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

You are hereby summoned to attend a meeting of the Executive to be held on Thursday, 16 June 2022 at 7.00 pm in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

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

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

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

The agenda for the meeting is set out below.

JULIE FISHER
Chief Executive

AGENDA

PART I - PRESS AND PUBLIC PRESENT

1. Minutes

To approve the minutes of the meetings of the Executive held on 24 March 2022 and 23 May 2022 as published.

2. Apologies for Absence

3. Urgent Business

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

4. Declarations of Interest (Pages 5 - 6)

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

Notices of Motion

At its meeting on 31 March 2022, the Council referred the following Notices of Motion to the Executive for consideration.

6. Notice of Motion - Cllr K Davis - Housing Allocations EXE22-041 (Pages 7 - 8)
Reporting Person – Corporate Leadership Team
7. Notice of Motion - Cllr D Roberts - Benefits Management EXE22-042 (Pages 9 - 10)
Reporting Person – Corporate Leadership Team

Matters for Recommendation

8. Supplementary and Amended Priorities - Working for all Strategy EXE22-051 (Pages 11 - 14)
Reporting Person – Julie Fisher
9. Review of Community Grants EXE22-046 (Pages 15 - 20)
Reporting Person – Louise Strongitharm

Matters for Determination

10. Housing Delivery Test and Action Plan EXE22-040 (Pages 21 - 32)
Reporting Person – Giorgio Framaliccio
11. Update on Community Provision in Sheerwater EXE22-045 (Pages 33 - 38)
Reporting Person – Louise Strongitharm
12. Treasury Management Annual Report 2021-22 EXE22-037 (Pages 39 - 50)
Reporting Person – Leigh Clarke
13. Risk Management and Business Continuity Annual Report EXE22-036 (Pages 51 - 56)
Reporting Person – Julie Fisher

Performance Management

14. Performance and Financial Monitoring Information
Please bring to the meeting your copy of the latest Performance and Financial Monitoring Information (Green Book).
15. Monitoring Reports - Projects EXE22-026 (Pages 57 - 66)
Reporting Person – Julie Fisher

AGENDA ENDS

Date Published - 8 June 2022

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



Agenda Item 4.

Schedule Referred to in Declaration of Interests

Council-appointed directorships

Julie Fisher, Chief Executive	
Thameswey Limited	Victoria Square Residential Limited
VSW Hotel Limited	Victoria Square Woking Limited

Joanne McIntosh, Director of Legal and Democratic Services	
Thameswey Developments Limited	Thameswey Housing Limited
Thameswey Guest Houses Limited	Thameswey Limited

Giorgio Framallicco, Strategic Director - Place	
Brookwood Cemetery Limited	Thameswey Central Milton Keynes Limited
Brookwood Park Limited	Thameswey Energy Limited
Brunswick Road (Pirbright) Residents Company Limited	Thameswey Limited
Energy Centre for Sustainable Communities Limited	Thameswey Maintenance Services Limited
Export House Limited	Thameswey Solar Limited
Kingfield Community Sports Centre Limited	Thameswey Sustainable Communities Limited
Woking Necropolis and Mausoleum Limited	Woking Shopping Limited

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

EXECUTIVE – 16 JUNE 2022

NOTICE OF MOTION – CLLR K DAVIS – HOUSING ALLOCATIONS

Executive Summary

At its meeting on 31 March 2022, the Council referred the following Notice of Motion to the Executive.

Councillor K Davis

“It is vitally important that our residents directly benefit from new housing development in their local area. The Council already requires a 2-year local connection for applicants joining its Housing Register for affordable homes, as well as expecting any shared ownership homes secured through the Section 106 process to be first marketed to those living or working in the Borough.

However, the Council should consider going further in promoting a “Local First” approach by:

- Investigating any further flexibilities that could be incorporated into the Housing Allocations Policy to prioritise local residents;
- Exclusively marketing any new homes built and sold by Thamesway for a set period of time to residents living in that Ward or Neighbourhood Area;
- Considering a local connection policy for any new homes delivered under the Government’s new “First Homes” tenure that prioritises residents living in that Ward or Neighbourhood Area before opening up to the Borough.”

Officer Comment

“Woking Borough Council has a target to deliver 292 new homes per annum and it is important that local residents directly benefit from the extra housing and associated infrastructure. The Motion aligns with the Council’s Housing Strategy objective ‘to provide well designed, high quality homes that are affordable and meet local needs’. Other central Government policies have sought to localise the benefits of housing development to local communities, including through the introduction of Neighbourhood Plans and top-slicing a neighbourhood portion of the Community Infrastructure Levy (CIL) to support local projects.

This Notice of Motion seeks to build on the localism agenda by further prioritising local residents applying for social housing. The Council’s Housing Allocations policy already requires applicants to have lived or worked in the Borough for at least 2 years (with some limited exceptions) and includes provisions for the use of Local Lettings Plan, which is a similar approach to that proposed by the Motion. By law, the Council’s allocations scheme must give priority to applicants in ‘Reasonable Preference Categories’, including homeless applicants in priority need. Any review of the Allocations Policy to increase local connection criteria will need to ensure this does not adversely impact applicants in the ‘reasonable preference categories’, as well as, ensuring that it does not discriminate certain groups.

The Council is currently reviewing its Affordable Housing Supplementary Planning Document (SPD) to take into account changes in central Government policy. Among these changes is a new “First Homes” low cost home ownership scheme for first-time buyers. The draft SPD is likely to include local connection criteria specifically for ‘First Homes’ delivered in the Borough for the first three months from when a home is first marketed. A tightening of the local connection criteria to a Ward or Neighbourhood Area level could be explored through the SPD review, which would be subject to consultation with stakeholders (i.e. developers, residents, Neighbourhood Forums, etc.).

Notice of Motion – Cllr K Davis – Housing Allocations

Any proposals to exclusively market new homes built and sold by Thamesway for a set period of time to residents living in that Ward or Neighbourhood Area would need to be agreed by the company boards. Thamesway is starting to formulate its business plans for 2023/24 onwards, which will come to Council for approval, and this proposal could be considered as part of this business planning process.

Officers are supportive of the intent of the Notice of Motion and will continue to work with the Portfolio Holder to seek to ensure that residents directly benefit from new housing development in their local area.”

Background Papers:	None.
Reporting Person:	Councillor Kevin Davis Email: cllrkevin.davis@woking.gov.uk Louise Strongitharm, Strategic Director - Communities Email: louise.strongitharm.woking.gov.uk , Extn: 3599
Contact Person:	Jon Herbert, Strategic Housing and Development Manager Email: jon.herbert@woking.gov.uk , Extn: 3546
Portfolio Holder:	Councillor Ian Johnson Email: cllrian.johnson@woking.gov.uk
Shadow Portfolio Holder:	Councillor Steve Dorsett Email: cllrsteve.dorsett@woking.gov.uk
Date Published:	8 June 2022

EXECUTIVE – 16 JUNE 2022

NOTICE OF MOTION – CLLR D ROBERTS – BENEFITS MANAGEMENT

Executive Summary

At its meeting on 31 March 2022, the Council referred the following Notice of Motion to the Executive.

Councillor D Roberts

“The council undertakes programmes of work to deliver benefits to the borough and controls are put in place to ensure the work is delivered on time, on budget and to scope. Whilst delivering to scope should result in the delivery of benefits, it may not always be the case. Complex projects spanning many years can require interim decisions to balance budgets, timescales, and scope because of issues arising throughout the life of the project.

This council is committed to both best practice and transparent project reporting including benefits tracking from the point at which it is considered for approval by members through to the conclusion and delivery of the project.

This council will therefore investigate how it will implement benefits management on all major projects as part of existing standard project controls such as risk and issues management.”

Officer Comment

“Benefits Realisation forms an important part of the Council’s project management solution. Prior to authorisation, every project must complete a detailed business case (called the Project Workbook) which is broken down into four stages - 1. Project Initiation, 2. Start-Up, 3. Execution and 4. Closure. At stage 1 all project benefits should be listed, and at stage 2 further thought should be given and recorded as to how each identified benefit should be measured/monitored throughout the life of the project. At the end of every project the closure stage must be completed at which time benefits should be measured and assessed as to whether anticipated targets have been met. At every stage the Project Workbook is scrutinised by the Project Support Office and signed off by CLT.

We will include the potential for more clearly articulated benefits management as part of the ‘Green Book’ Performance Management review.

Following discussion with Officers, Councillor Roberts has suggested an amendment to the wording of his Notice of Motion. The Executive is invited to recommend the revised wording to the Council.

Revised Motion:

Councillor D Roberts

“The council undertakes programmes of work to deliver benefits to the borough and controls are put in place to ensure the work is delivered on time, on budget and to scope. Whilst delivering to scope should result in the delivery of benefits, it may not always be the case. Complex projects spanning many years can require interim decisions to balance budgets, timescales, and scope because of issues arising throughout the life of the project.

This council is committed to both best practice and transparent project reporting including benefits tracking from the point at which it is considered for approval by members through to the conclusion and delivery of the project.

Notice of Motion – Cllr D Roberts – Benefits Management

This council will therefore investigate how it will improve its current benefits management practices to ensure that changes to benefits are tracked during the execution phase and reported to any council meeting in which project decisions are being made or project updates are being received by members. Also to report back, to full council, an analysis of any differences to the benefits captured at the time the project was approved against benefits realised at project closure.”

Background Papers: None.

Reporting Person: Councillor Dale Roberts
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Julie Fisher, Chief Executive
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Contact Person: Pino Mastromarco, Corporate Strategy Manager
Email: pino.mastromarco@woking.gov.uk, Extn: 3464

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

Shadow Portfolio Holder: Councillor Ayesha Azad
Email: cllrayesha.azad@woking.gov.uk

Date Published: 8 June 2022

EXECUTIVE – 16 JUNE 2022

SUPPLEMENTARY AND AMENDED PRIORITIES – WOKING FOR ALL STRATEGY

Executive Summary

This report seeks Executive approval of the **Supplementary and amended priorities to the Council's Woking for all Strategy 2022-27** following the change in administration.

The Woking for all Strategy provided an overview of the Council's strategic outcomes for the next five years and incorporated the actions for 2022/23 to support the delivery of these outcomes.

The Strategy was approved by Council at its meeting on 31st March 2022 alongside the Medium-Term Financial Strategy (MTFS). The MTFS provides the financial strategy that supports and underpins the resourcing and delivery of the Woking for all Strategy and aligns resourcing and funding decisions with the strategic outcomes the Council is working towards delivering.

Further to the adoption of the Strategy, the new administration is establishing its policy priorities with a focus of taking on the gradual challenge of major change with both decisive and targeted actions. The supplementary and amended priorities proposed within this report operationalize a set of policy priorities for 2022-23 through incorporating them into the existing council strategic planning framework through the Woking for all Strategy 2022-27.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

the supplementary and amended priorities for 2022-23 to the Woking for all Corporate Strategy 2022-27, as attached to the report, be adopted.

Reasons for Decision

Reason: To enable the Council to clearly articulate its strategic objectives and focus of work within the Council and beyond.

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

Background Papers: None.

Reporting Person: Julie Fisher, Chief Executive
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Contact Person: Julie Fisher, Chief Executive
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Supplementary and Amended Priorities – Woking for all Strategy

Portfolio Holder: Councillor Ann-Marie Barker
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Shadow Portfolio Holder: Councillor Ayesha Azad
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Date Published: 8 June 2022

Supplementary and Amended Priorities – Woking for all Strategy

1.0 Introduction

- 1.1 In order to provide a clear sense of direction for Council staff, residents, businesses and partner organisations, the Council set out its strategic objectives in a five-year Strategy for 2022-2027.
- 1.2 The Strategy was approved by Council at its meeting on 31st March 2022 alongside the Medium-Term Financial Strategy (MTFS). The MTFS provides the financial strategy that supports and underpins the resourcing and delivery of the Woking for all Strategy and aligns resourcing and funding decisions with the strategic outcomes the Council is working towards delivering.
- 1.3 Further to the adoption of the Strategy, the new administration is establishing its policy priorities with a focus of taking on the gradual challenge of major change with both decisive and targeted actions. The supplementary and amended priorities proposed within this report operationalize a set of policy priorities for 2022-23 through incorporating them into the existing council strategic planning framework through the Woking for all Strategy 2022-27.

2.0 Community Engagement

- 2.1 The Council has a bold vision to be in constant communication with residents and to have an embedded culture of consultation in how it operates and makes decisions that are in the best interests of the communities of the Woking Borough.
- 2.2 A series of community roadshows took place to obtain community feedback, to inform and influence the strategic outcomes for the Council. An independent report providing analysis of the feedback from the questionnaire was commissioned and was reported to the 20th of January meeting of the Executive.
- 2.3 The key priorities identified by communities helped the strategic outcomes for the next five years and the priority actions for 2022/23.
- 2.4 The current community engagement framework will be enhanced and taken a step further so that it becomes part of how the Council does business.
- 2.5 Included within the supplementary priorities for 2022-23 there are an additional three targeted and enhanced community engagement proposals that address the priorities of building the understanding of what is important to each area of Woking, working together to support local people through the cost-of-living crisis, increasing the sustainability of the borough and taking communities with the Council on the journey. The proposed enhanced community engagement activity for 2022-23 are:
 - a comprehensive engagement strategy and extended public consultation on the Town Centre Masterplan;
 - engagement with local charities, providers and support groups to support people through the cost-of-living crisis; and
 - engagement with local people on initiatives such as community gardens to support health and well-being and increase sustainability.

Supplementary and Amended Priorities – Woking for all Strategy

3.0 Woking for all Strategy 2022-27

3.1 The Woking for all Strategy 2022-27 Supplementary and Amended Priorities 2022-23 is attached at Appendix 1 and sets the strategic priorities for the Council against the current overarching strategic themes of:

- Healthier Communities
- Engaged Communities
- Greener Communities
- Prospering Communities
- High Performing Council

3.2 Within the overarching themes there are a further twenty-three supplementary priority actions for 2022/23.

3.3 The priority actions adopt the approach taken by the new administration of taking on the gradual challenge of major change with both decisive and targeted actions and building on the performance reset that was established in 2021/22 to embed affordable, responsible, and sustainable principles into how the Council conducts its business going forward.

