array of physical objects it can draw upon, including for example: tickets from the LNR (as are currently displayed in the visitor space of the St Edward Brotherhood); or the large leather-bound burials registers currently stored in Glades House.

Second, there is great scope to work with local community members to identify single meaningful objects that speak to their relationship with the site. These need not be particularly rare or precious materials, but they will be the basis for stories that illuminate the cemetery's living significance.

### Inspiration



clockwise from top left: a sample provided by a member of the public to the Museum of Water at Somerset House; a spray of tinsel and artificial flowers - the kind of humble yet powerful object community members might showcase; A jar of pickles & a symbol of lost love, donated by a member of the public to the Museum of Broken Relationships; more chanterelles, reinforcing how simple objects can tell marvellous stories and connect Brookwood's visitors to existing communities.

## Panels

### Simple. General. Low Cost

The primary purpose of a visit to Brookwood should be to experience its grounds. While modest interpretation might gesture to the historic qualities of the landscape and introduce key concepts: class, commerce, the makings of a good death (and so on, as discussed above), the overall aim of any indoors exhibition should be to illuminate, frame and orient a walk outdoors rather than to replace it.

As such, the use of panel displays, within the café and future visitor centre spaces need not be over-elaborate.

Simple, brief texts, printed on low-cost materials will give basic information about the cemetery's history. Given the diversity of stories and personalities that could be explored, these semi-permanent panels should refrain from highlighting any particular individuals. Rather than reinforcing a canon of a few select figures, it feels important that priority should be given to foregrounding key themes and narrative frames.

### Inspiration



Clockwise from top left: an elegant use of low cost materials at Historic England's Immortalised! Exhibition; simple panels at the Commonwealth War Graves Commission, as well as a low-cost pinboard allowing visitors to contribute memories and tributes; free standing display boards and frames would allow limited café space to be used efficiently and flexibly.

6

# PROGRAMMING

# 6.1 Overview

Inspiring action and reflection

## A diverse and distinctive offer

Considering the competition for visitors Brookwood faces from other historic and landscaped gardens in Surrey and the broader South East, as well as from the 'Magnificent Seven' Victorian cemeteries in London, we feel a key method for allowing the cemetery to achieve sustainable growth as a visitor destination will be the incremental development of a diverse range of on-site cultural programming.

Aimed at raising Brookwood's profile among communities both locally and further afield, a carefully planned programme of events, tours, exhibitions and workshops would supplement more permanent interpretation, helping to communicate the cemetery's significance to audiences, as well as providing additional opportunities for further learning suited to its landscape, acting as a meeting point for local residents and supporting revenue generation.

## Overview of proposed activities



## 6.2 Programme

### Guided Walking, Accessible & Cycling Tours

#### **Making meaning, maximising mobility**

Already a strong point of Brookwood Cemetery's offer to visitors, we propose that the existing tours programme be expanded, and somewhat regularised.

As a platform from which to build, the existing tours already provided by members of the Brookwood Cemetery Society should be celebrated both for the passion and dedication with which they are delivered, and for the diversity of perspectives they offer on the site (comprising, for example, specialist introductions to particular burial plots, local ecology, Victorian social history, funerary processes, Islamic heritage, and much else besides).

Whilst retaining this diverse programme of tours, we would propose also providing a set of new, regular introductory tours of the site, targeted specifically to first time visitors and scheduled for regular times on Saturdays and Sundays. Specially accessible tours could be designed for those with impaired mobility and other challenges. Bicycle tours, offered in addition to walking tours, would allow visitors to take in more of the site and could be provided either through on-site hire, or on a 'bring-your-own-bike' basis.



A tour takes place at the CWGC Brookwood military cemetery. The past year has seen increasing collaboration between the CWGC and Brookwood teams, with visitors now offered combined tours of the entire grounds.

## Community Meet-Ups

### Inspiring repeat visits

The creation of a dedicated café space will allow Brookwood to host a range of easily managed community-oriented events targeted primarily to local residents.

As well as promoting the adoption of Brookwood Cemetery as a hub for those living closest to the site, such activities will also help to drive weekday business through the café, strengthening revenues outside of peak times.

While programming of this kind can in principle take countless forms and may arise naturally as residents' interest in the site grows, specific forms of meet-up can also be promoted by the cemetery team itself, for example, a reading group, a monthly plot-holders meeting, or a quarterly death café.

The latter, an informal gathering for guests to meet and discuss issues around mortality and end-of-life planning over food and drink (already delivered once previously at the cemetery) can be delivered by an appropriately trained facilitator, prospectively on a volunteer basis.



Informal discussions between attendees at a Death Café in Seattle. The Death Café model was formalised by Jon Underwood, based in Hackney in East London. Operating as a social franchise, the main Death Café network supports anyone interested to deliver their own sessions on a non-profit basis.

## Talks & Lectures

### Growing understanding

As discussed above in introducing the interpretative themes, Brookwood Cemetery is blessed with both a near inexhaustible stock of stories waiting to be told, and an active community driven to conduct their own research into the site's past.

A regular monthly lecture, built upon and aimed at disseminating such research, perhaps with complementary refreshments for guests would represent a social occasion for villagers and serve as an opportunity to encourage deeper engagement on the part of visitors: piquing curiosity, and pointing to the richness and complexity of an environment in which there is always more information waiting to be unearthed.

As well as providing moments of deserved recognition to local community members able to tell their stories, talks and lectures could also be delivered by partners in local schools and universities, helping to cement cross-institutional ties, and sharing related subject specialisms, e.g. around disposal, mourning practices, death rites, local history, etc



There are few limits to the topics that could be relevantly linked to, and addressed through talks, at Brookwood Cemetery, including (from top left) the cemetery's own history; its ecology and historic landscaping; historic and contemporary approaches to mourning; and the achievements of the people who have been buried there – pictured here is the Heydar Alyev Center in Baku, Azerbaijan, created by architect Zaha Hadid.



## Arts & Crafts Workshops

### Learning from the landscape

With its splendid and varied landscape, Brookwood represents an ideal setting in which to develop new craft skills with each also offering a new way of experiencing and learning about the cemetery.

As an first step in developing this kind of offer, we would propose that the cemetery seek to host photography, painting and drawing classes, delivered in partnership with the Lightbox in Woking, and building on the success of the latter's existing workshop programme. There could also be classes associated with the ongoing conservation of monuments in which people could engage with stonework, letter-cutting, and seeing conservation happen. In the longer term, there are countless opportunities to connect with specialist craftspeople and invite them to work and lead groups on site on a freelance basis. Here, for example, we would note the success of the green woodworking courses delivered at Nunhead Cemetery. In September 2019, Gullnaz Mahboob will lead a class in Islamic calligraphy at the Lightbox. Again, with the site's abundance of intricate carving and masonry and historic example of Islamic funerary inscription, Brookwood could present an ideal environment in which to deliver such a course.



## Forest School

### Building attachment to the land

Forest Schools are places for outdoor learning that encourage pupils to learn independently and get to know their natural environment. Hosting a forest school during school holidays, prospectively in partnership with Surrey Wildlife Trust (which already offers training and accreditation to new instructors) would be a great way to maximise enjoyment of Brookwood's beautiful woodland ecology and build revenue (see Business Plan)

A great benefit of hosting a Forest School would be the opportunity it offers to build lasting relationships with families, hopefully cementing a long-term attachment to the site and seeding an interest to explore more

Abney Park Cemetery runs a highly popular forest school for 6-11 year olds in during half-terms and school holidays. Children explore the surrounding woodland, build dens, go on nature walks, make natural art and craft, play games etc. The school is organised and run by an independent partner organisation. Participants pay £40/day or £190/week (Mon-Fri) per child. Last year, the Forest School had 309 children attend.



Building with sticks and leaves: encouraging a hands on approach to the environment at the Abney Park forest school.

## Temporary & Pop-Up Exhibitions

### Responsive interpretation

Given the aforementioned competition for visitors in London and the South East, we feel a key part of Brookwood's strategy must be to create regular reasons to advertise and for people to visit. A rolling programme of temporary exhibitions would fulfill this need, allow for a full exploration of the site's narrative potential, and present opportunities to respond to emerging social issues over the coming decades.

With the Lightbox as a key partner, Brookwood has enormous knowledge and expertise to draw upon in formulating exhibitions. Partnerships could also be developed with other museums and research institutions further afield. The creation of a community-artist-in-residence post would allow for the development of smaller pop-up exhibitions with communities (to be hosted, for example, in a café or visitor centre space), complementing and feeding into larger annual or bi-annual shows. The material created for one exhibition could perhaps serve cemeteries all across the country, since so many of these need for material display beyond telling 'their' story. The possibility could be explored of 'rotating displays' traveling around cemeteries, creating a network.



Temporary exhibition programming could build on a resurgent interest in death and its social impacts among contemporary artists and researchers. Pictured left: images from Walter Schell's exhibition *Life Before Death* at the Wellcome Collection; Right: design for an environmentally friendly water crematorium, created by Royal College of Art graduate Moying Huang

## Classical Music, Theatre & Cinema

### Making a scene

Given the size of its grounds we are confident that Brookwood Cemetery can accommodate a limited programme of thoughtfully curated outdoor theatre, music and cinema. Staging series of such events through the summer would be a wonderful opportunity to connect with new audiences, build Brookwood's reputation as a cultural destination, and become a much anticipated fixture in visitors' calendars..

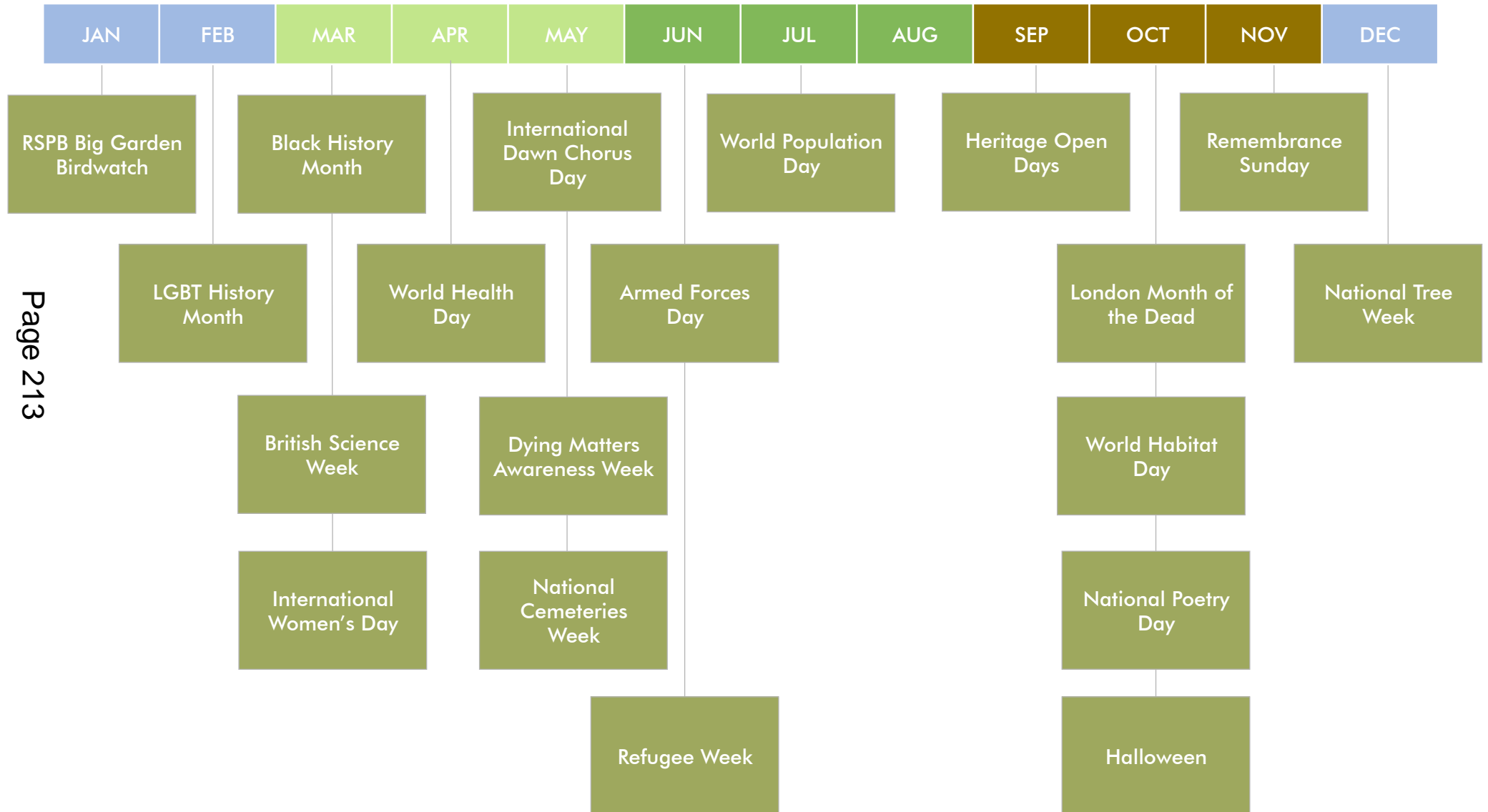
Such events need not be large. A ticketed event limited to 50-150 attendees would retain a valuable feeling of exclusivity and cause no greater logistical challenge than a large funeral. A precedent for an event of this size is provided by the CWGC's showing of a film recounting the life of Second World War special agent Violette Szabo (commemorated at Brookwood), which drew 150 attendees.



Set amid woodland glades, as above at Nichols Arboretum in Ann Arbor, a small stage, bandstand or canopy, would make for a respectful addition to Brookwood's landscape, and a truly beautiful setting for small-scale performances.

# 6.3 Calendar

In developing programming, national and regional events and celebrations offer Brookwood the chance to connect with established audiences. Summarised here are a range of the most relevant dates for the cemetery's diary.



Page 213

7

# PHASING

# 7.1 Overview

## Incremental Growth

### A diverse and distinctive offer

As described above, this Plan assumes that the future development of Brookwood Cemetery will take place over an extended period of time, and occur incrementally.

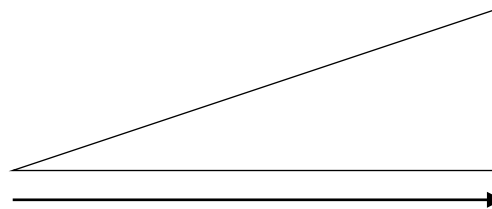
Below and overleaf are summarised, first, the overall trajectory of the growth envisaged by this plan, and, second, the four phases through which we consider a fully operational programme and visitor experience can be built up and maintained

### Basic Waymarking & Interpretation

Stable Funeral Business

Tours & Meet-ups

Build Local Partnerships



Richer Storytelling

Radical Funeral Business

Expanded Programming

Diversify Partnerships

# 7.2 Phases

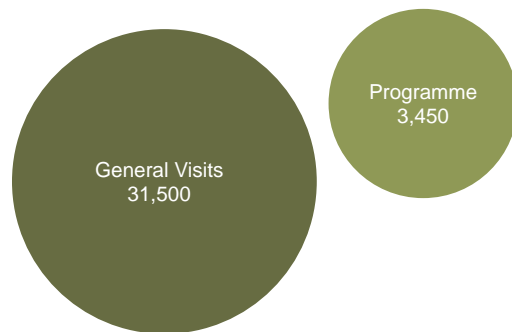
## Initial Moves

Minimal intervention, re-purposing existing buildings

Efforts focused on improving basic facilities (gardens, grounds parking, toilets), making a warmer welcome, raising local profile and supporting business and community through café

Low cost pop-up exhibitions supported by an artist-in-residence build community and alert Woking's most avid cultural consumers to change at Brookwood

Visitors mainly local, self-led heritage enthusiasts



Year Five Visit Projections (see Outline Business Plan)

### PROGRAMME

- Walking & bicycle tours
- Open days
- Forest school
- Low cost pop-up exhibitions in cottage
- Workshops (painting, photography, drawing)
- Talks and lectures
- Volunteer gardening
- School visits
- Free café events (e.g. Death Café, Book Club)

### INTERPRETATION

- Maps & leaflets with self-guided tours
- Information boards in café space
- Signage in landscape
- Foreground CWGC, St. Ed. and ABMC displays

### STAFFING

- Volunteer coordinator (0.5FT)
- Programming, Learning & Engagement (1 FT)
- Community artist-in-residence (1 FT)



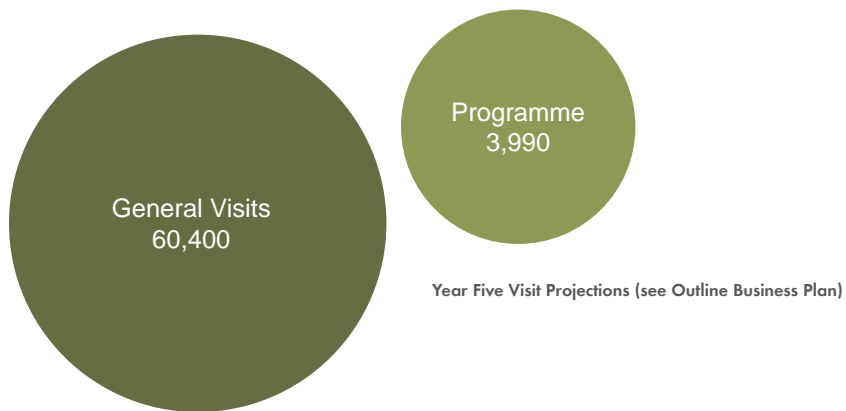
## Long Term Additions

Visitor centre supports increased profile and generates buzz reaching less independently motivated audiences

Expanded permanent exhibition allows for richer storytelling

A space from which to generate rental income

Improved facilities and increased capacity for schools and other groups to support more ambitious programming



### PROGRAMME

As per Initial Moves at increased scale

### INTERPRETATION

As per Initial Moves, plus

Higher spec and larger permanent exhibition

### STAFFING

Volunteer coordinator (0.5FT)

Programming, Learning & Engagement (1 FT)

Front of House Manager (1FT)

Community artist-in-residence (1FT)

## Expanded Programme

A significant diversification of Brookwood’s offer to attract diverse audiences from Woking and London

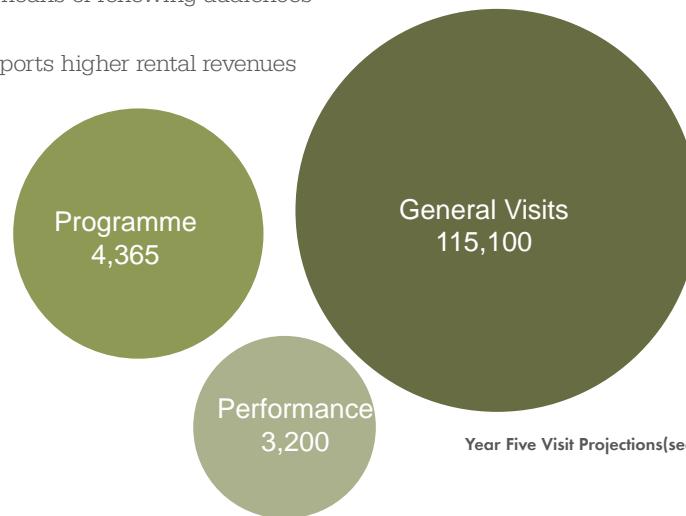
High quality temporary exhibitions respond to core interpretative themes, adding depth and speaking to new audiences further afield.

A summer series of carefully curated open-air film screenings builds on CWGC’s successful trial

A parallel series of open air classical musical performances adds a further dimension to the offer

New programming creates new opportunities to advertise; a regular means of renewing audiences

Increased space supports higher rental revenues



Year Five Visit Projections(see Outline Business Plan)

### PROGRAMME

As per Long Term Additions, plus  
 Temporary exhibitions  
 Small scale, classical open air music  
 Open air cinema

### INTERPRETATION

As per Long Term Additions, plus  
 Thematic temporary exhibitions  
 Site and context specific film

### STAFFING

Volunteer coordinator (0.5FT)  
 Programming, Learning & Engagement (1 FT)  
 Community artist-in-residence (1FT)  
 Front of House Manager (1 FT)  
 Visitor Experience Assistant (1 FT)  
 Curatorial Assistant (0.5FT)

# Museum

## Introduction

The masterplan establishes a framework which could respond to even more ambitious plans in which, for example, the cemetery becomes the setting for a new museum. Perhaps, provocatively, this would be a Museum of Death, taking front-on, and as its primary purpose, a subject which no other museum in Britain has done.

Death, as such a huge part of life, is something we need to talk about in new ways and from many perspectives. At present there is no one key place in Britain that does this. Brookwood Cemetery is at that powerful intersection of life and death, a place of mourning, celebration, memorial, remembrance and reflection. It is one of the most significant death related locations in Europe - and is important on a national and international basis. Originally envisioned as a city of the dead, that legacy remains. Its original vision was ambitious – the cemetery was created in response to urgent calls for burial reform in the mid nineteenth century; a response to urban overcrowding and a democratisation of death to better serve middle and working class members of the public.

Today, it can draw on that heritage to inspire and promote dialogue around a new era of much-needed reforms: addressing the environmental effects of human disposal, continuing funeral poverty in the twenty-first century, and a trend for social fragmentation and isolation that sees people living and dying ever further afield from friends and family. The graves, the communities and traces of the former London Necropolis Railway speak of the history of western modernity, including the great transformations of national and international population change. Where and how people have laid their dead at Brookwood tells us something about our world today.

## Place of dialogue

The site itself has national and global significance. Based around its rich story, context and the contemporary relevance of the subject, there is scope to create a powerful place of dialogue at the heart of this special place. A place dedicated to the idea of society and death, and with it the art, music, with space for performance, exhibition, technology and above all debate. It could be contemporary, challenging, insightful, a place of dialogue and debate.

Powerful new partnerships could have their home here – from the creative, to academic, from the artistic to deep research – as part of a cluster of leading universities pushing the boundaries of research into death, funerary practices, cultural memory, and cultural landscapes (Bath, UCL Institute of Archaeology, Royal Holloway, etc). There will also be a close relationship to The Lightbox and wider cultural programming in the area and sub-region.

But who knows the fate of his bones, or how often he is to be buried? Who hath the oracle of his ashes, or whither they are to be scattered.

Sir Thomas Browne (1658) *Urne-Buriall*



**Allies and Morrison**

85 Southwark Street  
London SE1 0HX

telephone +44 (0)20 7921 0100  
web [alliesandmorrison.com](http://alliesandmorrison.com)  
email [studio@alliesandmorrison.com](mailto:studio@alliesandmorrison.com)

EXECUTIVE – 22 JUNE 2020

## **CARING FOR CHILDREN AND YOUNG PEOPLE POLICY – HR POLICY FOR WOKING BOROUGH COUNCIL EMPLOYEES**

### **Executive Summary**

This report seeks formal authority to approve the Caring for Children and Young People Policy as part of the Council's people management agenda. This is an HR policy for Woking Borough Council employees.

The policy consolidates existing guidance on Maternity, Paternity, Adoption, Surrogacy and Unpaid Parental Leave and incorporates Shared Parental Leave.

### **Recommendations**

The Executive is requested to:

#### **RECOMMEND TO COUNCIL That**

- (i) the Council adopts the Caring for Children and Young People Policy, as set out at Appendix 1 to the report, with effect from 1 April 2020; and**
- (ii) the Head of Human Resources, in consultation with Corporate Management Group and Unison, be delegated authority to make minor amendments to the Policy.**

### **Reasons for Decision**

Reason: The Council has a duty to provide information on rights and entitlements when an employee wishes to take leave to care for a child or young person. Incorporating them into one policy document aims to centralise all relevant information to aid ease of access and understanding.

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

**Background Papers:** None.

**Reporting Person:** Ray Morgan, Chief Executive  
Email: ray.morgan@woking.gov.uk, Extn: 3333

**Contact Person:** Amanda Jeffrey, Head of Human Resources  
Email: amanda.jeffrey@woking.gov.uk, Extn: 3904

**Caring for Children and Young People Policy – HR Policy for Woking Borough Council  
Employees**

**Portfolio Holder:** Councillor David Bittleston  
Email: [cllr david.bittleston@woking.gov.uk](mailto:cllr david.bittleston@woking.gov.uk)

**Shadow Portfolio Holder:** Councillor Ann-Marie Barker  
Email: [cllrann-marie.barker@woking.gov.uk](mailto:cllrann-marie.barker@woking.gov.uk)

**Date Published:** 12 June 2020



## **1.0 Introduction**

- 1.1 The Council has a duty to provide detailed advice and guidance for employees with caring responsibilities for Children and Young People.
- 1.2 This HR policy for Woking Borough Council employees consolidates existing guidance on Maternity, Paternity, Adoption, Surrogacy and Unpaid Parental Leave and incorporates information on Shared Parental Leave.
- 1.3 Guidance on the leave types above is all currently documented on separate pages on the Council's intranet. This new policy brings all relevant information into one reference document.
- 1.4 A review of the Council's existing entitlements and guidance has taken place and some minor amendments agreed.
- 1.5 The Caring for Children and Young People Policy is attached at Appendix 1.

## **2.0 Introduction of Shared Parental Leave and Pay**

- 2.1 The policy contains new guidance in regards to Shared Parental Leave. This is a legal entitlement for parents to share up to a maximum of 50 weeks leave during the first year of the child's life/placement. It aims to provide parents and carers with more flexibility over how they share childcare.
- 2.2 An entitlement to Occupational Shared Parental Pay has been introduced (12 weeks half pay). The rules and amounts mirror the existing arrangements for Occupational Maternity and Adoption pay.

## **3.0 Revision to occupational maternity pay**

- 3.1 Employees taking Maternity or Adoption leave will now receive their full pay amount for the first two weeks. By law, females have to take the first 2 weeks of maternity leave following the birth of a child. Previously this was paid at the statutory rate; 90% of their average weekly earnings. Paternity Leave for partners (2 weeks) is enhanced by the Council so that the employee receives their full pay during this time. This change ensures the first 2 weeks enhancement is consistent across all types of leave, regardless of gender.

## **4.0 Revision to continuous service requirements**

- 4.1 An amendment has been made to the service requirements for occupational payments.
- 4.2 Previously, if an employee had 6 months continuous service with Woking Borough Council 15 weeks before the baby was due to be born/matched, they were entitled to receive Occupational Paternity Pay – detailed in paragraph 3.1.
- 4.3 Whereas one years' service with Woking Borough Council was required 15 weeks before the baby was due to born/matched for an employee to receive Occupational Maternity and Adoption pay (12 weeks half pay).
- 4.4 Therefore to ensure parity across all leave types, the service requirements have been amended so that all occupational payments require one years' service 15 weeks before the baby is due/they are matched with a child. This allows equal access to these payments for all employees.

## **5.0 Implications**

### Financial

- 5.1 There will be a financial implication to the slight increase to occupational payments.

### Human Resource/Training and Development

- 5.2 The new policy and its amendments will be published and promoted to all employees.
- 5.3 The Human Resources Team provide one to one discussions for any employees intending to take any of the leave types to ensure that rights and entitlements are fully explained.

### Community Safety

- 5.4 None.

### Risk Management

- 5.5 The policy outlines the risk assessment required for pregnant employees.

### Sustainability

- 5.6 A Sustainability Impact Assessment has been completed.

### Equalities

- 5.7 An Equalities Impact Assessment has been completed.

### Safeguarding

- 5.8 None.

## **6.0 Consultations**

- 6.1 Corporate Management Group reviewed the draft policy and discussed and agreed the amendments on 6 January 2020.
- 6.2 Representatives from Unison were consulted and fully supported all the amendments and were content with the draft policy.

REPORT ENDS

HR Policy for Woking Borough Council Employees

# Caring for Children and Young People Policy - DRAFT

January 2020

Page 227



# Caring for Children and Young People Policy

## Policy Agreed

<b>Document Type:</b>	Corporate Policy
<b>Document Name:</b>	Caring for Children and Young People Policy
<b>Document Location:</b>	Ewokplus and Employee Handbook
<b>Effective Date:</b>	TBC
<b>Review Date:</b>	TBC
<b>Owner:</b>	Human Resources
<b>Consultee:</b>	Unison and Corporate Management Group (CMG)
<b>Approved By Date:</b>	
<b>Related Documents:</b>	This policy encompasses the following areas: Maternity, Paternity, Adoption, Surrogacy, Shared Parental leave and Unpaid Parental leave
<b>Keywords:</b>	Parents, maternity, childcare, paternity, adoption, surrogacy, pay, parental, shared parental
<b>Equality Impact Assessment in place:</b>	<a href="#">Maternity and Adoption leave</a> <a href="#">Paternity leave</a> <a href="#">Shared Parental leave</a>
<b>Relevant External Law, Regulation, Standards:</b>	Equality Act 2010

Date	Change Details

# Contents

<b>Section</b>		<b>Page Number</b>
<b>1.0</b>	Introduction	3
<b>2.0</b>	Maternity leave and Pay	4 – 9
<b>3.0</b>	Paternity leave and Pay	10 – 12
<b>4.0</b>	Adoption leave and Pay (including surrogacy)	13 – 18
<b>5.0</b>	Shared Parental leave and Pay	19 – 23
<b>6.0</b>	Unpaid Parental leave	25 – 26
<b>Appendix 1</b>	Maternity leave Notification Form	27
<b>Appendix 2</b>	Notification of curtailment of Maternity / Adoption leave and Pay	28
<b>Appendix 3</b>	Notification of intention to take Shared Parental leave	29 - 30
<b>Appendix 4</b>	Father or Partners notification of entitlement and intention to take Shared Parental leave (SPL) and / or Shared Parental Pay (ShPP) form	31 – 35
<b>Appendix 5</b>	Some examples of Shared Parental leave	36

---

## 1.0 Introduction

Woking Borough Council is fully committed to helping working parents balance the needs of work and family life, and appreciates the importance of providing choice for parents in how they arrange parental care.

This group of policies includes details on the following:

1. Maternity leave
2. Paternity leave
3. Adoption leave (including Surrogacy)
4. Shared Parental leave
5. Unpaid Parental leave

Details on Dependent Care leave can be found in Woking Borough Council's [Leave Policy](#).

## 2.0 Maternity Leave and Pay

### 2.1 Definitions and Abbreviations

- **SMP: Statutory Maternity Pay** - this is payable to eligible employees who take Maternity leave. Payment of SMP is subject to qualifying conditions; subject to deductions for tax, national insurance and pension contributions.
- **OMP: Occupational Maternity Pay** - this is an enhanced level of maternity pay provided by the Council to eligible employees.
- **MA: Maternity Allowance** - this is the allowance payable by Job Centre Plus to employees not entitled to SMP.
- **MPP: Maternity Pay Period** - this is the period during which SMP is payable to an eligible employee.
- **QW: Qualifying Week for SMP** - this is the end of the 15th week before the Expected Week of Childbirth (EWC) and is used in the calculation for the payment of SMP.
- **OML: Ordinary Maternity Leave** - this is the 26-week Maternity leave period to which all pregnant employees are entitled to regardless of length of service or hours worked.
- **AML: Additional Maternity Leave** - this is the 26-week Maternity leave period, which immediately follows Ordinary Maternity Leave. The first 13 weeks of AML is paid and the second 13 weeks is unpaid.
- **CML: Compulsory Maternity Leave** - this is the first two weeks following the birth of the baby, which must be taken as Maternity leave.
- **EWC: Expected Week of Childbirth** - this is the week in which the baby is due to be born as certified by the employee's doctor or midwife on the Maternity Certificate (MAT B1).
- **MAT B1: Maternity Certificate** - this is the maternity certificate given to a pregnant woman by a doctor or midwife, which states the Expected Week of Childbirth and is issued after the 20th week of pregnancy. It is required for the payment of SMP.
- **KIT: Keeping in Touch** - this is the entitlement to work up to 10 days during Maternity leave without losing maternity pay or bringing the maternity leave to an end.

### 2.2 Eligibility Criteria

Provided an employee meets certain notification requirements, they are entitled to take Maternity leave no matter how long they have worked for the Council, how many hours they work or how much they are paid.

### 2.3 Entitlement

An employee has the right to 26 weeks of Ordinary Maternity Leave (OML), and 26 weeks of Additional Maternity Leave (AML) – totaling 52 weeks' leave, subject to qualifying conditions.

An employee is not required to take all of their Maternity leave. However, they are required to take two weeks' Compulsory Maternity Leave (CML) after the baby is born.

## 2.4 Pregnancy at work

An employee has the right to paid time off for antenatal care where they have been advised to attend by a doctor, midwife or health visitor. Requests may be made to re-arrange appointments where this is reasonable.

The Council must ensure that any risk to a pregnant employee or their baby is minimised. This will involve a risk assessment and a discussion with the employee, and steps may be taken to avoid risk if it may cause potential harm. A written risk assessment will also be completed.

Concerns about any aspects of work where an employee believes they may put themselves or their baby at risk must be reported to their manager as early as possible. The Council's Senior Health and Safety Officer or Human Resources team are available to advise, if required.

Pregnant employees should not stay at work if they are medically certified as unfit to do so.

## 2.5 Maternity leave start date

An employee can start their leave any time from 11 weeks before the beginning of the week when the baby is due (EWC). The latest date an employee can start their leave is their due date, (this is the date on the MATB1 form issued by your doctor or midwife).

If an employee is off work because of their pregnancy in the four weeks before the expected birth date, the Council will insist that they start their Maternity leave at that point.

If the baby is born before the date the employee is due to start their Maternity leave, Maternity leave will automatically start from the day after the baby is born.

## 2.6 Statutory Maternity Pay

Whether an employee works full or part-time, they have the right to receive Statutory Maternity Pay (SMP) as long as they meet certain conditions.

To qualify for SMP the employee must:

- earn on average more than the [Lower Earnings Limit \(LEL\)](#)
- give the [correct notice\\*](#)
- provide [proof they are pregnant\\*](#)
- have worked for Woking Borough Council for at least 26 weeks up to the 'qualifying week' - the 15th week before the expected week of childbirth

\*unless agreed in exceptional circumstances

An employee cannot get SMP if they go into police custody during their maternity pay period. It will not restart when they are discharged.



Statutory Maternity Pay (SMP) is paid for up to 39 weeks. An employee has an entitlement to:

- 90% of their average weekly earnings (before tax) for the first 6 weeks of Maternity leave and;
- The lower SMP rate (for current rate visit the [DirectGov website](#)), or 90% of their average weekly earnings (whichever is lower) for the next 33 weeks

SMP is paid in the same way as an employee's salary. Tax and National Insurance will be deducted. An employee can choose when they want their SMP to start and this will normally coincide with your Ordinary Maternity leave.

In the unfortunate event of a miscarriage up to 24 weeks into pregnancy, there is no statutory right to these maternity entitlements. The Council will be sensitive to an individual's needs in the event of a miscarriage and will discuss options for taking time off on a case by case basis.

An employee can still receive Statutory Maternity leave and pay if the baby:

- is born early
- is stillborn after the start of the 24th week of pregnancy
- dies after being born

## 2.7 Occupational Maternity Pay (OMP)

Woking Borough Council provides enhanced maternity pay provisions, which are over and above the statutory requirements, for eligible employees.

If an employee has at least **one year's continuous service** with Woking Borough Council, 15 weeks before the baby is due, they are likely to have an entitlement to:

- a) have their SMP topped up to 100% of their normal weekly earnings (before tax) for the first two weeks' of Compulsory Maternity Leave (CML)
- and
- b) 12 weeks' half pay (50% of normal salary). An employee can choose to receive this payment either from week's 7 to 18 of their Maternity leave or as a lump sum payable upon return to work from Maternity leave.

OMP payments are repayable to the Council if the employee does not return to work for a three-month period. If an employee returns to work but for less than three months, a percentage of the OMP will be repayable.

## 2.8 Maternity Allowance (MA)

If an employee is unable to receive SMP from the Council, they may be entitled to Maternity Allowance (MA) which is paid for up to 39 weeks and can be arranged with the JobCentrePlus. If the employee is not eligible to receive SMP, the Council will issue the employee with a SMP1 which will details why it cannot be paid.

[Click here](#) to check your eligibility via the .Gov website.

## 2.9 I'm pregnant, what happens next?

An employee must notify Human Resources of the pregnancy (an email to the [HR inbox](#) is sufficient) at least 15 weeks before the beginning of the week the baby is due, i.e. Expected Week of Childbirth (EWC). If this is not possible, Human Resources should be informed at the earliest opportunity.

Once Human Resources have been notified, the employee will be sent an email with the following attachments:

- Maternity Risk Assessment form (to be completed with Manager).
- New and Expectant Mothers at Work booklet (PDF version).

Once the completed Risk Assessment form has been received by Human Resources, an HR Advisor will be in touch to arrange a maternity discussion.

An employee will receive a MATB1 form from their doctor or midwife after 20 weeks into the pregnancy – this will outline the EWC (Expected Week of Childbirth). This form should be passed to Human Resources as soon as possible. It is around this time that an employee should notify both their line manager and the Human Resources team of their intended Maternity leave start date. A Maternity Leave Notification Form should be completed (appendix 1). This form should be submitted to the Human Resources team by the 28<sup>th</sup> week of pregnancy to enable the necessary arrangements to be made.

Once this form has been received, the employee should expect to receive a letter confirming the details of their leave and pay within 28 days.

You and your partner may be entitled to Shared Parental Leave (SPL) and Statutory Shared Parental Pay (ShPP). Please refer to section 5.0 of this policy (pages 19 - 24).

## 2.10 Keeping In Touch (KIT) Days

An employee can take up to 10 KIT days during a period of Maternity leave.

These are days, or part days, designed to provide an opportunity for an employee to maintain their skills and knowledge whilst on Maternity leave.

