

FRAMEWORK FOR RECOVERY

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Woking Post-Covid-19 Recovery Framework: Draft V1.5

1. Aims and Objectives

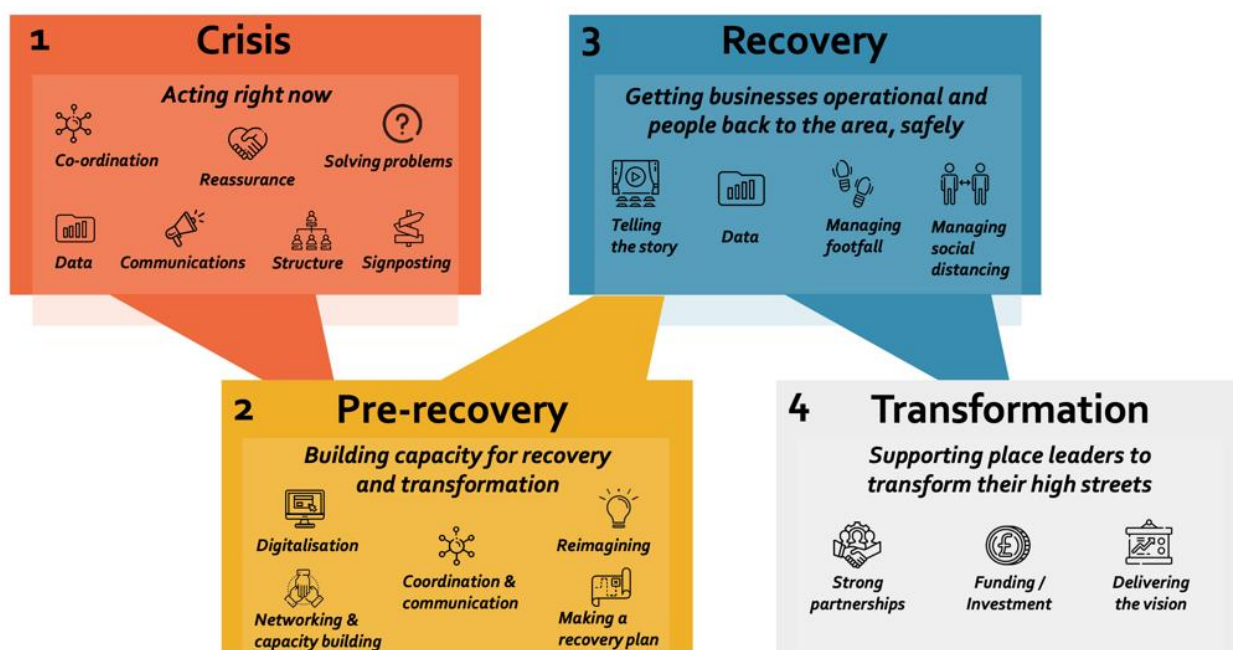
The aim of this report is to identify the issues and challenges presented to the Borough's commercial centres by the Covid-19 crisis. The report recommends a wide range of options to consider to support micro/SME businesses and to attract back residents, workers and visitors into the Borough's commercial 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 24th 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 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 3rd 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

