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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, 6 October 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 meeting of the Executive held on 14 July 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 disclosable pecuniary and other interests from Members in respect of any item to be considered at the meeting.
- (ii) In accordance with the Officer Employment Procedure Rules, the 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 on those items.
- (iii) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Corporate Resources, Kevin Foster declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Foster may advise on those items.
- (iv) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Place, Giorgio Framalocco, 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 Framalocco may advise on those items.
- (iv) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Communities, Louise Strongitharm, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mrs Strongitharm may advise on those items.

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 21 July 2022, the Council referred the following Notice of Motion to the Executive for consideration.

6. Notice of Motion - Cllr W Forster - Proportional Representation EXE22-057 (Pages 7 - 8)
Reporting Person – Corporate Leadership Team

Matters for Recommendation

7. Animal Welfare Policy EXE22-023 (Pages 9 - 36)
Reporting Person – Giorgio Framalocco

Matters for Determination

8. Verbal Update on Cost of Living Summit
Reporting Person – Cllr A-M Barker, Leader of the Council

9. Performance and Financial Monitoring Review EXE22-055 (Pages 37 - 48)
Reporting Person – Adam Walther
10. Selective Licensing Review EXE22-060 (Pages 49 - 102)
Reporting Person – Louise Strongitharm
11. Recommendation from Licensing Committee - Review of Taxi Fares EXE22-067 (Pages 103 - 126)
Reporting Person – Joanne McIntosh
12. Confidentiality Protocol Annual Report EXE22-035 (Pages 127 - 140)
Reporting Person – Joanne McIntosh
13. Full Asylum Dispersal – South East Regional Delivery Plan EXE22-071 (Pages 141 - 146)
Reporting Person – Louise Strongitharm

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 - Working For All Strategy EXE22-068 (Pages 147 - 170)
Reporting Person – Kevin Foster
16. Monitoring Reports - Projects EXE22-027 (Pages 171 - 180)
Reporting Person – Kevin Foster

AGENDA ENDS

Date Published - 28 September 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



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Agenda Item 4.

Schedule Referred to in Declaration of Interests

Council-appointed directorships

Julie Fisher, Chief Executive	
Brookwood Cemetery Limited	Thameswey Guest Houses Limited
Brookwood Park Limited	Thameswey Housing Limited
Energy Centre for Sustainable Communities Ltd	Thameswey Limited
Rutland Woking (Carhouse Lane) Limited	Thameswey Maintenance Services Limited
Rutland Woking (Residential) Limited	Thameswey Solar Limited
Rutland (Woking Limited)	Thameswey Sustainable Communities Limited
Thameswey Central Milton Keynes Limited	VSW Hotel Limited
Thameswey Developments Limited	Victoria Square Residential Limited
Thameswey Energy Limited	Victoria Square Woking Limited
Woking Necropolis and Mausoleum Limited	

Kevin Foster, Strategic Director – Corporate Resource	
Brookwood Cemetery Limited	Thameswey Housing Limited
Brookwood Park Limited	Thameswey Limited
Energy Centre for Sustainable Communities Ltd	Thameswey Maintenance Services Limited
Thameswey Central Milton Keynes Limited	VSW Hotel Limited
Thameswey Energy Limited	Victoria Square Residential Limited
Thameswey Guest Houses Limited	Victoria Square Woking Limited
Woking Necropolis and Mausoleum Limited	

Giorgio Framallico, Strategic Director - Place	
Brookwood Cemetery Limited	Thameswey Developments Limited
Brookwood Park Limited	Thameswey Energy Limited
Export House Limited	Thameswey Limited
LAC 2021 Limited (Dormant)	Thameswey Solar Limited
Kingfield Community Sports Centre Limited	Thameswey Sustainable Communities Limited
Thameswey Central Milton Keynes Limited	Woking Necropolis and Mausoleum Limited
Woking Shopping Limited	

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

EXECUTIVE – 6 OCTOBER 2022

NOTICE OF MOTION – CLLR W FORSTER – PROPORTIONAL REPRESENTATION

Executive Summary

At its meeting on 21 July 2022, the Council referred the following Notice of Motion to the Executive.

Councillor W Forster

“The Council notes that Belarus and the United Kingdom are the only European countries that use First Past the Post for their national elections.

This Council believes that Proportional Representation ensures all votes count, have equal value, and those seats won match votes cast. Under Proportional Representation, Parliaments better reflect the age, gender and protected characteristics of local communities and the nation. Members of Parliament better reflecting their communities leads to improved decision-making, wider participation and increased levels of ownership of decisions taken.

Proportional Representation would also end minority rule. In 2019, 43.6% of the vote produced a Government with 56.2% of the seats and 100% of the power. Proportional Representation also prevents ‘wrong winner’ elections such as occurred in 1951 and February 1974.

Proportional Representation is already used to elect the parliaments and assemblies of Scotland, Wales and Northern Ireland, but not for Westminster elections.

This Council therefore resolves to write to the Prime Minister and Woking’s Member of Parliament calling for a change in our outdated electoral laws to enable Proportional Representation to be used for future General Elections.”

Officer Comment

“Different voting systems have a variety of different features, ranging from how proportional they are (whether seats in parliament reflect votes cast), the connection between MPs and their communities and the extent to which voters can choose between different candidates.

The voting system we use to elect MPs to the UK Parliament is called First Past the Post. On election day, the UK is divided into 650 areas or constituencies (seats) and at the election the candidate with the most votes becomes the MP. As only one MP will represent the area, each party has one candidate to choose from.

Proportional representation is the idea that the seats in parliament should be in proportion to the votes cast. A more proportional way would mean that a party that received one-third of the vote could expect one-third of the seats in parliament. Within the more proportional systems, there are different ways of electing MPs. With some, you [only vote for a party](#), with others, you [vote directly for candidates](#).”

Notice of Motion – Cllr W Forster – Proportional Representation

Background Papers: None.

Reporting Person: Councillor Will Forster
Email: cllrwill.forster@woking.gov.uk
Joanne McIntosh, Director of Legal and Democratic Services
Email: joanne.mcintosh@woking.gov.uk

Contact Person: Joanne McIntosh, Director of Legal and Democratic Services
Email: joanne.mcintosh@woking.gov.uk

Portfolio Holder: Councillor Ann-Marie Barker
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Shadow Portfolio Holder: Councillor Ayesha Azad
Email: cllrayesha.azad@woking.gov.uk

Date Published: 28 September 2022

EXECUTIVE – 6 OCTOBER 2022

ANIMAL WELFARE POLICY

Executive Summary

Further to the Executive meeting on 15 July 2021, it was agreed the draft Animal Welfare Responsibilities Guidance document would go out for public consultation. The draft guide has been produced for residents, which will signpost to the organisations responsible for each aspect of animal welfare and licensing.

The updated draft is attached as Appendix 1.

The aim of the public consultation was to ensure that the Council has captured all areas and to gauge what residents' key priorities are in terms of animal welfare.

The public consultation ran on the Resident Engagement HQ platform from 26 January 2022 until 22 February 2022. It was widely promoted on Woking Borough Council (WBC) social media sites, the resident e-newsletter, Planet Woking web pages and in the Woking News and Mail. An email promoting the consultation was also sent to all WBC staff and Councillors encouraging them to share their views.

The Council's Animal Welfare Responsibilities Guidance has now been revised to incorporate feedback from the consultation.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

the Council's revised Animal Welfare Responsibilities Guidance document be agreed.

Reasons for Decision

Reason: To promote Animal Welfare in the Borough.

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

Background Papers: [EXE21-036 Animal Welfare Policy, 15 July 2021 Executive](#)

Reporting Person: Giorgio Framalico, Strategic Director - Place
Email: giorgio.framalico@woking.gov.uk, Extn: 3440

Contact Person: Emma Bourne, Environmental Health Manager
Email: emma.bourne@woking.gov.uk, Extn: 3654

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

Shadow Portfolio Holder: Councillor Ayesha Azad
Email: cllrayesha.azad@woking.gov.uk
Councillor Gary Elson
Email: cllrgary.elson@woking.gov.uk

Date Published: 28 September 2022

1.0 Introduction

- 1.1 The previous report to the Executive at its meeting on 15 July 2021 confirmed the responsibilities for Animal Welfare for Woking Borough Council and other partner agencies.
- 1.2 There are a wide range of existing activities and involvement relating to animal welfare within the Council, spread across a number of different service departments. Moving forward the Environmental Health team will continue to take the lead where Woking Borough Council can influence and support animal welfare.

2.0 Public Consultation

- 2.1 The public consultation asked 3 main questions to ensure all topics were covered and responses were as broad as possible. The questions asked were:
 - Have we covered everything in the Animal Welfare Responsibilities Guidance document?
 - What do you think the priorities for the Council should be regarding Animal Welfare?
 - What are your priorities regarding Animal Welfare?
- 2.2 The consultation concluded with 13 responses in total. 11 responses from residents via the Resident Engagement HQ platform and 2 direct responses from Councillors.
- 2.3 The general consensus was that all the main topics had been covered within Appendix 1. Residents were concerned about the protocol surrounding abandoned pets, such as if a tenanted property has been abandoned and the whereabouts of the resident is unknown, what extent is the housing provider responsible for meeting the needs of any abandoned pets.
- 2.4 Another point raised was regarding when a pet owner is hospitalised, the document only states what can be done about dogs that have been left on their own and not other pets such as cats, reptiles, birds etc. It was also suggested that a section should be added to the 'Dead Animal' section to ensure any dead cats are taken to the vets to be scanned for a microchip.
- 2.5 It was recommended that it would be useful to have local area alerts for avian flu in the event of a local outbreak, as many new chicken owners may not be aware of the procedures in place to handle avian flu and how to receive notifications.
- 2.6 Residents would also like a section about animal welfare in abattoirs and farms. Please note that there are currently no abattoirs in the Borough.
- 2.7 There were a number of detailed responses about what residents think the priorities of the Council should be regarding Animal Welfare. The overall response was that WBC should work proactively with other agencies (Police, RSPCA etc) to ensure people cannot become repeat offenders, as well as enforcing the Animal Welfare Act 2006 when necessary.
- 2.8 The issue of abandoned horses has been raised as a key topic. It has been suggested that in the scenario where there are horses that are illegally fly grazing, a sensitive approach offering support should be taken instead of prosecution. Another suggestion included producing a pictorial based advice sheet about fly grazing horses and how to obtain a licence through the Council.
- 2.9 Residents would also like more awareness around illegal puppy farms and would like to see a proactive response in closing them down and prosecuting the perpetrators. However, this heavily relies on the public reporting intelligence to the Council.

- 2.10 As pet ownership can be good for mental and physical health, a resident has suggested fencing off small sections of green spaces around the Borough to form 'dog parks'. This would mean that dogs can be exercised off the lead without the fear of getting lost or endangering traffic.
- 2.11 To summarise, the key priorities of most residents is to ensure that all animals should be looked after and treated in a way that ensures their welfare and safety.
- 2.12 It has been suggested that residents would like Appendix 1 to be transposed into an 'Animal FAQ's' page on the website, as PDF formats are often hard to access on a mobile device. It is understood that this would be more accessible and easier to find relevant information in an emergency.
- 2.13 It has also been suggested that a campaign could be considered for elderly and vulnerable residents to encourage them to put a plan in place for their pets should they suddenly go into care or hospital.
- 2.14 The following amendments have been completed to the Animal Welfare Responsibilities guidance document shown at Appendix 1;
- Guidance links relating to exotic pets and avian influenza have been included.
 - A further section has been added with information regarding the control and enforcement of firework displays.
 - The Dead Animals section has been updated to encourage residents to take any dogs or cats they hit to the nearest vets to be scanned for a microchip, where possible.

3.0 Corporate Strategy

- 3.1 The revised Animal Welfare Responsibilities guidance will help to achieve the corporate objectives through joint working with partners, protecting the environment and promoting health and wellbeing for all.

4.0 Implications

Finance and Risk

- 4.1 There are no finance and risk issues arising from this report.

Equalities and Human Resources

- 4.2 There are no equalities and human resources issues arising from this report.
- 4.3 Animal welfare work will continue to be met using existing resources within the Council.

Legal

- 4.4 There are no specific legal implications or risks identified in this report.

5.0 Engagement and Consultation

- 5.1 The report sets out the consultation undertaken on the draft guidance document.

REPORT ENDS

Animal Welfare

Who is responsible for what.



Page 13



Buckinghamshire & Surrey
trading standards



Responsibilities under the Animal Welfare Act 2006

Anyone who owns, keeps, works with or has any responsibility for an animal is legally obliged to ensure the animal's welfare needs are met by providing for these five basic needs:

- need for a suitable environment
- need for a suitable diet
- need to be able to exhibit normal behaviour patterns
- need to be housed with, or apart, from other animals
- need to be protected from pain, suffering, injury and disease.

Failure to do so may mean an offence has been committed under section 9 of the Animal Welfare Act, so if you are not sure how to look after domestic animals, visit the RSPCA website for guidance or the DEFRA codes of practice. For advice on farmed livestock contact your local Trading Standards Animal Health team (see useful contacts page).

Key



First point of contact

* References to a "Council" refers to the Woking Borough Council. "County Council" refers to Surrey County Council.

Type of incident	Owner/Keeper's responsibility	Council*	Police	RSPCA
Unnecessary Suffering (Section 4) – an offence to cause unnecessary suffering to an animal by an action or failure to act.	Not to cause unnecessary suffering to an animal.	Councils have the power to appoint inspectors under this Act. Trading Standards may investigate instances involving farmed animals.	Do not generally deal with this but may get involved in some cases.	RSPCA will generally take the lead in investigations relating to domestic animals/puppy farms. From 1st January 2021 all on

				farm referrals requiring further investigation will be referred to the Animal and Plant Health Agency (APHA) - duty vet
Type of incident	Owner/Keeper's responsibility	Council*	Police	RSPCA
Poisoning Section 7) – it is an offence to administer, or permit to be administered, poisonous or injurious drugs to an animal.	Take care in what is given to your pets as different things can be injurious to different species. If you suspect that your pet has been poisoned, consult a vet immediately.	Do not generally deal with this but may get involved in some cases.	Do not generally deal with this.	The RSPCA will generally take the lead in investigations, but you can also contact the Veterinary Medicines Directorate where you can report veterinary product misuse.
Tail Docking Section 6) – it is an offence to remove or cause to remove all or any part of a dog's tail	If considering docking, check with a vet to see if docking is allowed. Be aware that if the docking is done by anyone other than a vet by a third party on behalf of the owner/keeper then a prosecution could still take place.	Do not generally deal with this but may get involved in some cases. i.e. in licensed premises	Do not generally deal with this.	The RSPCA will generally take the lead in investigations. NB Vets can also be

<p>(except on a vet-certified working dog). The dog is required to be of a type specified in Schedule 1 of the Docking of Working Dogs' Tails (England) Regs 2007.</p> <p>Docking must only be carried out by a vet, before the puppy is 5 days old.</p>				<p>prosecuted for illegal tail docking.</p>
<p>Dog/Animal fighting (Section 8) – organising, attending, allowing or participating in any animal fighting is an offence.</p>	<p>Have a duty not to organise, attend or allow or participate in any animal fighting.</p>	<p>Do not generally deal with this but may get involved in some cases.</p>	<p>The Police have unique powers under the Act and will be involved in these investigations</p>	<p>RSPCA will generally take the lead in investigations.</p>
<p>Type of incident</p>	<p>Owner/Keeper's responsibility</p>	<p>Council*</p>	<p>Police</p>	<p>RSPCA</p>
<p>Duty of care (Section 9) – it is an offence</p>	<p>Duty of care to the animal to ensure, that as far as possible, its welfare needs are met.</p>	<p>Councils have the power to appoint inspectors under this</p>	<p>Do not generally deal with this</p>	<p>RSPCA will generally take</p>

<p>to fail to take reasonable steps in all the circumstances to meet the welfare needs of an animal, including abandonment.</p>		<p>Act. County Council Trading Standards may investigate incidents involving farmed animals.</p>	<p>but may get involved in some cases.</p>	<p>the lead in investigating</p>
<p>Emergencies in which an animal is suffering or is likely to suffer if the circumstances don't change (Section 18 and 19).</p>	<p>As above.</p>	<p>The Council's Appointed Inspectors have specific powers of entry to licensed premises. Where animals are in distress and a s.10 Improvement Notice is unlikely to resolve it, s.18 enables an officer to take animals into possession or arrange for it to be euthanised.</p>	<p>Constables have specific powers of entry, seizure of an animal or to authorise an animal to be humanely destroyed for welfare reasons</p>	<p>RSPCA will usually be involved in incidents but do not have the powers of entry that appointed Council Inspectors and Police Constables have. They may accompany Police or Council who have the legal powers of entry.</p>
DOGS				
<p>Dogs (or other animals) abandoned in</p>	<p>Anyone who abandons an animal without taking reasonable steps to ensure that its needs are met may be guilty of an offence under s.9 of the Animal Welfare Act. If the animal actually suffers as a result of its abandonment, there may also be an offence</p>	<p>The Council does not have any legal duty to act in such cases (unless the offence</p>	<p>The Police may assist the RSPCA in gaining access.</p>	<p>RSPCA will generally take the lead in investigations.</p>

or on private property.	committed under s.4 (unnecessary suffering).	occurs at a licensed premises).		They will monitor the situation and if the dog is not fed or left with water for a period of time they will act to gain access and seize the dog.
Type of incident	Owner/Keeper's responsibility	Council*	Police	RSPCA
Unwanted dogs (or other animals)	Giving up an unwanted pet should always be a last resort. There is an overpopulation of most companion animals and every effort should be made by the owner/keeper to responsibly rehome their pet. The owner/keeper should contact responsible pet rescue centres who may be able to rehome the animal.	The Council can not accept unwanted pets and can only deal with stray dogs - under the provisions of the Environmental Protection Act 1990.	None	No legal duties, but may accept unwanted animals and then rehome them.
Prisoners' dogs - where the Police take a person into custody who owns a dog (or other animal).	To make the Police aware if they have a dog (or other animal) that was not with them when they were arrested. Owners that are likely to be given a custodial sentence should make appropriate provisions for their pet's care.	None.	The Police have primary responsibility for the safe keeping of a prisoner's property.	None.

Type of incident	Owner/Keeper's responsibility	Council*	Police	RSPCA
<p>Pet Owner in Care - If a dog or other animal's owner is incapacitated, for instance is taken to hospital or is under Local Authority care.</p>	<p>Where possible, arrange for a relative or other suitable responsible person to look after your pet. Alternatively, make the Local Authority or hospital aware as soon as possible.</p>	<p>The Council may assist but the dog cannot be seized as a stray dog.</p> <p>The County Council are responsible for covering any kennelling costs under section 48 of the National Assistance Act 1948.</p>	<p>None.</p>	<p>None.</p>
<p>Dogs dangerously out of Control - dog attacks on a person</p>	<p>To keep their dog(s) under control at all times. Any concerns regarding training or behavioural issues should be addressed by seeking advice from a suitably qualified animal behaviourist or vet.</p>	<p>Although not a Council responsibility, some overlap occurs if the dog is seized as a stray. The Council may also assist Police, i.e. with CPWs/CPNs.</p>	<p>The Police have primary responsibility and will investigate certain serious incidents involving dogs which behave aggressively and where there is reasonable apprehension that it might injure a person, whether or not it actually does so.</p>	<p>None.</p>

<p>Dogs dangerously out of Control – attacks on a dog or another animal and livestock.</p>	<p>As above.</p>	<p>The Council will investigate dog on dog (or other animal) attacks, where the complainant is able to provide an accurate detailed description of the dog / owner and an address.</p>	<p>None.</p>	<p>None.</p>
<p>Type of incident</p>	<p>Owner/Keeper's responsibility</p>	<p>Council*</p>	<p>Police</p>	<p>RSPCA</p>
<p>Banned Breeds - Suspicion that the dog may be a banned type.</p>	<p>It is an offence to own certain types of dog. These are the Pit Bull Terrier, Japanese Tosa, Dogo Argentino and Fila Brasileiro. It is also an offence to sell, abandon, give away or breed from a banned dog. Exemption from the ban may be given by a Magistrates court in certain circumstances.</p>	<p>If the owner is not known and the dog is seized as a stray the Council will seek assistance from the Police.</p>	<p>If the owner is known, the Police will deal with the matter, either by prosecution or by application to the Magistrates Court.</p>	<p>None.</p>
<p>Dangerous Dog Register - Under the Dangerous Dogs Act 1991, DEFRA maintains a register of all exempted</p>	<p>Once placed on the index of exempted dogs, the owner must meet various requirements including; 1) Maintaining 3rd Party Insurance 2) Having the dog Tattooed and microchipped 3) Ensuring the dog is muzzled and placed on a lead in any public place (NB this includes in a vehicle) 4) Ensuring that the dog is in the control of a person 16 years or older whilst in a public place.</p>	<p>Councils do not usually conduct audits or checks on these dogs unless circumstances develop that bring a dog to their attention.</p>	<p>Although not a duty, the Police may audit the register for dogs in their area and periodically check these dogs.</p>	<p>None.</p>

<p>dogs which are kept in the UK. Dogs can only be added to the register by a Magistrates Court, the public cannot apply directly to DEFRA.</p>				
<p>Type of incident</p>	<p>Owner/Keeper's responsibility</p>	<p>Council*</p>	<p>Police</p>	<p>RSPCA</p>
<p>Stray Dogs – Found dogs</p>	<p>Dog owners have a legal responsibility to ensure that their dog is wearing a collar and tag bearing their contact details and to ensure that it is microchipped. They should also take all reasonable steps to prevent their dog from straying. If their dog does escape, they should contact the Council as soon as possible. The owner of a stray which has been collected is required to pay a statutory fee plus any other costs incurred, e.g. kennelling.</p>	<p>If a finder cannot return the dog to its owner then the Council should be informed. The dog can be contained within the finder's home with prior agreement by the Council and upon service of a s.150 Notice. The Council will only arrange to collect a dog that has been contained and will arrange for the dog to be kept in their kennels for up to 7 days. After this time, if the dog remains unclaimed it may be rehomed.</p>	<p>None.</p>	<p>None.</p>
<p>Stray Dogs – Lost Dogs</p>	<p>As above.</p>	<p>If the owner has lost their dog and is unable to find them, they can</p>	<p>None.</p>	<p>None.</p>

		call the Council's Environmental Health service to leave a contact number and provide a description the lost dog. The service is often notified of found dogs and may be able to reunite dog and owner.		
Type of incident	Owner/Keeper's responsibility	Council*	Police	RSPCA
Stray Dogs - Straying on highways with restricted public access i.e. Motorways.	As above.	The Council will only attend with the assistance of the Police or Highways Agency. Once a dog is seized the Local Authority will take responsibility for it as a stray if no owner is known/can be contacted. The Highways Agency are responsible for the motorway network.	The Police are responsible for animals which have escaped onto a road and are posing a danger to motorists.	None.
Dog barking	To ensure that their dog(s) do not bark for prolonged periods or at times of the day which cause nuisance to people nearby. Your vet can check for any problems/refer you to an animal behaviourist.	The Council will investigate complaints about excessive dog barking and have powers to Investigate under statutory nuisance legislation.	None.	The RSPCA may get involved if there are welfare concerns about the dog.

<p>Dog Fouling – on designated land which is open to the air and accessible to members of the public.</p>	<p>To ensure that if their dog fouls on designated land that they clean up after it immediately. Failure to do so is an offence.</p>	<p>The Council will investigate complaints about dog fouling. If a person in control of a dog is witnessed allowing their dog to foul, a Fixed Penalty Notice may be served. If an offence is reported, informal action may still be taken by the Council, who may contact the alleged offender or all residents in the vicinity to issue warnings/advice.</p>	<p>None.</p>	<p>None.</p>
<p>Type of incident</p>	<p>Owner/Keeper's responsibility</p>	<p>Council*</p>	<p>Police</p>	<p>RSPCA</p>
<p>IMPORTED ANIMALS</p>				
<p>Imported Pets</p>	<p>If you have purchased an animal which is suspected to have been brought into the Country in breach of the legislation it may be taken into quarantine at your expense.</p>	<p>The Local Authority enforces the Rabies (Importation of Dogs, Cats and Other Mammals) Order 1974.</p> <p>Non Commercial Movement of Pet Animals Order 2011 S.15 powers for Local Authority to inspect premises/documentation.</p>	<p>Assistance of arrest if required. Article 16 is the offence of bringing an animal into the country, of an animal which is non-compliant, and provides powers of arrest to the Police</p>	<p>RSPCA to liaise with the County Council or other agencies in respect of reports or collections of pets suspected to have been incorrectly imported.</p>

		The Trade in Animals and Related Products Regulations 2011 (TARP) is where DEFRA/APHA will be involved in the notification of commercial imports/exports.		
FARM ANIMALS				
Farm Animals (Livestock).	You must ensure their needs are met under the Animal Welfare Act 2006 and any Regulations made under it and they are not suffering unnecessarily. You must comply with all disease control requirements such as records and movement documents.	County Council Trading Standards enforce disease control requirements and may enforce welfare legislation.	Police will assist with farm animals escaped onto a public highway and will provide assistance in the event of a disease outbreak.	RSPCA to liaise with County Council Trading Standards in respect of farm animal welfare.
DANGEROUS WILD ANIMALS (DWA)				
Sick or injured wild animals.	It is an offence to kill, take, or offer for sale wild birds and some animals. If a wild animal is found injured, take it to a vet if possible, without putting yourself at risk. If you have found an injured or abandoned wild animal, before you touch the animal please check the online advice below; you may not need to intervene at all. See the 'What to do in an Emergency' 'FAQs on Wildlife Aid's website at www.wildlifeaid.org.uk/wildlife-fags/	None.	Will assist the RSPCA to carry out stop, search and seizures and traffic control on roads. The Woking Borough has a specialist	Vets will accept injured animals for free. If it's not possible to take an injured animal to the vet, report the incident to the RSPCA. Any sick or injured wild animal,

	<p>If you need further help, links to specialist local wildlife advice for particular species are listed below.</p> <p>Listings of animal welfare organisations in the South East region are also given on this website www.animalguide.info/branch-animal-welfare-organisations</p>		dedicated officer to deal with wildlife crime.	that cannot be taken to a vet should use the RSPCA emergency line 0300 1234 999.
Dormouse	Surrey Dormouse Group can be contacted through the website: www.surreydormousegroup.org.uk/			
Injured amphibians or reptiles	<p>Surrey Amphibian and Reptile Group (SARG) https://surrey-arg.org.uk/</p> <p>Surrey and Hampshire Reptile Rescue? Tbc.</p>			
Injured or grounded bats	Surrey Bat Group guidance and contacts: www.surreybats.org.uk/problems.html			
Hedgehog out during the day	If a hedgehog is out during the day it means that something is wrong and the hedgehog most likely needs help. For more guidance see www.surreywildlifetrust.org/act-wildlifehelping-wildlife-home/helping-hedgehogs			
Honey bees swarms	<p>Local bee-keepers are often able to help if you come across a swarm of honey bees. Please do double check first that you have correctly identified that they are honey bees, as other kinds of insects can also swarm.</p> <p>These webpages provide more information and useful contacts: https://surreybees.co.uk/swarms/ https://www.bbka.org.uk/swarm</p>			

Injured badger	West Surrey Badger Group’s website provides useful contacts: www.wsbg.co.uk/contact.html			
Injured or grounded peregrine falcon	<p>Call an expert rescuer, do not try to capture it yourself.</p> <p>Wildlife Aid Foundation https://www.wildlifeaid.org.uk/contact-us/</p> <p><u>After first contacting the above,</u> please also make the Woking Peregrine Project volunteers aware: www.wokingperegrines.com/contact/</p>			
Injured or grounded swifts	<p>Swift Conservation advice and contacts www.swift-conservation.org/SwiftFirstAid.htm</p> <p><u>After first contacting the above,</u> please also make the Swifts in Woking volunteers aware: https://surreybirdclub.org.uk/conservation/swifts/</p>			
Horses or cattle strayed from heathland / common land	<p><u>If you find ponies or cattle which you believe have strayed from one of the sites mentioned (see right), please contact the relevant managing organisation:</u></p> <p><u>Surrey Heathland Partnership</u> www.surreycc.gov.uk/land-planning-and-development/countryside/partnerships/heathland</p> <p><u>Surrey Wildlife Trust</u> <u>Contact the emergency grazing team number shown on this webpage www.surreywildlifetrust.org/walking-near-livestock</u></p>	<p><u>The Council has four heathland sites, on which grazing is managed as follows:</u></p> <p><u>Grazed by ponies of local graziers, overseen by the Surrey Heathland Partnership:</u></p> <ul style="list-style-type: none"> • <u>Brookwood Heath</u> • <u>Smarts Heath.</u> <p><u>Conservation grazing by cattle, managed by Surrey Wildlife Trust:</u></p>		

Type of incident	Owner/Keeper's responsibility	Council*	Police	RSPCA
<p>Welfare of horses – Including stray, fly grazing and tethered horses.</p>	<p>You must ensure compliance with the Animal Welfare Act 2006. All equines must be microchipped and identified by a Horse Passport and registered in current owner's name.</p> <p>You must ensure compliance with the conditions set out in Schedule 1 of the licence, which includes ensuring that all livestock grazed on the land are registered with an authorised vet and provided with an ample supply of food pro rata on a daily basis and fresh water.</p> <p>Land owners may be able to arrange the disposal of fly grazed horses under the Control of Horses Act 2015</p>	<p>The Borough Council's Asset Management team are responsible for licensing horse grazing and will set out the licence conditions that the licensee must comply with in order to be granted a licence.</p> <p>Councils may investigate instances of horses illegally grazing on Council owned land. The Council has the authority to remove unlicensed horses and all associated costs can be recovered from the owner through the sale of the horse, if necessary.</p> <p>County Council Trading Standards enforce the Horse Passport Regulations</p>	<p>Will become involved with stray horses which present a public safety issue.</p>	<p>May be involved where there are specific welfare concerns.</p>
DEAD ANIMALS				

Dead Animals - farm livestock or horses.	Must comply with the Animal By-products Regulations regarding the proper disposal of fallen livestock.	Buckinghamshire and Surrey Trading Standards can be contacted for advice, as they enforce the Animal By-Products Regulations which deal with disposal routes for carcasses. Pet crematoriums with appropriate facilities can be used for private cremation of pet horses	None.	None.
Dead animals on motorways or major trunk roads.	If you hit a dog, equine or farm animal you must report it to Surrey Police. It is encouraged that in the event of hitting a dog or a cat and where possible, take them to the nearest vets to be scanned for a microchip.	Highways Authority will remove (Surrey County Council).	Will assist with directing traffic.	None.
Dead animals on other public roads.	As above.	The Council will remove these and may scan for a microchip (cats and dogs).	None.	None.
Dead animals on private property.	If you have a dead animal in your garden, you are responsible as the landowner to have it removed. The animal can either be double bagged and placed in your black bin, or you can arrange for a waste removal service to come and have it removed at your own cost.	None.	None.	None.
FIREWORK DISPLAYS				
Firework displays	To take note of any upcoming firework displays and take appropriate precautions to keep your pets safe and secure.	To ensure that all firework displays on Council owned land are	The Fireworks Regulations 2004	None.

		widely promoted in advance. The Council does not have any powers to control when fireworks are used by members of the public.	prohibits the use of fireworks between 11pm and 7am, except for on Chinese New Year, Bonfire Night, Diwali and New Years Eve. This piece of legislation is enforced by the Police.	
ANIMAL LICENSING				
Animal Boarding Establishments	Duty to hold a licence and secure the welfare of the animals kept at the establishment.	Enforcement of regulations and licensing of home dog boarding and commercial dog and cat boarding premises. Inspection of premises to ensure compliance with required licensing conditions under the Licensing of Activities Involving Animals (England) Regulations 2018	None.	May investigate animal welfare concerns.

Type of incident	Owner/Keeper's responsibility	Council*	Police	RSPCA
Breeding Dogs	<p>Duty to hold a licence and secure the welfare of the animals kept at the establishment.</p> <p>Duty to uphold conditions of the licence. Contravening or failing to comply with any of the conditions of the licence or obstructing or delaying any person in the exercise of his powers of entry or inspection constitutes an offence.</p>	Enforcement of the regulations and licensing of breeders who are in scope and investigation of unlicensed breeders.	Investigate allegations of breeding banned breeds.	May investigate animal welfare concerns.
Selling Animals as Pets	<p>Duty for an individual to hold a licence and secure the welfare of the animals kept at the establishment</p> <p>Ensure animal handlers have the necessary knowledge and facilities to be able to provide animals with the appropriate specialist environment and care.</p> <p>Duty to seek specialist advice if selling exotic animals.</p>	<p>Enforcement of regulations and licensing of individuals selling animals</p> <p>Inspection of the premises and assessment of the Licensee</p> <p>Investigation into unlicensed individuals selling animals.</p>	None.	May investigate animal welfare concerns
Type of incident	Owner/Keeper's responsibility	Council*	Police	RSPCA
Keeping or training animals for exhibition	Duty to hold a licence to keep or train animal(s) for in scope activities, e.g. pony parties and public performances, for example for television, theatre or in a film.	Enforcement of The Licensing of Activities Involving Animals (England) Regulations 2018	None.	RSPCA may take the lead on incidents relating to cruelty and

				liaise with the Local Authority.
Hiring out horse for riding or instruction	Duty to hold a licence and secure the welfare of the animals kept at the establishment	Enforcement of Regulations and licensing of premises And investigation into unlicensed hiring out of horses for riding or instruction.	None.	May investigate horses found to be suffering at riding establishments.
Dangerous Wild Animals	Duty to hold a licence and secure the welfare of the animals kept at the establishment and to prevent any means of escape.	Enforcement of regulations and licensing of keepers of Dangerous Wild Animals (as defined under the schedule to the Dangerous Wild Animals Act 1976) Investigation into unlicensed keepers of Dangerous Wild Animals.	None.	May investigate concerns around Dangerous Wild Animals found to be suffering.
Type of incident	Owner/Keeper's responsibility	Council*	Police	RSPCA
Zoos - licensed Zoos and similar animal	Duty to hold a licence and secure the welfare of the animals kept at the establishment.	There are no zoos currently in the Borough of Woking, but if there were, the LA would be	None, except where an animal has escaped.	May investigate concerns

premises (i.e. sanctuaries or those zoos subject to exemption or dispensation).		responsible for the enforcement of Regulations and licensing of Zoos under the Zoo Licensing Act 1981.		around animal welfare.
Circuses	Duty to secure the welfare of the animals in circuses.	Inspection of circuses in relation to the enforcement of the Health and Safety at Work Act 1974, in respect of animal handling and public safety.	Jointly responsible with the RSPCA for cruelty or mistreatment of Circus Animals.	Jointly responsible with Surrey Police for cruelty or mistreatment of Circus Animals. From January 2020 in England, the use of wild animals in circuses is banned under the Wild Animals in Circuses Act 2019.
Control of international trade of endangered species		The Environmental Health service and / or Council Officer will pass on intelligence of international trade of endangered species to the relevant agencies. DEFRA and APHA.	None.	None.

Importation of Farm Animals	To comply with the conditions set out at a national level by the Department for the Environment, Food and Rural Affairs (DEFRA), who regulate farms.	The Council does not have powers over the regulation and inspection of farms or for animal transportation. Local movement licences are issued by Buckinghamshire and Surrey Trading Standards.	None.	None.
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USEFUL CONTACTS

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Organisation	Responsible for	Contact	Website
Woking Borough Council - Environmental Health	Animal Licensing	01483 743840 environmental.health@woking.gov.uk	www.woking.gov.uk
Woking Borough Council - Asset Management	Horse Grazing Licences	propertyservices@woking.gov.uk	www.woking.gov.uk
Buckinghamshire & Surrey Trading Standards	Animal Health and Welfare	0300 123 2329	www.surreycc.gov.uk/business-and-consumers/trading-standards/business-advice/animal-health
Surrey Police	Dangerous Dogs	101 or 999 in an emergency	www.surrey.police.uk
RSPCA (National)	Animal Welfare	24-hour cruelty line on 0300 1234 999	www.rspca.org.uk/home
RSPCA (Local Branch)	Animal Welfare	07553284028	www.rspca.org.uk/reportcruelty
Millbrook Animal Rehoming Centre (RSPCA)	Animal Rehoming Centre	0300 123 0740	www.rspca-millbrook.org.uk
Wildlife Aid Foundation	Injured Wildlife	09061800132 (calls cost 50p per minute)	https://www.wildlifeaid.org.uk/faqs/find-injured-orphaned-animal/
Swan Sanctuary	Swans	01932 240790	http://www.theswansanctuary.org.uk



National Equine Welfare Council (NEWC)	Protection of horses, ponies, donkeys and mules	01962 848350	www.newc.co.uk
Surrey County Council Highways	Major obstructions on the Highways	0300 200 1003	https://www.surreycc.gov.uk/roads
DEFRA	Notifiable diseases, such as Avian Flu and general animal welfare enquiries	03000 200 301	https://www.gov.uk/guidance/contact-defra

USEFUL GUIDANCE

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Animal Licensing Guidance for Local Authorities https://www.gov.uk/government/publications/animal-activities-licensing-guidance-for-local-authorities
Procedural Guidance for Local Authorities https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/957617/animal-welfare-licensing-procedural-guidance.pdf
Dog Boarding Licensing https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936827/animal-welfare-licensing-providing-boarding-for-dogs-guidance.pdf
Home Boarding for Dogs https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936828/animal-welfare-licensing-home-boarding-for-dogs-guidance.pdf
Dog Day Care https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936829/animal-welfare-licensing-providing-day-care-for-dogs-guidance.pdf

Cat Boarding

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936829/animal-welfare-licensing-providing-day-care-for-dogs-guidance.pdf

Dog Breeding

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936830/dog-breeding-guidance.pdf

Selling Animals as Pets

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936832/selling-animals-as-pets.pdf

Keeping of Training Animals for Exhibition

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936834/animal-welfare-licensing-keeping-training-animals-for-exhibition.pdf

Hiring out Horses

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936833/animal-welfare-licensing-hiring-out-horses.pdf

Keeping Exotic Animals as Pets

<https://www.rspca.org.uk/adviceandwelfare/pets/other>

Avian Influenza – How to spot it and how to report it

<https://www.gov.uk/guidance/avian-influenza-bird-flu>

LEGISLATION

Animal Welfare Act 2006

<https://www.legislation.gov.uk/ukpga/2006/45/contents>

Dangerous Dogs Act 1991

<https://www.legislation.gov.uk/ukpga/1991/65/contents>

Control of Horses Act 2015

<https://www.legislation.gov.uk/ukpga/2015/23/contents/enacted>

The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018

<https://www.legislation.gov.uk/ukdsi/2018/9780111165485>

Dangerous Wild Animals Act 1976

<https://www.legislation.gov.uk/ukpga/1976/38>

The Wildlife and Countryside Act 1981 (As Amended)

www.legislation.gov.uk/ukpga/1981/69/contents

The Fireworks Regulations Act 2004

<http://www.legislation.gov.uk/uksi/2004/1836/contents/made>

Countryside and Rights of Way (CRoW) Act 2000

www.legislation.gov.uk/ukpga/2000/37/contents

The Natural Environment and Rural Communities Act 2006

www.legislation.gov.uk/ukpga/2006/16/contents

EXECUTIVE – 6 OCTOBER 2022

PERFORMANCE AND FINANCIAL MONITORING REVIEW

RECOMMENDATION FROM THE OVERVIEW AND SCRUTINY COMMITTEE

Executive Summary

At its meeting on 26 September 2022, the Overview and Scrutiny Committee received the report for the Executive on the Performance and Financial Monitoring Review, a copy of which is attached. The Committee considered the report under its remit for pre-decision scrutiny and discussed the proposed approach for future reporting of performance and financial information. The draft minute from the meeting is set out below, together with the recommendation of the Committee.

The Executive is now invited to consider the attached report and the recommendation of the Overview and Scrutiny Committee. An Officer comment has been included in this report in respect of the Committee's recommendation.

Draft Minute – Overview and Scrutiny Committee – 26 September 2022

Pino Mastromarco, Corporate Strategy Manager, presented a report on the proposed changes to the Performance and Financial Monitoring Information.

The replacement for the Performance and Financial Monitoring Information, colloquially known as the Green Book, would be referred to as the 'Working for All Performance Report', or 'Performance Report' for short, and would be published on a quarterly basis.

It was envisaged that two iterative reports would be produced complementary to the Performance and Financial Monitoring Information before full adoption for the 2023/24 municipal year.

The Committee discussed the proposal to remove the Treasury Management Information from the Performance Report, as outlined in paragraph 4.17 of the report. Whilst it was noted that the proposal had been made in recognition that the information was unlikely to change during the year, members supported a suggestion that it should be retained as an appendix to the Performance Report.

RECOMMENDED TO THE EXECUTIVE

That the revised structure and content of the Financial and Performance Monitoring Information, as set out in the report, be agreed, subject to the Treasury Management Information being retained as an appendix.