KIT days may only be worked if the employee and their manager both agree. Although particularly useful for things such as training or team events, they may be used for any form of work and should make it easier to return to work after Maternity leave has finished. An employee can discuss with their manager, prior to starting Maternity leave, which type of KIT days might be appropriate.

Any hours worked will be paid at the employee's normal hourly rate. A [Variable Hours Claim Form](#) must be completed by the employee each month for all KIT days that are worked and passed to the Human Resources team. Payment will be made in arrears.

No other paid work must be completed for the Council during Maternity leave e.g. undertaking paid work for an Election.

## **2.11 During Maternity leave**

### **2.11.1 Terms and conditions during Maternity leave**

During the period of Maternity leave, the employee's Contract of Employment continues and they are entitled to receive all contractual benefits, except for salary and cash payments.

In particular, any benefits in kind will continue, for example:

- Childcare vouchers
- Public Sector Season Ticket
- Lease car\*
- Employee discounts
- Annual leave accrual

\*If an employee makes personal contributions towards their lease car, these will continue to be deducted throughout all periods of paid Maternity leave. If there are any periods of unpaid Maternity leave, missed contributions are repayable upon the employee's return to work. Repayment by instalment can be discussed with the Human Resources team.

### **2.11.2 Pension**

Pension contributions will continue to be made during any period when the employee is receiving maternity pay, but not during any period of unpaid Maternity leave. Employee contributions will be based on actual pay, while the Council's employer contribution will be based on the salary that the employee would have received had they not been taking Maternity leave. An employee can choose to make up missed contributions within their first 30 days back at work. Should they elect to buy the "lost" pension, this is shared between the employee and Woking Borough Council with the employee paying one third of the cost and the Council paying two thirds of the cost.

### **2.11.3 Contact**

During Maternity leave, it is often helpful for an employee to keep in touch with their manager. A line manager is entitled to make reasonable contact with an employee during Maternity leave. This might be to discuss such things as arrangements for the employees return to work or to update the employee on any significant changes in the workplace while they have been away.

## **2.12 Returning to work**

### **2.12.1 Rights**

After Ordinary Maternity leave, an employee has the right to return to the same job. After Additional Maternity leave an employee has the right to return to the same job or to another suitable job if it is not reasonably practicable to return to the same job. If an employee decides not to return to work at all, they must provide the Council with notice in the normal way, as outlined in their Contract of Employment.

### 2.12.2 Process for returning to work

The employee will have been formally advised in writing by the Council of the end date of their Maternity leave. The employee is expected to return on the next working day after this date, unless they notify the Council otherwise. If they are unable to attend work due to sickness or injury, the Council's normal arrangements for sickness absence will apply. In any other case, late return without prior authorisation will be treated as unauthorised absence.

The Council will assume that an employee intends to use all of their Maternity leave. If they do not want to use their full entitlement, they must give **at least eight weeks' notice** that they are returning to work early. The Council can insist that the employee does not return until the eight weeks has passed.

Towards the end of Maternity leave, it is recommended that an employee makes contact with the Human Resources team ([hr@woking.gov.uk](mailto:hr@woking.gov.uk)) who will be able to calculate their leave entitlement upon their return to work and discuss options for using this.

If an employee wishes to request a change to working hours (reduction in hours, change in working pattern etc.), they will need to complete a [flexible working request form](#). HR can send an employee a copy of the form to complete at home. The line manager will then consider the request in consultation with HR. This should be done as soon as reasonably possible to ensure that due consideration can be given to the request.

### 2.12.3 Breastfeeding

In supporting an employee with an effective transition back to work after leave, the Council will provide an appropriate area that is private, hygienic, safe and secure where milk can be expressed.

A Keeping In Touch (KIT) day is a good opportunity to discuss arrangements for breastfeeding at work, either with your line manager or a with a member of the HR team.

Breaks should be taken in line the Council's flexitime scheme.

## 3.0 Paternity Leave and Pay

If an employee is a father-to-be or they will be responsible, along with the mother for bringing up a child, they could have the right to receive Paternity leave and pay, providing they meet certain conditions.

### 3.1 Definitions and Abbreviations

- **SPL: Statutory Paternity Leave** - Time off when your partner is having a baby, adopting a child or having a baby through a surrogacy arrangement
- **LEL: Lower Earnings Limit** – The amount of earnings that allow an employee to qualify for paternity pay
- **SPP: Statutory Paternity Pay** – this is payable to eligible employees who take Paternity leave. Payment of SSP is subject to qualifying conditions; subject to deductions for tax, national insurance and pension contributions
- **OPP: Occupational Paternity Pay** – enhanced pay provisions, which are over and above the statutory requirements, for eligible employees

### 3.2 Eligibility Criteria

To qualify for Statutory Paternity leave the employee must have at least 26 weeks' service with Woking Borough Council by either:

- the end of the 15th week before the start of the week when the baby is due; or
- the end of the week they are notified they are matched\* with the child.

\* 'Matched' means that the adoption agency has provided the employee with details of a child which is suitable for them to adopt.

They must take the time off to support the mother or carer of the baby and intend to be fully involved in their upbringing.

The employee must either be:

- the biological father of the child;
- the mother's husband or partner (including a mother's partner in a same-sex relationship); or
- the child's adopter or the partner of the adopter.

To qualify for pay, an employee must also earn at least the [Lower Earnings Limit \(LEL\)](#) for National Insurance contributions.

If the employee earns less than the LEL, they have the right to unpaid Paternity leave if they meet the other conditions and are able to get Income Support whilst on Paternity leave.

### 3.3 Entitlement to Paternity leave

An employee can take either 1 or 2 week's Paternity leave. Time off must be taken consecutively and not in separate days/weeks off. A week is the same amount of days that they normally work in a week - for example, a week is 2 days if they only work on Mondays and Tuesdays.

An employee can choose to start the leave:

- on the day the baby is born;
- a number of days or weeks after the baby is born;
- a specific date after the first day of the week in which the baby is expected to be born; or

Or if the employee is adopting, the period of Paternity Leave can start:

- on the date of placement
- an agreed number of days after the date of placement
- on the date the child arrives in the UK or an agreed number of days after this (overseas adoptions only)
- the day the child's born or the day after if they are working that day (surrogate parents)

Paternity Leave can start on any day of the week, but it is required to finish within 56 days of the baby being born or from the date of the child's placement or the child's arrival in the UK (overseas adoptions).

If the partner of the employee has a multiple birth, only one period of Paternity leave is permitted.

#### 3.3.1 Leave for antenatal appointments

An employee can get time off to accompany their partner (or the surrogate mother) to 2 antenatal appointments. If they are adopting a child, they can get time off to attend 2 adoption appointments after they have been matched with a child.

An employee can take time off to accompany a pregnant woman to up to 2 antenatal appointments if they are:

- the baby's father
- the expectant mother's spouse or civil partner
- in a long-term relationship with the expectant mother
- the intended parent (if you're having a baby through a surrogacy arrangement)

They can take up to 6 and a half hours per appointment. There is no statutory right to payment to attend these appointments. It can be taken as unpaid or annual or flexi leave.

An employee can apply for leave immediately if they are a permanent employee. They will need to have been doing their job for 12 weeks before they qualify if they are an agency worker.

### 3.4 Statutory Paternity Pay

To qualify for Statutory Paternity Pay (SPP), an employee must:

- be the biological father or be the mother's husband, partner or civil partner or have or expect to have responsibility for the child's upbringing;
  - have continued to work for the Council without a break for at least 26 weeks by the 15th week before the baby is due or employed up to and including the week your wife, partner or civil partner was matched with a child;
  - continue to work for the Council without a break until the date the child is born or placed for adoption;
- or

- be earning above the [lower earnings limit](#) before Income Tax.

Visit <https://www.gov.uk/paternity-pay-leave/overview> to find the current amount for statutory paternity pay.

### 3.5 Occupational Paternity Pay (OPP)

In addition to receiving SPP, if an employee has at least **one year's continuous service** with Woking Borough Council, 15 weeks before the baby is due or they are matched with a child, they are likely to have an entitlement to Occupational Paternity Pay. The employee will be entitled to receive an additional payment which increases the statutory payment to the level of the employees' normal salary for the period of Paternity leave.

All payments are subject to the normal statutory deductions of tax, national insurance and pension contributions.

### 3.6 I'd like to take Paternity leave, what happens next?

An employee must inform the Council at least 15 weeks before the beginning of the week the baby is due or within seven days of being told by the adoption agency that they have been matched with a child.

If your partner is having a baby, you will need to complete an [SC3 form](#).

If you are adopting a child in the UK, you will need to complete an [SC4 form](#).

If you are adoption a child from overseas, you will need to complete an [SC5 form](#)

The form will ask the employee to detail:

- when the baby is due or when the child is expected to be placed with the employee for adoption;
- whether they want to take one or two weeks' leave; and
- when they expect the leave to start (it is understood that in most circumstances only an approximate start date can be given).

This form should be completed, printed and passed to the Human Resources team. Please expect to receive email confirmation of receipt of this form within 28 days, this will outline details of how the employee should notify the Council of exactly when the period of Paternity leave has started.

If the employee is entitled to Occupational Paternity Pay, there will be no change to the normal amount paid to the employee but the OPP & SPP will be itemised on the pay slip to ensure that the Council's records are accurate.

If the employee is only entitled to Statutory Paternity Pay, and the Council is notified of the actual Paternity leave start date after the monthly payroll has been completed, a correction to the employees pay will be made the following month.

An employee can still receive Paternity Leave or Pay if their baby is:

- stillborn from 24 weeks of pregnancy
- born alive at any point during the pregnancy

If the employee is not eligible for paternity leave or pay, the Council will complete form SPP1 which will detail the reason.





## 4.0 Adoption leave and Pay

### 4.1 Definitions and Abbreviations

- **LEL: Lower Earnings Limit** - The amount of earnings that allow an employee to qualify for adoption pay
- **OAL: Ordinary Adoption leave** - this is the 26-week leave period to which all employees are entitled to regardless of length of service or hours worked.
- **AAL: Additional Adoption leave** – this is the 26-week leave period which immediately follows Ordinary Adoption Leave. The first 13 weeks of AAL are paid and the second 13 weeks are unpaid.
- **SAP: Statutory Adoption Pay** - this is payable to eligible employees who take Adoption leave. Payment of SAP is subject to qualifying conditions; subject to deductions for tax, national insurance and pension contributions.
- **OAP: Occupational Adoption Pay** - enhanced pay provisions, which are over and above the statutory requirements, for eligible employees
- **KIT Days: Keeping in Touch Days** - this is the entitlement to work up to 10 days during Adoption leave without losing Adoption pay or bringing the Adoption leave to an end.

### 4.2 Eligibility Criteria

4.2.1 To qualify for Adoption leave, the employee must:

- be an employee
- give the [correct notice](#)
- give [proof of the adoption or surrogacy](#)

To qualify for Statutory Adoption pay, the employee must also:

- have worked continuously for Woking Borough Council for at least 26 weeks before the beginning of the week when they are matched with a child
- earn more than the [lower earnings limit](#) (LEL) for National Insurance Contributions
- give the [correct notice](#)
- give [proof of the adoption or surrogacy](#)

The rules are slightly different if the employee is adopting from overseas or having a child through a surrogacy arrangement.

#### 4.2.2 Overseas adoptions

The conditions are the same except for both leave and pay the employee must:

- sign [form SC6](#) if they are adopting a child with their partner
- have worked continuously for Woking Borough Council for at least 26 weeks by the time they are given their 'official notification' or when they start receiving Adoption Pay

The official notification is permission from a UK authority that you can adopt from abroad. Form SC6

#### **4.4 Statutory Adoption Pay (SAP)**

confirms that the employee is not taking paternity leave or pay.

##### **4.2.3 Surrogacy arrangements**

To qualify for Statutory Adoption Pay the employee must:

- have worked continuously for Woking Borough Council for at least 26 weeks by the 15th week before the baby's due
- intend to apply for a [parental order](#)
- expect the order to be granted (for example because they do not have any convictions involving children, and the birth mother or father agree to the arrangement)

All the other conditions for qualifying for pay and leave are the same as for adoptive parents.

If an employee is genetically related to the child (the egg or sperm donor), the employee can choose to get paternity leave and pay instead. An employee cannot get both.

##### **4.2.4 Fostering for adoption**

If an employee is fostering for adoption, they are eligible for adoption pay and leave. They can receive it when the child comes to live with the employee.

##### **4.2.5 Exceptions**

Employees do not qualify for Statutory Adoption Leave or Pay if they:

- arrange a private adoption
- become a special guardian or kinship carer
- adopt a stepchild
- adopt a family member

##### **If you're not eligible**

Woking Borough Council will issue you with a form (SAP1) which explains why Statutory Adoption Pay cannot be paid.

Should an employee plan to adopt a child in one of the situations detailed above, please speak to a member of the HR team.

#### **4.3 Entitlement**

Adopters who meet the employment conditions have the right to up to 26 weeks Ordinary Adoption Leave (OAL), followed by up to 26 weeks' Additional Adoption Leave (AAL), totaling 52 weeks.

An employee can start their leave:

- from the date the child starts living with them or
- on an earlier date up to 14 days before the date they expect the child to start living with them.

Adoption leave can start on any day of the week.

Statutory Adoption Pay is paid for up to 39 weeks. The weekly amount is:

- 90% of their average weekly earnings (before tax) for the first 6 weeks of Adoption Leave and;
- The lower SAP rate (for current rate visit the [DirectGov website](#)) or 90% of an employee's average weekly earnings (whichever is lower) for the next 33 weeks

SAP is paid in the same way as an employee's salary and subject to tax, national insurance deductions and pension contributions.

Paid Adoption leave is available to employed people who are adopting a child on their own, or for one member of a couple who are adopting together. The couple can decide who will take the paid leave. The other member of the couple, or the partner of the adopter, may be able to take paid Paternity leave.

#### **4.5 Occupational Adoption Pay (OAP)**

Woking Borough Council provides enhanced Adoption pay provisions, which are over and above the statutory requirements, for eligible employees.

If an employee has at least one year's continuous service with Woking Borough Council 15 weeks before they are due to be matched with a child, they are likely to have an entitlement to:

- a) have their SAP topped up to 100% of their normal weekly earnings (before tax) for the first two weeks' of Adoption leave  
and
- b) 12 weeks' half pay (50% of normal salary). An employee can choose to receive this payment either from week's 7 to 18 of their adoption leave or as a lump sum payable upon return to work from Adoption leave.

OAP is repayable to the Council if the employee does not return to work for this three month period. If an employee returns to work but for less than three months, a percentage of the OAP will be repayable.

#### **4.6 I want to take Adoption leave, what happens next?**

##### **4.6.1 Notice period**

As soon as is reasonably possible but within 7 days of being matched with a child, employees must tell the Council:

- how much leave they want
- their leave start date
- the 'date of placement' - the expected or actual date the child is placed with them

For employees who are planning to take Adoption leave in surrogacy arrangements, it is requested that at least 15 weeks before the due date, they should tell the Council when the baby is due and when they want to start their leave.

Employees and their partner may be entitled to Shared Parental Leave (SPL) and Statutory Shared Parental Pay (ShPP). Please refer to section 5.0 of this policy (pages 18 - 23).

## 4.6.2 Keeping in Touch (KIT) days

An employee can take up to 10 KIT days during a period of Adoption leave.

These are days, or part days, designed to provide an opportunity for an employee to maintain their skills and knowledge whilst on Adoption leave.

These KIT days may only be worked if the employee and their manager both agree. Although particularly useful for things such as training or team events, they may be used for any form of work and should make it easier to return to work after Adoption leave has finished. An employee will discuss with their manager, prior to starting Adoption leave, which type of KIT days might be appropriate.

Any hours worked will be paid at the employees normal hourly rate. A [Variable Hours Claim Form](#) must be completed by the employee each month for all KIT days that are worked and passed to the Human Resources team. Payment will be made in arrears.

No other paid work must be completed for the Council during Maternity leave e.g. undertaking paid work for an Election.

## 4.6.3 Terms and Conditions during Adoption leave

During the period of Adoption leave, the employee's Contract of Employment continues and they are entitled to receive all contractual benefits, except for salary and cash payments.

In particular, any benefits in kind will continue, for example:

- Childcare vouchers
- Public Sector Season Ticket
- Lease car\*
- Employee discounts
- Annual leave accrual

\*If an employee makes personal contributions towards their lease car, these will continue to be deducted throughout all periods of paid Adoption leave. If there are any periods of unpaid Adoption leave, missed contributions are repayable upon the employee's return to work. Repayment by instalment can be discussed with the Human Resources team.

## 4.6.4 Pension

Pension contributions will continue to be made during any period when the employee is receiving adoption pay, but not during any period of unpaid Adoption leave. Employee contributions will be based on actual pay, while the Council's employers contributions will be based on the salary that the employee would have received had they not been on Adoption leave. An employee can choose to make up missed contributions within their first 30 days back at work. Should they elect to buy the "lost" pension, this is shared between the employee and Woking Borough Council with the employee paying one third of the cost and the Council paying two thirds of the cost.

## 4.5.5 Contact

During Adoption leave, it is often helpful for an employee to keep in touch with their manager. A line manager is entitled to make reasonable contact with an employee during Adoption leave. This might be to discuss such things as arrangements for the employees return to work, or to update the employee on any significant changes in the workplace while they have been away.

## 4.8 Surrogacy

### 4.7 Process for Returning to Work

#### 4.8.1 Rights for a Surrogate Mother

##### 4.7.1 Rights

The woman who gives birth to a child is always treated as the mother in UK law however; parenthood can be transferred to the intended parent(s) by a **Parental Order**. An employee has the right to return to the same job. After Additional Adoption leave an employee has the right to return to the same job or to another suitable job if it is not reasonably practicable to employ the same job. Every parent has the same right to 52 weeks Maternity leave and to return to work. What the birth mother does after the child is born has no impact on her right to maternity entitlements.

If an employee decides not to return to work at all, they must provide the Council with notice in the normal way.

##### 4.7.2 Time Off to accompany the Surrogate Mother to antenatal appointments

Employees who are eligible and intend to apply for a [Parental Order](#) are entitled to unpaid time off to accompany the surrogate mother to up to two antenatal appointments. Each appointment is with a doctor formally advised by the Council to give their date of their Adoption leave as possible to be appointed to return on the next working day after this date, unless they notify the Council otherwise. If they are unable to attend work due to sickness or injury, the Council's normal arrangements for sickness absence apply. Those becoming parents through the use of a Surrogate be treated as unauthorised absence.

The Council will assume that an employee plans to take all of their Adoption leave. If they do not want to take their full entitlement, they must give at least eight weeks' notice that they are returning to work early. The Council can insist that the employee does not return until the eight weeks has passed.

Towards the end of Adoption leave, it is recommended that an employee makes contact with the Human Resources team ([hr@woking.gov.uk](mailto:hr@woking.gov.uk)) who will be able to calculate their leave entitlement upon their return to work and discuss options for using this.

If an employee wishes to request a change to working hours (reduction in hours, change in working pattern etc.), they will need to complete a [flexible working request form](#). HR can send an employee a copy of the form to complete at home. The line manager will then consider the request in consultation with HR. It is requested that this is done as early as possible to ensure that due consideration can be given to the request.

---

Parents using a surrogate to have a child are required to apply for a parental order if they are genetically related to the child. If they are not genetically related, adoption is the required route to become the child's legal parent.

If an employee is adopting a child through a registered adoption agency then they can apply for an Adoption Order making them the legal parent of the child with parental responsibility and they will be entitled to Adoption Leave and pay if they meet the normal qualifying conditions.

If an employee intends to apply for a Parental Order, they will be able to take Adoption leave and pay and Paternity leave and pay, if each parent meets the normal qualifying conditions.

Please refer to the previous pages to see the details on both Adoption leave and Paternity leave.

## 5.0 Shared Parental Leave (SPL)

Shared Parental Leave (SPL) aims at giving parents flexibility over how they share childcare during the first year of the child's life/placement.

### 5.1 Definitions and abbreviations:

Reference to a 'parent' throughout this section of the policy is defined as a person, who is either the:

- a) **Mother** - the woman who gives birth to a child or the adopter (the adopter means the person who is eligible for Adoption leave and/or pay. They can be male or female);
  - b) **Father** - the child's biological father or the partner of the mother/adopter;
  - c) **Partner** - whether of the same or different gender. This can be a spouse, civil partner; or a partner who is living in an enduring relationship with the mother and the child;
  - d) They are the intended parent of a child expected by a surrogate.
- **SPL** - Shared Parental Leave
  - **ShPP** - Statutory Shared Parental Pay
  - **Continuous Leave** - a period of leave that is taken in one block e.g. four weeks' leave.
  - **Discontinuous Leave** - a period of leave that is arranged around weeks where the employee will return to work e.g. an arrangement whereby an employee will work every other week for a period of three months.
  - **SPLIT day** - Shared Parental Leave in Touch Day
  - **Match** - when an adopter is approved to adopt a named child or children.
  - **Curtail** - where an eligible mother brings their Maternity/Adoption leave and, if appropriate, pay or allowance entitlement to an end early. This is sometimes referred to as reducing the Maternity/Adoption leave or pay period.

### 5.2 What is Shared Parental Leave (SPL)?

It is a legal entitlement for eligible parents to share up to a maximum of 50 weeks Shared Parental leave, combining both paid and unpaid leave, regardless of the number of hours they work.

It means that eligible fathers and partners will be able to request more leave from work in the first year following their child's birth/adoption. As the time off is shared, there will also be cases where eligible mothers/ main adopters will return to work early because their partner is taking leave in their place.

SPL can be taken in discontinuous blocks so this means that eligible parents will also be able to request to mix work with leave in the child's first year and return to work between periods of leave if they wish.

### 5.3 Eligibility Criteria

Each parent has to qualify separately to be able to apply for Shared Parental leave.

Shared Parental leave can be taken by the partner, while the mother/main adopter is still on Maternity/Adoption leave, but only if the mother reduces their entitlement to Maternity/Adoption leave.

An employee seeking to take SPL must satisfy each of the following criteria:

- share responsibility for the child at birth
- the mother/main adopter must have been eligible for either Statutory Maternity or Adoption leave and/or pay or Maternity Allowance.
- Have worked for Woking Borough Council continuously for at least 26 weeks at the end of the 15th week before the child's expected due date/matching date.
- Still be employed by the Council whilst taking SPL
- Give the correct notice
- Meet the employment and earnings eligibility criteria (this is different for [birth parents](#) and [adoptive parents](#))

### 5.4 Entitlement

If an employee is eligible and they or their partner end Maternity or Adoption leave and pay early, they then can:

- take the rest of the 52 weeks of leave (maximum of 50 weeks as a mother must take a minimum of 2 weeks' Maternity leave following the birth) between both partners
- take the rest of the 39 weeks of pay (up to a maximum of 37 weeks as ShPP as a mother must take a minimum of 2 weeks' Maternity leave) between both partners

### 5.5 Starting Shared Parental Leave

A mother can take Shared Parental Leave (SPL) after she has taken the legally required two weeks of maternity leave immediately, following the birth of the child.

An adopter can take SPL after taking at least two weeks of Adoption leave.

A father/partner/spouse can take SPL immediately following the birth/placement of the child, but may first choose to exhaust any Paternity leave entitlements (**the father/partner cannot take Paternity leave or pay once they have taken any SPL or ShPP**).



## 5.6 Types of Shared Parental Leave (SPL)

### 5.6.1 Continuous Leave

Employees can notify the Council that they are going to take a 'continuous block of leave', which describes taking an unbroken period of leave. For example, this could be a notification for a period of six weeks leave. Eligible employees have a statutory right to take SPL in this way, and the request cannot be refused.

### 5.6.2 Discontinuous Leave

Employees can request to take a discontinuous block (minimum duration is one complete week), which describes asking for leave over a period of time, with breaks between the leave where the employee returns to work. For example, four weeks' SPL followed by three weeks back at work, followed by a further four weeks' SPL.

Discontinuous leave, in a single notice, can only be taken with the employer's agreement and is more likely to be accepted where the needs of both the Council and employee have both been considered. Once a request for discontinuous leave is made, the employee and line manager/HR will have a period of 14 calendar days to discuss the request.

If a request for discontinuous leave is not agreed then the total amount of leave in the request must be taken as one continuous block, unless the employee withdraws their notice and submits a new request.

Shared Parental Leave (SPL) can:

- start on any day of the week
- can only be taken in complete weeks
- be taken by making a maximum of three separate notifications to book leave
- be taken by the partner, while the mother is still on Maternity/Adoption leave only if the mother reduces their entitlement to Maternity/Adoption leave

## 5.7 Statutory Shared Parental Leave Pay (ShPP)

An employee may also qualify for ShPP if one of the following applies:

- they qualify for Statutory Maternity Pay (SMP)
- they qualify for Statutory Paternity Pay and have a partner who qualifies for SMP, Statutory Adoption Pay (SAP) or Maternity Allowance (MA).

If the employee or their partner is eligible and decides to end Maternity or Adoption leave and pay or Maternity Allowance early, they can then take up to 37 weeks of Statutory Shared Parental Pay at the current rate - <https://www.gov.uk/shared-parental-leave-and-pay/what-youll-get> .

The number of weeks of ShPP available will be dependent upon when the Maternity/Adoption leave is curtailed and the number of remaining weeks available to share.

Where the employee wishes to curtail the Maternity leave, the number of weeks remaining of the Maternity leave will be eligible to transfer to the SPL.

## 5.8 Occupational Shared Parental leave pay

Woking Borough Council provides enhanced shared parental pay provisions, which are over and above the statutory requirements, for eligible employees.

If an employee has at least **one year's service** at Woking Borough Council 15 weeks before the baby is due, they are likely to have an entitlement to 12 weeks' half pay provided they return to work for at least three months. This entitlement of 12 weeks' half pay is repayable if they do not return to work for this three month period. This is payable if the employee has not received any Occupational Maternity or Adoption Pay in relation to the birth or adoption of the same child.

## 5.9 Starting SPL

For SPL to start, the employee must do one of the following:

- end their Maternity or Adoption leave by returning to work
- give WBC 'binding notice' (a decision that can't normally be changed) of the date when they will end their Maternity or Adoption leave

### 5.9.1 Notice Period

An employee must give at least 8 weeks' written notice of any leave they wish to take. However, if the child is born more than 8 weeks early, this notice period can be shorter.

### 5.9.2 Cancelling the decision to end Shared Parental leave

The mother or adopter may be able to change their decision to end Shared Parental Leave (SPL) early if both the planned end date has not already passed and they haven't already returned to work.

### 5.9.3 SPLIT days

An employee can work up to 20 days during SPL without bringing it to an end. These days are in addition to the 10 KIT 'Keeping in Touch' days already available to those on Maternity or Adoption leave.

These are days, or part days, designed to provide an opportunity for an employee to maintain their skills and knowledge whilst on SPL.

These SPLIT days may only be worked if the employee and their manager both agree. Although particularly useful for things such as training or team events, they may be used for any form of work and should make it easier to return to work after leave has finished. An employee will discuss with their line manager, prior to starting SPL, which type of SPLIT days might be appropriate.

Any hours worked will be paid at the employee's normal hourly rate. A [Variable Hours Claim Form](#) must be completed by the employee each month for any SPLIT days worked and passed to the Human Resources team. Payment will be made in arrears.

No other work must be completed for the Council during SPL e.g. undertaking paid work for an Election.

## 5.10 I want to take Shared Parental leave, what happens next?

An employee considering SPL is encouraged to contact the HR team to arrange an informal discussion as early as possible regarding their potential entitlement, to talk about their plans and to enable the Council to support the individual.

An employee wishing to take SPL should then complete a 'Notification of curtailment of Maternity/Adoption leave and pay form – appendix 2' and 'Notification of intention to take Shared Parental leave form – appendix 3' and submit to HR. These should be done at least 8 weeks prior to the start of the period of leave.

A signed declaration is required from the employee's partner which confirms the details of their intention to take Shared Parental leave and pay - appendix 4.

Upon receiving the necessary forms, HR will organise a meeting with the employee and their line manager to discuss arrangements. At the meeting the employee may, if they wish, be accompanied by a colleague, trade union representative or even a personal friend or family member.

Once a decision has been made in regards to a notice to take a discontinuous block of leave (requests for continuous leave cannot be refused), HR will respond to the request in writing no later than the 14<sup>th</sup> day after the request was made.

An employee can submit up to **three** notifications specifying leave periods they are intending to take.

## 5.11 Variations to arranged SPL

An employee is permitted to vary or cancel an agreed and booked period of SPL, provided that they advise the Council in writing at least eight weeks before the date of any variation. A new start date cannot be sooner than eight weeks from the date of the variation request.

## 5.12 Terms and conditions during Shared Parental leave

During the period of Shared Parental leave, the employee's Contract of Employment continues and they are entitled to receive all contractual benefits, except for salary and cash payments.

In particular, any benefits in kind will continue, for example:

- Childcare vouchers
- Public Sector Season Ticket
- Lease car\*
- Employee discounts
- Annual leave accrual

\*If an employee makes personal contributions towards their lease car, these will continue to be deducted throughout all periods of paid Shared Parental leave. If there are any periods of unpaid Shared Parental leave, missed contributions are repayable upon the employee's return to work. Repayment by instalment can be discussed with the Human Resources team.

## 5.13 Pension

Pension contributions will continue to be made during any period when the employee is receiving Shared Parental pay, but not during any period of unpaid Shared Parental leave. Employee contributions will be based on actual pay, while the Council's employers contributions will be based on the salary that the employee would have received had they not been taking Shared Parental leave. An employee can choose to make up missed contributions within their first 30 days back at work. Should they elect to buy the "lost" pension, this is shared between the employee and Woking Borough Council with the employee paying one third of the cost and the Council paying two thirds of the cost.

## 5.14 Contact

During Shared Parental leave, it is often helpful for an employee to keep in touch with their manager. A line manager is entitled to make reasonable contact with an employee during Shared Parental leave. This might be to discuss such things as arrangements for the employees return to work, or to update the employee on any significant changes in the workplace while they have been away.

## 5.15 Returning to work after SPL

### 5.15.1 Rights

On returning to work after SPL, the employee is entitled to return to the same job if the employee's aggregate total statutory Maternity/Paternity/Adoption leave and SPL amounts to 26 weeks or less, he or she will return to the same job. The same job is the one they occupied immediately before commencing Maternity/Paternity/Adoption leave and the most recent period of SPL, on the same terms and conditions of employment as if they had not been absent.

If their Maternity/Paternity/Adoption leave and SPL amounts of 26 weeks or more in aggregate, the employee is entitled to return to the same job they held before commencing the last period of leave or, if this is not reasonably practicable, to another job which both suitable and appropriate and on terms and conditions no less favourable.

### 5.15.2 Process for Returning to Work

The employee will have been formally advised in writing by the Council of the end date of any period of SPL. The employee is expected to return on the next working day after this date, unless they notify the Council otherwise. If they are unable to attend work due to sickness or injury, the Council's normal arrangements for sickness absence will apply. In any other case, late return without prior authorisation will be treated as unauthorised absence.

If the employee wishes to return to work earlier than the expected return date, they may provide written notice of their intention to end the leave, and must give the Council **at least eight weeks' notice** of their date of early return.

If an employee wishes to request a change to working hours (reduction in hours, change in working pattern etc.), they will need to complete a [flexible working request form](#). HR can send an employee a copy of the form to complete at home. The line manager will then consider the request in consultation with HR. This should be done as soon as reasonably possible to ensure that due consideration can be given to the request.

## 6.0 Unpaid Parental Leave

Eligible employees can take unpaid parental leave to look after their child's welfare, e.g. to:

- spend more time with their children
- look at new schools
- settle children into new childcare arrangements
- spend more time with family, such as visiting grandparents

Their [employment rights](#) (like the right to pay, holidays and returning to a job) are protected during unpaid parental leave.

### 6.1 Entitlement

Parental leave is unpaid. You're entitled to 18 weeks' leave for each child and adopted child, up to their 18th birthday.

The limit on how much parental leave each parent can take in a year is 4 weeks for each child (unless the Council agrees otherwise).

The employee must take parental leave as whole weeks (e.g. 1 week or 2 weeks) rather than individual days, unless the Council agrees otherwise or if your child has a disability. The employee does not have to take all the leave at once.

A 'week' equals the length of time an employee normally works over 7 days.

#### Example

If an employee works 3 days a week, one 'week' of parental leave equals 3 days. If an employee works irregular weeks the number of days in a 'week' is the total number of days they work a year divided by 52.

### 6.2 Carrying leave over from a previous job with a different employer

Parental leave applies to each child not to an individual's job.

#### Example

An employee is entitled to 18 weeks. They've used 10 with a previous employer. They can use up to 8 weeks with their new employer if they're [eligible](#).

### 6.3 Eligibility

Employees qualify if all of these apply:

- they have been employed by the Council for more than one year
- they are named on the child's birth or adoption certificate or they have or expect to have parental responsibility
- they are not self-employed or a 'worker', e.g. an agency worker or contractor
- they are not a foster parent (unless they've secured parental responsibility through the courts)
- the child is under 18

The Council can ask for proof (like a birth certificate) as long as it's reasonable to do so, e.g. the council will not ask for proof each time an employee requests leave.

## 6.4 Notice period

Employees must give 21 days' notice before their intended start date. If they or their partner are having a baby or adopting, it's 21 days before the week the baby or child is expected.

The manager must then contact the Human Resources team to ensure that the employee is paid correctly. Once the dates have been agreed, the employee should request the leave on HR21 (choosing 'Parental Leave' as the leave type). Please note that adjustment will be made to an employee's annual leave record when this type of leave is taken as leave is not accrued during periods of unpaid leave.

## 6.5 Delaying leave

Leave cannot be postponed (delayed) if:

- the Council does not have a 'significant reason', e.g. it would cause serious disruption to the business
- it's being taken by the father or partner immediately after the birth or adoption of a child
- it means an employee would no longer qualify for parental leave, e.g. postponing it until after the child's 18th birthday

If it is postponed, the employer:

- must write explaining why within 7 days of the original request
- must suggest a new start date - this must be within 6 months of the requested start date
- can't change the amount of leave being requested

## 6.6 I want to take Unpaid Parental Leave, what happens next?

To request unpaid parental leave, employees must notify their line manager in writing of their intention to take the leave and confirm the start and end dates in their notice. It is recommended that the line manager discusses the request with HR before it is approved. Once agreed, the line manager should email [hr@woking.gov.uk](mailto:hr@woking.gov.uk) with the final agreed dates so the necessary amendments can be made to the employees' payroll and annual leave record.

---

## Appendix 1

# Maternity Leave Notification Form

## Part 1: Employee Details

Name:	
Job Title:	
Team:	
Employee Number:	

## Part 2: Pregnancy Details

The expected date of childbirth (given on MATB1 form):	
MATB1 form given to HR:	

## Part 3: Maternity Leave Details

I wish to start my Maternity leave on:	
My last day at work will be:	

Remember:

- You may commence Maternity leave any time after the beginning of the 11<sup>th</sup> week before the EWC, the latest date being the date of birth itself.
- To advise us if this date as soon as is reasonably practical, but at least 28 days before the start of your Maternity leave
- If your Maternity leave starts before the planned date, for example due to childbirth or illness, you need to notify HR as soon as reasonably practical;
- Should you give birth early, you need to notify HR of the date of childbirth

## Part 4: Maternity Pay Details

I am eligible to Occupational Maternity Pay and I would like to receive this:	During weeks 7 – 18 of my Maternity leave <input type="checkbox"/>
	Or <input type="checkbox"/>
	In a lump sum on my return to work <input type="checkbox"/>

## Part 5: Agreement

I wish to apply for Maternity leave with pay as appropriate in accordance with the Council's Parents at Work Policy

Employee Signature:	
Date:	
Manager Signature:	
Date:	

Please send this form to the HR Team via the internal mail or via email.



## Appendix 2

# Notification of curtailment of Maternity / Adoption leave and pay

### Instructions for completing this form

If you are entitled and intend to take Shared Parental Leave (SPL) you will need to complete the Notification of Entitlement and Intention to take Shared Parental leave form. In addition, before you can take SPL, you must notify the Council that you wish to bring your Maternity leave to an end by completing this form.

This Notification must be completed and returned to HR at least 8 weeks before the date on which you wish to bring your Maternity leave/pay to an end.

**Note:** You cannot bring your Maternity leave to an end before the end of the Compulsory Maternity Leave period (first 2 weeks)

If you are, or will be, entitled to claim Maternity pay, you must reduce the length of the Statutory Maternity pay period to create any entitlement for you or the father or partner to claim Shared Parental Pay (ShPP). You may not claim ShPP until the Statutory Maternity pay period has been brought to an end.

### Your details

Surname:	
First Name:	
Job Title:	

### Notification of curtailment of Statutory Maternity leave

Please take this as notification that I wish to bring my Maternity leave and pay to an end on ____/____/_____ I understand that once my Maternity leave and pay has been brought to an end I am unable to reinstate it.	
Signed:	
Print name:	
Date:	

### Declaration

I declare that: <ul style="list-style-type: none"><li>The father of the child / my partner / spouse has given a Notification of Entitlement and Intention to take SPL to their employer</li><li>I have given my consent for them to take the amount of SPL as set out in that notification</li></ul>	
Signed:	
Print Name:	
Date:	

## Appendix 3

### Notification of intention to take Shared Parental leave

#### Instructions for completing this form

This form should be used where you wish to book a period of Shared Parental Leave (SPL) or where you wish to vary an existing booking.

Any notice booking SPL must be given *at least eight weeks* before the first period of leave is due to start.

