



PLANNING DIRECTORATE

SERVICE PLAN 2022/23

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TABLE OF CONTENTS

PURPOSE	3
OPERATING HIGHLIGHTS FOR 2022/23.....	3
OUR SERVICES	4
KEY RISKS	4
KEY PROJECTS	5
DIRECTORATE KPI'S	6
ACTIONS FOR 2022/23	7
SAVINGS / INCOME TARGETS 2022/23	13
BUDGETS - STAFF.....	14
BUDGETS - SERVICES.....	15

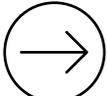
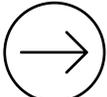
PURPOSE

This Service Plan describes how the Planning Directorate is contributing towards the delivery of the Council's Corporate Strategy objectives. Directorate service plans will be updated annually to outline the priorities for the coming financial year. This Plan includes:

- The key initiatives for the coming financial year.
- An overview of the structure of the directorate and its functions.
- A summary of the main risks within the directorate.
- The projects that the directorate will be undertaking in 2022/23.
- Reference to directorate specific Key Performance Indicators (KPI's).
- Targeted actions the directorate will be pursuing to deliver the Corporate Plan.
- Directorate highlights, such as budgets, staff, and savings position.

OPERATING HIGHLIGHTS FOR 2022/23

In addition to delivering the range of day-to-day activities that fall within the remit of the Planning Directorate, there are several key initiatives planned for the coming financial year. The flagship areas of work that will have a positive impact on communities include:

	<p>“Opening of Victoria Place and implementation of revised governance arrangements with suitable capacity/skills in place.”</p>
	<p>“Development and adoption of a strategic asset management plan designed to ensure the most effective use of Council assets.”</p>
	<p>“Production and adoption of a ‘Destination Woking’ marketing and Place Plan to promote the borough and attract investment.”</p>
	<p>“Implementation of the recommendations from the Planning Peer Review to drive continuous improvement.”</p>

OUR SERVICES

The Planning Directorate is focused around developing an enterprising, vibrant, and sustainable borough. The directorate is also responsible for the delivery of key place making projects, such as Victoria Place and the Housing Infrastructure Fund scheme. To achieve this, the directorate is broken down into three areas:

Business Liaison	Planning & Building Control	Property Services
Business Grants	Arboricultural Services	Asset Management
Business Support	Building Control	Capital Projects
Celebrate Woking	Development Management	Facilities Management
Economic Action Plan	Planning Policy	Town Centre Management

KEY RISKS

What is the risk?	How are we mitigating this?
Risk that the economic viability of Woking is not sustained.	<ul style="list-style-type: none"> • Development of the town centre to enhance the surroundings and make area attractive to business/customers. • Economic development strategy written and adopted, and action plan agreed with monitoring schedule in place. • Digital Strategy has been written and adopted.
Risk that the property portfolio will continue to deteriorate and be forced to close without sufficient investment.	<ul style="list-style-type: none"> • Risk assessments are undertaken for each corporate building. • Insured against damage. • Critical assets are supported by Freedom and Skanska contracts. • Various maintenance contracts in place. • Investment Programme in place.
Risk that the delivery of affordable housing targets /aspirations will not be met.	<ul style="list-style-type: none"> • Ongoing discussions with developers and partners. • Core Strategy and Site Allocations DPD approved. • Site allocations to be determined. • Revised Affordable Housing SPD to be adopted by the Council.
Risk that the Council cannot establish Brookwood Cemetery as a self-financing initiative.	<ul style="list-style-type: none"> • Analysis being undertaken into ways in which income generation of the Cemetery can be maximised. • Ongoing discussions with Historic England regarding the site. • Health & Safety works/processes have been completed.
Risk around the delivery of required infrastructure and housing in relation to the HIF project.	<ul style="list-style-type: none"> • Robust project team and professionals in place to manage project. • Fully engaged with all stakeholders including Homes England, Network Rail. • Scrutiny and governance of the project has been strengthened.