Officer Comment

Officers have considered the Overview and Scrutiny Committee's suggestion to retain the entirety of the Treasury Management information as an appendix to the proposed Performance Report. In order to take onboard the feedback from the Overview and Scrutiny Committee and maintain the principles of how the performance report will operate, it is proposed that this is incorporated through the following approach:

- 1) The Treasury Management Information is saved to a central location which will be referenced/linked to from the revised performance report and;
- 2) All changes to the Treasury Management Information within each reporting period are clearly reflected in the main body of the revised performance management report.

Performance and Financial Monitoring Review

The rationale behind this suggestion is that Treasury Management Information does not change frequently throughout the year and highlighting changes, rather than appending the full report, will provide greater focus to any movement.

Background Papers: None.

Reporting Person: Councillor Ayesha Azad
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Portfolio Holder: Councillor Ann-Marie Barker
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Shadow Portfolio Holder: Councillor Ayesha Azad
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Date Published: 28 September 2022

REPORT ENDS

OVERVIEW & SCRUTINY COMMITTEE – 26 SEPTEMBER 2022

PERFORMANCE AND FINANCIAL MONITORING REVIEW**Executive Summary**

An interim report went to the Overview & Scrutiny Committee on 11th July which set-out the initial highlights of the performance management review and outlined the next steps.

Since the meeting all Councillors have been invited to feed into the review, and work has been undertaken to draw all of the comments and suggestions into this report.

The proposed changes to the Green Book will not just be a revision of the current content, it is a step change in approach. Councillors have said how much they value the content but would like to see greater context and accessibility. The proposal is to align the current performance and financial monitoring (Green Book) data, with the Woking For All priorities, key project updates from the Corporate Programme Board, and key risks and budgets aligned around Directorates.

A total of 9 recommendations are being made for consideration. Some of these will already have been discussed, but agreement is now requested to enable a proposal to be prepared and submitted to the October Executive meeting.

If the recommendations are agreed at the October Executive, the review will move into Phase 2 which is based around implementation. This will be iterative, with a proposed update in January 2023 for comment and final revised version ready for the start of the 2023/24 financial year.

Recommendations

The Committee is requested to:

RECOMMEND TO THE EXECUTIVE That the recommendations contained in the report are agreed to enable the implementation phase to begin.

The item above will need to be dealt with by way of a recommendation to the Executive.

Background Papers:	None.
Reporting Person:	Adam Walther, Head of Transformation and Digital Email: Adam.Walther@woking.gov.uk, Extn: 3335
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Shadow Portfolio Holder:	Councillor Azad Email: CllrAyesha.Azad@woking.gov.uk
Date Published:	02 September 2022
Date Republished:	15 September 2022

1.0 Introduction

- 1.1 The purpose of this report is to provide an update on activity in relation to the performance and financial management review, and to seek agreement on the proposed revised structure and content of the Green Book replacement. This was initiated by the LGA Peer Review Action Plan (Gifty report) that was agreed February 2022 at Full Council.
- 1.2 Discussions will help to inform the report and recommendations that will be submitted to the Executive on 6th October 2022.
- 1.3 A key driver of the review is to ensure that the proposed approach continues to strengthen transparency around Council performance across all areas, and to establish clear lines of accountability in relation to the functions and services that are provided to residents.
- 1.4 The revised Green Book is not just a revision of the current content, it is a step change in approach to increase transparency and quality. Councillors have said how they much they value the content, but would like to see greater context and accessibility. The proposal is to align the current performance and financial monitoring (Green Book) data, with the Woking For All priorities, key project updates from the Corporate Programme Board, and key risks and budgets aligned around Directorates. Improved performance management narrative has also been requested. Directorates will be responsible for providing a short snapshot outlining how the Directorate is performing. This contributes to a 'snapshot on a page' for the Council as a whole, so residents can understand performance at a glance. The intention is to become more accessible and provide greater context to performance reporting.
- 1.5 This report outlines the proposed structure and content of the revised approach to performance management. Phase 2 will focus on updating the content into this agreed structure. This includes delivery against the Woking For All Strategy which will form a key component of the revised approach.
- 1.6 Following agreement at the October Executive the review will move into Phase 2 which is based around implementation. This will be iterative, with a proposed update in January 2023 for comment and final revised version ready for the start of the 2023/24 financial year.

2.0 Background

- 2.1 An interim report went to the Overview & Scrutiny Committee on 11th July 2022 which set-out the initial highlights of the performance management review and outlined the next steps.
- 2.2 Since the meeting all Councillors have been invited to feed into the review. In addition to feedback at the O&S meeting and 1:1s with the O&S Chair and Vice Chair, an additional response has been received in relation to the need to ensure that KPI charts/graphs are updated to be more engaging and user-friendly. Work has been undertaken to draw all of the comments and suggestions into this report.

3.0 Phase 2 Steps and Schedule

- 3.1 The next phase of this work is based around the implementation of the recommendations to be agreed by the Executive in October. It is anticipated that this process will be ready for the beginning of the next financial year. This will present the opportunity to have a clean break from the current Green Book and introduce a more holistic approach to performance management for the 2023/24 financial year.
- 3.2 To ensure that progress is made, it is proposed that a version 1 revised performance report is produced in January 2023 to reflect the October to December 2022 outturn. At this point the monitoring of the Woking For All Strategy will be well established. Feedback will be sought from stakeholders, changes will be made, and a version 2 will be produced for January to

Performance and Financial Monitoring Review

March 2023 outturn. This iterative process will ensure that the full process is ready for full go-live from April 2023. Please note that version 1 and 2 will be produced alongside the existing Green Book, not instead of. It will be available for members to comment on but not be published. Members will be able to request copies of the revised version ahead of public publication in 2023/24.

- 3.3 Based on the proposed schedule, the first report under the new structure will reflect Q1 2023/24, covering the period April to June 2023. Each quarterly report will be produced and be available in the month after the reporting period, i.e. Q1 will be published in July 2023.
- 3.4 As is the case now, a timetable will be produced at the beginning of each financial year to ensure all contributors (KPI leads, Finance, Thameswey etc.) are fully aware of the deadlines that they should be working to.

4.0 Recommendations

- 4.1 Following the review, a total of 9 recommendations are being made for consideration. Some of these points will already have been discussed, but agreement is now requested to enable a proposal to be prepared and submitted to the October Executive meeting. Recommendations are as follows:

1. Structuring by Directorate:

- 4.2 Performance Management should be structured around the Council's three Directorates; Communities, Corporate Resources, and Place. An introductory note at Chief Executive level will sit above the 3 Directorates and bring together cross-cutting themes, provide a narrative as to the direction of travel for the Council, report budget performance at corporate level, and highlight progress against the 5 Woking For All themes.
- 4.3 This approach will provide a clearer link to the Woking For All Strategy and will move towards a merging of KPI and financial information to provide a service-by-service narrative. This approach will also provide clearer accountability at Strategic Director Level. A diagram of how this will look is attached at Appendix 1.

2. Consolidate Corporate Reporting:

- 4.4 It is recommended that the new performance management regime facilitates the merging of a number of reports that exist already. This will prevent multiple reports being created for different meetings and help to consolidate all relevant information into one document. A list of the recommended components to be reported for each directorate is as follows:

- Strategic Director summary of progress, issues arising, and achievements
- Woking For All Actions Progress Report
- Directorate Budget Status
- Investment/Capital Programme Update
- Directorate Savings Targets
- Directorate Strategic Risks
- Key KPI's.

- 4.5 It is recommended that the performance report includes the monitoring of complaints in relation to the Council's Housing landlord functions now that these services have come back in-house.

3. Project Management Reporting:

- 4.6 It is recommended that project management reporting is not included in the quarterly performance report. The reasoning behind this is that the existing project monitoring report has

Performance and Financial Monitoring Review

been developed over time based on feedback from Councillors, CLT, and audit, and the report that is currently produced is subject to robust scrutiny and governance as part of the Corporate Programme Board arrangements and regular submission to the Executive Committee for review.

- 4.7 In addition, the level of information produced is such that A3 sized reports are required, and this will not easily lend itself to the format envisaged for Performance Management reports. It is recommended, however, that future Project Monitoring reports are grouped by directorates to reinforce the new structure of the Council and enable Strategic Directors to quickly see the status of projects that fall under their remit.

4. Frequency:

- 4.8 The compilation and publication of performance management should be undertaken on a quarterly basis. A quarterly report will allow officers the time to better review and analyse data, which in turn will lead to a more focused narrative. Output will be of a higher quality, with improved narrative which will provide greater insight to Councillors and residents. Quarterly reporting will also allow performance management to closely align with project, risk, and Woking For All action updates; this means key areas can be presented and reviewed at the same time, facilitating the joining-up of information across the organisation. No other Surrey local authority reports monthly, the majority report on a quarterly or six-monthly basis, with formal published reports often being compiled annually.

5. Self-Service KPI's:

- 4.9 As part of the consultation process, several comments were received from Councillors that high profile KPI's, such as waste collection, would benefit from monthly reporting rather than the proposed quarterly performance management publication. The intention is that such KPI's will continue to be available on a monthly basis, with the potential for automatic publication to the Council's website. This will allow Councillors and residents to self-serve i.e., users will be able to access and interrogate the information as needed.
- 4.10 As part of the review of performance management a pilot exercise in the use of Microsoft Power BI has been commissioned; the pilot is intended to demonstrate how this self-service approach would work. The findings are not yet known, but the intention is to have any such service available ready for the new financial year alongside the implementation of the other recommendations in this report.

6. Detailed KPI Assessment:

- 4.11 As part of phase 2 every current KPI will be assessed with the data owner, Strategic Director, and portfolio holder as appropriate to determine if (a) the KPI should continue to be monitored or removed (b) if yes, whether it can be published as part of the self-service approach listed at 4.6 above or (c) whether it warrants inclusion in new Corporate Performance Management report.
- 4.12 In line with Councillor feedback, the assessment will also ensure that each KPI is user friendly, engaging, and easy to understand and, wherever possible, the KPI is adjusted to move away from dated charts and graphs.
- 4.13 It is also recommended that each directorate has a KPI section based around customer feedback and, where appropriate, benchmarking against neighbouring authorities.

7. Move to In-Year Financial Monitoring:

- 4.14 The Green Book currently monitors budgets by variation or exception, which has been used as a method to focus on areas of concern or anomaly. To take this approach further, it is

recommended that service and staff budgets for each directorate are monitored on actual spend vs. planned or profiled spend. This will allow officers and Councillors to identify overspends or issues in advance of end of year reconciliation. Variations/exceptions will still be required in the performance management report for each directorate but should be built around in-year financial monitoring.

8. Separating Financial Information:

- 4.15 If performance management is structured by Directorate as proposed, it will not allow for separate Financial and Treasury Management sections as is currently the case in the Green Book. The recommendation for these sections is as follows:
- 4.16 **Financial Management Information:** The 11 reports in this section of the Green Book will need to be split out and adjusted to conform to the new structure. For example, items such as Community Infrastructure Funding and Car Parks Income would form a KPI and narrative that would sit under the Place Directorate. Employee Costs and Numbers would sit under Corporate Resources and so on. This will provide a more joined-up approach to directorate reporting and help to group related service information.
- 4.17 **Treasury Management Information:** It is recommended that the 4 reports in this section of the Green Book (Summary of external commitments, long term loans, deals outstanding and new deals undertaken) are removed from the performance monitoring publication and are published separately to either the Council website as part of the move to self-service, or taken independently to the Finance Task Group.

9. Renaming:

- 4.18 The 'Green Book' title causes confusion. It was initially named after the colour of the paper it was printed on. It may also be interpreted as the HM Treasury method in how to appraise policies, programmes and projects, referred to as the Green Book. The proposed name is the 'Woking For All Performance Report' or 'Performance Report' for short. This includes financial, project and operational performance.

5.0 Resources

- 5.1 The recommendations in this report will require significant effort to implement. The changes will have a direct impact on all contributors to performance management, particularly:
- 5.2 **Business Improvement** in the development of the plans and processes and creation of draft performance management versions alongside the existing Green Book. It is estimated that this work can be completed to schedule (Q1 2023/24) and within existing resources.
- 5.3 **Finance colleagues** will need to rebuild budgets to align to the new directorates, investigate steps required to move towards in-year reporting, agree the publication process for Treasury Management reports (subject to recommendation 4.9 being agreed) and work with Business Improvement on draft versions of the new performance management report to align financial reports to each directorate.
- 5.4 **ICT** in the implementation of Microsoft Power BI and the move towards the publishing of KPI's to the Council website or other such platform.

6.0 Corporate Strategy

- 6.1 Robust performance and financial monitoring underpin the effective delivery of the functions that the Council provides, which in turn supports the objectives listed in the Woking For All Strategy. A cross cutting theme in the Woking For All Strategy is a 'High Performing Council',

and this review will help to achieve one of the stated priorities which is to 'develop and strengthen strategic financial planning and performance'.

7.0 Implications

Finance and Risk

7.1 No implications arise specifically from this report.

Equalities and Human Resources

7.2 None arising from this report.

Legal

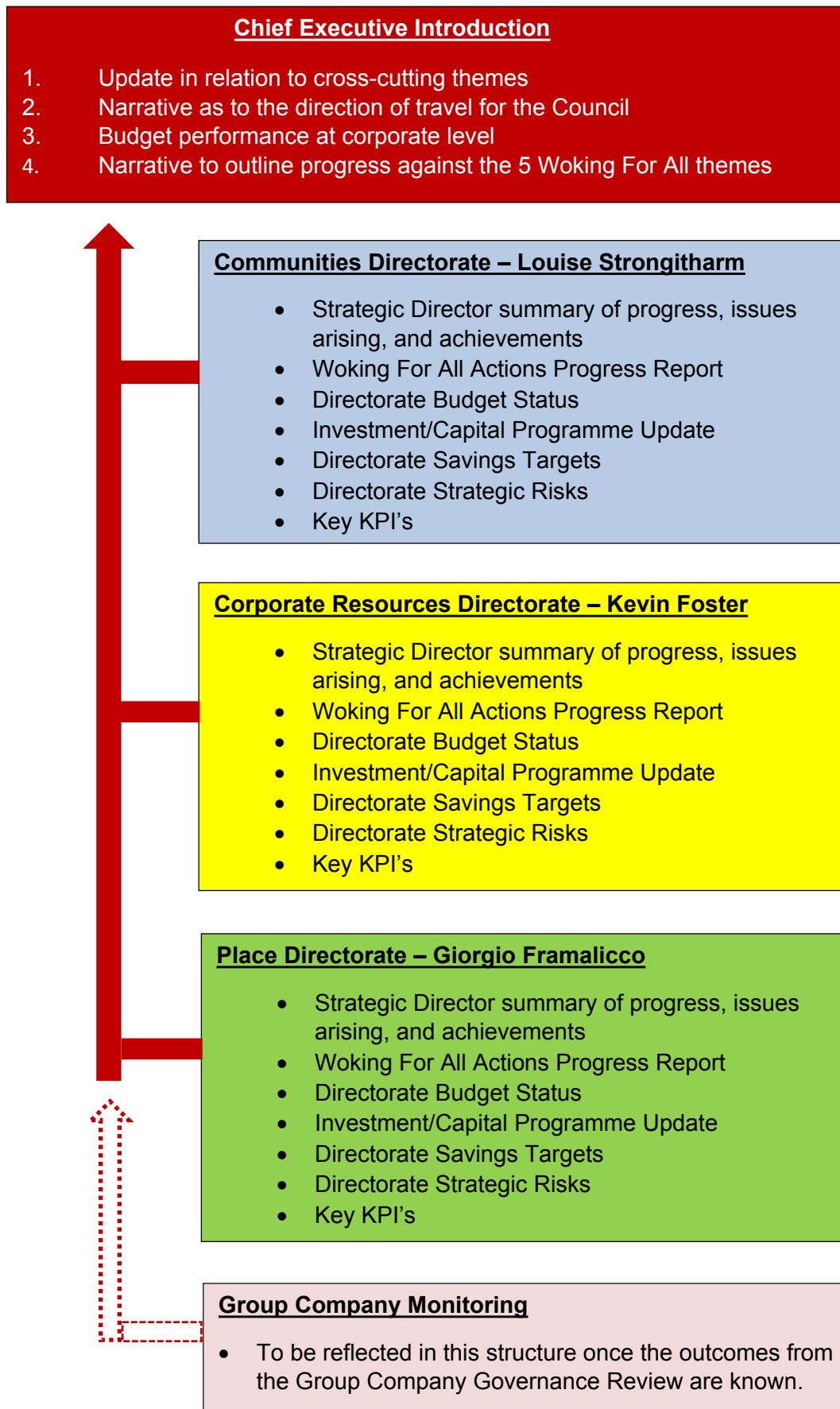
7.3 None arising from this report.

8.0 Engagement and Consultation

8.1 Engagement and consultation have been undertaken with both Councillors and Officers and the feedback received has key to the creation of this report.

REPORT ENDS

Proposed Structure of Council Performance Monitoring



EXECUTIVE – 6 OCTOBER 2022

SELECTIVE LICENSING REVIEW

Executive Summary

The current Selective Licensing Scheme in the Canalside Ward of Woking is coming to an end on 31 March 2023. Through this scheme, the landlords of every private rented property in the designated area were required to apply for a licence to be able to legally rent their property. It was put in place to support the Council's strategic aims through:

- Improving housing conditions
- Encouraging professional rental standards
- Tackling landlords operating unlawfully
- Reducing the incidence of tenant exploitation
- Improving property management
- Reducing overcrowding
- Promoting the advantage of landlord accreditation
- Reducing the incidence of harassment and unlawful eviction
- Improving neighbourhood perceptions

The consultation also stated that it anticipated that every private rented property within the designated area would be visited within the life of the designation and that where significant health and safety hazards were found, enforcement action would be taken to remedy the hazards.

It should be noted that the current scheme cannot just be continued. For a new scheme, a full consultation of a minimum of 10 weeks is required, and any new scheme cannot then start for 3 months after a designation decision.

Whilst the Selective Licensing scheme has been useful in identifying private rented properties and landlords in Canalside ward, the amount of work required to implement the scheme was underestimated. This led to the requirement for a number of temporary staff and the inability to inspect the majority of the properties on the scheme. Of those inspected, the quality and hazards found are not dissimilar to properties in other areas of the Borough that have also been visited. The projected income from the scheme was not realised in terms of fees and prosecutions or civil penalty notices following the late decision to remove fees for applications submitted before implementation. This has carried on throughout the scheme whereby landlords are not charged if they apply prior to letting their property. The financial loss from the scheme has not been outweighed by the benefits from identifying and inspecting properties in the area.

With the selective licensing scheme ending, it is proposed that an up-to-date set of Amenity Standards be adopted, which will provide consistency across the whole Borough on what the Council requires of private rented properties. It can also be sent out to landlords who are in the process of setting up their property as a rental property, or converting their property to an HMO, to use as a checklist.

The Housing Task Group has been consulted on these proposals.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the Selective Licence Scheme in the Canalside Ward is ended at the expiry date of 31 March 2023;
- (ii) no further Selective Licensing Scheme be implemented at this time; and
- (iii) the new Private Sector Housing Amenity Standards, as set out in Appendix 1 to the report, be adopted and form the basis of requirements and enforcement, with the Strategic Director – Communities, in consultation with the Housing Portfolio Holder, being delegated authority to make minor amendments when required.

Reasons for Decision

Reason: To agree the Council’s future approach to addressing issues of housing standards and improvements in private rental properties across the Borough.

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

- Background Papers:** Selective Licensing Analysis July 2022

- Reporting Person:** Louise Strongitharm, Strategic Director - Communities
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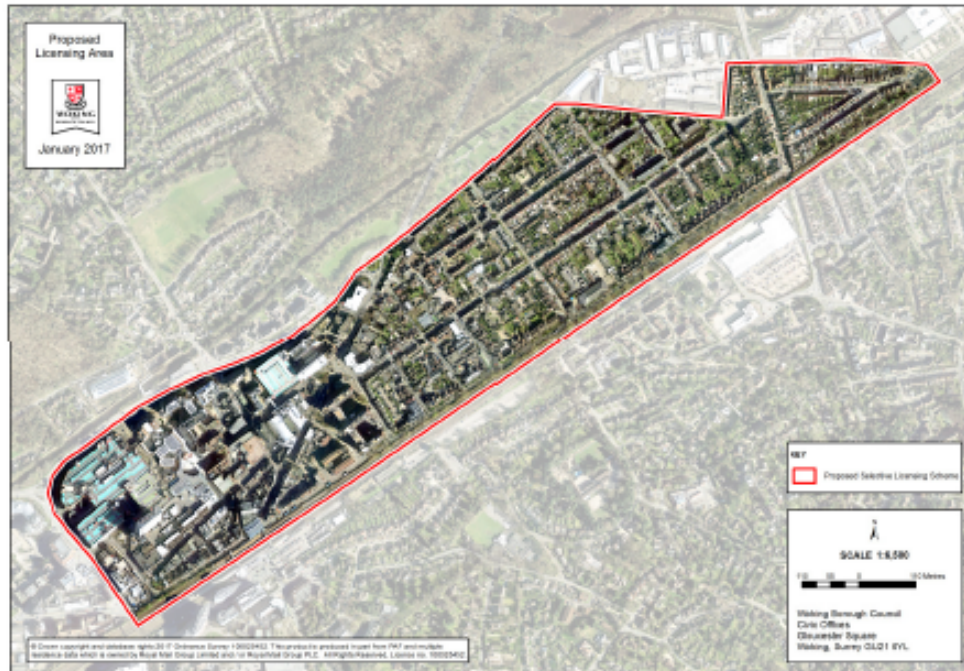
- Portfolio Holder:** Councillor Ian Johnson
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- Shadow Portfolio Holder:** Councillor Steve Dorsett
Email: cllrsteve.dorsett@woking.gov.uk

- Date Published:** 28 September 2022

1.0 Introduction

- 1.1 The current Selective Licensing Scheme in the Canalside Ward of Woking is coming to an end on 31 March 2023. Through this scheme, the landlord of every private rented property in the designated area was required to apply for a licence to be able to legally rent their property.
- 1.2 The following map shows the existing Selective Licence area:



- 1.3 It should be noted that the current scheme cannot just be continued. A full consultation is required of a minimum of 10 weeks, and any new scheme cannot then start for 3 months after a designation decision.
- 1.4 It is necessary to consider the impact of the current scheme to be in a position to decide whether a new scheme commencing at the end of the current one is the most appropriate course of action.

2.0 Impact of the Current Scheme

- 2.1 The Council planned that this scheme would support its strategic aims and listed the benefits that it sought to provide through the scheme. A summary of the impact of each of the aims is given here.

2.1.1 Improving housing conditions

Since the introduction of Selective Licensing in Canalside, the *Brown v Hyndburn Borough Council* case has confirmed that a selective licensing scheme cannot be used to improve property conditions directly, but only to ensure correct management of properties. Conditions can be improved under the Housing Health and Safety Rating System (HHSRS), but this needs an additional visit, and service of notice in advance of the visit, to carry out a full assessment. Improvements have taken place but are limited.

2.1.2 Encouraging professional rental standards

The Private Sector Housing team established good links with many landlords in the area and send a quarterly letter to them with useful information, links and support. This can continue

and be spread across the whole Borough regardless of whether a scheme is in place or not. Officers are also planning a Landlord Forum for all landlords (this has had to be delayed in light of the works towards the Homes for Ukraine project).

2.1.3 Tackling landlords operating unlawfully

The Council has been successful in tackling a few landlords in this situation, but not as many as were forecast. Landlords who had not licensed their properties were found and applied relatively quickly after we contacted them. It is also interesting to note that the rogue landlords the Council have tackled successfully have been due to concerns raised by tenants or neighbours. These concerns have generally been raised as service requests rather than as a direct result of the current scheme. Running the scheme has raised the awareness of the Housing Standards team amongst private tenants, which would hopefully encourage them to contact the Council in the future should they experience difficulties that are not being addressed by their landlord. The team are always looking for rogue landlords in the whole Borough as they are not confined to this Ward.

2.1.4 Reducing the incidence of tenant exploitation

Unfortunately, tenants facing exploitation are often reluctant to come forward and it is difficult to get sufficient evidence or for tenants to agree to be witnesses. Whilst there have been some situations discovered as a result of the selective licence scheme, these are few.

2.1.5 Improving property management

The Housing Standards team are continually supporting landlords and letting agents with their property management. The team do this directly through the scheme but also need to do this across the Borough. It is interesting how many landlords do not understand their responsibilities and the legal procedures they are required to follow.

2.1.6 Reducing overcrowding

This has been a balancing act, particularly during the pandemic when the Council was trying to prevent homelessness and support people in their homes. The Housing Standards team do discover overcrowding issues in properties during inspections and seek to redress this where possible. It is a very slow process and landlords are often unwilling to evict as they are getting a regular income, even though it could be in the best interests of the tenant to be served an eviction notice. This will continue to be a balancing act regardless of whether there is a licensing scheme or not.

2.1.7 Promoting the advantage of landlord accreditation

The scheme has encouraged landlords who have had to pay for their licences to become accredited as they receive a discount on the fees if they have this. However, it may be a token effort to save money rather than a willingness to keep up to date with legislation and best practice. The team have also tried to work with the National Residential Landlord Association (NRLA) to have joint landlord meetings, and will continue to do so for the benefit of all landlords in the Borough.

2.1.8 Reducing the incidence of harassment and unlawful eviction

The Housing Standards team usually receive reports of harassment or unlawful eviction through a service request. The licensing scheme does not bring them to our attention by itself. Raising awareness amongst tenants that the Housing Standards team can help them will hopefully have an impact on future issues for them. It can be difficult to progress unlawful eviction as tenants often will not provide evidence or agree to be witnesses despite the recompense they could get if the landlord is convicted.

2.1.9 Improving neighbouring perceptions

There are many different reasons for the perception of a particular area. Whilst the quality of housing is one factor, it is not the only one. A large number of the properties the team have visited are in excellent condition and looked after extremely well by the landlord. Many landlords want to provide the best accommodation and service that they can and are disappointed when the team find an issue in their property. Having a Ward highlighted as requiring a selective licensing scheme can negatively impact on the perception of the area as it can be seen as needing additional monitoring.

- 2.2 Visits to the licensed properties have been hampered by the magnitude of the initial administration of applications, the pandemic and its aftermath, and the Homes for Ukraine scheme. Of the visits undertaken, it is noted that the vast majority of properties (64%) have a maximum of low category 2 hazards or no hazards at all. Only 9% of properties visited had a category 1 hazard, which is below the expected number of properties predicted to fail the Decent Homes Standard as specified in the analysis carried out in 2016 which formed part of the basis for the implementation of the scheme.
- 2.3 The ethos of the Council is to work informally with landlords to try to achieve a satisfactory outcome for the tenants, and to help educate the landlords into the legal requirements that being a landlord involves. Once landlords understand the reason that a hazard has been identified and the implications for them should there be a death or injury as a result, they are usually happy to make changes through informal discussions with the Housing Standards Officers. This has reduced the number of formal actions instigated.
- 2.4 Improvement Notices are issued where a landlord is not willing to carry out works and where serious hazards are found which we need to ensure are addressed appropriately within a set timescale. Prohibition Orders are used rarely and are implemented only for severe issues or where tenants are no longer present. The team try to avoid causing homelessness. The number of Improvement Notices issued in this area during the scheme are naturally much higher than in other areas of the Borough due to the large number of properties being visited as part of the scheme. It is difficult to make a comparison against other areas in the Borough. However, prosecutions and Civil Penalty Notices have been very low.
- 2.5 The Selective Licensing scheme has been useful for identifying private rented properties and landlords in the Canalside ward, who the team will continue to engage with informally through landlord forums, regular newsletters and other events. Whilst the standards of accommodation has been found to be good in most cases, the scheme has identified that there are landlords who would benefit from a clearer set of standards to work to.
- 2.6 With the selective licensing scheme ending, it is proposed that an up-to-date set of Amenity Standards be adopted, which will provide consistency across the whole Borough on what the Council requires of private rented properties. It can also be sent out to landlords who are in the process of setting up their property as a rental property, or converting their property to an HMO, to use as a checklist. If they are aware of the full set of requirements at the start, there are likely to be fewer issues for them and the tenants going forwards.
- 2.7 Introducing the Amenity Standard will not change the powers that Officers have and they will still work within legislation primarily under the Housing Act 2004 to use powers such as Housing Health and Safety Ratings System, Community Penalty Notice, Improvement Notices, Hazard Awareness Notice, Rent Repayment Orders etc. The information in this document has been drawn from legislation, Government guidance, the Decent Homes Standard, and what is regarded by Local Authorities as best practice. Definitive interpretation of the legislative requirements can only be made by the relevant court of law or Residential Property Tribunal.
- 2.8 To ensure consistency in approach the Amenity Standards will provide a framework for landlords and be referred to by Officers, outlining minimum property standards for most

property types. An assessment will be required to ensure compliance in any individual case. It will be used as a guide for educating and advising landlords and eventually enforcement if other options have not worked or are not sensible i.e. guidance has not worked or a high risk of potential harm is identified.

- 2.9 The Amenity Standards document will be available to all landlords to refer so that they understand their responsibilities and how the Council may enforce them. It will be promoted to landlords by adding it to the Council's website, including it in the landlord newsletter and promotion via information sessions for landlords and Letting Agents and promoting at Landlord Forums.
- 2.10 In the future, the Housing Standards team intend to undertake further analysis of the suitability of management and conditions of smaller HMO properties which do not require a mandatory licence (those with 3 or 4 occupants from 2 or more households). This will inform a discussion on the possibility of an Additional Licensing Scheme for these properties across the Borough.

3.0 Corporate Strategy

- 3.1 The following elements of the Corporate Strategy will be supported by the implementation of the above recommendations:

3.1.1 Improving the health and wellbeing of all residents

Ensuring all tenants and landlords across the Borough have support rather than targeting one area.

3.1.2 Engaging our communities

Providing a service for all of our landlords and tenants that is consistent across the Borough.

3.1.3 Improving the Borough's biodiversity and green infrastructure

Having the time and resources to work with landlords whose properties fall below the Minimum Energy Efficiency rating, and promoting a standard across all rental properties.

3.1.4 Strengthening partnerships

Having the time and resources to engage with all landlords in the Borough, providing support and information.

3.1.5 Effective use of resources

Focusing on an effective service when issues arise without the need to inspect properties where there are no issues, and also being proactive to try to prevent issues in the future by providing landlords with a consistent set of required Amenity Standards on which we can base minimum standards.

4.0 Implications

Finance and Risk

- 4.1 The income from the current scheme has been relatively low as landlords who applied before the start of the scheme, or before their property was rented out, did not have to pay a fee. The income from application fees has been around £100,000 instead of the anticipated range of £300,000 to £600,000 at the outset of the scheme. The income from notices and CPNs has been around £22,800.
- 4.2 The cost of the scheme has mainly been in staffing, an initial survey and marketing. These costs amounted to nearly £200,000. The majority of this was for temporary admin staff to process the licence applications.

- 4.3 Overall, the scheme has made a loss of approximately £70,000.
- 4.4 With no selective licensing scheme proposed in the Borough from April 2023, the Council will avoid further financial losses. The only alternative way of making a new scheme self-financing would be to impose an application fee to landlords, which has not been required under the existing scheme.

Equalities and Human Resources

- 4.5 The Amenity Standards can be implemented within current staff resources.

Legal

- 4.6 Having a consistent set of Amenity Standards, which brings together all legislation and guidance into one document will enable a smoother path towards enforcement where necessary.
- 4.7 The current Selective Licensing scheme has minimum impact in terms of standards and it limits the types of enforcement that can take place.

5.0 Engagement and Consultation

- 5.1 No consultation is required for a decision not to implement a new Selective Licensing Scheme.
- 5.2 The only standards we have been working with have been the legislation in the Housing Act 2004, the Housing Act 1985, and legislation relating to HHSRS and HMOs. The Government has made it clear that local authorities can impose their own standards on rental properties (S65 of the Housing Act 2004 for HMOs). In addition, the local authority may have regard to these standards when assessing the suitability of amenity standards and living space in any type of residential living accommodation (including non-licensable HMO's) under the housing health and safety rating system under Part 1 Housing Act 2004. The Private Rented Sector Amenity Standards aims to set a benchmark which can be used to ensure suitable provision in all private rented properties. These require approval by the Council but do not require consultation outside the Council.
- 5.3 The Housing Task Group has been consulted on these proposals.

REPORT ENDS

Private Sector Property – Amenity Standards Guide (DRAFT)

(Updated July 2022)

Version 2.0

Amenity Standards for Private Owner Occupied and Rented Dwellings in Woking Borough: A Guide for the Owners, Landlords, Managing Agents and Tenants on Housing Standards.

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1. Introduction

Housing is a key determinant of health, with poor housing directly linked to poor health. The private rented sector contains properties with the poorest housing conditions, often linked to the age of the housing stock. This document aims to support improvements to housing conditions in the Borough, and as a result, to reduce the health inequalities related to sub-standard housing.

The Housing Act 2004 has important implications for the private rented sector in particular with the introduction of mandatory licensing of Houses in Multiple Occupation (HMOs), discretionary licensing for other privately rented housing in specific circumstances, plus a new rating system of assessing hazards linked to housing conditions known as the Housing Health and Safety Rating System (HHSRS) which replaces the former housing fitness standard.

The Council has a range of legal powers to ensure that accommodation within the private rented sector meets a wide range of statutory requirements. The Council is committed to working with landlords, managing agents and tenants to achieve the standards required in the private rented sector. The Council will provide advice and guidance on meeting these standards and will take enforcement action, where necessary, to ensure properties achieve and maintain those standards. This document can only be a guide to the standards and an assessment will be required to ensure compliance in any individual case. The information in this document has been drawn from legislation, Government guidance, the Decent Homes Standard, and what is regarded by Local Authorities as best practice. Definitive interpretation of the legislative requirements can only be made by the relevant court of law or Residential Property Tribunal.

Dwellings that are owner occupied or rented out to provide accommodation for tenants should provide a safe and healthy environment. The Housing Health and Safety Rating System (HHSRS) is the Government's approach to the evaluation of the potential risks to health and safety from any deficiencies identified in dwellings. The Council use the HHSRS to assess potential hazards and risks in properties. The minimum acceptable standard is the Decent Homes Standard (described below).

In the context of this publication, amenity standards describe the facilities, fixtures, fittings, management and other physical attributes of a privately rented property which contribute to its safety, comfort and suitability.

There have been various legislation changes and updates. The Council has therefore taken the opportunity to update the 2015 document and issue this revised standards document which is intended to act as a code of practice to which property owners, landlords and managing agents of private rented properties should be working to in order to achieve compliance with new legislation.

The purpose of this document is to give advice to anyone letting a property in the private rented sector. It is to help property owners, landlords and managing agents to understand the minimum standards expected for local properties in the private rented sector.

The most common accommodation arrangements are described in this document, however, it is acknowledged that there will always be situations which do not match those examples given. In such circumstances you should contact the Housing Standards team for further guidance.

This document sets out the legal framework and gives guidance for living space, amenities, fire safety and good management adopted in the Borough. It is not intended

to provide an exhaustive list of all regulatory requirements and explain the law in detail and you should refer to the specific legislation or seek independent legal advice.

Woking Council is committed to working with landlords, managing agents and tenants to achieve the standards required in the private rented sector, having regard for the Woking Borough Council Housing Strategy Priority 5.5. The Council will provide advice and guidance on meeting these standards and will take enforcement action, where necessary, in line with the Housing Standards Enforcement Policy, to ensure properties achieve and maintain the standards.

This document should be read in conjunction with the Council's Licensing policy, other relevant legislation, regulations, codes of practice and other guidance. For advice about particular properties, please contact the Housing Standards team at Woking Borough Council:

housingstandards@woking.gov.uk

1.1. Definitions

Note that this list of definitions includes but is not limited to legislation at the time of writing this document and may be subject to change following legislative changes. Current legislation and guidance will be taken into account by the council when carrying out their duties.

Additional Licensing	The Government have provided councils with the power to implement an Additional Licensing Scheme which can necessitate the licensing of smaller HMOs that do not fall under the Mandatory Licensing scheme. Currently Woking Borough Council do not have an Additional Licensing scheme.
Article 4	An article 4 direction is made by the local planning authority. It restricts the scope of permitted development rights either in relation to a particular area or site, or a particular type of development anywhere in the authority's area. Where an article 4 direction is in effect, a planning application may be required for development that would otherwise have been permitted development.
BS 5839	British Standards - fire detection & alarm systems for buildings. Code of practice for the design, installation, commissioning and maintenance of fire alarm systems and fire detection equipment. This guide provides the most up to date best practice for the requirements on types of system, siting of equipment, and servicing and maintenance.

<p>Building Regulations</p>	<p>Building Regulations set out the requirements for buildings that are undergoing construction, alteration or change of use for example. A Manual can be found at the following link: Manual to building regs - July 2020.pdf (publishing.service.gov.uk)</p> <p>The Government publishes guidance called ‘Approved Documents’ on ways to meet building regulations. These contain:</p> <ul style="list-style-type: none"> • general guidance on the performance expected of materials and building work in order to comply with the building regulations • practical examples and solutions on how to achieve compliance for some of the more common building situations <p>They can be found at Approved Documents - GOV.UK (www.gov.uk) There is a list with hyperlinks for each of the approved documents in Section 4</p>
<p>Decent Homes Standard</p>	<p>A property which meets the following 4 criteria is classed as a Decent Home:</p> <ul style="list-style-type: none"> • it meets the current statutory minimum standard for housing • is in a reasonable state of repair • it has reasonably modern facilities and services • it provides a reasonable degree of thermal comfort <p>For more information, please see the Government document: A Decent Home: Definition and guidance for implementation</p>
<p>Dwelling</p>	<p>A building or part of a building occupied or intended to be occupied as a separate dwelling – Part 1, section1 of The Housing Act 2004</p>
<p>The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 (as amended)</p>	<p>The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 (“the 2015 Regulations”) introduced measures to improve the energy efficiency of certain private rented property in England and Wales.</p> <p>Part 3 of the 2015 Regulations prescribes a minimum level of energy efficiency for private rented properties, and makes it an offence to let a private rented property which fall below that standard (“sub-standard property”) unless one of the exemptions apply. It provides that, subject to prescribed exemptions, the landlord of a sub-standard property must not: (a) grant a new tenancy of the property after 1st April 2018, or (b) continue to let the property after 1st April 2020 (in the case of domestic private rented property), or after 1st April 2023 (in the case of non-domestic private rented property).</p> <p>Part 3 came into force on 1st October 2016, to enable landlords seeking to rely on a prescribed exemption when letting a sub-standard property, to register that exemption prior to the prohibition on letting sub-standard private rented properties coming into effect.</p> <p>For more information, see The Energy Efficiency (Private Rented Property) (England and Wales) (Amendment) Regulations 2016 (legislation.gov.uk)</p>

Housing Act 1985	<p>An Act to consolidate the previous Housing Acts (except those provisions consolidated in the Housing Associations Act 1985 and the Landlord and Tenant Act 1985), and certain related provisions, with amendments to give effect to recommendations of the Law Commission. This Act continues to be referenced by Housing Act 2004</p> <p>For more information, see Housing Act 1985 (legislation.gov.uk)</p>
Housing Act 2004	<p>An Act to make provision about housing conditions; to regulate houses in multiple occupation and certain other residential accommodation; to make provision for home information packs in connection with the sale of residential properties; to make provision about secure tenants and the right to buy; to make provision about mobile homes and the accommodation needs of gypsies and travellers; to make other provision about housing; and for connected purposes.</p> <p>For more information, see Housing Act 2004 (legislation.gov.uk)</p>
HMO Licence	<p>Under the national mandatory licensing scheme any HMO must be licensed if it has:</p> <ul style="list-style-type: none"> * One or more storeys and * Five or more tenants living as two or more households and * Shared facilities such as kitchen, bathroom and toilet. <p>This can be applied for at Apply for HMO Licence</p>
House in Multiple Occupation (HMO)	<p>A building or part of a building where the living accommodation is shared by persons not forming a single household and there is sharing of facilities and may also cover a self-contained flat with shared access. Section 254 of The Housing Act 2004</p> <p>Any property with 3 or more occupants from 2 or more households is required to conform to The Management of Houses in Multiple Occupation (England) Regulations 2006.</p> <p>For more information, see The Management of Houses in Multiple Occupation (England) Regulations 2006 (legislation.gov.uk)</p>
Household	<ul style="list-style-type: none"> • Couples married to each other or living together as husband and wife and couples in same sex relationships • Relatives living together, including parents, grandparents, children and step children, grandchildren, brothers, sisters, uncles, aunts, nephews, nieces or cousins- Section 258 Housing Act 2004

LACORS (Local Authorities Coordinators of Regulatory Services)	Guidance for landlords and fire safety enforcement officers in both local housing authorities (LHAs) and in fire and rescue authorities (FRAs) on how to ensure adequate fire safety in certain types of residential accommodation. Note that the LACORS guidance was correct at the time of writing (2008) but has been superseded by further regulations and legislation such as BS 5839. It still contains relevant information but should not be referred to in isolation. For more information see LACORS Housing Fire Safety
Lodgers	A person who pays to live in the same property as the landlord, with or without a written agreement. An owner occupier can have 2 tenants before the property becomes classed as a House in Multiple Occupation and hence requires conformity to The Management of Houses in Multiple Occupation (England) Regulations 2006
Owner Occupied Property	A property owned and inhabited by the owner. Note that owner occupied properties can be assessed under the HHSRS and notices served for improvements if necessary.
Permitted Development	You can perform certain types of work without needing to apply for planning permission. These are called "permitted development rights".. They derive from a general planning permission granted not by the local authority but by Government. Not all properties benefit from permitted development rights. For more information, see Guidance overview: Permitted development rights for householders: technical guidance - GOV.UK (www.gov.uk)
Selective Licence	All properties that are rented within a Selective Licence area require a licence in order to operate. For licensable HMOs this will continue to be an HMO licence All other rented properties will require a Selective Licence. At the time of writing this document, Canalside Ward is the only selective licence area in the Borough. The current scheme is valid until March 2023. Note that the scheme may be extended or ended after this date. Other areas may become subject to selective licensing and the landlord is responsible for ensuring their properties are compliant. Information about the Woking scheme can be found at About the Selective Licensing Scheme
Staff Accommodation	Accommodation occupied by staff working in an attached commercial unit. Note that this accommodation may fall within the definition of an HMO and, as such, must adhere to the management regulations.
Tenant	A person who pays rent for the use of land or a building. There does not have to be a written agreement but it is best practice to have a written tenancy agreement.
The Housing Health and Safety Rating System (HHSRS)	A methodology introduced in the Housing Act 2004 to assess the health and safety of dwellings. The underlying principle is that any residential premises should provide a safe and healthy environment for any potential occupier or visitor. In order to satisfy this basic principle, a dwelling should be designed, constructed and maintained with non-hazardous materials and should be free from both unnecessary and avoidable hazards. More information can be found at HHSRS Guide for Landlords and Property Related Professionals, and at Appendix 1

<p>The Licensing and Management Regulations of Houses in Multiple Occupation and Other Houses (Miscellaneous provisions) (England) Regulations 2006</p>	<p>This instrument supplements the licensing provisions contained in Parts 2 and 3 of the Housing Act 2004 (“the Act”). It sets out when persons are to be regarded as forming a single household, for the purpose of deciding whether a building is a house in multiple occupation (“HMO”). It specifies the contents of applications for licences and the standards to be applied when determining the suitability of an HMO for licensing. It also sets out publication requirements relating to designations of areas that are to be the subject of additional or selective licensing, and revocations of such designations, and specifies the contents of registers held by local housing authorities of licences granted, temporary exemption notices and management orders. Finally it supplements schedule 14 of the Act by specifying other buildings that are not HMOs for the purposes of the Act.</p> <p>For more information, see The Licensing and Management of Houses in Multiple Occupation and Other Houses (Miscellaneous Provisions) (England) Regulations 2006 (legislation.gov.uk)</p>
<p>The Management of Houses in Multiple Occupation (England) Regulations 2006</p>	<p>The duties imposed upon owners, landlords, and/or managers of Houses in Multiple Occupation, including those which are not subject to a licence, to ensure suitable standards of management and suitable standard of accommodation and facilities. For more information see The Management of Houses in Multiple Occupation (England) Regulations 2006 (legislation.gov.uk)</p>
<p>The Regulatory Reform (Fire Safety) Order 2005 (FSO)</p>	<p>This order does not apply to domestic dwellings except where there is sharing of living accommodation eg kitchens, bathrooms, and other common areas including halls and stairways. The Council is the enforcing authority in most Houses in Multiple Occupation (HMO). For more information see The Regulatory Reform (Fire Safety) Order 2005 (legislation.gov.uk)</p>
<p>The Smoke and Carbon Monoxide Alarm (England) Regulations 2015</p>	<p>Private sector landlords are required from 1 October 2015 to have at least one working smoke alarm installed on every storey of their properties and a carbon monoxide alarm in any room containing a solid fuel burning appliance (eg a coal fire, wood burning stove). After that, the landlord must make sure the alarms are in working order at the start of each new tenancy. For more information see The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 (legislation.gov.uk)</p>

1.2. Housing Health and Safety Rating System

The HHSRS was introduced within the Housing Act 2004 as a method by which individual dwellings are inspected and assessed. The underlying principle of the HHSRS is that any residential premises should provide a safe and healthy environment for any potential occupier or visitor. Therefore in order to satisfy this basic principle, a dwelling should be designed, constructed and maintained with non-hazardous materials and should be free from both unnecessary and avoidable hazards.