**Note:** You are unable to start a period of SPL before the child is born or before the end of the Compulsory Maternity Leave period. Additionally, you must have completed and returned the Notification of curtailment of Maternity / Adoption leave and pay form.

Furthermore, any period of SPL must end on or before the date of the child's first birthday.

You are entitled to submit three Notification of Intention to take Shared Parental leave forms. Any request to vary a previous booking will be counted as one such notification.

#### Your details

Surname:	
First Name:	
Job Title:	

[Choose one of the following two options]

#### Dates of SPL

Please take this as notification that I wish to take the following periods of SPL

From		To	
From		To	
From		To	
From		To	
From		To	
From		To	

OR

**Variation of Dates of Shared Parental leave**

I refer to my Notification of Shared Parental leave Booking form dated \_\_\_\_/\_\_\_\_/\_\_\_\_ and confirm that I wish to vary the dates of shared parental leave as follows:

From		To	
From		To	
From		To	
From		To	
From		To	
This is my first/second/third <i>[delete as applicable]</i> Notification of Shared Parental leave booking form			
Signed:			
Print Name:			
Date:			

## Appendix 4

### Father or Partners notification of entitlement and intention to take Shared Parental Leave (SPL) and / or Shared Parental Pay (ShPP) form

#### Instructions for completing this form

If you wish to take Shared Parental Leave (SPL), you should complete *all* of Sections One and Two of this form.

In addition, if you wish to claim Shared Parental Pay (ShPP), you should also complete Section Three of this form.

The completed form should be returned to HR at least 8 weeks before the date on which you wish to start your SPL.

To confirm a period of SPL, you will be required to complete a Notification of intention to take Shared Parental Leave Form.

If you are unsure of your eligibility to take SPL or claim ShPP, please contact Human Resources.

#### Section One: Your details (complete *all* boxes and declaration)

Your Full Name:	
Spouse / Partner's Name:	
Child's expected week of birth:	
Child's actual date of birth [If you are completing this before your child is born, you must provide us with this information as soon as possible and in any event before the start of your SPL]	
Declaration by the father / mother's spouse / partner I declare that: <ul style="list-style-type: none"><li>• I had, or will have, at the date of the child's birth, the main responsibility (disregarding the responsibility of the mother) for the care of the child</li><li>• All the information I have given in this notice of entitlement is accurate to the best of my knowledge.</li></ul>	
Signed:	
Print Name:	
Date:	

**Details of mother**

Surname:	
First name(s):	
Address:	
Postcode:	
Choose one of the following two options:	
National Insurance Number	<input type="text"/>
OR	
I declare that I do not have a National Insurance Number <input type="checkbox"/>	
Declaration by the mother	
I declare that:	
<ul style="list-style-type: none"> <li>I have, or will have, at the date of the child's birth, the main responsibility (disregarding the responsibility of the father or my spouse or partner) for the care of the child</li> <li>I have been engaged in employment as an employee, worker or a self-employed earner for any part of the week in the case of at least 26 weeks of the 66 weeks immediately preceding the expected week of birth (as given above)</li> <li>During 13 of those 66 weeks, I had, or will have, weekly earnings that are not less than the "maternity allowance threshold"</li> <li>I consent to the father's/my spouse or partner's employer processing the information in this declaration, the information in the mother's declaration in Section Two if I have signed it, and the information in the mother's declaration in Section Three if I have signed that.</li> </ul>	
Signed:	
Print Name:	
Date:	

**Section Two: Dates for SPL**

The date on which the mother started or will start statutory Maternity leave	
The date on which the mother ended or will end statutory Maternity leave	
Date on which mother started receiving statutory Maternity pay	
Date on which mother stopped receiving statutory Maternity pay	
Date on which mother started receiving statutory Maternity allowance	
Date on which mother stopped receiving statutory Maternity allowance	
The total number of weeks of SPL available	
<i>[Where the mother is entitled to maternity leave, this is 52 weeks less any Maternity leave you have taken or plan to take before commencing SPL. The law requires that a mother must take a minimum of 2 weeks Maternity leave (or a minimum of 4 weeks where working in a factory)]</i>	

The number of weeks of SPL you intend to take			
The number of weeks of SPL the mother intends to take			
I intend to take SPL on the following dates.			
From		To	
From		To	
From		To	
From		To	

Declaration by the father / mother's spouse / partner in relation to SPL:

I declare that:

- I am an employee of the organisation
- I was, or will have been, in continuous employment with the organisation for the 26-week period ending with the week immediately preceding the 14th week before the expected week of birth of the child (as confirmed above)
- I will remain in continuous employment with my employer from the end of that 26-week period until (and including) the week before any period of SPL that I take
- I am:
  - (or will be) the father of the child
  - married to the mother
  - the civil partner of the mother
  - the "partner" of the mother

(I live with the mother, and live/will live with the child, in an enduring family relationship, but am not the mother's child, parent (including adoptive or former adoptive parents), grandchild, grandparent, brother, sister, half-brother, half-sister, aunt, uncle, niece or nephew)

- I will immediately inform the organisation if, at any point during the year commencing with the birth of the child, I cease to care for the child
- All the information I have given in this notice of entitlement is accurate to the best of my knowledge.

Signed:	
Print Name:	
Date:	

Declaration by the mother in relation to SPL:

I declare that:

- I consent to the amount of SPL which the father/my spouse or partner intends to take, as set out above.
- I am or will be entitled to Statutory Maternity leave in respect of the child.
- I will remain in continuous employment with my employer from the end of that 26-week period until (and including) the week before any period of SPL that I take
- I have ended, or will, before the commencement of any period of SPL is taken, have ended my entitlement to statutory Maternity leave in respect of the child by either returning to work or completing a Notification to Curtail Maternity leave to my employer. I understand that in doing so, my Maternity leave cannot be reinstated.

OR

I am not entitled to statutory Maternity leave in respect of the child, but I am entitled to Statutory Maternity allowance. I have ended, or will, before the commencement of any period of SPL is taken, have ended my entitlement to Statutory Maternity allowance by submitting a curtailment notice to the Secretary of State.

- I will immediately inform the organisation if, at any point during the year commencing with the birth of the child, I cease to care for the child
- I will immediately inform the father/my partner if statutory Maternity leave in respect of the child is no longer curtailed, or the maternity pay period or maternity allowance period in respect of the child is no longer reduced.

Signed:	
Print Name:	
Date:	

### Section Three: ShPP

This section should be completed if you wish to claim ShPP. You must complete the boxes below together with the following declarations.

The total number of weeks of ShPP that you would be entitled to claim if the mother claimed no ShPP at all	
Of that total number of weeks, the number of weeks in respect of which you intend to claim ShPP in respect of the child	
Of that total number of weeks, the number of weeks in respect of which the mother intends to claim ShPP in respect of the child	
The weeks during which you intend to claim ShPP in respect of the child	
From	To
From	To
From	To
From	To
From	To
From	To

Declaration by the father / mother's spouse / partner in relation to SPL:

I declare that:

- I was, or will have been, in "employed earners employment" with my employer (by which I mean working for in a capacity in relation to which Class 1 National Insurance contributions must be paid) for the continuous 26-week period ending with the week immediately preceding the 14th week before the expected week of birth of the child (the date of the first day of the expected week of birth is entered above)
- for the last eight weeks of that 26-week period, my normal weekly earnings were at least equal to the "lower earnings limit"
- I will remain in that "employed earners employment" with my employer continuously from the end of that 26-week period until (and including) the week before the first week in which I claim ShPP
- I intend to care for the child during each week in respect of which ShPP is paid to me
- I will be absent from work during each week in respect of which ShPP is paid to me, except:
  - where I have arranged to work a SPL keeping in touch day
  - where I do work that is permitted under one of the exceptions which the law provides
- I will be on SPL during each week in respect of which ShPP is paid to me, or I am not an employee of the organisation and so am not entitled to SPL.
- I will immediately inform the organisation if, during or between any periods in which I claim ShPP, the maternity pay period or maternity allowance period in respect of the child is no longer reduced.

Signed:

Print Name:

Date:

Declaration by the mother in relation to ShPP

- I consent to the overall amount of ShPP which the father or partner intends to claim, and the period or periods during which he or she intends to claim it, as set out above.
- I am or will be entitled to Statutory Maternity leave in respect of the child
- I have ended, or will, before the commencement of any period of SPL is taken, have reduced the maternity pay in respect of the child by completing a Curtailment Notice to my employer. I understand that in doing so, my entitlement to maternity pay will remain reduced.
- OR
- I am entitled to statutory maternity allowance. I have ended, or will, before the commencement of any period of SPL is taken, have reduced my entitlement to statutory maternity allowance by submitting a curtailment notice to the Secretary of State. I understand that in doing so, my entitlement to maternity pay will remain reduced.
- the maternity pay period in respect of the child began, or will begin on \_\_\_/\_\_\_/\_\_\_\_\_
- the maternity pay period is, or will be, reduced by \_\_\_\_\_ weeks;
- I will immediately inform the organisation if, during or between any periods in which I claim ShPP, the maternity pay period in respect of the child ceases to be reduced

Signed:

Print Name:

Date:

Once you have completed all necessary sections of this form, you should retain a copy of and return the original form to the HR Department.



### Some examples of Shared Parental Leave

---

#### Both Parents Entitled

Natalie and Bryan are both teachers who have worked for their employers for over six years. They decide that initially, Natalie will take Maternity leave of 12 weeks, starting a month before the due date, and Bryan will take his ordinary Paternity leave of 2 weeks when the baby is born. After her 12 weeks maternity leave, Natalie will return to work for 6 weeks so that she can get to know her new class. Bryan will take 6 weeks of [Shared Parental Leave \(SPL\)](#). That still leaves them with 34 weeks. They decide they would like to have some time off together, a further 8 weeks – this takes 16 weeks of their total parental leave (8 weeks' each, taken at the same time). That leaves 18 weeks. Bryan returns to work and Natalie takes a further 12 weeks of SPL before returning to work. In total, they have taken 34 weeks of SPL, 2 weeks of Ordinary Paternity leave and 12 weeks of Maternity leave. The SPL and Maternity leave together are 46 weeks – so there are 6 weeks they decided not to take.

#### Only Dad is Entitled

Josh works for a logistics company and has been employed for 3 years. His partner Marie is a self-employed hairdresser, who meets the employment and earnings conditions. Marie decides to take 17 weeks off and gets [Maternity Allowance \(MA\)](#). She gives notice to Jobcentre Plus that she will be ending her MA early. Josh takes his Ordinary Paternity leave and then takes 15 weeks off at the same time as Marie. As Marie's job doesn't involve travelling, it is easier for her to return to work, so at this point he takes a further 7 weeks of SPL. They decide not to take any more SPL as it would be unpaid.



EXECUTIVE – 22 JUNE 2020

## WOKING BOROUGH COUNCIL'S RESPONSE TO COVID 19 - UPDATE

### Executive Summary

This report has been prepared to update the Executive on the Council's position during this COVID 19 crisis.

Later in the year a report will be produced on the wider financial and service implications arising from COVID 19 but at this stage it would be premature to forecast the likely outturn until recovery gets underway and the level of Government support is clarified, particularly a capitalisation directive.

### Recommendations

The Executive is requested to:

#### **RESOLVE That**

the report be received and noted.

### Reasons for Decision

Reason: To receive the report on COVID 19 implication.

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

<b>Background Papers:</b>	None.
<b>Reporting Person:</b>	Ray Morgan, Chief Executive Email: ray.morgan@woking.gov.uk, Extn: 3333
<b>Contact Person:</b>	Ray Morgan, Chief Executive Email: ray.morgan@woking.gov.uk, Extn: 3333
<b>Portfolio Holder:</b>	Councillor David Bittleston Email: cllrdavid.bittleston@woking.gov.uk
<b>Shadow Portfolio Holder:</b>	Councillor Ann-Marie Barker Email: cllrann-marie.barker@woking.gov.uk
<b>Date Published:</b>	12 June 2020



**1.0 Introduction**

- 1.1 This report seeks to update the Executive on the arrangements made and the activities undertaken by the Council in light of the Coronavirus Pandemic or otherwise referred to as COVID 19.
- 1.2 Officers implemented the Council's Business Continuity Plan to enable day to day management of events and the Leader of the Council initiated weekly meetings of the Leaders' Group (Leader and Deputy of the Conservative Group, Leader and Deputy of the Liberal Democrat Group, Leader of the Labour Group and Leader of the Independent Group – Councillors Bittleston, Azad, Barker, Hughes, Aziz and Bond).

**2.0 Legislative and Regulatory Changes**

- 2.1 The Government enacted the Coronavirus Act 2020 and issued two regulations relevant to the Council; one to cancel elections until May 2021 and the other to change meetings arrangements and enable virtual meetings.
- 2.2 The effect on Elections is that there will be no Elections held prior to 6 May 2021. Accordingly all Members due to retire in May 2020 remain in office until May 2021.
- 2.3 In addition to deferring all Elections until May 2021 it has made regulations under the Coronavirus Act 2020 which enables:-
  - Remote Attendance to any meeting;
  - Holding meetings at different times;
  - Altering the Frequency of Meetings;
  - Moving or Cancelling Meetings;
  - Appointments normally made at an Annual Meeting to continue until the next Annual Meeting;
  - The rules of voting, attendance, access to documents to be varied;
  - Remote access of Press and Public to meetings.
- 2.4 The Leaders' Group agreed revised arrangements which may be summarised as:-

Annual General Meeting and Mayoral Arrangements.
- 2.5 In light of the Regulations the Annual Meeting(s) scheduled for 21st and 1st June 2020 were not held and will not be held until 20th and 24th May 2021.
- 2.6 This means that all appointments remain in place. The effect is that the format, membership and roles of the Executive, Committees, Task Groups and Working Groups will remain in force as will all appointments to external bodies.
- 2.7 It also means the Mayor (Cllr Hunwicks) and Deputy Mayor (Cllr Hussain), remain in office for another year.
- 2.8 Following consultation with Cllr Hussain and Cllr Lyons it has been agreed by Cllr Hussain that he will make way for Cllr Lyons to be appointed as Mayor at the Annual Meeting (Mayor Making) on 20 May 2021, for the year 2021/22, and will instead be appointed as Mayor at the Annual Meeting (Mayor Making) in May 2022 for the year 2022/23.
- 2.9 These arrangements will minimise the workload for officers have enabled them to concentrate on supporting the community during the crisis and then to direct resources to recovery.

**3.0 Executive and Committee Meetings**

- 3.1 The Calendar of Meetings previously published for 2020/21, with the exception of the Annual Meetings scheduled for 21 May 2020 and 1 June 2020 Annual Meeting, will take place as scheduled.
- 3.2 All Meetings will be held 'virtually' as outlined later in the report.
- 3.3 One additional Meeting was arranged in respect of the Planning Committee to enable the Council to discharge its duty to Planning Applicants following the cancellation of the Planning Committee scheduled for 7 April 2020 (2019/20 Municipal Year). The Planning Committee met at 7pm on Thursday 7 May 2020.
- 3.4 Working Groups and Task Groups will be scheduled in accordance with normal requirements.

**4.0 Virtual Meetings**

- 4.1 All Meetings will be held virtually using Zoom and, for those that are normally public, will also be Web Cast.
- 4.2 Meetings that need to be Web Cast will be conducted from the Council Chamber. No Members will be physically present only two officers appropriately spaced, one to take the Minutes of the Meeting and to operate the Web Cast and one to support the Zoom operations as the "Meeting Coordinator".
- 4.3 Invitations to participate will be issued by Member Services with the Meeting ID number and Password. Please ensure that you keep the ID and Password private to avoid anyone that should not be joining the Meeting from doing so; if it is another Member, who is not a Member of that Meeting or participating in the meeting, or a member of the public they should use the Web Cast to observe the meeting. When joining the Meeting participants should mute their microphone to avoid background noise or interruption during the meeting. Members and other participants should take care in choosing where to sit during the Public Meetings as the camera will pick up all movements and images in the background which the public observing the Web Cast will also be able to see. A background picture of the Council Chamber has been issued for Members to use if they wish.
- 4.4 For Public Meetings the Zoom image will be displayed directly to the Web Cast. All participants will be identified and published; please refer to attendance at meetings. The Member or Person speaking will automatically be displayed in large format so that the contribution is readily witnessed by other participants and those observing via Web Cast.
- 4.5 It will be necessary to operate new protocols for these meetings and these are outlined below.

Attendance at and Participation in Meetings

- 4.6 A register will be maintained by the Members Services Officer supporting the Meeting based on who logs into the Meeting; this will be in four categories: - Members of the Meeting; Other Members invited to the Meeting; Officers and Public. This information will be included in the Minutes of the Public Meeting.
- 4.7 Public Attendance will be limited to only those that are, by invitation, contributing to the meeting. When the contribution for which they were invited is completed their participation will end and they will be restricted to watching and listening to the remainder of the meeting via Web Cast.

## Woking Borough Council's Response to COVID 19 - Update

### Papers for Meetings

- 4.8 These will be published electronically one week before the scheduled meeting; there will be no hard copies. Members will be advised of the publication of the Agenda and Papers and sent a link to the relevant Mod.Gov section. This will be enable Members to see all the papers for the meeting and to be able to look at the papers, online, during a meeting.
- 4.9 It will be important for Members of the Meeting to have read the papers at least two days before the Meeting and to notify Members Services by noon on the business day prior to the Meeting if they wish to participate in the debate on an item of business before that Meeting.
- 4.10 There will be the ability to "Request to Speak" during the Zoom meeting but Members are requested to identify in advance the business about which they wish to speak in order to support the Chairman of the meeting.

### Speaking Time Limit

- 4.11 A time limit will be applied to all speaking at meetings, currently it only applies to Council, but similar rules. The time limit will be 5 minutes with the exception of the Planning Committee which will be 10 minutes.
- 4.12 Members will, as is provided for at Council, be expected to only speak once on an item of business; however in meetings other than Council speaking for a second time will be at the discretion of the Chairman.

### Speaking at a Public Meeting

- 4.13 At the start of the Meeting Members will be requested by the Chairman to keep their comments short and to avoid, wherever possible, repeating comments or views already expressed by other Members; they will also be reminded to mute their microphone unless they are called to speak.
- 4.14 The Chairman will call Members to speak and normal rules of conduct will apply. Members will need to activate the microphone to speak and mute it when finished.

### Voting

- 4.15 Where votes need to be taken the Chairman of the Meeting, or an Officer supporting the Meeting, will call the names of Members of the Meeting in alphabetical order and the Member called should state YES, if in favour of the Recommendation before the Meeting, NO if against, or ABSTAIN if neither.
- 4.16 The result of the Vote will be recorded by the Members Services Officers and announced by the Officer supporting the meeting.
- 4.17 Members who consider that a vote on the Recommendation before the Meeting is required will need to notify Member Services by noon on the business day prior to the meeting so that a schedule can be prepared for the Chairman to call for Votes at the relevant business item.
- 4.18 If no vote is required the Chairman of the Meeting will state that the Recommendation before the Meeting is agreed.

### Questions to Council

- 4.19 Members will be requested to submit questions by Noon on the Monday prior to the Council Meeting on the Thursday. Answers will be sent to all Members by close of business on the Wednesday. If the questioner wishes to ask a supplementary question they should notify

## Woking Borough Council's Response to COVID 19 - Update

Member Services, via email, by Noon on the day of the Council Meeting so that a schedule can be prepared for the Mayor and the Mayor can then call the relevant Questioner.

- 4.20 Both the Questions and Answers will be included in the Mod.Gov documents for the meeting and to the Web Cast for the meeting so that the public may read both the question and the answer as well as hear any supplementary question/answer.

### Notices of Motion to Council

- 4.21 A Notice of Motion will require the Proposer and Seconder to be named when it is submitted.
- 4.22 The Notice of Motion(s) before the Council will automatically be referred to the next meeting of the Executive and reported back for debate to the subsequent Council Meeting.
- 4.23 A Notice of Motion will not be taken on the Night.
- 4.24 If a Member considers that there is an urgent item of Business that the Council needs to address he/she should contact the Chief Executive who may include it as Urgent Business at an appropriate forthcoming meeting, with the agreement of the relevant Chairman.

### Public Questions to the Executive

- 4.25 The provision for public questions to be maintained but all answers will be in writing and there will no questions in person at the Executive.

### Public Speaking at Planning Committee

- 4.26 These will continue to apply but only through remote access. The normal 3 minute time limit will apply. After contributing to the Planning Committee Meeting the participant will be removed from the Zoom meeting and will need to continue watching the meeting through the Web Cast.

### Amendment to the Constitution

- 4.27 In accordance with the Coronavirus Act and the agreement with the Leaders' Group the Constitution has been amended to give effect to these arrangements. A copy of the Addendum to the Constitution is attached at Appendix 1.
- 4.28 Member Services have also produced a Guide to Participating in a Zoom Meeting which is attached at Appendix 2.
- 4.29 These arrangements will be kept under review.

## **5.0 Service Arrangements**

- 5.1 The Council has sought to operate as close to business as usual during the crisis. Following Government Guidance those officers who needed to isolate did so but maintained business activity by wherever possible by "working from home". It did take a few weeks to get that effective across all colleagues because of the need to procure additional IT equipment.
- 5.2 Many officers also volunteered to undertake different duties to ensure that the most vulnerable in the community received the support they needed.
- 5.3 The Business Continuity arrangements have worked well and we continue to operate them as we move towards recovery.



## Woking Borough Council's Response to COVID 19 - Update

5.4 In the following sections there are updates on different areas of Council activity and support for the community.

### Business Continuity Arrangements

5.5 The Borough Emergency Control Centre (BECC) was set up on the 23<sup>rd</sup> March to manage the Council's response to the COVID-19 global pandemic.

5.6 The BECC is the main link with the wider Surrey Local Resilience Forum (SLRF) response through daily teleconferences. In addition daily meetings with members of CMG and other colleagues allows for information to be disseminated quickly and efficiently through the Council.

5.7 The BECC operates on a rota basis with 2 separate officer teams resourcing the Control Room on alternating days. The 2 team approach provides resilience and allows for 24 hours a day, 7 days a week coverage with an out of hours phone number in use 01483 743315.

5.8 The Control Room has assisted with the organisations flexibility by assigning and distributing ICT equipment to colleagues who require it to carry out their roles and responsibilities from home.

5.9 The provision of PPE has been an issue for many but the purchasing of PPE before the outbreak and through donations and supply from Central Government, the BECC has ensured Woking BC have maintained sufficient stocks of PPE. This stock has been distributed to the areas within the Council that require it the most including Brockhill and Housing services.

5.10 The Council has also worked hard to assist shielded and vulnerable residents within the borough. Thousands of residents were highlighted as vulnerable and the Control Room has ensured the relevant teams have had the correct resources in order to carry out this important service. Practically, this has involved redeploying staff to make phone calls and welfare visits.

5.11 Government guidance regarding homelessness has been a challenge but through the daily CMG meetings the Control Room team, Housing and Surrey Police have adapted HG Wells, Woking Hotel, and use of Travel lodge and created a process for dealing with homelessness during the COVID-19 pandemic.

### Business Rates

5.12 During March 2020 the Government gradually increased the Retail and Rural Businesses discounts already available to 100%, with the relief applying to occupied retail, leisure and hospitality properties in the year 2020/21; with no rateable value or State Aid limit on the relief.

5.13 The 100% discount resulting from the expanded retail discount is available to all the following categories of business, regardless of rateable value:

- Shops, restaurants, cafes, drinking establishments, cinemas and live music venues, including for the sale of goods, the provision of specified services and the sale of food and/or drink to visiting members of the public;
- Those for assembly and leisure, including the provision of sport, leisure and facilities to visiting members of the public, and those for the assembly of visiting members of the public; and

## Woking Borough Council's Response to COVID 19 - Update

- Hotels, guest & boarding premises and self-catering accommodation, where the non-domestic part is being used for the provision of living accommodation.

5.14 The discount was further expanded to include Estate agents, lettings agencies and bingo halls. A further Nursery (childcare) discount of 100% was also introduced for 2020/21.

5.15 All the occupied properties covered will pay no business rates in 2020/21.

5.16 The Council has applied the guidance and 642 businesses have received £18.27m in expanded retail relief with a further 12 businesses have receiving £0.3m nursery discount.

### Business Grants

5.17 As part of the March Budget, the government announced that grants of £3,000 would be made available for businesses claiming Small Business Rate Relief or Rural Rate Relief. As the full scale of the impact of COVID-19 on businesses became apparent, the government expanded the value of the grant to £10,000.

5.18 The government also introduced a further Retail, Hospitality and Leisure Grant Fund, which could award grants of either £10,000 for properties with a rateable value of up to £15,000; or £25,000 for properties with a rateable value of over £15,000 and less than £51,000. Only one grant from the schemes outlined can be awarded to any one hereditament.

5.19 Local authorities are responsible for distributing the grant monies. On 1 April the Council received £14.9m funding which was the government estimate of eligible businesses within Woking.

5.20 Using Business Rates records the Council wrote to 1,260 potentially eligible businesses to notify them of the schemes and also promoted the grant funding through the Council website, media channels and business contacts. If all of these businesses were eligible the grant value would be £17.1m, however it was acknowledged that not all would be, the Government Guidance set various criteria such as the premises being occupied and trading, not in liquidation or dissolved, not used to provide Financial services (e.g. banks), Medical Services (e.g. Dentists), Professional Services (e.g. solicitors).

5.21 To receive the grant funding businesses were required to provide details to the Council using an online form. During April and May 942 Woking businesses were provided with £13.185m in funding through these schemes.

5.22 Details continue to be received from a small number of eligible businesses and payments are being made quickly following receipt and appropriate checks.

5.23 A further scheme was launched on 1 May which would provide Local Authorities with an additional 5% funding with which to provide business grants to small businesses which have not been eligible for other support schemes. Woking has been allocated £671,750 to distribute. The government has indicated priority areas which they intend these grants to support:

- Small businesses in shared offices or other flexible workspaces
- Regular market traders who do not have a business rates assessment
- Bed & Breakfasts which pay Council Tax instead of business rates
- Charity properties in receipt of business rates relief which would otherwise have been eligible for Small Business or Rural Rate relief

## Woking Borough Council's Response to COVID 19 - Update

- 5.24 The Woking scheme has been launched with a closing date of Sunday 21<sup>st</sup> June. The applications received will be assessed using the government criteria, then prioritising businesses with on-going fixed property costs who have suffered a significant fall in income, and who transact a high proportion of their business in Woking.
- 5.25 Grants can be £25,000, £10,000 or any amount less than £10,000. The value of grants awarded will be based on the fixed property costs of the business and may be scaled dependent on the number of applications received.

### Council Tax

- 5.26 At the Budget for 2020, the government announced that they would establish a £500m hardship fund to support “economically vulnerable people and households” affected by COVID-19. This funding is to be used to reduce the council tax liability for individuals in an area; and Councils may also wish to use some funding to deliver increased financial assistance through other support mechanisms.
- 5.27 The government indicates that it should be used to reduce the liability of those receiving working age council tax support by £150 in 2020/21. Where a local council taxpayer had an existing liability of £150 or less, this would reduce the council tax liability to nil.
- 5.28 Funds were allocated to billing authorities on the basis of their share of the national caseload of working age Local Council Tax Support recipients using the most recent published data (2019-20, Q3) as shown in the table below:

Local Authority	Working Age Caseload (2019/20 Q3)	Allocation (£)
Woking	2,340	505,452

- 5.29 Application of the government funding requires Capita to make changes to the Council Tax system. These updates are expected soon and once available the £150 will be applied in accordance with the guidance. This will then establish the remaining allowance to be distributed either to existing recipients or new cases during the year.
- 5.30 Some Council Taxpayers have contacted the Council and staff have agreed rescheduled payment plans as a result of the economic impact of Covid-19. Those who indicated a reduction in income were advised to claim Council Tax Support and contact the Department for Work & Pensions to claim any Social Security benefits they may have entitlement too, such as Universal Credit. Charge payers following this advice and making claims should now have received any benefit entitlement and also a reduced Council Tax bill. These residents will restart payment of Council Tax during June. Most of those paying by Direct Debit have paid as scheduled and overall collection rates will be kept under review during the year.

### Housing Benefit

- 5.31 The government has increased the Earnings Disregard amount from £17.10 to £37.10 so that less of a claimant's earnings are counted in the Housing Benefit/Council Tax Support calculation from April 2020.
- 5.32 In addition the Local Housing Allowance levels have been increased which determines the maximum Housing Benefit rent charge levels.
- 5.33 Both of these changes have increased the benefit awarded to claimants. The Council has recalculated those awards and this has given 1,000 claimants more benefit from April.

## Woking Borough Council's Response to COVID 19 - Update

### Government Funding

- 5.34 On 27 March the Council received £37,595 from the Ministry of Housing, Communities and Local Government. This was the allocation of the £1.6bn funding announced by the government particularly to cover costs of social care, homelessness and the needs of those at higher risk. It was also intended to be used to cover pressures across other services.
- 5.35 A further £1.6bn was announced on 18 April. The allocation of this further funding was published on 28 April and the Council is due to receive almost £1m.

Local Authority	First Tranche of Covid-19 Funding	Second Tranche of Covid-19 Funding	Total Covid-19 Additional Funding
Woking	£37,595	£998,732	£1,036,327

- 5.36 On 17 March the Government announced £3.2m of emergency funding to help rough sleepers to self-isolate. The government indicated that this was initial emergency response funding. The Council was allocated £8,251 which will be the maximum amount which can be claimed. In addition Surrey County Council have agreed to contribute towards the costs being incurred by Districts and Boroughs, and will provide Woking with a further £37,917.
- 5.37 The government announced allocations of funding from the European Regional Development Fund (ERDF) to support 'Reopening High Streets Safely' on 24<sup>th</sup> May and Woking was awarded £89,172. Funding can be claimed for eligible spend from 1 June.
- 5.38 The fund is to support:
- Developing an action plan for how local economies can be safely re-opened;
  - Communications and PR activity;
  - Business Facing awareness raising activities; and
  - Temporary public realm adjustments
- 5.39 A £300m package of funding to support the rollout of new test and trace services across England was announced on 22 May. The ring-fenced funding is intended to help each local authority develop tailored outbreak control plans, working with local NHS and other stakeholders. Allocations for each local authority have not yet been published.
- 5.40 The government have also committed to providing New Burdens funding to cover the estimated cost of implementation of the various Business Rates schemes.

### Cost Pressures

- 5.41 As set out elsewhere in this report, the Council has incurred costs in the immediate response to the crisis and the ongoing support for our community. It is envisaged that the Government will fund authorities for their reasonable costs and the announcement of an increased level of funding on 28 April was welcome.
- 5.42 Some costs may not be recoverable from the Government, but may be funded from within the Council's approved budget or reserves. Increased IT equipment to facilitate home working will be covered from ICT budgets. Community engagement through the support and expanded distribution of the Woking News and Mail could be funded from reserves as part of the WeAreWoking campaign.

## Woking Borough Council's Response to COVID 19 - Update

- 5.43 There may be some budgets which are not required in full during 2020/21 due to the reduction in activity and government restrictions. Any underspends will offset additional costs experienced elsewhere.
- 5.44 Some project and other expenditure decisions may need to be postponed until the post pandemic environment, and the financial position of the Council into the medium term, is clearer.

### Income risk

- 5.45 Whilst the cost of supporting the current response is significant, a greater risk to the Council's financial position is the potential loss of income during 2020/21.
- 5.46 With government restrictions requiring many of our activities to close there is little opportunity to generate income from fees and charges to cover fixed costs.
- 5.47 The 2020/21 Fees and Charges budgets are summarised in the table below and provide an indication of the possible pressure on budgets depending on how long lock down arrangements are in place and what follows. There are also other income streams for example planning fees and developer contributions.

	Budget 2019/20 £'000	Estimated Yield 2020/21 £'000
People	£1,039,758	£970,242
Place	£9,939,524	£10,217,513
Us	£502,507	£382,974
Total	£11,481,789	£11,570,729

- 5.48 The most significant income within these budgets is from the Council's car parks, which is circa £8m. Car park charges are currently suspended with a loss of approximately £2m to the end of June. Charges will be reinstated from 1 July, however parking levels may not increase to previous levels at all during 2020/21, as the lockdown conditions are slowly eased, and the public reaction is likely to be gradual.
- 5.49 Some services, for example community meals, will be experiencing increased levels of demand and will generate additional income during this period. However, it is also likely that it will not be possible to recover all of the income due for these services. As the priority is the welfare of our residents, there will be a risk of non-payment.
- 5.50 Other areas won't be affected as a direct consequence of service closure, but the impact of any following slowdown in the economy would be more significant.
- 5.51 The Council budgeted for commercial rent income of approximately £21m in 2020/21. The closedown of some sectors of the economy, in particular retail and leisure, puts the recovery of these rents, and the survival of some tenants, at risk. A number of arrangements have been made which allow businesses to defer or reschedule rent and service charge payments. Further detail on the proposed approach to managing the Council's commercial properties is included in the Part 2 paper also on this agenda. It is too early to assess the impact for this year or forecast how future years' budgets may be affected by changed economic conditions.

### Supporting Vulnerable Residents

- 5.52 The Council identified 2,275 of the most vulnerable residents known to us through their previous engagement with a range of Council services, including Careline, Community Meals, Centres for the Community, NVH tenants and Social Prescribing. Contact was made of all of these residents to ensure that they were safe, and that they had sufficient support in place throughout the lock-down. The objective was to establish initial contact, and then offer a weekly call to check the ongoing welfare of each resident and provide access to a regular friendly voice.
- 5.53 A case file system was established to hold key information about each resident and provide a central record of any concerns or specific needs after each conversation. Over 120 members of staff, including NVH colleagues, volunteered to make calls the residents, this work being in addition to their 'day-job'. Staff were trained, guidance issued, and the calling commenced on 30th March. Case Officers worked with other Council departments to enable a range of support, including prescription collections, support with food/shopping, and access to Adult Social Care etc. was provided.
- 5.54 If a resident could not be contacted, either initially or subsequently after contact had been made, it was agreed that it would be prudent to undertake a welfare visit to the property to ensure that there were no issues. The Police and Freedom Leisure colleagues have been deployed for this role, and over 170 successful visits have been made to date.
- 5.55 Over the last several weeks, 1,388 cases have been closed because the resident has confirmed that they have sufficient support in place. This currently leaves 887 active cases that are being called on a weekly basis. Feedback has been extremely positive, with residents and family members expressing gratitude for the support that the Council has been able to provide.
- 5.56 As part of the welfare response to the most vulnerable within the Borough, we have also made telephone calls to over 1,800 residents who have been notified by the Government or their GP that they need to shield during this time. Most people have been glad of the call and those who have wanted more regular contact have been added to the above vulnerable call list to be assigned a designated case officer from WBC staff. These residents have been reassured and some who have needed urgent care have received food parcels on the same day and been referred to wider ongoing support provided by the Borough such as Community Meals and Careline.
- 5.57 Over this period of lockdown a newly formed team of Council staff, redeployed to respond to community needs, have been taking calls and dealing with requests from staff, partners and residents during the week and weekends. They have already delivered 300 prescriptions to isolated residents across the Borough and responded to 700 requests for food, medicine and information and guidance; utilising local community resources. They have mapped the ever-increasing community offers and resources and been a contact for leaders of local of groups who have sought advice when setting up new initiatives.
- 5.58 They have also been in contact with local supermarkets and developed new opportunities for food deliveries to the most vulnerable, as well as supporting local foodbanks with access to new supply chains so they can continue to receive food and deliver food parcels. Hundreds of leaflets have also been passed out to residents receiving food parcels regarding staying safe and avoiding scams during this time.
- 5.59 The Woking Community Choir has continued to lift spirits via online participation each week and our Arts Development Officer is currently looking to develop craft activities for children and families as well as opportunities to send and receive letters to residents who are isolated.

## Woking Borough Council's Response to COVID 19 - Update

5.60 Contact has also been made with Woking schools to ensure they are aware of meal delivery options from local charities for vulnerable families and those who are eligible for free school meals.

### Waste & Recycling Services

5.61 Essential waste and recycling services have been proactively managed in Woking with inevitable staff absence covered by agency staff and the public reaction to the continued service provision has been very positive. Crew morale is high and the continued support from residents is still evident and greatly appreciated.

5.62 There has been an increase in the volume of food waste and rubbish since the emergency measures began and this will continue to be monitored.

5.63 Bulky household waste collections are generally down in volume but bookings can still be made and may help some residents while the CRC's remain closed.

5.64 Four main communication themes have been agreed as below.

- Asking residents to hold onto waste if they are having a clear out;
- Advising them that recycling banks are not all being emptied, so if a bank is full they shouldn't leave recycling next to it as this is fly-tipping;
- Reminding residents that fly-tipping is against the law; and
- Encouraging residents to compact their recycling, e.g. flatten and fold cardboard, wash and squash plastics.

5.65 Further information can be found at the [JWS website](#)

### Serco Environmental Maintenance Activities

5.66 The Serco environmental maintenance activities have continued whilst allowing flexibility to assist with the Council's wider response. Initially, this was in the form of play areas closures one day ahead of Government restrictions before supporting mobilisation of the emergency accommodation at HG Wells and similar tasks.

5.67 Serco has continued to deliver services whilst practising social distancing which does impact productivity but we can still provide a good level of service. A number of similar contracts in the UK significantly reduced service levels, but in Woking this has not been the case and the overwhelming public reaction has been positive.

5.68 Serco's continue to provide specialist works such as sports pitch renovation currently being undertaken. Some subcontractors in fencing and hard landscaping furloughed staff due to limited supply of materials and will restart hopefully during May. Preparation for summer bedding and other seasonal works continue to keep the Borough green, clean and cared for.