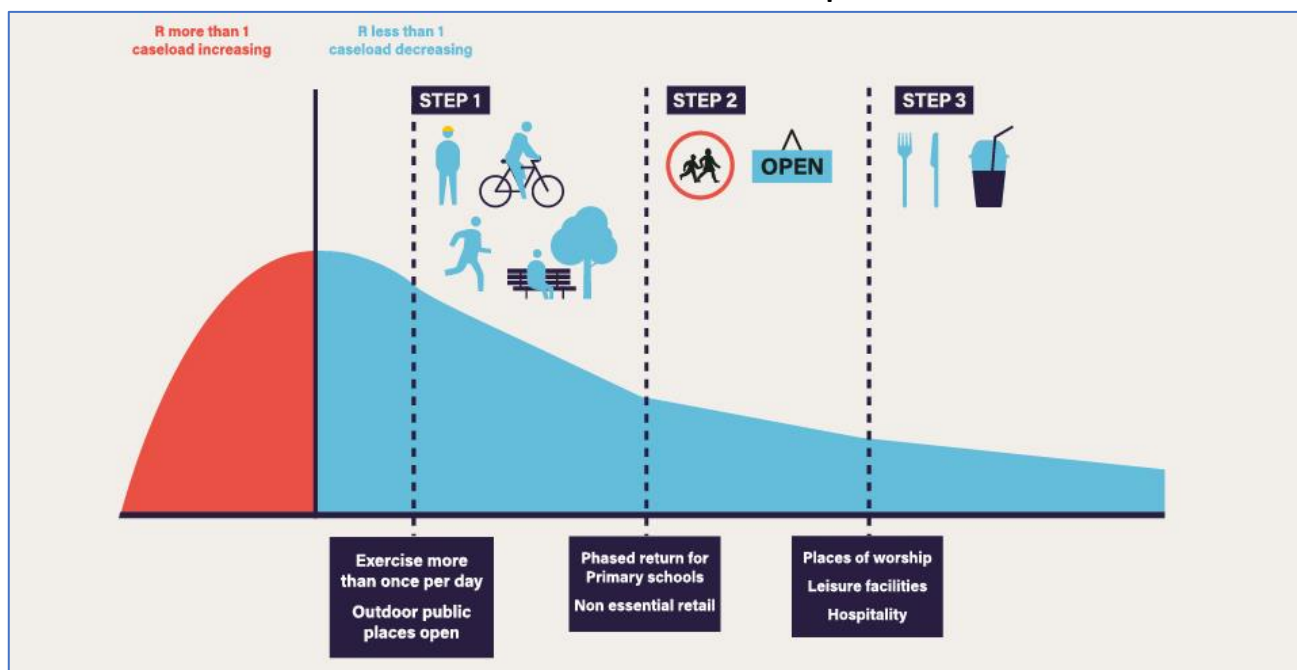


2. Consumer Perception Context:

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 (1st and 15th) for retail and early July 2020 (no earlier than 4th 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 11th May 2020, predominantly starting 13th May with the re-opening of garden centres. Step 2 commenced 1st June with car-showrooms and markets, with non-essential retail re-opening from 15th June. Step 3: leisure, hospitality including food and beverage is currently stated as not re-opening before 4th 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 (29th May 2020)

The most recent BVA/BRDC Consumer sentiment tracker 26th–29th 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.

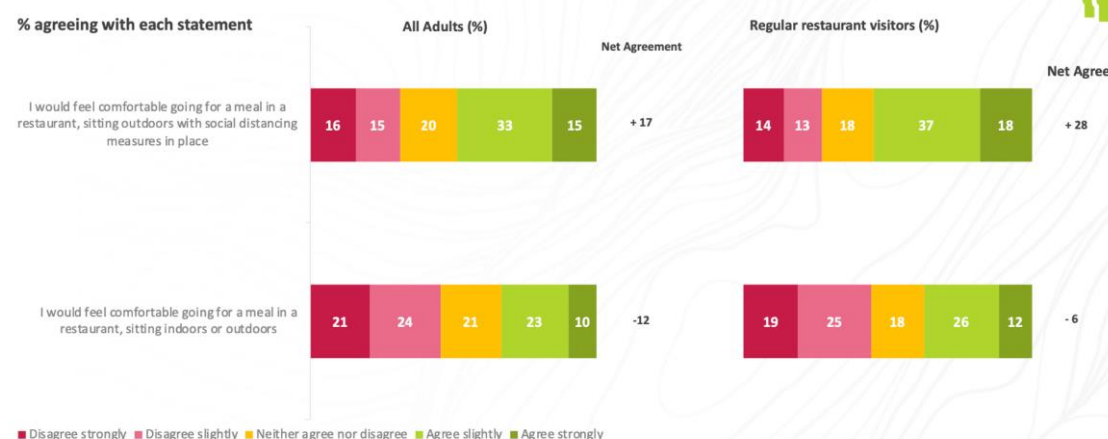
Short-term plans for visiting restaurants and going out shopping jump significantly as news of easing restrictions comes through

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 19th – 22nd May survey dug a bit deeper into attitudes for dining out, particularly relevant to Woking's food and beverage offer. The grey box out 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