Usually on the request of a tenant, but not always, the inspecting Housing Standards Officer (HSO) will conduct a HHSRS inspection with the aim to identify all the deficiencies within the dwelling. A deficiency is defined as being the failure of a particular element to meet the ideal or optimum standard as best to prevent or minimise a hazard. Such a failure could be inherent, such as a result of the original design, construction or manufacture, or it could be a result of deterioration, disrepair or a lack of repair or maintenance.

Once the deficiencies within a dwelling have been identified they are then related to a wide range of hazards where a health and safety risk calculation will be made by an HSO. The calculation will be based on the risk to the most vulnerable potential occupant of that dwelling, whether or not anyone, or a most vulnerable occupant, is resident in the premises at the time of the inspection. The calculation will result in the hazard being given a numerical score. That score will determine the band into which the hazard will fall. The regulations prescribe that hazards falling within bands A to C are Category 1 Hazards, while those within bands D to J are Category 2 Hazards. The HHSRS relates poor housing conditions to the kinds of harm attributable to such conditions - it does not try to assess a specific health outcome in relation to the current occupant.

The general principle of the Housing Act 2004 is to drive up housing standards and not to derogate back to past standards. The Act places a general duty on every local authority to take some form of action to remove or lessen a Category 1 Hazard once identified, using a range of powers contained in Part 1 of the Housing Act 2004. The Local Authority will therefore actively seek to have the necessary works to remove or lessen the Category 1 Hazard carried out within a suitable time frame. This will be done either by working with the landlord and agreeing when the work will be done on a voluntary basis and/ or by the serving of a formal enforcement notice.

Hazards falling in the lower bands, D to J are known as Category 2 hazards for which every local authority has discretionary powers to take action to remove or lessen.

1.3. Decent Homes Standard

The definition of what is a decent home has been updated to reflect the Housing Health & Safety Rating System (HHSRS) which replaced the Housing Fitness Standard on 6th April 2006. To be decent a dwelling should fulfil the following:

1. It meets the current statutory minimum standard for housing:

Dwellings which fail to meet this criterion are those containing one or more hazards assessed as serious ('Category 1') under the HHSRS.

2. It is in a reasonable state of repair:

Dwellings which fail to meet this criterion are those where either:

- One or more of the key building components are old and, because of their condition need replacing or major repair; or
- Two or more of the other building components are old and, because of their condition, need replacing or major repair.

3. It has reasonably modern facilities and services:

Dwellings that fail to meet this criterion are those that lack three or more of the following:

- A reasonably modern kitchen (less than 20 years old);
- A kitchen with adequate space and layout;
- A reasonably modern bathroom (less than 30 years old);
- An appropriately located bathroom and TOILET;
- Adequate insulation against external noise (where external noise is a problem); and
- Adequate size and layout of common areas for blocks of flats.

4. It provides a reasonable degree of thermal comfort:

This criterion requires a dwelling to have both effective insulation and efficient heating.

1.4. Minimum Requirements for All Properties

As set out above this document seeks to provide guidance on the requirements for Private Rented Properties. This section provides a summary of such requirements, and further details can be found within the relevant section of the document.

As a minimum all properties should:

- Not have any Category 1 Housing Health and Safety Rating System (HHSRS) hazards;
- Not have any significant Category 2 Housing Health and Safety Rating System (HHSRS) hazards;
- Meet the Decent Homes Standard;
- Be structurally sound and not cause a statutory nuisance to other properties;
- Be free from damp, or wet or dry rot;
- Be energy efficient and have an Energy Performance Certificate rating of the minimum set out in the Minimum Energy Efficiency Regulations;
- Provide with a form of fixed fire detection as appropriate for the type and use of the property as set out in the latest version of BS5839: Part 6
- Be provided with a fixed carbon monoxide detector in all rooms where there is a solid fuel burning combustion appliance (e.g. wood burning fire);
- Be suitably protected from external noise such that the occupiers are not subjected to noise which would impact their physical or mental health;
- Be free from pests;
- Not be occupied so that occupiers are overcrowded.
- All furniture and furnishings supplied must comply with The Furniture and Furnishings (Fire) (Safety) Regulations 1988 (as amended).
- All gas appliances and gas installations are to be safety checked at least once every 12 months by a Gas Safe Registered contractor, and a copy of the certificate provided to all tenants.
- All works to gas appliances and the gas installation (including all installations of gas appliances) are to be completed by a Gas Safe Registered contractor, and a copy of the certification provided to all tenants.
- All electrical installations should be inspected for safety periodically by a suitably qualified electrical contractor. All electrical installations are required to be inspected

at change of tenancy or at least once every five years, whichever is shorter, and have been a requirement for existing tenancies since April 2021

- All works to the electrical installation should be completed by a suitably qualified electrical contractor and a copy of the certification provided to all tenants.
- Any building works carried out to the property should be carried out in accordance with the Building Regulations and best practice.
- Any building works involving asbestos containing materials should be undertaken by a contractor suitably qualified to work with asbestos containing materials (i.e. a contractor licensed by the HSE).

Note that this list is not intended to be exhaustive, but to provide a guide as to the standards expected in all properties.

1.5. General Building Elements

For all buildings, the general building elements should be fit for purpose and in good condition and repair (and where appropriate watertight), and there should be a planned maintenance programme in place. In particular:

- The building elements should be structurally sound and not present a risk to the occupiers, visitors and members of the public.
- The building elements should not allow water ingress into the property or a neighbouring property.
- There should be adequate provision for surface and waste water drainage.
- The rainwater goods should discharge rainwater effectively into appropriate drains or soakaways.
- The waste water goods should discharge waste water effectively into appropriate drains.
- The exterior decoration should be in a good condition.
- All windows and doors should open and close effectively and be free from excessive draughts.
- All external windows and doors should be readily secured to prevent unauthorised access by means of an appropriate lock that can be opened easily in an emergency and which meets the appropriate British Standard.
- Any damp proof course should not be bridged, e.g. by external render.
- All air bricks should be unobstructed and should not provide access by pests, e.g. rats and mice.

Note that this list is not intended to be exhaustive, but to provide a guide as to the standards expected in all properties.

1.6. General External Space Requirements

- There should be adequate provision for refuse provided as appropriate for the number of occupiers.

- All refuse bins should be able to be stored in a suitable location within the curtilage of the property.
- All external spaces should be kept free from accumulations of refuse, furniture or any other materials.
- All external spaces should have suitable artificial lighting to enable occupiers to use the areas safely.
- All external steps, ramps and thresholds should be slip resistant to prevent slips and falls.
- All paths and areas of paving should be level and free from trip hazards.
- All external steps, ramps and thresholds should be suitably guarded and free from fall hazards.
- All changes in level should be suitably guarded and free from fall hazards.
- All external spaces should be well-drained such that surface water is discharged effectively into appropriate drains.
- All boundaries should be clearly defined, e.g. by fences or walls.
- All boundary fences and walls should be well maintained to prevent unauthorised access.

Note that this list is not intended to be exhaustive, but to provide a guide as to the standards expected in all properties.

1.7. General Internal Space Requirements

- The internal arrangement should not present a risk to the occupiers due to collision and entrapment or any other hazard.
- All facilities should be maintained in good condition and be readily accessible
- All walls and ceilings should be free from cracks and signs of movement.
- Ceilings and walls should not have facing materials that present a fire risk, e.g. polystyrene tiles etc.
- All artex-type wall or ceiling coverings should be tested for asbestos content and appropriate action taken.
- All floors should be level and in good repair with no trip hazards, e.g. loose floor boards.
- All carpets should be well-fitted and not present a trip hazard.
- All thermos-plastic floor tiles should be tested for asbestos content and appropriate action taken.
- All doors and windows should open and close freely and be readily secured to prevent unauthorised access.
- All habitable rooms should be provided with an appropriately sized external window which has an area of glazing of at least one tenth of the floor area.
- All kitchens and bathrooms should have appropriate artificial lighting where the provision of an external window is not reasonably practicable.
- External windows should be able to be locked in an open position to enable natural ventilation to be provided.
- Any areas of glazing in windows below a height of 800mm from the floor level, or in glazed panels below a height of 1500mm from the floor level must meet relevant safety standards, or be suitably guarded to prevent injury.

- Any windows with a sill height lower than 1200mm from floor level should be guarded to prevent injury.
- Catches which restrict the distance a window can be opened to 100mm should be fitted to windows above ground floor level to reduce the possibility of an accident. Any opening limiter should be easy to over-ride by an adult in the event of fire
- All bathrooms and cloakrooms should be provided with obscure glazing for privacy.
- Louvre windows are not acceptable due to their poor level of security and energy efficiency.

Note that this list is not intended to be exhaustive, but to provide a guide as to the standards expected in all properties.

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2. Houses in Multiple Occupation

If you let a property which is one of the following types, it is a House in Multiple Occupation:

- (i) An entire house or flat which is let to 3 or more tenants who form 2 or more households and who share a kitchen, bathroom or toilet
- (ii) A house which has been converted entirely into bedsits or other non-self-contained accommodation and which is let to 3 or more tenants who form 2 or more households and who share kitchen, bathroom or toilet facilities.
- (iii) A converted house which contains 1 or more flats which are not wholly self contained (ie. the flat does not contain within it a kitchen, bathroom and toilet) and which is occupied by 3 or more tenants who form 2 or more households.
- (iv) A building which is converted entirely into self-contained flats if the conversion did not meet the standards of the 1991 Building Regulations and more than one-third of the flats are let on short-term tenancies.

Properties that are occupied by a defined group of friends or colleagues under one tenancy agreement and that are often referred to as “shared houses” are considered to be HMOs and will be treated by the Council as such.

HMOs can provide an affordable housing option for a wide range of people. However, they often provide accommodation for some of the most vulnerable and disadvantaged groups in society including Universal Credit claimants or those on low, fixed incomes, students, and asylum seekers. For many of these individuals HMOs represent the only housing option available. Traditionally HMOs have a poor reputation for providing some of the worst accommodation in the private rented sector and being badly managed.

The Housing Act 2004 introduced the mandatory licensing scheme for the higher risk HMOs, and introduced regulations to improve the standards and management of all HMOs.

1.8. Licensing

HMO's

Under the national mandatory licensing scheme any HMO must be licensed if it has:

- (i) One or more storeys and
- (ii) Five or more tenants living as two or more households and
- (iii) Shared facilities such as kitchen, bathroom and toilet.

You can apply for a HMO Licence via the Council's website at:

<https://woking.gov.uk/housing/private-housing/apply-or-renew-hmo-licence>

A guide to completing an HMO Licence application at the following link:

<https://woking.gov.uk/sites/default/files/documents/HousingDocs/slicappform.pdf>

Selective Licensing

In addition to HMO licensing, there is currently a Selective Licensing Scheme in the Canalside Ward of the Borough. This scheme requires ALL privately rented properties within this ward to be licenced. Therefore, smaller HMOs which do not require a mandatory licence will require a selective licence. Information about the Woking scheme can be found at [About the Selective Licensing Scheme](#)

Additional licensing

The Council has discretionary powers to widen the remit of licensing to also include smaller HMOs to help to deal with the problems associated with HMOs that are not already covered by mandatory licensing. This is known as Additional Licensing.

The Council would need to consult extensively with landlords and tenants organisations, local residents and advertise in the local newspapers before adopting an additional licensing scheme in the Borough. You should therefore become aware of any additional licensing scheme before it comes in to operation.

The Council does not have any plans to implement an additional licensing scheme at the current time, however this may be kept under regular review.

1.9. Planning

Residential properties normally fall within the planning use class C3.

In planning, use classes for HMOs:

- Single family houses and flats are classified as class 'C3 dwelling-houses'
- 'Small HMOs' are privately-rented houses in multiple occupation with between three and six tenants, and are classified as 'small' or 'C4 Houses in Multiple Occupation'
- 'Large HMOs' are defined as HMOs with seven or more tenants. Large HMOs are in their own distinct planning use class known as 'sui generis'

Planning permission is required to create any large HMO.

Planning permission is not generally required to change the use of a single family home (Class C3) into a small HMO, but planning permission may be required depending on the extent of any other changes you are making to the property or other restrictions/conditions attached to the property including Article 4. At the time of writing this document, there are no Article 4 Directions in the borough of Woking

For more information, and to discuss whether you need planning permission, please contact the Planning department or take a look at the planning portal at:

<https://woking.gov.uk/planning-and-building-control/planning/do-i-need-planning-permission>

When we receive an application for an HMO for more than 6 people, if planning permission has not been obtained for that property, we may grant the licence for up to 6 people only. If planning permission is later obtained, an application can be made to vary the licence to increase the permitted occupancy.

1.10. Management Regulations Overview

There are two main property and tenancy management regulations that apply to most HMOs whether or not they are required to be licensed. These regulations are:

[The Management of Houses in Multiple Occupation \(England\) Regulations 2006 \(Statutory Instrument 2006 No.372\);](#)

[The Licensing and Management Regulations of Houses in Multiple Occupation and Other Houses \(Miscellaneous provisions\) \(England\) Regulations 2006 \(Statutory Instrument 2006 No.373\).](#)

There is no provision for legal notices to be served under these management regulations. Non-compliance with the regulations is a strict offence. Where there are deficiencies, the Council can give landlords informal advice or, in more serious cases, prosecute the landlord in the Magistrates Court.

The Management of Houses in Multiple Occupation (England) Regulations 2006 imposes certain duties on the landlords of HMOs. (In legislative terms the landlords of HMOs are referred to as 'HMO managers'.) The regulations detail the management standards to be met and require the manager of the premises to carry out certain duties to maintain their property.

The Regulations are summarised below.

The duties of the Manager are :

1. Display their contact details (Reg 3)

- a notice in a prominent position in the property stating the name, address and telephone number of the manager so that residents have someone to contact whenever necessary

(Note that properties with an HMO licence also require additional paperwork to be displayed at the property as per the licence conditions.)

2. To take safety measures (Reg 4)

- All necessary measures to:-
 - Protect the Tenants from injury
 - Means of escape from fire are free from obstruction and in good order
 - The fire alarm system and any fire fighting equipment provided are maintained in good order

3. To maintain water supply and drainage (Reg 5);

- Ensure that the water supply and drainage system serving the HMO is maintained in a good, clean and working condition – this includes in licensable HMOs conducting a Legionella risk assessment, if required.
- They must not be unreasonably interrupted from use by any occupier

4. To supply and maintain gas and electricity (Reg 6);

Managers must:

- Not unreasonably cause the gas or electricity supply used by an occupier of the HMO to be interrupted ;
- Supply to the Council within 7 days of request, the latest gas appliance test certificate for the HMO;
- Ensure that every fixed electrical installation is inspected and tested at intervals not exceeding five years by a person qualified to undertake such inspection and testing , obtain a certificate from that person specifying the results of the test AND supply that certificate to the Council, within 7 days of receiving a request.

5. To maintain common parts, fixtures, fittings and appliances (Reg 7);

Managers must ensure that all common parts of the HMO are maintained in good and clean decorative repair; maintained in a safe and working condition and kept reasonably clear from obstruction. This includes:-

- Appliances such as cookers, heaters, washing machines;
- Shared lighting and heating facilities, including hot water supplies; Shared toilets, baths, sinks and basins;
- Shared cooking, food storage and other installations;
- Staircase, handrails, halls and landings, including floor coverings; Windows and other means of ventilation;
- Outbuildings, paths, yards, boundary walls, fences and railings and garden areas;
- Provision of additional handrails/bannisters as are necessary for the safety of the occupiers

6. To maintain living accommodation (Reg 8);

Managers must ensure that:

- Each unit of living accommodation and any furniture supplied are in clean condition at the beginning of a person's occupation of it;
- The internal structure of living accommodation and any fixtures, fittings or appliances supplied within it are maintained in good repair and clean working order

7. To provide waste disposal facilities (Reg 9).

Managers must:

- Provide sufficient bins for the storage of refuse pending their disposal, make sure rubbish does not accumulate and make further arrangements for the disposal of refuse and litter as may be necessary having regard to any service provided by the Council.

The Regulations also place a duty on all occupiers of an HMO to: (Reg 10)

- Conduct themselves in a way that will not hinder or frustrate the manager in the performance of his duties.
- Allow the manager at all reasonable times to enter any living accommodation to enable him to carry out any duty. Except in the case of emergencies, at least 24 hours notice either in writing or by phone of any intended visit should be given to the occupiers.
- Provide the manager with any information requested to enable him to carry out his duties.
- Take reasonable care to avoid causing damage to the property and its contents.
- Store and dispose of refuse in accordance with the arrangements made by the manager.

Comply with the reasonable instructions of the manager in respect of any means of escape from fire, the prevention of fire and the use of fire equipment. HMOs which are subject to a licence are also bound by additional conditions contained within the licence. Please read your licence carefully to ensure you are complying to all conditions contained within it.

1.11. Information to be Displayed in an HMO

As set out above, Regulation 3 of The Management Regulations require that the name, address and contact details to be displayed in an HMO. The Council also requires the following information and/or documents to be displayed in a prominent place in the HMO:

- The current HMO Licence and associated conditions (where the property is licensable)
- The name address and contact details of the landlord or the manager of the property
- The current Gas Safety Certificate (where applicable)
- The current Electrical Installation Condition Report
- The current Fire Detection Maintenance Certificates
- A notice regarding anti-social behaviour in and around the property
- Instructions on what to do in an emergency with information detailing location of the stop cock, consumer unit, gas cut off valve, and the Gas Leak emergency number

1.12. Overcrowding

The number of occupiers in any dwelling or HMO should be such that normal day to day activities can be carried out safely, without stress and in comfort. The numbers that can be accommodated in any given circumstance will predominantly depend upon the numbers, locations and spatial provision of any sanitary appliances, kitchens and bedrooms, (see individual sections for further guidance).

Limits on the numbers of people permitted to sleep in any dwelling are set by legislation contained in the Housing Act 1985. This relates to numbers, and sizes of rooms available for sleeping and will need be considered on an individual basis. The age and sex of individual occupiers will also be taken into account.

Only rooms designated as living rooms, bedrooms or bed/sitting rooms may be used for living or sleeping purposes.

Other rooms such as kitchens, bathrooms, or cellars, roof spaces etc shall be deemed unsuitable for use as sleeping / living accommodation.

Garages and other outbuildings should not be used for sleeping/living accommodation unless they have been converted in accordance with the relevant Building and Planning Regulations.

Overcrowding and space is also assessed by HHSRS and relates to the whole dwelling's use for normal activities and is not specifically related to numbers of people in occupation and room sizes.

1.13. Room Sizes and permitted occupation

In order that accommodation in HMO's can provide a safe environment and a reasonable degree of comfort for occupiers the Council considers the number of occupants, the levels of provision of sanitary appliances, and also the spatial provision for living accommodation.

Minimum Room Sizes for One-Room Units of Accommodation Within an HMO:

Table 1: For HMOs which contain a shared communal area such as a living room or dining room, or large combined kitchen and communal area, which satisfies the dimensions as shown in Table 3:

Room use	Room size	
	1 person	2 people (as a couple)
Bedroom Only (where a separate kitchen and living room are provided elsewhere in the HMO).	6.5m ²	10.2m ²
Bedroom containing a Kitchen area	11.0m ²	16.5m ²

Table 2: For HMOs which do not contain a shared communal area:

Room use	Room size	
	1 person	2 people (as a couple)
Bedroom (where a separate kitchen is provided elsewhere in the HMO).	10.0m ²	14.0m ²

Bedroom containing a Kitchen area	13.0m ²	19.0m ²
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Table 3: Minimum Room Sizes for Communal Use Rooms

For rooms shared by tenants (not living as a single family) in HMO-type accommodation:

Shared Room	Number of Occupants of the HMO				
	1 - 3	4	5	6	7 - 10
Kitchen	5.0m ²	6.0m ²	7.0m ²	9.0m ²	11.0m ²
Total Communal Living Space*	13.5m ²	17.0m ²	18.0m ²	20.0m ²	27.5m ²

*Area is inclusive of kitchen but the kitchen must be of the minimum size specified for number of occupants. It also excludes hallways, toilets, storage areas etc.

When supplying a floor plan to the council, we require the metric measurements of all walls in a room to enable us to calculate the dimensions of the room. In particular there are rooms which have unusual shapes and the usable dimensions cannot be calculated from only two dimensions.

The usable space in a room with a sloping ceiling is calculated from the point at which the ceiling is 1.5m from the ground. Any other area that is used solely for storage and has a headroom of 0.9m – 1.5m (such as under eaves) is counted at 50% of its floor area, and any area lower than 0.9m is not counted at all.

1.14. Kitchen Facilities

All kitchens should be supplied with a Fire Blanket fixed in a suitable place on the wall for easy access.

Appropriate refuse disposal facilities

The refuse should not cause problems of hygiene or attract pests and should not obstruct the means of escape in case of fire. A sufficient number of refuse receptacles must be provided in a suitable location for the storage of refuse awaiting collection both internally and externally. Separate containers for recycling should be provided.

Appropriate extractor fans

Electrical extraction in accordance with approved document F under the latest Building Regulations.

Appropriate surface finishes

Kitchen floors must be of a suitable material and finish to be slip resistant, water resistant, continuous and free from any cracks or crevices as to facilitate easy cleaning (eg: ceramic or vinyl floor tiles or linoleum flooring);

Kitchen walls adjacent to cookers, sinks and food preparation areas shall be provided with suitable splash backs;

Kitchen ceilings shall be in good repair.

Cooker Location

The cooker must be located such that it has a work surface of at least 300mm on at least one side, and preferably both. The cooker must be fully enclosed on both sides by units or a wall and a unit.

1.14.1. Shared Kitchens

Where all or some of the individual units of living accommodation/ bedsits in a HMO do not contain facilities for the cooking of food, the following are the requirements for the shared kitchen facilities:

Table 2: Kitchen facilities for shared kitchens.

Facility	Minimum Standard	Up To and Including 5- persons	More than 5-persons
Sinks	A fixed impervious sink with a drainer. It should be provided with an adequate and wholesome supply cold water and an adequate supply of constant hot water.	1 sink for up to 5 occupants	1 extra sink per 4 occupants and part of there after. A dishwasher may be regarded as an acceptable alternative to a second sink.
Cookers	A cooker should comprise of an electric or gas hob with 4 rings, an oven and grill.	1 cooker for up to 5 occupants	1 extra cooker per 4 occupants and part of there after. A microwave with a combination oven and grill may be an acceptable alternative as a second cooker.
Electric sockets	30 amp supply for an electric cooker. Points should be set at a convenient height and in a safe position	6 sockets (3 doubles) Additional dedicated sockets are required for a cooker and washing machine	An additional double per 4 occupants and part of there after. Additional sockets are required for a cooker, refrigerator and washing machine
Work tops for food preparation	Work tops should be secure, in good repair, fixed and of an impervious material.	500mm (length) x 600mm (width) per user to a maximum requirement of 2.5m length	Additional 500mm length per user above the maximum 2.5m length
Cupboards for the storage of kitchen and cooking utensils;	A floor based food storage cupboard 500mm wide and standard depth and height or a wall mounted food storage cupboard 1000mm wide and standard depth and height should be provided per	One 500mm wide base unit or one 1000mm wall unit per room (note a room can only occupy a maximum of 2 people living as a couple)	Capacity to be increased proportionately for each additional occupant

	person: (Note the space below the sink is not acceptable to comply with this standard)		
Refrigerators with an adequate freezer compartment (or where the freezer compartment is not adequate separate freezer)	A large standard combined fridge/freezer Refrigeration	One fridge shelf and one freezer drawer per room (note a room can only occupy a maximum of 2 people living as a couple)	Capacity to be increased proportionately for each additional occupant

1.14.2. Kitchen Facilities within Rooms of Accommodation

Where individual bedsit rooms are large enough to accommodate a kitchenette or multi-room bedsits where one of the rooms is of adequate size to accommodate a separate kitchen for the exclusive use of the occupant(s) of that bedsit, the following applies.

Facility	Minimum Standard	Each Room
Sinks	A fixed impervious sink with a drainer. It should be provided with an adequate and wholesome supply of cold water and an adequate supply of constant hot water	One per each unit
Cookers	A cooker with at least two rings with an oven and grill	One per each unit
Electrical sockets	Points should be set at a convenient height and safe position	4 sockets (2 doubles) & additional dedicated sockets are required for a cooker and refrigerator
A work top for the preparation of food	The worktop should be secure, fixed and of impervious material, with no cracks or crevices	Minimum size 600mm x 1000mm
A cupboard for the storage of kitchen utensils and crockery	Floor or wall mounted. The space below the sink is not acceptable to comply with this standard	A floor based storage cupboard of 500mm wide and standard depth and height or a wall mounted food storage cupboard of 1000mm wide and standard depth and height

A refrigerator	A standard refrigerator with at least an ice box for frozen food storage	A refrigerator with minimum capacity of 150l

1.15. Bathroom and Sanitary Facilities

Where all or some of the individual units of living accommodation/ bedsits in a HMO or shared house do not contain bathing or toilet facilities for the exclusive use of each individual household please refer to Table 1 below:

Table 1: Schedule of Amenity Standards in Relation to Number of Persons Sharing Washing Facilities:

Number of Occupants	Amenity Provision
1-4 persons	At least 1 bathroom and 1 toilet with a wash hand basin (the bathroom and toilet may be combined)
5 persons	At least 1 bathroom and 2 toilets, each with wash hand basins, in the property (the second toilet can be contained in a second bathroom)
6-10 persons	At least 2 bathrooms and 2 toilets in the property (one of the toilets can be contained in one of the bathrooms)
11-15 persons	At least 3 bathrooms and 3 toilets with wash hand basins in the property (two of the toilets can be contained within two of the bathrooms)
16+ persons	Full consultation with the Local Authority required.

- A “bathroom” means a room containing a bath or shower; it may also contain a toilet and a wash hand basin
- All rooms containing a toilet must also contain a wash hand basin
- All baths, showers, and wash hand basins must be equipped with taps providing an adequate supply of cold and constant hot water;
- All bathrooms and toilets must be of an adequate size and layout, and must be fit for purpose;
- Baths and wash hand basins must have a suitable splash back;
- Bathroom doors should be provided with a lock for privacy which can be opened in the case of emergency from outside the bathroom.
- All bathrooms and toilets must be adequately ventilated (with mechanical ventilation linked to the light switch in bathrooms) and heated;

- The flooring in all bathrooms and toilets must be water resistant, non-slip, continuous and free from any cracks or crevices to facilitate easy cleaning (eg: ceramic or vinyl floor tiles or linoleum flooring);
- All bathrooms and toilets must be suitably located in relation to the living accommodation.
- All bedrooms must be a maximum of 1 floor from suitable facilities.

1.16. Heating, Insulation and Ventilation

Schedule 3 of The Licensing and Management Regulations of Houses in Multiple Occupation and Other Houses (Miscellaneous provisions) (England) Regulations 2006 requires each unit of living accommodation in a HMO to be provided with adequate means of heating. This includes the communal living / dining areas and the bedrooms. The heating appliance must be capable of achieving a room temperature of at least 21oC within one hour of turning on when the air temperature outside is –1oC.

Therefore, when deciding on what type of heating to install into an HMO it is recommended that landlords give due consideration to the following factors:

- The volume of the space to be heated;
- The number and type of windows in each room;
- The construction type of the HMO (e.g. solid brick walls, cavity wall construction);
- The orientation of the HMO and the number of external walls that form the dwelling;
- The level and quality of thermal insulation of the dwelling as to prevent heat loss;
- The running cost and efficiency of the chosen heating system

Fuel poverty in England is now measured using the Low Income Low Energy Efficiency (LILEE) indicator rather than the old Low Income High Costs (LIHC) indicator.

Under the LILEE indicator, a household is considered to be fuel poor if:

- they are living in a property with a fuel poverty energy efficiency rating of band D or below

and

- when they spend the required amount to heat their home, they are left with a residual income below the official poverty line

[Fuel poverty statistics - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

Heating in kitchens, bathrooms, cloakrooms, and hallways must be fixed to either the wall or the floor

Acceptable heating provision in HMOs:

- Any programmable gas or oil central heating system that is linked to a thermostatic control;
- Digital electric heating systems;
- Electric storage heaters linked to Economy 7 or 10 (or similar) low-cost energy provision;
- Warm air systems;
- Under floor heating systems;
- Programmable LPG/ solid-fuel central heating system;
- Similarly efficient heating systems which are developed in the future.

Not-acceptable heating provision:

- Plug-in, single-point, on-peak electric panel or convector heaters
- Portable heating appliances such as electric fires, convector or fan heaters, paraffin oil and LPG (bottled gas)
- Heating with no thermostatic control
- Electric storage heaters not connected to a low tariff (off-peak) energy provision
- Open fires
- Any system which the occupants of the HMO do not have full control over and fails to provide adequate heating throughout the whole day.

Heating Guidance:

- Whichever form of heating is installed it must be controllable by the occupants at all times.
- All heaters must be securely fixed in position
- Digital electric radiators and electric storage heaters must be mains powered into a dedicated and adequately rated fused control switch
- All habitable rooms and bathrooms should have a heating provision capable of raising the temperature of the room to 18°C and maintaining that temperature when the outside temperature is -1°C
- Communal areas should have a heating provision capable of achieving a room temperature of at least 21°C within one hour of turning on when the air temperature outside is -1°C.

Insulation Guidance:

- Loft spaces should be insulated with 270mm depth of suitable insulation;
- Windows should be of sound construction and well-maintained as to be draught-proof and water-tight;
- The front and rear doors to the main HMO building should be well-fitting, of sound construction and well-maintained as to be draught-proof, water-tight and secure;
- Where possible landlords should consider insulating the wall cavity of the building where a cavity exists;
- Where possible landlords should consider internally or externally insulating solid brick external walls

Ventilation Guidance:

- Windows should be double glazed and provided with trickle ventilation
- All bathrooms must have mechanical ventilation installed, vented to the outside where possible, linked to the light switch, and programmed to run on for at least 10 minutes after the light has been turned off, or a humidistat fan.
- All kitchens must have mechanical ventilation, vented to the outside where possible.
- Ventilation requirements are as specified in the Government's Domestic Ventilation Compliance Guide:
[domestic_ventilation_compliance_guide_2010.pdf \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/432221/domestic_ventilation_compliance_guide_2010.pdf)
- According to the HHSRS, "There should be sufficient and appropriate means of ventilation to deal with moisture generated by normal domestic activities without the need to open windows. Opening windows can result in heat loss, noise, and may be a security risk."

1.17. Fire Safety and Means of Escape

As each property is unique in its own way it is not possible to provide the prescribed standards for each and every type of property. For example, in large or complex buildings, or those with unusual layouts there may be additional fire safety requirements. In such cases the Council will make assessments on a case-by-case basis and are happy to advise landlords accordingly. When legislation has been updated the Council will always refer to the latest legislation and standards.

In the majority of HMOs, there may be individual cooking facilities contained within each room or some of the rooms, and there may also be shared cooking facilities within a communal area. The use of a shared kitchen in an HMO has a greater chance of fire issues than in a family home because of the greater number of occupants and an increase in its use. Generally bathing and toilet facilities will mostly be shared. There may be a communal living and/ or dining room, which may contain items not usually found in these rooms such as fridges and freezers. Often the tenants will be separate individuals that live independently with little or no communal living between each other. Each letting within the HMO usually has its own individual tenancy agreement and there will usually be a lock on each individual letting door.

Within these properties, there is no individual occupant taking overall control to ensure the safety and maintenance of the property on a day to day basis. This makes an HMO a high risk property.

All HMOs must have a recently reviewed fire risk assessment completed and available for inspection. A new assessment should be carried out by a competent person at least every 3 years, and it is recommended that it be reviewed at least annually.

1.17.1. HMOs with no more than 2 storeys

This section guidance is aimed at one or two-storey houses that have been converted into no more than five individual rooms. As occupancy and the number of rooms increases, so does the likelihood of fire. Therefore in one or two storey HMOs with more than 5 occupants or 5 bedsits additional fire safety measures may be necessary depending on the fire risk assessment conducted for the property, and full consultation with the Council is required.

Escape Route:

- A protected escape route is required depending on the type of property (refer to the LACORS guidance including fire and smoke resisting construction, and fire doors (with smoke seals, intumescent strips and self closers) to all risk rooms (kitchens, bedrooms, living rooms and communal rooms).
- Travel distance to a final exit must be within the requirements of Part B of the Building Regulations.
- Where there are locks on the individual bedroom doors, they must be capable of being unlocked and opened from the inside without the use of a key.
- The final exit doors from the property must be capable of being unlocked and opened from inside without the use of a key.
- Where bedrooms are accessed through risk rooms (e.g. kitchens and living rooms) then an alternative means of escape should be provided (e.g. an escape window or door)

Fire Separation:

- Floors, walls and ceilings should be of sound conventional construction.
- If a basement or cellar is present, separation between the cellar and the ground floor escape route is required dependent on the use of the property (refer to LACORS)

Fire Detection & Alarm System:

There is a requirement for a mixed Grade D, LD2 system. This typically consists of the following:

- Interlinked mains powered smoke alarms with integral battery back-up located throughout the escape route;
- Additional mains powered interlinked smoke alarms with integral battery back-up located in any room that opens out on the means of escape, and, in addition, in any communal living room;
- An interlinked mains powered heat sensing alarm with integral battery back-up located in each communal kitchen; and
- An additional interlinked mains powered smoke alarm with integral battery back-up located in each bedroom.
- A mains powered, interlinked smoke detector with integral battery back-up located in any room containing a consumer unit or other risk items

Lighting of Escape Routes:

- Emergency escape lighting is required only if the escape route is long or complex or where there is no effective borrowed light.
- Conventional artificial lighting is required in all escape routes

Fire Fighting Equipment:

- A fire blanket is to be provided in each bedroom with cooking facilities and in all kitchens

Management and Maintenance of Fire Safety:

- Fire blankets should be checked periodically to make sure they are in place and available for use.
- The escape route must be kept free from obstruction at all times.
- There should be no free storage on the escape routes.
- The automatic fire detection and warning system should be tested as in accordance with BS 5389: part 1: section 6. This entails:
 - Monthly routine testing of the smoke detectors according to the manufacturer's instructions. Prompt action must be taken to correct any faults;
 - Periodic routine maintenance to include a clean of all detectors should be carried out as in accordance with the manufacturer's recommendations.
 - A record of all tests, services, faults and repairs should be maintained by the landlord or managing agent.
- If present the emergency lighting system should be inspected and serviced annually as in accordance with BS 5266: part 8

1.17.2. HMOs with 3 storeys or more

This section is aimed at HMOs with three storeys or more. Where there are additional floors in a building, there are more concerns over containing fire to enable escape by

occupants on the higher floors. For very large properties, and for properties with unusual layouts, full consultation with the Council is required.

The required fire protection will in most cases consist of:

Escape Route:

- A protected escape route is required (refer to the LACORS guidance including fire and smoke resisting construction, and fire doors (with smoke seals, intumescent strips and self closers) to all risk rooms (kitchens, bedrooms, living rooms and communal rooms).
- Travel distance to a final exit must be within the requirements of Part B of the Building Regulations.
- All cupboards leading onto the means of escape should be emptied of all flammable goods and kept locked, or must offer 30-minutes fire and smoke resistance;
- All cupboards leading onto the means of escape that contain a risk of ignition (such as electrical fuse boards or water heaters) must offer 30-minutes fire and smoke resistance.
- The doors to the individual units of accommodation and the final exit doors from the property must be capable of being unlocked and opened from inside without the use of a key
- Where bedrooms are accessed through risk rooms (e.g. kitchens and living rooms) then an alternative means of escape should be provided (e.g. an escape window or door)

Fire Separation:

- If a basement or cellar is present, separation between the cellar and the ground floor escape route is required dependent on the use of the property (refer to LACORS)
- **Three and Four Storey HMOs:** Floors, walls and ceilings should be of sound conventional construction.
- **Five Storey HMOs:** Fire rated lobby protection to all floors except the top floor or a secondary means of escape from the top floor is required.
- **Six Storey HMOs:** Fire rated lobby protection to all floors except the top floor and a secondary means of escape from the top two floors is required.

Fire Detection & Alarm System:

There is a requirement under BS 5839 Part 6 for a mixed Grade A, LD2 system. This typically consists of:

- A system of interlinked electrically operated smoke detectors in all circulation areas that form a part of the escape routes and that are linked to a control panel.
- The fire control panel located adjacent to the front door of the property, and a zone plan must be located adjacent to the fire control panel;
- Manual call points located next to the final exits and on each landing;
- The alarm signal must achieve sound levels of not less than 65dB(A) in all accessible parts of the building and not less than 75dB(A) at all bed-heads when all doors are closed as to arouse sleeping persons.
- A mains powered, interlinked heat sensing alarm with integral battery back-up located in each communal kitchen;
- An additional mains powered, interlinked smoke alarm with integral battery back-up located in each bedroom.