3.4 The Woking for all Strategy will be reviewed annually to ensure the strategic outcomes remain relevant and annual priority actions to deliver the outcomes are set.

4.0 Implications

Finance and Risk

4.1 The Woking for all Strategy and the supplementary and amended priorities for 2022-23 are aligned with the MTFS and are within the approved general fund budget.

Equalities and Human Resources

4.2 The Strategy reflects the Council's ambitions to promote equality and address inequalities in Woking.

4.3 The Strategy will support staff in understanding the strategic direction of the Council.

Legal

4.4 The Woking for all Strategy 2022-27 and the supplementary and amended priorities 2022-23 clearly set the Council's strategic objectives key deliverables. Any legal implications arising from the key deliverables will be addressed at the appropriate time.

REPORT ENDS

EXECUTIVE – 16 JUNE 2022

REVIEW OF COMMUNITY GRANTS

Executive Summary

The Council provides a high level of support to the Woking voluntary sector. Each year community grants, and wider financial benefits are given to a range of services to enable them to support vulnerable residents. In 2022/23, over £1.7m worth of investment is being provided to the voluntary sector which is significant.

The Community Foundation for Surrey administers over 80 community funds and are well placed to administer community grants on behalf of the Council. This partnership approach would enable community beneficiaries to apply for funding from a range of sources through one single expression of interest to the Community Foundation, accessing wider funds that are not restricted solely to the Council's grant.

The Community Foundation for Surrey already administers the Woking Community Fund, which provides grants to the voluntary sector in Woking through private sector donations. Applications are received to the Woking Community Fund and the foundation then process these for the quarterly decision-making panel. The Council would set the annual budget for the fund, agree the criteria, join the panel and report annually on outcomes. The Council could also incentivise increased investment into the endowment of the Woking Community Fund by match-funding donations made to it from the private sector.

This approach incentivises wider investment into the community, growing long-term, sustainable contributions. It creates an improved and streamlined application system for community groups whilst enabling the Council to retain full control of the budget and the criteria for its grants. Further, it enables Council Officers to focus less time on administering a grants process and more time developing innovative and sustainable partnerships in its work with community groups.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

- (i) the proposed new partnership between Woking Borough Council and the Community Foundation for Surrey be endorsed and take effect for grants in 2023/24; and**
- (ii) delegated authority to be given to the Strategic Director - Communities to oversee the new partnership between Woking Borough Council and the Community Foundation for Surrey.**

Reasons for Decision

Reason: To improve the process for administering community grants.

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

Review of Community Grants

Background Papers: None.

Reporting Person: Louise Strongitharm, Strategic Director - Communities
Email: louise.strongitharm@woking.gov.uk, Extn: 3599

Contact Person: Adam Thomas, Head of Family and Community Services
Email: adam.thomas@woking.gov.uk, Extn: 3811

Portfolio Holder: Councillor Will Forster
Email: cllrwill.forster@woking.gov.uk

Shadow Portfolio Holder: Councillor Colin Kemp
Email: cllrcolin.kemp@woking.gov.uk

Date Published: 8 June 2022

1.0 Introduction

- 1.1 Woking Borough Council provides a significant level of discretionary support for the voluntary sector each year, including financial support, accommodation, rate relief and Officer advice. In 2022/23, the Council is investing £1,738,043 for these purposes.
- 1.2 Community grants are administered annually by the Council and form 40% of the investment figure above. This report evaluates the processes and operations surrounding the administration of community grants, to improve the opportunities for applicants through a partnership with the Community Foundation for Surrey.

2.0 Current Framework for Administering Community Grants

- 2.1 The annual community grants process is administered by Woking Council Officers in Democratic Services, supported by Senior Managers across the Council, Executive Members and Corporate Leaders. It commences each April, and the administrative tasks span the entire year. Officers engage in communication with beneficiaries, they advertise the scheme with the relevant dates and information, process applications, conduct consultations, attend planning meetings including a special meeting of the Executive with c.60 individual Executive Reports, then process the administration of the funds themselves in quarterly instalments.
- 2.2 The cost of Officer time to administer the grants process equates to at least £25,000 per year, based on a fair proportion of time from Democratic Services, Senior Managers and the Corporate Leadership Team. This time could be used more productively, instead spent working directly with community groups to advise and support, rather than processing annual applications.

3.0 Proposal for Change

- 3.1 If a trusted partner was used to administer the community grants this would enable the Council to focus on the strategic priorities, governance and wider opportunities for supporting local community groups. It would reduce the administration operations that are currently required and release a significant amount of Officer and Member time to focus on community development. The new approach would enable the Council to continue to retain full control of the grants in setting the annual budgets and the criteria as per the strategic priorities, whilst increasing the transparency of the process and broadening the financial scope of support to communities.
- 3.2 The Community Foundation for Surrey (CFS), based in Woking, is well established and a trusted expert in grant administration. It currently administers 89 funds including endowment and flow through funds, working closely with local businesses, Surrey County Council, and Borough and District Councils. A detailed overview of their work can be found on the CFS website which includes the Annual Report and Accounts. All grant giving is published in the public domain and is transparent in accordance with legal regulations and stipulations of the Charity Commission.

Woking Community Fund

- 3.3 CFS manage the Woking Community Fund, which is an existing endowment fund. Full details of the fund including case studies can be found on the CFS website. The endowment is currently £143,000 and yields an annual return, following investment, of 4% for community grants. The fund is well established and is overseen by a dedicated panel, chaired by an independent Woking resident with expertise in this work.

- 3.4 Over coming years, with the support of the Council, it would be possible to increase the endowment to £250,000 which is not unrealistic when compared to similar funds in neighbouring areas. Other District and Borough Councils match-fund corporate donations in similar schemes to incentivise new income, and it is recommended that Woking Council match-fund contributions by 50%. Therefore, a corporate donation of £1000 to the Woking Community Fund increases to £1,750, following the Council's contribution (50%) and the addition of Gift Aid (25%). This is a positive and innovative approach to stimulating wider, sustainable investment into the community across sectors.
- 3.5 CFS would receive and process all expressions of interest from applicants, then process these ready for the quarterly decision-making panel. The Council would set the annual budget for the fund, agree the criteria and support the panel in its decisions. It is recommended that the Head of Family and Community Services and Portfolio Holder for Community Grants attends the panel meetings. The Council would receive outcome reports on the use of the grants, and this would be collated and shared annually to promote the benefits of this scheme for residents.
- 3.6 The benefits of this new approach are far reaching. Partnering with CFS enables community groups to apply for funding locally in one place, reducing the need for multiple applications. It provides a wider breadth of funding for beneficiaries and gives Volunteer Woking greater capacity to work alongside groups to develop sustainable fundraising strategies.

Small Grants

- 3.7 The Council provides small grants to youth providers and sports and arts providers through its small grants scheme, with an annual budget of £15,000. It is proposed to keep this budget for small grants to help local groups needing just in time support, in line with the Council's priorities. The framework for these grants is to be agreed with the Portfolio Holder and outputs reported annually with the wider community grants.

4.0 Corporate Strategy

- 4.1 The Corporate Strategy: Healthier Communities theme focusses on the need to support safe, thriving and sustainable communities, high quality homes for all and health and wellbeing for all. It is acknowledged that the voluntary and charity sector plays an important role in supporting these priorities and therefore the community grants scheme should focus on these outcome areas, along with the five priorities from the Health and Wellbeing Strategy.

5.0 Implications

Finance and Risk

- 5.1 The Council will ensure that services providing essential support for residents, and those that exist to support community cohesion, receive the funds they need to continue their work in the borough. This can be achieved through a Service Level Agreement (SLA) that formally secures their funding, rather than through an annual grants process which creates uncertainty. This will enable these groups to maintain core funds and for the Council to work closely with them to monitor the service outcomes for residents and value for money.
- 5.2 The existing recipients of the annual community grant that should receive secured funding are Woking Community Transport, Citizen's Advice Woking, York Road Project, Woking Asian Business Forum and Woking People of Faith. These services are necessary for supporting the ongoing needs of some of the most vulnerable residents and/or continuing to strengthen

the connectivity and relationships across the diverse communities of Woking. For 2022/23, these groups have been awarded £499,357.

- 5.3 The Community Foundation for Surrey would administer the grants to community groups through its existing processes. The cost associated with this is c.£17,664 which is considerably less than the costs to the Council currently through Officer time, estimated to be at least £25,000 per year.

Equalities and Human Resources

- 5.4 The Community Foundation process grant applications throughout the year through a single expression of interest. Applications are invited from potential beneficiaries based on three broad themes. The themes enable a wide breadth of applications and support the funding for the Council's priority groups.
- 5.5 The themes are Wellbeing (advance the wellbeing, physical, and mental health and safety of people of all ages), Equity and Inclusion (reduce disadvantage and increase access to services, strengthen community cohesion and build social capacity), and Young People (supporting the range of challenges faced by young people).
- 5.6 The benefit of having a themed schedule for applications is that the priority areas can be funded collectively, providing a strategic overview of local funding and avoiding duplication and piecemeal grants.

Legal

- 5.7 A Service Level Agreement would be created to formalise the partnership with the Community Foundation for Surrey. This will confirm the expectations of the Council regarding the priorities and criteria for grant giving, budgets and reporting.
- 5.8 Service Level Agreements would be produced for the main regular beneficiaries, as discussed above.

6.0 Engagement and Consultation

- 6.1 In preparation for this report, the Portfolio Holder and Council Officers in Democratic Services, Volunteer Woking and Woking Works have been consulted. Feedback has been sought from regular beneficiaries regarding the current process and this has supported the proposal to change the annual application process as it currently stands.
- 6.2 The Council will communicate with regular beneficiaries to discuss the new approach and ensure that support is given to adjust to the new processes, led through Volunteer Woking and CFS staff.

REPORT ENDS

EXECUTIVE – 16 JUNE 2022

HOUSING DELIVERY TEST AND ACTION PLAN

Executive Summary

The purpose of the report is to request the Executive to note the 2021 Housing Delivery Test published by the Government with Officers' response and to seek authority to publish an Action Plan setting out how the planned Core Strategy housing requirement of 292 dwellings per year would be achieved by the Council in future years. The draft Action Plan is attached as Appendix 1.

The Government published the latest Housing Delivery Test (HDT) on 14 January 2022. The Housing Delivery Test is an annual measurement of housing delivery against the planned housing requirement (or housing need if you have not got an up-to-date local plan). The HDT is measured and published by the Department for Levelling Up, Housing and Communities (DLUHC). It is calculated by the total net homes delivered over 3 years divided by the total number of homes required over the three-year period. The expectation is to deliver the planned housing requirement of 292 dwellings per year in full, equivalent to 100%. Sanctions are applied if a local authority failed to deliver the required number of homes. The sanctions mainly involve identifying more land to improve the prospect of achieving the planned housing supply.

According to the Government's figures, this year, Woking scored 78%, which comes with a sanction to identify 20% buffer of housing land supply to improve the prospect of achieving the planned housing requirement. The Council will also have to prepare an Action Plan to demonstrate how the planned growth (100% or average of 292 dwellings per year) can be achieved. The Action Plan should be completed and published within 6 months from the date the HDT was published, in this case, by 14 July 2022.

Although the Government's calculations will be challenged, the requirement of the Housing Delivery Test (HDT) to identify a 20% buffer of housing land supply will apply and the report demonstrates that it can be met from existing allocations and commitments. The Site Allocations DPD already builds in sufficient headroom and cushion to mitigate against the risk of non-implementation, and this would be sufficient to address the requirements of the HDT.

Whilst there are many positive things to encourage housing supply, the challenge to translate land into housing completions cannot be underestimated. The Council will need to work in partnership with stakeholders to sustain housing land delivery into the future. This includes making sure that policy compliant proposals that meets detailed requirements are determined as soon as possible.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the Housing Delivery Test published by the Government on 14 January 2022 with Officers' response be noted; and
- (ii) delegated authority be given to the Strategic Director – Place, in consultation with the Portfolio Holder for Planning, to prepare and publish an Action Plan setting out how the Council would improve the prospect of achieving the planned supply of homes.

Reasons for Decision

Reason: To ensure that Members of the Executive are informed about the Housing Delivery Test and the actions that the Council must take to address the failure to meet its planned housing requirement and to ensure that the Planning Committee is aware of the need to deliver new sustainable homes in accordance with the Local Plan.

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

- Background Papers:** None.
- Reporting Person:** Giorgio Framaliccio, Strategic Director – Place
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- Contact Person:** Ernest Amoako, Planning Policy Manager
Email: ernest.amoako@woking.gov.uk, Extn: 3427
- Portfolio Holder:** Councillor Liam Lyons
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- Shadow Portfolio Holder:** Councillor Gary Elson
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- Date Published:** 8 June 2022

1.0 Introduction and background

- 1.1 The Government published the latest Housing Delivery Test (HDT) on 14 January 2022. The Housing Delivery Test is an annual measurement of housing delivery against the planned housing requirement, in this case 292 dwellings per year (or a housing need of 431 per year if the local plan were to become out of date). The HDT is measured and published by the Department for Levelling Up, Housing and Communities (DLUHC). The expectation is to deliver the planned housing requirement in full, in this regard 100%. Sanctions are applied if a local authority failed to deliver the required number of homes. The sanctions mainly involve identifying more land to improve the prospect of achieving the planned housing supply. According to the Government's figures, this year, Woking scored 78%, which comes with a sanction to identify 20% buffer of housing land supply to improve the prospect of achieving the planned housing requirement. The Council will also have to prepare an action plan to demonstrate how the planned growth (100% or an annual average of 292 dwellings) can be achieved.
- 1.2 Officers have completed an initial analysis of the figures used by the Government to calculate the HDT to fully understand the assumptions used, and to be sure that they are correct. Based on the initial assessment, Officers are of the view that the Government's score for Woking should have been 88% (instead of 78%). Consequently, subject to the recommendations of the Executive, Officers will be writing to the Government to query the figure and assumptions. Subject to what the Government's response would be, Officers would respond accordingly. For information, the assumptions/figure used in last year's calculation were challenged by Officers. Full details of the Housing Delivery Tests *are available here: [2021 HDT Final Results .ods \(live.com\)](#)*. It is emphasised that the 88% whilst better than the Government's score is still not an acceptable score and all effort should be undertaken to improve the prospect of meeting the annual average housing requirement of at least 292 dwellings.