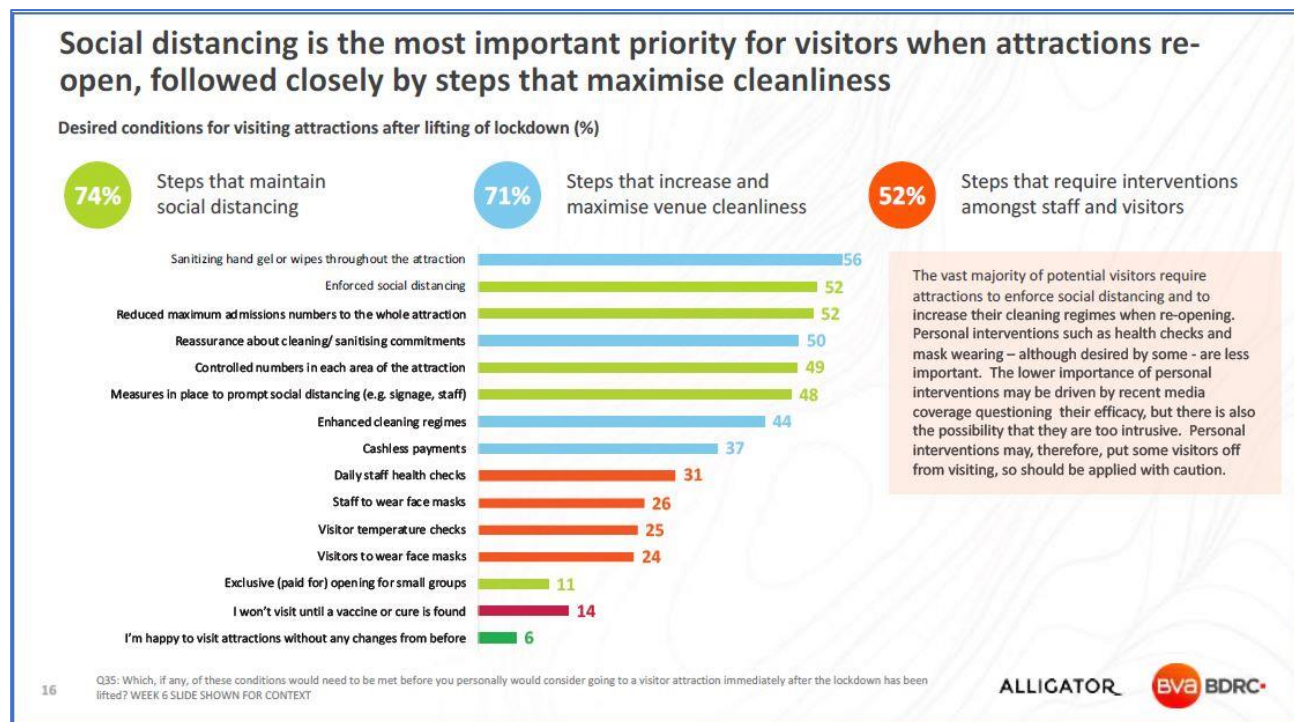


INTEREST IN DINING OUT IS PREDICATED ON OUTDOOR SPACE & SOCIAL DISTANCING

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 Britain¹ dated 29th 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%).

¹ <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 (ERDF) Fund

This £50m European Regional Development Fund (ERDF) was announced on Sunday 24th 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 Notes² 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 29th 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

² <https://www.gov.uk/government/publications/reopening-high-streets-safely-fund-guidance>

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.

5. Government Announcement 25th May reopening of non-essential retail

From 1st June Outdoor Markets and Car Showrooms are able to reopen, then from 15th June, other non-essential retail, ranging from department stores to small, independent shops, will be allowed to reopen.

Also On 25th May updated guidance for the retail sector detailing the measures they should take to meet the necessary social distancing and hygiene standards was published³. Shops will have limited the time to implement this guidance before they are allowed to reopen from 15th June.

6. Crisis Stage (we are now leaving)



We are undoubtedly exiting the current⁴ 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 Survey Monkey surveys, first survey done w/c 11th May, results analysed.

³ <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/shops-and-branches>

⁴ The Government have identified the high risk of a second wave of the Covid-19 outbreak if relaxation measures are not strictly managed

- Dialogue with Woking Borough Council Estates regarding potential rent support measures available to the tenants, meeting undertaken together with Woking Shopping representatives.
- 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.⁵
- 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 SBGF grants	Revenues & Benefits/Business Liaison, WW, Chamber, Partners	On-going	£1.51m unclaimed allocation as 21/06/20 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 monitor change and revised priorities for support	Business Liaison/WW and partners	Target w/c 8 th June 2020	Update 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






⁵ Ardmore, marketing agency contracted by Woking Borough Council to deliver the #WeAreWoking brand.

strategy and roadmap for the relaxation of the lock-down, and for many business sectors the short to medium term guidance on social-distancing.