- An additional mains powered, interlinked smoke detectors with integral battery back-up located in each cellar, all communal living rooms, and any storage room that opens out on to the means of escape.
- A mains powered, interlinked smoke detector with integral battery back-up located in any room containing a consumer unit and any other risk items

Lighting of Escape Routes:

- Installation of an emergency lighting system in accordance with BS 5266: part 1.
- Conventional artificial lighting is required in all escape routes

Fire Safety Signs:

- Fire safety signs to be placed along the escape route if the route is long or complex.

Fire Fighting Equipment:

- To provide a fire blanket in each bedroom with cooking facilities and in all shared kitchens

Management and Maintenance of Fire Safety:

- Fire blankets should be checked periodically to make sure they are in place and available for use.
- The escape route must be kept free from obstruction at all times.
- There should be no free storage on the escape routes.
- The automatic fire detection and warning system should be tested as in accordance with BS 5389: part 1: section 6. This entails:
 - Weekly routine testing of one detector or call point in each zone and recorded in the system's log book. Any defects should also be recorded in the log book and action taken to correct the fault;
 - For properties with more than 13 fire zones, 2 call points must be tested weekly
 - A six-monthly service conducted by a suitably qualified specialist alarm engineer under a maintenance contract. This test should be recorded in the system's log book and a test certificate issued.
- If installed the emergency lighting system should be inspected and serviced as in accordance with BS 5266: part 8. This entails:
 - A monthly flash-test carried out by a responsible person. This is to be recorded in the system's log book. Any defects should also be recorded in the log book and action taken to correct the fault
 - An annual service that includes a full discharge test and must be carried out by a suitably qualified lighting engineer. The test must be recorded in the system's log book and a test certificate issued

Note: Additional fire safety management obligations (and other management obligations) will be required for all licensable HMOs as in accordance with the conditions of the HMO Licence issued for a property and all relevant legislation

1.18. Gas Safety

It is a requirement for the landlords of all HMO properties to have any gas boiler and appliance tested on a 12-monthly basis. The gas safety check and all repair works to any gas appliance must be conducted by a recognised engineer. A *recognised engineer* means

an engineer approved and registered under regulation 3 of the Gas Safety (Installation and Use) Regulations 1998. Note that an Installation Certificate is not sufficient and a Gas Safety Check must be carried out and certified after an installation.

The test certificates issued must be retained by the landlord for a minimum period of two years. With regard to licensed HMOs it is advised that HMO managers retain all the gas safety certificates issued throughout the entire duration of their HMO licence. A copy of the Gas Safety certificate must also be issued to the tenants of the property at the beginning of their tenancy and whenever the certificate is renewed or updated.

A landlord of a HMO must make the latest gas appliance test certificate available to the Council within 7-days on receipt of a written request from the Council.

1.19. Electricity Safety

1.19.1. Electrical Installation Condition Report

The landlord must have the electrical installations in their properties inspected and tested by a person who is qualified and competent, at an interval of at least every 5 years. Landlords have to provide a copy of the electrical safety report to their tenants, and to their local authority if

When commissioning an inspection, in order to establish if a person is qualified and competent landlords can:

- check if the inspector is a member of a competent person scheme; or
- require the inspector to sign a checklist certifying their competence, including their experience, whether they have adequate insurance and hold a qualification covering the current version of the Wiring Regulations and the periodic inspection, testing and certification of electrical installations.

The standards that should be met are set out in the 18th edition of the Wiring Regulations.

For a new installation, a DEIC (Domestic Electrical Installation Certificate) is not sufficient and an EICR is required for the property.

The inspection and test certificates must be retained by the landlord and the landlord must make the latest electrical test certificate available to the Council within 7-days on receipt of a written request from the Council. A copy of the test certificate must also be issued to the tenants of the property at the beginning of their tenancy and whenever the certificate is renewed or updated.

1.19.2. Portable Appliance Testing (PAT)

Portable Appliance Testing (PAT) is the inspection of electrical appliances to ensure they are safe.

Landlords should ensure the safety of electrical appliances in their properties. This applies to fridges, freezers, cookers, vacuum cleaners and any other portable electrical items or electrical appliances supplied as part of the fixtures and fittings of the property. The most appropriate way to do this is with a PAT test. The PAT test looks at the condition of the item,

the cable, and tests other things too including the earth continuity, lead polarity, and insulation resistance of the appliance. PAT testing is not just a visual inspection. It is recommended that this is carried out annually.

1.19.3. Minor Domestic Electrical Installation Works Certificate

Pursuant to the following but not exclusively, The Landlord and Tenant Act 1985, The Housing Act 2004, The Electrical Equipment (Safety) Regulations 1994, and the Plugs and Sockets etc. (Safety) Regulations 1994, both of which come under the Consumer Protection Act 1987, there is an obligation for landlords to ensure that all electrical equipment (including retrospective improvements/ repairs to any part of the installation) is safe.

Under Part P of the Building Regulations, it is a requirement that certain types of electrical work in dwellings, garages, sheds, greenhouses and outbuilding also comply with the standards.

In all cases, a competent electrician must carry out all electrical repair and installation work. In order for a landlord to perform DIY electrical work, he/ she must belong to one of the Government's approved Competent Person Self-Certification schemes or submit a building notice to the local authority before doing the work.

In addition, electrical fuse boxes/meters that open out on to the means of escape in a HMO will need to be enclosed in a 30-minute fire resistant cupboard/ enclosure. Consultation with the Council is advised.

1.19.4. Plug sockets

Modern day living has a heavy reliance on electrical appliances. This can lead to the extensive use of multi-plug adaptors and extension leads in rooms where there is an insufficient number of plug outlets. Trailing extension leads can be dangerous and overload sockets which may cause fires, damage to property, injury, or even death.

Recommended Minimum Number of Double Socket-Outlets for HMOs:

The number of outlets per room is dependent on the use of that room. In accordance with guidance BS7671 (Wiring Regulations – 18th Edition) and issued by the Electrical Contractors Association (ECA) it is recommend that the minimum number of double outlets per room required by the Council are:

Room Type	No. of Double Outlets
Single bed-sit (bedroom only)	4
Double bed-sit (bedroom only)	5
Combined bedroom & living room (single occupancy)	5
Combined bedroom & living room (double occupancy)	6

Kitchen areas within bed-sits*	3 over-counter outlets** plus dedicated single outlets for large kitchen appliances.
Shared kitchens*	4 over-counter outlets** plus dedicated single outlets for large kitchen appliances.
Shared Lounges	4
Shared Dining Rooms	3

*Appliances built into kitchen furniture (integrated appliances) should be connected to a socket-outlet or switch fused connection unit that is accessible when the appliance is in place and in normal use. Alternatively, when an appliance is supplied from a socket-outlet or a connection unit, these should be controlled by an accessible double pole switch or switched fused connection unit.

**It is recommended that wall mounted socket-outlets above a work surface, are spaced at not more than 1 metre intervals along the surface.

1.20. Energy Performance Certificate (EPC)

Since 1 April 2020, landlords can no longer let or continue to let properties covered by the The Domestic Minimum Energy Efficiency Standard (MEES Regulations) if they have an EPC rating below E, unless they have a valid exemption in place.

If you are currently planning to let a property with an EPC rating of F or G, you need to improve the property's rating to E, or register an exemption, before you enter into a new tenancy.

If you are currently letting a property with an EPC rating of F or G, and you haven't already taken action, you must improve the property's rating to E immediately, or register an exemption.

If your property is currently empty, and you are not planning to let it, you don't need to take any action to improve its rating until you decide to let it again.

The MEES Regulations set a minimum energy efficiency level for domestic private rented properties.

The Regulations apply to all domestic private rented properties that are:

- let on specific types of tenancy agreement
- legally required to have an Energy Performance Certificate (EPC)

Answer these questions to find out whether your property is covered by the Regulations

1. Is your property let on one of the following types of domestic tenancies:

- an assured tenancy?
- a regulated tenancy?
- a domestic agricultural tenancy?

2. Is your property legally required to have an EPC?

If the property you let has been marketed for sale or let, or modified, in the past 10 years then it will probably be legally required to have an EPC.

If you answered Yes to both these questions, and your property has an EPC rating of F or G, you must take appropriate steps to comply with the requirements of the MEES Regulations.

If you answered No to one or both of these questions, your property is not covered by the Regulations, and you don't need to take action to improve the property rating. You may let it with an EPC rating of F or G.

There are various exemptions that apply to the prohibition on letting a property with an energy efficiency rating below E.

If your property meets the criteria for any of the exemptions, you will be able to let it once you have registered the exemption on the PRS Exemptions Register.

If the Council believes a landlord has failed to fulfil their obligations under the MEES Regulations, we can serve the landlord with a compliance notice. If a breach is confirmed, the landlord may receive a financial penalty.

1.21. Other

1.21.1. Gardens:

All communal garden/ yard spaces associated with the HMO are the responsibility of the landlord to maintain.

1.21.2. Bins:

There must be a sufficient number of bins or other suitable receptacles provided by the landlord that are adequate for the requirements of each household within the HMO for the storage of household and recycling waste pending its disposal.

The landlord of a HMO must make adequate arrangements for the collection and disposal of refuse whilst having regard for the service provided by the Council.

All bins must be regularly cleaned, have working lids and used correctly by the tenant

1.21.3. Furniture:

All upholstered furniture and soft furnishings (including beds, mattresses, pillows and cushions) that are provided by the landlord in HMOs, including any furniture that has been left in the property by previous tenants for the use of the current or future tenants, must comply with the Furniture and Furnishings (Fire) (Safety) Regulations 1988.

3. Single Let Properties (non- HMOs)

This section covers all dwellings that are rented out to a single related family. A single family dwelling is defined as being a dwelling occupied solely by a person or persons that are living as a single household. This includes people that are married or living together as a couple (including those persons in same-sex relationships). “Family” means specific relatives: parents, grandparents, children, step-children, foster children, grandchildren, brothers, sisters, uncles, aunts, nephews, nieces or cousins.

All privately rented single family dwellings should, as a minimum standard, meet with the decent homes standard (see Section 1.3)

1.22. Licensing

There is currently a Selective Licensing Scheme in the Canalside Ward of the Borough. This requires that ALL privately rented properties within this ward have a valid licence. This current scheme is valid until March 2023. Note that the scheme may be extended or ended after this date. Other areas may become subject to selective licensing and the landlord is responsible for ensuring their properties are compliant. Information about the Woking scheme can be found at [About the Selective Licensing Scheme](#)

1.23. Overcrowding

The number of occupiers in any dwelling should be such that normal day to day activities can be carried out safely, without stress and in comfort. The numbers that can be accommodated in any given circumstance will predominantly depend upon the numbers, locations and spatial provision of any sanitary appliances, kitchens and bedrooms, (see individual sections for further guidance).

Limits on the numbers of people permitted to sleep in any dwelling are set by legislation contained in the Housing Act 1985. This relates to numbers, and sizes of rooms available for sleeping and will need be considered on an individual basis. The age and sex of individual occupiers will also be taken into account.

Only rooms designated as living rooms, bedrooms or bed/sitting rooms may be used for living or sleeping purposes.

Other rooms such as kitchens, bathrooms, or cellars, roof spaces etc shall be deemed unsuitable for use as sleeping / living accommodation.

Garages and other outbuildings should not be used for sleeping/living accommodation unless they have been converted in accordance with the relevant Building and Planning Regulations.

Overcrowding and space is also assessed by HHSRS and relates to the whole dwelling’s use for normal activities and is not specifically related to numbers of people in occupation and room sizes.

1.24. Room Sizes

There are laws in place to help make sure everyone's home is safe and comfortable. [The Housing Act 1985](#) states that a room shared by children aged 10 years or over and of opposite sex may be considered overcrowding.

This act also places requirements on minimum room size, for which we have provided the measurements in square metres for convenience and calculated from the original square footage to an appropriate degree.

The Council also recognises the need for these areas to have fair dimensions. For example, a room of 8m length but 1.3m width would meet the minimum area for two people but not provide for healthy habitation. As such we apply minimum dimensions for a room (the main part of) and cannot count any dimension under 0.6m or the main part of a room being below 1.3m.

Overall Area of the room (m²)	Maximum Occupancy
Under 4.65 m ²	0
Between 4.65 m ² and 6.50 m ²	0.5
Between 6.50 m ² and 8.36 m ²	1
Between 8.36 m ² and 10.22 m ²	1.5
Greater than 10.22 m ²	2

Any persons below the age of 1 years are not considered to count towards occupancy.

Any persons between the ages of 1 and 10 years old are considered to count as 0.5 for occupancy.

Any persons over the age of 10 are considered to count as 1 for occupancy.

A room may be let as a combination of these ages so long as they can reasonably be considered a close familial relation (i.e parent and child or siblings).

Where a room is suitable for 2 persons these must be considered a close familial relation (i.e. blood siblings or a cohabiting couple).

No room may be used by more than two individuals if over the age of 10 or 3/4 individuals if between 1 and 10.

No room shall be considered if it is below 4.65m² in any circumstance.

These are the minimum room sizes as required by law, however the Council shall be sympathetic in the case of children turning 1 and 10, and the wider needs of the community.

The Housing Act 1985 also considers the availability of an alternative room that can be used as a room for sleeping when considering the permitted occupation of a private rented property. In order for this to be considered, the room must not contain any shared facilities or be the through route to such rooms or facilities. A stand-alone living room or dining room with a suitable door can be used as a sleeping room where it affords the required privacy.

When supplying a floor plan to the council, we require the metric measurements of all walls in a room to enable us to calculate the dimensions of the room. In particular there are rooms which have unusual shapes and the usable dimensions cannot be calculated from only two dimensions.

The usable space in a room with a sloping ceiling is calculated from the point at which the ceiling is 1.5m from the ground. Any other area that is used solely for storage and has a headroom of 0.9m – 1.5m (such as under eaves) is counted at 50% of its floor area, and any area lower than 0.9m is not counted at all.

Studio apartments are slightly different in that the sleeping area is within the living and / or kitchen area. In a studio apartment, there is either one person or a maximum of 2 adults sharing the property. This means that there is no issue with other people accessing the facilities through the sleeping room.

Irrespective of overall floor area, consideration will be given to the shape and useable living space within the room when determining its suitability for occupation.

1.25. Kitchen Facilities

Food preparation and cooking facilities should be located within individual dwellings. Kitchens should provide safe, hygienic provision for food storage, preparation, cooking and cleansing of utensils. Adequate heating, lighting and ventilation must be provided, and the size of the kitchen and its layout will be an important consideration in helping to meet those aims.

A sink is considered to be for food preparation and the cleansing of utensils used in food preparation only. Each dwelling should have a source of drinkable water straight from the incoming mains water supply. This will normally be at the kitchen sink cold water tap.

Sinks that are only provided with water at a pre-controlled temperature should have a separate drinking water point clearly marked as such.

In all cases sinks should be surrounded by surfaces capable of being readily cleaned and maintained and, where there is likelihood of water escaping beyond the confines of the appliance, the surfaces should be impermeable

All kitchen surfaces should be capable of being easily cleaned and should be well maintained.

Kitchens are considered to be high risk areas for fire escape purposes therefore the location of a kitchen or cooking area within a dwelling should not compromise the fire escape route. A fire blanket should be provided.

A single family dwelling should contain a kitchen or dedicated cooking area with a sink and drainer, space for a cooker with a dedicated electricity or gas supply, work surfaces and food storage provision, (both sized relative to the size of the dwelling).

1.26. Bathroom and Sanitary Facilities

Sanitary appliances include baths, showers, toilets, wash hand basins and sinks. They must be provided with constant supplies of hot and cold water or a supply of water at a suitably controlled temperature. Sanitary appliances must be located within the dwelling whose occupants are to use them. All access should be internal from within the dwelling or building. The location of any individual sanitary appliance should accord with normal industry practice and not compromise the comfort and use of any dwelling or building.

All appliances must be fixed to the structure of the dwelling and should be of suitable construction and in such condition as to allow full functionality, safe use and adequate cleansing.

In all cases sanitary appliances should be surrounded by surfaces capable of being readily cleaned and maintained and, where there is likelihood of water escaping beyond the confines of the appliance, the surfaces should be impermeable. A wash hand basin is considered to be for personal hygiene only. A sink within a kitchen is not considered suitable for personal hygiene use.

Each single family dwelling should contain one bath or shower in a bathroom, a toilet in a bathroom or separate cubicle and a wash hand basin co-located with the toilet.

A bathroom or cubicle should be of adequate size to allow the sanitary appliance(s) to be used in a safe manner and to allow the normal associated operations of body drying. Bathrooms and cubicles should be provided with adequate heating, lighting and ventilation.

Bathroom doors should be provided with a lock for privacy which can be opened in the case of emergency from outside the bathroom.

Any electrical switches, sockets or equipment must be safely positioned in the bathroom in accordance with current IEE Regulations and Part P of the Building Regulations.

1.27. Heating, Insulation and Ventilation

A single family dwelling should be provided with adequate thermal insulation and a suitable and effective means of space heating that is capable of heating the bedrooms to an average temperature of 18°C and the living rooms to an average temperature of 21°C and maintaining that temperature when the outside air temperature is -1°C.

- Therefore, when deciding on what type of heating to install in the property it is recommended that landlords should give due consideration to the following factors:
The volume of the individual rooms and other areas of the dwelling to be heated;
- The number and type of windows in each room;
- The construction type of the property (e.g. solid brick walls, cavity wall construction);
- The orientation of the property and the number of external walls that form the dwelling;
- The level and quality of thermal insulation of the dwelling as to prevent heat loss;

- The running cost and efficiency of the chosen heating system

Fuel poverty in England is now measured using the Low Income Low Energy Efficiency (LILEE) indicator rather than the old Low Income High Costs (LIHC) indicator.

Under the LILEE indicator, a household is considered to be fuel poor if:

- they are living in a property with a fuel poverty energy efficiency rating of band D or below

and

- when they spend the required amount to heat their home, they are left with a residual income below the official poverty line

[Fuel poverty statistics - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

Heating in kitchens, bathrooms, cloakrooms, and hallways should be provided and must be fixed to either the wall or the floor

Acceptable heating provision in single family dwellings:

- Any programmable gas or oil central heating system that is linked to a thermostatic control;
- Interlinked digital electric heating systems;
- Electric storage heaters linked to Economy 7 or 10 (or similar) low-cost energy provision;
- Warm air systems;
- Under floor heating systems;
- Programmable LPG/ solid-fuel central heating system;
- Similarly efficient heating systems which are developed in the future.

Not-acceptable heating provision:

- Plug-in, single-point, on-peak electric panel or convector heaters with no thermostatic control;
- Portable heating appliances such as electric fires, convector or fan heaters, paraffin oil and LPG (bottled gas);
- Electric storage heaters not connected to a low tariff (off-peak) energy provision;
- Open fires; Gas fires;
- Any system which the occupants of the dwelling do not have full control over and fails to provide adequate heating on demand.

Heating Guidance:

- All heaters must be securely fixed in position and fully controllable by the tenant at all times
- Digital electric radiators and electric storage heaters must be mains powered into a dedicated and adequately rated fused control switch
- All habitable rooms and bathrooms should have a heating provision capable of raising the temperature of the room to 18°C and maintaining that temperature when the outside temperature is -1°C
- Living rooms should have a heating provision capable of raising the temperature of the areas to 21°C and maintaining that temperature when the outside temperature is -1°C

Insulation Guidance:

- Loft spaces should be insulated with 270mm depth of suitable insulation;
- Windows should be of sound construction and well-maintained as to be draught-proof and water-tight;
- The front and rear doors to the property should be well-fitting, of sound construction and well-maintained as to be draught-proof, water-tight and secure;
- Where possible landlords should consider insulating the wall cavity of the building where a cavity exists;
- Where possible landlords should consider internally or externally insulating solid external walls

Ventilation Guidance:

- Windows should be double glazed and provided with trickle ventilation
- All bathrooms must have mechanical ventilation installed, vented to the outside where possible, linked to the light switch, and programmed to run on for at least 10 minutes after the light has been turned off, or a humidistat fan.
- All kitchens must have mechanical ventilation, vented to the outside where possible.
- Ventilation requirements are as specified in the Government's Domestic Ventilation Compliance Guide:
[domestic_ventilation_compliance_guide_2010.pdf \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/424221/domestic_ventilation_compliance_guide_2010.pdf)
- According to the HHSRS, "There should be sufficient and appropriate means of ventilation to deal with moisture generated by normal domestic activities without the need to open windows. Opening windows can result in heat loss, noise, and may be a security risk."

1.28. Fire Safety and Means of Escape

As each property is unique in its own way it is not possible to provide exact and prescribed standards for each every type of property. For example, in large or complex buildings with unusual layouts there may be additional fire safety requirements. In such cases the Council will make assessments on a case-by-case basis and are happy to advise landlords accordingly.

Escape Route:

- The escape route should have sound, conventional construction and should not pass through risk rooms (kitchens and living rooms). Where the escape route passes through risk rooms suitable escape windows should be provided from first floor bedrooms and living rooms.
- Sound, well-constructed and close-fitting conventional doors are required as a minimum.

Please note that where construction standards are poor, travel distances to the final exit doors are long or other higher risk factors are present then a fire-rated protected route may be required.

Fire Separation:

- Floors, walls and ceilings should be of sound, conventional construction.
- If a basement or cellar is present, fire-rated separation between the cellar and the ground floor escape route is ideal.

Fire Detection & Alarm System:

- Interlinked mains powered smoke detectors with integral battery back-up to be located in the escape route on the ground and first floors.
- Interlinked mains powered heat detector with integral battery back-up located in the kitchen.
- Where the layout is complex, or there are beams or other items which will interfere with smoke reaching the detection in a suitable timescale, additional smoke detection may be required
- A smoke detector will be required in a room containing the consumer unit if this is not the escape route
- A smoke detector is required in a utility room
- It may be necessary to have additional smoke detection in other rooms depending on the layout and use of the rooms

Fire Fighting Equipment:

- It is recommended and good practice to provide a fire blanket in the kitchen

Management and Maintenance of Fire Safety:

- It is recommended that all doors are kept closed at night.
- Fire blankets should be checked periodically to make sure they are in place and available for use.

1.29. Gas Safety

It is a requirement for the landlords of all rented properties to have any gas boiler and appliance tested on an annual basis. The gas safety check and all repair works to any gas appliance must be conducted by a recognised engineer. A *recognised engineer* means an engineer approved and registered under regulation 3 of the Gas Safety (Installation and Use) Regulations 1998. These engineers subscribe to the Gas Safe scheme. Note that an Installation Certificate is not sufficient and a Gas Safety Check must be carried out and certified after an installation.

The test certificates issued must be retained by the landlord for a minimum period of two years. A copy of the test certificate must also be issued to the tenant.

A landlord of a privately rented dwelling must make the latest gas appliance test certificate available to the Council on receipt of a written request from the Council.

1.30. Electricity Safety

The landlord must have the electrical installations in their properties inspected and tested by a person who is qualified and competent, at an interval of at least every 5 years. Landlords have to provide a copy of the electrical safety report to their tenants, and to their local authority if

When commissioning an inspection, in order to establish if a person is qualified and competent landlords can:

- check if the inspector is a member of a competent person scheme; or

•require the inspector to sign a checklist certifying their competence, including their experience, whether they have adequate insurance and hold a qualification covering the current version of the Wiring Regulations and the periodic inspection, testing and certification of electrical installations.

The standards that should be met are set out in the 18th edition of the Wiring Regulations.

For a new installation, a DEIC (Domestic Electrical Installation Certificate) is not sufficient and an EICR is required for the property.

The inspection and test certificates must be retained by the landlord and the landlord must make the latest electrical test certificate available to the Council within 7-days on receipt of a written request from the Council. A copy of the test certificate must also be issued to the tenants of the property at the beginning of their tenancy and whenever the certificate is renewed or updated..

1.30.1. Portable Appliance Testing (PAT)

It is advisable that landlords ensure the safety of electrical appliances in their properties. If any electrical equipment has been supplied by the landlord of a privately rented dwelling it is advisable that it has been portable appliance tested. This applies to fridges, freezers, cookers, vacuum cleaners and any other portable electrical items or electrical appliances supplied as part of the fixtures and fittings of the property. It also includes those electrical appliances that have been left in the property by previous tenants for the use of the current or future tenants. It is advised that PAT tests are carried out annually.

1.30.2. Minor Domestic Electrical Installation Works Certificate

Landlords must be able to demonstrate that all electrical repair work and alterations to the electrical installation are carried out by a suitably qualified electrical engineer. Therefore the person undertaking the electrical work is to issue a minor electrical works certificate. The certificate is to be retained by the landlord and made available to the Council within 7-days of such a request being made.

1.30.3. Plug sockets

Modern day living has a heavy reliance on electrical appliances. This can lead to the extensive use of multi-plug adaptors and extension leads in rooms where there is an insufficient number of plug outlets. Trailing extension leads can be dangerous and overloaded sockets, and cause fires, damage to property, injury, or even death. It is therefore recommended that all rooms are furnished with an adequate number of plug sockets.

Recommended Minimum Number Of Twin Socket-Outlets For Dwellings:

Room Type	Smaller Rooms (Up to 12m²)	Medium Rooms (12-25m²)	Larger Rooms (More than 25m²)
Main Living Room	4	6	8
Dining Room	3	4	5
Single Bedroom	2	3	4
Double Bedroom	3	4	5

Utility Room	3	4	5
Kitchen	6	8	10

1.31. Energy Performance Certificate

Since 1 April 2020, landlords can no longer let or continue to let properties covered by the The Domestic Minimum Energy Efficiency Standard (MEES Regulations) if they have an EPC rating below E, unless they have a valid exemption in place.

If you are currently planning to let a property with an EPC rating of F or G, you need to improve the property's rating to E, or register an exemption, before you enter into a new tenancy.

If you are currently letting a property with an EPC rating of F or G, and you haven't already taken action, you must improve the property's rating to E immediately, or register an exemption.

If your property is currently empty, and you are not planning to let it, you don't need to take any action to improve its rating until you decide to let it again.

The MEES Regulations set a minimum energy efficiency level for domestic private rented properties.

The Regulations apply to all domestic private rented properties that are:

- let on specific types of tenancy agreement
- legally required to have an Energy Performance Certificate (EPC)

Answer these questions to find out whether your property is covered by the Regulations

1. Is your property let on one of the following types of domestic tenancies:

- an assured tenancy?
- a regulated tenancy?
- a domestic agricultural tenancy?

2. Is your property legally required to have an EPC?

If the property you let has been marketed for sale or let, or modified, in the past 10 years then it will probably be legally required to have an EPC.

If you answered Yes to both these questions, and your property has an EPC rating of F or G, you must take appropriate steps to comply with the requirements of the MEES Regulations.

If you answered No to one or both of these questions, your property is not covered by the Regulations, and you don't need to take action to improve the property rating. You may let it with an EPC rating of F or G.

There are various exemptions that apply to the prohibition on letting a property with an energy efficiency rating below E.

If your property meets the criteria for any of the exemptions, you will be able to let it once you have registered the exemption on the PRS Exemptions Register.

If the Council believes a landlord has failed to fulfil their obligations under the MEES Regulations, we can serve the landlord with a compliance notice. If a breach is confirmed, the landlord may receive a financial penalty.

1.32. Other

1.32.1. Gardens:

At the commencement of a new tenancy the landlord should ensure (where applicable):

- That all gardens are clean and tidy, free of all rubbish and items discarded by previous occupancies
- That any lawns are recently mown and any hedges are trimmed
- That all fencing is in a good state of repair
- That all outbuildings, sheds and garden structures are safe for purpose
- That all electric or petrol powered gardening equipment provided for tenant uses is regularly tested and certified as being safe for purpose
- That all gates (especially to rear gardens/yards) can be closed and locked where there is a possible security risk (for example, rear gardens that back onto an alleyway)
- Any secluded or rear access routes, especially if that route is the sole means of entry/ egress to the dwelling, is adequately illuminated during hours of darkness
- That the responsibility for the ongoing maintenance of any garden spaces during the period of a tenancy, is clearly defined and understood by the tenant, at the beginning of that tenancy.

1.32.2. Bins:

All households should be provided with the correct bins for the storage of household waste designated for disposal at landfill and waste that is sent for recycling.

1.32.3. Furniture:

All upholstered furniture and soft furnishings (including beds, mattresses, pillows and cushions) that are provided by the landlord in private rented dwellings, including any furniture that has been left in the property by previous tenants for the use of the current or future tenants, must comply with the Furniture and Furnishings (Fire) (Safety) Regulations 1988.

Any furniture and appliances that have been left in the property by previous tenants and are retained for the use of the current or future tenants become the responsibility of the landlord to maintain in a safe condition.

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4. Useful Information

1.33. List of Building Regulations Approved Documents

[Part A: Structure](#)

[Part B: Fire safety](#)

[Part C: Site preparation and resistance to contaminants and moisture](#)

[Part D: Toxic substances](#)

[Part E: Resistance to sound](#)

[Part F: Ventilation](#)

[Part G: Sanitation, hot water safety and water efficiency](#)

[Part H: Drainage and waste disposal](#)

[Part J: Combustion appliances and fuel storage systems](#)

[Part K: Protection from falling, collision and impact](#)

[Part L: Conservation of fuel and power](#)

[Part M: Access to and use of buildings](#)

[Part P: Electrical safety](#)

[Part Q: Security in dwellings](#)

[Part R: High speed electronic communications networks](#)

[Part 7: Material and workmanship](#)

EXECUTIVE – 6 OCTOBER 2022

RECOMMENDATION FROM LICENSING COMMITTEE – REVIEW OF TAXI FARES

Executive Summary

Attached is a report to be received by the Licensing Committee on 4 October. A supplementary paper containing a minute extract and any recommendations to the Executive will be tabled at the meeting.

Background Papers: None.

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Date Published: 28 September 2022

LICENSING COMMITTEE – 4 OCTOBER 2022

REVIEW OF TAXI FARES

Executive Summary

This report covers proposals relating to the setting of Hackney Carriage Fares.

The first proposal is to introduce a more robust method of calculating fares for Hackney Carriages based on a tried and tested method (and judicially reviewed with success) as established by Guildford Borough Council and upon introduction would give the Council an easier, clearer and fairer method of setting maximum fares for Hackney Carriages.

In order to do this it is proposed that the Executive delegate authority to the Head of Legal Services to review the table of fares annually or more frequently in exceptional circumstances in consultation with the Licensing Portfolio Holder and determine any changes to the table of fares that may be necessary. This would give the Licensing Authority the ability to make minor amendments based on any changes in social or financial details, ensuring the department is able to make necessary changes based on the adopted methodology and adapt as required without the need to bring each minor change before Full Council or Executive.

The Licensing Committee is requested to review the proposals and resolve that the resolutions set out below be recommended to the Executive. Following approval by the Executive, the Licensing Authority would be required to act quickly for the benefit of the taxi drivers by undertaking a formal consultation on the proposals. The outcome of the consultation would then be considered by the Licensing Portfolio Holder and Head of Legal Services. The Head of Legal Services would agree any changes to the table of fares as set out under the delegated authority arrangements below.

Recommendations

The Committee is requested to:

RECOMMEND TO EXECUTIVE That

- (i) the proposed method of working out the Hackney Carriage Fares be formally adopted;**
- (ii) delegated authority be given to the Head of Legal Services in consultation with the Licensing Portfolio Holder to act on behalf of the Council in agreeing to any future changes to Hackney Carriage Fares; and**
- (iii) it be agreed that the fares are to be reassessed as a matter of priority by the Licensing Authority to ensure that the maximum fares the Hackney Carriage trade can charge are not being restricted at a time of record inflation and rising fuel costs, by way of a required statutory consultation with the outcomes considered by the Head of Legal Services in consultation with the Licensing Portfolio Holder.**

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

Background Papers: None.

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Date Published: 26 September 2022

1.0 Introduction

- 1.1 The Local Government (Miscellaneous Provisions) Act 1976 allows the Council to set the maximum costs and fares that drivers may charge the public for journeys taken in a taxi. In this context “the Council” means the Executive by virtue of The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended).
- 1.2 In setting taxi fares, the Council has to balance any increase of taxi fares against the needs of the travelling public.

2.0 Proposal to introduce a new calculation for setting taxi fares

- 2.1 This is the Council’s proposed procedure for setting taxi fares for distance and time and other charges in connection with the hire of a taxi.
- 2.2 If the Council decide to vary the rates or fares, the Licensing Authority will advertise the proposed changes in a local newspaper. This will contain the date on which the new fares will take effect. The Authority will receive objections for a period of 14 days from the notice. The Authority will also make a copy of the notice available for inspection at the Council’s offices for the same period.
- 2.3 Where the department does not receive any objections to the proposed changes the amended fares and charges will take effect on the date specified in the notice.
- 2.4 If the department does receive objections the Head of Legal Services in consultation with the Licensing Portfolio Holder will consider them within two months and approve the final table of fares.
- 2.5 This procedure sets out the process for calculating taxi fares and other charges, which includes a methodology (a process that sets out cost factors relevant to operating a taxi in Woking); calculator (an excel spreadsheet which contains the formulae for calculating the fares) at Appendix 1; and table of fares (a document setting out the charges and other costs that a taxi driver may demand for each journey) at Appendix 2. Appendix 3 is a version of the calculations set out in Appendix 1 and 2 but with a rough layout of Woking’s figures inserted to show how it would change the current fares within the Borough. Appendix 3 also contains comparisons as to what the drivers would be charging compared with what they are currently able to charge, as well as where Woking currently stands compared to other Surrey authorities y and after the adoption of the proposed changes.
- 2.6 The procedure sets out the factors that the Authority will use when calculating the costs associated with operating a taxi in Woking. The values of these may change each year. It is proposed to review the values immediately if this method is implemented then annually, and in exceptional circumstances, where necessary in future.

3.0 Background

- 3.1 This method of calculating taxi fares was established by Guildford Borough Council’s Licensing Team and has proven to be tried and tested in the courts and is, therefore, considered legally robust.
- 3.2 The Guildford review was undertaken in 2016 following concerns about increased costs faced by drivers arising from the new policy of mandatory livery and BTEC qualification. Following adoption of these policies, the costs together with a removal of the “radio” fee were considered by the Licensing Committee and approved by their Executive in 2016.
- 3.3 The calculator was run with these figures and consulted upon, with the objections considered and the decision taken to implement the new reduced fares.

- 3.4 The decision to adopt the new fares was subject of a Judicial Review by the taxi trade, who obtained an emergency injunction preventing the implementation of the fares until the Judicial Review had been concluded.
- 3.5 The challenge was dismissed in December 2017 with the Judge finding comprehensively in Guildford's favour.
- 3.6 There are a number of points in the Judge's decision which would assist in defending any challenge against future reviews.
- 3.7 Guildford had gone to considerable lengths to try to ascertain the correct costs for running a taxi by consulting the trade. The Judge considered it reasonable, in the absence of consultation data from the trade, to take the average costs of owning and running a normal vehicle in a relevant price band as a starting point for considering what costs to allow in the calculation of the table of fares.
- 3.8 Guildford was justified in selecting the AA data over other sources, provided it was adjusted to the taxi trade as necessary.
- 3.9 The Judge also took the view that if the taxi trade considered that Guildford's estimates of the costs that such a driver incurs were incorrect the operators of hackney carriages only had themselves to blame for not submitting sufficient reliable evidence on such costs in the consultations that Guildford had conducted.

4.0 Methodology

- 4.1 The Council will use the following process to calculate the total running costs associated with operating a taxi in Woking.

5.0 The Costs of Running a Taxi

- 5.1 The Licensing Authority will use the Automobile Association (The AA) values contained in the annual motoring costs report that are relevant to a new diesel vehicle within the £26,000 to £36,000 price bracket, when calculating the running costs associated with operating a taxi in Woking. That is because the majority of these licensed taxis use diesel fuel and fall within this price bracket when new.
- 5.2 The total annual cost of running a taxi per mile is variable and we will identify this value as item B on the fare calculator.
- 5.3 The AA divides the cost of running a car into charges and costs. Standing charges are the basic costs of keeping the vehicle ready for use on the road. The running costs are those that depend directly on using the vehicle.
- 5.4 The standing charges are set out in paragraph 7 as below:
 - depreciation
 - cost of capital
 - annual cost of insurance
 - cost of road tax
 - cost of breakdown cover

5.5 The running costs are set out in paragraph 8 as below:

- cost of fuel per litre
- cost of replacement tyres
- service labour costs
- cost of replacement parts
- cost of parking and tolls

6.0 Adjustment for Inflation

6.1 When implemented by Guildford Borough Council, one of the main elements of challenge to the Judicial Review of the 2016 fares was that the AA data was out of date. The data used for the setting of Guildford's 2016 fares was the AA Running Costs 2014, published by the AA in July 2014. At the time using this data was not disadvantageous to the taxi trade as the ONS RPI Motoring Expenditure Costs Index had shown a sustained deflation of the cost of motoring between March 2014 to May 2016.

6.2 The AA has, however, ceased producing its annual "Running Costs" upon which the methodology is based. Since the 2018 fare review, Guildford Borough Council has calculated fares using the previously approved 2014 Figures, however adjusted for inflation using the ONS RPI Motoring Expenditure Costs Index. During their consultation, no comments from the trade were received about this adjustment. The Licensing Authority considers this to be a reasonable approach.

7.0 Standing Charges

Depreciation

7.1 Different vehicles lose value at different rates depending on their make, age, mileage and condition.

7.2 The AA motoring costs assume depreciation over 4 years at a variable value per year. The Licensing Authority will use the AA value when calculating the overall cost per mile.

Cost of Capital

7.3 The value used represents the loss of income from the owner having money tied up in a vehicle, which could otherwise be earning money in a deposit account.

7.4 The AA calculation of the cost of capital may vary each year. The Licensing Authority will use the AA value when calculating the overall cost per mile.

Annual Cost of Insurance

7.5 The value used by the AA is a UK average for a fully comprehensive policy with 60 per cent no-claims discount.

7.6 The AA's calculation of the cost of insurance may vary each year. The Licensing Authority will use the AA value when calculating the overall cost per mile.

Cost of Road Tax

- 7.7 A diesel vehicle falling within the £26,000 to £36,000 bracket generally falls within Band J for vehicles with a CO2 emission of 186-200g/km for the purposes of road tax.
- 7.8 The Licensing Authority will use the cost of road tax based on the current cost of a vehicle falling within Band J.

The Average Cost of Breakdown Cover

- 7.9 The AA calculation of the average cost of breakdown cover may vary each year.
- 7.10 The Licensing Authority will use the AA value when calculating the overall cost per mile.

8.0 Running Costs

The Average Cost of Fuel per Litre

- 8.1 The AA uses values based on the national average fuel cost per litre. The Licensing Authority use the values from the latest AA fuel price reports.
- 8.2 The Licensing Authority recognises that fuel prices often change throughout the year. It is not practical to recalculate the running costs of a taxi each time the fuel costs increase or decrease. Therefore, in addition to the average cost of diesel we will include an additional 5 pence per litre to allow for any upward changes to the cost of fuel that may occur during the year.

Cost of Replacement Tyres

- 8.3 The AA quotes the average tyre life at approximately 27,000 miles. The AA bases the tyre prices on online tyre dealer prices and not main dealer prices, which will inevitably be higher.
- 8.4 The Licensing Authority will multiply the AA's cost per mile by the annual average mileage completed by a licensed taxi in Woking to obtain the overall cost per mile in relation to tyres.

Service Labour Costs

- 8.5 The Service Labour costs cover normal servicing and parts replacement taking UK average labour rates.
- 8.6 The Licensing Authority will multiply the AA's cost per mile by the annual average mileage completed by a licensed taxi in Woking to obtain the overall cost per mile in relation to service labour.

Cost of Replacement Parts

- 8.7 Replacement parts are items that may require replacement through normal driving conditions such as brake materials, oils, filters, bulbs, wipers etc.
- 8.8 The Licensing Authority will multiply the AA's quoted cost per mile by the annual average mileage completed by a licensed taxi in Woking to obtain the overall cost per mile in relation to service labour.

Cost of Parking and Tolls

- 8.9 Responses from the taxi trade to previous consultation indicated that drivers incur parking charges when they take passengers to the airports. Therefore, The Licensing Authority will include this factor.

8.10 The Licensing Authority will multiply the AA's cost per mile by the annual average mileage completed by a licensed taxi in Woking to obtain the overall cost per mile for parking and tolls.

9.0 Additional Costs

9.1 The Licensing Authority will use the below additional costs associated with operating a taxi in Woking.

Average Annual Salary (Median)

9.2 The Licensing Authority will include an appropriate level of remuneration for taxi drivers that is relevant to Woking. The Council uses the most recent information published by the Office for National Statistics in its Annual Survey of Hours and Earnings (ASHE) in relation to Woking.

9.3 The Licensing Authority will use the median value of the following data tables:

- place of Work by Local Authority
- place of Residence by Local Authority
- place of Work by Parliamentary Constituency
- place of Residence by parliamentary constituency

9.4 The Licensing Authority will use the median value of the four data sets to calculate the median annual gross salary for Woking. We use the median rather than the mean because outliers at the extremes of the data set do not influence it, which can often be the case when calculating income data for a group of people.