2.0 Officers' response

- 2.1 The initial work to check whether the Government's HDT figure for the Borough is correct has been completed. As set out above, Officers believe that the figure should be 88% (instead of 78%). Consequently, the intention is to query the figure and assumptions used by the Government to calculate the Housing Delivery Test. If the Government insist on its figure and assumptions, a formal request would be made to challenge the figure as a matter of principle.
- 2.2 Regardless of what the outcome of the Government's response to any potential challenge might be, Officers are satisfied that the requirement of the Housing Delivery Test (HDT) to identify a 20% buffer of housing land supply would apply. Officers believe that this requirement can be met. The Site Allocations DPD already builds in sufficient headroom and cushion to mitigate against the risk of non-implementation, and this would be sufficient to address the requirements of the HDT. Land can be identified to meet the additional 20% buffer with the review of the Core Strategy or the Site Allocations DPD.
- 2.3 The National Planning Policy Framework (NPPF) with reference to paragraphs 73 to 76 provide the national planning policy context for local authorities to meet the requirements of the Housing Delivery Test (HDT). Detailed guidance is provided in the Housing Delivery Test Rule Book and the Planning Practice Guidance. The document can be accessed by the following links respectively.

[Housing Delivery Test measurement rule book - GOV.UK \(www.gov.uk\)](#).

[Planning practice guidance - GOV.UK \(www.gov.uk\)](#).

- 2.4 Paragraph 73 of NPPF requires local planning authorities to identify and update annually a supply of specific deliverable sites sufficient to provide a minimum of five years' worth of housing against their housing requirement set out in adopted strategic policies or against their

housing need where the strategic policies are more than five years old. The supply of specific deliverable sites should in addition include a buffer (moved forward from later in the plan period) of 20% where there has been significant under delivery of housing over the previous three years, to improve the prospect of achieving the planned supply. Where the Housing Delivery Test indicates that delivery has fallen below 95% of the local planning authority's housing requirement over the previous three years, the authority should prepare an Action Plan in line with national planning guidance, to assess the causes of under-delivery and identify actions to increase delivery in future years. According to the guidance, even if the Council's revised score is to prevail, the Council will still have to prepare an action plan in line with national planning guidance to assess the causes of under delivery and identify actions to increase delivery in future years. Given these requirements, the importance of having an up to date local plan and an efficient development management process to determine planning applications cannot be over-emphasised.

- 2.5 The Planning Practice Guidance and the Housing Delivery Test Rule Book provides further clarification regarding how the number of homes required should be calculated. Where the housing requirement is set out in a local plan, the requirement should continue to be used until it is more than five years old, or the requirement has been reviewed and found not to require updating. Where a housing requirement figure becomes older than five years (unless the relevant strategic policies have been reviewed and found not to require updating) during the HDT period, this will be used for the HDT measurement up to the 5th anniversary of its adoption. Where this anniversary is part way through the year, the housing requirement will be apportioned based on the number of days in the year. If the figure has not been reviewed, or requires updating, the remainder of the year and subsequent years, will be based on the minimum annual local housing need figure, until a new housing requirement is adopted.
- 2.6 Woking Borough Council has a Core Strategy, which was adopted in October 2012. In accordance with paragraph 33 of the NPPF, the Core Strategy was reviewed in October 2018. The review confirmed that the annual average of 292 dwellings per year housing requirement of the Core Strategy does not need updating. The Core Strategy should therefore continue to provide an up-to-date strategic policy context for the housing requirement for the area and the basis upon which the HDT figure should be calculated up to October 2017 and since October 2018.
- 3.0 Evidence to demonstrate that the requirements of the Housing Delivery Test can be addressed with the Action Plan**
- 3.1 The Government has calculated the HDT for Woking to be 78% with a requirement for a 20% buffer (moved forward from later in the plan period) on the Council's 5 year housing land supply to improve the prospect of achieving the planned supply in accordance with paragraph 73 of the NPPF. Using this as the basis for the assessment, the average annual housing requirement for Woking is **292** dwellings. Projected and calculated over 5 years, adding on a figure to compensate for the current undersupply since 2006 (216 dwellings) and applying the 20% buffer to the figure gives a total housing requirement of 2,011.
- 3.2 The Site Allocations DPD identifies deliverable sites to enable the provision of **3,023** net additional dwellings by 2026/27. By this assessment, there would still be over supply of land to deliver about 1,012 dwellings to mitigate against any risk of non-implementation. As demonstrated, there is significant headroom built into the Site Allocations DPD to meet the requirements of the Core Strategy, the NPPF and the HDT. Officers are satisfied that the requirements of the HDT can be met through the delivery of the Site Allocations DPD, in particular, there would be no further need to identify additional land to address the buffer. It is worth noting that the supply of 3,023 *[or 2,629 if looking at the supply to 2026]* comprises only the indicative numbers on allocated sites and excludes non-allocated permitted sites (which notably include Victoria Square).

3.3 Even in the extreme and an unlikely scenario of projecting the relevant timeframe to 6 years, which is the entire plan period for the Site Allocations DPD, the Site Allocations DPD still builds in sufficient headroom to mitigate against the implications of the HDT. The requirement would be 2,361 against a supply of 3,023.

4.0 Proposed measures to improve future housing provision – Summary of the Action Plan

4.1 The main cause on under delivery of housing in Woking has been mainly the impacts of the pandemic on the national economy and associated problems with the construction industry such as shortage of skilled labour and supply chain blockages. However, the economy has started to grow and trajectory of housing supply for this year and subsequent ones looks positive. As at end of March 2022, the completion figure of 386 dwellings had already exceeded the housing requirement of 292 dwellings per year. There is also the completion of Victoria Place (the Marches) this year, providing about 429 dwellings, which would add to housing completions for future years. Other significant pipeline schemes include developments at Sheerwater and Broadoaks. There is the likely prospect that the HDT would be passed next year or subsequent years.

4.2 There are other positive things that the Council has done and/or is putting in place to accelerate housing growth. This includes:

- The adoption of the Site Allocations DPD to identify specific deliverable land to enable the delivery of the Core Strategy housing requirement. The adoption of the SA DPD provides certainty to developers by establishing the principle of development for certain uses on specific allocated sites.
- The emerging Town Centre Masterplan will provide a meaningful framework for sustainable development at the Town Centre, which is a location earmarked for significant housing growth. The Masterplan has been prepared with community and stakeholder involvement and is scheduled to be adopted by the end of the year.
- The Council has invested significantly to improve the town centre environment to make it attractive for inward investment. This includes the Victoria Place development (£700+), integrated transport package (about £25M). Further investments are proposed in infrastructure including the replacement of Victoria Arch (Grant of £95M) and the provision walking and cycling infrastructure.

4.3 Whilst there are many positive things to encourage housing supply, the challenge to sustain the delivery of the housing requirement year on year cannot be underestimated. The Council will need to work in partnership with stakeholders to sustain housing delivery into the future. The development management process needs to be continually effective, efficient and adequately resourced to ensure high quality decision taking.

4.4 Given the pipeline schemes and projected housing trajectory, a meaningful Action Plan has been prepared to demonstrate that the housing requirement would be met in future years. This is attached as Appendix 1. The Action Plan should be completed within 6 months of publication of the HDT, in this case by 14 July 2022. Officers will ensure that this deadline is met, and all statutory requirements are followed regarding the preparation of the Action Plan. Delegated authority has been sought for the Strategic Director - Place in consultation with the Portfolio Holder for Planning to make sure that the Action Plan is published accordingly.

5.0 Woking for all strategy – 2022 - 2027

5.1 Healthier Communities: the provision of high-quality homes for all. The HDT Action Plan identifies clear actions for housing provision to meeting future housing needs and requirements. This will help create a sense of place where people would want to live and will also have a positive bearing on the health and wellbeing of the community.

6.0 Implications

Finance and Risk

- 6.1 There are no financial implications for preparing the report.
- 6.2 There is the risk of the Council not meeting its statutory obligations if it failed to meet the requirements of the HDT.

Equalities and Human Resources

- 6.3 There are no equalities and/or human resources implications for this report.

Legal

- 6.4 National planning policy requires the Council to meet its housing requirement. The HDT is a measure of how this requirement is being achieved. Given that the Council scored only 78% against the requirement, it has a policy and a statutory duty to prepare an Action Plan to demonstrate how the requirement would be met in future years. The actions should include identifying 20% buffer of housing land supply to improve the prospect of achieving the planned supply.

7.0 Engagement and Consultation

- 7.1 The Portfolio Holder for Planning, the Shadow Portfolio Holder for Planning and the Chair of the LDF Working Group have been appropriately briefed. The Corporate Leadership Team have received a briefing note. The Planning Committee has also received a report on the HDT at its meeting on 7 June 2022.

REPORT ENDS

Housing Delivery Test – Action Plan (June 2022)

The Housing Delivery Test was introduced by the Government in July 2018 and revised in February 2019. It is since published every year. The Government published the latest Housing Delivery Test (HDT) on 14 January 2022. The Housing Delivery Test is an annual measurement of housing delivery against the planned housing requirement, in the case of Woking Borough 292 dwellings per year (or a housing need of 431 per year if the Core Strategy becomes out of date). The HDT is measured and published by the Department for Levelling Up, Housing and Communities (DLUHC). The expectation is to deliver the planned housing requirement in full, in this regard 100%. Sanctions are applied if a local authority failed to deliver the required number of homes. The sanctions mainly involve identifying more land to improve the prospect of achieving the planned housing supply.

Local planning authorities are required to take appropriate actions where certain delivery target thresholds are not met. The specific consequences for local planning authorities who do not meet such targets are set out below:

- Where housing delivery falls below 95% of the local planning authority's housing requirement, they should prepare an Action Plan in line with the Planning Practice Guidance (PPG), to assess the causes of under delivery and identify actions to increase delivery in future years;
- Where housing delivery falls below 85% of the local planning authority's housing requirement, a 20% buffer on the five year housing land supply position would be applied;
- Where housing delivery falls below 75% of the local planning authority's housing requirement, the NPPFs presumption in favour of sustainable development will apply in decision taking.

According to the Government's figures, this year, Woking scored 78%, which comes with a sanction to identify 20% buffer of housing land supply to improve the prospect of achieving the planned housing requirement. The Council will also have to prepare an action plan to demonstrate how the planned growth (100% or average of 292 dwelling) can be achieved.

As a national planning policy context, paragraph 73 of NPPF requires local planning authorities to identify and update annually a supply of specific deliverable sites sufficient to provide a minimum of five years' worth of housing against their housing requirement set out in adopted strategic policies or against their housing need where the strategic policies are more than five years old. The supply of specific deliverable sites should in addition include a buffer (moved forward from later in the plan period) of 20% where there has been significant under delivery of housing over the previous three years, to improve the prospect of achieving the planned supply. Where the Housing Delivery Test indicates that delivery has fallen below 95% of the local planning authority's housing requirement over the previous three years, the authority should prepare an Action Plan in line with national planning guidance, to assess the causes of under-delivery and identify actions to increase delivery in future years. According to the guidance, even if the Council's revised figure of 88% is to prevail, the Council will still have to prepare an action plan in line with national planning guidance to assess the causes of under delivery and identify actions to increase delivery in future years.

The Planning Practice Guidance and the Housing Delivery Test Rule Book provides further clarification regarding how the number of homes required should be calculated. Where the housing requirement is set out in a local plan, the requirement should continue to be used until it is more than five years old, or the requirement has been reviewed and found not to require updating. Where a housing requirement figure becomes older than five years (unless the

relevant strategic policies have been reviewed and found not to require updating) during the HDT period, this will be used for the HDT measurement up to the 5th anniversary of its adoption. Where this anniversary is part way through the year, the housing requirement will be apportioned based on the number of days in the year. If the figure has not been reviewed, or requires updating, the remainder of the year and subsequent years, will be based on the minimum annual local housing need figure, until a new housing requirement is adopted. The Planning Practice Guidance and the Housing Delivery Test Rule Book can be accessed by the links below respectively:

[Planning practice guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/planning-practice-guidance).

[Housing Delivery Test measurement rule book - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/housing-delivery-test-measurement-rule-book).

Woking Borough Council has a Core Strategy, which was adopted in October 2012. In accordance with paragraph 33 of the NPPF, the Core Strategy was reviewed in October 2018. The review confirmed that the annual average of 292 dwellings per year housing requirement of the Core Strategy does not need updating. The Core Strategy should therefore continue to provide an up-to-date strategic policy context for the housing requirement for the area and the basis upon which the HDT figure should be calculated up to October 2017 and since October 2018.

Overview of Housing delivery since the adoption of the Core Strategy

Overall, housing provision since the adoption of the Core Strategy in 2012 has broadly been in line with the Borough's housing requirement of 292 dwellings per year. In 2018/19, average housing provision since the adoption of the Core Strategy was 293 dwellings per year. In 2019/20, the annual average was 292 dwellings. A summary of housing provision since the adoption of the Core Strategy is set out in the Table below.

Year	Housing provided	Housing requirement
2010/11	146	292
2011/12	175	292
2012/13	273	292
2013/14	370	292
2014/15	66	292
2015/16	360	292
2016/17	399	292
2017/18	345	292
2018/19	231	292
2019/20	303	292
2020/21	147	292
2021/22	386	292
Cumulative	3,203	3,504

Housing completions within the Borough fell dramatically because of the pandemic and the problems of the construction industry in 2020/21, with 147 dwellings being completed, less than half the previous year's total. Over half of these were delivered on two, predominantly permitted development sites on Chertsey Road in the Town Centre. This kept the average density high, and the dwelling mix dominated by smaller dwellings, although not to the same degree as last year.

The number of permitted dwellings was significantly higher than completions at 413 dwellings. Major projects permitted with between 30 and 67 dwellings included two

redevelopment schemes and a permitted development conversion around the fringes of the Town Centre, extra care housing for the elderly in Old Woking, and another permitted development conversion in the centre of Byfleet village.