5.69 With more parked cars on the streets grass cutting, street sweeping and tree work is either slower or cannot be fully completed. To take advantage of reduced traffic volumes on the more rural roads Serco are instigating temporary, local road closures to allow a thorough cleanse of normally difficult to access areas.

### Housing Services

- 5.70 The Covid-19 emergency has been challenging for the Housing Service both in terms of supply and demand. On 26 March 2020, housing authorities received a direction from Government that all rough sleepers or those facing homelessness should be offered emergency accommodation ("everyone in") and any dormitory-style night shelters should close. This announcement coincided with the closure of most hotels and Bed and Breakfast accommodation around the country in response to the lockdown, severely hampering local authorities' ability to achieve this objective.
- 5.71 Woking Borough Council has a long-standing, well-developed and strong partnership with local charity, York Road Project, which has been highlighted in our joint response to Covid-19. Working together, all York Road Project support services and night shelter operations have relocated to the Woking Hotel and HG Wells Centre. Whilst the Woking Hotel offers 26 en-suite bedrooms (considerably more than the 10 spaces at the night shelter), it became quickly apparent that this alone would not fulfil the rising demand from rough sleepers. Therefore, the Council commissioned the installation of a further 10 single bedroom pods in the HG Wells Centre to increase capacity. York Road Project staff and volunteers have been working very hard to support clients and encourage them to engage with local drug and alcohol support services. There are now 33 rough sleepers accommodated at the Woking Hotel and HG Wells Centre.
- 5.72 The Council also secured the exclusive use of the Woking Travelodge hotel for general homelessness for 3-months to ensure suitable accommodation was available throughout the lockdown. The intention was to make some rooms available for key workers and hospital discharges, but the anticipated demand did not materialise. Therefore, the Council has let some of the rooms to other Surrey local authorities to help them meet their homelessness duties, as well as, to construction workers requiring local accommodation. Council staff have had to go the extra mile to secure access to wider services for those staying at the Travelodge, including arranging personal laundry services and meal provision.
- 5.73 Whilst the Council has seen a decline in families presenting as homeless due to loss of private rented accommodation (the primary cause of homelessness before Covid-19), there has been a significant increase in single people presenting as homeless due to family/relationship breakdowns, no longer being able to "sofa surf" or loss of employment. 46 rooms are currently occupied at the Travelodge (local homelessness provision, other local authority bookings and construction workers) with a further 11 reserved through other local authority block bookings.
- 5.74 Choice-Based Lettings, the bidding system used for allocating vacant affordable homes, was suspended in March, when it was unclear how this process could operate under lockdown. Guidance then followed from Government, which permitted certain essential moves within social housing through direct lets, which the Council has been following. On 14 May 2020, the Government announced it was lifting restrictions on house moves across all sectors, including social lettings (except for the requirement to comply with social distancing). The Council therefore resumed Choice-Based Lettings in June, with the first bidding cycle commencing on 9 June 2020.
- 5.75 New Vision Homes (NVH) and its contractors have managed to maintain most services through the pandemic. Where Covid-19 has affected supply chains and staffing levels, New Vision Homes has amended services to ensure, wherever possible, emergency and urgent services have remained operational. Throughout the period, all contractors have implemented measures to ensure compliance with government guidance and new legislation, including maintaining social distancing and limiting face-to-face contact, in order to keep residents as safe as possible.



## Woking Borough Council's Response to COVID 19 - Update

- 5.76 A small number of housing services have been fully suspended. These are mainly on the planned works side, such as kitchen/bathroom replacements, new door/window installation and disabled adaptations, to minimise contact with residents. In addition, New Vision Homes' face-to-face tenant interaction, such as tenant events, home visits and tenancy audits, have been replaced with alternative forms of engagement, including welfare calls to vulnerable tenants.
- 5.77 In the first 5 weeks of 2020/21, rent collection has been approximately 10% less than the same period last year as tenants have struggled with the financial impacts of Covid-19. It is unclear at this stage what the ongoing impact will be on the Housing Revenue Account. However, assuming most affected tenants start to claim Universal Credit, we could anticipate the projected increase in arrears due to Covid-19 to be approximately 8% in 2020/21, equating to a full-year impact of circa £1.5 million.
- 5.78 The Housing team are now working with York Road Project and Thamesway Housing to look at the "Next Steps and Recovery Strategy" with the focus being on securing sustainable housing and support pathways for rough sleepers and reducing dependency on the use of hotels. Key to this will be securing long-term affordable housing across the Borough.

### Community Meals

- 5.79 Community Meals team have been extremely busy. The daily service continues to grow in demand. A sixth van round has been introduced and some meals are now being delivered by hot boxes by cars. 1374 hot meals are provided each week representing a 50% increase on the same time last year. The team have also introduced the provision of breakfast and lunch for the Travel Lodge residents and more recently an additional hot meal in the evening.

### Brockhill and Independent Support

- 5.80 Brockhill remains in "lock down" and the staff manage it 7 days a week. The team has organised delivery of meals to the rooms, shopping needs, prescriptions, cleaning, washing etc. Brockhill lunches are now provided by outside local caterers The Red Lion at Horsell and Fair Oaks Catering in order to reduce the work load for the team and safe guard meals supplies for the wider Borough.
- 5.81 The Independent Support team are still contacting every tenant in our 9 NVH sheltered schemes and those tenants in general needs property who normally have their support on a weekly basis mostly by phone and in some circumstances visiting ensuring they are safe and have no urgent needs.

### Careline

- 5.82 Careline has completed 12 installations since 1 April of which 2 have been the new OwnFone which have been installed on the 'doorstep' talking through alarm connection either with client or family. 'Lost' pendants have been replaced and cancelled alarms have still been collected (families disconnecting equipment and leaving outside property). Smoke detector are still being install for clients with COPD and have oxygen in property. For those residents waiting to have an alarm installed but who do not want a visit at the moment the team are calling them weekly to check that health has not deteriorated and if any help is required.

### Homelink and Handyperson Service

- 5.83 The Handyperson Service is still operating for emergency work and to assist hospital discharge. We have enabled 40 hospital discharges so far, this includes provision of grab rails, bannister rails and moving furniture for hospital beds to be delivered.

## Woking Borough Council's Response to COVID 19 - Update

- 5.84 The service is also carrying out urgent work if we can do it safely outside e.g. key safes and external rails where there is no client contact. The Service is also used to help deliver food to the Travel Lodge and Brockhill.
- 5.85 Homelink Disabled Adaptions client requirements are being discussed by phone rather than initial visits so cases can be assessed and prioritised. Our Senior Occupational Therapist continues to make home assessments where considered urgent (e.g. for stair lifts) and has been assessing for urgent equipment. We have completed installation of two access ramps and two stair lifts during this Covid period but most contractors are not working. Our OT has created a SCC Community Equipment Store at The Vyne Community Centre in order to assist and speed up delivery of equipment for residents after discharge.

### Social Prescribing

- 5.86 The Social Prescribing team are working closely with the Primary Care Networks where the GPs have produced their own list of approx. 1000 patients who are "vulnerable". These lists are in addition to the SCC shielded list and our own vulnerable list and our Social Prescribing team are contacting the patients with the GP script asking medical related questions e.g. regarding immunisation and medical concerns.

### Leisure Services

- 5.87 The Leisure Centres, Pools, Pavilions and Play Areas are closed. Freedom Leisure colleagues have been redeployed to assist with supporting vulnerable people.

### Marketing Communications

- 5.88 Since the beginning of the coronavirus pandemic, a comprehensive programme of engagement with residents, businesses and internal staff has ensured that clear and concise messages have been delivered, and continues to do so, in a swift and timely manner.
- 5.89 Communications Officers have worked closely with key stakeholders, including central government, Surrey County Council, the local CCG, NHS and Surrey Police, to deliver government guidance, key health and wellbeing messages and our own service-specific updates via Facebook, Twitter and Instagram. Through continuous monitoring of social media, communications officers identified and responded promptly to emerging issues, as well general day-to-day queries such as parking, waste and recycling collections, fly-tipping, council tax arrangements and payments, and environmental health related matters.
- 5.90 As a central resource for residents and businesses, it has been imperative to maintain the corporate website with the latest service information, national advice and guidance from partners. A central hub was created for information making it simple and readily accessible for those visiting the site. It was also accessible via various points on the homepage. Individual services pages were also updated to reflect the latest Council service information.
- 5.91 To widen our communications reach, we have created and delivered a residents' email newsletter which conveniently brings together the latest council news and information. To drive sign-ups, visitors to the corporate website are presented with a pop-up box asking them to sign-up. It's quick, simple to do and will benefit our future communications.
- 5.92 Whilst digital communications offers many benefits, it does have its drawbacks, with many groups within our community not having access to the internet. To enable us to deliver key messages and positive community news to hard to reach groups, such as the elderly, vulnerable and disadvantaged, we partnered with the Woking News and Mail. Since 13 April 2020, the partnership has delivered by Royal Mail a weekly 16-page newspaper to all households in the borough, in addition to around 5,500 households in Surrey Heath. That's a total of around 48,300 properties. Whilst maintaining their independence, officers have

## Woking Borough Council's Response to COVID 19 - Update

worked closely with the editorial team to ensure a balance of council and partner news and positive community-led features. The weekly cost of this service is circa £12,000 less the 50% of any advertising revenue.

- 5.93 The WeAreWoking team is delivering a positive community-centric campaign called #WeAreWoking Together. Through its strong online presence, the targeted campaign has supported the Council in disseminating its key messages, whilst creating community-led news which celebrates residents' ingenuity and spirit.
- 5.94 To ensure that members of staff are kept informed of developments and the latest guidance and council policies, a series of intranet pages were developed on ewok+. To support colleagues who may not have been able to access Citrix, we also developed an extranet which replicated ewok+. This extranet can be accessed without logging on to Citrix and was password protected. To help build a sense of community amongst colleagues, we also created a private, password protected Facebook group for staff.

### Staffing

- 5.95 Currently just over 60% of the workforce are undertaking their duties at home. Of those 4% are also juggling childcare responsibilities. The remainder are either combining working from home/office or working in the office or other Council locations the whole time.
- 5.96 There are currently eight employees absent due to sickness, of which two have Covid 19 symptoms.
- 5.97 The Council has 22 employees who are at home and not working and could be regarded as 'furloughed'. There are a variety of reasons for this either due to their health situation, or the health of someone in their household, and they are currently unable to work from home.
- 5.98 Many employees have come forward to volunteer to undertake other roles alongside their normal role; 21% are undertaking weekly welfare calls. Other employees have undertaken 3 days of training to deliver hot meals to residents 7 days a week, or are working alongside the York Road Project in HG Wells or the Woking Hotel. Employees have been 'manning' the control centre 7 days a week and covering work within independent living to include providing an exceptional service to the residents at Brockhill again 7 days a week. Lastly extra resources were deployed into the co-ordination of providing food and prescriptions to shielded residents.
- 5.99 This report has highlighted the specific activities which have arisen as a direct response to the pandemic. However, it is important to note that the delivery of all the Council's normal services has continued with staff adapting working practices as necessary.

## **6.0 Conclusions**

- 6.1 This report outlines a significant range of activity being undertaken either in respect of its own activities and/or that of partners in health and social care.
- 6.2 As Chief Executive, I am grateful for the efforts of those colleagues who have been dealing with the emergency and those that have been keeping as much of the Council's business operational as possible. I am also grateful for the positive and supportive comments and cooperation from Members as it enables me to direct as much officer resource as possible to respond to the emergency.

### 7.0 Moving to Recovery

- 7.1 Business Liaison Officers have been preparing a Draft Framework for Recovery which is due to be considered by the Economic Development Task Group. The initial draft has been reviewed and amended by the Corporate Management Group and is attached at Appendix 3 for information. The Executive, and Council, will be requested to support the Framework for Recovery at a future meeting.
- 7.2 Set out at Agenda Item 21 (Part 2) is a report on Commercial Tenant Management; the approach outlined therein should help those businesses that are Council tenants manage their financial affairs as they recover.

### 8.0 Implications

#### Financial

- 8.1 The financial position of the Council remains unclear as outlined in the report. The critical issue will be the degree to which the economy recovers, thereby restoring some income flows, and the extent to which the Government provide further support.
- 8.2 It is unlikely the Government will fully compensate the Council for all the effects of COVID 19 hence the request made to the Local Government Association to argue for a Capitalisation Directive for the current and next two years to allow Councils' to spread any deficits over future years rather than cut services and create more adverse outcomes.

#### Human Resource/Training and Development

- 8.3 The Council's employees have responded well to the challenges presented by COVID 19. Future working patterns will change and new skills will need to be developed to support a workforce that will increasingly work from home.

#### Community Safety

- 8.4 The Council's response to the COVID 19 emergency has positively supported the community and placed the safety of people first. Collaboration with Surrey Police has been excellent.
- 8.5 Concerns remain about the potential increase in Domestic Violence.

#### Risk Management

- 8.6 COVID 19 presented the extreme of challenge to the Council Business Continuity Plans; they have worked well.
- 8.7 Managing the risks of recovery will be a major challenge for the Council. The Draft Plan outlined earlier in the report, and attached at Appendix 3, sets out how the Council will seek to do so.

#### Sustainability

- 8.8 COVID 19 has put the sustainability of the UK under major stress; Woking is not immune. Economic vitality will be critical to recovery and re-establishing sustainability; some services will be at risk if the Council cannot phase recovery and secure the capitalisation of deficits.
- 8.9 The Climate Change "Planet Woking" proposals are proceeding so as to take advantage of the heightened interest in the environment and Climate Change.

Equalities

8.10 There are no equality issues raised by this report.

Safeguarding

8.11 There are no safeguarding issues raised by this report but there are concerns that with the extended lockdown period and the slow phasing back into "normal" operations there may be cases and/or safeguarding issues that have not been reported.

**9.0 Consultations**

9.1 There have been no consultations in the preparation of this report but The Leader's Group has been briefed on a weekly basis.

9.2 Colleagues have consulted with local business, the Portfolio Holder and the Chairman of the Economic Development Task Group in respect of the preparation of the Draft Framework for Recovery set out in this report.

REPORT ENDS

WOKING BOROUGH COUNCIL

ADDENDUM TO THE CONSTITUTION – APRIL 2020

---

**1.0 Introduction**

- 1.1 This Addendum to the Council's Constitution gives effect to changes to the Council's operational arrangements necessitated by the Coronavirus pandemic.
- 1.2 This Addendum incorporates requirements of the Coronavirus Act 2020 and The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 (S.I.2020 No. 392).
- 1.3 In drafting this Addendum, regard has been had to The Remote Meetings Protocol and Procedure Rules published by Lawyers in Local Government (LLG) and the Association of Democratic Services Officers (ADSO).
- 1.4 Save to the extent varied by this Addendum, the Council's Constitution shall remain in full force and effect. In the event of there being a conflict between the provisions of this Addendum and the Constitution, the provisions of this Addendum shall prevail.
- 1.5 The provisions of this Addendum shall apply until 7 May 2021 (unless varied beforehand).

**2.0 Annual Meeting of the Council**

- 2.1 The next Annual Meeting(s) of the Council shall be held on 20 May 2021 (Mayor Making) and 24 May 2021 (Formal Business).
- 2.2 Appointments made at the Annual Meeting(s) of Council on 16 May 2019 (Mayor Making) and 20 May 2019 (Formal Business) shall remain in force and effect.
- 2.3 Meetings shall take place on the dates and times set out in the Council's published Calendar of Meetings for 2020/21, with an additional meeting of the Planning Committee being held at 7.00 pm on 12 May 2020.

**3.0 Conduct of Meetings**

3.1 Access to Information

- (a) For the purposes of the Constitution, the terms "notice", "summons", "agenda", "report", "written record" and "background papers", when referred to as being a document that is:-
  - (i) "open to inspection", shall include for this and all other purposes being published on the Council's website, and
  - (ii) to be published, posted or made available at the Council's Offices, shall include for this and all other purposes publication on the Council's website.

## Woking Borough Council's Response to COVID 19 - Update

- (b) The summons, agenda, reports and background papers for meetings shall be published one week before the meeting. Hard copies of such papers will not be produced.

### 3.2 Remote Access to Meetings

- (a) For the purposes of the Constitution, the terms:-

- “meeting” is not limited to a meeting of persons, all of whom, or any of whom, are present in the same place;
- “place” in the context of where a meeting is held, or to be held, includes reference to more than one place, including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers, and
- “open to the public” includes access to the meeting being through remote means including video conferencing, live webcast, and live interactive streaming. Where a meeting is accessible to the public through such remote means, the meeting is open to the public whether or not members of the public are able to attend the meeting in person.

- (b) If the Chairman of the meeting is made aware that the meeting is not accessible to the public through remote means, due to any technological or other failure of provision, then the Chairman shall immediately adjourn the meeting. If the provision of access through remote means cannot be restored within a reasonable period of time, the Chairman shall adjourn the meeting for such period of time that he/she considers reasonable and conducive to the dispatch of the remaining business.

### 3.3 Remote Attendance at Meetings by Members

- (a) A Member in remote attendance is present and attends the meeting, including for the purposes of the meeting's quorum, if at any time all three of the following conditions are satisfied, those conditions being that the Member in remote attendance is able at that time:-
- (i) to hear and, where practicable, see and be so heard and, where practicable, be seen by the other Members in attendance;
  - (ii) to hear and, where practicable, see and be so heard and, where practicable, be seen by any members of the public entitled to attend the meeting in order to exercise a right to speak at the meeting, and
  - (iii) to be so heard and, where practicable, be seen by any other members of the public attending the meeting.
- (b) A Member in remote attendance will be deemed to have left the meeting where, at any point during the meeting, any of the conditions for remote attendance in 3.3 (a) above are not met. In such circumstances, the Chairman of the meeting may, as he/she deems appropriate:-

## Woking Borough Council's Response to COVID 19 - Update

- (i) adjourn the meeting for a short period of time (not exceeding ten minutes) to permit the conditions for remote attendance of a Member contained in 3.3 (a) above to be re-established;
- (ii) count the number of Members in attendance for the purposes of the quorum, or
- (iii) continue to transact the remaining business of the meeting in the absence of the Member in remote attendance.

### 3.4 Remote Attendance at Meetings by Members of the Public

- (a) A member of the public entitled to attend the meeting in order to exercise a right to speak at the meeting is in remote attendance at any time if all three of the following conditions are satisfied, those conditions being that the member of the public in remote attendance is able at that time:-
  - (i) to hear and, where practicable, see and be so heard and, where practicable, be seen by Members in attendance;
  - (ii) to hear and, where practicable, see and be so heard and, where practicable, be seen by any other members of the public entitled to attend the meeting in order to exercise a right to speak at the meeting, and
  - (iii) to be so heard and, where practicable, be seen by any other members of the public attending the meeting.
- (b) A member of the public in remote attendance will be deemed to have left the meeting where, at any point during the meeting, any of the conditions for remote attendance in 3.4 (a) above are not met. In such circumstance. The Chairman of the meeting may, as he/she deems appropriate:-
  - (i) adjourn the meeting for a short period of time (not exceeding ten minutes) to permit the conditions for remote attendance contained in 3.4 (a) above to be re-established, or
  - (ii) suspend consideration of the item of business in relation to the member of public's attendance until such time as one or more following item(s) of business on the agenda have been transacted and the conditions for the member of the public's remote attendance have been re-established.

If the conditions for the member of public's remote access cannot be re-established before the end of the meeting, the item of business in relation to the member of public's attendance shall be determined in the absence of the member of public.

### 3.5 Declaration of Interests

Where a Member is required to leave a meeting as a result of having declared an interest in an item of business, the means of remote attendance to the meeting for that Member shall be severed whilst any discussion or vote takes place in respect of that item of business.



**3.6 Part II Business**

When a meeting goes into Part II to consider confidential/exempt items of business (as defined in Schedule 12A to the Local Government Act 1972), each Member in remote attendance shall ensure, and verbally declare, that there are no other persons present who are not entitled to hear, or see, consideration of such item(s).

**3.7 Method of Voting**

(a) A Member who considers that a vote on a recommendation before a meeting is required shall notify Member Services of that by noon on the working day prior to the meeting.

(b) Where a vote needs to be taken at a meeting, the Chairman of the meeting shall call, in alphabetical order, the names of the Members in remote attendance. The Member called shall state:-

“YES” if he/she is in favour of the recommendation, motion or amendment before the meeting, or

“NO” if he/she is against the recommendation, motion or amendment before the meeting, or

“ABSTAIN” if he/she does not wish to vote on the recommendation, motion or amendment before the meeting.

The result of the vote shall be announced by the Meeting Coordinator supporting the meeting.

(b) Where no vote needs to be taken, the Chairman of the meeting shall state that the recommendation, motion or amendment before the meeting is agreed.

**3.8 Council Meetings – Notices of Motion**

(a) When submitted to the Chief Executive's office under Standing Order 5, a Notice of Motion shall include the names of the Proposer and Secunder of the Motion.

(b) Every valid Notice of Motion shall automatically be referred to a meeting of the Executive falling before the next ordinary meeting of Council for consideration and report.

(c) No motion under Standing Order 5 shall be debated and considered (i.e. “taken on the night”) at the Council meeting for which the Notice of Motion was given.

**3.9 Council Meetings – Questions by Members**

(a) Questions under Standing Order 8 shall be submitted to the Chief Executive's office not later than noon, three working days before the Council meeting (i.e. by noon on the Monday prior to a Council meeting on a Thursday).

(b) Replies to questions shall be sent to all Members by 5.00 pm on the last working day before the Council meeting (i.e. by 5.00 pm on the Wednesday prior to a Council meeting on a Thursday).

## Woking Borough Council's Response to COVID 19 - Update

- (c) If the Member asking the question wishes to ask a supplementary question, he/she shall notify Member Services of that fact, by email, by noon on the day of the Council meeting.
- (d) Subject to paragraph 3.9 (c) above having been complied with, the Mayor shall call the Member to ask the supplementary question at the Council meeting.

### 3.10 Executive and Committees – Time Limit for Speeches

- (a) A Member wishing to speak on an item of business before a meeting shall notify Member Services of that by noon on the working day prior to the meeting.
- (b) Unless the Chairman of the meeting agrees otherwise, no speech shall exceed the following time limit:-
  - (i) Five Minutes:- Executive, Overview and Scrutiny Committee, Standards and Audit Committee (and its Sub-Committee), Licensing Committee (and its Sub-Committees) and Appeals Committee.
  - (ii) Ten Minutes:- Planning Committee.

### 3.11 Executive Procedure Rules – Questions by the Public

- (a) A member of the public asking a question of a member of the Executive under Rule 3 of the Executive Procedure Rules shall not be entitled to attend the meeting to put the question in person.
- (b) All replies to questions of members of the Executive, submitted by members of the public, shall be in writing.
- (c) No supplementary questions shall be asked by a member of the public.

### 3.12 Urgent Business

- (a) If a Member considers that there is an item of urgent business, he/she shall notify the Chief Executive of that item.
- (b) Subject to the relevant Chairman agreeing, the Chief Executive may arrange for the item of urgent business to be considered at an appropriate forthcoming meeting.

Addendum Ends

## Members Guide to Participating in a Zoom Meeting

### Prior to the Date of the Meeting

**Ensure you have read the agenda papers** well in advance of the meeting. All documents will be published through Mod Gov and will be available both through the Council's website (Part I documents only) and your iPad (Part I and Part II documents).

Paper copies of agendas, reports and minutes will no longer be issued to Members or Officers.

**Raise any questions** you have on agenda items with the relevant officers in advance of the meeting.

Submit to the Democratic Services Team ([member.services@woking.gov.uk](mailto:member.services@woking.gov.uk)):

- the list of agenda items you wish to **speak on**; the speakers will be taken in the order the requests are received. Deadline is noon on the working day before the meeting. This applies to all Councillors, whether or not they are Members of the Committee.
- whether there are any items you wish to hold a **vote** on. Deadline is noon on the working day before the meeting.
- your **apologies** in the event you are unable to attend. Deadline is noon on the working day before the meeting.
- any items you will **declare an interest** in. Deadline is noon on the working day before the meeting.
- Any **Notices of Motion** you wish to be considered by Council including the names of the proposer and seconder. Deadline is noon, seven days before the meeting.
- Any **Questions to Council** you wish to be considered. Deadline is noon, three working days before the Council meeting. Replies to questions will be sent to all Members by 5.00 pm on the last working day before the Council meeting. If you wish to ask a supplementary question, you must notify Member Services of that fact, by email, by noon on the day of the Council meeting.

Ensure you have read the **addendum to the Constitution** which sets out the way in which the Council will operate virtual Council meetings.

## Before the Start of the Meeting

**Choose a suitable room** from which to join the meeting, having consideration of your background. Avoid being too far from your wifi hub and be aware that other members of your household using the wifi may affect your connection.

**Dress smartly.** Bear in mind you and your surroundings will be visible during the whole of the webcast, not just when you speak.

Ensure your **equipment is set up** for ease of use and that both your laptop and iPad are connected to charging points. You may wish to have a pen and pad of paper available to make notes.

Ensure you have the **Zoom meeting ID and password** to hand, together with the phone number which would allow you to join a meeting in the event your internet connection fails. Ensure you have access to a phone.

**Join the Zoom meeting 10-15 minutes before the start time.** Open up the agenda papers on your iPad in preparation.

## During the meeting.

Ensure that your microphone is **muted** unless invited to speak by the Chairman.

The Chairman will call upon those who have previously advised that they wish to speak on an item. The **order of speakers** will be based on the order in which the requests were received.

For the Planning Committee only, the Ward Member for an application, where they are not on the Committee and have indicated in advance of the meeting that they wish to attend and speak, will be called first to speak.

If you wish to speak, but have not previously advised that you wish to do so, use the **Chat function** on Zoom to send a message to everyone that you wish to speak. Use RTS X, a shortened version of Request To Speak where X represents the agenda item number e.g. RTS 8). The Chairman will take the list of speakers in the order the messages are received.

**Members speaking will be time limited** to under five minutes (ten minutes for the Planning Committee) and asked not to repeat points made by other Members of the Council. Officers are similarly asked to keep their comments short.

## Woking Borough Council's Response to COVID 19 - Update

If you wish to **speak for a second time** during a debate, please use Chat to message the Chairman accordingly (RTS 7 for example).

If you have a **declaration of interest** in an item that requires you to leave the meeting, you will be placed in a virtual waiting room through Zoom for the duration of the item. While in the waiting room, you will not be able to listen to or view the Zoom meeting.

If a **vote** has been requested, the Chairman will ask each Member of the Meeting, alphabetically by surname, to which the response would be one of the following options:

**"YES"** if he/she is in favour of the recommendation, motion or amendment before the meeting'; or

**"NO"** if he/she is against the recommendation, motion or amendment before the meeting; or

**"ABSTAIN"** if he/she does not wish to vote on the recommendation, motion or amendment before the meeting.

Where no further Members have indicated a wish to speak on an item, and a vote has not been requested, the Chairman will state that, in the absence of any further speakers, the recommendation before the Meeting is taken as agreed.

If the meeting has to go into **Part II (Press and Public Excluded)** to consider confidential/exempt items of business (as defined in Schedule 12A to the Local Government Act 1972), you will have to ensure, and verbally declare, that there are no other persons present who are not entitled to hear, or see, consideration of such item(s).

**Draft Recovery Framework**

# WOKING POST-COVID-19 RECOVERY FRAMEWORK

Draft V1.5 03/06/2020

Panel Expert  
OPE Programme



Cabinet Office



Matthews Associates (UK) Limited

A: Catsfields House, 37 Vincent Road, Dorking, Surrey, RH4 3JB

M: 07941 618390

T: 01306 884848

E: [smatthews@matthewsassociates.co.uk](mailto:smatthews@matthewsassociates.co.uk)

Company registration number: 7531548 (England and Wales)

VAT number: 112 6585 28

## Table of Contents

1. Aims and Objectives .....	2
2. Consumer Perception Context: .....	3
3. Consumer Expectations on Safety/PPE: .....	5
4. Reopening High Streets Safely Fund .....	6
5. Government Announcement 25 <sup>th</sup> May reopening of non-essential retail .....	7
6. Crisis Stage (we are now leaving).....	7
7. Pre-Recovery Stage (building capacity and planning for recovery) .....	8
8. Recovery Stage (unlocking, re-opening and getting people back).....	11
9. Transformation (cross-cutting but mainly post recovery).....	16
Appendix A – Brief For Ardmore .....	18
Appendix B – B2C Proposal From Ardmore	
Appendix C – B2B Proposal From Air Social.....	23
Appendix D - Utilisation of public realm for additional seating and units .....	25
Appendix E: Weblinks.....	26
Appendix F: Key Internal Partners & Contractors .....	27
Appendix G: CMG Deleted Recommendations.....	28



# Woking Post-Covid-19 Recovery Framework: Draft V1.5

## 1. Aims and Objectives

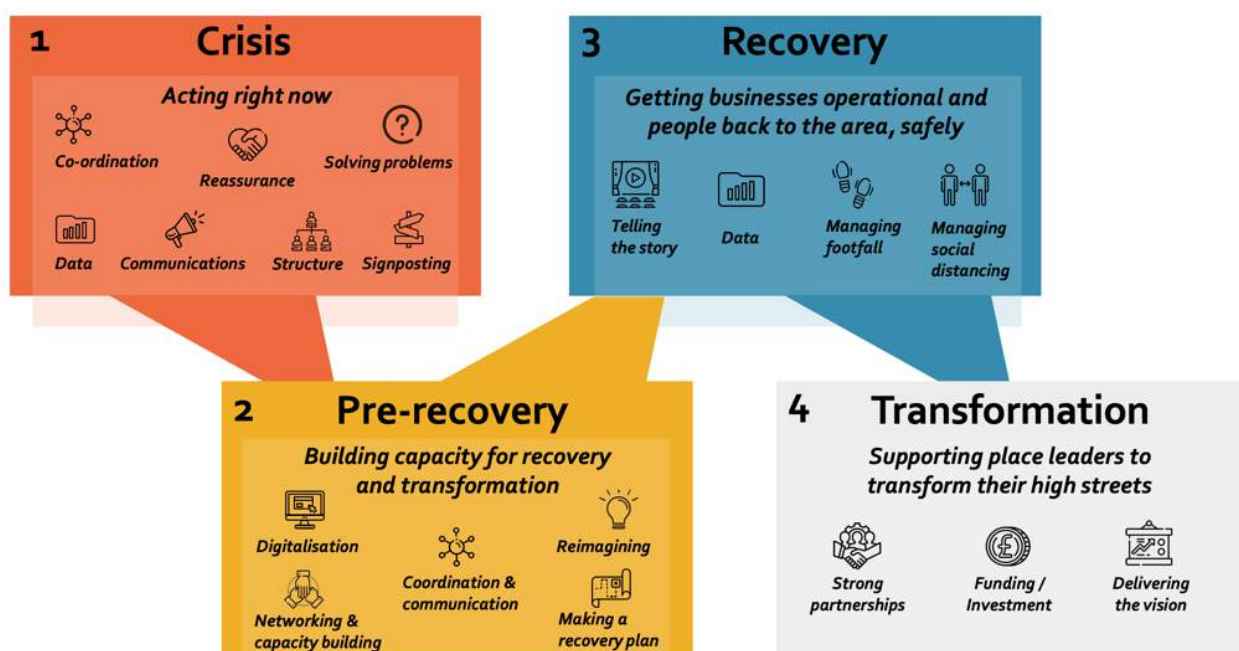
The aim of this report is to identify the issues and challenges presented to the Borough's commercial centres by the Covid-19 crisis. The report recommends a wide range of options to consider to support micro/SME businesses and to attract back residents, workers and visitors into the Borough's commercial centres. These in-line with the Government's phased relaxation of Covid-19 lock-down measures and the recommended activities outlined within the Reopening High Streets Safely Fund initiative announced 24<sup>th</sup> May 2020.

- Measures to create a safe environment, that is recognised by residents, workers and visitors
- Create a 'Borough to consumer' marketing and PR campaign to promote this safe environment
- Help restore customer foot-flow to the commercial centres as quickly as practically possible
- Encourage Borough based employees to transition back to their pre-Covid workplaces
- Provide on-going tangible support to the Borough's business community
- Identify and support sectors at specific high risk of failure and closure, especially SME businesses
- Engage and build recovery capacity across key internal and external stakeholders
- Plan for the four-stages of the crisis: Crisis, Pre-Recovery, Recovery and Transformation

### 1. Introduction:

The Recovery Framework plan will be based on the recommended High Street Task Force four-stage framework process, which identifies four clear stages of the Covid-19 crisis from the initial lockdown crisis stage, through to the potential future transformation options for our towns and high streets. We are now (as at 3<sup>rd</sup> June) transitioning between the final elements of the 'crisis' stage, the main 'pre-recovery' stage and some aspects of the economy just entering the 'recovery' stage.

### High Street Task-Force - Four Stage Framework

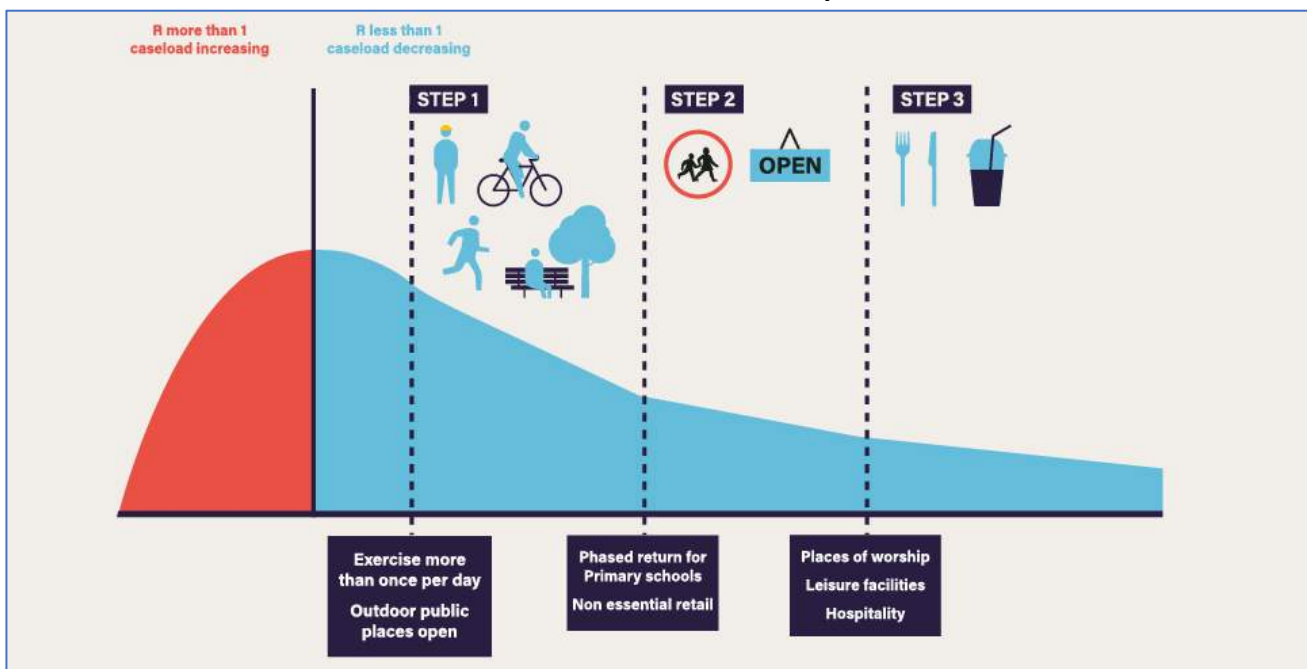


## 2. Consumer Perception Context:

We must look at any recovery plan within the dual context of what the Government has formally legislated for (and is advising via its published guidance), and as importantly, what the general public is feeling in terms of consumer sentiment, attitudes and future intentions. These are not necessarily aligned, as we are seeing with the discussions and debates over the extent of the relaxation of lock-down measures and the timeframes contained within the [Government's recovery strategy](#). These twin key drivers need to be accounted for and reflected within Woking's own recovery strategy.

The illustrations below taken from the Government Covid-19 recovery strategy and the most recent BVA/BRDC consumer sentiment tracker, show that although the Government steps of relaxing the lock-down in early June (1<sup>st</sup> and 15<sup>th</sup>) for retail and early July 2020 (no earlier than 4<sup>th</sup> July) for food and beverage/hospitality, consumers anticipated timeline to return to a restaurant or shopping mall are considerably longer at 4.1 months and 3.4 months respectively (see below). Although in-light of the well-publicised weekend crowds, these timelines could be interpreted as pessimistic for consumer sentiment. We are nevertheless potentially facing an imbalance between the relaxation of the lock-down measures and consumer confidence returning to sufficient levels to warrant their regular return to our town centres.

### The Government Published timeline in relation to the virus reproduction 'R rate'



Step 1 took place w/c 11<sup>th</sup> May 2020, predominantly starting 13<sup>th</sup> May with the re-opening of garden centres. Step 2 commenced 1<sup>st</sup> June with car-showrooms and markets, with non-essential retail re-opening from 15<sup>th</sup> June. Step 3: leisure, hospitality including food and beverage is currently stated as not re-opening before 4<sup>th</sup> July and could be later if the 'R rate' goes above 1 or other factors in the five tests measurement change adversely.

### BVA/BRDC Alligator Consumer Sentiment Tracker on the Impact of COVID-19 (29<sup>th</sup> May 2020)

The most recent BVA/BRDC Consumer sentiment tracker 26<sup>th</sup>–29<sup>th</sup> May, shows there is a still considerable time lag until consumers feel they will either go to a restaurant, go shopping or to a shopping mall.