9.5 The value of the average salary is variable and we will identify this as item A and Item 1 on the fare calculator.

Annual Fees

9.6 The Licensing Authority will also include the following variable annual costs associated with running a taxi in Woking:

- the cost of the annual vehicle licence and vehicle test fees. We identify this as Item D on the fare calculator.
- the cost of the annual driver's licence fee. We use the pro-rata annual rate and identify this as Item H on the fare calculator.
- the cost of the annual Woking Railway Station Taxi Rank permit. We identify this as Item G on the fare calculator.

BTEC Policy Costs

9.7 Woking Council Licensing Policy requires existing drivers to complete a BTEC qualification. Research from BTEC providers indicates that the typical cost of this qualification is £350. A contribution of £117 per year for the next 3 years is therefore included in the calculator to allow drivers to recover the cost of this qualification through taxi fares.

9.8 The value of these additional costs is included as item I in the calculator.

Taxi Roof Sign and Meter Costs

- 9.9 All taxis have to be equipped with a roof sign and meter. There is a one of cost of supplying a roof sign and meter, and the meter has to be adjusted annually to the current tariff.
- 9.10 Discussion with meter agents indicates that a roof sign costs £100, and a meter £400. An annual tariff change costs £10. Over a 10 year life of a vehicle these this is a cost of £60 per year.

Additional Insurance Costs

- 9.11 The Council acknowledges that driver's insurance premiums may be higher than average because of the 'hire and reward' element of driving a taxi. An additional allowance for this element will be included in the fare calculator.
- 9.12 The value of this additional cost is variable and we identify this as item C on the fare calculator.

The Cost of a Card Payment Device

- 9.13 The Licensing Authority has also introduced a requirement for all taxis to accept payment by credit/debit card. An allowance of £500 per year is included in the running costs to allow the trade to recover the cost of providing a device.

10.0 Calculations

- 10.1 The Licensing Authority will use the below calculations associated with operating a taxi in Woking.

The Average Annual Mileage (Mean)

- 10.2 The Licensing Authority uses the mean value of the annual number of miles travelled by each taxi driver when we calculate the cost per mile.
- 10.3 The value of the mean annual mileage is variable and we will identify this as item E on the fare calculator.
- 10.4 We obtain the annual number of miles travelled by each taxi by recording the odometer readings when the drivers present their vehicles for renewal and the mileage is recorded.
- 10.5 The Licensing Authority then divide the total number of miles travelled by all licensed taxis by the number of licensed taxi drivers to provide the mean annual mileage.

Dead Mileage (Mean)

- 10.6 Dead mileage is the number of miles travelled by a taxi without a fare paying passenger but excludes:
- the number of miles travelled by each driver to and from work
 - the number of miles travelled by each driver on private journeys
 - the number of travelled by each driver on unmetered journeys
- 10.7 The value of the dead mileage is variable and we identify this as item F2 on the fare calculator.

- 10.8 A number of factors prevent an exact calculation of dead mileage. If a taxi takes a customer from (A) to (B) and always returns empty to (A), the dead mileage will always be half of the total mileage. The factors are:
- taxis do not always return empty to the point of initial departure
 - taxis may travel with a customer from point A to point B and then from point B to point C thus not enduring any dead mileage
 - the taxi may be flagged down whilst returning empty to point A therefore the dead mileage will not always be the same distance as the initial paid mileage
 - taxis may operate by being pre-booked and this can reduce the amount of dead mileage for example from Point A to the taxi rank and then from the taxi rank to point B
 - taxi drivers use the vehicle travelling to and from work
 - some drivers use their taxi for personal journeys away from work
- 10.9 The Licensing Authority expresses the maximum level of dead mileage as a percentage of the overall mileage and we identify this at item F1 on the fare calculator.
- 10.10 If a taxi takes a customer from point A (the rank) to point B and the taxi always, returns to point A without a customer on board the dead mileage would be approximately 50 per cent of the total mileage. We therefore use 50 per cent as the starting point for the calculation.
- 10.11 It is however impossible to gauge an accurate measure of dead mileage due to the differing variables identified for each driver above.
- 10.12 Information supplied by HMRC shows that the level of dead mileage will vary between council areas and cannot therefore, be stated as a fixed percentage. HMRC is aware that taxi journeys carried out on contract such as home to school trips or pre-agreed fares to airports will not always be recorded on the taximeter and could appear to be dead mileage when in fact there is a fare paying passenger in the vehicle. HMRC also state that any travel to and from the taxi drivers place of work is not deemed to be dead mileage for the purposes of calculating tax liability. Both of these factors therefore reduce the amount of dead mileage that can be included in the overall calculation.
- 10.13 Previous consultation with taxi drivers provided information to show that dead mileage accounts for between 33 per cent and 50 per cent of the total mileage travelled by the taxi.
- 10.14 It is clear from information provided by HMRC, the taximeter agents and consultation responses that a number of factors will cause this initial percentage to reduce such as travel to and from work, private journeys and unmetered journeys.
- 10.15 An issue only arises in relation to mileage completed whilst travelling to and from work if the driver does not live within the Borough of Woking. A driver who is resident in Woking can ply for hire immediately within the district in which the driver is licensed. However, the driver who is not resident in Woking cannot ply for hire until the driver is within the Woking Borough Boundary. Therefore, any mileage travelled before entering Woking cannot be included in the dead mileage calculation.
- 10.16 None of the 2016, 2017, 2018 and 2019 consultations carried out by Guildford provided sufficient evidence to identify the exact amount of dead mileage travelled by taxis in their area. The rate of dead miles was set at 45% for fare reviews in 2013, 2015, 2016, 2018 and 2019

and the consultation responses do not provide any evidence in order to justify any changes to this figure.

Average Live Mileage (Mean)

10.17 The average live mileage is the number of miles travelled by a taxi with a fare-paying passenger. We calculate the average live mileage by subtracting the dead mileage from the total mileage.

10.18 The value of the average live mileage is variable and we will identify this as item 4 on the fare calculator.

Typical Distance per Journey (Mean)

10.19 Information obtained through consultation with the taxi trade shows that each licensed taxi typically travels a distance of 2 to 3 miles per journey.

10.20 The Licensing Authority will therefore use the mean value of 2.5 miles for the typical distance travelled for each journey.

10.21 The value of the typical distance is variable and the Licensing Authority will identify this as item J on the fare calculator.

Average Number of Journeys (Mean)

10.22 The Licensing Authority will calculate the mean number of journeys travelled in a year by a taxi in Woking by dividing the average live mileage by the average distance per journey.

10.23 The value of the average number of journeys is variable and the Licensing Authority will identify this as Item K on the fare calculator.

Calculation of Total Cost per Mile

10.24 The Licensing Authority then calculate the total cost per mile by dividing the total of the standing charges and running costs by the average annual mileage.

10.25 The value of the total cost per mile is variable and the Licensing Authority will identify this as item B on the fare calculator.

Calculation of the Fare Charged per Mile

10.26 The Licensing Authority then use the taxi fare calculator at Appendix 2 to determine the charge for each distance unit.

Total Cost per Mile

10.27 The Licensing Authority uses the values of each factor set out above to calculate the cost per mile of running a taxi in Woking (Item 5 on the calculator). The formula is set out below:

To calculate the average running costs (Item 2 on the calculator) the Licensing Authority:

- Multiply the cost per mile of running a diesel car (Item B on the calculator) by the annual average mileage of a Woking taxi (Item E on the calculator)

and add

- Items C, D, G, H and I

To calculate the total running costs (Item 3 on the calculator) the Licensing Authority add the annual salary (Item 1 on the calculator) to the average running costs (Item 2 on the calculator).

To calculate the cost per mile (Item 5 on the Calculator) the Licensing Authority divide the total running costs (Item 3 on the Calculator) by the average live mileage total (Item 4 on the calculator)

Total Charge per Mile

10.28 The Licensing Authority identify the total charge per mile as Items 6(a) and 6(b) on the fare calculator.

10.29 The fare for each journey will always include a fixed cost for an initial distance. This is the 'flag drop' (see 38.0 below).

10.30 The Licensing Authority prevent the flag drop from artificially exaggerating the cost per mile when setting the total that charge per mile. The Licensing Authority achieve this by using the following calculation:

- subtract the average number of journeys (Item K on the Calculator) multiplied by the 'flag drop' (Items T1, T2, T3 and T4 on the Calculator) from the total running costs (Item 3 on the Calculator) and then
- divide this figure by the average live mileage (Item 4 on the Calculator) to give the Total Charge per Mile (Items 6(a) and 6(b) on the Calculator)

The Unit Charge

10.31 The unit charge is the cost to travel each distance unit or part of each unit. It can be any value as long as it is a multiple of 10 pence. The Licensing Authority identify this as Items N, 7(a) and 7(b) on the fare calculator.

Calculation of the Distance Unit

10.32 The distance unit is the number of yards travelled for each unit charge. The Licensing Authority identify the distance unit as Item L on the fare calculator.

10.33 The Licensing Authority calculate the distance unit by dividing 1760 yards (1 mile) by the total charge per mile (Item 6 on the Calculator) and then multiplying by the unit charge (Item N on the Calculator).

Calculation of Distance Units per Mile

10.34 The Licensing Authority identify the number of distance units per mile as Item M on the fare calculator.

10.35 The Licensing Authority calculate the number of distance units per mile by dividing 1760 (1 mile) by the unit distance.

Calculation of Charge by Time per Unit

10.36 The Licensing Authority calculate the charge by time per unit by dividing 5 minutes and 10 seconds by the number of units per mile (Item M on the fare calculator).

10.37 The Licensing Authority identify the charge by time per unit as Items 8(a) and 8(b) on the fare calculator.

11.0 Table of Fares / Fixed Costs

11.1 The Fare Chart sets out some non-variable fees for Flag Drop and Extras which are set out and explained below.

Flag Drop

11.2 The 'flag drop' is the fixed cost that can be charged for an initial distance. It is universal in its application and is included in the cost of all journeys. It offers the taxi driver a minimum return for every journey. In the absence of a flag drop, all journeys would start at zero.

11.3 The flag drop encourages the supply of journeys that cover a short distance. If the cost is set too high, it can discourage overall demand for taxis and must be set at an appropriate level.

11.4 The Licensing Authority take relevant local factors into account when setting the flag drop and any decision on changing the flag drop will be taken by the Lead Councillor, in consultation with the Legal Services Manager.

11.5 The Licensing Authority identify the flag drops as Items T1 to T4 and 8(b) on the fare calculator.

Extras

11.6 In addition to the charge per mile, the Licensing Authority will apply an extra charge for each passenger carried in excess of two. We base this on current practice and local circumstances and this assists the drivers of larger vehicles, which have a lower fuel economy. These vehicles are predominantly wheelchair accessible so the Licensing Authority set this extra charge to provide an incentive for such vehicles to remain licensed. We identify this extra charge as Item 9 on the fare calculator.

11.7 The soiling charge is necessary to enable proprietors or drivers to recover the costs of cleaning the vehicle. The Licensing Authority set the extra charge to reflect current costs. The Licensing Authority identify this extra charge as Item 10 on the fare calculator.

12.0 Corporate Strategy

12.1 The Council's statutory responsibilities contribute to promoting a strong and vibrant economy and the protection of the local and travelling public.

13.0 Implications

Finance and Risk

13.1 Hackney Carriage fees and fares can be challenged and judicially reviewed in the Magistrates' Court under the Local Government (Miscellaneous Provisions) Act 1976 and so it is important to make sure that the fees and fares set by the Licensing Authority in Woking are comprehensive.

Equalities and Human Resources

13.2 None arising from this report.

Legal

13.3 The Council is the licensing authority for the purposes of the Licensing Act 2003, the Local Government (Miscellaneous Provisions) Act 1976 and the Policing and Crime Act 2017 for matters such as Premises Licences and Taxi and Private Hire.

14.0 Engagement and Consultation

- 14.1 An informal preliminary consultation was carried out with emails sent to 220 drivers on 19 April 2022. A total of five responses were received, all of which were in agreement with the suggested changes and some responses indicated a need for the changes to be dealt with as a matter of priority.
- 14.2 As part of the legislative requirements, a full Consultation with the licensed trade is required, which would include an advert in a local newspaper, before the finalised amounts can be agreed under delegated authority by the Head of Legal Services in consultation with the Licensing Portfolio Holder under the proposals set out in this report.

REPORT ENDS

Taxi Fares Calculator

ITEM	Average Running Costs Per Vehicle	Flag Drop	ITEM	Enter Annual Values in the Pink Boxes
1	Average Annual Salary (Equals Item A)	T1 3.00	A	Average Annual Salary
2	Average Running Costs Items (B X E) + (C + D + G + H + I)	T2 3.50	B	Costs of Running Diesel Car (per mile)
3	Total Running Costs (Item 1 + Item 2)	T3 6.00	C	Additional Allowance for Insurance
4	Average Live Mileage (Item E - Item F)	T4 4.00	D	Annual cost of Hackney Carriage Licence
5	Cost per mile Item 3 ÷ Item 4		E	Annual Average Mileage
6	Total Charge per Mile Item 3 - (Item K x Item T1) ÷ Item 4		F	Dead Mileage Item F1 %
	Charge for each distance unit is:		G	Annual Station Rank Fee
	Tariff 1	Tariff 2	H	Annual Cost of Driver's Licence (Pro-Rata)
7	Item L yards = Item 7(a) pence Item 7(b)		I	Average Cost to Use Radio Circuit
	(Item 6 ÷ Units per Mile)		J	Typical Journey Distance (Miles)
8	Charge for time per unit Item 8(a) Seconds Item 8(b)		K	Average number of journeys
9	Each passenger in excess of one Item 9		L	Distance Unit = Unit Charge X (1760/charge per mile)
10	Soiling charge Item 10		M	Units per mile (1760 / Unit Distance)
			N	Charge Per Unit Item N Pence

Appendix 2 – Hackney Carriage Fare Chart

HACKNEY CARRIAGE FARE CHART effective (Date TBC) FARES FOR DISTANCE & TIME

All distance and time charges include uncompleted parts thereof.

Tariff 1: DAYTIME RATES: (except where rates 2 or 3 apply)		Tariff 2: NIGHT AND HOLIDAY RATE:		Tariff 3: DOUBLE DAYTIME RATE:		4. EXTRA CHARGES:	
Rate per mile: Item 6(a) after first mile		Rate per Mile: Item 6(b) after first mile		Rate per Mile: Double Item 6(a) after first mile			
HIRINGS BETWEEN 7am and 11pm		HIRINGS BETWEEN 11PM AND 7AM AND NATIONAL PUBLIC HOLIDAYS (except where Double Day Rate applies)		HIRINGS BETWEEN:			
£ Item T1 (Mon – Sat)	Maximum charge up to (Item L) yards or Item 8(a) seconds	£ Item T2 (Mon-Sun)	Maximum charge up to (Item L) yards or Item 8(b) seconds	1) 11pm on Christmas Eve and 5am on 27 December; and 2) 11pm on 31 December and 7am on 1 January	For each passenger in excess of One:	Item 9 (pence)	
£ Item T4 (Sun)		Item 7(a) (pence)				For each additional (Item L) yards or Item 8(a) seconds.	Item 7(b) (pence)

ALL LUGGAGE CARRIED INSIDE OR OUTSIDE THE PASSENGER COMPARTMENT IS FREE OF CHARGE.

IMPORTANT

If the journey takes the taxi outside the Guildford Borough area, the driver MUST still charge in accordance with the above scale unless he/she has agreed otherwise with the hirer before the journey has started. These are the maximum fares chargeable.

COMPLAINTS

Appendix 3 – Woking Figure Estimations

Item	Estimated Figure	How its calculated
Annual average salary for Woking (based on ONS stats)	£35,176.25	Median average for Full time workers from ONS ASHE for those working and living in Woking as a parliamentary area and those living and working in Woking as a geographical area.
Estimated average annual mileage for a Woking taxi	20,363 miles	Calculated by looking at annual mileage of all HCV over the last three to five years, median of all results
The amount of mileage without a fare paying passenger (based on Dead Mileage Rate)	9,163 miles	Dead mileage is worked out at 45% of the Estimated annual mileage
The amount of mileage with a fare paying passenger	11,200 miles	Based on removing the 45% dead mileage we then get the distance travelled with a fare paying passenger.
The average mileage travelled for each fare paying journey in Woking	2.5 miles	Based on Guildford estimations and the number agreed with by the trade following consultation
The average number of journeys travelled with a fare paying passenger	4,480	Mileage with a fare paying passenger divided by average mileage per journey
Dead mileage* rate	45%	As per the report.
Annual vehicle depreciation (based on AA stats)	£3692.35	Based on AA states (as per the report)
Cost of capital	£592.22	As per the report.
Annual cost of insurance	£1157.92	As per the report.
Cost of Road Tax	£190	As per national figures.
Average breakdown cover	£54.73	As per the report.

Review of Taxi Fares

Average cost of fuel per litre over past 12 months, plus an additional 5 pence	161.61 pence	As per the report and national figures.
Annual cost of tyres (based on AA Stats in conjunction with estimated annual mileage)	£513.16	As per the report.
Annual service labour costs	£568.89	As per the report.
Annual cost of replacement parts	£759.29	As per the report.
Annual cost of parking and tolls	£508.52	As per the report.
Annual station rank permit	£1145	As per information received from Adele Richards, Ancillary Revenue Executive at South Western Railway, April 2022
Annual Hackney Carriage Licence fee	£190	As per WBC fees and charges.
Vehicle test fees	£100 (£50 x 2)	Vehicle tests are around £50 and mandatory twice a year for Hackney Carriages
Driver Licence fee (pro rata)	£87	£260 for a three year licence divided by three
Cost of providing a roof sign and meter (over a ten year period)	£60	As per information from drivers.
Cost of card payment terminal (per year)	£500	As per information from drivers.

It should be noted that these figures are done as a rough investigation into the amounts. The consultation that is required for the next step would allow drivers to review these amounts and make comments if they feel they are inaccurate or need amending in any way.

Proposed new Taxi Fare Chart rates using above estimated figures.

Woking Hackney Carriage Fares Calculator 2022

ITEM	Average Running Costs Per Vehicle	Flag Drop	ITEM	Enter Variable Data in Pink Boxes on this sheet and "Calc for running costs"
1	Annual Salary (A) £35,176.25	T1 3.00	A	Average Salary £35,176.25
2	Average Running Costs (B X E)+ (C + D + G + H + I) £13,547.41	T2 3.50	B	Costs of Running Diesel Car (per mile) £0.45 (From "Calc for running costs")
3	Total Running Costs (1 + 2) £48,723.66	T3 6.00	C	Additional Allowance for Insurance £500.00
4	Average Live Mileage (E - F) 12,771.00	T4 4.00	D	Annual cost of Hackney Carriage Licence £343.74
5	Cost per mile 3 ÷ 4 £3.82		E	Annual Average Mileage 23,220.00
6	Total Charge per Mile (3 - K x T1) ÷ 4 £2.62	£3.92	F	Dead Mileage 45% 10,449
	Charge for each Distance Unit is: (incorporating flag drop)		G	Annual Station Rank Fee £1,038.00
	135 yards (L) = 20.00 pence	30.00	H	Annual Cost of Driver's Licence (Pro-Rata) £127.85
7	Round to nearest 10 pence 20 pence	30	I	Average annual cost of BTEC, Roof Sign and Meter £1,010.00
	Rounded Charge per Mile £2.60	£3.90	J	Average Journey Distance (Miles) 2.5
	Charge for time per unit 24	24	K	Average number of journeys 5108.40
	Charge for time. One mile or 5 minutes and 10 seconds	5 10	L	Distance unit = Unit charge x (1760/charge per mile) 135 yards
	Date fare chart effective from	Day Month Year 13 July 2019	M	Units per mile (1760/Unit Distance) 13.08
			N	Charge per unit (input values from 7) 20.00 pence
			O	For each passenger in excess of one (pence) 50 pence
			P	Soiling the carriage leaving it unfit (pounds) £100

Version 2 Last Verified July 2015

WOKING BOROUGH HACKNEY CARRIAGE FARE CHART effective 13 July 2019

FARES FOR DISTANCE & TIME

All distance and time charges include uncompleted parts thereof.

Tariff 1: DAYTIME RATES: (except where rates 2 or 3 apply)	Tariff 2: NIGHT AND HOLIDAY RATE:	Tariff 3: DOUBLE DAYTIME RATE:	4. EXTRA CHARGES:
Rate for the first mile: £5.42 Mon - Sat and £6.42 Sun	Rate for the first mile: £7.12	Rate for the first mile: £10.83	
Rate for each mile thereafter: £2.62	Rate for each mile thereafter: £3.92	Rate for each mile thereafter: £5.24	
HIRINGS BETWEEN 7am and 11pm	HIRINGS BETWEEN 11PM AND 7AM AND NATIONAL PUBLIC HOLIDAYS (except where Double Day Rate applies)	HIRINGS BETWEEN:	
£3.00 (Mon - Sat)	£3.50 (Mon-Sun)	1) 11pm on Christmas Eve and 5am on 27 December; and 2) 11pm on 31 December and 7am on 1 January	For each passenger in excess of One: 50p
£4.00 (Sun)			
20p	30p		Soiling the carriage leaving it unfit for immediate subs hiring: £100

ALL LUGGAGE CARRIED INSIDE OR OUTSIDE THE PASSENGER COMPARTMENT IS FREE OF CHARGE. ANY ASSISTANCE DOG IS CARRIED FREE OF CHARGE. PAYMENT BY CREDIT/DEBIT CARD IS FREE OF CHARGE.

IMPORTANT

If the journey takes the taxi outside the Woking Borough area, the driver MUST still charge in accordance with the above scale unless he/she has agreed otherwise with the hirer before the journey has started. **These are the maximum fares chargeable.**

COMPLAINTS

Any complaints about a taxi or driver should be directed to: Licensing Team, Woking Borough Council, Gloucester Square, Woking, GU21 6YL or (01483) 755855, licensing@woking.gov.uk; quoting, if possible, the taxi plate number and/or the driver's badge number.

In order to see how this would benefit drivers, we have created a comparison of fare rates (based on mileage alone, not time) which shows how the increase would be calculated.

Below is a chart showing the old rate (for daytime and night-time) and the proposed new rate (for daytime and night-time) so that Councillors can see how this would increase the maximum charge drivers can make per mile.

Miles	Current Rate		New proposed Rate	
	Daytime	Nighttime	Daytime	Nighttime
1	£4.60	£6.25	£5.60	£7.40
2	£6.70	£9.40	£8.20	£11.30
3	£8.50	£12.10	£10.80	£15.20
4	£10.30	£14.80	£13.40	£19.10
5	£12.10	£17.50	£16.00	£23.00
10	£22.90	£33.70	£29.00	£42.50
15	£33.40	£49.45	£42.00	£62.00
20	£43.90	£65.20	£55.00	£81.50
25	£54.40	£80.95	£68.00	£101.00
50	£107.20	£160.15	£133.20	£198.80
100	£212.80	£318.55	£263.60	£394.40

Each month, Private Hire Trade Magazine (PHTM) provides a list of all Authorities in the UK with the amount their licenced Taxis charge for a two mile journey.

Currently Woking is 188th in the Country (out of 355 Authorities) which shows that nationally, our fares are lower than they should be for the area.

When you compare this with the other Authorities in Surrey you can see the difference.

Local Authority	Fare (2 Mile)	Ranking
Guildford Borough Council	£10.00	2nd
Epsom and Ewell Borough Council	£9.80	3rd
Surrey Heath Borough Council	£7.80	28th
Waverley Borough Council	£7.80	29th
Reigate and Banstead Borough Council	£7.20	66th
Mole Valley District Council	£7.10	77th
Runnymede Borough Council	£7.10	81st
Woking Borough Council	£6.40	188th

Review of Taxi Fares

Spelthorne Borough Council	£6.20	221st
Elmbridge Borough Council	£6.10	235th
Tandridge District Council	£5.90	271st

As can be seen, the fares for the Surrey Authorities vary considerably, but the average sits around £7.40. Woking is currently below average.

An increase under the proposed fare chart would take the cost for a two mile journey up to around £8.00-£8.20, which would be above the average but put us around the 11th to 23rd place in the Country (Rank 11 to 15 on the list are all £8.20, 15 to 23 are £8.00).

However this is just an example and should not be the basis for the decision. The requirement is to set the fare chart in accordance with drivers outgoing costs, which the method laid out in the report and in the appendices shows that we have done so.

EXECUTIVE – 6 OCTOBER 2022

CONFIDENTIALITY PROTOCOL ANNUAL REPORT

Executive Summary

The Council adopted a Confidentiality Protocol on 15 October 2020. The Protocol stipulates that an annual report shall be submitted to the Executive setting out the details of Non-Disclosure Agreements (NDAs), contractual confidentiality clauses and Part II designation. The Protocol itself is also subject to an annual review.

Recommendations

The Executive is requested to:

RESOLVE That the report be noted.

Reasons for Decision

Reason: To provide an annual report to the Executive.

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

Background Papers:	None.
Reporting Person:	Joanne McIntosh, Director of Legal and Democratic Services Email: joanne.mcintosh@woking.gov.uk, Extn: 3038
Contact Person:	Joanne McIntosh, Director of Legal and Democratic Services Email: joanne.mcintosh@woking.gov.uk, Extn: 3038
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:	28 September 2022

1.0 Introduction

1.1 The Council adopted a Confidentiality Protocol (Protocol) on 15 October 2020. The Protocol stipulates that an annual report shall be submitted to the Executive setting out the details of Non-Disclosure Agreements (NDAs), contractual confidentiality clauses and Part II designation. The Protocol itself shall be subject to an annual review. This is the second annual report following the adoption of the Confidentiality Protocol. A copy of the Confidentiality Protocol can be found at Appendix 1 to this report.

2.0 Non-Disclosure Agreements (NDAs)

2.1 It is normal practice for Councils to enter into a NDA when exploring commercial proposals with a third party. NDA's allow third parties to make proposals to the Council and for Officers to establish whether those proposals warrant formal consideration by the Council. NDAs are an important, but standard, part of local authority business practice.

2.2 The Protocol outlines the internal procedures the Council must complete prior to entering into a NDA.

2.3 In accordance with the Protocol the Monitoring Officer holds a register of NDA's. This register holds two active NDA. The register is available for inspection by Members of the Council.

2.4 Given the very nature of NDAs it is not possible to outline the details of the NDAs in this report. The below table details compliance with the Protocol in respect of NDAs. The Leader of the Council is consulted in accordance with the Protocol.

NDA Ref:	Date	Authorised by Statutory Officer	Review Date	Duration	Project Workbook
2021/01	01/03/21	Monitoring Officer (PB)	1/03/22 Reviewed – NDA terminated – project did not proceed	3 Years unless terminated earlier.	Y
2021/02	01/03/21	Monitoring Officer (PB)	1/03/22 Reviewed – NDA terminated – project did not proceed	3 Years unless terminated earlier.	Y
2021/03	23/06/21	Monitoring Officer (PB)	23/06/22 NDA still reasonably required. Next Review date 23/06/23	20 years unless terminated earlier.	Y

Confidentiality Protocol Annual Report

2022/01	25/02/22	Monitoring Officer (JM)	NA	Expires October 2022	Y
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3.0 Confidentiality Clauses

- 3.1 The Council shall on occasions enter into contracts/development agreements that contain confidentiality clauses. This is to ensure that commercially sensitive information remains private until it ceases to be sensitive.
- 3.2 The Monitoring Officer holds a register of contracts and development agreements which have been sealed by the Council and contain a confidentiality clause. The register is available for inspection by Members of the Council.

Date	Description
15/10/ 2020	Agreement for Microsoft 365 Implementation
28/10/2020	Appointment of Specialist Services
05/11/2020	Contract for provision of internet services
17/11/2020	Design and build contract
19/11/2020	Contract for demolition
25/11/2020	Housing contract
07/12/2020	Grant Agreement
08/01/2021	Contract for the supply, installation and maintenance of a car park management system
18/03/2021	Provision of cost management services
29/03/2021	Agreement for property and facilities management services
30/03/21	Loan Agreement
28/04/2021	Forest care conditions of contract
28/04/2021	ESPO Framework Agreement
28/04/2021	Contract for Demolition
20/05/2021	Agreement Loop Road play area refurbishment

24/05/2021	Service Level Agreement for the 'Next Step Agreement'
23/06/2021	Agreement – Planet Woking Project
24/06/2021	RICS short form of consultant appointment
24/06/2021	Professional Services Contract
20/07/2021	NEC Professional Services Contract
31/08/2021	Grant Agreement.
11/10/2021	Development Agreement
14/10/2021	Alliance Agreement
01/11/2021	Financial Review and Insight
01/11/2021	Transition Governance and Strategic Options Appraisal
03/11/2021	Design and build contract
10/11/2021	Improvement works contract
18/11/2021	Professional Appointment Contract
25/11/2021	Second Loan Agreement
01/12/2021	Loan Facility Agreement
20/12/2021	Management Agreement
07/02/2022	Services Agreement
15/03/2022	Preferred Developer Agreement
04/04/2022	Agreement for wayfinding Town Centre
09/05/2022	Minor Works Building Contract
26/05/2022	Construction Consultancy Services level agreement
23/06/2022	Electrical testing and inspection services contract agreement
27/07/2022	Development Agreement
27/07/2022	Family Support Agreement

4.0 Part II Items

- 4.1 The ability of the Council to consider an item of business on a Part II basis is strictly limited by statute. The Council has adopted, as part of its Constitution, Access to Information Rules. These set out when the Council must and may deal with business on a Part II basis.
- 4.2 In accordance with the Protocol the Monitoring Officer holds a register of Part II items. This register holds the reports listed below. The register is available for inspection by Members of the Council.

Meeting	Date	Report(s)	
Full Council	15 October 2020	Recommendations of the Executive of 8 October 2020. (Three separate property management reports and one Local Authority Company report. These reports are listed below as reports to the Executive on 8 October 2020) Confidential transaction report.	Includes commercially sensitive information which if made public could undermine future negotiations.
Executive	25 March 2021	Commercial tenant management report	Includes commercially sensitive information, in respect of rent negotiations which if made public could undermine future negotiations.
Executive	8 October 2020	Three separate property management reports. (Recommendations to Full Council) Local Authority Company report. (Recommendations to Full Council)	Includes commercially sensitive information, in respect of rent negotiations which if made public could undermine future negotiations.
Full Council	8 April 2021	Question to Council	Commercially Sensitive
Full Council	29 July 2021	Question to Council	Commercially Sensitive
Executive	9 September 2021	Two separate commercial tenant management reports.	Include commercially sensitive information which if made public could undermine future negotiations.
Taxi Licensing Sub Committee	19 July 2021 and 22 July 2021	Four separate reports by Officers in respect of individual taxi drivers.	Includes personal/sensitive information relating to an individual.
Licensing Sub-Committee A	16 September 2021	Refusal of Personal Licence (Alcohol)	Includes personal/sensitive information relating to an individual.
Standards Hearing Committee	29 September 2021	Confidential Code of Conduct matter	Includes personal/sensitive

Confidentiality Protocol Annual Report

			information relating to an individual.
Executive	18 November 2021	Loan Agreement Proposal	Contains financial information relating to another organisation which is commercially sensitive.
Taxi Licensing Sub Committee	12 January 2022	Report by Officers in respect of an individual taxi driver	Includes personal/sensitive information relating to an individual.
Executive	20 January 2022	Property Management	Includes commercially sensitive information which if made public could undermine future negotiations.

5.0 Review of the Protocol

5.1 The Protocol shall be subject to an annual review as part of the Executive's consideration of the annual report. There are no proposed amendments at this time.

6.0 Corporate Strategy

6.1 The report supports the Council's commitment to being an open and transparent organisation.

7.0 Implications

Finance and Risk

7.1 There are no implications arising from this report.

Equalities and Human Resources

7.2 There are no implications arising from this report.

Legal

7.3 There are no implications arising from this report.

8.0 Engagement and Consultation

8.1 It would not be appropriate to engage or consult on the subject matter of the report.

REPORT ENDS

Woking Borough Council

Confidentiality Protocol

Adopted 15 October 2020

1. Introduction

- 1.1 The Council is an open and transparent organisation. This enables residents to see what the Council is doing and, more importantly, why actions are taken by it. In this way, residents are able to hold the Council to account for its actions.
- 1.2 There will be rare occasions where the Council is involved in a transaction that needs to be kept confidential, in order to protect the interests of the Council and/or the party the Council is dealing with. The Council will only enter into confidentiality obligations when there are sound and clear-cut reasons to do so.
- 1.3 Confidentiality obligations fall into three main categories, (i) non-disclosure agreements (NDAs), (ii) confidentiality clauses in contracts and (iii) Part II items of business considered by Council, Executive and Committees. This Protocol deals with each category in turn, and sets out the issues and procedures that apply to these confidentiality obligations.
- 1.4 For the avoidance of doubt, this Protocol does not apply to situations where the Council is required to maintain the confidentiality of personal information e.g. information relating to (i) recipients of Council services and (ii) Council employees. This information will be processed in accordance with the relevant statutory provisions, including the Data Protection Act 2018 and the General Data Protection Regulation.

2. Non-Disclosure Agreements (NDAs)

- 2.1 It is normal practice for the Council to enter into a NDA when it is exploring a commercial proposal with a third-party. NDAs allow third-parties to make proposals to the Council, and for Officers to establish whether those proposals warrant formal consideration by the Council (normally by report to the Executive and/or Council). NDAs are an important, but standard, part of local authority business practice.
- 2.2 A NDA will only be entered into if one of the three Statutory Officers of the Council has, following (where practical) consultation with the Leader of the Council (or in his/her absence, the Deputy Leader of the Council), authorised completion of the same. In the event that all three Statutory Officers are absent (or are otherwise unable to act), authority to enter into a NDA may be given by a Deputy Statutory Officer.
- 2.3 The extent of confidentiality provided for in a NDA (including the period during which the information will be confidential) shall be the minimum amount reasonably required to enable the underlying proposal to be considered by the Council.
- 2.4 Full details of completed NDAs (together with a copy of the NDA) shall be included in:-
 - (a) a Register of NDAs maintained by the Monitoring Officer, and
 - (b) the Project Workbook, prepared under the Council's Project Management Framework, for the underlying proposal.

The Register of NDAs and Project Workbook shall be available for inspection by Members of the Council.
- 2.5 The need for a NDA to remain in effect shall be reviewed, on an annual basis, by the Monitoring Officer. The outcome of the review shall be recorded in the Register of NDAs.
- 2.6 An annual report shall be submitted to the Executive setting out details of NDAs still in effect.

3. Confidentiality Clauses in Contracts

- 3.1 On occasions, the Council will enter into business contracts/development agreements that contain confidentiality clauses. This is to ensure that commercially sensitive information remains private until it ceases to be sensitive. Such clauses routinely provide for publication of the information to be agreed between the parties.
- 3.2 The extent of confidentiality provided for in a business contract/development agreement (including the period during which the information will be confidential) shall be the minimum amount reasonably required to enable the underlying transaction to proceed.
- 3.3 Business contracts/development agreements are normally completed following a report to the Executive and/or Council. The Officer report will detail the extent of confidentiality provided for in the proposed business contract/development agreement (including the period during which the information will be confidential) so that it can be considered and, if appropriate, approved by Members. Any extension to the period during which the information will be confidential will require the approval of the Executive.
- 3.4 Full details of confidentiality clauses in completed business contracts/development agreements (together with a copy of the confidentiality clause) shall be included in:-
 - (a) a Register of Contractual Confidentiality Clauses maintained by the Monitoring Officer, and
 - (b) the Project Workbook, prepared under the Council's Project Management Framework, for the underlying transaction.

The Register of Contractual Confidentiality Clauses shall be available for inspection by Members of the Council.

- 3.5 The need for a contractual confidentiality clause to remain in effect shall be reviewed, on an annual basis, by the Monitoring Officer. The outcome of the review shall be recorded in the Register of Contractual Confidentiality Clauses.
- 3.6 An annual report shall be submitted to the Executive setting out details of contractual confidentiality clauses still in effect.

4. Part II Items of Business Considered by Council, Executive and Committees.

- 4.1 The ability of the Council, Executive or a Committee to consider an item of business on a Part II basis (i.e. without the press and public present) is strictly limited by statute.
- 4.2 The Council has adopted, as part of its Constitution, "Access to Information Rules". These set out the circumstances in which the Council must, and may, deal with business on a Part II basis. These Rules are consistent with the statutory provisions and should be complied with on all occasions.
- 4.3 Full details of Part II items of business shall be included in a Register of Part II Items maintained by the Monitoring Officer. The Register of Part II Items shall be available for inspection by Members of the Council.
- 4.4 The need for an item of business to remain subject to a Part II designation shall be reviewed, on an annual basis, by the Monitoring Officer. The outcome of the review shall be recorded in the Register of Part II Items.
- 4.5 An annual report shall be submitted to the Executive setting out details of items of business subject to a Part II designation.

5. Review of Protocol

- 5.1 This Protocol shall be subject to an annual review (as part of the Executive's consideration of the annual report referred to in paragraphs 2.6, 3.6 and 4.5 above).

This Protocol was adopted by the Council on 15 October 2020.

EXECUTIVE – 6 OCTOBER 2022

FULL ASYLUM DISPERSAL – SOUTH EAST REGIONAL DELIVERY PLAN

Executive Summary

On 13 April 2022, the Home Office announced that all local authorities in England, Scotland and Wales would be expected to participate in a new system of full asylum dispersal to allow the Home Office to move from hotels to more settled, less expensive and more fairly dispersed accommodation. The Full Dispersal model, backed by new government funding, would allow accommodation providers, working on behalf of the Home Office, to identify private rental sector properties that can be procured for asylum dispersal accommodation in each local authority area.

The South East region will be expected to provide accommodation for 7.2% of asylum seekers by December 2023 (equating to 7,200 individuals). The South East Strategic Partnership for Migration (SESPM) has been working with local authorities to devise a fair and equitable approach to meeting the regional allocation for asylum accommodation dispersal. The starting point is broadly based on achieving an equal share of asylum accommodation in each local authority area as a percentage of the local population. SESPM has made representations to the Home Office that existing provision of asylum accommodation, including contingency accommodation, is factored in.

It is recommended that the Council endorses the proposed draft regional delivery model and options developed by SESPM as a pragmatic, fair and equitable distribution approach for the South East.

There are already 29 asylum seekers accommodated in Woking by the Government accommodation provider, Clearsprings, and under the proposals, this would potentially increase to 74 – 81 by December 2023. Whilst the Council is well placed to support asylum seekers using its existing partnerships and support networks, the full dispersal model will add further pressure on local services and communities, which will need to be monitored closely.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the Government's policy for asylum accommodation dispersal be noted, along with the associated implementation challenges both nationally and locally;
- (ii) the regional delivery model to full dispersal proposed by the South East Migration Partnership be endorsed; and
- (iii) the Strategic Director – Communities, in consultation with the Portfolio Holder for Living Well, shall be delegated authority to decide whether Woking Borough Council can offer any further accommodation under its refugee resettlement commitments once the local implications of full dispersal are fully understood.

Reasons for Decision

Reason: To inform the Government's plans to disperse accommodation for asylum seekers fairly and equitably across the country.

Full Asylum Dispersal – South East Regional Delivery Plan

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

Background Papers: None.

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Date Published: 28 September 2022

Full Asylum Dispersal – South East Regional Delivery Plan

1.0 Introduction

- 1.1 On 13 April 2022, the Home Office announced that all local authorities in England, Scotland and Wales will be expected to be asylum dispersal areas and they will receive new government funding to support this. The Government has committed to working with local authorities to move to a fairer distribution of asylum seekers and has been working with 12 regions and nations to agree a regional plan that works for them.
- 1.2 There are currently approximately 25,000 – 35,000 individuals seeking accommodation in the United Kingdom. However, fewer than half of local authorities (47%) participate in the asylum dispersal system, limiting the amount of suitable accommodation available. Local authorities would be expected to participate in a new system of full dispersal to allow the Home Office to move from hotels to more settled, less expensive and more fairly dispersed accommodation.
- 1.3 The Full Dispersal model, backed by new government funding, would allow accommodation providers, working on behalf of the Home Office, to identify private rental sector properties that can be procured for asylum dispersal accommodation in each local authority area. Clearsprings Ready Homes is the Home Office contracted accommodation provider for the South East. The Council would have the responsibility for supporting individuals and would receive £3,500 per individual in Year 1. As yet, it is not clear what level and type of support will be provided by Clearsprings.
- 1.4 On 26 July 2022, all local authorities received a letter from the Home Office outlining the proposed regional and national allocations to align with the UK population share. Regions were asked to develop local level plans, working in partnership with local authorities, the Government and their appointed commercial providers, by 6 September 2022.