Risk that corporate property compliance and statutory obligations will not be met without sufficient procedures and resources in place.	<ul style="list-style-type: none"> • Additional resources secured and in place to oversee compliance and condition activity. • Implementation of actions set out in a recent audit with a review of the audit planned for Q4 22/23.
Risk of not having sufficient capacity and capability in the team in relation to property and place making.	<ul style="list-style-type: none"> • Completion of actions arising from the planning peer review. • Completion of the review of capacity and capability; new governance arrangements to be put in place for town centre and Victoria Place.

KEY PROJECTS

Project Name	Project Descriptions
Local Development Framework	The Council has a statutory responsibility to produce a Local Development Framework which will comprise a suite of documents to guide future development within the Borough.
Heather Farm SANG	To purchase Heather Farm and bring it to the standard of a SANG.
CCTV Upgrade and New Control Room	Replacement of the public realm CCTV system and construction of a new Town Centre Control Room and ARC Facility.
Woking Integrated Transport	This project will deliver multi modal transport improvements, improving the public realm and unlocking areas that are necessary for the delivery of the Victoria Square project.
Duke's Court Plaza	The project involves the redesign of the area to create a pedestrianised "plaza", an open space which will provide a connection between the town centre and the building complex.
HIF A320 Woking Town Centre	The objective of this project is to replace the Victoria Arch Railway Bridge, acquire and demolish the Triangle site, and enhance the A320 south of the railway line.
IDOX Planning Portal Connector	Building Control Public Access and Planning Portal Connector to enhance the access and use of the public portal.
Goldworth Park Cycle Park Upgrade	Creating a new, safe bike track for users of all abilities to cycle and will improve access to the activity and encourage a healthier lifestyle.
Demolition of 2 Monument Way West	The demolition of the former G4S building and Deewall House on Monument Way West for the creation of the Sheerwater Link Road.
E-commerce platform for retailers in Woking	Providing an e-commerce platform to Woking's independent retailers so they can expand their service to offer click /collect, and delivery.
Old Woking Community Centre	Development of the Community Centre and facilities to accommodate increased young person demand in conjunction with Woking College.

Goldsworth Park Retail Centre Car Park Works	Resurfacing the car park and white lining to ensure that the site is safe and fit for purpose.
Woking Town Centre Masterplan	Prepare a newly defined Town Centre Masterplan to help guide future sustainable development within the Town Centre.
Woking Palace Repairs and Essential Works	Preservation works to ensure the site is safe, and in suitable condition to secure the long-term future of the Palace and its surroundings.
Victoria Way Central Reservation	Refurbish and replant Victoria Way Central Reservation from the junction of Lockfield Drive to Brook House roundabout.
Midas House / Export House District Heat and Cooling.	Connection of district heating and cooling supplies from the Poole Road Energy Station to Midas House and Export House. Refurbishment of the mechanical systems within each building.
Celebrate Woking 2022	A range of events to inspire residents, community groups, visitors, local businesses, and other stakeholders to create a community spirit.
Horsell Common SANG Extension	Creation of additional capacity to mitigate the impact of development on the Thames Basin Heaths special protection areas.
Midas House Refurbishment	Complete refurbishment of the 2nd and 3rd floors of Midas House including new ceilings, lighting, partitions, and decoration.
Planning Peer Review	Implementation of the agreed action plan arising from the planning peer review.
Destination Woking	This project details a 3-year marketing campaign that attracts inward investment into the Borough.
Energy Manager	Management of energy across the Council's non-housing estate to achieve energy savings and assist with climate change commitments.
EV Charging points	This project will look to apply charges to EV Charging points in Council owned Car Parks.

DIRECTORATE KPI'S

The Council uses a variety of performance indicators to monitor how well our services are performing in meeting the needs of our residents. We monitor and publish our performance monthly via the 'Green Book' to ensure that we remain focused on our priorities and can promptly deal with underperformance wherever necessary.