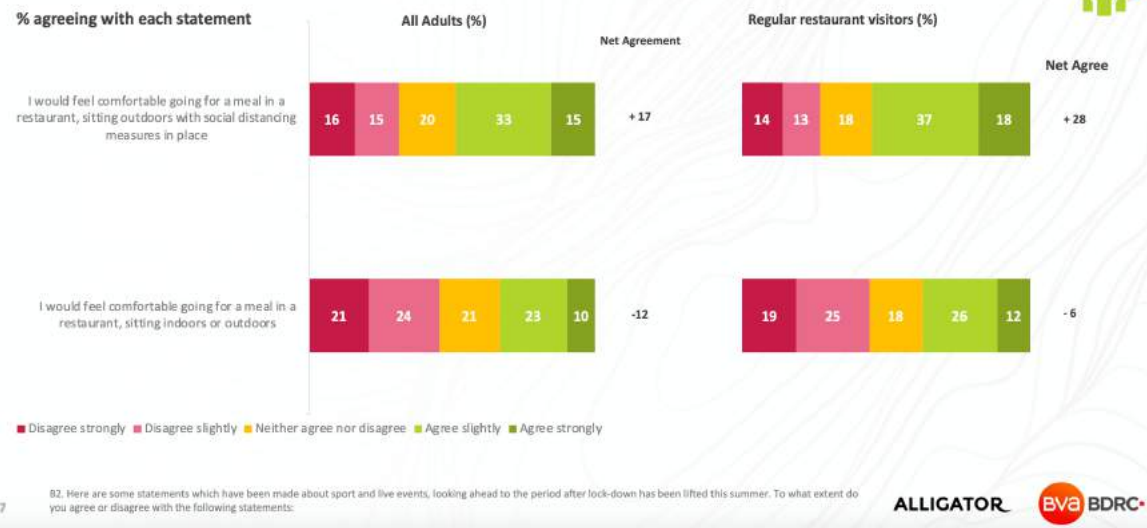
## Short-term plans for visiting restaurants and going out shopping jump significantly as news of easing restrictions comes through

Both restaurants and shopping centres are important places of congregation and as we see the restrictions eased on group gatherings, those wanting to go out and visit friends in familiar places increases. For both restaurant and retail sectors, the jump in those intending on going in the next 3 months has come from those who, one week ago, were planning on doing it but just didn't know when – indicating the significance of the recent government announcement in initiating this change.



The week 19<sup>th</sup> – 22<sup>nd</sup> May survey dug a bit deeper into attitudes for dining out, particularly relevant to Woking's food and beverage offer. The grey boxout statement below is from the reports executive summary.

## While intention to dine out at some point in the future remains widespread, this summer it is heavily predicated on outdoor space and social distancing measures

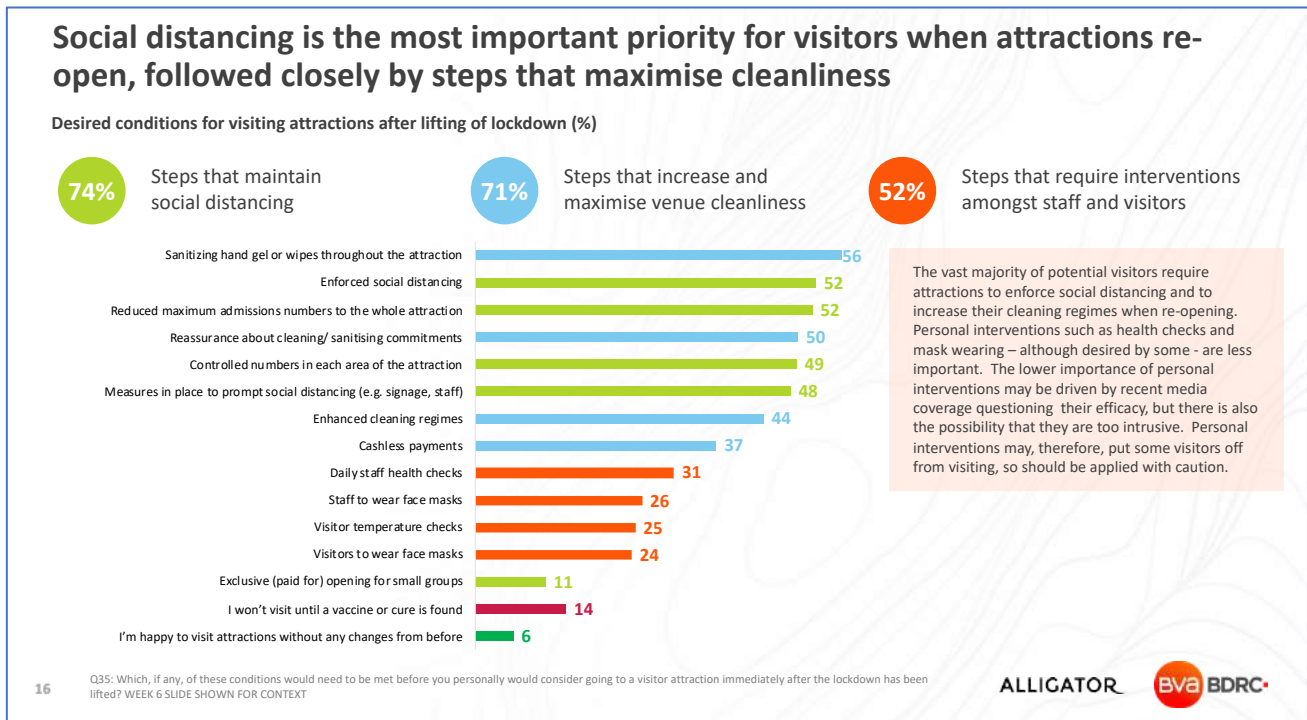


### INTEREST IN DINING OUT IS PREDICATED ON OUTDOOR SPACE & SOCIAL DISTANCING

While intention to return to dining out remains near-universal among our 'travel activist' sub-sample, the prospects for the restaurant sector over the summer are heavily predicated upon outdoor space and / or the ability to reassure through social distancing measures. Even among regular restaurant goers, there is little short-term appetite for dining inside or in spaces without social distancing measures.

### 3. Consumer Expectations on Safety/PPE:

Linked to the consumer sentiment tracker BVA/BDRC have also looked at consumer attitudes towards the external conditions that need to be met before returning. The table below is for visitor attractions, but the results are equally transferable to a town centre, retailer or other sales outlet.



The provision of tangible measures such as hand sanitiser and policies such as enforced social distancing are the most important to respondents. The above survey taken in early May we believe understates the acceptance of and demand for face masks, which have received much publicity over recent weeks and Government steer (albeit vague) on wearing them in public places and where 2m social distancing is challenging.

The most recent ONS survey on Coronavirus and the social impacts on Great Britain<sup>1</sup> dated 29<sup>th</sup> May 2020 stated almost 3 in 10 adults (29%) have worn a face covering outside of their homes in the past seven days in order to slow the spread of the coronavirus. For those that had worn a face covering, the most common situation was whilst shopping (67%), followed by exercising outdoors and running errands (both 20%). Regardless of whether they had worn a face covering in the past, over 4 in 10 adults (41%) said they were either very or fairly likely to wear one in the next seven days.

The same ONS report also stated over 4 in 10 adults (42%) said they had visited a park or public green space this week. Of these, 36% said they had met up with friends or family from outside of their household. Across Great Britain, just under 3 in 10 adults (29%) said they felt unsafe or very unsafe when outside of their home which has decreased from 41% last week. At the time of the survey, lockdown restrictions had started to change in England. For those living in England, feelings of safety varied for different activities outside of the home. While over half of adults (55%) felt safe when meeting with someone outside of their household outdoors, this fell to around 1 in 3 who felt safe when visiting shops (37%).

<sup>1</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandwellbeing/bulletins/coronavirusandthesocialimpactsongreatbritain/29may2020>

The above, even in light of media images of crowds visiting tourist hotspots and beaches, show there is still a reticence to visit public spaces including shopping destinations by a significant proportion of the population.

In the context of Woking's recovery plan, consumer expectations that the town and wider Borough will need to be a **safe** place to live in, work in and to visit must remain paramount. Proactive measures need to be taken to achieve this, as well as ensuring such measures are visible and obvious to the resident, worker or visitor. The measures adopted must leave no question in their mind that Woking and the wider Borough care about their safety and are taking all practical and reasonable measures to ensure this. These physical and practical measures need to be underpinned by a parallel consumer information campaign with strong compelling messaging informing consumers that Woking has re-opened and is ready to safely welcome shoppers, workers and visitors alike.

## 4. Reopening High Streets Safely Fund

This £50m fund was announced on Sunday 24<sup>th</sup> May, to support the safe reopening of high streets and other retail commercial areas. The funding will allow local authorities in England to put in place additional measures to establish a safe trading environment for businesses and customers, particularly in high streets, potentially up to end March 2021. Woking Borough Council was allocated **£89,721** from the fund.

What the fund can be utilised for has been clearly laid out in the Guidance Notes<sup>2</sup> the Fund will support four main strands of activity:

1. **Support to develop an action plan** for how the local authority may begin to safely reopen their local economies.
2. **Communications and public information activity** to ensure that reopening of local economies can be managed successfully and safely.
3. **Business-facing awareness raising activities** to ensure that reopening of local economies can be managed successfully and safely.
4. **Temporary public realm changes** to ensure that reopening of local economies can be managed successfully and safely.

The Government fund guidance cross-references the High Streets Task Force's COVID-19 Recovery Framework, which underpins our report methodology. It should be noted that the allocated £89,721 funding can only be utilised to fund activities delivering the above strands. As this is ERDF sourced funding there is a separate reporting regime for all Reopening High Streets Safely Fund expenditure.

Updated Government guidance issued on 29<sup>th</sup> May has given additional activity eligibility information with specific reference to the requirements of the European Regional Development Fund (ERDF) where the Government has sourced this funding. It should be noted that the funding has to be claimed retrospectively and adhere to the precise requirements of the ERDF rules to prevent claim disallowance. We recommend that an officer is allocated the task of checking expenditure that you wish to claim for is ERDF eligible and that all the requirements such as use of ERDF logo are adhered to, required evidence is collected and retained should the EU managing authority undertake a retrospective audit.

---

<sup>2</sup> <https://www.gov.uk/government/publications/reopening-high-streets-safely-fund-guidance>

## 5. Government Announcement 25<sup>th</sup> May reopening of non-essential retail

From 1<sup>st</sup> June Outdoor Markets and Car Showrooms are able to reopen, then from 15<sup>th</sup> June, other non-essential retail, ranging from department stores to small, independent shops, will be allowed to reopen.

Also On 25<sup>th</sup> May updated guidance for the retail sector detailing the measures they should take to meet the necessary social distancing and hygiene standards was published<sup>3</sup>. Shops will have limited the time to implement this guidance before they are allowed to reopen from 15<sup>th</sup> June.

## 6. Crisis Stage (we are now leaving)



We are undoubtedly exiting the current<sup>4</sup> crisis stage, with daily Covid-19 cases and deaths starting to level and reduce. Woking Borough Council has been primarily focussing on supporting residents and vulnerable people, although support for the Borough's businesses and wider economy remains firmly in-scope. The Council has been actively supporting the Borough's businesses via a number of measures and initiatives throughout the Crisis Stage.

### Core activities undertaken since lock-down:

- Distribution of Small Business Grant Fund, £10k & £25k grants to eligible businesses
- Processing business rate grants and relief for eligible Retail, Hospitality and Leisure businesses
- Discretionary top-up grants, awaiting final guidance from Government, WBC estimate £671k fund
- Opening dialogue with WBC commercial tenants experiencing income and cash-flow issues
- Liaison with Borough businesses experiencing hardship; giving advice guidance and signposting
- Signposting all businesses to Government support measures e.g. loans, furloughing, SEISS etc
- Supporting easy access to the commercial centres and free parking during lock-down period
- Working with business organisations such as Woking Works, Chamber, FSB, Enterprise M3 etc
- Sharing best-practice with other Surrey Authorities via twice weekly EDO virtual meeting
- Feeding into SCC wider Surrey County Recovery Plan and intelligence gathering
- Panel member on Surrey Chambers of Commerce recovery series of webinars
- Establishment of a Woking recovery plan initiative led by the Business Liaison Team

### Additional activities undertaken over recent weeks:

- Series of webinars available to all Borough businesses to disseminate information, guidance and advice, first one on business support measures was released w/c 18th May.
- Bespoke research/intel into what key challenges face Borough businesses and the support needed via a targeted SurveyMonkey surveys, first survey done w/c 11th May, results analysed.
- Dialogue with Woking Borough Council Estates regarding potential rent support measures available to the tenants, meeting undertaken together with Woking Shopping representatives.

<sup>3</sup> <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/shops-and-branches>

<sup>4</sup> The Government have identified the high risk of a second wave of the Covid-19 outbreak if relaxation measures are not strictly managed

- Positive information piece on Covid-19 support and core re-opening messaging in next edition of Woking Magazine, publication date mid-June.
- Initial coordination, communication and engagement regarding the emerging recovery plan initiative across multiple internal and external partners including Environmental Health, Car-Parking, Neighbourhood Services, Communications, Estates, The Woking Works Partnership, Woking Shopping and Ardmore.<sup>5</sup>
- Initial Coordination, communication and engagement with appropriate Elected Members: Cllr Kevin Davis, Portfolio Holder for Promoting the Local Economy and Cllr Ian Johnson Chairman Economic Development Task Group. Weekly briefing meetings with both.

### Final Steps – Crisis Stage

Ref:	Measure	Who	When	Outcome
CR01	Targeting remaining eligible businesses who have failed to claim their SGBF grants	Revenues & Benefits/Business Liaison, WW, Chamber, Partners	On-going	£1.76m unclaimed allocation as 31/05/20 granted to businesses
CR02	Launch of top-up discretionary grants. Promotion to businesses	Revenues & Benefits/Business Liaison, WW, Chamber, Partners	Early June	Allocated £671k top-up fund available for eligible businesses
CR03	Programme of WBC/WW support and webinars based around survey responses	Business Liaison/WW and partners	On-going	Dissemination of advice, guidance and best practice to businesses
CR04	Follow-up survey to w/c 11 <sup>th</sup> May to monitor change and revised priorities for support	Business Liaison/WW and partners	Target w/c 8 <sup>th</sup> June 2020	To update 11 <sup>th</sup> May survey results, help inform recovery actions

## 7. Pre-Recovery Stage (building capacity and planning for recovery)



We are now in this stage, where as well as dealing with the tail end of the crisis stage, we are planning for the recovery stage and future transformation stage. This is a critical stage where leaders and influencers need to come together to assess what our local economy could look like post-Covid-19, estimate the impacts of Covid-19 and start to map out the plans and actions needed to start the recovery stage. The human capacity and financial resources needed for the recovery stage need to be






identified and allocated. This stage will be dependent on the guidance from Government within their recovery strategy and roadmap for the relaxation of the lock-down, and for many business sectors the short to medium term guidance on social-distancing.

<sup>5</sup> Ardmore, marketing agency contracted by Woking Borough Council to deliver the #wearewoking brand.

## Core activities already undertaken within Pre-Recovery Stage

- Repurposing of the Economic Development Task Group to form an Economic Recovery Task Group<sup>6</sup>
- Cllrs Davis and Cllr Johnson engaged with, and participated in weekly project briefings
- New Gov't plan to rebuild '[The UK Government's Covid-19 recovery strategy](#)' reviewed
- New Gov't Guidance on public realm '[safer public spaces, urban centres and green spaces](#)' reviewed
- New Gov't Guidance on workplaces '[working safely during coronavirus](#)' reviewed
- New Gov't Guidance on social distancing '[staying alert and safe \(social distancing\)](#)' reviewed
- New Gov't Guidance on '[Coronavirus outbreak FAQs: what you can and can't do](#)' reviewed
- WBC Environmental Health engaged with and recovery planning discussed
- WBC Car-Parking and Neighbourhood Services engaged with and recovery planning discussed
- WBC Estates engaged with and recovery planning discussed
- WBC Communications engaged with and recovery planning discussed
- Woking Works members engaged with and recovery planning discussed
- Woking Shopping engaged with and recovery planning discussed
- Woking Business Advisor (consultant) re-engaged and supported first WW webinar
- First Woking Works business survey analysed and results used to inform future recovery activity
- B2B recovery marketing and communications planning undertaken with Woking Works
- B2C recovery marketing and communications planning undertaken with WBC Comms and Ardmore

The potential customer 'journey' from arrival in the town to departure from the town has been reviewed:

The Journey Component		Considerations
	Arrival in Town or Local Centre, parking, some requiring pay & display, most pay on exit	Signage, cleanliness, sanitisation, social distancing, positive promotional messaging
	Journey through WBC/SCC controlled public realm	Contract standards with Serco, cleanliness, sanitisation, social distancing, + messaging
	Through private 'public' realm e.g. shopping centre or privately owned spaces	Entrance sanitisation points, strict social distancing, cleanliness & hygiene regimes
	Shopping or services within private business premises	Individual businesses adherence to social distancing and in-store hygiene & PPE measures
	Departure from Town or Local Centre, most via pay on exit chip & pin pay machine	Return journey across public realm, pay on exit, chip & pin sanitisation, cleanliness of exit routes

The pre-recovery planning stage is well underway with a number of key actions already done or in-train.

<sup>6</sup> Subject to Economic Development Task Group approval and revised terms of reference



## Next Steps - Pre-Recovery Stage

Ref:	Measure	Who	When	Outcome
PR01	Ardmore B2C and Woking Works B2B comms plans reviewed and agreed	Business Liaison team, WBC Comms, Ardmore & Air Social	w/c 1 <sup>st</sup> June 2020	B2B & B2C comms plans agreed and incorporated in recovery framework
PR02	Internal and external consultation of this recovery framework document	Officers & ERTG Members, key strategic partners	June 2020	Feedback received and final draft document completed
PR03	Final draft recovery framework and plan reviewed by CMG	Officers & Members	w/c 1 <sup>st</sup> June 2020	Final agreed document published
PR04	Budget implications of recovery framework plan agreed by CMG	Officers & Members	w/c 8 <sup>th</sup> June 2020	Agreed budget allocated to relevant departments
PR05	Next live Woking Works webinar planned,	Business Liaison, WW and Woking Chamber	w/c 1 <sup>st</sup> June 2020	To engage with & inform businesses of the Borough's re-opening plan
PR06	Budget implications of recovery framework plan agreed by CMG	Officers & Members	w/c 15 <sup>th</sup> June 2020	Agreed budget allocated to relevant departments

## 8. Recovery Stage (unlocking, re-opening and getting people back)



This is to be a phased approach running in parallel with the Government's relaxation of the lock-down. Selected low-risk sectors will be unlocked first, such as non-essential retail in early June, with higher-risk sectors and leisure activities later on throughout the year, but no earlier than July. Social distancing measures will run parallel with unlocking, with the inherent impact on viability for some sectors such as food and beverage and entertainment. We currently can only make an educated guess of what the 'new normal' will be for the Borough's economy. The economic impact of Covid-19 and future changes to consumer behaviour will be key.

*The following options listed below are thematically grouped and provide you with individual recommendations to consider within each broad theme. They have identified as being short, medium and long term, within the timelines listed below and they have been allocated to potential 'owner'. We have not been able to cost these within the time available relying on individual officers to update CMG on whether within or outside their current budgets or whether to be funded from the Government High Street re-opening safely fund. We have avoided listing recommendations that are excessive or will not directly address the wider recovery challenge.*

<b>Timelines:</b>	S = Short	1-3 months	(Completed June/July/August)
	M= Medium	4-6 months	(Completed September/October/November)
	L= Long	+6 months	(December onwards)

REC01	Aim: Re-establish Woking and local commercial centres as consumer destinations through messaging campaigns	Time -line	Who	Cost Source
Links to High Street re-opening fund strand 2. Communications and public information activity				
REC01A	- Positive B2C messaging of Woking (and Borough) being <b>safe</b> to live in, work in and to visit	S/M	MarComms Ardmore	£ TBC
REC01B	- Campaign focus on Woking USPs, large public spaces, accessibility by car, cycle and on foot	S/M	MarComms Ardmore	£ TBC
REC01C	- B2C Marketing and promotion across multiple media types: social, online and physical	S/M	MarComms Ardmore	£ TBC
REC01D	- Utilisation of #wearewoking campaign, social media and website for primary messaging	S/M	MarComms Ardmore	£ TBC
REC01E	- Utilisation of Woking town Wi-Fi splash page and ability to message Wi-Fi users	S/M	MarComms Ardmore	£ TBC
REC01F	- Physical re-opening messaging throughout Borough; poster sites and car-park wrap-arounds	S/M	MarComms Ardmore	£ TBC
REC01G	- Utilisation of WBC Woking Magazine to promote positive B2C re-opening message	S/M	MarComms	£ TBC
REC01H	- Encourage consistent positive messaging across all partners: WBC, WW, Woking Shopping	S/M	MarComms	£ TBC
REC01J	- Sector specific B2C marketing when food and beverage sector is allowed to reopen with social distancing	M/L	MarComms Ardmore	£ TBC

REC02	Aim: To support the Boroughs businesses through transition from lock-down to re-opening	Time-line	Who	Cost Source	
Links to High Street re-opening fund strand 3. Business-facing awareness raising activities					
REC02A	- B2B messaging via Woking Works to engage with as many Borough businesses as possible	S/M	Business Liaison	£ none	
REC02B	- Ensuring all Government grants and support packages are promoted and signposted	S/M	Business Liaison	£ none	
REC02C	- WBC Advisor, WW partners, EM3 Growth Hub provide 1-2-1 business advice and guidance	S/M	Business Liaison	£ none	
REC02D	- Local targeted support packages and webinars to available to Borough Businesses	S/M	Business Liaison	£ none	
REC02E	- Promote Businesses listed in WW directory and the equivalent #wearewoking listing	S/M	Business Liaison	£ none	
REC02F	- Advise businesses their Google entries are up-to-date and reflect opening times and services (360° Maps)	S/M	Business Liaison	£ TBC	
REC02G	- Review the need to assist/support with procurement (not provision) of PPE for smaller businesses	S/M	Business Liaison	£ TBC	
REC02H	- Support package for food & beverage outlets, review of 'Best Bar None' see REC09	M/L	Business Liaison	£ TBC	
REC02J	- Review assistance/packages available to help businesses develop an online presence e.g. <a href="https://near.st/">near.st</a> <sup>7</sup>	M/L	Business Liaison	£ TBC	
REC02K	- WBC Estates, open dialogue with WBC commercial tenants on a case by case basis	M/L	Estates	£ TBC	
REC02L	- EHO advice and guidance for businesses, minimising need for enforcement	M/L	Environmental Health	£ TBC	

REC03	Aim: Collect data and intelligence, reporting and analysis against pre-Covid	Time-line	Who	Cost Source	
Not eligible for High Street re-opening fund					
REC03A	- Foot-flow monitoring to measure recovery against historic datasets	S	Woking Shopping	£ TBC	
REC03B	- Analysis of car-parking data to measure recovery against historic datasets	S	N/hood Svc	£ TBC	
REC03C	- Use of Woking town Wi-Fi measured against historic datasets	S	Business Liaison	£ none	
REC03D	- Measurement of key outputs from B2B and B2C re-opening campaigns	M	MarComms Bus Liaison	£ TBC	
REC03E	- Continued promotion of wider surveys and commissioning of bespoke Woking surveys	M	Business Liaison	£ TBC	

REC04	Aim: Maximise the positive car-parking experience in WBC owned and operated car parks	Time-line	Who	Cost Source	
Links to High Street re-opening fund strand 4. Temporary public realm changes					

<sup>7</sup> Website portal for local businesses to sell their goods and services online. [https://about.near.st/?utm\\_source=shops.near.st](https://about.near.st/?utm_source=shops.near.st)

REC04A	- Enhanced cleaning regime across all car-parks, management of Skanska contract	S	n/hood svcs	£TBC	
REC04B	- Visible sanitisation procedure for chip and pin payment machines and keypads	S	n/hood svcs	£TBC	
REC04C	- Review whether 'keep to left' needed in multi-storey stairwells and pinch points	S	n/hood svcs	£TBC	
REC04D	- Sanitisation, cleanliness and social distancing protocols with WBC owned and operated lifts	S	n/hood svcs	£TBC	
REC04E	- Review whether social distancing e.g. floor marking needed at busiest payment machines	S	n/hood svcs	£TBC	
REC04F	- Utilisation of poster and barrier wrap-around display space to reinforce B2B and B2C messaging	S	MarComms Bus Liaison	£ none	
REC04G	- Review whether installation of PPE/Sanitiser vending machines viable in car-parks	S	n/hood svcs	£TBC	
REC04H	- Provision of contactless and mobile app payment systems in conjunction with ongoing system procurement.	L	n/hood svcs	£TBC	
REC04J	- Date of reintroduction of car parking charges across WBC car-parks – July 2020	S	CMG	£TBC	
REC04K	- Removed see Appendix				
REC04L	- Removed see Appendix				

REC05	Aim: To create a safe, positive environment within public realm in WBC control	Time-line	Who	Cost Source	
Links to High Street re-opening fund strand 4. Temporary public realm changes					
REC05A	- Enhanced cleansing regime across all public realm, management of Serco contract	S	n/hood svcs	£TBC	
REC05B	- Visible bin sanitisation and rubbish bag emptying procedure for WBC litter bins	S	n/hood svcs	£TBC	
REC05C	- Enhanced cleaning/sanitisation and entry/exit management of WBC public toilets	S	n/hood svcs	£TBC	
REC05D	- Review whether social distancing measures needed for queues extending into public realm	S	n/hood svcs	£TBC	
REC05E	- Specific distancing measures for public transport queues; bus, rail and taxi points	S	n/hood svcs	£TBC	
REC05F	- Review whether 'keep to the left' distancing needed at narrow pinch points	S	n/hood svcs	£TBC	
REC05G	- Review of street furniture, especially seating to achieve social distancing	S	n/hood svcs	£TBC	
REC05H	- Utilisation of signage, poster and wrap-around display spaces to reinforce B2C messaging	S	n/hood svcs	£TBC	
REC05J	- Removed see Appendix				
REC05K	- Removed see Appendix				

REC05L	- WBC Enforcement Officers, enhanced training on social distancing and enforcement	S	n/hood svcs	£TBC	
REC05M	- Review whether installation of PPE/Sanitiser vending machines viable in public realm	M	n/hood svcs	£TBC	
REC05N	- Removed see Appendix				
REC05P	- Removed see Appendix				
REC05Q	- Review Gov't new guidance on post-Covid-19 public realm with regard to extension of pedestrianisation	L	n/hood svcs	£TBC	
REC05R	- Review Gov't new guidance on post-Covid-19 public realm with regard to widening of pavements	L	n/hood svcs	£TBC	

REC06	Aim: to create a safe positive public realm within private control e.g. shopping centres	Time-line	Who	Cost Source	
	Not eligible for High Street re-opening fund				
REC06A	- Enhanced cleansing regime across all public areas, management of contract	S	Estates/Wok Shopping	£ n/a	
REC06B	- Enhanced cleaning/sanitisation and entry/exit management of public toilets	S	Estates/Wok Shopping	£ n/a	
REC06C	- Sanitiser gel stations on all main entrances to the centres	S	Estates/Wok Shopping	£ n/a	
REC06D	- Visible bin sanitisation and rubbish bag emptying procedure	S	Estates/Wok Shopping	£ n/a	
REC06E	- One-way system for walkways to maximise social distancing	S	Estates/Wok Shopping	£ n/a	
REC06F	- Social distancing measures for shop unit queues extending beyond their frontage	S	Estates/Wok Shopping	£ n/a	
REC06G	- Review seating throughout centres to achieve social distancing	S	Estates/Wok Shopping	£ n/a	
REC06H	- Review of WS Food Court seating and queue management	S	Estates/Wok Shopping	£ n/a	
REC06J	- Security and cleaning staff, enhanced training on social distancing and enforcement	S	Estates/Wok Shopping	£ n/a	
REC06K	- Utilisation of digital screens, poster spaces and floor stickers to reinforce B2C messaging	S	Estates/Wok Shopping	£ n/a	
REC06L	- Review 'virtual queuing' mobile app being developed for Asda <sup>8</sup>	M	Estates/Wok Shopping	£ n/a	
REC06M	- Shared intelligence from tenant/occupier surveys and feedback	M	Estates/Wok Shopping	£ n/a	
REC06N	- Review installation of PPE/Sanitiser vending machines (masks, gloves etc) at entry points	M	Estates/Wok Shopping	£ n/a	
REC06P	- Review of disinfection and fogging, whether safe and practical for regular use	M	Estates/Wok Shopping	£ n/a	
REC06Q	- Removed see Appendix				

<sup>8</sup> <https://news.sky.com/story/coronavirus-asda-trials-virtual-queuing-as-it-plans-for-longer-term-social-distancing-11991278>

REC07	Aim: Review Borough's Arts, Culture and Leisure provision post-Covid-19	Time-line	Who	Cost Source
Not eligible for High Street re-opening fund				
REC07A	- Review Celebrate Woking programme scheduled commencement in light of Government guidance	L	Business Liaison	£TBC
REC07B	- Liaison with leisure providers to align with B2C re-opening campaign when allowed	M	Community services	£TBC
REC07C	- Removed see Appendix			
REC07D	- Removed see Appendix			

REC08	Aim: Engagement with Borough office occupiers and their employees	Time-line	Who	Cost Source
Not directly eligible for High Street re-opening fund				
REC08A	- Business Liaison engagement with Borough key office occupiers	S	Bus Liaison /Estates	£ TBC
REC08B	- Intelligence on social distancing and revised level of occupation	S	Estates	£ TBC
REC08C	- Positive messaging to employees returning to work within Borough centres	S	Bus Liaison /Marcomms	£ TBC
REC08D	- Promotion of accessibility via car, cycle and walking	M	Bus Liaison/ Marcomms	£ TBC

REC09	Aim: Engagement with Borough food & beverage operators with a view to minimise business failures	Time-line	Who	Cost Source
Links to High Street re-opening fund strand 3. Business-facing awareness raising activities				
REC09A	- Engagement with businesses within the food and beverage, hospitality and accommodation sectors	S	Business Liaison	£ TBC
REC09B	- Bespoke B2B support packages for the sectors including advice, guidance and signposting	S	Business Liaison	£ TBC
REC09C	- Positive B2C messaging when sector allowed to re-open, with social distancing measures	M	MarComms Ardmore	£ TBC
REC09D	- Deleted see Appendix			
REC09E	- Review Best-Bar- None initiative for restaurants, public houses and bars, relaunch of scheme	L	Business Liaison	£ TBC

## 9. Transformation (cross-cutting but mainly post recovery)

### Transformation

*Supporting place leaders to transform their high streets*



Although the final stage, this in reality will cut-across all stages of the framework, as we collectively need to start considering the transformation of our commercial centres from this point onwards. Pre-Covid-19 there was considerable attention being given to the demise of the 'High Street', especially in light of the exponential rise of online retailing.

Woking through significant investment in the town centre, acquisition of key assets, attracting key occupiers, improvement of the food and beverage offer, a proactive event programme, experiential content management and effectively building its own town centre customer base through residential development, has managed to lessen the impact of the structural change to consumer behaviour. This notwithstanding the lasting impact of the Covid-19 pandemic, both economically and through changes in consumer attitude need consideration within the wider recovery plan:

TR01	Aim: Regeneration of the Borough's commercial centres	Time-line
TR01A	- Maintaining ambitious regeneration and development plans for Woking and Borough	L
TR01B	- Review of the planned retail, hospitality and residential mix in light of Covid-19	L
TR01C	- Continued acquisition of key sites across the Borough for redevelopment	L
TR01D	- Lobbying Government for PWLB flexibility in light of Covid-19	L
TR01E	- Continued development of Borough cycling and walking accessibility infrastructure	L
TR01F	- Accelerated introduction of dedicated parking and charging points for e-vehicles & e-bikes	L

TR02	Aim: Help Borough businesses with resilience planning	Time-line
TR02A	- Removed see Appendix	
TR02B	- Development of on-line digital 'clicks' presence in addition to physical 'bricks' presence	L
TR02C	- Assist businesses with advice on resilience planning, the next Covid-19	L

TR03	Aim: Attract Inward Investment into the Borough	Time-line
TR03A	- Review future uses of premises vacated through post-Covid business failure	L
TR03B	- Review viability of shared-service units for micro independents and artisans	L
TR03C	- Review Inward Investment proposition to occupiers seeking lower premises cost	L
TR03D	- Promotion of local employment opportunities vs. outbound commuting. 'Live and work'	L
TR03E	- Continued research and intelligence gathering on occupation trends and demand	L

TR04	Aim: Position Woking as a multi-service 'destination'	Time-line
TR04A	- Review the 'Place Making' agenda and previous 'Destination Woking' plans in light of Covid-19 crisis	L
TR04B	- Review the town in terms of a multi-service 'destination' across retail, leisure and employment	L



## Appendix A – Brief For Ardmore<sup>9</sup>

### Woking Re-Opening – Marketing Brief: 13/05/2020

#### Key message:

Woking is re-opening/re-opened\* as a safe place: to shop, to work, and to visit.

\*depending on timing of messaging

#### Audiences:

Mainly business/place to consumer, but there are subsectors within this:

- Consumers coming for shopping, services and leisure, residents within the Borough
- Consumers/visitors for shopping services and leisure, from outside the Borough
- Workers returning to their places of work, although they are consumers as well
- Commuters utilising the transport node, passing through, but again are consumers

We delineate slightly between residents and non-residents as we anticipate the messaging may need to be nuanced in terms of residents returning to and supporting their local town centre vs. consumers from outside Borough with potentially less affiliation with the town and greater pull from competing centres also re-opening. Also WBC communications will have been in touch with residents throughout the lock-down, maintaining key messaging.

The Business to Business messaging is anticipated to be mainly achieved via the Woking Works partnership and partners. In terms of support for Borough businesses to re-open etc.

A strong consumer message that Woking Borough is re-opening and safe will also present positive picture to businesses/employers based within the town in terms of encouraging back their employees to work and longer-term may assist with wider inward investment messaging.

#### External Considerations:

The campaign needs to closely adhere to the Government's "OUR PLAN TO REBUILD: The UK Government's COVID-19 recovery strategy" [Link](#)

Plus latest supplemental Gov't guidance issued such as:

- Staying alert and safe (social distancing) [link](#)
- Coronavirus outbreak FAQs: what you can and can't do [link](#)

#### Key Partners for consistent messaging:

- Woking Borough Council, via Ardmore and the #WEAREWOKING B2C site
- Woking Shopping (Peacocks and Wolsey Place) via the Woking Shopping B2C site
- Woking Works (primarily B2C messaging and support) via the Woking Works B2B site
- Any major advertisers based in Woking, mirror/piggyback our key messages
- Representatives from larger secondary/tertiary centres, local promotion

---

<sup>9</sup> Ardmore, adverting and marketing agency retained by WBC

## Woking (Borough) Recovery Project Scope:

We are primarily looking at the Woking Town Centre, but we need the project to include the secondary centres including West Byfleet, Knaphill, Old Woking, St Johns, Horsell & Westfield.

- From arrival into the town/centres, any positive messaging needed on arrival, poster/billboards etc
- Car-parking, positive messaging and hygiene/cleanliness of parking infrastructure
- Public transport nodal points, likely to be within WBC public realm as below
- Footpath/Cycle-path network, also within WBC public realm as below
- Public realm under WBC control, high standards, visibility & profile of Serco operatives etc
- Public realm under private control (Woking Shopping), hygiene/cleanliness measures throughout
- Individual A1 Shops, A2 establishments & A3 when allowed, localised measures within premises
- Other services being accessed, Council, Library, Arts & Leisure, professional services
- Employees working within the town centre, same as above but for work

## Questions:

- What should such re-opening/re-launch a campaign consist of?
- Social media, if so which and how?
- Role of high profile influencers and ambassadors?
- Other media to consider, newspapers (WN&M), magazines, local publications etc?
- Local radio stations?
- Signage, billboard, poster and banner sites, both local and further afield?
- Bus advertising?
- Google, Facebook pay per click advertising?
- Google business entries, opening times, reviews etc
- #WEAREWOKING as primary B2C website and message identifier?
- #WEAREWOKING information portal for B2C businesses within the Borough
- Promotion of new information such as business re-opening, special offers etc
- Cross-cutting consistent messaging across all key Woking websites?
- Linkage to Woking free wi-fi splash page?
- E-campaigns via partners or GDPR compatible databases?
- New messaging such as #welcomebacktowoking, #safeshoppingwoking, #safewoking ?
- Timeframes, from June relaxation onwards to maybe Christmas, message phasing?
- Phased opening of some (higher-risk) sectors such as F&B sector later in year?
- Cancellation and postponement of Celebrate Woking events, re-formatting, re-scheduling?
- The 'new normal' in terms of social distancing, transformation of business processes?
- Alignment with Gov't messaging as it develops along the 'roadmap to recovery'
- Budget required for the project, from where?

## Next Steps

Propose a Zoom meeting as soon as some thoughts have been given to the above?

Participants: Andy Denner, Chris Norrington, Simon Matthews, + others?