Core activities already undertaken within Pre-Recovery Stage

- Proposal to repurpose the Economic Development Task Group to form an Economic Recovery Task Group⁶
- 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.

⁶ 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 st 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 st June 2020	Final agreed document published
PR04	Budget implications of recovery framework plan agreed by CMG	Officers & Members	w/c 8 th June 2020	Agreed budget allocated to relevant departments
PR05	Next live Woking Works webinar planned,	Business Liaison, WW and Woking Chamber	w/c 1 st 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 th 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.

Timelines:	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's commercial centres as consumer destinations through messaging campaigns	Time -line	Who	Cost Source	
	Links to ERDF High Street re-opening fund strand 2. Comms and public information activity				
REC01A	- Positive B2C messaging of Woking (and Borough) being safe to live in, work in and to visit	S/M	MarComms Ardmore	ERDF	
REC01B	- Campaign focus on Woking USPs, large public spaces, accessibility by car, cycle and on foot	S/M	MarComms Ardmore	ERDF	
REC01C	- B2C Marketing and promotion across multiple media types: social, online and physical	S/M	MarComms Ardmore	ERDF	
REC01D	- Utilisation of #WeAreWoking campaign, social media and website for primary messaging	S/M	MarComms Ardmore	ERDF	
REC01E	- Utilisation of Woking town Wi-Fi splash page and ability to message Wi-Fi users	S/M	MarComms Ardmore	ERDF	
REC01F	- Physical re-opening messaging throughout Borough; poster sites and car-park wrap-arounds	S/M	MarComms Ardmore	ERDF	
REC01G	- Utilisation of WBC Woking Magazine to promote positive B2C re-opening message	S/M	MarComms	ERDF	
REC01H	- Encourage consistent positive messaging across all partners: WBC, WW, Woking Shopping	S/M	MarComms	ERDF	
REC01I	- Sector specific B2C marketing when food and beverage sector is allowed to reopen with social distancing	M/L	MarComms Ardmore	ERDF	

REC02	Aim: To support the Boroughs SME businesses through transition from lock-down to re-opening	Time-line	Who	Cost Source	
Links to ERDF 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	£ n/a	
REC02B	- Ensuring all Government grants and support packages are promoted and signposted	S/M	Business Liaison	£ n/a	
REC02C	- WBC Advisor, WW partners, EM3 Growth Hub provide 1-2-1 business advice and guidance	S/M	Business Liaison	£ n/a	
REC02D	- Local targeted support packages and webinars to available to Borough Businesses	S/M	Business Liaison	£ n/a	
REC02E	- Promote Businesses listed in WW directory and the equivalent #WeAreWoking listing	S/M	Business Liaison	£ n/a	
REC02F	- Advise businesses their Google entries are up-to-date and reflect opening times and services (360° Maps)	S/M	Business Liaison	ERDF	
REC02G	- Review the need to assist/support with procurement (not provision) of PPE for smaller businesses	S/M	Business Liaison	ERDF	
REC02H	- Support package for food & beverage outlets, review of 'Best Bar None' see REC09	M/L	Business Liaison	ERDF	
REC02I	- Review assistance/packages available to help businesses develop an online presence e.g. near.st ⁷	M/L	Business Liaison	ERDF	
REC02J	- WBC Estates, open dialogue with WBC commercial tenants on a case by case basis	M/L	Estates	ERDF	
REC02K	- EHO advice and guidance for businesses, minimising need for enforcement	M/L	Environmental Health	ERDF	

REC03	Aim: Collect data and intelligence, reporting and analysis against pre-Covid	Time-line	Who	Cost Source	
Not eligible for ERDF High Street re-opening fund					
REC03A	- Foot-flow monitoring to measure recovery against historic datasets	S	Woking Shopping	£ n/a	
REC03B	- Analysis of car-parking data to measure recovery against historic datasets	S	N/hood Svc	£ n/a	
REC03C	- Use of Woking town Wi-Fi measured against historic datasets	S	Business Liaison	£ n/a	
REC03D	- Measurement of key outputs from B2B and B2C re-opening campaigns	M	MarComms Bus Liaison	£ n/a	
REC03E	- Continued promotion of wider surveys and commissioning of bespoke Woking surveys	M	Business Liaison	£ n/a	

⁷ Website portal for local businesses to sell their goods and services online. https://about.near.st/?utm_source=shops.near.st