Affordable housing delivery in the year was exceptionally low, although the level of affordable housing granted planning permissions was better than in recent years, and an improvement in delivery is expected with the Broadoaks and Sheerwater schemes starting to deliver housing.

As at 1 April 2019, the borough had a total housing land supply to deliver 2,913 dwellings compared with the housing requirement of 1,619 between 2019/20 – 2023/24. This represents a surplus of 1,394 net additional dwellings against the requirement and an overall supply of 9.0 years of housing land supply. The Council has consistently over many years been able to identify a 5 year housing land supply. The supply has been strengthened by the adoption of the Site Allocations DPD.

The Government has calculated the HDT for Woking to be 78% with a requirement for a 20% buffer (moved forward from later in the plan period) on the Council's 5 year housing land supply to improve the prospect of achieving the planned supply in accordance with paragraph 73 of the NPPF. Using this as the basis for the assessment, the average annual housing requirement for Woking is **292** dwellings. Projected and calculated over 5 years, adding on a figure to compensate for the undersupply since 2006 (216 dwellings) and applying the 20% buffer to the figure gives a total housing requirement of 2,011.

The Site Allocations DPD identifies deliverable sites to enable the delivery of **3,023** net additional dwellings by 2026/27. By this assessment, there would still be over supply of land to deliver about 1,012 dwellings to mitigate against any risk of non-implementation. As demonstrated, there is significant headroom built into the Site Allocations DPD to meet the requirements of the Core Strategy, the NPPF and the HDT. The Council is satisfied that the requirements of the HDT can be met through the delivery of the Site Allocations DPD, in particular, there would be no further need to identify further land to address the buffer. It is worth noting that the supply of 3,023 *[or 2,629 if looking at the supply to 2026]* comprises only the indicative numbers on allocated sites and excludes non-allocated permitted sites (which notably include Victoria Place development). All those numbers would further secure our over-supply.

Even in the extreme and an unlikely scenario of projecting the relevant timeframe to 6 years, which is the entire plan period for the Site Allocations DPD, the Site Allocations DPD still builds in sufficient scope to mitigate against the implications of the HDT. The requirement would be 2,361 against a supply of 3,023.

The Core Strategy directs most new development to previously developed land in the town, district, and local centres, which offers the best access to a range of service and facilities. The Town Centre has been identified as the primary focus of sustainable growth. The Council has recently carried out a Housing Market Assessment of the Town Centre (2022) to assess whether in the light of the effects of the pandemic, the Town Centre has the capacity to absorb the nature and type of development being proposed for the area during the plan period. The Study concluded that there is sufficient demand for the nature and type of homes being proposed and that the Town Centre has the capacity to absorb the proposed growth trajectory over the plan period.

Causes of under-provision in the last three years

The failure of the Housing Delivery Test in Woking Borough is not due to the availability of housing land supply. In fact, the Council has sufficient land supply to enable the delivery of 9

years' worth of housing provision against the adopted housing requirement of 292 dwellings per year. This is over and above what is needed to enable the comprehensive delivery of the Core Strategy throughout the plan period. The Site Allocations DPD identifies sufficient deliverable sites with significant over supply and cushion to cater for any non-implementation. The main cause of under provision in 2020/21 was the impact of the pandemic and the associated problems with the construction industry such as labour shortages and supply-chain blockages.

The spatial strategy for the distribution of development focuses most new development on previously development in sustainable urban locations. Development on previously developed land has its challenges regarding development viability. Often, this has implications on the provision of Affordable Housing, which is needed most in the area due to higher-than-average affordability ratio. The Council has taken positive action to minimise the impacts of development on viability. The Council has adopted Community Infrastructure Levy (CIL) as the primary mechanism to secure developer contributions towards infrastructure provision. In setting the levy, the Council has carried out a viability assessment to ensure that an effective balance is struck between the need to provide infrastructure to support development and the viability of development. Because of the varying characteristics of the borough, a differential rate for residential development has been set for various parts of the borough. The rates complement the overall spatial strategy of the Core Strategy. The Charging Schedule will carefully be monitored to assess whether changes are needed in the future. The Charging Schedule can be accessed by: <https://www.woking2027.info/infrastructure/httpwwwoking2027infoinfrastructurechargingchedule>.

The future outlook on housing provision is positive. The prediction had been that UK would emerge from the pandemic with strength. As the U.K. emerges from the economic shock of the Covid-19 Pandemic, the underlying economic strength of Woking, in particular, the Town Centre remains fundamentally positive.

There is still growing economic challenges of national and global nature to overcome. Prior to the Russia-Ukraine conflict, the UK economy was forecast by the Office for Budget responsibility (OBR) to reach pre-pandemic levels in the early part of 2022 with a healthy rebound of 6.5% growth in 2021 followed by a similar level of growth forecast in 2022. However, the latest OBR report¹ has revised this optimistic forecast as it predicts that higher inflation will erode real incomes and consumption, cutting GDP growth this year from 6.0 per cent in the October forecast to 3.8 per cent in 2022. With inflation outpacing growth in nominal earnings and net taxes due to rise in April, real livings standards are set to fall by 2.2 per cent in 2022-23 and not recover their pre-pandemic level until 2024-25. Relatively high inflation together with supply chain disruption, rising wages, tax increases and rising global energy costs will be the main contributory factors. The resultant squeeze on household incomes is likely to affect key parts of Woking's economy.

Woking has several attributes which should make it relatively resilient in the face of adverse economic circumstances. Woking was recently dubbed "Wondrous Woking" when it came top of the UK Vitality Index in 2021, not only scoring highly on the dynamism of its economy, wage growth and commercial investment, but also scoring particularly strongly on health and environment. Woking also scored well on the internationally recognised Legatum Institute,

2021 UK Prosperity Index and was placed 4th out of 379 local authority areas vs. 5th in 2020 and 13th in 2011.

Woking has a strong and vibrant economy with a strength in new business creation as well as in innovative, technology-intensive, and knowledge-based industries which tend to do better in an economic downturn. These industries include concentrations in Motor Vehicles, Information Technologies, Pharmaceuticals and Aerospace. Leading companies in high value sectors choose to locate in Woking due to its excellent connections, highly skilled workforce, range of affordable premises and quality of life. They include McLaren in automotive, Capgemini in financial services, Nuvias in technology distribution, Cubica in artificial intelligence and robotics R&D and several petrochemical and pharmaceuticals organisations. These will continue to generate demand for homes to meet the needs of the growing work force.

Against the above background the following specific actions are proposed to help improve the prospect of achieving the planned housing requirement in future years.

Actions to improve the prospect of housing provision

- Development in the pipeline – There are several major developments that are being implemented to deliver significant number of homes in the coming months and years. As at March 2022, 386 dwellings had been delivered against the requirement of 292 dwellings per year. The Victoria Place development (the Marches) will be completed this year and will deliver about 429 new homes. Significant number of dwellings are expected to be completed at Broadoaks and Sheerwater within the next two years. Housing delivery in the coming years are therefore very positive.
- The adoption of the Site Allocations DPD in **October 2021** to identify specific deliverable land to enable the delivery of the Core Strategy housing requirement strengthens the prospect of future housing delivery in the area. It provides certainty to developers by establishing the principle of development for certain uses at specific allocated sites.
- The Council has committed to prepare a Town Centre Masterplan, which it is anticipated to be adopted by the **end of 2022**. It will be considered by the Council's Executive on 14 July with the recommendation to seek authority to publish it for public consultation between 25 July and 19 September 2022. The Town Centre Masterplan will provide a meaningful framework for sustainable development at the Town Centre, which is earmarked for significant housing growth. It will highlight opportunities at the Town Centre to encourage inward investment. It is expected that this would be a catalyst for housing development in the area.
- Review of Affordable Housing SPD – The Council is reviewing its Affordable Housing SPD to bring it up to date. It would provide detailed guidance on Affordable Housing provision.
- The Council is committed to the continuous improvement of the Planning Service to deliver effective and efficient service to all its customers. As part of this commitment, it had worked with Local Government Association and the Planning Advisory Service to undertake a Planning Services Peer Challenge. The review was undertaken in December 2021 and the Final Report was published in March 2022. The report makes several recommendations to Improve decision taking and plan making. This includes:

- Ensuring a digitalised based local plan when the existing Core Strategy is reviewed;
- Emphasis on regeneration as a separate function to facilitate housing and infrastructure delivery;
- Improved Members/Officer training;
- Improved engagement between Officers and Members;
- Reintroduce regular Agents Forum. It should be noted that a pan-Surrey Developers' Forum has been established to facilitate partnership working between developers/agents and the local planning authorities in Surrey. The Forum is active and meets regularly.
- Develop community support, information, and training around Neighbourhood Planning.
- Other actions include
 - The Council has Compulsory Purchase Powers, which it is willing to use to assemble land to enable the delivery of sites allocated for development. The powers will be used as a last resort because the Council's preferred approach to any land assembly will be through negotiation.
 - Rationalisation of Public Sector Assets – the Council will seek to maximise opportunities for the use of public sector assets for the implementation of the Core Strategy housing requirement.
 - The Council has set up Thameswey Limited to help deliver housing, in particular, Affordable Housing. This will help contribute to meeting the housing requirement.
 - The Council is establishing a stronger commitment to embedding a culture of consultation into decision making process, empowering communities and making decisions alongside communities. This will help minimise local objection to development proposals.
 - The Council will be willing to use Article 4 Direction to protect specific sites where it is proven to be justified to enable the delivery of the housing requirement. At this stage, it is not considered necessary, but the Council will continue to monitor the situation.
 - The Council has invested significantly to improve the town centre environment to make it attractive for inward investment. This includes the Victoria Place development (£700+), integrated transport package (about £25M). Further investment are proposed in infrastructure, including the replacement of Victoria Arch (Grant of £95M) and walking and cycling infrastructure.

EXECUTIVE – 16 JUNE 2022

UPDATE ON COMMUNITY PROVISION IN SHEERWATER

Executive Summary

Extensive partnerships at all levels support community development in Sheerwater. This includes access to clinical care and broader preventative opportunities that support the wider determinants of health.

An asset-based-community-development (ABCD) approach is being adopted to work effectively alongside communities. This is driven through key partnerships through the North-West Surrey Alliance and engagement with a wide range of existing community groups and initiatives that are innovative and entrepreneurial.

A new health and community campus is designed to provide better local access to health services across a range of primary and secondary care providers. This is embedded within local community initiatives that support health and wellbeing, through an approach of working together and engaging with residents.

A new community hub is designed on the existing St. Michael's site that will meet the needs of the local community when combined with the new Health and Community Campus. The development is within budget and the design provides a saving to the wider regeneration project compared to what was previously agreed.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the positive progress being made in the community developments and partnerships in Sheerwater be noted;
- (ii) a new community hub in Sheerwater be supported through the refurbishment and extension of the St. Michael's Church;
- (iii) previously agreed funding of circa £1.85 million be confirmed to deliver the community hub as part of the overall Sheerwater Regeneration Project; and
- (iii) delegated authority be given to the Strategic Director – Communities, in consultation with the Deputy Leader, to oversee the plans for the community hub and enter into a community-use agreement for the new Community Hub.

Reasons for Decision

Reason: To provide for community activities and support needs, building on what already exists and supporting what is working well in the community.

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

Background Papers: None.

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Shadow Portfolio Holder: Councillor Colin Kemp
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Date Published: 8 June 2022

1.0 Introduction

- 1.1 The regeneration of Sheerwater is underway. It provides 1,142 new homes, shared leisure facilities with Bishop David Brown School, a health and community campus for multiple primary and secondary care providers, pharmacy, nursery, new central park with skate park and multi-use games area, retail units and restaurant.
- 1.2 Detailed plans and latest updates can be found on the Council's website. This report is to update on the wider community developments and partnerships regarding health, wellbeing and community cohesion. Significant progress is being made at all levels and the Council is working to maximise opportunities and take a strong lead with its strategic partners, whilst supporting and coming alongside community groups and residents, all who have a part to play in the future wellbeing of Sheerwater.

2.0 Health Partnerships

- 2.1 The Council's partnership with the North-West Surrey Alliance is key to supporting better access to health and care services in Sheerwater, whilst supporting and investing in local resources that promote the wider determinants of health. A Woking place-based multi-agency partnership drives this locally, chaired by the Head of Health and Wellbeing and Ashford and St. Peter's Transformation Lead. From this perspective, the whole of Sheerwater can be viewed as a 'health campus' that includes healthcare, education, faith and cultural groups, business, youth provision, leisure and early years. The master plan enables residents to have improved access to health and community services and enables the existing community talent and entrepreneurial spirit to flourish.
- 2.2 The new Health and Community Campus building, referring to the specific site in the 'Yellow Phase' of the project will be a centre for health and wellbeing. Through this facility there is an exciting opportunity to co-locate services together, providing a continuity of care and shared relationships with residents. The GP Surgery will be located with Maternity, Health Visitors, Mental Health, Chiropody, Family Services and Early Years provision (non-exhaustive list). The heart of this facility will include a public café, soft play area with open access to the new green space with the park, cycle tracks and multi-use games area. It will serve the whole community and enable services to be locally accessible and connected. An application to the Levelling Up Fund is being submitted in early July, seeking funding towards the development of this community facility.
- 2.3 In response to the identified health inequalities in Sheerwater, (highlighted in the Council's Health and Wellbeing Strategy), the Council leads a Multi-Disciplinary Team chaired by the Head of Health and Wellbeing. This 'wrap-around the resident' approach supports individuals and families to move away from the 'revolving door' of the NHS. It brings together 16 partners, including health professionals and wider staff who support community and social needs to design a uniquely coordinated and holistic offer for people. Since its inception in October 2021 the team have supported more than 25 residents using this approach.