SCM/13052020

## Appendix B – B2C Proposal From Ardmere



### #WeAreWoking – B2C recovery framework

Campaign Objective – What are we working to achieve?		
Rebuild the confidence of Woking residents, commuters and visitors in line with the government's phased recovery plan. Ensure we are staying connected with as many people as possible – using all through-the-line channels to broadcast key information on progress.		
Messaging strategy – what we are going to say		
Leverage the brand equity and empathetic tone of the #WeAreWoking initiative to keep people who live, work, visit and socialise in the borough...		
1. <b>Safe</b> – delivering key operational information on measures being taken by the council to ensure the safety of everyone	2. <b>Informed</b> – updating people on progress of phased recovery and new developments through agile, templated advertising assets	3. <b>Positive</b> – maintaining a stream of positive and optimistic news and stories to support the functional and informative updates on progress
Media strategy – how we are going to reach people		
The below showcases the media channels and platforms at our disposal. Categorized under Paid, Owned and Earned, we must ensure the right message is delivered on the right medium.		
Paid channels will always deliver reach at scale however Owned and Earned channels are traditionally more trusted, authoritative sources (especially during times of national crisis). These core strengths must be a key consideration in determining what we say where.		
<b>Paid Advertising channels</b>	<b>Owned Advertising channels</b>	<b>Earned Advertising channels</b>
Any advertising that you pay for. Traditionally this would include TV adverts, radio spots, and print advertising.	The content you create and publish on a channel you own. This includes your website and your social media channels.	All content and conversation that has been created and published somewhere other than your owned channels.
Paid Social	We Are Woking Website	PR comms
Key for hyper targeting multiple messages to Woking and surrounding Borough areas quickly.  Furthermore, a variety of different messaging will be used to ensure relevancy to target audiences.  Council PSA assets will be repurposed for social optimisation and targeted to consumers.	Continue to add new articles to Woking Together section of website (minimum 3 per week) – include regular updates on latest govt. advice and community support.  Create a webpage with list of businesses who have reopened. Link in with activity from Working Works.	Create a continually updated shared bank of news hooks – preopening and official opening plans for retail, services, and leisure.  Regularly liaise with Woking Works, WBC, and Woking Shopping to identify priority themes & news hooks (and advise on photography requirements).  Create an agreed PR template for news stories which incorporates all



		<p>agreed messaging, advice, quotes, and information/signposting.</p> <p>Create best practice examples for safe, managed, successful openings.</p> <p>Pitch relevant, priority news stories and features to key local, regional and trade media.</p> <p>Provide relevant news story focus on areas identified outside Woking Town Centre.</p>
<p>Digital display (programmable)</p>	<p>#WAW Wi-Fi / E-mailers</p>	<p>Social media conversation</p>
<p>Banner advertising will be used to target Woking, West Byfleet, Knaphill, Old Woking, St Johns, Horsell &amp; Westfield.</p> <p>Banner advertising will be shown on websites frequented by our target audience and guide them toward the campaign landing page.</p> <p>As a digital format this will allow for quick and flexible messaging.</p>	<p>2 x monthly e-mail campaigns will continue to raise awareness of key updates.</p> <p>Update Wi-Fi portal splash page and thank you e-mail to remind people of social distancing guidelines.</p>	<p>Daily monitoring of the #WeAreWoking hashtag and social tags across all social channels and sharing of posts when appropriate.</p> <p>Encouraging the use of the hashtag in posts to increase engagement</p> <p>Monitoring of the <a href="mailto:hello@wearewoking.com">hello@wearewoking.com</a> email address and sharing received content</p>
<p>Outdoor</p> <p>This will be used as trigger point messaging to empathise with the local community.</p> <p>48 sheets, bus rears, 6 sheets and digital kiosks have already been agreed and will be used to convey reassuring messages in Woking itself and surrounding areas.</p>	<p>#WAW Facebook</p> <p>Continue to share all website updates and key stories collated from the community.</p> <p>Sharing 3 – 4 posts a week, ranging from govt. guidelines to positive news including Top Tips and how to get involved.</p>	<p>Additionally, we would recommend implementing a Social Listening Tool in order to delve deeper into the use of the hashtag and analyse campaign sentiment.</p> <p>Social Listening can be used for the various accounts – Woking Shopping, Working Works and Woking Council; in order for us to gain a bigger picture and detailed, valuable consumer insights.</p>
<p>Press advertising</p> <p>Full page advertorials will be used to convey a depth of useful information to our older demographic who will need more information in order to change their perception.</p>	<p>#WAW Instagram</p> <p>Continue to share User Generated Content and use Instagram as a hub for positive stories and imagery, encouraging use of the #WeAreWoking hashtag to join the conversation.</p> <p>Sharing 3 – 4 posts a week including management of Instagram Story and hashtag mentions.</p>	



<p>These will run across Woking News and Mail and Surrey Advertiser Series.</p>		
<p>Radio/Audio</p>	<p>#WAW Twitter</p>	
<p>Eagle Radio will continue to be used as a trusted voice during this pandemic.</p>	<p>Continue to post regular tweets daily, including retweeting of specific Woking Council updates and shareholder communications. Given the speed of updates, Twitter will be primarily used to reshare content. Tweets will include updates from local businesses such as reopening news in line with Woking Works activity</p>	
<p>40" spots will be used in order to deliver information.</p>	<p>#WAW LinkedIn</p>	
	<p>Sharing 3 – 4 posts a week with a focus on specific business-related news and updates, targeting local businesses. Posts will also include any key development updates and progress.</p>	

## Appendix C – B2B Proposal From Air Social<sup>10</sup>

### **Woking's Business Recovery and Action Plan**

Following the completion of the recent discovery session into how we can best support Woking business in the coming months by accelerating the messaging through social media platforms and Woking Works website predominately between June, July and August 2020. This plan will allow us to support businesses through the crisis by informing them of the support available from Woking Works and its partners. In addition the campaign will expand its reach beyond Woking for part three to target businesses that have the potential to move their businesses to Woking.

#### **Part 1**

##### **Increase the membership of the business directory**

Targeted digital advertising will be used to achieve this objective through LinkedIn, Twitter, Facebook & Instagram. We will reach all the businesses in Woking by identifying them on these platforms.

There will be a three stepped approach with how adverts are served to each audience.

Advert 1 - Who are Woking Works and its partners - how can it help your business??

Advert 2 - Sign Up to the Directory

Advert 2 - Information about Woking Works and its directory members (offers etc)

Advert 3 - Podcasts past and present (either listen back or encouraged to join the next one)

Advert 4 - Podcast attendance sign ups

#### **Part 2**

##### **Engage with directory members**

There will be a repeat each month to the targeted advertising but with additional adverts set up with new information provided. The purpose of repeating Part 1 in Part 2, is to ensure that as many businesses as possible understand what Woking Works and its partners can do to support them through crisis and recovery.

Advert 1 - Who are Woking Works and its partners - how can it help your business??

Advert 2 - Sign Up to the Directory

Advert 3 - Information about Woking Works and its directory members (offers etc)

Advert 4 - Podcasts past and present (either listen back or encouraged to join the next one)

Advert 5 - Podcast attendance sign ups

Additional Adverts to Part 1:

Advert 6 - The latest changes fro the government

Advert 7 - A selection of the latest members profiles advertised

Advert 8 - A selection of Woking Business Offers

Advert 9 - Promoted communication to Woking businesses that have signed up

Advert 10 - (Visit our partner sites for Information about Woking Shopping & lifestyle)

#### **Part 3**

##### **Inward Investment**

We will proactively be targeting businesses outside of Woking Borough to encourage them to move their business to Woking by showcasing the support network and available premises.

Adverts carried forward from part 1 & 2:

Advert 4 - Podcasts past and present (either listen back or encouraged to join the next one)

Advert 5 - Podcast attendance sign ups

Advert 6 - The latest changes fro the government

---

<sup>10</sup> Social media advertising and marketing agency providing services to Woking Works

- Advert 7 - A selection of the latest members profiles advertised
- Advert 8 - A selection of Woking Business Offers
- Advert 9 - Promoted communication to Woking businesses that have signed up
- Advert 10 - (Visit our partner sites for Information about Woking Shopping & lifestyle)

#### Additional Programmed adverts

- Advert 11 - Woking Office Premises
- Advert 12 - Showcasing Woking Businesses
- Advert 13 - Highlights of being a Woking business
- Advert 14 - Woking as a business destination

### **Here are some of the audiences we will be targeting and engagement with during the campaign:**

#### **LinkedIn**

##### **Audience 1**

Small Business Owners

- Recently or Live In Woking
- Job Titles: Small business manager, business manager, senior business manager, branch manager, small business owner, owner, independent business owner, founder, co-founder, director, managing director, executive director, chief executive officer, president, co-owner, franchise owner, shop owner, salon owner, agency owner, restaurant owner, store owner, managing owner, joint owner, independent owner.

Total: 4,800 Users

##### **Audience 2**

Small Businesses (KDM's)

- Recently or Live In Woking
- Job Seniority: Partner, Owner, CXO, VP, Director, Manager, Senior
- Company Size: 1-50 employees

Total: 3,600 Users

##### **Audience 3**

Self-Employed

- Recently or Live In Woking
- Company Size: 1

Total: 340 Users

#### **Twitter**

##### **Audience 1**

Woking Small Business

- Keywords/Interests: Small business, Woking Small Business
- Follower lookalikes: @WokingCouncil, @WokingWorks, @WeAreWoking

Total: 10,700 Users

## Appendix D - Utilisation of public realm for additional seating and units

The potential to utilise space within the public realm to extend food & beverage seating thus facilitating social distancing rules has been discussed as an option to consider:

See Appendix G this recommendation REC05N was removed following CMG review.

### Campaign to make public spaces available to hospitality launched

By Joe Lutrario 

14-May-2020 - Last updated on 14-May-2020 at 14:19 GMT



RELATED TAGS: Coronavirus, UnitedWeStand, Pubs, Casual dining

**A campaign has been launched to safely re-start the UK hospitality industry by transforming public spaces and streets into al fresco dining spaces whilst adhering to physical distancing.**

Alan Lorrimer, founder of live music venues The Piano Works, is asking operators nationwide to support the UK Grand Outdoor Café campaign, which is calling on the government to issue a directive to grant local authorities a temporary deregulation to allow tables and chairs outside existing hospitality businesses.

The idea is similar to an initiative in the Lithuanian capital Vilnius, which has *temporarily given public spaces to its restaurants and bars to help them comply with physical distancing rules.*

UK Grand Outdoor Café will also have a fundraising element that will allow the public to purchase food and drink vouchers for frontline workers that can be used at UK Grand Outdoor Café venues.

The campaign plans to request that operators be allowed the flexibility to extend their current licensing conditions and trading hours with no additional fees charged alongside the relaxing of zoning regulations until September in order for selected spaces to become designated pedestrianised zones.

Operators that have shown their support include The Breakfast Club, St Austell Brewery, Albion and East, Corazon and Poppies but Lorrimer says the campaign will need more wide-reaching support to get government buy in.

Lorrimer says that many restaurants, cafes and bar operators will struggle to survive if they re-open with reduced capacity due to physical distancing regulations.

"We have two hitherto successful 400 capacity late night, non-stop, audience requested, live music venues The Piano Works in Farringdon and the West End, and at present we are totally dependent on the Government for our survival," says Lorrimer.

"They've done an amazing job of furloughing our 130 staff, removing rates for a year, delaying VAT payments, and guaranteeing a business loan. But how do we start paying them back if we can't physically distance our guests, how do we say thank you to our frontline heroes and to the public who have behaved so responsibly."

Operators are invited to go to [www.UKGSOC.org](http://www.UKGSOC.org) to read the full proposal and register their interest in supporting the campaign.





## Appendix E: Weblinks

Our Plan to Rebuild: The UK Government's COVID-19 recovery Strategy

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/884760/Our\\_plan\\_to\\_rebuild\\_The\\_UK\\_Government\\_s\\_COVID-19\\_recovery\\_strategy.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/884760/Our_plan_to_rebuild_The_UK_Government_s_COVID-19_recovery_strategy.pdf)

New Gov't Guidance on public realm '[safer public spaces, urban centres and green spaces](#)'

<https://www.gov.uk/guidance/safer-public-places-urban-centres-and-green-spaces-covid-19>

New Gov't Guidance on workplaces '[working safely during coronavirus](#)'

<https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19>

New Gov't Guidance on social distancing '[staying alert and safe \(social distancing\)](#)'

<https://www.gov.uk/government/publications/staying-alert-and-safe-social-distancing/staying-alert-and-safe-social-distancing>

New Gov't Guidance on '[Coronavirus outbreak FAQs: what you can and can't do](#)'

<https://www.gov.uk/government/publications/coronavirus-outbreak-faqs-what-you-can-and-cant-do/coronavirus-outbreak-faqs-what-you-can-and-cant-do>

Review assistance/packages available to help businesses develop an online presence e.g. [near.st](#)

<https://near.st>

Reopening High Streets Safely Fund

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/888818/Reopening\\_High\\_Streets\\_Safely\\_Fund\\_-\\_Guidance\\_-\\_Final\\_v2.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/888818/Reopening_High_Streets_Safely_Fund_-_Guidance_-_Final_v2.pdf)

## Appendix F: Key Internal Partners & Contractors

### Delivery Partners – Draft

#### Officers

Woking Borough Council – Business & Community Engagement Manager (Chris Norrington)

Woking Works and Partners Lead - (Chris Norrington)

Woking Borough Council – Estates (Ian Tomes)

Woking Shopping – JP & Rowen

Woking Borough Council – Neighbourhood Services (Geoff McManus)

Woking Borough Council – Environmental Health (Emma Bourne)

Woking Borough Council – Car Parking (Ian Reynolds)

Woking Borough Council - Neighbourhood Management (Andy Calfe)

Woking Borough Council - Community Services (Julie Fisher)

Woking Borough Council – Leisure, Culture & Arts (Steve May)

Woking Borough Council – Marketing & Communications (Andy Denner)

Woking Borough Council – Economic Recovery Task Group (Cllr Ian Johnson)

West Byfleet Representative (Gary Elson)

Knaphill Representative (Cllr Saj Hussein TBC)

Other local centres representatives (TBC)

#### Contractors

Ardmore (B2C) (Contact TBC)

Air Social (B2B) (Alex Vinall)

Google 360° maps agent (Simon Sadek)

Matthews Associates (UK) Ltd (Simon Matthews)

## Appendix G: CMG Deleted Recommendations

The following recommendations were removed following review by CMG:

REC04K	- Review of other Borough/District parking charges in light of perception and potential competition issues	S	n/hood svcs	£TBC	
REC04L	- Review of Cllr Davis proposal for incremental /differential charging within first two hours: - 0-30mins £1:00, 31-60 mins +£0:50 61-90 mins +£1:00, 91-120 mins +£0:50 - 1 hour = £1:50, 1½ hour = £2:50, 2 hours = £3.00 - Rationale short 'pop and shop' visits are cheaper - Vs. Published charges as per pre-Covid-19	S	CMG	£TBC	
REC05J	- Review whether Serco operatives can wear branded hi-vis bibs to reinforce B2C message	S	n/hood svcs	£TBC	
REC05K	- Review of market traders, stall distancing, queue distancing, sanitisation measures	S	Estates	£TBC	
REC05N	- Review utilisation/licencing of additional public realm for F&B external seating/modules (see appendix D)	M	n/hood svcs	£TBC	
REC05P	- Review of spray disinfection and fogging whether safe and practical for the Borough	M	n/hood svcs	£TBC	
REC06Q	- Review remote electronic temperature 'fever screening' monitoring for entry points <sup>11</sup>	M	Estates/Wok Shopping	£ n/a	
REC07C	- Review drive-in cinema proposal either in town car-park or Borough open space	M	Business Liaison	£TBC	
REC07D	- Review limited safe street entertainment to enhance visitor experience	M	Coms/Wok Shopping	£TBC	
REC09D	- Review utilisation/licencing of additional public realm for F&B external seating/modules (see appendix D)	M	n/hood svcs	£TBC	
TR02A	- Reduction in reliance of physical consumers visiting the premises	L	Business Liaison	£TBC	

<sup>11</sup> <https://www.thermalscreeninguk.com>



EXECUTIVE – 22 JUNE 2020

## FLOOD RISK MANAGEMENT

### Executive Summary

This report provides an update in relation to the Flood Risk Management work undertaken by the Council. It provides further information in relation to the Flood Risk Management Projects, the background to each project, the stage of each project and the next steps to progress each project.

The Flood Risk Management Projects are innovative, integrated, multi-beneficial enhancement schemes that provide flood risk, environmental and social benefits to residents and the local community. Each project is being developed with partners to achieve the best possible outcome.

To help improve flood resilience and resistance in the Borough Flood Risk Management activities can take many forms not only in relation to large flood alleviation projects, but also smaller interventions within areas such as rain gardens, maintenance, education and planning. The Council is looking at all options to help reduce the flood risk to Borough residents and communities.

The recommendations below reflect the current priorities and the ability to deliver schemes in future years.

### Recommendations

The Executive is requested to:

#### RESOLVE That

- (i) the current flood risk management work and the summary of future works be noted;
- (ii) a £400,000 contribution to the Environment Agency for the financial year 2020/2021, as part of the Council's partnership contribution, to allow the environmental enhancements and health and wellbeing aspects of the Byfleet Flood Alleviation Scheme to be investigated, designed and incorporated into the final scheme be approved subject to the Director of Finance, in consultation with the Portfolio Holder for Resources, determining later in the year that, in light of the impacts of the COVID 19 crisis, the Council has the resources available to do so; and
- (iii) £100,000 from the Investment Programme to allow the investigation, design and construction of further raingardens within the financial year 2020/2021; and a further £100,000 per year for the following 4 years as per the Investment Programme, be approved subject to the Director of Finance, in consultation with the Portfolio Holder for Resources, determining later in the year that, in light of the impacts of the COVID 19 crisis, the Council has the resources available to do so.

**Reasons for Decision**

Reason: To improve the Borough's resilience and resistance to future flooding.

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

**Background Papers:** None.

**Reporting Person:** Geoff McManus, Director of Neighbourhood Services  
Email: Geoff.McManus@woking.gov.uk, Extn: 3707

**Contact Person:** Geoff McManus, Director of Neighbourhood Services  
Email: Geoff.McManus@woking.gov.uk, Extn: 3707  
Katherine Waters, Drainage and Flood Risk Engineer  
Email: katherine.waters@woking.gov.uk, Extn: 3725

**Portfolio Holder:** Councillor Kevin Davis  
Email: cllrkevin.davis@woking.gov.uk

**Shadow Portfolio Holder:** Councillor Ken Howard  
Email: cllrken.howard@woking.gov.uk

**Date Published:** 12 June 2020

### 1.0 Introduction

- 1.1 Since 2013 the Borough has been affected by flooding multiple times both from the River Wey and from intense thunder storms. Since these events, multiple works have been undertaken and progressed to help relieve flooding in the local areas.
- 1.2 Due to historic flooding in the Borough the Drainage and Flood Risk Team has been working on numerous projects and work streams to help improve resilience and resistance to flooding to our communities and our residents.
- 1.3 Flood risk management takes many forms from education to planning, to large flood alleviation schemes and retrofitting small scale innovative interventions such as raingardens.
- 1.4 Working with partners and stakeholders for the benefit of our communities and residents many schemes are being developed and implemented to help improve flood risk to the Borough and ensuring flood risk is not increased in the future.
- 1.5 The schemes take an integrated approach not only looking at the benefit to our communities in relation to flood risk but also how they can improve biodiversity, air quality, water quality, access, health and wellbeing.
- 1.6 To allow some of the schemes to progress further it is now necessary for further funding to be released.

### 2.0 Work Programme

*Table 1: Work program for Flood resilience and resistance works*

Works/Scheme	Funding Required		Schedule						
	Project Costs £000	Potential WBC contribution £000	19/20	20/21	21/22	22/23	23/24	24/25	25/26
<b>Planning consultations</b>	n/a	n/a	Ongoing						
<b>Ordinary Watercourses/Ditch Maintenance</b>	n/a	n/a	Ongoing						
<b>Sutton Green FAS</b>	£200	£0	To be completed 2020						
<b>Rain Gardens</b>	£500	£500	At least 6 raingardens in Rive Catchment completed by April 2022 subject to funding.						
<b>Byfleet FAS</b>	£12,600	£5400	Outline Business Case completed 20/21	Detailed design completed by April 22		Construction to commence 22/23			

<b>Hoe Stream River Restoration</b>	£10,200	£10,200	Model completed November 2019	Outline options Winter 2020, external bids to follow.	Detail 2023	design	Construction to commence 23/24 subject to funding	
<b>Old Woking FAS</b>	£10,000	£10,000	Initial assessment to commence 2021	to Autumn	Outline 2022	Options	Detail 2024	Design

### 3.0 Raingardens Project

- 3.1 Raingardens are specially designed natural storage areas that are able to take rain runoff from impermeable areas, treat and store it, releasing the filtered water slowly back into the surface water network at a controlled rate. The raingardens are being designed to take highway runoff that currently flows uncontrolled into the surface water network via highway gullies. They are being retrofitted into existing highway verges and roundabouts where proposed.
- 3.2 The project takes the catchment approach and holds water where it falls helping to improve the capacity further down the network. As there is no restriction in relation to the water entering the storage area, it takes the water off the road quickly in higher rainfall events which would otherwise flood the road as road gullies are only designed for a 1 in 5 year storm. Due to the special soil and planting the metals, carbon, hydrocarbons and other contaminants that would eventually flow into our rivers are naturally broken down. The silts and sediments are filtered out through the soil and stone construction layers helping to improve the water quality that effects our river ways.

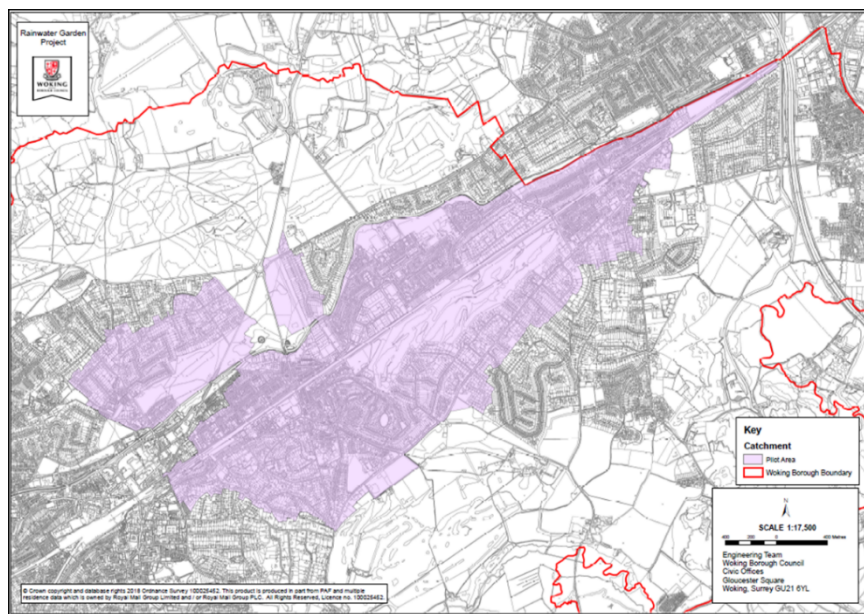


Figure 1: Rive catchment Rain Garden pilot area

- 3.3 The EAs surface water flood risk maps, Thames Water surface water maps and local flood knowledge has been used to identify potential sites within the Rive Catchment that could be suitable for Raingardens. The first raingarden has now been constructed in Blackdown Close and is fully established, it has been monitored over the last year.





*Photo 1: Blackdown Close Raingarden (before and after)*

- 3.4 Other raingardens are being currently being designed in 6 other locations within the pilot area, with the ambition that three further schemes will be constructed in the financial year 2020/2021 depending on funding.
- 3.5 Therefore, to allow further gardens to be designed and implemented in 20/21 we are requesting that £100,000 is agreed to be released to the project. To continue the programme in subsequent years we are also requesting the release of £100,000 each following years up to the value of £500,000 as shown in the Investment Programme.

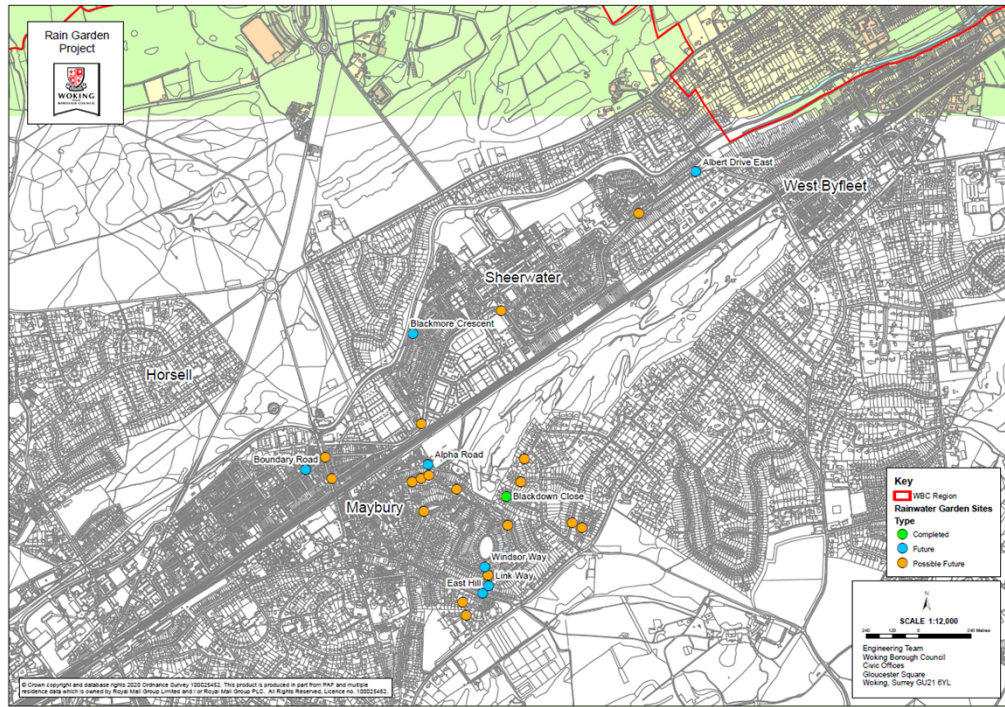


Figure 2: Location plan of future rain garden sites.

3.6 Following monitoring of the raingardens and their performance and maintenance requirements over the next couple of years, it is our ambition that these can be rolled out elsewhere in the Borough, as a further measure to increase general resilience from flooding.

**4.0 Byfleet Flood Alleviation Scheme (FAS)**

4.1 Byfleet Flood Alleviation Scheme is being led by the Environment Agency (EA) and is a partnership between the EA, Surrey County Council (SCC), Woking Borough Council (WBC) and other local councils. This proposal will deliver joint benefits to the community and project partners.

4.2 Byfleet has been impacted by flooding numerous times with the most recent being February 2020 where one property has flooded internally and multiple other properties have been surrounded by water externally. The previous flood of Winter 2013/14 saw over 20 properties internally flooded in the Byfleet area. The largest flood to affect the area was in 1968 which was estimated to be a 1 in 200 (0.5%) Annual Exceedance Probability Event.



Sanway Road, 1968. This was one of the largest floods in this area and was estimated being a 1 in 200 year event.

- 4.3 As part of the flood alleviation scheme and other flood alleviation schemes along the River Wey, the existing river model has been updated to take into account the revised hydrology of the River Wey and the updated climate change allowances. This modelling has now been completed and has been used to inform the potential flood alleviation options being taken forward.
- 4.4 The vision for the Byfleet scheme is that it can be a multi beneficial scheme that can achieve more than simply looking at reducing flood risk in the area. Therefore we are looking at the scheme to:
- ❖ Improve habitat connectivity with other wetland areas along the River Wey corridor, including the Hoe Stream and sites
  - ❖ Restore and create a mosaic of wetland habitats that allow wildlife to thrive, including ephemeral and permanently wet features, such as scrapes, ditches, ponds and backwaters
  - ❖ Restore relic river channels and Improve lateral connectivity with the floodplain
  - ❖ Improve fish passage for all fish species around three weirs and contribute to the wider Wey FWD project which is aiming to open up over 100km of river to fish
  - ❖ Restore and create highly naturalistic, flow-dependent habitat that supports a wide variety of wildlife
  - ❖ Create new habitats for species, such as otters, water voles, bats and birds
  - ❖ Improve water quality by tackling point source and diffuse pollution issues
  - ❖ Connect people with their local environment and heritage and create opportunities for nature/river based recreation and learning
  - ❖ Improve connectivity to existing public access points through sensitive integration of a network of footpaths and cycleways
  - ❖ Incorporate vistas and landscaping to provide an engaging viewing spectacle for visitors using the site without impacting detrimentally on any of the existing or proposed ecological value
- 4.5 The proposed scheme is to provide protection in the Sanway area of Byfleet through a combination of flood embankments and flood wall as well as multiple environmental enhancements within the River Wey and the Broad Ditch. The scheme proposed would provide a 1 in 100 (1%) annual probability plus climate change Standard of Protection (SoP).

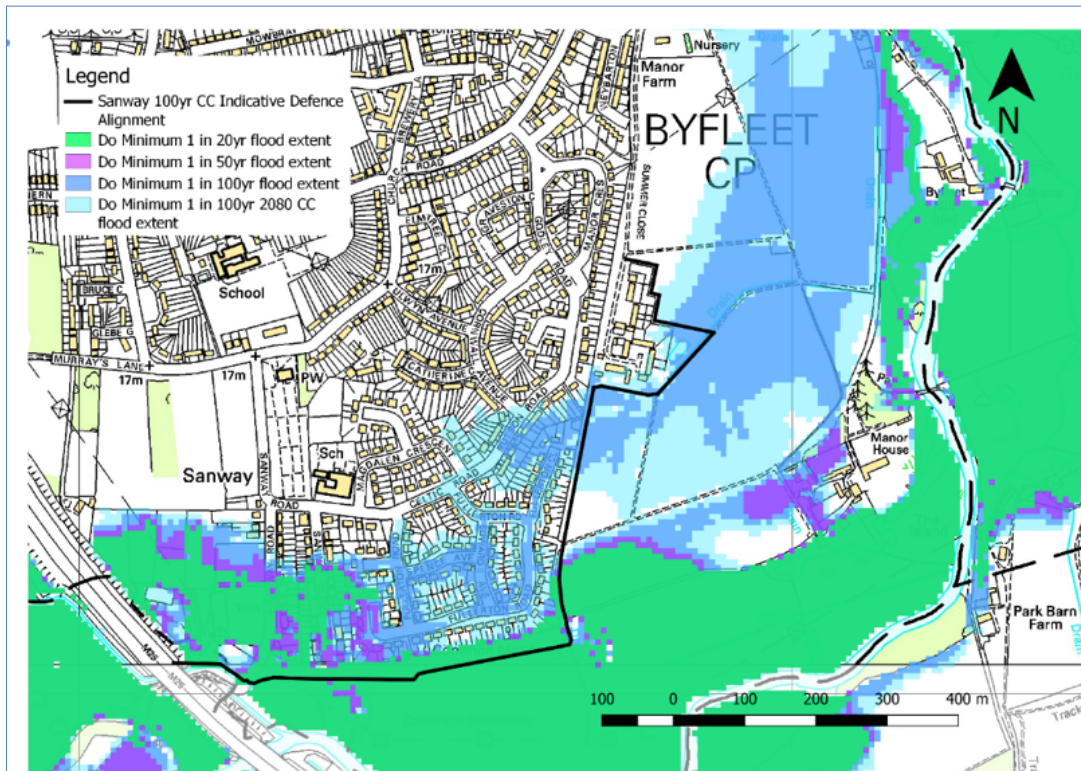
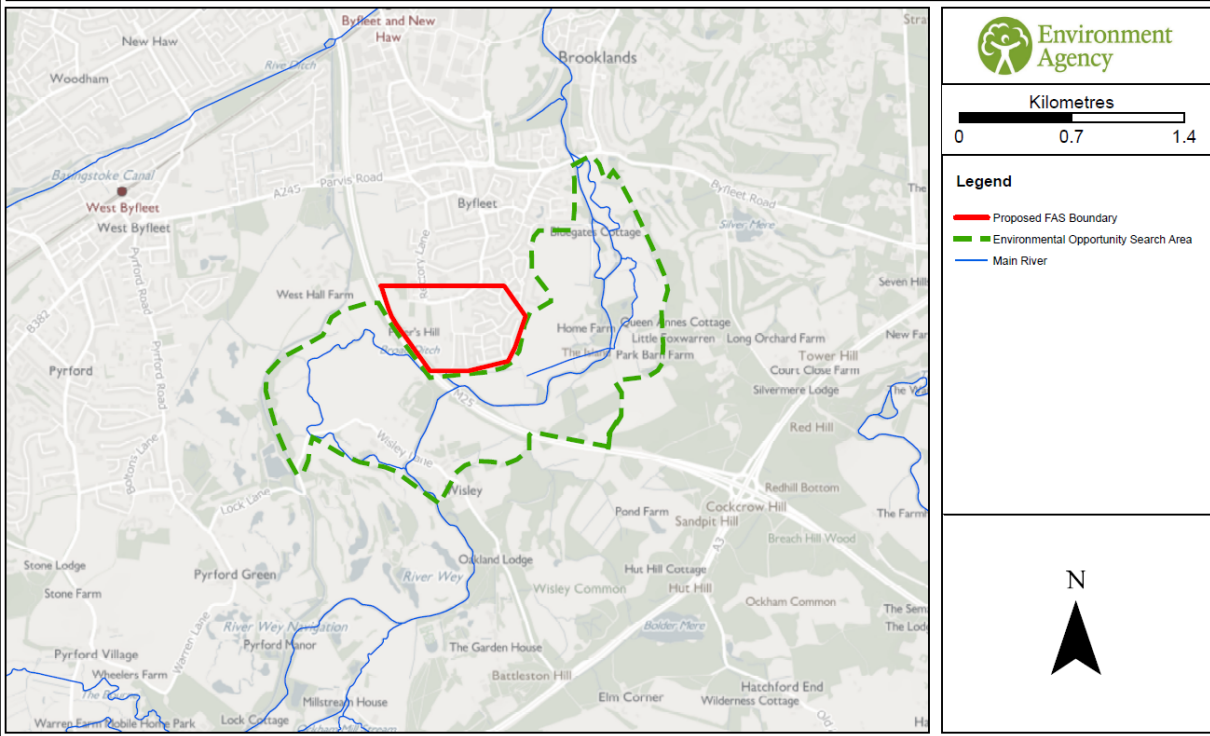


Figure 3: Flood Extents in Byfleet without defences

- 4.6 The EA are currently preparing an outline business case for the scheme which is expected in 2020. With detail design being completed in 2022 and construction beginning 2022/2023. The estimated total cost for the scheme is approximately £12 - £15 million.
- 4.7 To allow the design and incorporation of the environmental and wellbeing elements of the scheme into the final project the EA require the £400,000 contribution from WBC in 2020/21 financial year as set out in the Investment Programme.
- 4.8 The current program for the works is for the Outline Business case to be completed Winter 2020/2021, Detail Design April 2022, Construction Spring/Summer 2022 and completion Spring/Summer 2023. The Environment Agency are hoping to arrange the next public consultation in Spring/Summer 2020.