2.0 Proposed Regional Delivery Plan

- 2.1 The South East Strategic Partnership for Migration (SESPM) is one of 12 Regional Strategic Migration Partnerships covering the UK (one in each English region and one in each devolved administration). Hosted by South East Councils, it provides a leadership, co-ordination, and advisory function for migration in the South East in support of all 70 local authorities in the region.
- 2.2 The South East region will be expected to provide accommodation for 7.2% of asylum seekers by December 2023 (equating to 7,200 individuals). The regional allocations proposed by the Government are based on an illustrative planning number of 100,000 asylum seekers across the United Kingdom. The numbers provided are for illustrative planning purposes and whilst percentage shares will remain as detailed in the regional/national allocations, the Government expects the absolute numbers to go up and down based on intake and decision outputs. Local authorities will not be expected to accommodate asylum seekers beyond 0.5% of their total population. This 0.5% population cap equates to one asylum seeker per 200 local residents.
- 2.3 Over the summer, SESPM has been working with local authorities to devise a fair and equitable approach to meeting the regional allocation for asylum accommodation dispersal. The starting point is broadly based on achieving an equal share of asylum accommodation in each local authority area as a percentage of the local population. For Woking, the fair share of the 7,200 regional allocation would equate to 81 asylum seekers by December 2023.
- 2.4 SESPM has formulated alternative options that recognise that some local authorities in the region are already above their fair rate and assumes these levels are frozen whilst the remaining local authorities increase to their fair share. This reduces the balance for other local authorities in the South East to 6,605 with an indicative target for Woking of 74 by December 2023.

Full Asylum Dispersal – South East Regional Delivery Plan

- 2.5 SESPM has also lobbied for existing Contingency Accommodation (i.e. Adult Asylum Hotels, Military Barracks and Immigration Processing Hotels) to be considered. In principle, procurement of dispersal accommodation in areas with existing contingency accommodation should be on a like-for-like basis until the hotels are closed completely and fair share allocations are in line across the region. There is no contingency accommodation in Woking.
- 2.6 SESPM figures show that there are already 29 asylum seekers accommodated in Clearsprings dispersal accommodation in the Borough, which would be netted off the target. This would result in an indicative net target for Woking of 45 – 52 asylum seekers. Clearsprings will continue to submit consultation forms and engage with local authorities on the suitability of individual properties
- 2.7 SESPM has submitted an initial response to Government by the September deadline, but is seeking endorsement from each local authority by the end of October 2022.
- 2.8 It is recommended that the Council endorses the pragmatic options developed by SESPM, which take into account existing asylum accommodation in each area, whilst also raising the challenges this will present locally as set out in Section 3 below.

3.0 Local Impact

- 3.1 The Council has a strong track record of welcoming refugees into the Borough. 50 Syrian refugee households have been successfully resettled in our area under the Syrian Vulnerable Persons Resettlement Scheme (far in excess of most local authorities) along with 5 Afghan households under the Afghan Locally Employed Staff (LES) Relocation Scheme. More recently, local residents have welcomed over 160 Ukrainian families into their homes under the Government Homes for Ukraine scheme. None of these schemes have been factored into the full dispersal model.
- 3.2 Whilst the Council is well placed to support asylum seekers using its existing partnerships and support networks developed through the above schemes, the full dispersal model will add further pressure to local services and communities. The main risks resulting from full asylum dispersal within Woking Borough are as follows:
 - Accommodation Scarcity – Asylum dispersal will result in further loss of private rented accommodation in the local market place. In particular, there is a severe lack of private rented properties in Woking that fall within the Local Housing Allowance. The Government's appointed accommodation provider will add further competition for these properties, leading to a disproportionate impact on lower income households. This is likely to adversely affect the Council's ability to secure private rented homes for homeless households and also hinder Ukrainians in finding settled homes when their sponsorship under the Homes for Ukraine scheme comes to an end.
 - Access to Services - The Council has already supported the Syrian, Afghanistan and Ukrainian resettlement schemes, which have not been factored into the full dispersal model. These have added further pressure to health, community and education services, which are already stretched. Ideally, the Home Office would take a whole system approach that considers full dispersal in the round, bringing together the various resettlement schemes that are presently impacting local authorities.
- 3.3 The Council has reservations on whether an additional 45–52 private rented homes for asylum seekers (dependent on the adopted methodology) is a realistic and achievable target for the Government's accommodation provider to procure in Woking by December 2023.
- 3.4 The Council has resettled 50 Syrian families in Woking since 2015 against an original pledge of 60. In light of the extra demands the full dispersal model may place on the private rented sector and local services, it is recommended that the Strategic Director – Communities

Full Asylum Dispersal – South East Regional Delivery Plan

monitors the local impacts before committing any further accommodation for refugee resettlement schemes.

4.0 Corporate Strategy

- 4.1 This decision is consistent with our corporate values and objectives as a council that takes local and global responsibility seriously, and an inclusive council that promotes social and health equality.

5.0 Implications

Finance and Risk

- 5.1 The Government has committed a £250 one off grant payment per asylum seeker to all local authorities accommodating asylum seekers as at 27 March 2022.
- 5.2 On top of this, all local authorities will receive £3,500 un-ringfenced grant funding for each new dispersal bed occupied from 28 March 2022 and 31 March 2023. This is designed to mitigate the impacts on local services and can be used to provide wraparound support for asylum seekers. Local authorities will receive this funding at the end of each quarter throughout the 2022-23 financial year.

Equalities and Human Resources

- 5.3 The United Kingdom has a legal obligation to provide asylum seekers who would otherwise be destitute with accommodation and other support whilst their claim for asylum is being considered. This obligation arises from the European Convention on Human Rights (ECHR) and the 1999 Immigration and Asylum Act.

Legal

- 5.4 The full dispersal scheme will be governed by regulations and guidance from the Home Office.

6.0 Engagement and Consultation

- 6.1 SESPM has sought to engage with local authorities across the region to devise a fair and equitable approach to meeting the regional allocation for asylum accommodation dispersal. Wider consultation has not been possible given the tight timescales imposed by Government to submit regional delivery plans. The Leader of the Council has been consulted.

REPORT ENDS

EXECUTIVE – 6 OCTOBER 2022

MONITORING REPORTS – WOKING FOR ALL STRATEGY

Executive Summary

The Woking For All Strategy (WFAS) and the Supplementary and Amended Priorities document clearly sets-out the Council's key objectives and priorities for the period 2022 to 2027.

A robust performance management regime around the delivery of the WFAS has been established. This will allow officers to monitor progress against each of the objectives in the Strategy which in turn will facilitate the compilation of regular reports to Councillors as to the status of each action. Performance management reports will provide updates as to successes, as well as identifying areas of concern that may require additional support or information.

The first round of action updates has been completed; a total of 218 actions have been recorded against the WFAS in relation to the 2022/23 financial year. Of the actions listed, 181 (83%) have a RAG status of Green, 35 (16%) a RAG status of Amber, and 2 (1%) a RAG status of Red. 41 different officers have been assigned as action owners.

The full detail of every action is attached at Appendix 1. The Appendix provides an overview of the action, the action owner, a progress update for the quarter (Q2. Being July to September 2022), and a RAG flag rating to indicate how the action is performing overall. For the purpose of this report, a brief narrative has also been prepared which highlights some of the key developments against each WFAS Theme and Outcome.

In-line with recommendations arising from a review of performance management, it is recommended that the WFAS should be monitored on a quarterly basis, with either a full breakdown of action status or reports by exception.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) progress against the actions resulting from the Woking For All Strategy and the Supplementary and Amended Priorities document are noted; and
- (ii) the performance monitoring regime as detailed in the report, and the content of Appendix 1 to the report, be agreed and implemented moving forward.

Reasons for Decision

Reason: To ensure that robust performance monitoring is in place to support the delivery of the Council's Woking For All Strategy.

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

Background Papers: None.

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Date Published: 28 September 2022

1.0 Introduction

- 1.1 The purpose of this report is to provide an update on how the Council is performing against the actions resulting from the Woking For All Strategy (WFAS) and the Supplementary and Amended Priorities document.
- 1.2 It is essential that a robust performance management regime around the delivery of the WFAS is established. This will allow officers to monitor progress against each of the objectives in the Strategy which in turn will facilitate the compilation of regular reports to Councillors as to the status of each action. Performance management reports will provide updates as to successes, as well as identifying areas of concern that may require additional support or information.

2.0 Background

- 2.1 The WFAS and the Supplementary and Amended Priorities document clearly sets-out the Council's key objectives and priorities for the period 2022 to 2027. The WFAS is structured around four service facing community themes (Healthier Communities, Engaged Communities, Greener Communities, Prospering Communities), and an inward facing theme (High Performing Council) which is designed to underpin and support the wider Council.
- 2.2 Work has been underway to map the themes, outcomes, objectives, and priorities that are listed in the WFAS and the supplementary and amended priorities document. The mapping has then been cross-referenced with actions that were identified in the Directorate Service Plans to produce a detailed WFAS action plan.
- 2.3 Relevant officers have been assigned as WFAS action owners, and meetings have been held to produce progress updates and to assign a RAG rating to each action. The RAG rating process has been implemented to enable a quick way to identify if an action is on track or failing for any reason. RAG's will also allow exception reporting to be applied if required. The RAG criteria that have been applied is as follows:

Red: Action is failing in one or more areas and needs immediate attention.

Amber: Action contains areas of concern which are impacting on delivery and need attention.

Green: Action is progressing according to agreed plans and targets.

- 2.4 The first round of action updates has been completed; a total of 218 actions have been recorded against the WFAS in relation to the 2022/23 financial year. Of the actions listed, 181 (83%) have a RAG status of Green, 35 (16%) a RAG status of Amber, and 2 (1%) a RAG status of Red. 41 different officers have been assigned as action owners.

3.0 Monitoring Frequency

- 3.1 A review of performance management has recommended that corporate performance should move to quarterly reporting. It is also recommended that updates from the WFAS should form a key component of the reporting process. If the performance management recommendations are agreed by the Executive, WFAS monitoring would be produced on a quarterly basis, with either a full breakdown of action status or reports by exception.

4.0 Progress against the Woking For All Strategy Themes

- 4.1 The full detail of every action is attached at Appendix 1. The Appendix provides an overview of the action, the action owner, a progress update for the quarter (Q2. Being July to September 2022), and a RAG flag rating to indicate how the action is performing overall. For the purpose of this report, a brief narrative has also been prepared which highlights some of the key developments against each WFAS Theme and Outcome. These are as follows:

WFA Theme: Healthier Communities (66 actions)

4.2 WFA Outcome: Safe, thriving and sustainable communities:

- 4.3 Good progress is being made against this outcome. Work is continuing to broaden the offer in Community Centres to enhance the cultural and intergenerational community benefits, and a marketing and communication strategy to promote services is in development. A new Knaphill youth club was successfully launched in July, and a Martial Arts club has been opened in Moorcroft which is very popular with the local youth.
- 4.4 In the Leisure arena, the Council has led the initiative to open all Surrey District and Borough Leisure Centres for free-of-charge use to looked after children, care leavers and foster families. The programme went live in July across Surrey, and in Woking 33 children are now accessing our services. In addition, two ladies only gym and swim sessions have been introduced at Eastwood Leisure Centre followed by a social session.
- 4.5 Despite an initial delay in June as noted in the project monitoring report, the priority to invest in additional CCTV cameras to target fly-tipping and anti-social behaviour hotspots is also moving forward, with the specification completed and installation being planned once the order has been processed.
- 4.6 A play area improvement plan is being developed to identify priorities over the next 3 years. The draft programme of priorities will be submitted to the Executive for sign-off once it is ready.

4.7 WFA Outcome: High quality homes for all:

- 4.8 A great deal of focus has been around the priority of improving the Council's Housing Services by bringing housing and asset management services back in-house and commencing the new housing repairs and maintenance contracts. Good progress has been made with services now in place and mobilisation being completed.
- 4.9 Work is progressing in relation to the priority of meeting the target of 102 additional affordable homes, with the Ryden's Way development of affordable flats due to complete in 2022, and construction tenders for the Bonsey Lane development due back before the end of the year.
- 4.10 An Empty Homes Plan has been developed and submitted to the Housing Task Group. Public consultation on the Plan commenced in August after which the final version will be produced and submitted to the Executive for sign-off.

4.11 WFA Outcome: Health and wellbeing for all:

- 4.12 Good progress has been made in response to the priority of developing strong partnership working to support the integration of health facilities into Council and community facilities. One such example is the establishment of the Woking Place Based Transformation Group, which is a range of partners including Health, Social Care, Voluntary Sector, and the Council, meeting on monthly basis to discuss local initiatives for the good of the community.
- 4.13 The Leisure and Cultural team have been working with Public Health England Children and Adolescent Mental Service (CAMHS) to encourage the use of WBC leisure and cultural facilities. CAMHS use the facilities for discovery sessions (first point of contact with those in need) and are currently exploring whether a permanent base can be identified in the Sheerwater Community Campus.
- 4.14 Partnership working is also being enhanced within Community Centres, with partners and services such as health visitors, maternity support, chiropody, youth counselling, parent mental health, eye clinic, and dementia care all using the Centres for the Community facilities.

WFA Theme: Engaged Communities (24 actions)

4.15 WFA Outcome: Informed and consulted residents:

- 4.16 A Cost-of-Living Summit has been arranged in September in relation to the priority of meeting and supporting businesses, organisations, and residents to help the Council understand what is important to the local community. An action plan will be developed following the summit.
- 4.17 An engagement policy, strategy, and associated toolkit has been prepared and is now in place to support engagement across the organisation.
- 4.18 The Council's engagement platform (Woking Community Form) continues to host a range of consultations. Nineteen consultations have been hosted since December 2021, including engagement on the Animal Welfare Action Plan, Woking Works Business Surveys, Play Area Refurbishments, Community Safety Plan, Sheerwater and Maybury Living Well Survey, Empty Homes and Housing Register, and the Woking Town Centre Masterplan.
- 4.19 As part of the comprehensive Master Plan Borough wide consultation, numerous roadshows and engagement sessions with residents and key stakeholders have been delivered. The opening of a pop-up shop in Woking town centre to provide additional engagement opportunities for residents and key stakeholders has also been delivered.

4.20 WFA Outcome: A borough with a strong voice

- 4.21 A Levelling-Up (2) bid has been submitted in relation to Sheerwater. Submission has also been made to the Government for the allocation of £1m Shared Prosperity Fund with a focus on creating an incubator hub and supporting green infrastructure. Submission outcome awaited.
- 4.22 The Council is a member of the District Council Network which continues to be a source of information and support in relation to the Borough's priorities. The Woking town centre regeneration project was featured within a District Council Network publication.

4.23 WFA Outcome: Strong and effective partnerships

- 4.24 Partnership working with SCC is progressing. One such example is that the WBC Building Control team now delivers an independent local authority-based inspection service across all of Surrey and are also the partnership authority for SCC for all minor maintenance work.
- 4.25 Work continues in response to the priority of developing a community engagement plan in collaboration with SCC. Meetings are underway to address and consider changing local needs, with stakeholders from other Districts and Boroughs, as well as the Strategic Voluntary Sector of Surrey and the Community Volunteer Sector.

WFA Theme: Greener Communities (44 actions)

4.26 WFA Outcome: Greener living

- 4.27 In relation to the priority of delivering improved safer cycle parking, the Council has submitted a funding bid to Southwestern Railways Customer and Communities Improvement Fund for secure cycle parking at Woking Station.
- 4.28 The Council is exploring the development of a framework for achieving green flag standards in Woking Park. Site meetings with key stakeholders are being arranged and a proposal will be developed in consultation with portfolio holders and submitted for authorisation.

4.29 72 electric vehicle charging points have been Installed and made operational in the new Victoria Place Red car park. Plans are now being developed to seek approval to install telemetry equipment to facilitate fee charging.

4.30 WFA Outcome: Greener economy

4.31 Work is ongoing to engage partners, including Woking Chamber of Commerce and SCC, to deliver a Green Tech led 'hub' to support business to meet the challenge of climate change.

4.32 The Implementation of further intelligent highway messaging boards to improve wayfinding around the borough has made good progress, with the installation of navigational totems and digital smart hubs in the town centre, and static highway signs on approaches to Victoria Place.

4.33 Work continues to help residents access energy efficiency improvements via Action Surrey's delivery of the Government's Sustainable Warmth funding. Delivery of Sustainable Warmth Funding is due to be completed in September, with further funding due to be released by March 2023. There is ongoing communication through Planet Woking and the Woking Magazine to signpost saving opportunities and to support the public in reducing their environmental impact.

4.34 WFA Outcome: Greener place leadership

4.35 The review of the Council's carbon footprint is progressing and will be completed in Autumn 2022. This will provide evidence as to areas of focus for the Council and directly feed into the revised draft Climate Change Strategy which will be submitted to the Executive by March 2023.

4.36 Work continues in relation to the priority around assessing the implications of the Government's Waste Strategy and the development of local implementation plans. The Surrey Environmental Partnership has issued a collective response to Government consultation and is developing an interim plan to deal with waste for the next three years.

4.37 A biodiversity awareness event, Wild About Woking, was delivered to the public in Jubilee square in May 2022 to promote nature and greenspaces in the local area. The event raised awareness of how the public can help care for the environment through local biodiversity and greenspace projects.

WFA Theme: Prospering Communities (34 actions)

4.38 WFA Outcome: A borough of opportunity

4.39 The priority of developing a detailed sales and marketing plan to establish the borough as a destination is progressing well. The collation of marketing collateral (Invest in Woking) relating to business investment is ongoing and the aim is to launch in 2023.

4.40 The production of a gap analysis as part of Destination Woking to inform the Estate Management Sales Strategy & Action Plan is schedule to commence in early 2023 once the Strategic Asset Management Plan has been completed.

4.41 WFA Outcome: Strong and sustainable economy

4.42 Activity around the priority to support and celebrate the opening of Victoria Place is progressing well. The introduction of concessions to parking fees on a Saturday, and the appointment of a Commercial Officer to animate the public realm spaces within the town centre, are all part of a strategy to increase town centre footfall from September 2022.

4.43 The Council is working closely with The Apprenticeship Hub to promote apprenticeships and inform local businesses in the knowledge-based sector how they can use the apprenticeship

levy to fund apprenticeship training. The Council is also working closely with DWP to assist in the placement of job seekers into the care home, hospitality, and IT sectors.

4.44 Eight business advice clinics continue to be delivered each month, alongside workshops and individual business support sessions which are delivered by Woking Works. These sessions offer tailored advice in relation to social media, marketing, and business strategy.

4.45 WFA Outcome: A borough with an enabling infrastructure

4.46 Work continues with partners to review the Victoria Arch project. Homes England are undertaking a review of all HIF schemes across the country which face cost implications due to market conditions. Findings of the review will be reported back to Executive in November.

WFA Theme: High Performing Council (45 actions)

4.47 WFA Outcome: A transparent, listening and learning council

4.48 The priority of actively seeking resident feedback to drive service improvement is progressing well. The Council actively seeks feedback via the Woking Community Form and Resident Panel. Examples of engagement includes supporting Business Liaison in relation to Woking Works Business Survey (seeking views from businesses on how the Council can better support them), Private Sector Housing (seeking views on how to improve the choice-based lettings process), and Social Prescribers (seeking views on social prescribers and service delivery).

4.49 Business continuity arrangements in respect of cyber security resilience have been strengthened as a result of a recent internal audit exercise. The final version of the audit report is imminent after which recommendations will be scheduled for implementation.

4.50 WFA Outcome: A high performing council

4.51 A detailed review of current performance management arrangements has been undertaken and recommendations as to how processes can be enhanced will go to the Executive in October. Implementation phase will commence once recommendations have been agreed.

4.52 Work is underway in relation to the priority of ensuring the financial stability of the Council. An initial update was made to the July Executive and a further savings exercise across the Council has been initiated. An update will go to the November Executive.

4.53 Work to review the governance of Council investments and interests is underway. A company governance review has been completed and proposed new arrangements were agreed at Full Council in July 2022. Revised arrangements are now in the process of being implemented.

4.54 WFA Outcome: A modern employer with a progressive workforce

4.55 The Council is currently undergoing reaccreditation for the Investors in People award, the outcome of which will be known in October 2022.

4.56 The priority of adopting a service and team collaboration platform has been significantly progressed through the roll-out of Microsoft Teams and SharePoint online. A refresh of the Council intranet is also underway. The longer-term piece of work around this area includes adoption, training, and continuous improvement.

4.57 The Council continues to work towards reviewing and developing opportunities for shared services with other Local Authorities. A recent example is the appointment of STAR to develop options and proposals for a shared procurement service with Surrey Heath. Work is ongoing to look at the partnership landscape in a broader context, and partnership development is a workstream in the Fit For Future Programme.

5.0 Corporate Strategy

5.1 The ongoing review and monitoring of all actions resulting from the WFAS is an essential function to ensure that that the Council's ambitions remain on track.

6.0 Implications

Finance and Risk

6.1 There are no financial or risk implications arising from this report.

Equalities and Human Resources

6.2 There are no equalities or human resource implications arising from this report.

Legal

6.3 There are no legal implications arising from this report.

7.0 Engagement and Consultation

7.1 None.

REPORT ENDS

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q2. 2022/23 Update (July - Sept)	Progress	RAG Status
Healthier Communities	Safe, thriving and sustainable communities	Recognise the distinctive identity of our towns, villages and neighbourhoods, ensuring they have vibrant centres that support community life, wellbeing, pride and identity.	Continue to broaden the offer at community centres to be inclusive for all ages.	Developed schedule of use and updated the Council website to demonstrate regular cultural and intergenerational community benefits.	Adam Thomas	01/07/22	31/12/22	Following a staff restructure, work is now progressing to developing a marketing and communication strategy with a view of having this action completed by the end of November 2022.	Ongoing	Green
				Expanded the universal youth offer at Knaphill and explored expanding the offer to Goldsworth Park and Byfleet.	Adam Thomas	01/02/22	31/03/23	New Knaphill Youth Club successfully launched in July 2022. Meeting is planned with Westfield funder at the end of September 2022.	Ongoing	Green
				Launched a weekly boxing club for Kingsmoor Park youth.	Adam Thomas	01/06/2022	31/03/23	Martial Arts club at Moorcroft in Westfield has commenced which is proving very popular with the local youth.	Ongoing	Green
				Enhanced the café provision at Community Centres by supporting local social enterprises to run the food and drink offer.	Adam Thomas	01/06/2022	31/03/23	Local CIC Fresh Start commenced food and café offer at St. Mary's September 2022. New Moorcroft provider scheduled to commence January 2023 and exploring providers for The Vyne in Knaphill.	Ongoing	Green
			Continue to support the development of neighbourhood plans.	Provided sufficient resource to ensure that neighbourhood plans and proposals accord with up-to-date evidence and align with strategic policies of the adopted Local Plan and National Planning Policy.	Ernest Amoako	01/04/22	31/03/23	WBC have provided one set of comments earlier this financial year and we are currently working on another set for another group to ensure that policy is aligned with the local plan and the National Policy.	Ongoing	Green
				Continued to provide information, guidance and signposts for those communities looking to develop a neighbourhood plan for their area.	Ernest Amoako	01/04/22	31/03/23	Have provided guidance and advice to those individuals on Neighbourhood Planning on an ongoing and as needed basis.	Ongoing	Green
			Support local villages and neighbourhood communities to create the place residents want it to be and working with neighbourhoods to assess gaps in services.	In partnership, completed a joint case study of a given neighbourhood area to understand the current services in place and identify gaps.	Chris Norrington	01/01/23	31/03/23	This work will be commenced once the strategic asset management plan has been developed. At that point the case study requirements will be scoped and resources identified.	Not started	Green
			Return highways grass and tree maintenance back to Surrey County Council.	Completed handover, returned to normal operations, and achieved anticipated savings of £300k.	Emma Bourne	TBC	31/03/23	Surrey County Council are taking back control of on street parking, highway verge cutting, weed spraying and trees maintenance for all Boroughs within the County by 01st April 2023. A new contract extension starts with Serco will start on the 01st April 2023 for a period of two years which will include the savings.	Not started	Amber
			Ensure that new developments coming forward, such as West Hall in West Byfleet, meet the objectives set out in the Site Allocations Development Plan Document.	Encouraged developers to engage and consult on their plans and proposals with local communities and actively listen to the communities' views in developing their plans.	Thomas James	01/04/22	31/03/22	Encouraging developers to engage and consult is a national planning policy requirement and this has been ongoing for numerous years on large scale proposals and will continue. Developers are encouraged to engage with communities early so their views can be incorporated into the developing plans, as appropriate.	Ongoing	Green
				Provided a joined-up pre-applications service to secure the delivery and implementation of sustainable development to meet needs.	Thomas James	01/04/22	31/03/23	Engagement with key major developers taking place in both informal and formal pre-applications formats. Developers encouraged to engage with local ward members and residents on their proposals.	Ongoing	Green
		Worked proactively with developers to ensure that site infrastructure provided by developers meets the development's needs without creating a burden on the community.		Ernest Amoako	01/04/22	31/03/23	Currently engaged in pre-application discussions on West Hall and commenting on applications on other sites. Developers are encouraged to engage with local ward members and residents on their proposals.	Ongoing	Green	
		Given the scale of housing development planned for the east of the borough - we will work with partners to secure infrastructure to meet the needs of residents.		Work with communities to develop plans for the use of the neighbourhood element of the Community Infrastructure Levy (CIL) funds.	Ernest Amoako	01/04/22	31/03/23	The team provides advice on a regular basis to Councillors and members of the public regarding the use of CIL, and, less frequently, community groups. It is anticipated that a new policy officer responsible for infrastructure will take this forward once they start in Q3.	Ongoing	Green
		Create safe and accessible public spaces through high quality development and regeneration.	Complete the first new play area to be delivered as part of the regeneration of Sheerwater.	Complete the first new play area to be delivered as part of the regeneration of Sheerwater in Red Phase.	Paola Capel-Williams	01/11/22	31/03/23	The new play area is on-track to complete at the end of 2022/23.	Not started	Green
			Bring forward new Suitable Alternative Natural Green space (SANG) provision as an integral part of our strategy.	Supplementary action not previously identified for 2022/23.	Giorgio Framalico	01/04/22	31/03/23	Monthly officer task group meetings are in place to work to progress delivery of additional SANG. Additional SANG sites have been allocated through the Site Allocations DPD in October 2021 but there is a challenge to bring some of these sites to fruition.	Started	Amber
			Put in place an updated programme for playground refurbishments, recognising the value and importance of accessible play provision.	Undertake an audit of the current play area provision and highlight options to achieve accessibility for all including for neuro-diverse children.	Arran Henderson	01/04/22	31/03/23	Assessment of inclusivity is being included in a current play area refurbishment review. Each play area will be scored against a number of criteria, one of which is opportunities for inclusivity. This will highlight play areas which need to be prioritised for change/improvement. Every play area will be reviewed in this financial year.	Started	Green
			Develop a play area improvement plan and ensure delivery of the current plan to upgrade three play areas.	Develop a play area improvement plan and ensure delivery of the current plan to upgrade three play areas.	Arran Henderson	01/04/22	31/03/23	A play area improvement plan is being developed to identify priorities over the next 3 years - up to 2024/25. Intention is to take the draft programme of priorities to the November O&S and then to the December Executive for sign-off.	Started	Green

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Page 156				Carried out regular inspections of public play areas across the borough and repaired defects in a timely fashion.	Arran Henderson	01/04/22	31/03/23	Play areas are inspected by Serco on a weekly basis as part of existing contractual arrangements with findings recorded, risk assessed, and actioned accordingly. There is also an annual independent play area inspection carried out by an external play inspector consultant.	Started	Green					
				Designed, consulted upon and implemented three play area improvements ensuring accessibility for all.	Arran Henderson	01/04/22	31/03/23	The Play Strategy has been agreed and priorities for improvements and refurbishments of play areas have been determined. Funding now agreed for the remaining three play areas at Horsell Moor, Oakfield and Sutton Green. Horsell Moor and Oakfield are out to tender and programmed to be completed over the coming year. Sutton Green Play areas will now be delivered in 2023/24 due to ongoing engagement with local residents association regarding external funding bid.	Started	Green					
	Encourage and increase active lifestyles and participation through the provision of varied cultural and sporting opportunities and amenities.	Open the refurbished cycle track at Goldsworth Park Recreation Ground, which will include a fully asphalted pump track, an all-weather mountain bike circuit and a grass track circuit.	Progressed the Goldsworth Park Project in conjunction with local cycling clubs to increase access and enhance the quality of cycling provision.	Steve May	01/04/22	20/04/22	The project is now complete - the old cycle track has been refurbished and free training is provided by volunteers to children every Saturday morning.	Completed	Green						
								Continue to host the Surrey Half Marathon.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	12/03/23	WBC and partners have agreed to continue to house the Surrey half marathon for 2023. Event is scheduled for 12th March 2023.	Started	Green
								Support looked after children, care leavers and foster families with a leisure offer.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/03/23	WBC has led the initiative to open all Surrey District and Borough Leisure Centres for free of charge use to looked after children, care leavers and foster families. The programme went live on 31st July across Surrey and in Woking 33 children are now accessing our services.	Ongoing	Green
								Delivered the Active Communities Outreach programme and continue to target areas of poor attendance or known social problems.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/03/23	Freedom Leisure manage the Active Communities Outreach programme. Recent initiatives include the holiday activity fund and Explore (orienteeering programme) - these are free programmes and targeted towards young families in areas of deprivation.	Ongoing	Green
								Develop a high quality ladies only offering, building on the strong base we already have in Sheerwater.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/03/23	2 ladies only gym and swim sessions have been introduced at Eastwood Leisure Centre followed by a social session. One ladies only session is run per week from the Tigers facility.	Completed	Green
								Worked with Active Surrey to develop more Ladies coaches from the community to ensure longevity of service.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/03/23	Project 500 has been launched in partnership with Active Surrey to train ladies to be sports coaches. The first cohort of 12 ladies is complete with future cohorts to be arranged.	Ongoing	Green
	Engage the Community Safety Partnership to raise awareness and support our most vulnerable residents through partnership working to tackle borough wide issues.	Maintain a high standard of addressing Anti-Social Behaviour (ASB) across the borough, using the tools and powers from the ASB Crime and Policing Act 2014 where appropriate.	Supplementary action not previously identified for 2022/23.	Camilla Edmiston / Gerri Summers	01/04/22	31/03/23	Actioning and remedying instances of Anti-Social Behaviour (ASB) is underway and ongoing.	Ongoing	Green						
								Work with partners to find a sustainable way to support vulnerable women in our borough.	Supplementary action not previously identified for 2022/23.	Camilla Edmiston	01/04/22	31/03/23	Supported the Domestic Abuse Awareness week in June 2022 with a social media campaign and staff awareness. Planning work for White Ribbon in November/December 2022.	Started	Green
								Invest in additional CCTV cameras to target fly-tipping and anti-social behaviour hotspots.	Supplementary action not previously identified for 2022/23.	David Loveless	01/04/22	31/10/22	Despite an initial delay in June as noted in the project monitoring report, the CCTV specification has now been completed and the process of submitting the order is underway. Installation will be completed in due course.	Started	Green
								Work in partnership with Your Sanctuary and other statutory services to raise awareness of the help and support available for those experiencing domestic abuse.	Supported the White Ribbon campaign by identifying ambassadors and champions from staff and councillors, application for accreditation, setting up of a steering group, and development of the required action plan for implementation.	Camilla Edmiston	01/10/22	31/12/23	Work to commence in October 2022 to establish a Steering Group and apply for accreditation.	Not started	Green
	High Quality Homes for All	Support the provision of high quality, sustainable, well managed and affordable homes to meet housing standards and local needs, including those for key workers.	Meet our target to deliver 102 additional affordable homes.		Completed the development of affordable flats at Ryden's Way.	Jon Herbert	01/04/22	31/11/22	Despite a short construction delay, the scheme is due to complete in 2022.	Started	Green				
					Commenced work on site at Bonsey Lane.	Jon Herbert	01/04/22	31/03/23	Construction tenders are due back in October 2022.	Started	Green				
					Developed an Asset Management Strategy for Council-owned stock and identified potential development sites.	Louise Strongitharm	01/04/22	31/03/23	Development of the Asset Management Strategy has been delayed due to difficulties recruiting to the Head of Housing Assets post.	Not started	Amber				
					Continued to seek policy compliant affordable housing contributions from new developments and comprehensively appraised viability assessment where the affordable housing requirement are not proposed to be met.	Jon Herbert	01/04/22	31/03/23	Discussions are undertaken with developers prior to any planning application being submitted and this is to ensure that the WBC affordable housing policy numbers are achieved. Where applications are not compliant with WBC affordable housing policy levels, we seek further independent opinion on any submitted viability assessment.	Ongoing	Green				

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q2. 2022/23 Update (July - Sept)	Progress	RAG Status
Woking For All	Woking For All	Improve our Housing Services by bringing housing and asset management services back into the council and commencing the new housing repairs and maintenance contracts.	Develop and adopt new affordable housing policies which respond to the needs of the borough and incorporate prioritisation of first homes for key workers.	Worked with colleagues in Planning to complete the Affordable Housing Planning Document, present it to the LDF Working Group, and consulted stakeholders.	Jon Herbert	01/04/22	Ongoing	The Affordable Housing Supplementary Planning Document (AHSPD) has been developed in partnership with Planning and a draft for consultation is due to go to the Executive in November 2022. Staffing and resource capacity is likely to result in some slippage to the adoption date.	Ongoing	Amber
				Adopted a revised supplementary planning document that updates the detailed requirements of the Council in relation to affordable housing under the adopted Local Plan policy.	Ernest Amoako	01/04/22	31/03/23	A draft version of the Supplementary Planning Document is going to the Local Development Framework Working Group in September 2022 and is currently on track to be adopted by the end of the financial year.	Ongoing	Green
			Improve our Housing Services by bringing housing and asset management services back into the council and commencing the new housing repairs and maintenance contracts.	Completed a Housing restructure to enable the integration of NVH staff into the Council with everyone working as one team.	Adam Browne	19/03/21	30/06/22	Services are in place, mobilisation has completed and establishing the service was achieved in Q1. Management restructure has been completed and recruitment to additional posts is underway.	Completed	Green
				Issued customer satisfaction surveys to assess service provision.	Adam Browne	05/01/23	31/03/23	This will be started in Q4 once new arrangements have had time to settle.	Not started	Green
				Completed the appointment of responsive repairs and cleaning contracts and commenced operations.	Adam Browne	19/03/21	30/06/22	Services are in place, mobilisation has completed and establishing the service was achieved in Q1. From here on efforts will be made to continually improve the service.	Completed	Green
				Be more visible and available to all residents, including holding at least 4 local events/surgeries in each Housing Manager patch.	Gerri Summers	01/04/22	31/03/23	Inter-team working at Woking Borough Council has enabled several surgeries and events to be delivered to residents. One such event was a BBQ which was received well.	Ongoing	Green
			Complete a review of the council's Selective Licensing Scheme and agree a way forward from 2023 to maintain private rented housing standards.	Introduced tenant panels and other engagement methods to seek views and opinions.	Gerri Summers	01/04/22	31/03/23	Due to other business priorities, this action has not yet been started.	Not started	Amber
				Held the Bi-annual Landlord Forums and send quarterly newsletters to landlords to promote good relationships and education.	Jacqui Dixon	01/04/22	31/12/22	A quarterly newsletter has been sent out to landlords. The bi-annual forum has been delayed due to resources being directed to the Home for Ukraine scheme. It is intended that the forum will be rescheduled for Autumn 2022, if resources permit.	Started	Amber
			Use all methods possible to achieve more lower cost homes.	Reviewed the selective licensing scheme and submitted recommendations to the Housing Task Group, Executive and Council.	Jacqui Dixon	01/05/22	31/12/22	The review has been undertaken and a discussion paper went to the Housing Task Group in July. A report is due to go the Executive in October.	Started	Green
				Bring forward an empty homes plan in Autumn of 2022.	Jacqui Dixon	01/11/22	31/10/22	An Empty Homes Plan has been developed and has been to the Housing Task Group. Public consultation on the Plan will commence in August after which the final Plan will be produced and submitted to the November Executive.	Started	Green
		Identify additional council-owned sites which can be prioritised for affordable housing and come forward with plans for their development.		Jon Herbert	01/04/22	Ongoing	This is an ongoing objective to be delivered in partnership with Housing Associations.	Ongoing	Green	
		Expand the range of partners we work with to deliver affordable homes.		Jon Herbert	01/04/22	Ongoing	This is an ongoing objective to be delivered in partnership with Housing Associations. Exploratory discussions with Housing Associations are underway.	Ongoing	Green	
		Deliver new homes in the Sheerwater development to schedule whilst minimising the levels of disruption as far as possible to local residents and businesses.		Review the Sheerwater development phasing plans.	Louise Strongitharm	01/04/22	31/12/22	Work is underway to look at the Sheerwater Financial Model, including phasing, to feed into the Thamesway Business Plan scheduled to go to November Executive.	Started	Green
		Prevent homelessness and its root causes.		Maintain strong partnership working to tackle rough sleeping and homelessness.	Continue to bid for Government Rough Sleeping Initiative funding to support the end of Rough Sleeping.	Catherine Butler	01/11/21	31/05/22	Funding for 2022 to 2025 was agreed by DLUHC in May 2022 and will be received on a phased payment basis. This funding covers several posts within the rough sleeper team.	Completed
			Worked closely with York Road Project for Outreach and Inreach work with Rough Sleepers.		Catherine Butler	01/04/22	31/03/23	The Council continues to work closely with the York Road project on a daily basis to work and support rough sleepers and provide hostel accommodation. In addition, the Council works closely with the York Road project to identify and bid for funding to provide both outreach and inreach support.	Ongoing	Green
			Liaised with landlords and tenants at the earliest opportunity to negotiate and prevent homelessness.		Catherine Butler	01/04/22	31/03/23	One of the key roles of Housing Options is to proactively liaise with applicants, tenants and landlords on an ongoing basis.	Ongoing	Green
			Deliver five additional homes for rough sleepers.	Acquire five further apartments within local authority blocks using Government RSAP funding.	Catherine Butler	01/11/21	30/06/22	8 additional apartments have been purchased using Rough Sleeper Accommodation Programme funding. Also secured funding for a Tenancy Sustainment Officer to support the rough sleepers who are housed in these apartments.	Completed	Green
			Commence development of the new homelessness hostel in Goldsworth Road.	Site clearance to commence late 2022.	Jon Herbert	01/04/22	Ongoing	Discussions are ongoing with the developer in relation to the schedule for site clearance and funding for the hostel.	Started	Amber

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Health and Wellbeing for All	Work with partners to embed health and wellbeing into all that we do.	Maintain strong partnership working to support the integration of health facilities into council and community facilities.	Explore opportunities for leisure and family services to partner with children's mental health providers.	Explored opportunities for leisure and family services to partner with children's mental health providers.	Steve May	01/04/22	31/03/23	The Leisure and Cultural team has been working with Public Health England Children and Adolescent Mental Service (CAMHS) to encourage them to use WBC leisure and cultural facilities. CAMHS use facilities for discovery sessions (first point of contact with those in need) and exploring whether a permanent base can be identified in the Sheerwater Community Campus.	Started	Green	
				Established a local partnership group.	Julie Meme	01/01/22	31/04/23	The Woking Place Based Transformation Group was established in April 2022. A range of partners including Health, Social Care, Voluntary Sector, and the Council meet on monthly basis to discuss local initiatives for the good of the community.	Completed	Green	
				Increased the number of health partners using the community centres.	Adam Thomas	01/04/22	31/03/23	Maternity, Health Visitor, Chiropody, Youth Counselling, Parent mental health, eye clinic and dementia care using Centres for the Community for local services. Confirming HOTS for maternity, SABP and voluntary groups for Sheerwater Health and Community Campus.	Ongoing	Green	
				Further developed partnerships with health agencies to reinforce the benefits of using the Council's leisure and cultural services for health intervention, rehabilitation and prehabilitation.	Steve May	01/04/22	31/03/23	A number of partnerships have been developed, including the Cardiac Rehab Level 1, 2 and 3 which has been launched to offer people the use of our Leisure Centres for specific sessions after surgery. A surgical prehabilitation initiative has been launched with Surrey University and St Peters hospital to support patients prior to surgery, to get fitter where possible.	Ongoing	Green	
			Promote volunteering within local businesses as part of their Corporate Social Responsibility commitments.	Connected local businesses to the Woking Community Fund to grow the endowment by a minimum of 1% p.a.	Emma Thompson	01/04/22	30/04/23	A new community grants process, working with the Community Foundation for Surrey, was agreed at Full Council in July 2022. The next meeting is in September where a plan of action will come together to move this forward to the next stage and connect local businesses to the Woking Community Fund.	Started	Green	
				Connected local business to community projects and delivered a minimum of 10 projects.	Adam Thomas	01/04/22	31/03/23	Volunteer Woking launched new web site and are actively matching businesses with community projects.	Ongoing	Green	
			Work with Surrey County Council and health providers to seek improvements to schools, transport and health infrastructure recognising the importance of local provision to the education, health and well-being agendas.	Commence the building works on the health and community campus in Sheerwater.	Paola Capel-Williams	01/11/22	30/04/24	Demolition and enabling works are underway. Levelling-up funding bid to support the delivery of the health and community campus has been submitted to Government	Started	Green	
				Developed a Community hub proposal and submitted it to committee for approval.	Adam Thomas	01/04/22	31/03/23	The Executive agreed £1.85m of funding for the St Michael's hub. The planning application is currently being prepared.	Started	Green	
			Encourage people to be more proactive about their health and wellbeing in order to increase independence and reduce the need for care and support services.	Continue to offer a range of independent living services, such as Careline and Community Meals, to enable residents to live independently for longer.	All health and wellbeing targets are measured within the metrics of the Health and Wellbeing Action Plan and Strategy.	Julie Meme	01/04/22	31/03/23	The Health and Wellbeing Action Plan is progressing well and is being monitored/reported to the Health and Wellbeing Task Group.	Ongoing	Green
					Developed the Active Walking Projects to ensure that additional events have been delivered with wider community engagement.	Steve May	01/04/22	31/03/23	5 volunteers have been trained to deliver the Active Walks. The scheme will be opened to the public from September 2022.	Ongoing	Green
				Explore the expansion of the council's fall responder service.	Supplementary action not previously identified for 2022/23.	Julie Meme	01/04/22	31/09/23	The Council is working with SCC, health and social care partners through the Alliance to provide a consistent Surrey response linking in the frailty hubs and Urgent Care Units. SCC trialling model in Mole Valley which might be rolled out to Woking.	Ongoing	Green
			Provide early support to residents to prevent their health and wellbeing deteriorating.	Launch a programme of intergenerational activities linking our community centres with local schools to reduce social isolation.	Progressed the delivery of the Health and Wellbeing action plan and reported outcomes to Health and Wellbeing task group.	Julie Meme	01/04/22	31/03/23	The Health and Wellbeing Action Plan is progressing well and is being monitored/reported to the Health and Wellbeing Task Group.	Ongoing	Green
				Promote the Woking Independent Show Home, which showcases different equipment and technology to aid independent living.	Supplementary action not previously identified for 2022/23.	Julie Meme	01/04/22	30/11/22	A video has been commissioned to showcase the home which will be shared externally and marketed to the local community.	Ongoing	Green
				Support children to develop healthy habits and reduce levels of childhood obesity.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/03/23	Work continues with Public Health England and Surrey Heartlands to identify the causes of a spike in obesity in Canalside and Goldsworth Park. A range of activities have been undertaken including installation of a Cycle Track and free coaching plus a Holiday Activity Fund to feed children healthy options during school holidays.	Ongoing	Green
			Work with partners to improve access to health and care services.	Work in partnership with Surrey County Council to introduce a pilot local area coordinator approach in Canalside.	Appointed a Local Area Coordinator to link with local Canalside groups.	Adam Thomas	01/06/2022	01/07/22	Local Area Coordinator recruited, first in the County, to Sheerwater and Maybury.	Completed	Green