3.0 Wider Determinants of Health

- 3.1 The Council is adopting an asset-based community development (ABCD) approach to its partnership work in Sheerwater. In everyday terms this means that we endeavour to identify what is *strong* in the community, rather than as professionals focussing on what is *wrong*, which usually means trying to fix/solve problems for people rather than working with them. The ABCD approach is far more effective and sustainable.
- 3.2 In line with the above approach, the Council has partnered with Surrey County Council (SCC) to provide a Local Area Coordinator (LAC) for Sheerwater and Maybury. Woking were the first to support this approach in Surrey and the permanent, full time LAC started in post in March 2022. A Local Area Coordinator spends 80% of their time working alongside individual

Update on Community Provision in Sheerwater

residents and families and the rest supporting local partnerships in the community. The role is fully funded by SCC and the Council's Head of Community and Family Services attends the leadership group to ensure that the ongoing focus meets the needs of the local community. Residents took part in the recruitment process for this role and the panel included representatives from Bishop David Brown School (two Year 10 pupils), the local voluntary and faith sector and members of the Sheerwater Together resident group. SCC have also funded additional hours to Woking's Sports Development Officer, for him to work more closely with Woking Tigers who now run the youth centre and deliver open access youth work in Sheerwater. Through working together, it is positive to share resources and expertise in sustainable partnerships such as these.

- 3.3 Sheerwater Together is revamping itself to include a wider reach of residents both online and in person. The resident group has been running for years and is a positive way for people to come together. Recently under a new chair and with support from local charity Woking Mind, the group are exploring ways to intentionally engage new residents and focus on themes for working together and communicating widely. In partnership with Active Surrey, the Council and Sheerwater Together this year will be running a resident engagement survey utilising the Council's Community Forum (digital platform). This will provide the Council and partners with more opportunities to hear from residents and explore greater ways to support and enable their priorities.
- 3.4 A new initiative called Shopwise is working from the old nursery building and enables residents to purchase food at low prices. This approach developed by local charity Foodwise stocks food items sourced on mass through supermarket supply chains, utilising unwanted items that are in date but would otherwise go to waste. This is an alternative approach to Foodbanks and customers pay a nominal fee of £3 for 10 items and all fruit and vegetables are free. The shop reduces any potential stigma by promoting itself to reduce waste, rather than to feed families on a budget. It is a successful and timely scheme, and in the future, we will explore agile and mobile ways to continue the offer both in Sheerwater and across the Borough. Members are encouraged to visit this site and meet the team.
- 3.5 Members will be aware of the launch of the Eastwood Leisure Centre in Autumn 2021. The facility offers fantastic facilities for local clubs, including Woking Swimming Club that has now expanded across the borough, the Cardinals Netball Team that now has over 600 girls attending weekly, Street Vibes Dance and more. The site has already attracted 1,800 members (exceeding expectations) with the majority residing within 1.5 miles of the Centre. Due to the cultural diversity of the area a fair proportion of these members are from groups that would not typically attend leisure centres. Due to the way the facility was designed to allow female only and cultural sessions away from sight of others, we are seeing great turnout from Asian ladies in particular. From April 2022 the Leisure Centre has served over 10,000 visitors per month which is an excellent achievement.
- 3.6 The new leisure facility is a key driver in tackling obesity which is one of the borough's health and wellbeing priorities. This is approached holistically and sensitively with partners and a wider group has been commissioned, chaired by the charity Home-Start, to develop a whole-systems approach to obesity in children under five years. The Council's Head of Leisure and Culture is instrumental in this process and learning is taken for children and families of all ages to input into wider initiatives.
- 3.7 Regarding mental health, conversations with Surrey and Borders Partnership (SABP) are ongoing to explore ways to integrate mental health provision with leisure and community services, both in Sheerwater and across Woking. In partnership with Surrey Youth Focus, the Head of Community and Family Services chairs a termly forum with all commissioned services under the new Mindworks (children's mental health) offer, including youth, family and community representatives. This group enables positive connections to be built across the partners. It reduces the need for multiple referrals to services for children and brings support together locally so help is coordinated and accessible.

Update on Community Provision in Sheerwater

- 3.8 Bringing all the local work together is the Sheerwater Partners Forum which meets online once a term. Attendees from all the above and more come together to hear updates from the Sheerwater Regeneration Project Manager, to keep informed of progress. The group collectively share ideas and update each other. It is a great way to remain connected and means that relationships maintain and develop throughout this regeneration project.
- 3.9 In addition to the above there are many other initiatives including social prescribing, green social prescribing, hoarding protocol, resident engagement, tech to connect and wider mental health partnerships. The Head of Health and Wellbeing updates on all of these from a borough wide perspective through the Health and Wellbeing Task Group and community updates are provided regularly to the Sheerwater Regeneration Officer's Group which includes the Council's Communications Team.

4.0 St. Michael's Community Hub

- 4.1 In February 2020, the Council approved the financial framework for the regeneration of Sheerwater relating to the construction of Red, Copper and Yellow phases. The financial framework included a grant to St. Michael's of £3 million to develop community facilities on the existing site.
- 4.2 There is an ongoing need for a Centre for the Community in Sheerwater. The St. Michael's Community Hub will provide a multi-use venue that offers a range of community activity. The site will include the well-established Maybury and Sheerwater Community Trust (MASCOT) Hub that, currently located on the main shopping parade in Sheerwater, will be able to continue to support vulnerable residents for years to come but within a shared, accessible community facility. The main hall will be available for hire and there will be a one-to-one room, café area and training room available for public use. The site will be managed by the St. Michael's team under the legal stipulations of a Community Use Agreement, and they will build on the great work that they currently provide including a weekly after school 'pop-up café', elderly lunches, community fun days and more.
- 4.3 RHS Wisley have scheduled the community hub development as their annual project for 2023/24. This is an exciting opportunity to develop the outside space at St. Michael's into a community garden and create a new high-quality retreat for residents to enjoy, right in the heart of the new development. This will be a great addition to the scheme, designed by local horticultural experts for the purposes of wellbeing, adding to the biodiversity of the area. RHS Wisley will match-fund the costs of this work (outside space).
- 4.4 Through working together with the St. Michael's team and input from Thameswey Ltd, the plans for this project include a new side extension, exterior improvements and internal refurbishment, including accessible facilities. The cost of the project is estimated to be circa £1.85 million, from the Sheerwater Project funds, which is far more affordable than the previous budget and provides all the necessary community benefits. Use of local Community Infrastructure Levy (CIL) funds would reduce this cost further.

5.0 Corporate Strategy

- 5.1 The Woking For All Strategy highlights key priorities for the borough that include healthier communities, engaged communities, greener communities and prospering communities.
- 5.2 Through our ongoing work with partners and communities in Sheerwater, we will seek to improve health outcomes for residents by working together and listening to them. The work described within this report features some of the key partnerships and initiatives and day to day there is much more. The Sheerwater partnerships and the new community hub will serve the local community for years to come.

6.0 Implications

Finance and Risk

- 6.1 The community hub will be funded through the Sheerwater Project Business Case. The costs of the community hub, as described above have reduced from £3 million to circa £1.85 million. This is a sensible and responsible fiscal approach to enabling community development.

Equalities and Human Resources

- 6.2 The community hub will exist to serve all residents of Sheerwater and include accessible facilities.

Legal

- 6.3 A Community Use Agreement between the Council and owner of the freehold/service provider will form the basis of the community provision.

7.0 Engagement and Consultation

- 7.1 The community hub design has been developed in partnership with the St. Michael's team and staff from Parkview Centre for the Community. Ongoing consultation and engagement will continue through Sheerwater Together.

REPORT ENDS

EXECUTIVE – 16 JUNE 2022

TREASURY MANAGEMENT ANNUAL REPORT 2021-22

Executive Summary

The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management has been adopted by the Council.

Primary requirements of the Code include: the receipt by the Council of an annual strategy report for the year ahead; monitoring and scrutiny during the year which Council has agreed will be satisfied through the regular Treasury reporting in the Green Book and a mid year report to the Overview and Scrutiny Committee; and an annual report of the previous year. The mid year and annual report are important in scrutiny, as they provide details of the treasury activities and demonstrate compliance with the Council's Treasury Management strategy and policies previously approved by Members.

CIPFA published revised Treasury Management and Prudential Codes on 20th December 2021. The formal adoption of the Treasury Management Code is not required until the 2023/24 financial year and the new reporting requirements of the Prudential Code can be deferred to 1st April 2023. The 2023/24 strategies, going to the Executive in February 2023, will be expanded to incorporate the required changes.

The Council borrows to fund capital investment in assets including property and infrastructure projects. The assets created provide a benefit over many years and the borrowing is repaid over the life of the asset.

During 2021/22 the Council borrowed £345m in long term loans from the Public Works Loans Board (PWLb). All of these loans were annuity loans where the principal is repaid in instalments during the term of the loan. No maturity loans were taken (where the principal is repaid at the end of the loan and funds set aside each year to enable this). All long term loans were fixed rate for 50 years. The interest rates for the annuity loans were between 1.65% and 2.24%.

The Council net assets (total assets less total liabilities including borrowing) will be reported to Council as part of the Statement of Accounts which are currently being finalised.

Recommendations

The Executive is requested to:

RESOLVE That

the annual report on Treasury Management performance for 2021/22 be received, and the compliance with the Council's approved arrangements be noted.

Reasons for Decision

Reason: To receive the annual report on Treasury Management performance for 2021/22 in accordance with the Council's policy on Treasury Management.

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

Treasury Management Annual Report 2021-22

Background Papers: None.

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Date Published: 8 June 2022

1.0 Introduction

1.1 Treasury management is defined as:-

“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.”

1.2 This annual treasury report covers:

- the economy in 2021/22;
- the strategy for 2021/22;
- the actual borrowing for 2021/22;
- performance measurement;
- the Council’s treasury position as at 31st March 2022;
- restructuring of borrowing;
- compliance with treasury limits and Prudential Indicators;
- investment activity in 2021/22; and
- loans and advances to group companies and joint ventures.

1.3 This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2021/22. In December 2021 CIPFA issued a revised Prudential code. The 2023/24 strategies, going to the Executive in February 2023, will be expanded to incorporate the required reporting changes for 2023/24.

2.0 The Economy

2.1 Over the last two years, the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021, 0.50% at its meeting of 4th February 2022 and then to 0.75% in March 2022.

2.2 The UK economy has endured several false dawns through 2021/22, but with the economy now opened up and nearly back to business-as-usual, the GDP numbers have increased (9% y/y Q1 2022) sufficiently enough for the MPC to focus on tackling the second-round effects of increasing inflation. Albeit that GDP expectations have now dropped for 2022 though to 2024.

2.3 Gilt yields (and therefore PWLB rates) fell towards the back end of 2021, but despite the war in Ukraine gilt yields have shot higher in early 2022. At 1.38%, 2-year yields remain close to their recent 11-year high and 10-year yields of 1.65% are close to their recent six-year high. These rises have been part of a global trend as central banks have suggested they will continue to raise interest rates to contain inflation.

2.4 It is expected that inflation will be a bigger drag on real incomes in 2022 than in any year since records began in 1955. A perfect storm of supply side shortages, labour shortages, commodity price inflation, the impact of Russia’s invasion of Ukraine and subsequent Western sanctions all point to inflation being at elevated levels until well into 2023.

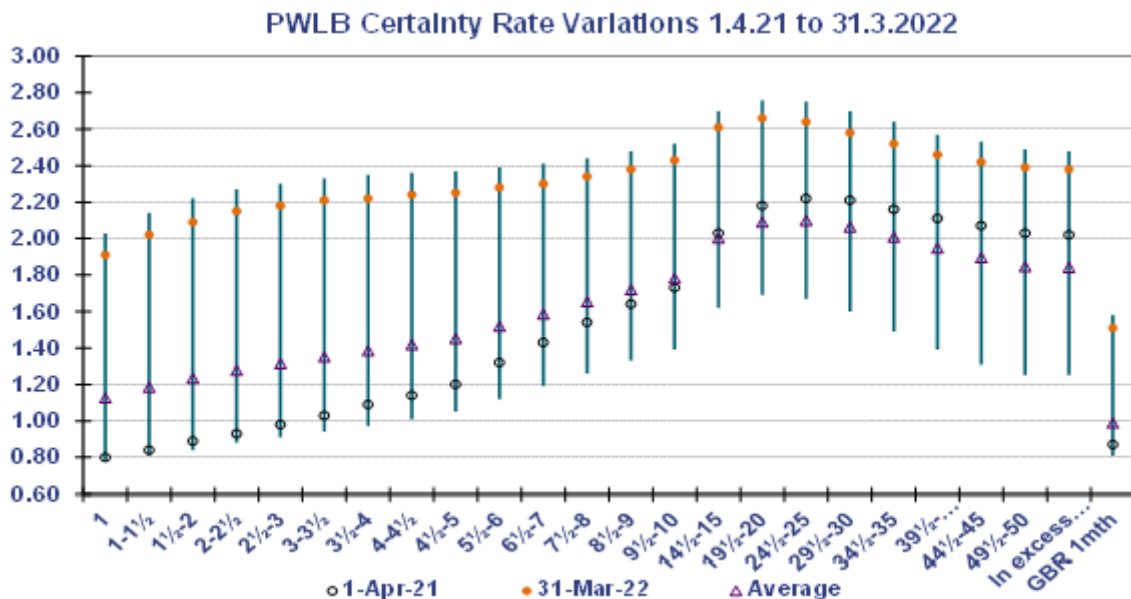
3.0 The Council's Treasury Strategy for 2021/22

Borrowing

- 3.1 In 2021/22, the Council largely undertook borrowing for periods which aligned with the life of projects/assets being undertaken during that financial year. The trigger point below which new long-term borrowing would be considered was set at 1.50% to 1.80% for fixed rate long term borrowing in the Treasury Management Strategy. While these rates were suitable for some parts of the year, there was market volatility throughout 2021/22 and the forecast used in the Treasury Management Strategy was superseded. It was necessary to consider taking PWLB at higher rates depending on the Council's need to borrow. Annuity loans were taken during 2021/22 for which the 50 year borrowing rate equates to the rate available on a 30 year maturity loan. Consideration was also to be given to borrowing fixed rate market loans at 25 to 50 basis points below the PWLB target rate if they became available.
- 3.2 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness and includes leasing schemes (such as the PFI scheme which increased the Council's borrowing need) less the Council's Minimum Revenue Provision (MRP – the provision set aside for debt repayment), group company loan repayments and lease repayments. The change in the CFR and MRP set aside for 2021/22 will be reported to Council as part of the Statement of Accounts which are currently being finalised.
- 3.3 The Council's investment priorities were set as the security of capital and the liquidity of its investments whilst aiming to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council to Treasury Management is low in order to give priority to security of its investments.