Map showing proposed Sanway flood alleviation scheme (FAS) boundary and associated environmental opportunity search area, centred on 506,374, 159,991, created 22/10/19



© Environment Agency copyright and / or database rights 2019. All rights reserved. © Crown Copyright and database right. All rights reserved. Environment Agency, 100024198, 2019. Contact Us: National Customer Contact Centre, PO Box 544, Rotherham, S60 1BY. Tel: 03708 506 506 (Mon-Fri 8-6). Email: enquiries@environment-agency.gov.uk

Figure 4: Proposed FAS Boundary and Environmental Improvements Area

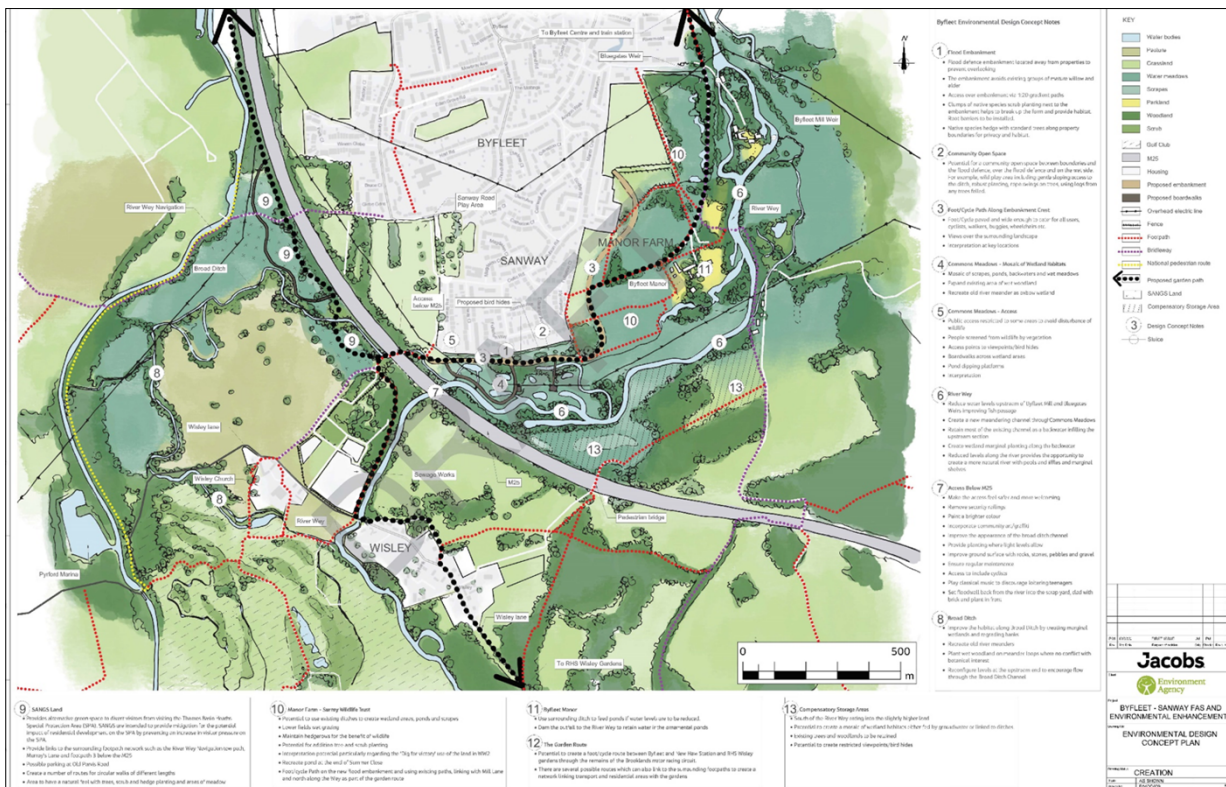


Figure 5: Concept plan of Environmental Improvements

### 5.0 Hoe Stream Restoration Project

- 5.1 The Hoe Stream Restoration Project is a multi-beneficial ambitious scheme that adopts an environmental led approach to retaining and enhancing a natural landscape of historical significance close to Woking Town Centre. It intends to restore 42 ha of the Hoe Valley with 6km of river improvements, 6ha of wetland creation and over 1ha of new woodland. The restoration aims to reveal and preserve the site's heritage for future generations by enhancing opportunities for visitors, schools and community groups to learn about the environment whilst improving accessibility for all and reducing flood risk to nearby homes. There is also an emphasis on improving the health and wellbeing of the local community by providing alternative transport methods and improving air and water quality. We are working with the Environment Agency, Surrey Wildlife Trust and other partners in the development of the scheme to ensure the Hoe Valley is better managed and maintains excellence for years to come.
- 5.2 As part of the overall scheme design it has been necessary to remodel the Hoe Stream in relation to the flood risk as both the climate change allowances and the hydrology since the original model was completed has been revised.
- 5.3 When considering the risk of flooding to areas, it is common practice to also assess the risk of climate change on the area. In relation to Rivers this value was set at an increase of 20% on the 1% annual probability river flows. This increase was in accordance with UK Climate Predictions 2002 (UKCP02) research. Due to improvements in understanding and technology this research was updated in 2009 through the UK Climate Change projections project (UKCP09).
- 5.4 For the Thames area, in which Woking Borough is located, there are 3 climate change allowances. The 3 allowances are the central, high central and upper end.
- 5.5 As Woking Borough lays within the Thames Basin area the allowances (2070 to 2115) are:
- The Central Allowance – 25% increase
- The Higher Central Allowance – 35% increase; and
- Upper End Allowance – 70% increase
- 5.6 Although the approach is complicated, the main point to note is all these allowances are greater than the current allowance we use, this means the 1% annual probability plus the revised climate change extent may increase in the area, impacting additional residents in the future. However, this means we can incorporate the additional allowances into our project helping to investigate options to increase the flood resilience of the area.
- 5.7 The new allowances have formed part of the modelling required as part of the Hoe Valley River Restoration Scheme and will allow us to assess the impact of the new allowances in the Hoe Valley area and adjust the Flood Alleviation Scheme accordingly to reduce this future risk.
- 5.8 In addition to the updated climate change allowances the hydrology for the Hoe Stream has also been updated due to the improved understanding of the River since the 2013/2014 floods this has also been taking into account with the updated model.
- 5.9 The model has now been completed and has been signed off by the Environment Agency. Since then the project team has been assessing some of the proposed options within the scheme.

- 5.10 Unfortunately the project was unsuccessful in our external funding bid to the national lottery. Following receipt of the updated modelling we are now looking at different options for the proposed scheme including looking at a phased approach of option allowing us to apply for smaller funding pots, for specific phases, when they become available.
- 5.11 The project has developed concepts for the layout of the footpaths and walks through the entire site as well as design concepts for the proposed wetland centre. Due to the changes with the river model the current strategies, concept and alignments may need to change to ensure flood flows through the scheme are not impacted.



Figure 6: Concept of proposed footways along White Rose Lane and Within Local Nature Reserve

- 5.12 Education provides an important role in helping to ensure our waterways and the environment are maintained and improved in the future. To provide a safe and secure environment to help communities learn about waterways and their importance part of the scheme was to provide the facilities to achieve this.



Figure 7: Artist Impression of Potential Wetland Centre

5.13 The approximate cost of the scheme is £10 million, including future maintenance allowances.

## 6.0 Old Woking FAS

6.1 The Old Woking Flood Alleviation and Enhancement Scheme ambition is to be a multi-beneficial integrated environmental scheme; it takes an integrated approach to reducing flood risk, improving accessibility for all, establishing a diverse ecosystem, improves water quality and increases recreation in the area for the benefit of the local community and all residents which reside within the Borough.

6.2 The scheme has not progressed as far as the other schemes due to the work being undertaken on the other flood risk management projects and we have been waiting for the revised River Wey model data from the Environment Agency to help inform any potential designs and necessary works.

6.3 The estimated cost for the scheme is £10million with initial options being investigated from 2020/2021.

## 7.0 Implications

### Financial

7.1 The larger flood alleviation and restoration schemes have been shown in the Investment Programmes as per the table below.



Table 2: Extract from Council's Investment Programme

DETAILS OF PROJECT	20/21	21/22	22/23
	£000	£000	£000
River Wey Flood Prevention - Byfleet (funded by borrowing/reserves/grant)	400	400	9,800
River Wey Flood Prevention - Old Woking (funded by borrowing/reserves/grant)	500	9,500	
Hoe Valley Flood Alleviation and Enhancement Scheme (funded by borrowing/reserves/grant)	5,169	5,000	
Rainwater Gardens Project (Funded by Borrowing)	377		

Table 3: Revised Phasing for Flood Alleviation Projects

DETAILS OF PROJECT	20/21	21/22	22/23
	£000	£000	£000
River Wey Flood Prevention - Byfleet (funded by borrowing/reserves/grant)	400	400	5,000
River Wey Flood Prevention - Old Woking (funded by borrowing/reserves/grant)	-	500	9,500
Hoe Valley Flood Alleviation and Enhancement Scheme (funded by borrowing/reserves/grant)	650	4,519	5,000
Rainwater Gardens Project (Funded by Borrowing)	100	100	100

- 7.2 Opportunities for grants are being investigated in relation to the Raingarden project to help deliver further raingardens as well as looking at potential partnership contributions.
- 7.3 Opportunities for grants and partnership contributions are being investigated in relation to the larger flood alleviation projects to help deliver the future schemes.
- 7.4 The impact of the COVID crisis on the Council's finances may limit its ability to finance these projects in the timescales envisaged when approving the Investment Programme. However if Member level approval to the programme can be secured Officers will undertake implementation as soon as resources are available. Accordingly it is proposed that the authorities sought by this report are subject to the Director of Finance, in consultation with the Portfolio Holder for resources, determining that there are adequate resources available to the Council to proceed. In the short term that will mean that approval of funding in this year is unlikely to be released until much later in the year when the full impacts of the COVID 19 impacts are known.

Human Resource/Training and Development

- 7.5 The above projects are being prioritised based on resources and officer time.

### Community Safety

- 7.6 The flood risk management work undertaken by the Council will help improve community safety in the Borough by improve flood resilience and resistance in the areas affected.

### Risk Management

- 7.7 A number of measures are being investigated to reduce the risk and improve resilience generally.
- 7.8 External funding for schemes may not be successful due to the competitive nature of bids, however officers are working to make sure bid applications are as competitive as possible.
- 7.9 The risks associated with not taking these projects further is that due to the impact of climate change the flood risk to residents will increase in the future within the Borough. The Schemes will serve as a positive public relations activity for the Council, benefiting both the Council's reputation with those living, working and visiting the Borough.

### Sustainability

- 7.10 There are no new sustainability issues raised by this report.

### Equalities

- 7.11 There are no new equality issues raised by this report.

### Safeguarding

- 7.12 There are no new Safeguarding issues raised by this report.

## **8.0 Consultations**

- 8.1 There are no consultations as part of this report.

REPORT ENDS

EXECUTIVE – 22 JUNE 2020

## **EXECUTIVE UNDERTAKINGS - WOKING FOOTBALL CLUB (PLAN/2019/1176) AND EGLEY ROAD (PLAN/2019/1177) PLANNING APPLICATIONS**

### **[NOTE: DECLARATIONS OF INTEREST**

In accordance with the Officer Employment Procedure Rules, the Director of Legal and Democratic Services, Peter Bryant, has declared a disclosable personal interest (non-pecuniary) in this item arising from (i) him being a member of the Cards Trust (the supporters' club for Woking Football Club), (ii) providing occasional unpaid assistance to Woking Football Club, e.g. acting as returning officer at the election of directors and (iii) being a Council-appointed director of Kingfield Community Sports Centre Limited. The interest does not prevent Mr Bryant from advising on this matter.

In accordance with the Officer Employment Procedure Rules, the Director of Finance, Leigh Clarke, has declared a disclosable personal interest (non-pecuniary) in this item arising from (i) her husband having a small shareholding in Woking Football Club and (ii) being a Council appointed director of Kingfield Community Sports Centre Limited. The interest does not prevent Mrs Clarke from advising on this matter.]

### **Executive Summary**

This report recommends that the Executive agrees to give effect to certain requirements of the local planning authority if it is minded to grant planning permission for development of land owned by the Council at (i) Woking Football Club and (ii) Egley Road, Woking.

The requirements would normally be contained in Section 106 Agreements between the local planning authority and the landowner. This is not possible in these cases as the Council is both landowner and local planning authority (so cannot enter into an Agreement with itself).

Dealing with the matter as recommended in this report will enable the local planning authority to be certain that the planning obligations are complied with if it decides to grant the planning permissions sought.

### **Recommendations**

The Executive is requested to:

#### **RESOLVE That**

- (i) the Council shall procure that the Executive Undertakings in respect of planning applications PLAN/2019/1176 and PLAN/2019/1177 set out in the Appendix to this report are complied with; and
- (ii) authority be delegated to the Chief Executive to give Executive Undertaking(s) if the Planning Committee requires changes to the Executive Undertakings set out in the Appendix to this report.

**Executive Undertakings – Woking Football Club (PLAN/2019/1176) and Egley Road  
(PLAN/2019/1177) Planning Applications**

**Reasons for Decision**

Reason: To enable the local planning authority to be certain that its requirements will be met if it is minded to grant the planning permissions sought.

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

**Background Papers:** None.

**Reporting Person:** Peter Bryant, Director of Legal and Democratic Services  
Email: peter.bryant@woking.gov.uk, Extn: 3030

**Contact Person:** Peter Bryant, Director of Legal and Democratic Services  
Email: peter.bryant@woking.gov.uk, Extn: 3030

**Portfolio Holder:** Councillor David Bittleston  
Email: cllrdavid.bittleston@woking.gov.uk

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

**Date Published:** 12 June 2020

## **Executive Undertakings – Woking Football Club (PLAN/2019/1176) and Egley Road (PLAN/2019/1177) Planning Applications**

### **1.0 Introduction**

- 1.1 On 30 January 2019, the Council entered into an Agreement for Lease with GolDev Woking Limited (“Agreement”). The Agreement relates to the development of land at (i) Woking Football Club and (ii) Egley Road, Woking. These developments are the subject of two planning applications that have been submitted to the local planning authority.

### **2.0 The Planning Applications**

- 2.1 The planning application for the Woking Football Club site has been submitted under application number PLAN/2019/1176 and seeks planning permission in the following terms:-

PLAN/2019/1176 | Redevelopment of site following demolition of all existing buildings and structures to provide replacement stadium with ancillary facilities including flexible retail, hospitality and community spaces, independent retail floorspace (Classes A1/A2/A3) and medical centre (Class D1) and vehicle parking plus residential accommodation comprising of 1,048 dwellings (Class C3) within 5 buildings of varying heights of between 3 and 11 storeys (plus lower ground floor and partial basement levels) on the south and west sides of the site together with hard and soft landscaping, highway works, vehicle parking, bin storage, cycle storage, plant and other ancillary works including ancillary structures and fencing/gates and provision of detached residential concierge building (Environmental Statement submitted). | Land South Of Kingfield Road And East Of Westfield Avenue Westfield Avenue Westfield Woking Surrey GU22 9PF.

- 2.2 The planning application for the Egley Road, Woking site has been submitted under application number PLAN/2019/1177 and seeks planning permission in the following terms:-

PLAN/2019/1177 | Redevelopment of site following demolition of existing building to provide health club building (Class D2) also incorporating external swimming pool, spa garden, terrace and tennis courts (including tennis court airdomes), provision of 36 dwelling houses (Class C3) up to a maximum of 3 storeys in height, vehicle parking, hard and soft landscaping, ancillary works including ancillary structures and fencing/gates and new vehicular access from existing road serving Hoe Valley School (Environmental Statement submitted). | Land South Of Hoe Valley School And East Of Railway Tracks Egley Road Woking Surrey GU22 0NH.

- 2.3 It is anticipated that the planning applications will be considered by the Planning Committee at its meeting on 23 June 2020.

### **3.0 Section 106 Obligations**

- 3.1 Normally, if planning permission is granted by the local planning authority for developments of this nature, it would be subject to the prior completion of Section 106 Agreements. These would impose obligations which are not capable of being the subject of conditions attached to planning permissions.

- 3.2 The Council owns the Egley Road site and the majority of the Woking Football Club site (directly and through Kingfield Community Sports Centre Limited). The Council (as landowner) cannot enter into a Section 106 Agreement with itself (as local planning authority). It is, therefore, necessary for the Council (as landowner) to give effect to the requirements of the local planning authority in another way. This can be achieved by the Executive resolving as recommended in this report. Doing so would also be consistent with the Council’s obligations to GolDev under the Agreement. These include an obligation on the Council (as landowner) to use reasonable endeavours to assist GolDev in obtaining the planning permissions sought.

## **Executive Undertakings – Woking Football Club (PLAN/2019/1176) and Egley Road (PLAN/2019/1177) Planning Applications**

- 3.3 At the time of writing this Executive report, it is not known what decisions the Development Manager will recommend the Planning Committee takes on the planning applications. In the event that the Development Manager is minded to recommend that the Planning Committee approves the two planning applications, it is anticipated that it will be on the basis that the planning obligations (Executive Undertakings) set out in the Appendix to this report are given.
- 3.4 It is recommended that the Executive should procure that these obligations are complied with if (i) the local planning authority grants the planning permissions sought and (ii) those permissions are implemented. In the event that the local planning authority requires additional obligations, e.g. ones that are consequential on those set out in this report, it is recommended that the Chief Executive is authorised to give appropriate undertakings.
- 3.5 For the avoidance of doubt, the Executive is not considering the planning merits of the proposed planning applications. These will be considered by the local planning authority.

### **4.0 Implications**

#### Financial

- 4.1 None.

#### Human Resource/Training and Development

- 4.2 None.

#### Community Safety

- 4.3 None.

#### Risk Management

- 4.4 None.

#### Sustainability

- 4.5 None.

#### Equalities

- 4.6 None.

#### Safeguarding

- 4.7 None.

### **5.0 Consultations**

- 5.1 The Leader of the Council has been consulted.

REPORT ENDS

**DRAFT**

**8 June 2020**

**Redevelopment of the Woking Football Club site at Kingfield Road (KR) and David Lloyd and residential dwellings at Egley Road (ER)**

**Draft Heads of Terms for Executive Undertaking**

1. The terms as set out and once approved by WBC, will be set out in detail in the proposed Development Agreement between Woking Borough Council , Woking Football Club and Goldev Woking Ltd
2. Block One being 191 dwellings to be Shared Ownership affordable dwellings (KR)
3. Block Two being 277 dwellings to be rented affordable dwellings (KR)
4. Blocks One and Two to be constructed and capable of occupation before any other residential dwellings within Blocks Three, Four and Five are occupied (KR)
5. Egley Road dwellings to be rented affordable dwellings (ER)
6. Restriction on occupation of no more than 606 dwellings (which must include Blocks 1 & 2) until the replacement stadium construction is complete and capable of use for its intended purpose(s), including the medical centre and retail / flexible use areas being constructed at least to 'shell and core' level (KR)
7. Travel plan – requirements as follows (KR):
  - a. submit a travel plan for the stadium and a travel plan for the remainder of the development to the Council for approval prior to the first occupation of the relevant building(s);
  - b. to implement the approved plans prior to the first occupation of the relevant building(s); and
  - c. pay a travel plan monitoring contribution.
8. Travel plan – prior to first occupation a travel plan for the Health Club will be submitted to and approved in writing by the Council to promote non-car modes of travel. The approved travel plan will be implemented prior to first occupation of the Health Club centre and thereafter maintained and developed to the satisfaction of the Council (ER).
9. Highway works – requirement to enter into S278 agreement(s) to secure the carrying out of highway works required by the Highway Authority, including (KR & ER):

(KR):

  - a. Improvements to the Site Access Junction to Woking FC stadium (Kingfield Road);
  - b. Works to provide access to the undercroft car parks from Westfield Avenue in two locations;

- c. The provision of a pedestrian crossing on Westfield Avenue, close to the Westfield Avenue / Kingfield Road Junction;
- d. Improvements to the pedestrian environment at Vicarage Road / High Street / Kingfield Road Roundabout.

(ER):

- a. Pedestrian crossing improvements on Egley Road.

10. A bus services contribution to provide the following (KR) :
  - a. A 20 minute frequency service between the site and Woking town centre and Guildford, with 3 buses per hour operating in each direction. The hours of operation would be 6am – 7pm, Mondays to Saturdays (inclusive), with a reduced level of service after 7pm. The level of service on Sundays would be less, but still enhanced from the existing arrangement to better than 1 bus per hour.
  - b. On matchdays, duplicate bus services between Woking rail station and the site to provide ‘appropriate capacity’. Pre-match, a duplication of all Max 34 services (including the diverted Max 35 i.e a 20 minute frequency service) operating for circa 90 minutes prior to the match and 60 minutes after a match. For example, for a Saturday 3pm kick-off, all services operating and serving the site between 1:30pm – 2:45pm and 4:30pm – 5:30pm would be duplicated. For a 7:45pm kick-off, it would be 6pm – 7:30pm and 9:15pm – 10pm.
  
11. Provision of a minimum of 15 car club spaces and vehicles within the development, a car pool database, and the provision of an electric fold-up bike with every apartment (KR)
  
12. Prior to the first occupation of the 469<sup>th</sup> dwelling the mobility Hub, with café, workspace, microconsolidation centre, a cycle hub, and Community Concierge Team and associated personalised travel planning service, shall be constructed and capable of use for its intended purpose(s). Thereafter the building and its service(s) shall be permanently maintained for the lifetime of the development (KR).
  
13. The funding of consultation and implementation of Traffic Regulation Orders (TRO’s) to manage parking on local streets (KR).
  
14. All residential parking spaces to have passive electric charging ability at first occupation of the relevant building(s) with the first occupiers of each dwelling to be able to elect for active electric charging ability, which shall thereafter be provided within one month of first occupation of the relevant dwelling (KR).
  
15. Goldev Woking with Woking Borough Council will put a strategy in place which provides for the participation in the process and selection of a permanent public work of art which is integral to the Development and permanently affixed to the Site, the precise nature of the work of art and its location on the Site to be approved by the Council prior to First Occupation with an agreed maximum cost. (KR)



16. Strategic Access Management and Monitoring (SAMM) contribution (KR & ER) in line with the Thames Basin Heaths Special Protection Area (TBH SPA) Avoidance Strategy tariff (including index linking based on RPI annual inflation)
17. The new Stadium will be completed within TWO years of start on site and at this present time, WFC will vacate May 2022 and return May 2024. If the planning approval is delayed then the date of vacant possession will be delayed until the following May 2023 or later if needed, so a clear two year period is available to allow the new stadium to be constructed, while WFC ground share at a different location.
18. The Woking Gymnastics Club building shall not be demolished until such time as a replacement building has been constructed and is capable of use for its intended purpose(s) on an alternative site.
19. The David Lloyd facilities shall not be demolished (or otherwise made incapable of use) until such time as replacement facilities have been constructed and are capable of use for their intended purpose(s) on an alternative site.



EXECUTIVE – 22 JUNE 2020

## WOKING WALK IN CENTRE (WIC) CONSULTATION UPDATE

### Executive Summary

Due to the need to address public concern regarding the Woking Walk-in Centre in light of a petition received by the Council on 3 February 2020, the Leader of the Council agreed an item of Urgent Business on the matter at the Executive on 6 February 2020. At the February Executive, attention was drawn to the release by the Clinical Commissioning Group (CCG) of a statement correcting some of the points made on social media and in the wording of the petition. The statement explained that the CCG was currently undertaking a review of urgent care and walk-in facilities across North West Surrey, using a programme called The Big Picture, and that there was no proposal to close the walk-in centre in Autumn 2020. The update made clear that the current review would not affect any of the other services available at Woking Community Hospital, such as the Bedser Hub. The statement can be viewed through the following link, <https://www.nwsurreyccg.nhs.uk/news/latest-news/336-woking-walk-in-centre-correcting-inaccurate-information>

At the Executive on 6 February 2020, in response to public interest in the matter, the Executive also determined, under Urgent Business, that the Leader should write to the North West Surrey CCG outlining both the Council's and residents' concerns, and explain that the Borough's need would likely increase over time in view of the predicted increase in the number of homes in Woking. A copy of the letter of 10 February 2020 from the Leader to the CCG is attached. Also attached is the reply from the CCG dated 12 February 2020. Both letters were tabled at Council on 13 February 2020 when the Notice of Motion from Councillor A-M Barker relating to the Walk-in Centre at Woking Community Hospital was discussed.

There is no further update at present but we will continue to engage with the CCG and report further at a future meeting.

### Recommendations

The Executive is requested to:

#### **RESOLVE That**

the position is noted.

### Reasons for Decision

Reason: To receive an update on the consultation being undertaken by North West Surrey CCG concerning the future of the Woking Walk-in Centre (WIC) at Woking Community Hospital and its review of urgent care services in North West Surrey.

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

## Woking Walk In Centre (WIC) Consultation Update

**Background Papers:** None.

**Reporting Person:** Ray Morgan, Chief Executive  
Email: ray.morgan@woking.gov.uk, Extn: 3333

**Contact Person:** Ray Morgan, Chief Executive  
Email: ray.morgan@woking.gov.uk, Extn: 3333

**Portfolio Holder:** Councillor David Bittleston  
Email: clldravid.bittleston@woking.gov.uk  
Councillor Colin Kemp  
Email: clrcolin.kemp@woking.gov.uk

**Shadow Portfolio Holder:** Councillor Deborah Hughes  
Email: clrdeborah.hughes@woking.gov.uk

**Date Published:** 12 June 2020



Mr Jack Wagstaff  
North West Surrey ICP Director  
NHS North West Surrey CCG  
58 Church Street  
Weybridge  
Surrey  
KT13 8DP

Civic Offices  
Gloucester Square  
Woking  
Surrey GU21 6YL

Telephone (01483) 755855  
Facsimile (01483) 768746  
DX 2931 WOKING  
Email [wokbc@woking.gov.uk](mailto:wokbc@woking.gov.uk)  
Website [www.woking.gov.uk](http://www.woking.gov.uk)

10 February 2020

Dear Mr Wagstaff,

### Woking "Walk In Centre" Consultation

I refer to your consultation concerning the future of the "Walk In Centre" (WIC) at Woking Community Hospital.

I understand that North West Surrey CCG is undertaking an appraisal of the options available to it to secure the most effective arrangements for service provision and to reduce the demand upon Accident and Emergency Services (A&E) in accordance with the proposals from NNS England. I recognise that the introduction of Urgent Treatment Centres (UTC), led by General Practice Doctors, are considered by the NHS to be more effective than WIC's in meeting local patient need and thereby diverting patients from A&E departments.

Amongst the options you are considering a number of them provide for a UTC at Woking Community Hospital. I write to ask you to ensure that if the WIC at Woking Community Hospital is to be closed it should be replaced by a fully functional UTC. I do so upon the following grounds:-

- Woking is the largest urban centre of population within North West Surrey CCG area with a population of over 100,000;
- Woking is identified as a centre of growth with some 6,200 new dwellings to be delivered over the next ten years; and
- The Woking Community Hospital site is centrally located close to good public transport rail and bus facilities and easily accessed from the main highway network.

You will be aware that the Council is actively working with the Integrated Care Partnership (ICP) to help it secure the provision of enhanced health services within the community and to reduce demand upon acute services. The Council does not wish to see a reduction in service, through the closure of the WIC, but would fully support the change of such a facility to a UTC.

Yours sincerely,

Clr David Bittleston  
Leader of the Council

For further information please contact David Bittleston on 01483 743051 (Direct Line) or Email [clrdavid.bittleston@woking.gov.uk](mailto:clrdavid.bittleston@woking.gov.uk)



2005-2006  
Sustainable Energy  
2007-2008  
Promoting Sustainable  
Communities Through  
the Planning Process  
2008-2009  
Tackling Climate Change

**INVESTORS IN PEOPLE™**  
We invest in people Silver





**North West Surrey**  
Clinical Commissioning Group

58 Church Street  
Weybridge  
Surrey  
KT13 8DP  
Tel: 01372 232400

12 February 2020

Re: Woking walk-in centre and changes to urgent care services

Dear Cllr Bittleston,

Thank you for your letter (10 February) highlighting your position regarding our review of urgent care services in North West Surrey.

As you know from the stakeholder briefing we shared with you, our local review stems from new national standards for walk-in care. There is a gap between the service provision in our existing walk-in centres and the new national policy and we need to work out how to bridge that gap. This involves careful consideration of the different ways people access care, the changing needs of our communities and availability of the relevant workforce.

We understand the concerns expressed by local residents and we have been seeking their feedback through recent engagement activity. We are in the early engagement stage of this work rather than in a full public consultation. If, following further detailed analysis, there is a formal proposal to reduce the number of walk-in centres in North West Surrey, a full public consultation would take place before any decision is made. This would involve a broad range of events and opportunities for people to share their views and would be publicised widely.

We continue to work with Woking Borough Council and others in our Integrated Care Partnership to produce detailed modelling and analysis that takes into account the issues you raise regarding population growth and housing development in Woking. In addition, a full travel analysis would be carried out on any preferred option or options that are taken to a formal public consultation.

Indeed, the expertise and support of Woking Borough Council colleagues and elected members to date has been a significant help, both to this process and our wider work as partners to improve the wellbeing of local people.

I would be very happy to discuss this work in detail with you and any other interested members.

Joint Accountable Officer: Matthew Tait

Clinical Chair: Dr Charlotte Canniff

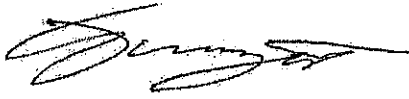
Working together across Surrey Heartlands

East Surrey CCG | Guildford and Waverley CCG | North West Surrey CCG | Surrey Downs CCG

**Woking Walk In Centre (WIC) Consultation Update**

Please let me know if this would be helpful and I will arrange a meeting with your office.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Jack Wagstaff', written in a cursive style.

**Jack Wagstaff**

Director – North West Surrey Integrated Care Partnership



EXECUTIVE – 22 JUNE 2020

## REGULATION OF INVESTIGATORY POWERS ACT 2000 – ANNUAL MONITORING REPORT

### Executive Summary

This report considers the Council's use of the Regulation of Investigatory Powers Act 2000 ("RIPA") during the 2019 calendar year.

### Recommendations

The Executive is requested to:

#### **RESOLVE That**

the Council's non-use of the Regulation of Investigatory Powers Act 2000 during the 2019 calendar year be noted.

### Reasons for Decision

Reason: To comply with the Council's RIPA policy and Home Office Codes of Practice.

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

<b>Background Papers:</b>	None.
<b>Reporting Person:</b>	Peter Bryant, Director of Legal and Democratic Services Email: peter.bryant@woking.gov.uk, Extn: 3030
<b>Contact Person:</b>	Peter Bryant, Director of Legal and Democratic Services Email: peter.bryant@woking.gov.uk, Extn: 3030
<b>Portfolio Holder:</b>	Councillor Ayesha Azad Email: cllrayesha.azad@woking.gov.uk
<b>Shadow Portfolio Holder:</b>	Councillor Ann-Marie Barker Email: cllrann-marie.barker@woking.gov.uk
<b>Date Published:</b>	12 June 2020



## Regulation of Investigatory Powers Act 2000 – Annual Monitoring Report

### 1.0 Introduction

1.1 The Regulation of Investigatory Powers Act 2000 (“RIPA”) provides for, and regulates, the use of a range of investigative powers by a variety of public authorities. RIPA will impact on the Council’s activities on the rare occasions when covert surveillance is undertaken, e.g. as part of investigations undertaken in connection with the Council’s environmental health, housing, taxi licensing and audit functions.

### 2.0 Use of RIPA during the 2019 Calendar Year

2.1 No RIPA authorisations were issued during 2019.

### 3.0 Inspection

3.1 The Council is subject to a RIPA inspection, every three years, by the Investigatory Powers Commissioner’s Office (“IPCO”). The last inspection was carried out on 2 March 2020. The Inspector’s report has not (at the time of writing this report to the Executive) been received. The outcome of the inspection will be reported to a subsequent meeting of the Executive.

### 4.0 Implications

#### Financial

4.1 None.

#### Human Resource/Training and Development

4.2 None.

#### Community Safety

4.3 None.

#### Risk Management

4.4 None.

#### Sustainability

4.5 None.

#### Equalities

4.6 None.

#### Safeguarding

4.7 None.

### 5.0 Consultations

5.1 None.

REPORT ENDS



EXECUTIVE – 22 JUNE 2020

## WRITE OFF OF IRRECOVERABLE DEBT

### Executive Summary

Financial Regulation 12.14 requires the Executive to authorise the write off of any debt over £10,000.

Ahead of the financial year end a small number of Council Tax, Housing Benefit, Sundry debts and Business Rates debts are identified as irrecoverable. Many of these debts will have been provided within the Council's bad debt provision in previous years, but the formal write off has not yet been authorised by the Executive.

Appendix 1 sets out those debts over £10,000 recommended for write off by Officers. Most of these debts relate to Business Rates for which the Council has raised charges of circa £47m in 2019/20. The Green Book to January 2020 shows collection of 92% of the annual charge. The debts recommended for write off may cover liabilities over multiple years and the majority are due to business failure.

### Recommendations

The Executive is requested to

**RESOLVE That** the debts listed in Appendix 1 to the report be written off.

### Reasons for Decision

Reason: To write off debts over £10,000.

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

<b>Background Papers:</b>	None.
<b>Reporting Person:</b>	Leigh Clarke, Director of Finance Email: leigh.clarke@woking.gov.uk, Extn: 3277
<b>Contact Person:</b>	Leigh Clarke, Director of Finance Email: leigh.clarke@woking.gov.uk, Extn: 3277
<b>Portfolio Holder:</b>	Councillor Ayesha Azad Email: cllrayesha.azad@woking.gov.uk

## Write off of Irrecoverable Debt

**Shadow Portfolio Holder:** Councillor Deborah Hughes  
Email: [cllrdeborah.hughes@woking.gov.uk](mailto:cllrdeborah.hughes@woking.gov.uk)

**Date Published:** 12 June 2020

**Council Tax Write Offs > £10,000**

Account No	Name	Amount £	Date recommended for write off	Reason

**Housing Benefit Overpayment Write Offs > £10,000**

Account No	Amount £	Date recommended for write off	Reason
102791298	£17,804.23	12.08.2019	Deceased
50058578	£13,018.91	28.05.2019	Bankrupt
<b>Total:</b>	<b>£30,823.14</b>		

**Sundry Debtors invoices to be Written Off > £10,000**

Debtors Ref	Invoice Ref	Company name	Address	Org inv Date	Amount	Reason	Department
119068	01708490	Virgin Care Ltd	A/C Payable, 6600 Daresbury Business Park, Daresbury WA4 4GW	24/03/2017	£59,567.58	Irrecoverable - Disputed Liability	Estate Management
122253	01806342, 01833589, 01833598, 01839083, 01839092, 01848058, 01848058, 01848067	Santa Fe Coffee Company Ltd	50 Gosden Hill, Guildford, Surrey GU4 7JD	12/03/2018	£10,616.79	Liquidation	Estate Management
122071	01766930	O'Sullivan Commercial Flooring	Unit 2 Littewicks, Carthouse Lane, Woking GU21 4ZA	28/11/2017	£16,103.84	Liquidation	Estate Management
<b>Total:</b>					<b>£86,288.21</b>		

**Business Rates Write Offs >£10,000**

Account No	Name	Amount £	Date recommended for write off	Reason
30663941X	Cattle Steakhouse Restaurants Ltd	£35,834.42	28.01.2020	Company Dissolved/Bankrupt
305418719	Monsoon Accessorize Ltd	£19,568.59	10.02.2019	Company Voluntary Arrangement (CVA)/Bankrupt
306606494	Mapeley Steps Ltd	£112,870.19	02.03.2020	Irrecoverable - Settled amount following dispute
306626040	Petrofac Facilities Management Ltd	£15,824.49	02.03.2020	Irrecoverable - relates to 306606494 settlement
306627574	The Rowbargе Woking Ltd	£31,712.33	08.10.2019	Company Dissolved/Bankrupt
306636262	CMore Inns Ltd	£27,624.99	08.10.2019	Company Dissolved/Bankrupt
306613486	Row The Barge Ltd	£24,948.73	08.10.2019	Company Dissolved/Bankrupt
306602797	Wicktech Ltd	£16,759.63	02.10.2019	Company Dissolved/Bankrupt
306638218	Wey Group International Ltd	£24,167.67	27.03.2019	Company Voluntary Arrangement (CVA)/Bankrupt
306602447	Ridolo Investments Ltd	£18,466.64	28.10.2019	Irrecoverable - company based in British Virgin Islands and debt over 5 years old.
30662116X	Vivienne Nails London Ltd	£13,901.16	23.09.2019	Irrecoverable - no valuable assets to clear debt
306639115	Hollou Pubs Ltd	£11,467.92	26.11.2019	Bankrupt
30661553X 306618545 306628266	London House Woking LLP	£55,901.77	20.08.2019	Company Voluntary Arrangement (CVA)/Bankrupt
306636520	D C Weybridge Ltd	£18,839.98	20.08.2019	Liquidation/Bankrupt
306639320	Mr John Leonard Turner	£11,320.84	13.06.2019	Bankrupt
306614795	Sebastian Shyju, Mathew Jayamon & Cherikalatu Kurian	£10,742.65	02.05.2019	Absconded
306630617	Heliculture Development Concepts Ltd	£16,860.80	16.04.2019	Liquidation/Bankrupt
306610775	Pin High Golf Ltd	£14,450.28	25.03.2019	Company Dissolved/Bankrupt
306624925	Augustine Nutritional Products Ltd	£17,547.96	25.03.2019	Company Dissolved/Bankrupt
306596403	Mr Jasbir Singh Dhatt	£25,639.67	04.03.2020	Absconded
306611707	Arcadia Group Ltd - T/A Topshop/Topmar	£53,181.00	27.11.2019	Company Voluntary Arrangement (CVA)/Bankrupt
<b>Total:</b>		<b>£577,631.71</b>		

Page 360

**Total Write Off's: 26****Total Amount: £694,743.06****Bankrupt/Liquidation: 18****Absconded: 2****Irrecoverable: 5****Deceased: 1**



EXECUTIVE – 22 JUNE 2020

## **RISK MANAGEMENT AND BUSINESS CONTINUITY ANNUAL REPORT**

### **Executive Summary**

Risk Management and Business Continuity Management are the two main disciplines through which the Council identifies, manages and mitigates its business and operational risks. An annual report is submitted to the Executive to outline any activities or issues that have occurred.

Service Plan risks have been updated since the last annual report. Corporate strategic risks have also been reviewed and updated by CMG. The risks that have been identified have been logged and owners have been allocated.

Work to review and update the Risk Management Strategy is underway but has been slightly delayed as resources have had to be redeployed to support the Council's response to Covid-19. It is anticipated that the review will be completed in the coming months. This review will also assess if risk is being managed effectively at all levels of the Council, and if there are clear linkages between all tiers of the organisation to ensure a holistic awareness of risk.

The full review of Business Continuity was completed in November 2019. The outputs of this work included an updated Business Continuity Strategy, a Business Continuity Incident Plan, an updated Business Impact Analysis, an Alternative Premises Plan, and the completion of 19 Action Cards, which provide step-by-step procedures to be followed to address service specific disruption for the Council's most critical activities.

### **Recommendations**

The Executive is requested to:

#### **RESOLVE That**

the report be noted and that Risk Management arrangements will be reviewed and updated in the coming months to ensure that the strategy and associated guidance is sufficient to match the needs of the Council.

### **Reasons for Decision**

Reason: The continuous development of Risk Management and Business Continuity is essential to ensure effective management and planning within the Council.