ACTIONS FOR 2022/23

Corporate Objective	Priorities for 2022/23	By March 2023 we will have
<p>Recognise the distinctive identity of our towns, villages and neighbourhoods, ensuring they have vibrant centres that support community life, wellbeing, pride and identity.</p>	Continued support for the development of neighbourhood plans.	Continued to provide information, guidance and signposts for those communities looking to develop a neighbourhood plan for their area.
		Provided sufficient resource to ensure that neighbourhood plans and proposals accord with up-to-date evidence and align with strategic policies of the adopted Local Plan and National Planning Policy.
	Supporting local villages and neighbourhood communities to create the place residents want it to be. Working with neighbourhoods to assess gaps in services within a 20min walk.	In partnership, completed a joint case study of a given neighbourhood area to understand the current services in place and identify gaps.
	Ensure that new developments coming forward such as West Hall and West Byfleet, meet the objectives set out in the Site Allocations Development Plan Document.	Encouraged developers to engage and consult on their plans and proposals with local communities and actively listen to the communities' views in developing their plans.
		Provided a joined-up pre-applications service to secure the delivery and implementation of sustainable development to meet needs.
		Worked proactively with developers to ensure that site infrastructure provided by developers meets the development's needs without creating a burden on the community.
<p>Support the provision of high quality, sustainable, well managed and affordable homes to meet housing standards and local needs, including those for key workers.</p>	To deliver the target of 102 affordable homes.	Continued to seek policy compliant affordable housing contributions from new developments and comprehensively appraised viability assessment where the affordable housing requirement are not proposed to be met.
	Adopt a new affordable housing supplementary planning document which incorporates prioritisation of first homes for key workers.	Adopted a revised supplementary planning document that updates the detailed requirements of the Council in relation to affordable housing under the adopted Local Plan policy.

Consult and engage residents more frequently and encourage all residents to have their say.	Agree the engagement strategy for the review of the Local Plan in 2023	Drafted and adopted an engagement strategy for the review of the Local Plan, building on the recently approved Statement of Community Involvement.
	Commencement of the review of the Local Plan and preparation towards a new Local Plan for adoption in 2027.	Drafted and agreed a high-level project plan which sets out a process to review the Local Plan, in preparation for adoption of a new plan in 2027.
Have a strong voice and influence with government and business to achieve the best outcomes for the borough.	Active response to Government consultations to represent the voice of the Borough communities	Continued to respond on proposals emerging from the Planning Reform White Paper 'Planning for the Future'.
	To use our representation on the Members Board of the District Councils' Network to collaborate, strengthen the voice of District and Borough Councils and influence national policy.	Engaged on key district council matters for the Borough related to the 'Place' agenda and used the network for collaboration and best practice.
Attract investment and protect our interests by raising the profile of the borough.	To actively engage with key stakeholders to further the Council's objectives including working with Government, the LEP and other partners.	Sought opportunities to further our place making objectives, secured infrastructure investment, for example through the Levelling Up agenda, and UK Shared Prosperity Fund etc.
		Worked proactively with private investors where their proposals support Council objectives and priorities.
Actively seek opportunities to work collaboratively with Surrey County Council and other public, voluntary, community and faith sectors.	Stronger Partnership with Surrey County Council and public sector partners such as the Environment Agency.	Collaborated with the Economic Development Team at Surrey County Council (Invest in Surrey) to define synergies and joint-working options.
		Engaged fully on the Surrey 2050 ambition, addressing areas over governance and the delivery of infrastructure such as transport/flooding.
		Supported SCC property services to ensure WBC can deliver an independent local authority-based inspection service across Surrey - currently 30% of the workload with a target of 100% by 2024.
		Worked with Surrey Fire & Rescue to ensure the existing 9 high-rise residential buildings in Woking and future developments meet the higher building safety standards required by 2023.
		Engaged with the Environment Agency on proposals to secure investment in flood alleviation works