4.0 Actual Borrowing in 2021/22

- 4.1 The graph below shows the range (high, low and average points) in Public Works Loan Board (PWLB) fixed rate maturity loan interest rates for each maturity period during the year, and individual rates at the start and end of the financial year.
- 4.2 During 2021/22, the Council took seventeen 50 year annuity loans. Annuity loans taken were at rates ranging between 1.65% and 2.24%, compared to a high point of 2.75% for 50 year annuity loans during the year.



Treasury Management Annual Report 2021-22

- 4.3 In November 2020 HM Treasury announced revised lending terms for the PWLB. Rates were reduced by 1% under the new arrangements but the PWLB will no longer lend to any Local Authority which plans to buy investment assets primarily for yield (regardless of whether this purchase would be funded by PWLB borrowing or through other resources). The new Treasury Management and Prudential codes published by CIPFA in December 2021 also state that an authority must not borrow primarily for financial return (while the reporting requirements under the new codes can be deferred until 2023/24 this rule applies with immediate effect).
- 4.4 The Council's Capital Programme is reviewed by the s151 Officer each year and a return provided to the PWLB and HM Treasury confirming that Woking complies with these rules and is able to access PWLB Borrowing.
- 4.5 It was recognised in the Treasury Management Strategy in advance of the financial year that there were likely to be opportunities to generate savings by undertaking short term borrowing. A mix of short term and long term borrowing was undertaken during the year to derive some benefit from the lower rates. Whilst borrowing is not generally specifically related to an activity (with the exception of the Victoria Square project), a level of short term borrowing is maintained to cover short dated projects.
- 4.6 The details of new long term loans taken during the year are shown below, with the maturity 'profile' for all loans in Appendix 2.

Loan Type	Start Date	Maturity Date	Interest Rate (%)	Principal (£m)
PWLB Annuity Loan	21/04/2021	21/04/2071	2.11	10.0
PWLB Annuity Loan	24/05/2021	24/05/2071	2.23	20.0
PWLB Annuity Loan	14/06/2021	14/06/2071	2.09	25.0
PWLB Annuity Loan	16/06/2021	16/06/2071	2.07	10.0
PWLB Annuity Loan	23/06/2021	23/06/2071	2.02	20.0
PWLB Annuity Loan	01/07/2021	01/07/2071	2.05	20.0
PWLB Annuity Loan	06/07/2021	06/07/2071	2.04	20.0
PWLB Annuity Loan	09/07/2021	09/07/2071	1.98	20.0
PWLB Annuity Loan	13/07/2021	13/07/2071	1.98	20.0
PWLB Annuity Loan	19/07/2021	19/07/2071	1.90	20.0
PWLB Annuity Loan	22/07/2021	22/07/2071	1.82	20.0
PWLB Annuity Loan	28/07/2021	28/07/2071	1.80	30.0
PWLB Annuity Loan	12/08/2021	12/08/2071	1.75	30.0
PWLB Annuity Loan	30/09/2021	30/09/2071	1.94	20.0
PWLB Annuity Loan	04/11/2021	04/11/2071	1.91	20.0
PWLB Annuity Loan	16/12/2021	16/12/2071	1.65	20.0
PWLB Annuity Loan	09/03/2022	09/03/2072	2.24	20.0

5.0 Performance

- 5.1 The average rate of interest is taken as the main guide to borrowing performance. In 2021/22 the Council's average interest rate for borrowing was 2.65%. This is lower than the average rate in 2020/21 of 2.78%.

6.0 Treasury Management Position at 31st March 2022

6.1 The Council's borrowing and investment position at the beginning and end of the year is shown in the following table:

Borrowing	31 st March 2022			31 st March 2021		
	Principal (£m)	Rate	Average Life (Years)	Principal (£m)	Rate	Average Life (Years)
Fixed Rate Funding						
PWLB	1,761			1,454.6		
Market (long term)	30			39.5		
Market (short term)	85			187		
		1,876	2.65%	39.1	1,681.1	2.75%
Variable Rate Funding						
Appeal Deposits		0.0	0.01%	n/a	0.0	0.01%
Total Borrowing		1,876	2.65%		1,681.1	2.75%

Investments	31 st March 2022			31 st March 2021		
	Principal (£m)	Rate	Average Life (Years)	Principal (£m)	Rate	Average Life (Years)
In-House	32.0	0.01%	0.0	9.0	0.01%	0.0
Total Investments		32.0	0.01%		9.0	0.01%

7.0 Restructuring of Borrowing

7.1 No restructuring of borrowing took place during 2021/22.

8.0 Compliance with Treasury Limits

8.1 During the financial year, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and annual Treasury Strategy Statement. The outturn for the Prudential Indicators is shown in Appendix 1.

9.0 Investment Activity in 2021/22

9.1 Priority continues to be given to security and liquidity over return on investment in order to reduce counterparty risk.

Internally Managed Investments

- 9.2 The Council has only invested with the institutions on its approved lending list. Investments are made for a range of periods from overnight to 364 days, primarily to manage the Council's cash flow.
- 9.3 Due to continuing low investment rates, the Council's cash flow surplus was largely held in money market funds. These offer security, instant access and rates which were comparable with those available in the money markets for short periods.
- 9.4 Given the level of cash available during the year, no investments were managed on external advice.
- 9.5 No external institutions in which investments were made had any difficulty in repaying investments and interest in full during the year.

10.0 Loans and Advances to Group Companies, Joint Ventures and External Organisations

- 10.1 During the year new loans were made of £3.1m to Thamesway Central Milton Keynes, £25.2m to Thamesway Housing Ltd, £1.4m to Thamesway Developments Ltd relating to Sheerwater Leisure Centre, £20.7m to Thamesway Housing Ltd (relating to Sheerwater Regeneration), £11.1m to Thamesway Energy Ltd, £0.1m to Freedom Leisure, £0.2m to Woking Hospice (being accrued interest on the existing loan), £4.9m to Greenfield School, £1.7m to Busyn Ltd, and £124.3m to Victoria Square Ltd. These loans are included in the monthly monitoring information (Green Book).
- 10.2 Intra-group loans are excluded from the information presented elsewhere in this report. Loans to subsidiaries are 'eliminated' on consolidation into group accounts.
- 10.3 No capitalisation (share) payments were made in 2021/22.

11.0 Corporate Strategy

- 11.1 The Council has a statutory obligation to carry out this report. In order to comply with CIPFA's Code of Practice on Treasury Management, an annual report on the Council's treasury management is required.
- 11.2 The review of treasury management activities encourages effective use of resources.

12.0 Implications

Finance and Risk

- 12.1 The financial implications are implicit in the body of this report.

Equalities and Human Resources

- 12.2 There are no equalities implications arising directly from this report.
- 12.3 The contract with Link Asset Services provides for staff attendance at various conferences and seminars throughout the year, as well as providing a helpline facility.

Legal

12.4 Treasury management activities have to conform to the Local Government Act 2003, which specifies that the Council is required to adopt the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice. The Council is required to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2021/22. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

13.0 Engagement and Consultation

13.1 No consultations have been undertaken in connection with this report.

REPORT ENDS

TREASURY MANAGEMENT PRUDENTIAL INDICATORS	2021/22 Budget £'000	Actual March 2022 £'000
Authorised limit for external borrowing		
Borrowing	2,341,252	1,876,347
Other long term liabilities (PFI)	23,482	24,472
TOTAL	2,364,734	1,900,819
Operational boundary for external borrowing		
Borrowing	2,331,252	1,876,347
other long term liabilities (PFI)	23,482	24,472
TOTAL	2,354,734	1,900,819
Upper limit for fixed interest rate exposure	100%	100%
Upper limit for variable rate exposure	70%	0%
Upper limit for total principal sums invested for over 365 days (per maturity date)	£3,000,000	0

Maturity structure of fixed rate borrowing during 2021/22	Upper limit	Lower limit	Actual
under 12 months	100%	0%	4.5%
12 months and within 24 months	100%	0%	0.0%
24 months and within 5 years	100%	0%	1.1%
5 years and within 10 years	100%	0%	0.5%
10 years and within 20 years	100%	0%	2.2%
20 years and within 30 years	100%	0%	0.3%
30 years and within 40 years	100%	0%	11.2%
40 years and within 50 years	100%	0%	78.7%
50 years and above	100%	0%	1.3%

The maturity structure of fixed rate borrowing table includes both annuity and maturity loans, and is based on the final repayment date for that loan. It should be noted however that the principal on annuity loans is repaid over the life of the loan, and not just on the maturity date. At the end of 2021/22, £417.5m was held in PWLB maturity loans and £1,343.8m in PWLB annuity loans.

Financial Year	Principal Repayment £'000
2022/2023	99,999,221.68
2023/2024	31,330,326.75
2024/2025	25,706,083.01
2025/2026	25,090,698.20
2026/2027	20,484,386.06
2027/2028	17,703,513.29
2028/2029	18,111,979.11
2029/2030	18,530,102.67
2030/2031	23,958,117.51
2031/2032	24,396,263.05
2032/2033	19,844,784.83
2033/2034	25,303,934.02
2034/2035	30,720,614.22
2035/2036	26,145,472.69
2036/2037	26,633,991.69
2037/2038	25,134,055.68
2038/2039	27,645,943.10
2039/2040	26,169,939.53
2040/2041	28,706,337.09
2041/2042	24,255,435.39
2042/2043	27,817,541.38
2043/2044	25,392,969.67
2044/2045	25,982,042.15
2045/2046	26,585,089.29
2046/2047	27,202,449.23
2047/2048	27,834,468.67
2048/2049	28,481,502.61
2049/2050	32,143,915.14
2050/2051	29,822,079.08
c/f	817,133,257

Financial Year	Principal Repayment £'000
b/f	817,133,257
2051/2052	30,516,376.66
2052/2053	35,227,199.32
2053/2054	44,954,948.22
2054/2055	47,700,034.68
2055/2056	41,462,879.84
2056/2057	50,243,915.45
2057/2058	51,043,584.03
2058/2059	70,862,338.76
2059/2060	77,700,644.32
2060/2061	62,558,976.68
2061/2062	76,443,823.83
2062/2063	47,337,685.67
2063/2064	48,259,074.60
2064/2065	69,702,515.64
2065/2066	60,168,546.99
2066/2067	92,157,720.00
2067/2068	51,394,197.38
2068/2069	48,300,034.96
2069/2070	19,832,567.76
2070/2071	16,083,075.49
2071/2072	6,296,575.81
2072/2073	0.00
2073/2074	0.00
2074/2075	0.00
2075/2076	0.00
2076/2077	20,000,000.00
2077/2078	5,000,000.00
2078/2079	0.00
Total	1,890,379,973

The above table shows projected loan principal repayments in each financial year as at May 2022.

Principal on annuity loans is repaid over the life of the loan and each repayment is included in the relevant financial year.

Full details of loans and maturity dates can be found in the monthly Green Book Financial Monitoring information.

EXECUTIVE – 16 JUNE 2022

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.

Good progress in relation to Risk Management has been made since the last annual report, the key highlights being:

- Corporate Strategic Risks have been reviewed and updated twice by CLT, and the risks that have been identified have been logged with owners allocated.
- A draft assessment of risk appetite has been undertaken and a Risk Appetite Statement is being developed. Risk Appetite is defined as a target level of loss exposure that the organisation views as acceptable.
- Service Plans have been developed for each of the 5 Directorates in the Council, with key risks highlighted for each area. Work is now underway with each Director to enhance the mapping and scoring of directorate risks through the development of detailed risk registers.

Corporate strategic risks, along with an updated Risk Management Policy incorporating the risk appetite statement, will be submitted to the Overview and Scrutiny committee in September and to the Executive in October.

All annual updates required for Business Continuity have been completed in-line with agreed monitoring requirements. The key outputs being an updated Business Impact Analysis, and the review of Action Cards for the Council's most critical services.

The Business Continuity Strategy and associated documents are scheduled to be reviewed and updated in the Autumn of 2022. This review will ensure that the strategy remains fit for purpose and enable continuous improvement to be applied.

Recommendations

The Executive is requested to:

RESOLVE That

the report be noted and that Risk Management arrangements will continue to be reviewed and updated in-line with agreed monitoring arrangements.

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.

Background Papers: None.

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Date Published: 8 June 2022

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 through which 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. Both disciplines must be integrated into the culture of the Council with an effective strategy and be led from the top.
- 1.4 The continuous improvement of risk and business continuity arrangements will also feed into the ongoing work of aligning strategic planning and performance management functions across the Council. All of these functions working together will provide an integrated and cohesive framework for prioritising the delivery of effective services.
- 1.5 The functional responsibility for corporate Risk Management and Business Continuity rests with the Corporate Leadership Team (CLT). 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. Since the last annual report, progress has been made in the following areas:
 - The Risk Management Policy was updated and submitted to the Executive in September 2021 for adoption. The updated policy covers the period 2021 to 2025.
 - Corporate Strategic Risks have been reviewed and updated twice by CLT, and the risks that have been identified have been logged with owners allocated.
 - A draft assessment of risk appetite has been undertaken and a Risk Appetite Statement is being developed. Risk Appetite is defined as a target level of loss exposure that the organisation views as acceptable.
 - Service Plans have been developed for each of the 5 Directorates in the Council, with key risks highlighted for each area. Work is now underway with each Director to enhance the mapping and scoring of directorate risks through the development of detailed risk registers.
 - Work is underway to identify suitable risk management training for Councillors and Senior Officers. This is to ensure that all key stakeholders have a good understanding of the revised Risk Management Policy, and the principles of how to identify/manage risk.

Risk Management and Business Continuity Annual Report

- 2.2 Corporate strategic risks, along with an updated Risk Management Policy incorporating the risk appetite statement, will be submitted to the Overview and Scrutiny committee in September and to the Executive in October.

3.0 Business Continuity

- 3.1 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.

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 back into action, in the event of a threat to normal service.

Business Impact Analysis (BIA): Analysis is undertaken annually to identify the Council's most critical functions that need to continue to run in the event of a Business Continuity disruption. The BIA assesses what the impact would be if a function was not available in a particular time period and in a particular circumstance.

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 should the Civic Offices be unavailable for any reason.