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

## Risk Management and Business Continuity Annual Report

**Background Papers:** None.

**Reporting Person:** Ray Morgan, Chief Executive  
Email: ray.morgan@woking.gov.uk, Extn: 3333

**Contact Person:** Pino Mastromarco, Senior Policy Officer  
Email: pino.mastromarco@woking.gov.uk, Extn: 3464

**Portfolio Holder:** Councillor David Bittleston  
Email: clldavid.bittleston@woking.gov.uk

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

**Date Published:** 12 June 2020

### 1.0 Introduction

- 1.1 The purpose of this report is to provide Members with an update on Risk and Business Continuity Management arrangements that are in place within the Council. The status of both of these functions is reported on an annual basis. Risk Management and Business Continuity provides the framework through which the Council identifies, manages and mitigates its business and operational risks.
- 1.2 Risk Management is the process whereby the organisation methodically identifies and manages the threats and opportunities that might exist within a Council activity. Business Continuity sets out to enhance the strategic and tactical capability of the organisation to plan for incidents and business disruptions, in order to continue business operations at an acceptable pre-defined level.
- 1.3 Risk Management and Business Continuity Planning are not one off activities. They are part of a continuous process that runs throughout the Council's activities, taking into account all aspects such as projects as well as day-to-day work that is undertaken. It must be integrated into the culture of the Council with an effective strategy and led from the top.
- 1.4 The functional responsibility for corporate Risk Management and Business Continuity rests with the Corporate Management Group (CMG). The Business Improvement Team is accountable for overall delivery and review. All senior managers are responsible, with guidance and support from Business Improvement, for ensuring appropriate risk and business continuity arrangements are deployed in their functions, services and areas of responsibility.

### 2.0 Risk Management

- 2.1 Risk can be defined as the combination of the probability of an event and its consequences. In any organisation there is the potential for events and consequences that can result in opportunities for benefits or threats to success. Over the past year, Business Improvement and senior managers have worked together to update Service Plan risks. Corporate Strategic Risks have also been reviewed and updated by CMG. The risks that have been identified have been logged and owners have been allocated.
- 2.2 The current Risk Management Strategy covers the period from 2015 to 2020. As we are in the final year of the strategy, it is due a formal review and will be updated to reflect current best practice. Work to review and update the Risk Management Strategy is underway but has been slightly delayed as resources have had to be redeployed to support the Council's response to Covid-19. It is anticipated that the review will be completed in the coming months. This review will assess if risk is being managed effectively at all levels of the Council, and if there are clear linkages between all tiers of the organisation to ensure a holistic awareness of risk. All suggested changes to the Risk Management Strategy will be submitted to CMG for discussion and sign-off.

### 3.0 Business Continuity

- 3.1 Since the last report to the Executive, Business Continuity arrangements have undergone a full review which was completed in November 2019. Various documents and procedures make up the Council's Business Continuity Plans, these are listed here:

**Business Continuity Strategy:** This document details the purpose of Business Continuity Management, the Council's overall approach to Business Continuity (including documentation, organisational structure, testing and training) and the relationship between Business Continuity, Emergency Planning and Disaster Recovery.

## Risk Management and Business Continuity Annual Report

**Business Continuity Incident Plan:** The Business Continuity Incident Plan details the steps that should be taken when faced with a Business Continuity disruption. This plan lists the process that will be taken to ensure that critical functions remain up and running, or are brought up and running, in the event of a threat to normal service.

**Business Impact Analysis (BIA):** To determine the Council's critical functions that need to continue to run in the event of a Business Continuity disruption, a BIA has been completed for every Council function. This is reviewed annually. The BIA assesses what the impact would be (Minimal, Noticeable, Major, Disaster) if a function was not available in a particular time period (1 hour, 1 day, 3 days, 1 week, 2 weeks) in a particular circumstance (Emergency, Human Welfare/Environment, Breaches of Statutory Duty, Damage to Reputation, Financial Implications).

**Action Cards:** An Action Card is completed for any Council function that is assessed as having a 'disaster' level of impact if it was unavailable. This document details the things that would stop the service running (e.g. lack of staff, loss of the Civic Offices), any mitigation action that has been taken to reduce the impact of the issue, and actions that would be taken to restore the service to an acceptable minimum standard. The Action Card also lists the people that would be responsible, the equipment and information they would require, and the overall actions that they would take to respond to a Business Continuity disruption.

**Alternative Premises Plan:** The Alternative Premises Plan details the process for setting up the Upper Gallery at the Leisure Centre as the Council's main base of operations in the event that the Civic Offices was unavailable.

- 3.2 The Business Continuity suite of documents, particularly the BIA and Action Cards, has assisted the Council in forming its approach in responding to the many challenges that Covid-19 has presented. Business Continuity documentation will also help the Council to move towards 'business as usual' operations once we are in a position to progress to that phase. Lessons learned from the Council's response to Covid-19 will be fed into the annual review of Business Continuity to ensure that the arrangements benefit from continuous improvement.

### 4.0 Conclusions

- 4.1 The application of Risk Management and Business Continuity Management remains very important for the Council. Good progress has been made in updating Business Continuity arrangements, and a similar review is currently underway for Risk Management. Work is also ongoing to provide the opportunity to further align risk and business continuity principles with emergency planning and disaster recovery, to ensure that the Council can achieve a robust and joined up approach in all of these areas for the future.

### 5.0 Implications

#### Financial

- 5.1 No additional implications arise specifically from the report but any proposals to further improve or enhance resilience may have cost implications and these would be identified in any such proposal.

#### Human Resource/Training and Development

- 5.2 Work continues to make staff aware of the arrangements and train those with specific responsibilities. This will be an on-going requirement to reflect staff turnover and changes.

Community Safety

- 5.3 There are no specific environmental or sustainability issues arising as a consequence of this report. Business Continuity is a key contributor to community safety in ensuring critical services are maintained but there are no issues arising specifically from this report.

Risk Management

- 5.4 As outlined in the report.

Sustainability

- 5.5 None arising from this report.

Equalities

- 5.6 None arising from this report.

Safeguarding

- 5.7 None arising from this report.

**6.0 Consultations**

- 6.1 None.

REPORT ENDS



EXECUTIVE – 22 JUNE 2020

## MONITORING REPORTS - PROJECTS

### Executive Summary

The Executive receives regular reports on the progress of projects in the interests of financial prudence and to ensure open and transparent corporate governance.

This report details the status of projects as at the end of December 2019, incorporating capital and revenue projects, and is attached at Appendix 1.

As requested by the Executive, the attached list includes only active projects and those closed during this reporting period. The agreed reporting protocol stipulates that projects overdue against the published end date will be classified as amber if the over-run is less than 25% of total project schedule and red if above this level.

The project management methodology includes a formal approval process to extend project timescales, where there are clear practical and business reasons to do so. Appendix 1 includes a column showing revised end date, reflecting application of the approval process. For completeness the original end date is retained on the report.

There are no specific areas for concern or action by the Executive.

### Recommendations

The Executive is requested to:

#### **RESOLVE That**

the report be received.

### Reasons for Decision

Reason: To monitor the position of active projects on SharePoint.

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

**Background Papers:** None.

**Reporting Person:** Ray Morgan, Chief Executive  
Email: ray.morgan@woking.gov.uk, Extn: 3333

**Contact Person:** Pino Mastromarco, Senior Policy Officer  
Email: pino.mastromarco@woking.gov.uk, Extn: 3464  
Dawn George, Business Improvement Officer  
Email: dawn.george@woking.gov.uk, Extn: 3407

**Portfolio Holder:** Councillor David Bittleston  
Email: cllrdavid.bittleston@woking.gov.uk

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

**Date Published:** 12 June 2020



### 1.0 Introduction

- 1.1 Attached at Appendix 1 is the report on projects at the end of December 2019 (produced from the SharePoint system).
- 1.2 All active projects continue to be included in the report for completeness. Members will note a number of projects are listed as showing delays in the project being closed. This is to reflect the requirement that evaluation and closure of the project is necessary after it has been completed (normally after the defect period, which may be some time from completion of the actual delivery).
- 1.3 Projects completed during the period are included at the end of Appendix 1. These projects will be removed from the report next time it is published, as no further reporting is required on projects that have been formally closed.

### 2.0 Exception items

- 2.1 In accordance with Financial Regulations, the following projects are being reported to the Executive because project costs exceed the original or approved revised budget by the greater of £10k or 5%.
- 2.2 Project No. 10785. Leisure Management Contract Investment Scheme. No change since the exception report at 20/11/2014 Executive.
- 2.3 Project No. 10911. Goldwater Lodge Fire Reinstatement Works. No change since the exception report at the 21/07/2016 Executive.
- 2.4 Project No. 10916. Hoe Valley Flood Alleviation and Enhancement Appraisal. The project is over budget as the hydraulic model for the Hoe Stream had to be updated to allow the flood risk to be better understood.
- 2.5 Project No. 10930. Goldsworth Park Rec Public Toilets. No change since first on the exception report at 4/02/2016 Executive.
- 2.6 Project No. 20061. Export House - WC and Lift Lobby Upgrade - Floors 2-14. No change since first on the exception report at 11/02/2018 Executive.
- 2.7 Project No. 20126. Leisure Centre - Upgrade of External Cladding. No change since first on the exception report at 10/10/19 Executive.
- 2.8 Project No. 20134. Pool in the Park Replacement Roof- Phase 4. No change since first on the exception report at 10/10/19 Executive.
- 2.9 Project No. 20139. 18-19 High Street Refurbishments. No change since first on the exception report at 13/07/17 Executive.
- 2.10 Project No. 20146. Leisure Lagoon Modernisation. No change since first on the exception at 27/06/19 Executive.
- 2.11 Project No. 20182. Refurbishment of 6 Floors at Export House. No change since first on the exception. No change since first on the exception at 27/06/2019 Executive.

### 3.0 Implications

#### Financial

- 3.1 No implications. The project listing includes costs related to each project.

Human Resource/Training and Development

3.2 No implications.

Community Safety

3.3 No implications. Community Safety is considered for every project as part of Project Workbook completion.

Risk Management

3.4 No implications. Risk management is considered for every project as part of Project Workbook completion. The SharePoint system also enables risks to be captured and managed by the project manager for each project.

Sustainability

3.5 No implications. Sustainability is considered for every project as part of Project Workbook completion.

Equalities

3.6 No implications. Equalities is considered for every project as part of Project Workbook completion.

Safeguarding

3.7 No implications.

**4.0 Consultations**

4.1 The report has been compiled in consultation with Project Managers.

REPORT ENDS

# Project Report (as at the end of December 2019)

Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
Playground Improvements Phase 4	Amber	The Play Strategy has been agreed and priorities for improvements and refurbishments of play areas have been determined. A project brief for the final four sites to be refurbished has been drafted. Loop Road play area to commence spring 2020. There is a risk that there will be further delays as funding releases rely on receipt of section 106 agreements. <u>The project is amber for budget as there was a slight overspend for additional works at Willow Way park.</u>	Amber	Green	Amber	Green	Arran Henderson	Geoff McManus	01/08/2007	30/04/2009	31/03/2021	473,155	475,720
SPA Interim Strategy	Green	Work is complete at Horsell Common under remit of Horsell Common Preservation Society. Footpath and boardwalk construction at White Rose Lane will now be considered under the Hoe Valley Flood Alleviation Scheme. All works at Brookwood Country Park have been completed. Project can now be closed.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/01/2007	01/12/2008	30/09/2020	1,194,632	1,046,990
Private Finance Initiative	Amber	Financial close was achieved on 15th November 2013 when the various contracts were entered into between Kier, Thames Valley, Surrey County Council and Woking. The Homes and Communities Agency has now confirmed the level of PFI Credits granted to be £36.5m. Kier started on site on 18 November 2013. Procurement of the contract is now complete and the project has now entered the operational phase. All of the 224 PFI houses are now occupied by families nominated from the Council's housing register. 147 private sale homes have now been completed. There are open spaces that are still to be handed over. <u>Project is amber for budget as although construction is complete, advisors are still required for outstanding issues. The project is over schedule as the early completion of the private sale wasn't achieved. The project is also amber for risk as the Government announcement on Right to Buy may have an impact on the project.</u>	Amber	Green	Amber	Amber	Paola Capel-Williams	Ray Morgan	02/01/2005	31/12/2010	31/03/2018	4,420,000	4,490,307
Local Development Framework	Green	The Development Management Policies DPD has now been adopted and is now part of the Development Plan for the area. The DPD was submitted to the Secretary of State by July 2019. The examination hearing commenced in December 2019. The inspectors report is likely to be issued summer 2020.	Green	Green	Green	Green	Ernest Amoako	Douglas Spinks	01/04/2010	01/12/2014	30/06/2020	389,550	378,728
Goldsworth Park Recreation Ground and Lake Improvements-Feasibility Study	Green	Following the Playing Pitch Strategy it has been decided that there will no longer be additional football pitches included as part of the proposed improvements. Local residents, through the Goldsworth Park Community Association, have proposed a community led project to enhance the North Meadow where the pitches were originally proposed to go. This project can now be closed down as it will now be progressed by the community, with support from Officers.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/01/2015	31/07/2015	31/03/2020	11,434	2,095
Gresham Mill SANG Proposal	Red	Landscape architects have produced a draft site master plan in line with Natural England's Suitable Alternative Natural Green Space (SANG) guidelines. <u>Project was on hold while awaiting further details regarding incorporating flood alleviation elements into the project. This is why the project is red. This work will now be incorporated into the wider scheme, so this project can now close.</u>	Green	Amber	Green	Red	Arran Henderson	Geoff McManus	01/09/2012	01/12/2013	01/12/2017	14,000	10,789
Civic Offices Accommodation Strategy	Red	The initial scope of the project has been achieved. All staff have now been relocated around the Civic Offices following the Corporate Restructure. <u>This project is now ready to close. The project is over schedule and slightly over budget as there was an increase in scope to include some work at the Community Centres.</u>	Green	Green	Amber	Red	Amanda Jeffrey	Douglas Spinks	01/10/2012	31/08/2013	31/03/2017	275,000	276,748

# Project Report (as at the end of December 2019)

Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
Hoe Valley Flood Alleviation and Enhancement Appraisal	Red	A contractor has been appointed and outline design work has been completed. The Consultation began on the 18th September 2017, and closed on 30th October 2017. <u>The project is red for budget as the hydraulic model for the Hoe Stream has had to be updated to allow the flood risk to be better understood and the scheme to be designed appropriately. The model has been completed, and signed off. The scheme is being developed further.</u>	Green	Amber	Red	Green	Katherine Waters	Geoff McManus	01/04/2016	31/10/2017	31/07/2020	600,000	660,267
Woking Park Play Area	Amber	Park is complete and opened in December 2014. <u>Many of the outstanding issues have been resolved, a small amount of reinstatement works has been completed.</u> Project can now be closed.	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	01/05/2014	30/09/2014	31/12/2019	650,000	626,704
Parking Notice Processing and Permit System Procurement	Red	The new system is now live. <u>The project is red as closure was delayed while waiting for the invoice from the contractors.</u> This invoice has now been received and the project is now ready to close.	Green	Green	Green	Red	Geoff McManus	Douglas Spinks	20/10/2015	30/03/2016	31/03/2018	17,500	14,250
Heather Farm SANG	Amber	Land has been leased to the Council and leased back to Horsell Common Preservation Society to manage site as a Suitable Alternative Natural Green Space (SANG). All the financial and legal requirements have been completed. The SANG opened in January 2016, but the delivery of the SANG proposals will continue for the next five years. <u>Project is amber due to delay in closure.</u>	Green	Green	Green	Amber	Ernest Amoako	Douglas Spinks	31/10/2014	31/10/2019	31/10/2019	1,749,856	1,707,071
MWE District Boiler Replacement	Red	<u>Project is red as has been delayed due to lack of resources. Project is now delayed until after winter 2019/20.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	19/06/2015	30/10/2015	30/10/2017	50,000	1,806
Integra Upgrade	Amber	The majority of the implementation has now been completed. <u>Project is over schedule due to discussion around final module implementation. Consideration is being given to closing the project and dealing with the module separately.</u>	Green	Green	Green	Amber	Chris White	Leigh Clarke	01/04/2015	30/09/2015	30/09/2019	110,000	101,813
Personalisation and Prevention Partnership Fund	Green	The Personalisation and Prevention Partnership Fund (PPPF) project is working to keep local residents over 50 independent and living in their own homes as long as possible as well as enhancing their general wellbeing. In partnership with the Clinical Commissioning Group we are now offering a social prescribing referral servicewith all GP practices in the Borough. Work has begun to develop a show home at Brockhill displaying adaptations to enable people to stay in their homes.	Green	Green	Green	Green	Jade Buckingham	Julie Meme	31/12/2012	31/12/2017	31/03/2020	690,000	492,975
Developing a Favourable Conservation Status Licence	Green	The project was established working closely with Natural England. The Council's Strategic Organisational Licence, issued by Natural England, was renewed in 2018. Major year four habitat improvement works will be completed in February 2020. Surveys undertaken each spring.	Green	Green	Green	Green	Tracey Haskins	Ray Morgan	31/08/2015	31/03/2021	31/03/2021	181,000	125,036
Woking Park Tennis Court Improvements	Red	Works have been completed, however there are some defects with the tarmac on some of the courts. <u>Discussions are ongoing with the contractor and external consultant to agree appropriate remedial works. Project is over schedule due to this issue.</u>	Green	Green	Green	Red	David Loveless	Emma Louise-Webb	01/09/2018	30/11/2018	30/06/2019	143,039	132,503

# Project Report (as at the end of December 2019)

Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
Bats Conservation	Amber	It was earlier reported that due to reprioritisation, Natural England cannot offer full support for the original bat scheme which is why the project is amber. As part of the Natural Woking strategy and action plan, officers will develop in-house projects for bats and other Favourable Conservation Status species for consideration.	Green	Amber	Green	Green	Lara Beattie	Ray Morgan	01/11/2017	31/12/2020	31/12/2020	145,000	0
Rainwater Gardens	Green	First pilot rainwater garden (RWG) completed successfully in Blackdown Close, Sheerwater, in February 2019. Review meeting held with contractors Farrans and project team. Further pilot locations are being identified. Designs are being prepared for the next location at Alpha Road, Sheerwater.	Green	Green	Green	Green	Lara Beattie	Ray Morgan	01/06/2018	31/03/2019	31/03/2020	50,000	35,083
CCTV Upgrade and New Control Room	Green	The design work for the new control room has commenced. Works started on site in October.	Green	Green	Green	Green	David Loveless	Douglas Spinks	24/06/2019	31/03/2020	31/03/2020	2,175,000	0
Woking Integrated Transport	Green	The project is progressing well. The stats and utilities diversions are now complete and the link road has been developed and was opened to the public in early June 2017. The electricity sub-station and gas-governor relocations are complete. Phase 3, which includes the new bust stop and link road footway works, is now complete.	Green	Green	Green	Green	Faouzi Saffar	Ray Morgan	01/06/2016	31/12/2020	31/12/2020	23,444,000	23,370,560
Play Area and Skate Park Repairs	Amber	Skate Park repairs, play area fencing replacement and removal of redundant equipment at Byfleet Rec have been completed. Remaining skate park works are now complete. Project can now be closed. <u>Project is amber due to delay in closure.</u>	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	01/05/2017	31/07/2018	30/11/2019	127,000	118,980
Turf and Drainage Improvements at St Johns Lye Cricket Pitch	Green	Initial drainage work completed. Further works to ditch network are ongoing. Some further work to the cricket outfield will also be undertaken.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	25/03/2018	31/10/2018	31/07/2020	21,225	9,275
Car Park Enhancement	Green	Currently 127 cars on Mini Park. Staff are monitoring the systems capabilities. Discussions around reporting requirements for future customers are being explored.	Green	Green	Green	Green	Yvette Lanham/ Hayley Hewitt Dutton	Geoff McManus	09/07/2018	30/04/2019	31/08/2020	36,250	35,770
Alternative Premises Plan	Green	Modifications to the Upper Gallery are now complete. Equipment has been installed and tested. This means that the Council has an enhanced level of resilience and can use the Upper Gallery at short notice as a command centre, with full access to data, should the Civic Offices be lost for any reason. The final element of the project that is outstanding is a feasibility study to determine the viability of locating a generator on-site.	Green	Green	Green	Green	Pino Mastromarco	Adele Devon	01/04/2018	31/05/2018	31/03/2020	16,428	14,823
Queen Elizabeth Gardens drainage and landscaping	Green	Initial works have been completed. However, some further minor works will be undertaken in Spring 2020 after which project can close.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/03/2018	31/07/2018	30/04/2020	21,500	10,581

# Project Report (as at the end of December 2019)

Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
Open Housing Implementation	Amber	Project is to replace the Capita Academy Housing System with Capita Open Housing. This will bring all Housing Management data together in one database and increase self service and mobile working. Phase 1 core went live to the public on 2 December and was well received. <u>Project is now amber for risk, budget and schedule because of scope variations in phase 1 and a longer than planned implementation. Uncertainty surrounding Phase 2 scope and timescale is also reflected in the RAG flag status.</u>	Amber	Amber	Green	Green	Alison Cornacchia/ Adele Devon	Ray Morgan	01/08/2018	31/03/2020	31/03/2020	500,000	383,873
Community Matters Partnership Project	Amber	The project is progressing well. There was a successful launch event in January 2018 and there are now 11 partners involved in the Community Matters Partnership (CMP). A steering group has been set up and is being chaired by a local business. The website launched in February. The CMPs first Give and Gain day took place in July at Brockhill. <u>The project is amber as over budget due to a contractor being required for longer than planned. Project is now complete and ready close.</u>	Green	Green	Amber	Green	Amanda Jeffrey/ Elspeth Andrews	Ray Morgan	01/05/2017	31/03/2021	31/03/2021	16,700	23,460
Entitledto Software Implementation	Red	Project was to implement Entitledto software which provides a standardised framework for Officers to confidently and efficiently complete robust affordability assessments for housing customers. System has been purchased and rolled out. <u>Project can now close. Project is red due to delay in closure.</u>	Green	Green	Green	Red	Jacqui Dixon	Neil Coles	20/08/2018	31/07/2019	31/07/2019	4,100	4,100
Remote Working for Uniforms	Red	The Building Control hardware and application has been successfully rolled out. After initial testing Planning required some different hardware from the original specification. <u>Project is red as delayed due to this hardware change. Software now updated to match hardware. Project is now complete and can be closed.</u>	Green	Green	Green	Red	David Edwards	Douglas Spinks	17/10/2018	31/05/2019	31/07/2019	33,480	6,475
Duke's Court Plaza	Green	Works started on site 2019 and are due for completion based on the current program for Jan 2021. Since initiation the project has been divided into two parts, the service and highway works which are the responsibility of the WITP team, and the Green Wall and Restaurant kiosk which will remain with Estate Management/Dukes Court Team.	Green	Green	Green	Green	Vanessa Tabner	Douglas Spinks	01/06/2019	30/04/2020	30/04/2020	4,525,000	0
Additional Disabled Parking Bays at Woking	Red	Construction finished at the end of August and the project is now complete. <u>The project is red due to delay in closure.</u>	Green	Green	Green	Red	George Chisenga	Geoff McManus	01/05/2019	31/07/2019	31/07/2019	25,000	21,661
Celebrate Woking 2019-20	Green	Project is now complete and ready to be closed. The project came within budget with £3348.27 being carried over for 2020/21.	Green	Green	Green	Green	Riette Thomas	Douglas Spinks	01/01/2019	31/12/2019	31/12/2019	0	0
Best Bar None 2019	Green	BBN 2019 was deemed successful as we saw an increase of accredited venues by 20%. The project underspent due to a lower number than expected number of attendees at the awards ceremony. Project now needs to be closed down.	Green	Green	Green	Green	Chris Norrington	Douglas Spinks	21/05/2019	31/03/2020	31/03/2020	14,500	1,804
Pool in the Park Structural Works-Phase 1	Green	Works started onsite in October 2019 and is progressing well. Works are due to finish at the end of March 2020.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/06/2019	31/03/2020	31/03/2020	750,000	0
New Temporary Accommodation	Green	Generally the project is progressing well. The project board meets monthly to monitor and highlight reports are available.	Green	Green	Green	Green	Hazel Craig-Waller/ Giuseppe Amico	Louise Strongitharm	01/08/2019	31/12/2020	31/12/2020	4,567,087	0

# Project Report (as at the end of December 2019)

Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
		<b>Projects at Practical Completion</b>											
Ditch Restoration Smarts Heath	Green	The ditch restoration work is complete and all associated works were finished by December 2010. The final monitoring report has been submitted to Natural England who will sign off project once ongoing maintenance has been agreed.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	24/05/2010	30/11/2010	31/12/2010	35,000	34,621
Hoe Valley Main Scheme Construction Phases	Green	The defect and maintenance period has now expired on the Hoe Valley and the project has now entered the 12 year liability period and the Environment Agency has taken over the liability for the flood defence maintenance. The general park area is now included within the Council's public realm contracts.	Green	Green	Green	Green	Mark Rolt	Ray Morgan	06/07/2010	31/12/2015	31/12/2015	43,700,000	23,830,014
Leisure Management Contract Investment Scheme	Red	All works complete. Project is red as WBC and Freedom Leisure are currently in discussions about what proportion of the project they should pay.	Green	Green	Red	Green	David Loveless	Douglas Spinks	01/11/2011	30/04/2013	30/04/2013	1,565,047	1,664,753
Rhoda McGaw Theatre Refurbishment Phase 1	Amber	All works are complete. Project is amber due to an overspend. Discussions with the consultant and contractor are underway to establish the specifics.	Green	Green	Amber	Green	David Loveless	Rose Blackley	01/01/2013	01/12/2013	01/12/2013	328,000	340,122
Goldwater Lodge Fire Reinstatement Works	Red	All works are now complete and project is in retention. Project is red as it finished over schedule due to an issue with the power supply serving the Goldsworth Park Community Associations Demise. Project is over budget due to a number of issues including a consultant providing an incorrect specification for the power supply and failing to include a soft play area. Other budget overspends were due to the discovery of unforeseen works including additional damage to steel frames and masonry.	Green	Green	Red	Red	David Loveless	Douglas Spinks	01/01/2014	30/09/2014	30/09/2014	1,865,000	2,085,148
Goldsworth Park Rec Public Toilets	Red	Project is complete. The project is now in retention. Project is red as over budget for a number of reasons; these include the discovery of asbestos materials, additional drainage works and making good works identified following the initial demolition. Overspend will be covered by the contingency sum included within the 2015/16 Asset Management Plan.	Green	Green	Red	Green	David Loveless	Douglas Spinks	31/08/2014	30/11/2014	09/10/2015	40,000	59,168
Civic Suite Refurbishment	Green	Project is complete and was in retention. Defects have been addressed. Project to be closed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/2014	31/05/2015	31/05/2015	600,000	576,918
Hoe Valley School	Amber	The school has been handed over and is now operating. Sportsbox commenced operation with our contractor Freedom Leisure in early July 2018. Project is amber for budget as there has been some additional costs to compensate Freedom Leisure for grass pitches not being available due to dry summer. There was a safety audit on the crossing outside the school and additional works have been completed. The project remains open because Surrey County Highways are continuing to refuse to accept the completed highway works. The intention is to close the project within the next two months.	Green	Green	Amber	Green	Ian Tomes	Ray Morgan	01/06/2015	31/05/2018	31/05/2018	44,680,000	44,830,691
Horsell Allotment Amenity Hut	Green	Project is now complete. Final invoice has been paid. Project will be closed.	Green	Green	Green	Green	David Loveless	Geoff McManus	01/12/2015	31/08/2016	31/05/2017	170,000	145,052
Wolsey Place Service Decks A	Green	All works complete and defects are being addressed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/2016	30/11/2016	30/11/2016	450,000	438,163

# Project Report (as at the end of December 2019)

Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
Export House WC Refurbishment-floors 2-15	Red	Project is complete and defects have been addressed. <u>Project is red due to overspend resulting from the need for additional plastering works that were required once the existing wall finishes were removed.</u>	Green	Green	Red	Green	David Loveless	Douglas Spinks	01/09/2016	30/04/2017	30/04/2017	489,302	519,695
Civic Offices Ground Floor Refurbishment	Red	Project is complete and in retention. <u>Project is red due to a decision to delay works as the tenant was not due to move in until February 2018. Capitalised staffing costs were not included in original approved budget.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/12/2016	30/11/2017	30/11/2017	1,500,000	1,500,000
Civic Offices Refurbishment of the 2nd Floor and Basement	Red	Work now complete. <u>Project is red due to delays caused by complications with Surrey Police access control and IT systems. The Police moved in in January.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/05/2017	28/09/2017	28/09/2017	200,000	197,316
New Entrance for Export House	Green	Project is complete and ready to close.	Green	Green	Green	Green	Ian Tomes	Douglas Spinks	01/07/2016	24/12/2016	21/01/2017	914,820	639,953
Leisure Centre - Upgrade of external cladding	Red	Works are complete. <u>Project is over budget because there were additional asbestos works needed. Project is over schedule due to this issue and a delay in getting the project approved.</u>	Green	Green	Red	Red	David Loveless	Douglas Spinks	01/10/2016	31/03/2017	31/10/2017	50,000	88,162
Wolsey Place Shopping Centre - Replacement Roofs	Green	Project is complete and in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/2016	01/03/2017	28/09/2018	260,000	260,000
Wolsey Place Shopping Centre Replacement of the Galley Lift	Red	<u>Project is red as there was a delay appointing the contractor and the works could not be commenced and completed before the Christmas retail period. Works commenced in January and are now complete. Project is in retention.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/2016	30/09/2017	30/09/2017	80,000	78,377
Pool in the Park - Replacement Roof Phase 3	Red	Project is now in retention. <u>A mechanical and electrical upgrade design needed to be finalised prior to this project commencing. Project is red due to delays caused by this issue.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/2016	30/04/2017	31/10/2017	125,000	85,914
Pool in the Park - Replacement Roof Phase 4	Red	Works began on site in January and a number of hidden defects were identified, including corroded steel work and inadequate fixings of the canopy. This has led to a delay in the roofing works and an overspend. Works are now complete, subject to minor defects. <u>Project is red due to delays and increased costs caused by this issue.</u>	Green	Green	Red	Red	David Loveless	Douglas Spinks	01/10/2016	01/10/2016	31/10/2017	75,000	190,858
18-19 High Street Refurbishments	Red	Marjorie Richardson Centre has opened and the project is in retention. <u>Project is over budget and over schedule as there were some additional unforeseen works needed including works to the roof and removal of asbestos. Project is now ready to close.</u>	Green	Green	Red	Amber	David Loveless	Camilla Edmiston	01/05/2016	31/01/2017	31/01/2017	310,000	337,076
Leisure Lagoon Modernisation	Red	Works are progressing on site. Flumes have been installed and opened. <u>The project is red for schedule because of concrete repairs and a delay in agreeing the terms of the loan between WBC and Freedom Leisure. The terms of the loan have now been agreed.</u>	Green	Amber	Red	Red	David Loveless	Ray Morgan	01/06/2017	30/04/2018	30/04/2018	800,000	904,907



# Project Report (as at the end of December 2019)

Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
West Byfleet Play Area Improvements	Green	New play equipment has been installed and opened to the public. Project now in retention.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/05/2017	31/10/2017	30/06/2019	60,000	59,719
Refurbishment of 6 floors at Export House	Red	Works are complete and project is now in retention. <u>Project is red for schedule because the scope of works changed and it took longer to award the tender than anticipated.</u>	Green	Green	Red	Amber	Ian Tomes	Douglas Spinks	15/02/2018	30/09/2018	30/09/2018	260,000	278,164
Business Incubator Kitchen Improvements	Green	All works are complete and project is now in retention.	Green	Green	Green	Green	David Loveless	Chris Norrington	01/11/2017	31/05/2018	31/07/2018	25,930	20,153
Woking Park-CCTV Installation	Amber	Project is now complete. Project schedule is amber due to issues with the fibre network which prevented a signal being sent back to Export House. This has now been resolved.	Green	Green	Green	Amber	David Loveless	Douglas Spinks	01/12/2017	31/05/2018	31/05/2018	235,000	160,360
Woking Park-WiFi Installation	Red	Project is now complete. <u>Project is red for schedule as there were issues with the fibre network which prevented a signal being sent back to Export House. This has now been resolved.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/12/2017	31/05/2018	31/05/2018	250,000	176,714
<b>Projects Closed During Reporting Period</b>													
Leisure Centre Roof Refurb Phase 4	Green	Project is now complete and in retention. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	26/01/2015	31/08/2015	31/08/2015	300,000	219,722
Leisure Centre Roof Refurb Phase 3	Amber	Project is amber as over budget due to unforeseen deck repairs following removal of old roof. The closure documentation has been completed for this project.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	18/08/2014	26/06/2015	26/06/2015	100,000	105,161
Pool in the Park Replacement Fire Alarm	Green	Project is now complete and out of retention. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	29/08/2014	31/03/2015	30/04/2015	100,000	54,115
Woking Park Replacement Bollards	Green	New bollards have been installed and project is now out of retention. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/06/2015	30/09/2015	30/09/2015	16,500	15,617
Leisure Centre Roof Refurb Phase 5	Green	Works are complete and project is now out of retention. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/2015	31/03/2016	30/09/2016	125,000	92,230
Maybury Centre Replacement Boilers	Green	Project complete and now out of retention. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/06/2015	30/11/2015	30/11/2015	50,000	26,885
The Vyne Replacement Chiller	Green	Project is complete and project closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/06/2015	30/11/2015	31/03/2016	40,000	35,360
Civic Offices External Doors Replacement	Green	Project is now complete and out of retention. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/09/2015	31/01/2016	30/06/2016	16,000	11,629
The Vyne and St Mary's External Works	Green	Works at both sites are now complete and defects have been addressed. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/02/2015	31/08/2015	31/12/2015	35,000	28,873

# Project Report (as at the end of December 2019)

Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
Leisure Centre Main Hall Replacement Air Handling Units	Amber	Project is complete. <u>Project is over budget as a additional vent needed to be replaced. The closure documentation has been completed for this project.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/09/2015	31/03/2016	31/03/2016	90,000	90,978
Leisure Centre Roof Refurbishment - Phase 6	Amber	The roof is complete. <u>Project is amber as over budget due the need to relcoate PV panels. The closure documentation has been completed for this project.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/11/2015	31/03/2016	31/07/2016	230,000	236,388
Leisure Centre CCTV Expansion	Green	CCTV cameras have been installed and commissioned. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/12/2016	29/02/2016	31/07/2016	25,000	25,000
Leisure Centre Security Fence Expansion	Green	Fence is now complete and project is ready to close. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/2016	31/03/2016	31/03/2016	12,500	9,373
Leisure Centre Upgrade of the Main Sports Hall Lighting	Green	Work is complete; the new lighting is already generating energy savings and has received positive comments from the public. Waiting to receive final invoice, then project will be closed. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/2016	31/10/2016	31/03/2017	60,000	49,953
Leisure Centre - Building Management System Upgrade	Amber	Survey and upgrade of the existing system is complete. <u>Project is amber to minor overspend. The closure documentation has been completed for this project.</u>	Green	Green	Amber	Amber	David Loveless	Douglas Spinks	01/10/2016	31/12/2016	31/03/2017	35,000	35,693
St Marys - Replacement Roof Phase 1	Green	Significant underspend due to detailed investiagtion works during the design phase highlighting that roof was not in as poor condition as first thought. Project is complete and the closure documentation has been completed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/2016	31/03/2017	31/03/2017	25,000	7,123
St Marys - Replacement Windows Phase 1	Green	Windows have been installed. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/2016	31/03/2016	31/03/2017	24,000	23,814
Pool in the Park Building Management System Works Phase 2	Green	New outstation has been installed and the performance of the system will be monitored over the next six months to ensure all equipment is operating efficiently. This project is ready to close and the closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/2017	31/03/2017	31/03/2017	40,000	29,909
Leisure Centre External Doors and Windows Rear Balcony	Red	Project is now complete. <u>Project is over budget due to identification of asbestos cladding which resulted in removal costs. The closure documentation has been completed for this project.</u>	Green	Green	Red	Green	David Loveless	Douglas Spinks	01/01/2017	31/03/2017	31/03/2017	30,000	42,106
Leisure Centre Entrance Doors Project	Green	The new doors and flooring have been installed. Project is now complete. The closure documentation has been completed for this project.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/2017	10/04/2017	10/04/2017	25,000	17,406
Egress Implementation	Amber	The system is now live. <u>Project is amber due to delay in closure.</u>	Green	Green	Green	Amber	Jamie Archer	Adele Devon	20/08/2018	31/08/2019	31/08/2019	86,265	28,755

# Project Report (as at the end of December 2019)

Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
Provincial House Ground Floor Refurbishment	Amber	Refurbishment is now complete and was handed over to Cote de Brasserie in April 2016. Project is amber as it is over budget as the scope of this project was increased to include redecoration of all the common parts of the building including the staircase and the entrance hallway and due to slight delay in authorisation. This project is now complete.	Green	Green	Amber	Amber	Ian Tomes (Mike Sheard, Moyallen)	Douglas Spinks	22/10/2015	31/03/2016	28/02/2017	1,389,000	1,414,640
Wolsey Place Heating and Lighting Improvements	Red	Project is complete. Project is red due to a delay in authorisation.	Green	Green	Green	Red	Ian Tomes	Douglas Spinks	01/03/2016	31/05/2016	31/05/2016	223,000	173,823
Best Bar None 2018	Red	The Best Bar None scheme is complete, with 17 venues gaining accreditation. Project is red due to delay in closure.	Green	Green	Green	Red	Chris Norrington	Douglas Spinks	01/03/2018	30/11/2018	31/12/2018	17,500	4,852

Green	Project is progressing according to agreed plans and targets and is within all tolerances.
Amber	Project contains areas of concern which are impacting on delivery and may need remedial action.
Red	Project is failing in one or more areas and is in need of immediate attention.
Revised End	Indicate that the Project Sponsor has authorised an extension to the schedule of a project. If a project exceeds its budget /timescale and a formal request for an extension to either is agreed, the rag flags will baseline against the revised budget/timescale.



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