<p>Use the borough's natural assets and green spaces to support green and sustainable living.</p>	<p>Support the Queen's Jubilee Green Canopy.</p>	<p>Coordinated the allocation of 500 saplings to Woking's various communities as part of the Queen's Jubilee Green Canopy.</p>
	<p>Deliver further tree planting opportunities within the Borough on owned sites such as the remembrance trees at Brookwood Cemetery.</p>	<p>Implemented the community memorial woodland project with an avenue of newly planted trees at Brookwood Cemetery.</p>
		<p>Completed Victoria Way Central Reservation works and tree planting.</p>
<p>Work with partners to develop and incentivise greener travel choices, embed wider carbon reductions and greater biodiversity support in our operations.</p>	<p>Deliver a minimum of 70 additional EV charging points in council car parks and contribute to the County programme to trial EV points at kerbside</p>	<p>Installed and operating new Electric Vehicle charging points and made progress towards an approach to charging the user.</p>
	<p>Work proactively with the County Council to continue to develop a programme to identify cycle and pedestrian improvements.</p>	<p>Worked in collaboration with the County Council as the highway authority to secure investment in cycle and walking provision.</p>
		<p>Developed plans (subject to funding) to bring forward a new cycle and pedestrian bridge at Lockfield Drive</p> <p>Finalised the remaining elements of the town centre enhancement programme under the Woking Integrated Transport Package.</p>
<p>Develop the green and sustainable sector as part of the strategy for economic growth.</p>	<p>Implement the objectives set out in the Economic Action Plan Digital Strategy.</p>	<p>Engaged in discussions with partners to deliver a Green Tech Hub.</p>
		<p>Promoted the Borough as a Digital Centre of Excellence centred around Green Technologies.</p>
		<p>Subject to funding, created a Green Tech led "hub" (incubator/ accelerator) to support businesses to meet the challenges climate change has brought to the planet. This would encompass organisations that are developing technologies in the net carbon / reusable / cleantech / net zero / sustainable energy sector.</p>
<p>Promote sustainable technology and innovation.</p>	<p>Support the delivery of A245 corridor improvements to include smarter highway and other measures.</p>	<p>Collaborated with Surrey County Council as the highway authority to secure investment in smart and hard improvements to the highway.</p>
<p>Promote and invest in low carbon energy supply across the borough.</p>	<p>Support Thamesway to progress investment proposals to extend the district heat network, provide the capacity for major new connections and enable the planned transition to lower carbon technologies.</p>	<p>Worked in partnership with Thamesway Limited to support the expansion of the network and encouraged developments to connect to the existing CHP network.</p>

Lead an integrated approach to the management of flood risk, air quality and conserving water.	Work with the County and Environment Agency to bring forward flood alleviation schemes.	Collaborated with County and Environment Agency to bring forward options appraisals and business cases in relation to infrastructure to support environmental and flood management schemes.
Conserve, restore and expand existing habitats.	Maintain and expand the provision of Suitable Alternative Natural Green Spaces (SANGS) / Open space.	Ensured that development contributes to the ongoing management of areas of open space to mitigate the impact on the Special Protection Areas for ground nesting birds.
		Progressed proposals to provide new SANG provision to match demands arising from new housing growth.
Deliver a carbon neutral council by 2030 and lead by example to support Woking businesses to be greener and more sustainable.	Collect data and complete a self-assessment of our operations and buildings to understand the Council's current carbon footprint in order to plan further interventions to reduce impact and improve energy efficiency.	Completed an independent assessment and produced a carbon reduction road map.
	Agree an approach to designing in carbon reductions in all projects and programmes and where not consider the creation of an offset fund.	Ensured all specifications for new build / refurbishment works include carbon reduction measures.
Establish the whole borough as a destination - a place that is open for business and investment.	Adoption of the Woking town centre masterplan - setting out a vision for the place and identifying development opportunities.	Consulted on and developed a town centre masterplan to be submitted to the Executive for adoption as supplementary planning guidance.
	Establish a Digital Centre of Excellence - a high growth - high tech incubator hub with a niche "Green Tech" focus.	Subject to funding, to have identified a suitable partner to manage the Centre of Excellence service and commence fit-out.
	Develop 'Destination Woking' - a detailed sales and marketing plan.	Completed a costed and deliverable project plan, building on the marketing work completed and implemented key actions.
		Delivered a campaign to promote Woking as a business and visitor destination of choice.
Produced a gap analysis as part of Destination Woking to inform the Estate Management Sales Strategy & Action Plan, looking at how assets are used and how they are performing.		