REC04	Aim: Maximise the positive car-parking experience in WBC owned and operated car parks	Time-line	Who	Cost Source	
	Links to ERDF High Street re-opening fund strand 4. Temporary public realm changes				
REC04A	- Enhanced cleaning regime across all car-parks, management of Skanska contract	S	n/hood svcs	ERDF	
REC04B	- Visible sanitisation procedure for chip and pin payment machines and keypads	S	n/hood svcs	ERDF	
REC04C	- Review whether 'keep to left' needed in multi-storey stairwells and pinch points	S	n/hood svcs	ERDF	
REC04D	- Sanitisation, cleanliness and social distancing protocols with WBC owned and operated lifts	S	n/hood svcs	ERDF	
REC04E	- Review whether social distancing e.g. floor marking needed at busiest payment machines	S	n/hood svcs	ERDF	
REC04F	- Utilisation of poster and barrier wrap-around display space to reinforce B2B and B2C messaging	S	MarComms Bus Liaison	£ n/a	
REC04G	- Review whether installation of PPE/Sanitiser vending machines viable in car-parks	S	n/hood svcs	£ n/a	
REC04H	- Provision of contactless and mobile app payment systems in conjunction with ongoing system procurement.	L	n/hood svcs	Future Procurement	
REC04I	- Date of reintroduction of car parking charges across WBC car-parks – July 2020	S	CMG	£ n/a	

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 Not eligible for ERDF High Street re-opening fund				
REC05A	- Enhanced cleansing regime across all public realm, management of Serco contract	S	n/hood svcs	£ n/a	
REC05B	- Visible bin sanitisation and rubbish bag emptying procedure for WBC litter bins	S	n/hood svcs	£ n/a	
REC05C	- Enhanced cleaning/sanitisation and entry/exit management of WBC public toilets	S	n/hood svcs	£ n/a	
REC05D	- Review whether social distancing measures needed for queues extending into public realm	S	n/hood svcs	£ n/a	
REC05E	- Specific distancing measures for public transport queues; bus, rail and taxi points	S	n/hood svcs	£ n/a	
REC05F	- Review whether 'keep to the left' distancing needed at narrow pinch points	S	n/hood svcs	£ n/a	
REC05G	- Review of street furniture, especially seating to achieve social distancing	S	n/hood svcs	£ n/a	
REC05H	- Utilisation of signage, poster and wrap-around display spaces to reinforce B2C messaging	S	n/hood svcs	£ n/a	
REC05I	- WBC Enforcement Officers, enhanced training on social distancing and enforcement	S	n/hood svcs	£ n/a	

REC05J	- Review whether installation of PPE/Sanitiser vending machines viable in public realm	M	n/hood svcs	£ n/a	
REC05K	- Review Gov't new guidance on post-Covid-19 public realm with regard to extension of pedestrian only areas.	L	n/hood svcs	£ n/a	
REC05L	- Review Gov't new guidance on post-Covid-19 public realm with regard to widening of pavements	L	n/hood svcs	£ n/a	

REC06	Aim: to create a safe positive public realm within private control e.g. shopping centres	Time-line	Who	Cost Source	
	Not eligible for ERDF 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	
REC06I	- Security and cleaning staff, enhanced training on social distancing and enforcement	S	Estates/Wok Shopping	£ n/a	
REC06J	- Utilisation of digital screens, poster spaces and floor stickers to reinforce B2C messaging	S	Estates/Wok Shopping	£ n/a	
REC06K	- Review 'virtual queuing' mobile app being developed for Asda ⁸	M	Estates/Wok Shopping	£ n/a	
REC06L	- Shared intelligence from tenant/occupier surveys and feedback	M	Estates/Wok Shopping	£ n/a	
REC06M	- Review installation of PPE/Sanitiser vending machines (masks, gloves etc.) at entry points	M	Estates/Wok Shopping	£ n/a	
REC06N	- Review of disinfection and fogging, whether safe and practical for regular use	M	Estates/Wok Shopping	£ n/a	

⁸ <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 ERDF High Street re-opening fund				
REC07A	- Review Celebrate Woking programme scheduled commencement in light of Government guidance	L	Business Liaison	£ n/a	
REC07B	- Liaison with leisure providers to align with B2C re-opening campaign when allowed	M	Community services	£ n/a	