- 3.2 All annual updates required for Business Continuity have been completed in-line with agreed monitoring requirements. The key outputs being an updated Business Impact Analysis, and the review of Action Cards for the Council's most critical services.
- 3.3 The Business Continuity Strategy and associated documents are scheduled to be reviewed and updated in the Autumn of 2022. This review will ensure that the strategy remains fit for purpose and enable continuous improvement to be applied.

4.0 Conclusions

- 4.1 The thorough application of Risk Management and Business Continuity Management remains essential for the Council. Good progress has been made in strengthening the corporate approach to risk management. Work is also ongoing 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 Corporate Strategy

- 5.1 Risk management and business continuity are themes that need to be considered across all Council services. These disciplines underpin the effective delivery of the functions that the Council provides, which in turn supports the objectives listed in the Corporate Strategy.

6.0 Implications

Finance and Risk

- 6.1 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.
- 6.2 There are no risk implications, other than those outlined in this report.

Equalities and Human Resources

- 6.3 None arising from this report.

Legal

- 6.4 None arising from this report.

7.0 Engagement and Consultation

- 7.1 None arising from this report.

REPORT ENDS

EXECUTIVE – 16 JUNE 2022

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 provides an update of progress on developments to the Council's project management methodology, assurance, processes, and reporting.

A report detailing the status of projects as at the end of March 2022, incorporating capital and revenue projects is presented to the meeting of the Executive on 16 June 2022. The report incorporates developments highlighted in this progress report.

There are no specific areas for concern or action by the Executive.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the report be received; and
- (ii) the project changes recorded in Appendix 1 to the report be approved.

Reasons for Decision

Reason: To monitor progress on development to the Council's project management approach.

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

Background Papers: None.

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Date Published: 8 June 2022

1.0 Introduction

- 1.1 The undertaking of projects is an integral part of Woking Borough Council (WBC) business delivery, and a significant amount of Council resources are allocated to their successful completion. Project management processes have therefore been developed and maintained to bring consistency to how projects are managed, and to aid the project manager in delivering projects on time, to budget and to the desired standard.
- 1.2 The process has been structured to be flexible and user friendly so it can meet the specific needs of the Council. It has been designed to add value to officers who are leading on projects and support the development of a common standard and capability; its primary objective is to complement the WBC can do culture, not compromise it.
- 1.3 Every WBC project, regardless of size or type, is required to follow the WBC project management method which is based on the principles of PRINCE2 project management methodology, which is regarded as the best practice approach when implementing projects.
- 1.4 In response to the Corporate Plan priority Effective Use of Resources, the developing Medium Term Financial Strategy and in response to peer reports and learning from best practice, we are developing our project management practices so that we continually improve, use resources wisely and drive out benefits from our investment into project activity.

2.0 Progress Update

- 2.1 The key activity since the last report to the Executive of 03rd February 2022 has been:
 - The Project Support Office has met with every project manager to discuss project progress and assess performance.
 - Project portfolio reports have been produced and presented to CLT as part of the quarterly Corporate Programme Board meetings.
 - Initial development is underway to move the SharePoint project monitoring system from on-premises to cloud hosted as part of the Microsoft Office 365 project.
 - Investment Programme items have been scrutinised against current active WBC projects.
- 2.2 The detailed project status is contained within the project monitoring report at Appendix 1. The key points to note from this schedule are:
 - There are 51 projects in delivery and at practical completion, of which:
 - 78% (40) projects are green.
 - 16% (8) projects are amber.
 - 6% (3) projects are red.
 - There is 1 project that has been closed in the period. Projects that have been closed during the period are not RAG (Red: Amber: Green) rated as this rating relates to projects in delivery. For projects that have been closed the report highlights with a blue shading where the project has exceeded the end date and / or where actual project costs exceeded planned project costs.

3.0 Exception items

- 3.1 In accordance with Financial Regulations, the following projects are being reported to the Executive because there are project costs which exceed the original or approved revised budget by the greater of £10k or 5%.
- 3.2 Project No. 20209. Duke's Court Plaza. First time on the exception report at 21/01/22 Executive. The February Executive approved a new budget of £4,916,756 for the project setting out that reconciliation of the budget was being finalised. Following the completion of this process the forecast spend is £5,008,182, a further £91.5k variation. (1.9%, £4,916,756)

4.0 Corporate Strategy

- 4.1 The review of project management is in support of the corporate plan priority of Effective Use of Resources.

5.0 Implications

Finance and Risk

- 5.1 There are no financial implications arising from this report.

Equalities and Human Resources

- 5.2 No specific Human Resource or Training and Development implications arising from this report. Additional project management training is being scoped and assessed and will be considered subject to costs and budget provision.
- 5.3 There are no equalities implications.

Legal

- 5.4 There are no legal implications arising from this report.

6.0 Engagement and Consultation

- 6.1 None.

REPORT ENDS

Ref	Project Name	Overview	Status	Status since last reporting period	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
10206	Playground Improvements Phase 4	Green	Active	↑	The Play Strategy has been agreed and priorities for improvements and refurbishments of play areas have been determined. Loop Road play area refurbishment is now complete. Funding has now been agreed for the remaining three play areas at Horsell Moor, Oakfield and Sutton Green. These are programmed to be completed over the coming year.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/08/2007	30/04/2009	31/03/2023	£ 603,155	£ 586,729
10297	Local Development Framework	Green	Active	→	The Development Management Policies (DPD) has been adopted and is now part of the Development Plan for the area. The Site Allocations DPD has also been adopted. The Council is just about to embark on their review of the core strategy and the expectation is that this workbook will be closed and a new project opened for the review of the core strategy.	Green	Green	Green	Green	Ernest Amoako	Giorgio Framalico	01/04/2010	01/12/2014	31/07/2022	£ 689,550	£ 636,513
10916	Hoe Valley Flood Alleviation and Enhancement Appraisal	Green	Active	→	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. The scheme is delayed until further notice. Alternative funding streams are still being explored.	Green	Green	Green	Green	Katherine Waters	Geoff McManus	01/04/2016	31/10/2017	31/07/2023	£ 1,103,205	£ 772,835
20000	Sheerwater Regeneration Project	Green	Active	→	The leisure and recreational facilities in the grounds of Bishop David Brown were completed in September 2021. Eastwood Leisure Centre was officially opened 16 October 2021. The purple phase was completed in September with its first occupant on 25 Sept 2021. Work has started on site on both the red and the copper phases. Yellow phase is still in detailed design stage with continuing planning condition discharge, and negotiations with LPA. To achieve vacant possession for the yellow phase, a further four secure tenants need to be relocated. Confirmation of the CPO (Compulsory Purchase Order) made on 22 October 2020, was confirmed on 16 December 2021 by the Secretary of State.	Green	Green	Green	Green	Paola Capel-Williams	Louise Strongitharm	22/07/2018	30/09/2027	N/a	£ 491,657,023	£ 134,987,651
Page 61 20019	Heather Farm SANG	Green	Active	→	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 until 31 Dec 2025. The council has recently provided funding for the expansion of car parking spaces to support the increasing use of SANG. Planning permission has already been granted for an additional 54 parking spaces, which the funding will be used to deliver. About £6,500 has been provided to widen the existing bridge to improve disabled access.	Green	Green	Green	Green	Ernest Amoako	Giorgio Framalico	31/10/2014	31/10/2019	31/12/2025	£ 1,749,856	£ 1,707,071
20035	Personalisation and Prevention Partnership Fund	Green	Active	→	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 service with all GP practices in the Borough. Work has been completed at Brockhill displaying adaptations to enable people to stay in their homes. Community Centres and Brockhill will be offering courses and activities and suppliers are now being approached to arrange new activities and encourage residents back into the centres as lockdown restrictions ease. The project is also exploring avenues to support community meals to be more environmentally friendly.	Green	Green	Green	Green	Jade Buckingham	Julie Meme	31/12/2012	31/12/2017	31/03/2023	£ 690,000	£ 578,821
20067	Developing a Favourable Conservation Status Licence	Amber	Active	→	The project was established working closely with Natural England (NE). The Council's Strategic Organisational Licence from NE was renewed in Sept 2020 and will require renewal again in Sept 2022. Habitat improvement works were completed in 2020. Surveys are undertaken annually each spring. Joint working with NE to share best practise and learning between the Woking pilot and the national district level licensing rollout by NE. Lessons learnt article published in a national ecology journal (Sept 2021). Stakeholder meeting (Oct 2021). <u>Scoping in progress to inform future steps (to be determined, hence amber risk level).</u>	Amber	Green	Green	Amber	Tracey Haskins	Geoff McManus	31/08/2015	31/03/2021	30/11/2021	£ 181,000	£ 145,036

Ref	Project Name	Overview	Status	Status since last reporting period	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
20120	Rainwater Gardens	Green	Active	→	First pilot rain garden completed successfully in Blackdown Close, Sheerwater, in February 2019. Alpha Road rain garden close to completion pending snagging issues to be resolved with contractor, this has impacted with the project schedule. In principle, funding has been allocated to the project from SCC over the next three years; this is to deliver further rain gardens within the Rive catchment.	Green	Green	Green	Green	Katherine Waters	Geoff McManus	01/06/2018	31/03/2019	31/03/2022	£ 50,000	£ 44,711
20122	CCTV Upgrade and New Control Room	Green	Active	→	The Control Room has been constructed. The next phase of migrating each individual control room has commenced. Surrey Police are now operating from within the new control room. The delivery of the second control room (Woking Car Parks) has been put on hold due to other WBC project priorities and staffing.	Green	Green	Green	Green	Trevor Kimber	David Loveless	24/06/2019	31/03/2020	31/05/2023	£ 2,175,000	£ 1,310,799
20124	Woking Integrated Transport	Green	Active	↑	Works to public realm outside the Railway Station and improvements along High Street are complete. Works to Church Path and Chapel Street public realm is complete. There has been additional highway safety and public realm improvement schemes added to the project which have been delivered. An example of these additional schemes is new surfacing and paving in Locke Way and Broadway with a new junction treatment at Maybury Road and Stanley Road, new zebra crossing at Walton Road/Stanley Road, new paving on Church Street East, Church Path and Chapel Street. Additional works involving new highway capacity improvements at Lockfield Drive/Victoria Way junction have also been completed. Project spend has been reconciled and includes additional minor works at Dukes Court and Chertsey Road which form an integral element to complete the overall vision and objectives for the WITP project.	Green	Green	Green	Green	Louisa Calam	Giorgio Framalico	01/06/2016	31/12/2020	30/09/2022	£ 31,023,600	£ 30,851,000
20159	Turf and Drainage Improvements at St Johns Lye Cricket Pitch	Amber	Active	→	Initial drainage work and cricket outfield improvements completed. <u>Project status is amber due to schedule as this project has now been identified for closure with outstanding works to the pond and ditch to be considered as a new project.</u>	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	25/03/2018	31/10/2018	30/09/2021	£ 21,225	£ 9,275
20172	Open Housing Implementation	Amber	Active	↓	<u>Project is amber due to the fact phase 1 elements (PSH/PSL) were delayed due to lack of resources and other priorities. The main system is in place and this represents only one back-office part of the system.</u>	Amber	Amber	Green	Green	Alison Cornacchia/Adele Devon	Louise Strongitharm	01/08/2018	31/03/2020	31/05/2022	£ 936,000	£ 873,061
20209	Duke's Court Plaza	Red	Active	↑	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 has remained with Estate Management/ Dukes Court Team. The green wall was installed Dec 2020. The restaurant building is complete, open and trading. The highway works are also now complete, which concludes all elements of this project. <u>Project status is red for budget as reconciliation of the project has identified further spend of £91.5k.</u>	Green	Green	Red	Green	Vanessa Tabner	David Loveless	01/06/2019	30/04/2020	30/04/2022	£ 4,916,756	£ 5,008,182
20221	Microsoft Office 365 Implementation	Green	Active	↑	Implementation is progressing according to schedule. Mobile device (laptops, phones)pilot is underway. The training resource is now on board and the user adoption of modern ways of working are being scoped out.	Green	Green	Green	Green	Alison Cornacchia	Adele Devon	01/10/2020	31/05/2021	30/09/2022	£ 403,000	£ 221,267
20226	HIF A320 Woking Town Centre	Red	Active	↓	Project has identified some major issues and risks which we are mitigating through the agreed programme rescheduling. Multi-utility contractor is on-board looking at utility diversions under the bridge. Majority of the triangle has now been demolished and the CPO for remaining elements will be submitted early in 2022. Work is ongoing with Network Rail, and the construction method for the bridge has been refined. <u>Project is red due to issues associated with increased project costs (site acquisitions, infrastructure and project scope, utilities), risks associated with delays to the project completion (including inflation costs) and Day Aggregates access relocation. There is also project risk associated with the delivery of the housing sites (including owned sites).</u>	Amber	Red	Red	Green	Louisa Calam	Giorgio Framalico	21/03/2020	15/03/2024	28/02/2026	£ 115,000,000	£ 37,089,194
20229	Car Park management systems	Green	Active	→	Supplier appointed and contract signed. Implementation of Victoria Way is near completion. Equipment installation for the new Red and Green Car Parks began on the 10th Jan 2022. Installation ongoing, car park is now live as of the 04th April 2022, full installation to be completed.	Green	Green	Green	Green	Ian Reynolds	Geoff McManus	01/11/2020	30/11/2021	30/09/2022	£ 1,980,000	£ 947,010