Support businesses to recover from the pandemic and grow.	Continue to provide business Advice Clinics and webinars on business strategy, finance, marketing, exporting, customer service.	Planned and delivered up to 10 Business Advice Clinics per month.
Create a vibrant town centre, bringing together a compelling offer of high quality leisure, retail and sustainable living opportunities.	Celebrating and supporting the opening of the Victoria Place development to provide an even stronger retail, hotel and leisure offer.	Continued to promote Victoria Place and the wider town centre to increase footfall and to promote and attract additional investment in the town centre.
	Agree an over-arching town centre management strategy to support the delivery of a mixed-use centre, supporting local needs while being a shopping destination of choice.	Developed and adopted a town centre management strategy and action plan which will set-out the strategic vision for the place, as well as providing access to engage with new tenants and support existing tenants and seek additional commercialisation opportunities.
		Implemented changes to develop commercial and strategic finance capacity and expertise across the Council's asset portfolio/investments to deliver positive outcomes for the borough.
	Implement new Way finding in the town centre.	Completed a project to improve way funding within the town centre.
	Deliver Celebrate Woking.	Delivered a successful programme focused on the Queen's Jubilee.
Establish a strong case for infrastructure investment that supports the vision and priorities of communities.	Continue to progress the Victoria Arch replacement project including the commencement of investigative ground works and site clearance works.	Progressed the CPO submission to secure land required to complete the project, whilst seeking to reach a negotiated solution with landowners.
		Progressed proposals to gain planning permission for the temporary and permanent access to the aggregates yard.
		Scheduled works in conjunction with appointed multi-utility contractor to survey current utilities under Victoria Arch and progress their relocation.
		Continued to work with the County to coordinate road closures and works with developers/stakeholders to minimise the impact on access.
		Worked closely with Homes England on the project including identifying additional funds to support the full costs of the project.
		Liaised with local residents and businesses on proposals, particularly those impacting residents affected by access to the aggregates yard.

		Supported and concluded the Overview and Scrutiny Committee's review of HIF Housing Outputs.
	Working with Government and infrastructure providers to address shortfalls in provision	Liaised with Network Rail on plans to relocate the aggregates yard.
		Engaged on the County's Minerals and Waste Local Plan, particularly in relation to securing sustainable waste management solutions and the potential for the relocation of the aggregates yard.
		Developed the work of the Infrastructure Working Group to hold infrastructure providers to account and ensure that the Council supports providers to unlock proposals and bring forward schemes.
Active use of independent and peer reviews to inform service improvement.	Agree and implement an action plan arising from the Planning peer review.	Reviewed and improve the planning section of the Council website to enhance the offering for residents to self-serve.
		Delivered a training programme for officers and members to improve the understanding of each-others role /decision making in Planning.
		Improved engagement between planning committee members and officers prior to committee.
Develop and strengthen strategic service and financial planning and performance and risk management.	Agree and implement strategic asset management plan to ensure that all assets contribute to financial and place making ambitions.	Escalated the asset management strategy as a key project reporting to the Corporate Programme Board, alongside a quarterly report on the performance of retail and office assets.
		Developed through engagement a Strategic Asset Management Plan ensuring the Council's land and property assets portfolio supports business, employment, and investment into the borough.
	Establish a council wide framework for the management of commercial activity and opportunities	Appointed a new Commercialisation Manager to secure additional attractions and investment in the town.
		Secured further commercial investment and activity including a Christmas offer.
	Undertake a review of the governance of Council investment and interests.	Completed and implemented a commissioned review of the governance of Victoria Square to ensure the Council can transition its client management focus from the development and build phase to operation and delivery phase.