REC08	Aim: Engagement with Borough office occupiers and their employees	Time-line	Who	Cost Source	
	Not all directly eligible for ERDF High Street re-opening fund				
REC08A	- Business Liaison engagement with Borough key office occupiers	S	Bus Liaison /Estates	£ n/a	
REC08B	- Intelligence on social distancing and revised level of occupation	S	Estates	£ n/a	
REC08C	- Positive messaging to employees returning to work within Borough centres	S	Bus Liaison /MarComms	ERDF	
REC08D	- Promotion of accessibility via car, cycle and walking	M	Bus Liaison/ MarComms	£ n/a	

REC09	Aim: Engagement with Borough food & beverage operators with a view to minimise business failures	Time-line	Who	Cost Source	
	Links to ERDF 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	ERDF	
REC09B	- Bespoke B2B support packages for the sectors including advice, guidance and signposting	S	Business Liaison	ERDF	
REC09C	- Positive B2C messaging when sector allowed to re-open, with social distancing measures	M	MarComms Ardmore	ERDF	
REC09D	- 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



Strong partnerships



Funding / Investment



Delivering the vision

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 Ardmore⁹

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

⁹ Ardmore, advertising 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 Brookwood, Byfleet, West Byfleet, Hook Heath, Pyrford, Knaphill, Maybury, Mayford, Kingsfield, Old Woking, St. Johns, Sheerwater, Horsell and 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, #safe Woking?
- 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 Ardmore



#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. Safe – delivering key operational information on measures being taken by the council to ensure the safety of everyone	2. Informed – updating people on progress of phased recovery and new developments through agile, templated advertising assets	3. Positive – 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		
<p>The below showcases the media channels and platforms at our disposal. Categorised under Paid, Owned and Earned, we must ensure the right message is delivered on the right medium.</p> <p>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.</p>		
Paid Advertising channels	Owned Advertising channels	Earned Advertising channels
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
<p>Key for hyper targeting multiple messages to Woking and surrounding Borough areas quickly.</p> <p>Furthermore, a variety of different messaging will be used to ensure relevancy to target audiences.</p> <p>Council PSA assets will be repurposed for social optimisation and targeted to consumers.</p>	<p>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.</p> <p>Create a webpage with list of businesses who have reopened. Link in with activity from Working Works.</p>	<p>Create a continually updated shared bank of news hooks – preopening and official opening plans for retail, services, and leisure.</p> <p>Regularly liaise with Woking Works, WBC, and Woking Shopping to identify priority themes & news hooks (and advise on photography requirements).</p> <p>Create an agreed PR template for news stories which incorporates all</p>



		<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 (programmatic)</p> <p>Banner advertising will be used to target Woking, West Byfleet, Knaphill, Old Woking, St Johns, Horsell & 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>#WAW Wi-Fi / E-mailers</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>Social media conversation</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 hello@wearewoking.com email address and sharing received content</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>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>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>	



These will run across Woking News and Mail and Surrey Advertiser Series.		
Radio/Audio	#WAW Twitter	
Eagle Radio will continue to be used as a trusted voice during this pandemic. 40" spots will be used in order to deliver information.	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	
	#WAW LinkedIn	
	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.	

Appendix C – B2B Proposal from Air Social¹⁰

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 from the government

Advert 7 - A selection of the latest member's 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 from the government

¹⁰ Social media advertising and marketing agency providing services to Woking Works

Advert 7 - A selection of the latest member's 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 to read the full proposal and register their interest in supporting the campaign.



Appendix E: Web links

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

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

Appendix F: Key Internal Partners & Contractors

Delivery Partners – Draft

Officers

Woking Borough Council – Business Liaison Manager (Chris Norrington)
Woking Works and Partners Lead - (Chris Norrington)
Woking Borough Council – Estates (Ian Tomes)
Woking Shopping – J-P Jackson & Rowen de Grauw
Woking Borough Council – Director of 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 – Director of Community Services (Julie Fisher)
Woking Borough Council – Leisure, Culture & Arts (Steve May)
Woking Borough Council – Marketing & Communications (Andy Denner)
Woking Borough Council – Portfolio Holder for Promoting the local Economy – (Cllr Kevin Davis)
Woking Borough Council – Economic Recovery Task Group (Cllr Ian Johnson)

West Byfleet Representative (Cllr. Gary Elson)

Contractors

Ardmore (B2C) (Contact TBC)
Air Social (B2B) (Alex Vinall)
Google 360° maps agent (Simon Sadek)
Matthews Associates (UK) Ltd (Simon Matthews)