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			Support Public Health in response to COVID-19 recovery and promote health in communities.	Completed the Covid-19 vaccination engagement in Sheerwater and Maybury.	Julie Meme	01/05/22	31/12/22	A Covid Vaccination Coordinator has been appointed to support the increase in take-up of Covid vaccinations in the Sheerwater and Maybury areas. Due to the success the post has been extended to December 2022.	Ongoing	Green	
Engaged Communities	Informed and consulted residents	Consult and engage residents more frequently and encourage all residents to have their say.	Establish a panel for tenant and leaseholder engagement.	Consulted the current Resident Operations Board and requested feedback regarding new tenant engagement approach.	Gerri Summers	01/04/22	31/03/23	Ad hoc meetings with the current Resident Operations Board are underway. The frequency of meetings is being reviewed and its engagement with a cross-section of residents will also be investigated in the near future.	Ongoing	Green	
				Build on the existing Resident Operations Board to expand representation, including writing tenant panel volunteer job descriptions and developing a recruitment process for volunteers.	Gerri Summers	01/04/22	31/03/23	Ad hoc meetings with the current Resident Operations Board are underway but further progress has been delayed due to competing priorities.	Not started	Amber	
			Establish a tenant and leaseholder area on the Woking Community Forum.	Utilised the Woking Community Forum to communicate with tenant and leaseholders - encouraging feedback, holding polls, and using the data to improve engagement the correct way.	Gerri Summers	01/04/22	31/03/23	Due to other business priorities, this action has not yet been started. The aim is to scope out a draft Marketing Communication Strategy by the end of the financial year 2022/23.	Not started	Amber	
			Agree the engagement strategy for the review of the Core Strategy in 2023.	Drafted and adopted an engagement strategy for the review of the Local Plan, building on the recently approved Statement of Community Involvement.	Ernest Amoako	01/10/22	31/03/23	To be undertaken towards the end of the year.	Not started	Green	
			Commence a review of the Core Strategy in preparation towards a new strategy for adoption in 2027.	Drafted and agreed a high-level project plan which sets out a process to review the Local Plan, in preparation for adoption of a new plan in 2027.	Ernest Amoako	01/10/22	31/03/23	To be undertaken towards the end of the year.	Not started	Green	
	Reach and listen to all our communities and act on their feedback.			Develop and publish a Community Engagement Plan.	Supplementary action not previously identified for 2022/23.	Lynette Lawson-Tyers	01/04/22	31/12/23	An engagement policy, strategy, and associated toolkit has been prepared and is now in place to support engagement across the organisation.	Completed	Green
				Develop a community engagement calendar with a target of six sharing and listening events over the year.	Ran a Planet Woking event focused on sustainable transport.	Tracey Haskins	01/03/22	31/05/22	The event was delivered in May 2022 with a range guest speakers. The event is available to view from the Planet Woking website.	Completed	Green
					Carried out consultation with stakeholders to inform the review of the climate change strategy.	Tracey Haskins	01/09/22	01/09/23	Work to update the Climate Change Strategy will commence in September 2022. The updated Strategy will go the March Executive, after which consultation with the public and stakeholders will follow. Consultation timings to be confirmed.	Not started	Green
				Be out and about meeting businesses, organisations and residents across the borough to ensure the administration understand what is important.	Hold a Cost of Living summit in September and develop actions in response to the outputs from the summit.	Adam Thomas	01/09/22	27/09/22	Summit arranged for 27/09/22. Action plan ongoing for completion following summit. Review at the November Working Together for Woking event.	Ongoing	Green
	Be open and transparent in the management of council business.			Continue to support the scrutiny of the council's strategies in order to strengthen democratic accountability.	Continued to support the O&S Committee to effectively hold the Council to account.	Frank Jeffrey	01/04/22	31/03/23	Strategic Director - Place is CLT sponsor for O and S. A Democratic Officer has been recruited to support the O and S function. Members have received appropriate training.	Completed	Green
				Develop a new community grants scheme.	Supplementary action not previously identified for 2022/23.	Adam Thomas	01/02/22	31/03/23	A revised Community Grants scheme was agreed at Council in July 2022. Surrey Community Foundation will be managing grants on behalf of WBC. Community groups can now start to apply and the first Woking Council Community Fund Panel will sit early April 2023.	Ongoing	Green
	A borough with a strong voice	Have a strong voice and influence with government and business to achieve the best outcomes for the borough.		Continue with an active response to government consultations to represent the voice of communities of the borough.	Continued to respond on proposals emerging from the Planning Reform White Paper 'Planning for the Future'.	Ernest Amoako	01/04/22	31/03/23	No activity in this quarter and progress is dependent on Westminster Government work programme.	Not started	Green
				To use our representation on the Members Board of the District Councils' Network to collaborate, strengthen the voice of District and Borough Councils and influence national policy.	Engaged on key district council matters for the Borough related to the 'Place' agenda and used the network for collaboration and best practice.	Giorgio Framalocco	01/04/22	31/03/23	The Council is a member of the District Council Network. A recent network event was attended by the Chief Executive and the Strategic Director of Place. The network continues to be a source of information and support in relation to the Borough's priorities. The Woking town centre regeneration project was featured within a District Council Network publication.	Ongoing	Green
		Attract investment and protect our interests by raising the profile of the borough.	Agree and implement a Destination Woking marketing project to promote the borough to attract inward investment.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/23	31/03/25	This action has been divided between business and visitor economies. The collation of the marketing collateral relating to business investment is ongoing. The campaign to promote Woking as a business destination of choice will be actioned in 2023/24. The current visitor destination promotion (We are Woking) is currently ongoing and led by Woking Borough Council Marketing Communications.	Started	Amber	
Strong and effective partnerships	Actively seek opportunities to work collaboratively with the county council and other public, voluntary, community and faith sectors.	Continue to engage with businesses, to support them in their recovery and sustained growth.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/22	31/03/23	Work has continued to support the Woking Means Business Event. All of the economic development action plan actions are specifically aimed at helping businesses post Covid.	Ongoing	Green		

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Page 160		Strengthen relationships with partners and stakeholders such as EM3 LEP, Surrey County Council and the Government to ensure cohesive, aligned and effect collaboration in critical projects.		Supported SCC property services to ensure WBC can deliver an independent local authority-based inspection service across Surrey - currently 30% of the workload with a target of 100% by 2024.	David Edwards	01/04/22	31/03/23	Since April 2022 Woking are now the partnership authority for Surrey County Council for all minor maintenance work. We are seeking to engage further for major projects e.g. new schools etc.	Ongoing	Green		
				Worked with Surrey Fire & Rescue to ensure the existing 9 high-rise residential buildings in Woking and future developments meet the higher building safety standards required by 2023.	David Edwards	01/06/22	31/10/24	We are presently engaged in conversations with Surrey Fire and Rescue with a meeting scheduled for the 07th October 2022, to discuss the working and inspection regime for High Rise Residential Buildings (HRRB) under the authority of the new Building Safety Regulator.	Not started	Green		
				Engaged fully on the Surrey 2050 ambition, addressing areas over governance and the delivery of infrastructure such as transport/flooding.	Ernest Amoako	01/06/22	31/08/22	Council input into the revised Surrey County Council 2050 vision has been completed. The 2050 document has subsequently been published by SCC. Ongoing engagement on the delivery of the strategy will continue.	Completed	Green		
				Engaged with the Environment Agency on proposals to secure investment in flood alleviation works.	Tracey Haskins	01/04/22	31/03/23	WBC has engaged with the Environment Agency to secure investment in flood alleviation works. The funding for Byfleet has been agreed in principle. The outline business case will be received by WBC in October/November 2022. There is a challenge around the availability of council resource and expertise to progress these works.	Ongoing	Amber		
				Collaborated with the Economic Development Team at Surrey County Council (Invest in Surrey) to define synergies and joint-working options.	Chris Norrington	01/04/22	Ongoing	Officers are having ongoing discussions with both County and other Boroughs and Districts to identify joint working and collaboration opportunities which is being led by the Chief Executive of Woking Borough Council. We are also having ongoing discussions with SCC regarding the Innovation Hub.	Ongoing	Green		
				Worked proactively with private investors where their proposals support Council objectives and priorities.	Giorgio Framalico	01/04/22	31/03/23	Ongoing business liaison work to support local businesses and encourage new business to locate to the Borough. The Woking Town Centre Masterplan (which includes a chapter on the economy) has been published for consultation. The Council continues to engage with the LEP, with particular reference to incubator hub proposals.	Ongoing	Green		
				Develop a community engagement plan in collaboration with Surrey County Council.	Supplementary action not previously identified for 2022/23.	Elsbeth Andrews	01/04/22	31/03/23	Various meetings to address and consider changing local needs are attended by Districts and Boroughs and include the Strategic Voluntary Sector of Surrey, Community Volunteer Sector and topics such as Funding for Foodbanks, vaccinations and spontaneous volunteers.	Ongoing	Green	
		Establish and maintain strong and effective relations with government, communities, local businesses and partners.	Develop an Animal Welfare Action Plan.	Considered findings from the animal welfare consultation and produced a detailed action plan ready for implementation.	Emma Bourne	01/04/21	31/03/23	Executive committee report is drafted and due to be presented in October 2022.	Started	Green		
			Work with the Chamber of Commerce to champion businesses and develop trading opportunities.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/22	31/03/23	By attending Executive meetings, to help promote membership and events. Support the Woking Means Business Event. All of the economic development action plan actions are specifically aimed at helping businesses post Covid.	Ongoing	Green		
			Sign up to the Local Digital Declaration with government.	Supplementary action not previously identified for 2022/23.	Adam Walther	01/01/23	31/03/23	Work on signing up to the Local Digital Declaration will commence in early 2023.	Not started	Green		
		Greener Communities	Greener living	Help communities to reduce their carbon footprint and impact on the environment.	Deliver the actions within the Climate Emergency Action Plan.	Delivered further energy efficiency improvements to Council owned housing via continued maintenance and retrofit programmes.	Adam Browne	01/08/22	Ongoing	Council does not have the budget to improve the energy efficiency of its housing stock, therefore Council will have to seek external funding from the Social Housing Decarbonisation Fund. Preparation of a bid is being attempted at present, submission is due by end of September 2022.	Ongoing	Red
						Continued to engage with residents and businesses via Planet Woking's website and social media with advice and guidance on living greener.	Tracey Haskins	01/04/22	31/03/23	Continuing communications through Planet Woking and Woking Magazine to signpost opportunities for saving money and reducing environmental impact to the public.	Ongoing	Green
						Work with partners to continue to deliver household energy efficiency improvements and tackle fuel poverty.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	Continuing to work through Action Surrey to deliver against the priority. Dashboard reports from Action Surrey are provided to WBC to demonstrate progress. Also continuing communications through Planet Woking.	Ongoing

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Page 161	Use the borough's natural assets and green spaces to support green and sustainable living.		Continue work through Planet Woking, to sustain a programme of online resources and events focused on the natural environment and habitats.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	Continuing communications through Planet Woking to signpost online resources and events.	Ongoing	Green
			As part of Her Majesty the Queen's Platinum Jubilee Celebrations in the borough, plant 500 saplings.	Coordinated the allocation of 500 saplings to Woking's various communities as part of the Queen's Jubilee Green Canopy.	Chris Norrington	01/04/22	02/06/22	500 saplings were distributed as part of the Queen's Jubilee to businesses and community groups - this action is now complete.	Completed	Green
			Through partnership working with Serco and communities we are seeking a year-round approach to sustainable gardening.	Establish and deliver a proposal for engagement with communities on the theme of sustainable gardening in communities.	Tracey Haskins	01/10/22	31/03/23	A Planet Woking garden guide publication will be developed via consultation with residents. This action is not currently being worked on due to competing priorities.	Started	Amber
			Through partnership working with Serco and communities we are seeking an evaluation of a programme to adopt green flag standards for the borough, starting in Woking Park.	Initiate a framework for achieving green flag standards in Woking Park.	Arran Henderson	01/04/22	31/03/23	Site meetings with portfolio holders for Greener Woking and Health and Wellbeing will be arranged with the Regional Manager for Serco (who is also a Green Flag judge) to explore the requirements to meet this action. Following this meeting, a proposal will be developed in consultation with portfolio holders and submitted for authorisation.	Started	Green
			Through partnership working with Serco and communities we are seeking to identify space for allotment and community garden space.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	Various WBC teams continue to provide advice to local community groups seeking to work on local public land. At the current time there is not considered to be sufficient latent demand to warrant the need for a new allotment site, however this continues to be monitored and consideration will be given to potential future requirements, taking into account the Infrastructure Delivery Plan (2022) findings in the context of planned future development, and whilst recognising identification of suitable new sites is challenging.	Ongoing	Green
	Work with partners to develop and incentivise greener travel choices, embed wider carbon reductions and greater biodiversity support in our operations.		Deliver a minimum of 70 additional EV charging points in council car parks and contribute to the County programme to trial kerbside EV points.	Installed and made operational 70 electric vehicle charging points in the new Victoria Place Red car park.	David Loveless	01/04/21	28/04/22	72 charging points have been installed and are now operational.	Completed	Green
				Installed and operating new Electric Vehicle charging points and made progress towards an approach to charging the user.	David Loveless	01/09/22	31/03/23	New charging points have been installed in the Red Car Park. A project mandate will be submitted to CLT asking for approval to install telemetry equipment to facilitate fee charging.	Started	Green
				Assisted in the delivery of 20 on-street electric vehicle charging bays as part of a Surrey County Council led pilot project.	Tracey Haskins	01/04/22	31/03/23	On behalf of the Surrey Electric Vehicle (EV) Forum, SCC is tendering for a fully funded concession framework to accelerate delivery of electric vehicle charging infrastructure in the county. Further to SCC's invitation to residents to suggestions for future on-street EV charging points, numerous suggested locations countywide have been received and will now be considered.	Started	Green
				Identified a ChargePoint operator for the management and maintenance of the borough's electric vehicle infrastructure.	David Loveless	01/09/22	31/03/23	The mandate for the telemetry system has been approved to be initially implemented in the Red Car Park and the project workbook will be submitted to CLT in September 2022. The intention is for the project to be implemented over the next 6 months and will include a wider review of the Borough's electrical vehicle infrastructure.	Not started	Green
	Continue to work in partnership with Surrey County Council to attract additional funding that will support the delivery of the Local Walking and Cycling Infrastructure Plan.			Finalised the remaining elements of the town centre enhancement programme under the Woking Integrated Transport Package.	Louisa Calam	01/04/22	31/03/23	A report was compiled (on the 20th July 2022) detailing the remaining elements of the project for completion, as information for CLT. This will go to the October Executive.	Started	Amber
				Developed plans (subject to funding) to bring forward a new cycle and pedestrian bridge at Lockfield Drive.	Louisa Calam	01/04/22	31/03/23	Funding for the new bridge is part of the Victoria Place budget. A review of that budget is required as part of the financial modelling for the wider development a report will be presented to the Executive in the Autumn.	Ongoing	Amber
				Worked in collaboration with the County Council as the highway authority to secure investment in cycle and walking provision.	Louisa Calam	01/04/22	31/03/23	In collaboration with WBC, SCC submitted an active travel bid application to the Department of Levelling Up, Housing and Communities in July 2022 to deliver targeted improvements to walking, cycling and bus infrastructure facilitating better connections to/from Sheerwater and the links across the Woking Town Centre, Sheerwater and West Byfleet corridor. Meanwhile, delivery of improvements under the Woking Strategic Transport Project is ongoing, for completion by March 2023.	Ongoing	Green
				Supported further active travel improvements as part of the borough's Local Cycling and Walking Infrastructure Plan (LCWIP) and Woking Strategic Transport Project.	Tracey Haskins	01/04/22	31/03/23	Proposals are being considered for future government funding streams for the installation of e-bike and e-mobility scooter charging facilities along with additional secure cycle storage. In collaboration with WBC, SCC submitted an active travel bid application to the Government in July to fund delivery of targeted improvements to walking, cycling and bus infrastructure facilitating better connections to/from Sheerwater and the links across the Woking Town Centre, Sheerwater and West Byfleet corridor.	Ongoing	Green
	Complete the £3m grant funded energy efficiency project to connect Midas House and Export House to the Thamesway heat network.			Supplementary action not previously identified for 2022/23.	David Loveless	01/02/21	31/10/22	Project is currently underway. Contractors are on site and connection is planned for October 2022.	Started	Green

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Greener economy			Consider new, more-informed and evidence based approaches to car park provision that best supports the Council's priorities.	As part of the Town Centre Management strategy - develop a new parking strategy that reflects emerging insights from hybrid working; promoting a night time economy; town centre living and the promotion of greener travel.	Ian Reynolds	01/10/22	31/03/23	Work to develop a parking strategy is due to commence. Scoping of requirements is currently underway.	Ongoing	Amber
			Work with partners to increase the provision of charging points for electric vehicles and cycles.	Work with partners to increase the provision of charging points for electric vehicles and cycles.	Lara Beattie	01/07/22	31/03/23	On behalf of the Surrey Electric Vehicle (EV) Forum, SCC is tendering for a fully funded concession framework to accelerate delivery of electric vehicle charging infrastructure in the county. Further on-street charging point locations to also be determined with SCC. The result of a partnership bid with SCC to the Levelling-up Active Travel Fund for improved walking and cycling infrastructure in Sheerwater is awaited.	Ongoing	Green
			Explore how we can provide improved safer cycle parking.	Work with partners to develop options for increasing safe, secure and well-located cycle parking provision.	Lara Beattie	01/08/22	31/12/22	WBC has submitted a funding bid to South Western Railways Customer and Communities Improvement Fund for further secure cycle parking at Woking Station.	Ongoing	Green
			Work with Surrey County Council on issues of highway maintenance paths need to be well maintained, pavements in good condition, bushes cut back and road crossings safe.	Work with our partner Surrey County Council, to ensure their spending on the maintenance of the highways and verges delivers the best outcomes from the funding available.	Emma Bourne	01/04/22	31/03/23	Until Surrey County Council (SCC) take back control of this task we will continue to work in partnership with SCC to achieve this action.	Started	Green
	Develop the green and sustainable sector as part of the strategy for economic growth.		Create and sustain a Green Tech led "hub" (incubator / accelerator) to support businesses to meet the challenges climate change has brought to the planet.	Engaged in discussions with partners to deliver a Green Tech Hub.	Chris Norrington	01/01/22	30/04/24	Engaged with partners including Woking Chamber of Commerce and Surrey County Council to deliver a Green Tech Hub.	Ongoing	Green
				Promoted the Borough as a Digital Centre of Excellence centred around Green Technologies.	Chris Norrington	01/04/22	31/03/23	This action has not yet been started but will feature under the Destination Woking programme.	Not started	Amber
				Subject to funding, created a Green Tech led hub (incubator/accelerator) to support businesses to meet the challenges climate change has brought to the planet. This would encompass organisations that are developing technologies in net carbon/reusable/cleantech/net zero/sustainable energy sector.	Chris Norrington	01/01/22	30/04/24	Funding will be phased from September 2022 over three years. With a provisional opening from April 2024.	Not started	Green
		Promote sustainable technology and innovation.	Implement further intelligent highway messaging boards to improve wayfinding around the borough.	Delivered the Town Centre Signage / Wayfinding Project in the public realm.	George Chisenga	01/12/21	31/12/22	This project comprises of 3 components: Navigational Totems in the town centre, Digital Smart Hubs in the town centre and static highway signs on approaches to Victoria Place. The overall project completion is the 31st December 2022.	Started	Green
		Promote and invest in low carbon energy supply across the borough.	Identify opportunities for renewable energy projects across the council estate and the wider borough in furtherance of the council's Renewable Energy Plan.	Worked with colleagues to identify and cost further energy efficiency measures and renewables installations for implementation across the Council estate.	David Loveless	15/09/22	31/03/23	The appointment of an Energy Management Officer will start in September and this action will be investigated as part of the role.	Not started	Green
				Continue delivery of fully funded energy efficiency improvements for eligible households via Action Surrey.	Helped our residents to access energy efficiency improvements via Action Surrey's delivery of the Government's Sustainable Warmth funding, saving money on fuel and reducing their environmental impact.	Tracey Haskins	01/04/22	31/03/23	Delivery of Sustainable Warmth Funding is due to be completed at the end of September 22, with a further wave of funding due to be released for delivery by March 2023. Continuing communications through Planet Woking and Woking Magazine to signpost opportunities for saving money and reducing environmental impact to the public.	Ongoing
	Support Thamesway to progress investment proposals to extend the district heat network, provide the capacity for major new connections and enable the planned transition to lower carbon technologies.			Worked in partnership with Thamesway Limited to support the expansion of the network and encouraged developments to connect to the existing CHP network.	Giorgio Framalico	01/04/22	31/03/23	The March Medium Term Financial Strategy approved a loan facility to Thamesway. A Heat Network Investment Grant has also been awarded to Thamesway. The implementation of the expanded network will take place as future developments come forward. The district heat network is also supported within the town centre masterplan.	Ongoing	Green
	Greener place leadership	Lead an integrated approach to the management of flood risk, air quality and conserving water.	Explore innovative finance mechanisms to fund green initiatives.	Supplementary action not previously identified for 2022/23.	Giorgio Framalico	01/04/22	31/03/23	Focus and attention is currently on the delivery of the carbon assessment work and the development of the revised draft Climate Change Strategy. Officers continue to assess opportunities for additional funding through national Government and county initiatives.	Ongoing	Green
			Commit the Council to fund its agreed share of the flood relief works in Byfleet and work with the Environment Agency and Surrey County Council to support the delivery of a viable scheme.	Supplementary action not previously identified for 2022/23.	Giorgio Framalico	01/04/22	31/03/23	Commitment to fund the agreed share of the Byfleet flood relief works is made within the Medium Term Financial Strategy. Consultation with the Environment Agency was undertaken throughout the Summer and further liaison will continue throughout Autumn and Winter. Challenges around available resources and Council expertise will need to be addressed before implementation phase.	Ongoing	Green
Progressed the site surveys and feasibility studies for the Byfleet flood alleviation scheme.			Giorgio Framalico / Tracey Haskins	01/04/22	31/03/23	Some site surveys and feasibility studies for the Byfleet flood alleviation scheme are near completion and due to the nature of these studies are ongoing until the full business case is agreed and finalised. The Environment Agency is leading on this part of the project.	Ongoing	Green		

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Page 163			Review the next steps in flood relief.	Develop and propose the next steps for flood alleviation along the River Wey and Hoe Stream.	Giorgio Framaliccio / Tracey Haskins	01/04/22	31/03/23	A presentation for both schemes was made to CLT on the 11/07/22. The outcome of these proposals will need to be formalised in due course.	Completed	Green	
				Collaborated with County and Environment Agency to bring forward options appraisals and business cases in relation to infrastructure to support environmental and flood management schemes.	Giorgio Framaliccio / Tracey Haskins	01/04/22	31/03/23	Work is ongoing with the County Council and the Environmental Agency. This is included within one current active project: Rainwater Gardens and a mandate and workbook will be submitted for the Byfleet Scheme. Challenges around available resources and Council expertise will need to be addressed before implementation phase.	Ongoing	Amber	
				Continued to deliver further rainwater gardens.	Giorgio Framaliccio / Tracey Haskins	01/04/22	31/03/23	The design of Rain Gardens on Woodlands Avenue, Sheerwater Road, and Albert Drive are progressing as part of the first phase which has to be delivered this financial year. Funding has been received for this phase from SCC. A project programme has been compiled with a view of implementation over the next three years. Challenges around available resources and Council expertise will need to be addressed before implementation phase.	Ongoing	Amber	
	Conserve, restore and expand existing habitats.	Maintain and expand the provision of Suitable Alternative Natural Green Spaces (SANG) and open space as part of our borough wide green network.	Ensured that development contributes to the ongoing management of areas of open space to mitigate the impact on the Special Protection Areas for ground nesting birds.	Ernest Amoako	01/04/22	31/03/23	Ongoing work on Horsell Common SANG Extension. Five SANGs are being maintained in perpetuity, there are four proposed SANGs in the SADPD. No SANGs have been identified for the Housing Infrastructure Fund. 40% of CIL contributions are ring-fenced for SANGs.	Ongoing	Green		
			Progressed proposals to provide new SANG provision to match demands arising from new housing growth and to protect biodiversity.	Tracey Haskins	01/04/22	31/03/23	Monthly officer task group meetings are in place to work to progress delivery of additional SANG. Additional SANG sites have been allocated through the Site Allocations DPD in October 2021 but there is a challenge to bring some of these sites to fruition.	Ongoing	Amber		
		Prepare for effective implementation of mandatory Biodiversity Net Gain developer requirements.	Run a biodiversity awareness event, Wild About Woking, in partnership with Surrey Wildlife Trust.	Tracey Haskins	01/01/22	31/05/22	This event was delivered in May 2022 in partnership with the Surrey Wildlife Trust.	Completed	Green		
			Undertaken early preparations for implementation of Biodiversity Net Gain working with Planning Services.	Tracey Haskins	01/04/22	31/03/23	Officers are maintaining a watching brief on developments on this topic. Awaiting Government to publish secondary legislation following the Environment Act 2021 and the Government response to the DEFRA consultation on Biodiversity net gain. At this stage resource is not available to prioritise this work.	Started	Amber		
	Deliver a carbon neutral council by 2030 and lead by example to support Woking businesses to be greener and more sustainable.	Undertake an independent self-assessment of our operations and buildings to develop a baseline for carbon reduction management.	Undertaken a baseline study of our corporate carbon footprint and produced a carbon reduction road map.	Tracey Haskins	01/06/22	30/09/22	Consultants for this work have been appointed and work commenced in June 2022. Anticipated delivery of outputs due at the end of September 2022.	Started	Green		
			Adopt a carbon reduction by design approach to all projects and programmes.	Ensured all specifications for new build / refurbishment works include carbon reduction measures.	David Edwards	24/06/22	24/08/22	This is the adoption and application for the June 24th changes to the Building Regulations for improvements of energy consumption, over-heating, ventilation and provision for electrical car charging. Engagement with local architects and builders has been completed to ensure that they are aware of the changes and are actively pursuing them on new build work.	Completed	Green	
		Asses the implications of the Government's Waste Strategy and develop local implementation plans.	Considered the affordability and mechanics of creating a potential Corporate Carbon Offset Fund, ringfencing funds for the delivery of climate projects.	Tracey Haskins	01/01/23	31/03/23	Focus and attention is currently on the delivery of the carbon assessment work and the development of the revised draft Climate Change Strategy. Progress on this action is likely to commence in the next municipal year.	Not started	Amber		
			Supplementary action not previously identified for 2022/23.	Mark Tabner	01/04/22	31/03/25	The Government Waste Strategy has been through several rounds of consultation and the Surrey Environmental Partnership has issued a collective response. The partnership is now developing an interim plan to deal with waste for the next 3 years to position us ready for the full Government publication.	Ongoing	Green		
			Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	The review of the Council's carbon footprint will be completed in Autumn 2022. This will provide evidence as to areas of focus for the Council and directly feed into the revised draft Climate Change Strategy which will be submitted to the Executive in March 2023. The ongoing work and strategy will continue to demonstrate the Council's commitment to its 2030 carbon neutral objectives.	Ongoing	Green		
		Complete the assessment of the Council's corporate carbon footprint so that we can improve the Council's knowledge of its environmental impact. This will help to further identify key areas of focus, in order to reach our net zero target by 2030.	Deliver a clear evidence-based assessment of the Council's corporate carbon footprint by September 2022.	Tracey Haskins	01/06/22	30/09/22	Consultants for this work have been appointed and work commenced in June 2022. Anticipated delivery of outputs due at the end of September 2022.	Started	Green		
		Prospering Communities	A borough of opportunity	Develop a connected borough that can harness the opportunities provided by new technology.	Improve 5G mobile connectivity.	Undertaken a review of town centre Wi-Fi provision and made recommendations as to future direction of travel.	Adam Walther	01/01/23	31/03/23	A review on the Wi-Fi provision in the town centre will be undertaken in due course and will cover a range of options, including taking into account the wider national roll-out of 5g.	Not started

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Woking For All Strategy - Q2 June - September 2022	Establish the borough as a destination – a place that is open for business and investment.			Explored partnerships and built a case for an increase in 5G roll-out in the borough.	Chris Norrington	01/09/21	Ongoing	Many applications for 5G masts are being received by Planning. Planning are facilitating the roll out of 5G masts. Surrey County Council are rolling out a digital infrastructure 5G project with a private sector company called Freshwave.	Ongoing	Green	
				Adopt the Woking Town Centre Masterplan – which sets out a vision for the place and identifying development opportunities.	Consulted on and developed a town centre masterplan to be submitted to the Executive for adoption as supplementary planning guidance.	Ernest Amoako	01/04/22	31/03/23	On track and currently on consultation.	Started	Green
				Establish a Digital Centre of Excellence, a high growth, high-tech incubator hub with a niche 'Green Tech' focus.	Subject to funding, to have identified a suitable partner to manage the Centre of Excellence service and commence fit-out.	Chris Norrington	01/01/22	31/03/23	Advanced discussions are ongoing with a possible operator.	Started	Green
				Develop a detailed sales and marketing plan and improved articulation of our offer with up-to-date facts and figures, including our premises, workforce, support facilities, cultural and leisure offer and our gigabit capable IT infrastructure which will also inform the forthcoming Town Centre Masterplan.	Produced a gap analysis as part of Destination Woking to inform the Estate Management Sales Strategy & Action Plan, looking at how assets are used and how they are performing.	Chris Norrington	01/01/23	31/03/23	The work will be commenced once the strategic asset management plan has been completed. A gap analysis of the town centre offer will be undertaken and fed into the Estate Management Sales Strategy & Action Plan.	Not started	Green
				Completed a costed and deliverable project plan, building on the marketing work completed and implemented key actions.	Chris Norrington	01/04/22	31/03/23	The collation of the marketing collateral (Invest in Woking) relating to business investment is ongoing. A first draft was presented to CLT and an updated version is being compiled with the aim of launching in 2023.	Started	Green	
				Delivered a campaign to promote Woking as a business and visitor destination of choice.	Chris Norrington	01/04/23	31/03/25	This action has been divided between business and visitor economies. The collation of the marketing collateral relating to business investment is ongoing. The campaign to promote Woking as a business destination of choice will be actioned in 2023/24. The current visitor destination promotion (We are Woking) is currently ongoing and led by Woking Borough Council Marketing Communications.	Not started	Amber	
	Strong and sustainable economy	Support businesses to recover from the pandemic and grow.	Continue to provide business advice clinics and webinars on business strategy, finance, marketing, exporting, customer service.	Planned and delivered up to 10 Business Advice Clinics per month.	Chris Norrington	01/04/22	31/03/23	Eight 1 - 1 clinics with a Business Advisor per month and two workshops and other individual ad-hoc sessions are being delivered by Woking Works (WBC) for businesses. These offer one hour tailored advice in relation to social media, marketing, business strategy etc. Ongoing and being delivered.	Ongoing	Green	
				Delivered the Covid Additional Relief Fund supporting businesses in the borough through business rates relief.	Leigh Clarke	01/04/22	30/09/22	As at 22nd August 2022 WBC have applications for 75% of the fund. All relief must be awarded by the 30th September 2022.	Ongoing	Green	
				Completed final reconciliation of the business grants schemes administered during the Covid pandemic.	Leigh Clarke	01/04/22	31/03/23	Reconciliations are progressing but are likely to take much of the year before the process is finalised with Government.	Ongoing	Green	
		Keep talent and skills within the borough by creating more opportunities for career progression and advancement.	Promote and encourage careers and apprenticeships in knowledge-based industries for young people.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/09/21	31/03/24	We are working closely with The Apprenticeship Hub to promote apprenticeships and inform businesses in the knowledge based sector how they can use the apprenticeship levy to fund apprenticeship training. We are also working closely with DWP to assist in the placement of job seekers into the Care Home, Hospitality and IT sectors.	Ongoing	Green	
				Work with employers, partners and the education sector to highlight skills gaps and shortages and promote opportunities for young people.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/22	31/03/23	WBC are working with DWP and Brooklands College to identify skills gaps and providing training courses in hospitality. Other sectors will be considered in the future.	Ongoing	Green
		Create a vibrant town centre, bringing together a compelling offer of high quality leisure, retail and sustainable living opportunities.	Celebrate and support the opening of Victoria Place to provide an even stronger retail, hotel and leisure offer.	Continued to promote Victoria Place and the wider town centre to increase footfall and to promote and attract additional investment in the town centre.	Giorgio Framalitto	01/04/22	31/03/23	Progress to increase footfall from September 2022 has included concessions to parking fees on a Saturday and the appointment of a Commercial Officer to animate the public realm spaces within the Town Centre. Promotion of Victoria Place and the wider town centre will link with the objectives of the Destination Woking campaign.	Ongoing	Green	
				Delivered a successful programme focused on the Queen's Jubilee.	Riette Thomas	02/06/22	05/06/22	A review report of the event was submitted to CLT by the end of June 2022, this included details of the objectives as well as leaving a legacy in place for future generations.	Completed	Green	
				Agree an over-arching town centre management strategy to support the delivery of a mixed-use centre, supporting local needs while being a shopping destination of choice.	Implemented changes to develop commercial and strategic finance capacity and expertise across the Council's asset portfolio/investments to deliver positive outcomes for the borough.	David Loveless	05/01/23	31/06/23	Work on this will start once the Strategic Asset Management plan has been produced. The aspiration will be to align the Town Centre Management Strategy with the aims and objectives highlighted in the Strategic Asset Management Plan. This work will be subject to having sufficient funds available.	Not started	Amber

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q2. 2022/23 Update (July - Sept)	Progress	RAG Status		
Page 165				Developed and adopted a town centre management strategy and action plan which will set-out the strategic vision for the place, as well as providing access to engage with new tenants and support existing tenants and seek additional commercialisation opportunities.	David Loveless	05/01/23	31/06/23	Work on this will start once the Strategic Asset Management plan has been produced. The aspiration will be to align the Town Centre Management Strategy with the aims and objectives highlighted in the Strategic Asset Management Plan. This work will be subject to having sufficient funds available.	Not started	Amber		
			Implement new wayfinding in the town centre.	Completed a project to improve wayfinding within the town centre.	George Chisenga	01/12/21	31/12/22	This project comprises of 3 components: Navigational Totems in the town centre, Digital Smart Hubs in the town centre and static highway signs on approaches to Victoria Place. The overall project completion is the 31st December 2022.	Started	Green		
			Protect the Council's interest and investment in the town centre and across the borough and ensure they are used for the benefit of Woking residents and businesses.	Explore use of council and privately owned office space to support flexible working and emerging modern workstyle demands.	Chris Norrington	01/04/22	31/03/23	The Council already has several tenants who provide flexible work spaces to other businesses. Currently exploring using empty WBC owned office space to support hybrid working.	Started	Green		
			Find solutions to make full use of town centre open spaces.	Explore and propose options for the animation of the Victoria Square and Henry Plaza spaces so that they enhance town centre experience and vitality.	David Loveless	01/07/22	31/03/23	A Commercialisation Officer was appointed in July 2022 and they are currently developing proposals for the animation of public spaces, which will be completed in conjunction with culture and leisure officers. A number of events have already taken place in the public spaces and focus will now be on the town centre Christmas offering.	Ongoing	Green		
	A borough with an enabling infrastructure	Establish a strong case for investment in infrastructure that supports the vision and priorities of communities.	Work in partnership with Homes England and Network Rail to deliver a replacement for the Victoria Arch bridge and transport connectivity within Woking Town Centre.		Progressed the CPO submission to secure land required to complete the project, whilst seeking to reach a negotiated solution with landowners.	Louisa Calam	01/04/22	31/03/23	CPO paperwork updated. Counsel advice sought on the timing of the formal submission in light of the budget challenges related to HIF and pause and review agreed by the Executive.	Started	Amber	
					Progressed proposals to gain planning permission for the temporary and permanent access to the aggregates yard.	Louisa Calam	01/04/22	31/03/23	Planning application packages are ready for submission. There have been recent challenges over the legalities of the determining authority which has delayed submission. Planning application submission is anticipated for the end of September 2022 and planning application decision anticipated by 31 January 2023.	Started	Amber	
					Scheduled works in conjunction with appointed multi-utility contractor to survey current utilities under Victoria Arch and progress their relocation.	Louisa Calam	01/06/22	30/09/22	This work started at the beginning of June 2022 and was onsite for three weeks. Report has been received and conclusion to this aspect of work is imminent.	Started	Green	
					Continued to work with the County to coordinate road closures and works with developers/stakeholders to minimise the impact on access.	Louisa Calam	01/04/22	31/03/23	Work continues to coordinate road closures with the county. It should be noted however that there are project delays due to significant cost increases which are currently being reviewed.	Ongoing	Green	
					Worked closely with Homes England on the project including identifying additional funds to support the full costs of the project.	Louisa Calam	01/04/22	31/03/23	Regular fortnightly informal meetings and monthly Board meetings are held between WBC and Homes England. Homes England are undertaking a review of all of their HIF schemes across the country which face cost implications due to market condition. Until these cost increases can be funded, the RAG status remains Amber. A report is going to Executive on the 17th November 2022.	Ongoing	Amber	
					Liaised with local residents and businesses on proposals, particularly those impacting residents affected by access to the aggregates yard.	Louisa Calam	01/04/22	31/03/23	Continuous liaison has taken place with businesses and residents on the progress of the project through press releases, newsletters and letters directly sent to properties. These are all saved on the Victoria Arch webpages. Information on the upcoming planning application will be sent out prior to submission. It is anticipated for the end of September 2022 and planning application decision anticipated by 31 January 2023.	Ongoing	Green	
					Supported and concluded the Overview and Scrutiny Committee's review of HIF Housing Outputs.	Giorgio Framalitto	01/04/22	15/06/22	This action was completed through the HIF Housing Outputs Task Group on the 15th June 2022 where recommendations were made to the Overview and Scrutiny Committee in July. One of these recommendations was that the Task Group could be reinstated later in the year if needed.	Completed	Green	
					Work with Government and infrastructure providers to address shortfalls in provision.	Sought opportunities to further our place making objectives, secured infrastructure investment, for example through the Levelling Up agenda, and UK Shared Prosperity Fund etc.	Giorgio Framalitto	01/04/22	31/03/23	Levelling-Up (2) bid has been submitted in relation to Sheerwater. Submission has also been made to Government for the allocation of £1m Shared Prosperity Fund with a focus on creating an incubator hub and supporting green infrastructure. Submission outcome awaited.	Ongoing	Green
					Collaborated with Surrey County Council as the highway authority to secure investment in smart and hard improvements to the highway.	Louisa Calam	01/04/22	31/03/23	Liaison with Surrey County Council on proposals to secure highway investment is ongoing.	Ongoing	Green	
					Developed the work of the Infrastructure Working Group to hold infrastructure providers to account and ensure that the Council supports providers to unlock proposals and bring forward schemes.	Ernest Amoako	01/04/22	31/03/23	New Policy Officer with infrastructure responsibility to start in the Autumn to take this action forward.	Not started	Amber	
					Engaged on the County's Minerals and Waste Local Plan, particularly in relation to securing sustainable waste management solutions and the potential for the relocation of the aggregates yard.	Ernest Amoako	01/04/22	31/03/23	No activity in this quarter as this is dependent on the Surrey County Council work programme.	Not started	Green	