SAVINGS/INCOME TARGETS 22/23

Property Services	Review CCTV contract and partnership contributions for the service.	£53,000	Spend Rationalisation
Property Services	Efficiencies from the management of buildings facilities management, security and cleaning contracts, and facility utilisation.	£75,000	Spend Rationalisation
Property Services	Employ energy manager to audit and produce efficient suppliers, recharge tenants for energy used where possible, manage EPC requirements / future restrictions on leasing properties, identify grant funding for capital works, energy saving proposals and assist with the Council Climate Change commitments.	£15,000	Invest to Save
Property Services	Seek further commercialisation opportunities from our asset bases through an increased focus on business-to-business opportunities.	£30,000	Income Growth
Planning	Increases in planning fee income due to increasing activity.	£100,000	Income Growth
Planning	Fund CIL Officer post by money secured from CIL administration.	£27,000	Service Re-design
	Totals:	£300,000	

BUDGETS - STAFF

STAFF BUSINESS UNITS	Building Control	Business Liaison	Building Services	CCTV	Development Management	Market	Planning Policy	Property Services	Total
	£	£	£	£	£	£	£	£	£
Employees	416,235	174,743	1,463,237	118,794	1,182,518	67,246	344,770	0	3,767,543
Premises	0	0	372,439	0	0	0	0	795,476	1,167,915
Transport	0	0	11,451	0	1,132	0	0	0	12,583
Supplies And Services	1,763	1,732	12,277	0	17,573	0	867	179,739	213,951
Agency And Contracted Services	0	0	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0	0	0
Support Costs	79,613	39,336	87,730	20,426	164,131	38,060	72,828	0	502,124
Capital Charges	0	0	0	0	0	0	0	233,750	233,750
Total Expenditure	497,611	215,811	1,947,134	139,220	1,365,354	105,306	418,465	1,208,965	5,897,866
Government Grants	0	0	0	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0	0	0	0
Sales	0	0	0	0	0	0	0	0	0
Fees And Charges	0	0	-1,000	0	0	0	0	0	-1,000
Rents	0	0	0	0	0	0	0	-658,152	-658,152
Other Income	0	0	-75,355	0	0	0	-39,453	0	-114,808
Total Income	0	0	-76,355	0	0	0	-39,453	-658,152	-773,960
Total	497,611	215,811	1,870,779	139,220	1,365,354	105,306	379,012	550,813	5,123,906
<i>Number of Staff (F.T.E.)</i>	<i>6.00</i>	<i>3.30</i>	<i>24.09</i>	<i>3.00</i>	<i>24.00</i>	<i>1.53</i>	<i>7.41</i>	<i>0.00</i>	<i>69.33</i>

BUDGETS – SERVICES

SERVICES	Building Control	Business Liaison	Building Services	Development Management	Estate Management	Planning Policy	Total
	£	£	£	£	£	£	£
Employees	547,060	426,754	265,838	1,615,946	788,669	369,735	4,014,002
Premises	0	33,236	594,091	20,757	3,122,624	0	3,770,708
Transport	0	500	3,000	0	0	0	3,500
Supplies And Services	19,000	96,500	-66,425	28,700	525,504	53,276	656,555
Agency And Contracted Services	0	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0	0
Support Costs	0	0	0	0	0	0	0
Capital Charges	0	0	191,313	0	102,974	0	294,287
Other Costs	0	0	0	0	0	0	0
Total Expenditure	566,060	556,990	987,817	1,665,403	4,539,771	423,011	8,739,052
Government Grants	0	0	0	0	0	0	0
Other Grants	0	0	0	0	0	0	0
Sales	0	-22,000	0	0	0	0	-22,000
Fees And Charges	-414,750	0	-2,170	-905,583	-283,362	0	-1,605,865
Rents	0	0	0	0	-22,559,303	0	-22,559,303
Other Income	0	0	-161,819	0	-288,142	0	-449,961
Total Income	-414,750	-22,000	-163,989	-905,583	-23,130,807	0	-24,637,129
Total	151,310	534,990	823,828	759,820	-18,591,036	423,011	-15,898,077