Ref	Project Name	Overview	Status	Status since last reporting period	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
20233	Play Area Repairs	Green	Active	➔	The play area resurfacing works commenced on 22Mar2022, and it is anticipated to complete at the end of April, weather permitting.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/09/2021	30/09/2022	N/a	£ 100,000	£ 32,528
20234	Planet Woking	Green	Active	➔	Planet Woking launched on 24 Sept 2020. The standalone website - www.planetwoking.co.uk - has a range of resources and case studies and is managed and updated by the Green Infrastructure team. Promotion of local climate change activities by the Council and its partners is actively undertaken through social media channels with the help of Air Social. Three online talks have been held so far. On 17 Jun 2021, the Executive approved extended funding to continue the programme for a further two years to July 2023 at a total cost of £66,000 excl. VAT.	Green	Green	Green	Green	Lara Beattie	Geoff McManus	01/09/2020	30/07/2021	31/07/2023	£ 175,218	£ 132,558
20242	IDOX Building Control Public Access & Planning Portal Connector	Green	Active	➔	This project has now been delivered to testing stage. Whilst the system is working well on a day to day basis, there are outstanding questions about ICT integrity which need to be resolved.	Green	Green	Green	Green	David Edwards/Jimi Ogunsola	Giorgio Framalico	01/10/2020	16/11/2020	31/07/2022	£ 15,800	£ 7,125
20246	Woking Youth Hub	Green	Active	➔	Funding application has been approved by DWP, following a tender exercise a provider (Surrey Care Trust) has been appointed. The target support group are 16 -25 year olds on benefits. This project is now underway.	Green	Green	Green	Green	Adam Thomas	Louise Strongitharm	01/05/2021	31/05/2024	N/a	£0	£0
20251	Goldsworth Park Cycle Park Upgrade - Sport England	Green	Active	➔	The refurbishment of the Goldsworth Park cycling track is on budget and due to be completed in advance of the Easter holidays. We are planning a launch event on the 23 April 2022.	Green	Green	Green	Green	Steve May	David Loveless	01/03/2021	31/03/2022	N/a	£ 120,500	£0
20255	Call Secure Plus	Amber	Active	⬇	Since this project was first initiated the supplier landscape has changed. This project is being re-scoped within the wider project aims. The project schedule is therefore amber.	Green	Green	Green	Amber	Nabeela Akhter	Adele Devon	01/06/2021	31/12/2021	N/a	£ 22,540	£0
Page 63 20256	E-commerce platform for independent retailers in Woking	Green	Active	➔	The biggest challenge was to change consumer behaviour, even though initial market research indicated that there was an appetite to support this platform which in turn will support our independent shops. A review of this project is being undertaken and once complete this project will be closed.	Green	Green	Green	Green	Chris Norrington	Giorgio Framalico	01/06/2021	31/01/2022	31/03/2022	£ 29,950	£ 29,950
20259	New Town Centre Signage - Wayfinding	Green	Active	➔	Project is on course. Contract has been awarded. At the time of reporting, there was uncertainty about the delivery of the smart hub signs. Clarification is being sought and it is hoped that the long end date reported can be brought forward.	Green	Green	Green	Green	George Chisenga	Geoff McManus	01/10/2021	31/12/2021	31/05/2023	£ 250,000	£0
20263	2023 Grounds Maintenance and Street Cleaning Contract	Green	Active	➔	This project is to retender the Grounds Maintenance and Street Cleaning Contract. Project commenced and is on schedule.	Green	Green	Green	Green	Mark Tabner	Geoff McManus	16/08/2021	31/03/2023	N/a	£ 80,000	£ 15,823
20264	The Old Woking Community Centre Project	Amber	Active	➔	Conditional planning approval acquired. Project has been tendered and these are being reviewed against budget for a reduced project scope. Project is amber as an amended and reduced scheme design needs to come forward to deliver within a revised budget and gain planning permission.	Green	Amber	Green	Green	Ian Tomes	Giorgio Framalico	01/05/2021	31/12/2022	N/a	£ 2,000,000	£ 210,647
20265	Housing Maintenance Procurement 2022	Green	Active	➔	The overarching aim of the project has been achieved. The project board will continue to meet to ensure that the transition continues to run smoothly. There are some residual procurement elements to complete which will be completed later in the year, once budgets are known.	Green	Green	Green	Green	Adam Browne	Louise Strongitharm	22/03/2021	01/04/2022	31/12/2022	£ 80,000	£ 39,051
20266	Goldsworth Park Retail Centre, Car Park Works	Green	Active	➔	This project is for repairs, surfacing works and white lining to the areas of the Goldsworth Park Retail Centre car park, which are in most need. Works are currently planned to start on site at the end of April 2022 when the weather will be suitable for this type of work to be undertaken.	Green	Green	Green	Green	Vanessa Tabner	David Loveless	01/01/2022	30/04/2022	N/a	£ 65,505	£0
20268	Railway Underpass Refurbishment	Green	Active	⬆	The project is now complete and all of the Network Rail conditions have been met. The closure of this project is now underway.	Green	Green	Green	Green	Richard Smith	Geoff McManus	01/05/2021	31/08/2021	31/03/2022	£ 58,000	£ 27,042
20269	Community Meals Relocation to Monument Way	Green	Active	➔	Project is now substantially complete with only a few minor snagging works to be undertaken. The move can take place once wi-fi has been installed and equipment/furniture is in place.	Green	Green	Green	Green	Pino Mastromarco	Louise Strongitharm	01/11/2021	29/04/2022	N/a	£ 361,000	£ 9,494

Ref	Project Name	Overview	Status	Status since last reporting period	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
20270	Woking Town Centre Masterplan	Green	Active	➔	The first phase of resident panel consultations and the one to one consultations have been completed. The project is on track, within schedule and budget. Work being done by consultants on absorption rate and townscape strategy are also on track.	Green	Green	Green	Green	Ernest Amoako	Giorgio Framalico	01/08/2021	28/02/2023	N/a	£ 100,000	£ 56,137
20274	Woking Palace Repairs and Essential Works	Green	Active	➔	Contractor has been appointed for works starting in the Summer of 2022.	Green	Green	Green	Green	Richard Smith	David Loveless	01/11/2021	30/05/2023	N/a	£ 47,500	£0
20275	Victoria Way Central Reservation	Amber	Active	⬆	<u>A new tender process will take place using Woking Borough Council procedures, it is anticipated that this will take some time and may clash with the highway works for Victoria Square, hence the RAG status of amber for risk.</u>	Amber	Green	Green	Green	Faouzi Saffar	Giorgio Framalico	20/08/2021	30/11/2021	31/03/2023	£ 750,000	£0
20278	Redeployable CCTV	Green	Active	➔	Deployable CCTV cameras have been recognised as a viable tool which can be used to reduce fly-tipping. However, progression of this project has been delayed until investment programme funding is made available.	Green	Green	Green	Green	Seanne Hunter Hill	Geoff McManus	04/01/2022	31/03/2022	29/07/2022	£ 10,020	£0
20280	Midas House / Export House District Heat and Cooling	Green	Active	➔	Council have had to submit a change request to the funding body to slightly vary the scheme to suit our buildings. A positive response to the revised scheme was received and subsequently approved. Due to recent Covid lockdowns in Europe, deliveries of heat pump/equipment have been impacted. This point has been recognised by the Grant Body who have now approved an additional extension to the 31st June 2022; which is the revised practical completion (PC) date.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/03/2021	30/06/2023	30/06/2023	£ 4,627,689	£ 587,998
20281	Victoria Square	Red	Active	➔	The retail element of the Victoria Square development opened in March 2022. The residential element was handed over to Native and marketing commenced at the end of February with 18 tenancies agreed at 6 April. Regular meetings with senior SRM officers continue with the CX, Project Director and the Victoria Square Woking Limited Board. SRM are fully engaged with its contractor to resolve a long term solution to the cladding. <u>The financial implications of a delay to the opening of the hotel and the delayed opening of the centre from Nov 2021 are the subject of ongoing contract discussions and are being fully assessed. Given these circumstances the red risk rating is appropriate and a revised completion date proposed to end on 31 December 2022 to take account of the required works to the hotel and snagging works.</u>	Red	Red	Red	Amber	Tim Wells	Julie Fisher	01/12/2016	30/04/2021	31/12/2022	£ 700,000,000	£ 663,584,509
20283	Rydens Way Phase 3 Sundridge Rd	Green	Active	➔	Project is underway and developers have been preparing the site for development.	Green	Green	Green	Green	Jon Herbert	Louise Strongitharm	01/11/2021	07/08/2022	30/09/2022	£ 928,046	£ 203,264
20286	Celebrate Woking 2022	Green	Active	➔	It is proposed to deliver a Celebrate Woking 2022 programme with the focus on celebrating the Queen's Platinum Jubilee Celebrations. The intention is to inspire residents, community groups, visitors, local businesses, and other stakeholders to be part of the celebrations in Jun 2022 and create a community spirit similar to the Queen's Diamond Jubilee and the London 2012 Olympic Games. All other community events will also be promoted under the Celebrate Woking Programme. Key Events include: Queen's Platinum Jubilee Celebrations (2 to 5 Jun 2022) and supporting the Summer Zone in Jubilee Square.	Green	Green	Green	Green	Riette Thomas	Chris Norrington	01/01/2022	31/12/2022	N/a	£ 100,000	£0
20289	HMST2022 Property Compliance ICT Solution	Green	Active	NEW	Gas compliance set up and deployment went live as planned. The remaining modules will continue once the procurement exercise has been completed for the contractors.	Green	Green	Green	Green	Alison Cornacchia	Louise Strongitharm	01/12/2021	30/04/2022	N/a	£ 109,333	£ 22,378
20291	Redevelopment of Garages 1 to 12 Bonsey Lane Westfield	Green	Active	➔	Project approved up to and including tendering process and subject to review upon receipt of tenders and costs involved. Thamesway have been instructed to proceed with the project and conduct the tendering process for the works, develop detailed designs and appoint consultants.	Green	Green	Green	Green	Jon Herbert	Louise Strongitharm	01/12/2021	31/12/2023	N/a	£ 2,655,000	£0
20297	Customer Services Migration To On-Line Project	Green	Active	NEW	The aim of this project is to review and change the principle of the "One Stop Shop" (OSS) which Customer Service staff currently operate under and maximise a "Digital First" approach.	Green	Green	Green	Green	David Ripley	Leigh Clarke	01/04/2022	31/03/2023	N/a	£0	£0
20298	RB and CS Team redesign	Green	Active	NEW	Review the Management structure across the Revenues (Council tax & Business rates), Benefits (HB & Ctax Support) & Customer Services Team.	Green	Green	Green	Green	David Ripley	Leigh Clarke	01/04/2022	31/12/2023	N/a	£0	£0

Ref	Project Name	Overview	Status	Status since last reporting period	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
20310	Victoria Forms Attachments Module	Green	Active	NEW	This project relates to an additional module for a product already being used by Woking Borough Council. The cost of which will be covered by ICT.	Green	Green	Green	Green	Lyndsey Rolfe	David Ripley	22/03/2022	31/05/2022	N/a	£3,750	£0
Projects at Practical Completion																
10221	Private Finance Initiative	Amber	Retention	→	All of the 224 PFI houses are now occupied by families nominated from the Council's housing register. 147 private sale homes were completed in August 2018. There are open spaces that are still to be handed over. <u>Although construction is complete, advisors may be required for outstanding issues as the handover of the open space has not yet been achieved, and the standards specified by the tender documents have not been met. Project is amber due to the outstanding adoption of open spaces.</u>	Green	Amber	Green	Green	Paola Capel-Williams	Louise Strongitharm	02/01/2005	31/12/2010	30/06/2022	£ 4,490,307	£ 4,490,307
10621	Ditch Restoration Smarts Heath	Green	Retention	→	The ditch restoration work is complete and all associated works were finished by Dec 2010. The final monitoring report has been submitted to Natural England. Subsequent conditions survey undertaken by Natural England and a report received from them during winter 2021. Recommendations to be discussed with Natural England prior to final sign off.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	24/05/2010	30/11/2010	31/12/2010	£ 35,000	£ 34,621
20040	Hoe Valley School	Green	Retention	→	The school has been handed over and is now operating. Sportsbox commenced operation with our contractor Freedom Leisure in early Jul 2018. 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. Surrey County Highways have now agreed under a Section 278 agreement to adopt the completed area of highway. Project will be closed once final payments have been received from the ESFA.	Green	Green	Green	Green	Ian Tomes	Giorgio Framalico	01/06/2015	31/05/2018	N/a	£ 45,107,300	£ 44,896,121
2046	Leisure Lagoon Modernisation	Green	Retention	→	Works are complete, and the project is in retention whilst in defects period. A defect with part of the changing room floor has been highlighted which the contractor is working to resolve.	Green	Green	Green	Green	David Loveless	Giorgio Framalico	01/06/2017	30/04/2018	30/06/2020	£ 1,855,000	£ 1,797,746
20186	Woking Park- CCTV Installation	Amber	Retention	→	Project is now complete. <u>Project is amber due to issues with the fibre network which prevented a signal being sent back to Export House. This has now been resolved.</u> This project will only be closed once the full scale of the CCTV control room connections are known and if any additional works are required.	Green	Amber	Green	Green	David Loveless	Giorgio Framalico	01/12/2017	31/05/2018	N/a	£ 235,000	£ 199,700
20191	Old Woking Independent Living	Green	Retention	→	Project completed Oct 2021 and now in defects period. Final account is agreed.	Green	Green	Green	Green	Ian Tomes / Sam O'Neill	Louise Strongitharm	17/12/2017	21/09/2021	12/10/2021	£ 16,700,000	£ 16,278,839
20219	Pool in the Park Structural Works- Phase 1	Green	Retention	→	The works are all complete. The project is now in retention.	Green	Green	Green	Green	David Loveless	Giorgio Framalico	01/06/2019	31/03/2020	28/02/2021	£ 1,150,000	£ 1,115,828
20223	New Temporary Accommodation	Green	Retention	→	The project is now delivered. The project board is due to meet in the Spring to review how service delivery is progressing. The majority of units are occupied and full occupancy is anticipated for 121 Chertsey Road. Waterman House is now complete and occupancy is underway.	Green	Green	Green	Green	Jon Herbert	Louise Strongitharm	01/08/2019	31/12/2020	31/01/2022	£ 5,752,063	£ 5,646,092
Projects Closed During Reporting Period																
20254	Demolition of 2 Monument Way West	N/a	Closed	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Ian Tomes	David Loveless	12/04/2021	30/06/2021	31/01/2022	£ 97,626	£ 73,041

KEY	
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.
Blue	Project on closure, had variations previously highlighted.
↑	Overview RAG Flag has improved since the last Project Monitoring Report.
→	Overview RAG Flag is the same as the last Project Monitoring Report.
↓	Overview RAG Flag is worse than the last Project Monitoring Report.
Revised End	Indicates that CLT 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 be baselined against the revised budget/timescale.