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q2. 2022/23 Update (July - Sept)	Progress	RAG Status		
				Liaised with Network Rail on plans to relocate the aggregates yard.	Louisa Calam	01/04/22	31/03/23	This is very much a long term ongoing discussion as it involves major and costly works in relocating the aggregate yard. Currently no suitable alternative sites have been identified. WBC and Network Rail continue to liaise as and when any possible sites come up.	Ongoing	Green		
				Review the Victoria Arch project.	Get the Victoria Arch widening scheme on a sustainable footing this year and ensure residents are kept will informed.	Louisa Calam	01/04/22	31/03/23	Due to increased construction costs and rising inflation, the HIF project is under pressure to deliver on budget. It is currently undergoing various reviews by WBC, SCC, and Homes England to understand whether costs can be reduced or other sources of funding found and whether the duration of the bridge closure and resulting impacts to the public can be reduced. The findings of these reviews will be reported back to Executive in November 2022.	Ongoing	Green	
				Align space planning for business with our economic strategy.	As part of the masterplan and the economic action plan, review the estate and recommend flexible solutions that allows for future sustained business growth.	Carried out agency functions in the town centre and the new Victoria Plan on behalf of Surrey County Council, this will include any highway and street scene maintenance, street work co-ordination, traffic regulations, as well as borough wide pavement licensing.	David Loveless	01/04/21	31/03/23	Work on this action is ongoing via the Town Centre Engineering Team.	Ongoing	Green
						Explored the viability of replicating agency functions in Sheerwater Regeneration Area.	Giorgio Framallico	01/11/22	31/03/23	Discussions around the Town Centre Management Agreement and its future post August 2024, along with possible replication within the Sheerwater Regeneration area, will be commenced in Autumn/Winter 2022.	Not started	Green
A High Performing Council	A transparent, listening and learning council	Active use of independent and peer reviews to inform service improvement.	Agree and implement an action plan arising from the Planning peer review.	Reviewed and improve the planning section of the Council website to enhance the offering for residents to self-serve.	Thomas James	15/10/22	31/03/24	The process to establish the requirements on how to improve the planning section of the Council website will be undertaken jointly with the Digitalisation and Transformation team and an action plan produced for consideration by CLT.	Not started	Amber		
				Delivered a training programme for officers and members to improve the understanding of each-others role /decision making in Planning.	Thomas James	01/04/22	31/03/23	Some member training regarding Planning has been arranged and some sessions already conducted; this covered decision making and general planning issues. Additional training will include understanding of each-others roles and will take place by the end of this financial year.	Started	Green		
				Improved engagement between planning committee members and officers prior to committee.	Thomas James	15/09/22	31/03/23	First conversations are expected to take place in September 2022 between the Chairman, Planning Committee and officers.	Not started	Amber		
				Further strengthen our business continuity arrangements.	Undertaken a review of Business Continuity and made recommendations as to what improvements can be made to existing processes.	Pino Mastromarco	01/11/22	31/03/23	A full review and update of Business Continuity was undertaken in 2019. As per forward planning, a revisit of the Business Continuity Strategy is now due and will be commenced in November 2022.	Not started	Green	
					Participated in an internal audit of cyber security resilience.	Adele Devon	01/03/22	09/09/22	Audit has been completed and officer comments have been sent back to internal auditors. Awaiting the final version after which actions will need to be scheduled for implementation.	Started	Green	
				Involve residents in the development of strategies and policies.	Develop a new Borough vision and mission statement through the stakeholder and engagement plan.	Supplementary action not previously identified for 2022/23.	Amanda Jeffrey	01/04/22	31/03/23	Work to develop a new Borough vision and mission statement will commence in the 2023/24 financial year.	Not started	Green
		Review and establish council values and behaviours.	Human Resources to have reviewed and developed Council values and behaviour policy.		Amanda Jeffrey	01/01/23	31/03/23	This action is linked to the People Strategy and a value and behaviour policy will be reviewed/developed in due course.	Not started	Green		
		Actively seek resident feedback in service improvement.	Supplementary action not previously identified for 2022/23.		Lynette Lawson-Tyers	31/04/22	31/03/23	The Council actively seeks resident feedback in service improvement via the Woking Community Form and Resident Panel. Examples of engagement includes supporting Business Liaison in relation to Woking Works Business Survey (seeking views from businesses on how the Council can better support them), Private Sector Housing (seeking views on how to improve the choice based lettings process), and Social Prescribers (seeking views on social prescribers and service delivery).	Ongoing	Green		
			Developed the Woking Community Forum portal and supported colleagues from across the Council to utilise the tool.		Lynette Lawson-Tyers	01/04/22	31/03/23	Since December 2021 the Council's engagement platform (Woking Community Form) has hosted 19 consultations including engagement on the Animal Welfare Action Plan, Woking Works Business Surveys, Play Area Refurbishments, Community Safety Plan, Sheerwater and Maybury Living Well Survey, Empty Homes and Housing Register, and the Woking Town Centre Masterplan Consultations.	Ongoing	Green		
			Supported the delivery of at least 6 community events/roadshows across the borough.		Andy Denner	25/07/22	17/10/22	As part of the comprehensive Master Plan Borough wide consultation, we have delivered numerous roadshows and engagement sessions with residents and key stakeholders. We have also facilitated the opening of a pop-up shop in Woking town centre to provide additional engagement opportunities for residents and key stakeholders.	Started	Green		
		Help residents to understand and take an interest in democratic processes.	Develop a suite of information bitesize factsheets and explanatory media.	Supplementary action not previously identified for 2022/23.	Frank Jeffrey	01/09/22	31/03/23	Initial research will be undertaken as a preliminary measure to developing factsheets.	Not started	Green		

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q2. 2022/23 Update (July - Sept)	Progress	RAG Status
Page 167			Continue to use online engagement and digital media tools to improve democratic inclusivity.	Supplementary action not previously identified for 2022/23.	Lynette Lawson-Tyers	01/04/22	31/03/23	Since December 2021 the Council's engagement platform (Woking Community Form) has hosted 19 consultations including engagement on the Animal Welfare Action Plan, Woking Works Business Surveys, Play Area Refurbishments, Community Safety Plan, Sheerwater and Maybury Living Well Survey, Empty Homes and Housing Register, and the Woking Town Centre Masterplan Consultation.	Ongoing	Green
	A high performing council	Develop and strengthen strategic and financial planning and performance and risk management.	Agree and implement a strategic asset management plan to ensure that all assets contribute to financial and place making ambitions.	Escalated the asset management strategy as a key project reporting to the Corporate Programme Board, alongside a quarterly report on the performance of retail and office assets.	David Loveless	01/01/23	31/03/23	Once the Strategic Asset Management Plan is finished and Action Plan developed and agreed, reporting mechanisms will be established. A quarterly report, which includes performance of retail and office assets, will be included in the reporting process.	Not started	Green
				Developed through engagement a Strategic Asset Management Plan ensuring the Council's land and property assets portfolio supports business, employment, and investment into the borough.	David Loveless	01/04/22	31/11/22	A consultant has been commissioned to begin work on the Strategic Asset Management Plan. This is due for completion at the end of November 2022. Key stakeholders will be engaged as part of this process.	Started	Green
			Establish a council-wide framework for the management of commercial activity and opportunities.	Appointed a new Commercialisation Manager to secure additional attractions and investment in the town.	David Loveless	01/04/22	01/07/22	Commercialisation Officer was appointed in July 2022.	Completed	Green
				Secured further commercial investment and activity including a Christmas offer.	David Loveless	01/04/22	31/12/22	A range of commercial activities have been arranged from September, including events for October half term and Christmas.	Started	Green
			Undertake a review of the governance of council investments and interests.	Completed a review of Council owned companies' governance arrangements. Implemented changes to consolidate governance arrangements and ensure the effectiveness and appropriateness of measures in place.	Joanne McIntosh	01/04/22	31/03/23	Company Governance Review has been completed and new arrangements agreed at Full Council in July 2022. Arrangements are currently being implemented. Interim resource to implement changes is currently being identified.	Started	Green
				Reviewed the Council's current performance management arrangements and reported recommendations for improvements to the Overview and Scrutiny Committee and Executive.	Pino Mastromarco	16/05/22	06/10/22	The review has been undertaken and the detailed report with associated recommendations will go to the O&S Committee on 01/09/22 and the Executive on 06/10/22. If all recommendations are agreed Phase 2 works will commence.	Started	Green
				Developed internal capacity to support the Council's commercial investments and act on findings from the EY report.	Leigh Clarke	01/04/22	31/03/23	Recruited to a new Business Support post, further recruitment will follow relating to the new Governance arrangements for the Council's companies.	Ongoing	Amber
			Develop and review the business plans of companies in which the council has an interest.	Supported the corporate review of Thamesway business plans and financial models.	Leigh Clarke	01/04/22	31/03/23	Initial review undertaken by EY, and work ongoing with Thamesway to prepare updated financial forecasts and business plans for November 2022 Executive.	Ongoing	Green
				Supplementary action not previously identified for 2022/23.	Joanne McIntosh	01/08/22	31/03/23	Company business plans shall be reviewed at the Shareholder Advisory Group (SAG), agreed at Full Council and the Group Company Boards.	Started	Green
				Completed and implemented a commissioned review of the governance of Victoria Square to ensure the Council can transition its client management focus from the development and build phase to operation and delivery phase.	Giorgio Framalico	01/09/22	31/12/23	A report will be prepared and submitted to the Executive in the Autumn which will set-out the position of Victoria Place six months after opening, and provide information on future operational management.	Started	Green
			Review the financial model used to fund council owned companies.	Review all council investments and set clear performance targets for the returns these investments need to provide for the Council and the borough.	Leigh Clarke	01/04/22	31/03/23	Initial review undertaken by EY, and work ongoing with Thamesway to prepare updated financial forecasts and business plans for November 2022 Executive.	Ongoing	Green
			Get expert opinion to advise on the financial sustainability of the Council's investments into companies.	Review all council investments and set clear performance targets for the returns these investments need to provide for the Council and the borough.	Leigh Clarke	01/04/22	31/03/23	Initial review undertaken by EY, and work ongoing with Thamesway to prepare updated financial forecasts and business plans for November 2022 Executive.	Ongoing	Green
		Develop the council's digital maturity and capability.	Develop and deliver the Digital Strategy 2022 action plan.	Review the principle of the "One Stop Shop" which Customer Service staff currently operate under and maximise a "Digital First" approach.	Adam Walther	28/11/22	30/06/23	Not started. A review will be commissioned at the end of 2022 to better understand challenges and opportunities for improved resident services.	Not started	Green
				Reported on the progress of actions listed in the Digital Strategy.	Adam Walther	01/02/22	28/02/23	Actions have been identified and are on track. An annual report will be presented at Full Council in February 2023, 2024 and 2025.	Ongoing	Green
			Implement digital car parking management system and payments.	Initiated a project to deliver cashless on street parking payment options.	Ian Reynolds	01/04/22	31/03/23	The project to deliver cashless on street parking is on hold and subject to discussions regarding the future of the on-street parking agreement with Surrey County Council.	Ongoing	Amber
				Initiated a project to deliver a virtual permit system for on-street parking.	Ian Reynolds	01/04/22	31/03/23	The project to deliver cashless on street parking is on hold and subject to discussions regarding the future of the on-street parking agreement with Surrey County Council.	Ongoing	Amber
				Introduced a new paperless car park system to all town centre car parks with multiple payment options.	Ian Reynolds	01/11/20	30/11/22	Current options relating to the paperless car park systems are being evaluated for Heathside Crescent. The completion date of 30th November 2022 relates to all other town centre car parks.	Ongoing	Green

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q2. 2022/23 Update (July - Sept)	Progress	RAG Status	
Page 168		Launch the CCTV control room and develop plans to exploit its potential and grow its business.		Supplementary action not previously identified for 2022/23.	David Loveless	01/04/22	28/01/22	CCTV room is built and is being operated to manage the public realm CCTV. Project has been established and consultant report has been commissioned to establish how the car park and shopping centre control rooms would operate out of this CCTV room and develop income. Report is due back by the end of September 2022.	Started	Green	
				Human Resources will have reviewed the Organisational Change Policy and applied all necessary updates in consultation with CLT.	Amanda Jeffrey	01/04/22	31/03/23	The policy has been reviewed and the updates have been applied in draft, however HR are awaiting comments.	Ongoing	Green	
		Adopt a council operating model that delivers the best outcomes from investments.	Review and implement the Organisational Change policy.	Update the Council's Organisational Change Policy and associated action plan and submit for adoption.	Amanda Jeffrey	01/04/23	31/03/24	Work on this action will commence in the 2023/24 financial year.	Not started	Green	
				Deliver and rollout a hybrid working platform that is tailored to the needs of services.	Provided specialist training on Microsoft 365 to make the most of the tools available and achieve efficiency gains.	Adam Walther	01/06/21	31/03/25	Phased approach being taken. Phase 1 underway to ensure those with new mobiles and laptops understand the basic toolset. Specialist training is offered with each device. Central FAQs being developed.	Ongoing	Green
				Deliver and rollout a hybrid working platform that is tailored to the needs of services.	Commenced a detailed analysis of the business needs across the organisation to drive efficiencies and improvements.	Adam Walther	01/11/22	31/03/23	Detailed assessment of business needs will be completed.	Not started	Green
					Updated the Council's Workstyle Policy to reflect the new technologies and hybrid working opportunities available.	Amanda Jeffrey	01/04/22	31/03/23	Elements of the Workstyle Policy to reflect the new technologies is currently being reviewed. Alongside this a Hybrid Working Guide has been developed and further consideration is underway to assess 365 feature requirements.	Ongoing	Green
					Completed the implementation of Microsoft 365 to enable staff to work flexibly from any location and from a range of devices.	Adam Walther	01/06/21	31/03/25	The implementation of M365 is the end of 2025. Successfully migrated from Blackberry to Microsoft and successfully replaced all phones with latest M365 smart phones.	Ongoing	Green
			Review and develop opportunities for shared services with other Local Authorities.	Explored joint working opportunities with Surrey Heath and Runnymede to assess options for collaboration and shared services.	Kevin Foster	01/04/22	31/03/23	Appointed STAR to develop options and proposals for a shared procurement service. Contract will be held by Surrey Heath. Work is ongoing to look at the partnership landscape in a broader context. Partnership options is a workstream in the Fit For Future Programme	Ongoing	Green	
	A modern employer with a progressive workforce	Continue to invest in staff, our greatest resource, by ensuring they have the skills and equipment necessary to perform their roles to the best of their ability.	Gain new accreditation to Investors in People, a global benchmark for people management.	Undergone reaccreditation for the Investors in People award.	Amanda Jeffrey	01/04/22	31/03/23	The outcome of the reaccreditation process will be known in October 2022.	Ongoing	Green	
				Developed a new People Strategy.	Amanda Jeffrey	01/04/22	31/03/23	Capacity issues may have an impact to completing this action within the original deadline of 2022/23.	Not started	Amber	
				Continued to manage the internal talent and develop a framework for succession planning.	Amanda Jeffrey	01/04/22	31/03/23	Working continue to look internally and externally when promotional opportunities occur however there is not currently a framework for succession. The draft framework will be developed by the end of this financial year.	Ongoing	Green	
			Develop a new council vision and set of values through engagement with stakeholders.	Human Resources will have supported the development of a new vision and values statement, in partnership with the Consultation and Engagement Group.	Amanda Jeffrey	01/04/22	31/03/23	The Consultation and Engagement Group no longer meet. This action is linked to the People Strategy and a new vision and values statement will now be a product of engagement with employees.	Ongoing	Amber	
	Work closer together to achieve consistent and integrated services for residents.	Review the performance management framework against the strategy priorities.		Supplementary action not previously identified for 2022/23.	Pino Mastromarco	01/05/22	31/03/23	Work to review performance management and align it with the Woking For All Strategy has progressed and a report containing a number of recommendations will be submitted to the Executive on 6th October. Implementation will commence once authorisation has been received.	Ongoing	Green	
				Adopt a service and team collaboration platform.	Supplementary action not previously identified for 2022/23.	Adam Walther	01/04/22	31/03/24	Work has been underway to roll-out Microsoft Teams and SharePoint online to support collaborative working across the Council. A refresh the Council intranet is also underway. The longer term piece of work includes adoption, training and continuous improvement.	Ongoing	Green
				Integrate New Vision Homes back into the council's housing services.	Supplementary action not previously identified for 2022/23.	Louise Strongitharm	19/03/21	30/06/22	Services are in place, mobilisation has completed and establishing the service was achieved in Q1. From here on efforts will be made to continually improve the service.	Completed	Green
	A financially responsible council with sustainable and affordable plans.	Ensure that affordability, financial control and delivery of value for money are embedded in how the council conducts its business.	Get the Council's finances under control - this is our first priority.	Supported the delivery of the Medium-Term Financial Strategy, and the Fit For Future savings initiative.	Leigh Clarke	01/04/22	31/03/23	Initial update to the July Executive and further savings exercise launched. Updates will report to the November Executive. Financial challenge has increased substantially due to inflationary cost pressures and slower recovery of income.	Ongoing	Red	

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q2. 2022/23 Update (July - Sept)	Progress	RAG Status
				Work constructively with the Department for Levelling Up, Housing and Communities (DLUHC) to deliver plans for a sustainable budget and directly address the concerns the Government has about the council's levels of debt and exposure to financial risk.	Kevin Foster	01/05/22	31/03/23	WBC has submitted base case evidence information to DLUHC in relation to the borrowing and investments. Additional information has been submitted in response to their request to additional questions. Work is continuing.	Started	Green
			Consider new approaches to increase income.	Seek greater leverage of private sector and market investment into Woking to enhance the economic vitality of the borough and maximise the benefit that Woking communities experience from this investment.	Kevin Foster	01/04/22	31/03/23	A review of financial models for companies is underway. Networking research around Place based branding and marketing of Woking. Support is ongoing for the administrators of the Peacock Centre who will market the site for sale in September.	Started	Green
			Make decisions in an open and transparent way.	Deliver clearer and more transparent financial performance reporting through to meetings of the Council.	Kevin Foster	01/04/22	31/03/23	Work is ongoing to review the format of the MTFs report for the November and February meetings of the Executive. Work is also underway to review performance management across the organisation to replace the Green Book.	Started	Green

RAG Status	Description
Red	Action is failing in one or more areas and is in need of immediate attention.
Amber	Action contains areas of concern which are impacting on delivery and may need remedial action.
Green	Action is progressing according to agreed plans and targets.
TBC	Blank

EXECUTIVE – 6 OCTOBER 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 in relation to the Council's project management arrangements, assurance, and processes.

A monitoring report detailing the status of every Council project (as at the end of June 2022), incorporating both capital and revenue projects, is attached at Appendix 1. The monitoring report provides a status update, and an assessment against project risks, issues, schedule, and budget.

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 detailed project monitoring 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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1.0 Introduction

- 1.1 The undertaking of projects is an integral part of Woking Borough Council 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. Every WBC project, regardless of size or type, is required to follow the corporate process
- 1.3 In line with the Woking For All Strategy outcome 'A high performing Council', 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 deliver benefits from our investment into project activity.
- 1.4 The Medium Term Financial Strategy (MTFS), reported to the 14th July 2022 meeting of the Executive, highlighted a number of unknowns and assumptions within its financial forecasting that pose a risk to the delivery of its MTFS. The MTFS also highlights the associated prudent and responsible approach it is taking to manage these risks through its Financial Resilience Strategy. The risk that this represents for the delivery of projects has not been reflected on each project assurance line but is instead reported in this introduction to represent a generic issue that may have an impact on the delivery of the portfolio of projects.

2.0 Progress Update

- 2.1 The key activity since the last report to the Executive 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.
- 2.2 Detailed project status is contained within the project monitoring report at Appendix 1. The key points to note from the monitoring report are:
 - There are 50 projects in delivery and at practical completion, of which:
 - 82% (41) projects are green.
 - 6% (3) projects are amber.
 - 12% (6) projects are red.
 - There are 3 projects that have 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 project(s) are being highlighted because actual spend exceeds the approved 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. Since February, reconciliation of the project has identified a previously unknown overspend, resulting in a spend of £5,052,243 which is why the project is now red. The project will enter retention once all remaining costs have been identified and final payments have been made.

4.0 Corporate Strategy

- 4.1 The ongoing review and monitoring of all projects initiated within the Council, directly relates to the 'A high performing Council' outcome as listed in the Woking For All Strategy.

5.0 Implications

Finance and Risk

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

Equalities and Human Resources

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

Legal

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

6.0 Engagement and Consultation

- 6.1 None.

REPORT ENDS

Ref	Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
10206	Playground Improvements Phase 4	Green	→	The Play Strategy has been agreed and priorities for improvements and refurbishments of play areas have been determined. Funding now agreed for the remaining three play areas at Horsell Moor, Oakfield and Sutton Green. Horsell Moor and Oakfield are out to tender and programmed to be completed over the coming year.	Green	Green	Green	Green	Arran Henderson	Giorgio Framallicco	01/08/2007	30/04/2009	31/03/2023	£ 883,000	£ 603,155	£ 586,729
10297	Local Development Framework	Green	→	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 the review of the core strategy, and the expectation is that a time extension will be agreed that will enable the Council to adopt the plan by 2027. The budget for the extended project will also have to be agreed.	Green	Green	Green	Green	Ernest Amoako	Giorgio Framallicco	01/04/2010	01/12/2014	31/07/2022	£ 389,550	£ 689,550	£ 636,513
10916	Hoe Valley Flood Alleviation And Enhancement Appraisal	Green	→	Project originally commenced work in 2016 when a contractor was appointed to develop the outline design work ready for planning. Public consultation was also undertaken in 2017. The project was temporarily suspended in 2020 following a review of the investment programme. Next steps are now being considered.	Green	Green	Green	Green	Katherine Waters	Giorgio Framallicco	01/04/2016	31/10/2017	31/07/2023	£ 600,000	£ 1,103,205	£ 772,835
20000	Sheerwater Regeneration	Amber	↓	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 of the project was completed in September 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 the Planning Authority. One remaining tenant has now agreed a new tenancy so vacant possession is imminent which will allow the yellow phase to progress. Confirmation of the Compulsory Purchase Order has been agreed by the Secretary of State. Project is amber because there is a risk that Government measures for local authority borrowing might impact on the Council's ability to provide the level of loan facility that is necessary to fully deliver the project.	Amber	Green	Green	Green	Paola Capel-Williams	Louise Strongitharm	22/07/2018	30/09/2027	None.	£ 491,657,023	£ 491,657,023	£ 142,164,410
20019	Heather Farm SANG	Green	→	Land has been leased to the Council and leased back to Horsell Common Preservation Society to manage the site as a Suitable Alternative Natural Green Space (SANG). All the financial and legal requirements have been completed. The council has provided funding for the expansion of car parking spaces to support the increasing use of SANG.	Green	Green	Green	Green	Ernest Amoako	Giorgio Framallicco	31/10/2014	31/10/2019	31/12/2025	£ 1,719,856	£ 1,749,856	£ 1,707,071
20035	Personalisation And Prevention Partnership Fund	Green	→	The Personalisation and Prevention Partnership Fund (PPPF) project is working to keep local residents aged over 50, independent and living in their own homes as long as possible, as well as enhancing their general wellbeing. Recent work includes social activities being offered in sheltered schemes and extra care settings. Project is now complete and will be closed.	Green	Green	Green	Green	Jade Woods	Julie Meme	31/12/2012	31/12/2017	31/03/2023	£ 510,000	£ 690,000	£ 690,000
20067	Developing A Favourable Conservation Status Licence	Green	↑	The project was established working closely with Natural England (NE). The Council's Strategic Organisational Licence from NE was renewed in September 2020 and will require renewal again in September 2022. Habitat improvement works were completed in 2020. Joint working continues with NE to share best practice and learning between the Woking pilot and the national district level licensing rollout by NE. A lessons learnt article was published in a national ecology journal (September 2021). Scoping is now in progress to inform future steps.	Green	Green	Green	Green	Tracey Haskins	Giorgio Framallicco	31/08/2015	31/03/2021	31/12/2023	£ 50,000	£ 181,000	£ 145,036
20120	Rainwater Gardens	Amber	↓	First pilot rain garden completed successfully in Blackdown Close, Sheerwater, in February 2019. Alpha Road rain garden also now completed. 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. A new project will be created for the next phase. Project schedule is amber due to delay in closure of existing project.	Green	Green	Green	Amber	Katherine Waters	Giorgio Framallicco	01/06/2018	31/03/2019	31/03/2022	£ 50,000	£ 50,000	£ 44,711
20122	CCTV Upgrade And New Control Room	Green	→	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	£ 2,175,000	£ 1,310,799

Ref	Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
20124	Woking Integrated Transport	Red	→	All major works have been completed. This includes: public realm outside the Railway Station, improvements along High Street, works to Church Path and Chapel Street public realm, and highway capacity improvements at Lockfield Drive/Victoria Way junction. 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 project. Final works include installation of Christ Church Bollards, stage safety audit remedials, and other minor defects. Once these elements have been completed the project can close. <u>Project budget is red due to projected overspend resulting from retention monies which have now been confirmed as a contractual obligation to settle.</u>	Green	Green	Red	Green	Louisa Calam	Giorgio Framaliccio	01/06/2016	31/12/2020	30/09/2022	£ 24,900,000	£ 31,023,600	£ 30,843,222
20172	Open Housing Implementation	Green	↑	The Housing Management element of the system is in place and operational. The Property Maintenance and Compliance modules are now being delivered separately. The Private Sector Housing/Leasing module is delayed due to competing resources and other priorities.	Green	Green	Green	Green	Adele Devon	Louise Strongitharm	01/08/2018	31/03/2020	30/09/2022	£ 500,000	£ 936,000	£ 885,472
20209	Dukes Court Plaza	Red	↑	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, new restaurant, and highway works are now complete, which concludes all elements of this project. <u>Reconciliation of the project has identified a previously unknown overspend, which is why the project is red. The project will enter retention once all costs have been identified and final payments have been made.</u>	Green	Green	Red	Amber	Vanessa Tabner	David Loveless	01/06/2019	30/04/2020	30/04/2022	£ 4,525,000	£ 4,916,756	£ 5,052,243
20221	Microsoft Office 365 Implementation	Green	→	Implementation is progressing according to schedule. The majority of M365 enabled mobile phones have now been rolled out to staff, and laptops are currently in pilot/testing phase. A training resource is now on-board and the user adoption of modern ways of working is being scoped out.	Green	Green	Green	Green	Adele Devon	Adam Walther	01/10/2020	31/05/2021	30/09/2022	£ 142,025	£ 403,000	£ 321,059
20226	HIF A320 Woking Town Centre	Red	→	Recent works include utility investigations under Victoria Arch to feed into diversion costings and design. Demolition of the triangle is continuing. Planning application for Days Aggregate change of access will be submitted end of July 2022. Due to significant cost increases as a result of national inflation and cost pressures, and road closure disruption should the scheme go ahead, a report will be written proposing that the project is paused and reviewed to assess its long term viability. The report will outline suggestions for financial risk sharing with key project partners. This report will be submitted to the July Executive after which a decision will be made. <u>The project is red because of the risks and issues around the finances and the viability of the scheme.</u>	Red	Red	Red	Red	Louisa Calam	Giorgio Framaliccio	21/03/2020	15/03/2024	31/03/2027	£ 115,000,000	£ 115,000,000	£ 39,200,605
20229	Car Park Management Systems	Green	→	Supplier appointed and contract signed. Implementation of Victoria Way is completed. Equipment installation for the new Red and Green Car Parks began in January 2022. Installation is ongoing and car park went live in April 2022. Full installation to other areas to be completed. Project is currently within schedule, however a time extension request will be submitted as a delay in the project start date has impacted the timetable.	Green	Green	Green	Green	Ian Reynolds	Giorgio Framaliccio	01/11/2020	30/11/2021	30/09/2022	£ 1,980,000	£ 1,980,000	£ 841,183
20233	Play Area Repairs	Green	→	The play area resurfacing works commenced in March 2022. Five sites have been completed, one additional site is nearly complete and the remaining seven sites are scheduled for completion by Autumn 2022, weather permitting.	Green	Green	Green	Green	Arran Henderson	Giorgio Framaliccio	01/09/2021	30/09/2022	None.	£ 100,000	£ 100,000	£ 45,729
20234	Planet Woking	Green	→	Project is progressing well. Planet Woking launched in September 2020. 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. The fourth online Planet Woking webinar took place in May 2022 on the theme of sustainable transport. Social media engagement has grown threefold in the last year and a recommendation was made to the Greener Woking Working Group that the contract with Air Social will continue as planned to July 2023.	Green	Green	Green	Green	Lara Beattie	Giorgio Framaliccio	01/09/2020	30/07/2021	31/07/2023	£ 94,580	£ 175,218	£ 140,087
20242	Idox Building Control Public Access Planning Portal Connector	Green	→	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 needs to be resolved.	Green	Green	Green	Green	David Edwards	Giorgio Framaliccio	01/10/2020	16/11/2020	31/07/2022	£ 15,800	£ 15,800	£ 7,125
20244	IDOX Enterprise	Green	NEW	Project is progressing well. Environmental Health, Housing, Building Control, Licensing, and Planning departments have all assessed the module and agreed on implementation. Suppliers have now been booked in for installation after which testing can commence.	Green	Green	Green	Green	David Edwards	Adam Walther	01/06/2022	31/03/2023	None.	£ 43,400	£ 43,400	£0

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Ref	Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
20246	Woking Youth Hub	Green	→	Funding has been approved by the Department of Work and Pensions (DWP) and following a tender exercise, the provider Surrey Care Trust has been appointed. The target support group are those aged 16 - 25 and on benefits, who will be mentored and supported to access employment opportunities. This project is fully funded by DWP.	Green	Green	Green	Green	Adam Thomas	Louise Strongitham	01/05/2021	31/05/2024	None.	£ 197,443	£ 197,443	£ 148,884
20251	Goldsworth Park Cycle Park Upgrade - Sport England	Red	↓	Although the delivery of the track did run over slightly, it has now been delivered and was available for a fun day in the Easter holidays and is now being used. <u>Project schedule is red as the project has gone over schedule whilst the closure documentation is being completed.</u>	Green	Green	Green	Red	Steve May	David Loveless	01/03/2021	31/03/2022	None.	£ 120,500	£ 120,500	£ 115,757
20256	E-Commerce Platform For Independent Retailers In Woking	Red	↓	E-commerce platform was delivered on time and within budget. 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. <u>Project is red due to it going over schedule as a result of final outputs not yet being reported by the supplier.</u> Project will be closed once this has been received.	Green	Green	Green	Red	Chris Norington	Giorgio Framalico	01/06/2021	31/01/2022	31/03/2022	£ 29,950	£ 29,950	£ 29,950
20259	New Town Centre Signage - Wayfinding	Green	→	Project is on course. Contract has been awarded. Nine navigational totems will be installed by September 2022. Programme for the smart hub signs installation will be developed over the coming months.	Green	Green	Green	Green	George Chisenga	Giorgio Framalico	01/10/2021	31/12/2021	31/05/2023	£ 250,000	£ 250,000	£0
20263	2023 Grounds Maintenance And Street Cleaning Contract	Green	→	This project is to retender the Grounds Maintenance and Street Cleaning Contract. This project is currently paused until a decision is made to extend the existing contract or retender.	Green	Green	Green	Green	Mark Tabner	Giorgio Framalico	16/08/2021	31/03/2023	None.	£ 80,000	£ 80,000	£ 15,823
20264	The Old Woking Community Centre	Green	↑	Conditional planning approval acquired. A reduced budget and scope of works has been agreed. Project has been tendered and responses are being reviewed. Commencement on site planned for September 2022 with completion scheduled for March 2023.	Green	Green	Green	Green	Ian Tomes	Giorgio Framalico	01/05/2021	31/12/2022	31/03/2023	£ 2,689,134	£ 2,154,787	£ 232,184
20265	Housing Maintenance Procurement 2022	Green	→	The overarching aim of procuring core services before 1st April 2022 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 undertake which will be prioritised and completed later in the year where necessary.	Green	Green	Green	Green	Adam Browne	Louise Strongitham	22/03/2021	01/04/2022	31/12/2022	£ 80,000	£ 80,000	£ 47,957
20269	Community Meals Relocation To Monument Way	Green	→	Project is now complete. All main works are now finished and the Community Meals team has moved onto site, which has freed up The Vyne main hall to be used by the local community. The delivery of desk and monitor arms are needed before all remaining staff move over. Minor snagging works also need to be completed before the project moves into 12 month retention phase.	Green	Green	Green	Green	Pino Mastromarco	Louise Strongitham	01/11/2021	29/04/2022	31/08/2022	£ 361,000	£ 361,000	£ 348,734
20270	Woking Town Centre Masterplan	Green	→	The first phase of resident panel consultations has completed. The one to one consultations have also been completed. The project is on track, within schedule and budget. Work being done by consultants on absorption rate and townscape strategy has been completed. The draft masterplan will be considered by the working group on the 5th July 2022 and the July Executive to seek authority to go out for public consultation between 25th July 2022 and the 16th October 2022.	Green	Green	Green	Green	Ernest Amoako	Giorgio Framalico	01/08/2021	28/02/2023	None.	£ 100,000	£ 100,000	£ 68,638
20272	Midas House Refurbishment (2nd and 3rd Floor)	Green	NEW	Tender analysis has been completed and main contractor has been selected. Works are being scheduled and demolition/refurbishment will commence imminently.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/04/2022	31/08/2022	None.	£ 300,000	£ 300,000	£0
20274	Woking Palace Repairs And Essential Works	Green	→	Project is progressing well with all works now underway. Project is on target and scheduled to be completed by Autumn 2022, after which the project can go into retention.	Green	Green	Green	Green	Richard Smith	David Loveless	01/11/2021	30/05/2023	None.	£ 47,500	£ 47,500	£ 34,811
20275	Victoria Way Central Reservation	Green	↑	Project has not yet started. Project is being value engineered by the project team and consultants to see if savings can be made. Project scope and associated cost is therefore being reviewed. Review will be completed by the end of July 2022 after which next steps can be agreed.	Green	Green	Green	Green	Faouzi Saffar	Giorgio Framalico	20/08/2021	30/11/2021	31/03/2023	£ 750,000	£ 750,000	£0
20278	Redeployable CCTV	Green	→	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	Giorgio Framalico	04/01/2022	31/03/2022	29/07/2022	£ 10,020	£ 10,020	£0

Ref	Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
20280	Midas House Export House District Heat And Cooling	Green	→	Council has 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 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 time extension. Grant spend deadline has been met and necessary information is being provided to the Grant Body ready for sign-off.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/03/2021	31/03/2023	30/06/2023	£ 4,627,689	£ 4,627,689	£ 3,242,087
20281	Victoria Square	Red	→	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 Chief Executive, 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 will be agreed with SRM.</u>	Red	Red	Green	Amber	Tim Wells	Julie Fisher	01/12/2016	30/04/2021	31/12/2022	£ 700,000,000	£ 700,000,000	£ 676,600,411
20283	Rydens Way Phase 3 Sundridge Road	Green	→	Project is underway and the project is well advanced.	Green	Green	Green	Green	Jon Herbert	Louise Strongitham	01/11/2021	07/08/2022	30/09/2022	£ 928,046	£ 928,046	£ 404,614
20286	Celebrate Woking 2022	Green	→	The Queen's Platinum Jubilee Celebrations have been delivered successfully within budget. The Summer in the Square programme is running until the 4th September 2022 featuring the Common Wealth Games and some family films on the big screen.	Green	Green	Green	Green	Riette Thomas	Chris Norrington	01/01/2022	31/12/2022	None.	£ 100,000	£ 100,000	£ 62,735
20288	MFD Replacement 2021	Green	NEW	The current Multi-Functional Device contract has come to an end and will need to be reproced. When doing this ICT are looking to bring all the office printing and copying facilities across WBC locations into one contract for consistency to achieve best value for money. Also with staff using more locations around to borough to work from, improvements are needed at remote office locations.	Green	Green	Green	Green	Tony Bird	Adele Devon	16/06/2022	31/07/2022	None.	£ 82,937	£ 82,937	£0
20289	Property Compliance ICT Solution	Green	→	Gas compliance system has been implemented and deployment went live as planned. Work required for final reconciliation after which project can close.	Green	Green	Green	Green	Adele Devon	Louise Strongitham	01/12/2021	30/04/2022	31/08/2022	£ 109,333	£ 109,333	£ 33,843
20291	Redevelopment Of Garages 1 To 12 Bonsey Lane Westfield	Green	→	Project has been approved up to and including tendering process. Review of tenders and costs involved will be subject to review upon receipt of tenders. 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 Strongitham	01/12/2021	31/12/2023	None.	£ 2,655,000	£ 2,655,000	£0
20297	Customer Services Migration To On-Line Project	Green	→	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. Discussions are ongoing internally to enable a joined up approach to the full review.	Green	Green	Green	Green	David Ripley	Leigh Clarke	01/04/2022	31/03/2023	None.	£0	£0	£0
20310	Victoria Forms Attachments Module	Green	→	Project is progressing well. A test inbox has been set-up and testing has commenced. Changes will be logged with the supplier for final adjustments before going live.	Green	Green	Green	Green	Lyndsey Rofe	David Ripley	22/03/2022	31/05/2022	30/09/2022	£ 3,750	£ 3,750	£0
Projects at Practical Completion																
10221	Private Finance Initiative	Amber	→	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. 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. <u>Project is amber due to the outstanding adoption of open spaces.</u>	Green	Amber	Green	Green	Paola Capel-Williams	Louise Strongitham	02/01/2005	31/12/2010	30/06/2022	£ 3,260,000	£ 4,490,307	£ 4,490,307
10621	Ditch Restoration Smarts Heath	Green	→	The ditch restoration work is complete and all associated works were finished by December 2010. The final monitoring report has been submitted to Natural England. 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	Giorgio Framalico	24/05/2010	30/11/2010	31/12/2010	£ 35,000	£ 35,000	£ 34,621

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20040	Hoe Valley School	Green	→	The school has been handed over and is now operating. Sportsbox commenced operation with our contractor Freedom Leisure in early July 2018. 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 Education and Skills Funding Agency.	Green	Green	Green	Green	Ian Tomes	Giorgio Framalocco	01/06/2015	31/05/2018	None.	£ 44,680,000	£ 45,107,300	£ 44,896,121
20146	Leisure Lagoon Modernisation	Green	→	Works are complete and the project is in retention whilst in defects period. A changing room floor defect has been identified and the contractor is working to resolve the issue. Project will be closed once defects have been addressed.	Green	Green	Green	Green	David Loveless	Giorgio Framalocco	01/06/2017	30/04/2018	30/06/2020	£ 800,000	£ 1,855,000	£ 1,797,746
20186	Woking Park- CCTV Installation	Green	↑	Project is now complete. 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	Green	Green	Green	David Loveless	Giorgio Framalocco	01/12/2017	31/05/2018	None.	£ 235,000	£ 235,000	£ 199,700
20191	Old Woking Independent Living	Green	→	Project completed October 2021 and is now in defects period. Final account has been agreed and project will be closed once out of retention.	Green	Green	Green	Green	Ian Tomes	Louise Strongitharm	17/12/2017	21/09/2021	12/10/2021	£ 16,700,000	£ 16,700,000	£ 16,276,885
20219	Pool In The Park Structural Works- Phase 1	Green	→	The works are all complete. The project is now in retention.	Green	Green	Green	Green	David Loveless	Giorgio Framalocco	01/06/2019	31/03/2020	28/02/2021	£ 750,000	£ 1,150,000	£ 1,141,914
20223	New Temporary Accommodation	Green	→	The project is now delivered. 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	£ 4,567,087	£ 5,752,063	£ 5,646,179
20266	Goldsworth Park Retail Centre Car Park Works	Green	→	This project is for repairs, surfacing works and white lining to areas of Goldsworth Park Retail Centre car park. Project is currently in retention.	Green	Green	Green	Green	Vanessa Tabner	David Loveless	01/01/2022	30/04/2022	31/05/2022	£ 65,505	£ 65,505	£ 60,526
Projects Closed During Reporting Period																
20159	Turf And Drainage Improvements At St Johns Lye Cricket Pitch Project	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Arran Henderson	Geoff McManus	25/03/2018	31/10/2018	30/09/2021	£ 21,225	£ 21,225	£ 9,275
20255	Call Secure Plus	N/a	N/a	Project is being re-scoped within wider project aims and is now closed.	N/a	N/a	N/a	N/a	Nabeela Akhter	Adele Devon	01/06/2021	31/12/2021	None.	£ 22,540	£ 22,540	£0
20268	Railway Underpass Refurbishment Project	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Richard Smith	Geoff McManus	01/05/2021	31/08/2021	31/03/2022	£ 28,000	£ 58,000	£ 27,042

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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	
↑	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.

