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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, 19 January 2023 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 8 December 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 he 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 Framalico, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Framalico may advise on those items.
- (v) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Communities, Louise Strongitharm, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mrs Strongitharm may advise 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 1 December 2022, the Council referred the following Notices of Motion to the Executive for consideration.

- 6. Notice of Motion - Cllr S Dorsett - Renaming of Henry Plaza EXE23-018 (Pages 7 - 8)
Reporting Person – Corporate Leadership Team
- 7. Notice of Motion - Cllr S Dorsett - Minutes of Council Meetings EXE23-019 (Pages 9 - 10)
Reporting Person – Corporate Leadership Team
- 8. Notice of Motion - Cllr W Forster - Community Diagnostic Centre in Woking EXE23-020 (Pages 11 - 12)
Reporting Person – Corporate Leadership Team

Matters for Determination

9. Medium Term Financial Strategy (MTFS) EXE23-021 – to follow
Reporting Person – Leigh Clarke
10. Review of the Constitution EXE22-050 (Pages 13 - 18)
Reporting Person – Joanne McIntosh
11. Cost of Living Crisis Update EXE23-012 (Pages 19 - 32)
Reporting Person – Louise Strongitharm
12. Risk Management Update EXE22-056 (Pages 33 - 64)
Reporting Person – Kevin Foster

Performance Management

13. Performance and Financial Monitoring Information
Please bring to the meeting your copy of the latest Performance and Financial Monitoring Information (Green Book).
14. Monitoring Reports - Projects EXE23-005 (Pages 65 - 72)
Reporting Person – Kevin Foster

AGENDA ENDS

Date Published - 11 January 2023

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 (Carthouse 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 (Carthouse Lane) Limited	Thameswey Developments Limited
Rutland Woking (Residential) Limited	Thameswey Guest Houses Limited
Rutland (Woking) Limited	Thameswey Housing Limited
Thameswey Limited	

EXECUTIVE – 19 JANUARY 2023

NOTICE OF MOTION – CLLR S DORSETT – RENAMING OF HENRY PLAZA

Executive Summary

At its meeting on 1 December 2022, the Council referred the following Notice of Motion to the Executive.

Councillor S Dorsett

“The passing of Her Majesty Queen is one of the most important events in our lifetime. Many Woking residents, including current and former Councillors, made the journey to Westminster to pay tribute by “Queuing for the Queen”. Our own events over that week, including the Proclamation of the new King, and the moment of National Reflection, were extremely well attended by Woking residents, and Jubilee Square was fill to capacity. Given the strength of feeling Woking residents clearly have for the Royal Family and especially to the memory of Her Majesty the Queen, we are proposing a permanent tribute to Her Majesty. With that in mind it is proposed we rename Henry Plaza, the newest part of the Victoria Place, to Queen Elizabeth II Plaza.

Given that the Plaza opened in March of this year, the same year of her Platinum Jubilee and her untimely passing, it feels right in this year we can commemorate her memory with this tribute. Few residents are aware of the reasoning behind the current name of Henry Plaza. But having it be named Queen Elizabeth II Plaza, along with Jubilee Square and the Victoria Place itself, feels thematically constant. This tribute will reflect the love and admiration for her felt by our Woking community.”

Officer Comment

“The Council recognises the huge contribution made to this country, and this borough, during the long reign of the late Queen Elizabeth II. The Council pays tribute to her late majesty Queen Elizabeth II. Among other events, the Borough marked the National Moment of Reflection on the eve of Queen Elizabeth’s funeral with a public ceremony in Jubilee Square.

Any place name with a Royal connotation must seek advice and obtain approval from the Cabinet office and the consent of the Lord Chamberlain’s office. The plaza is officially addressed as a street record and has properties addressed to it. If changes are proposed, consultation with these business occupiers would be needed, as their addresses would also have to be updated. Costs would need to be incurred by Victoria Square and its business occupiers to make this change.

The internal atrium at Victoria Square has been named Henry Plaza in honour of Henry Cawsey, who was a District and Borough Councillor for West Byfleet and a former Chairman of Woking Urban District Council. In July 2022, the Council responded to a Question from Councillor Josh Brown referring to the immense amount of history, culture and talent from Woking, referring to Henry Plaza, and asking for information to be made available to inform residents and visitors of the historical significance of their name. The Leader has subsequently asked for a plaque to be displayed in the Plaza on Henry Cawsey.

In addition to being a District and Borough Councillor between 1929 and 1983; Henry Cawsey was a County Councillor for 28 years; a Justice of the Peace, serving as chairman of the Juvenile Court; Chairman of Byfleet United Charities; appointed MBE in 1979; named Woking Eminent Citizen in 1983; and the first person to be given Freedom of the Borough of Woking in 1987.

It would be a fitting tribute to name a prominent public space after Queen Elizabeth II but keeping the name of Henry Cawsey associated with the plaza is deference to such a distinguished and

Notice of Motion – Cllr S Dorsett – Renaming of Henry Plaza

influential local figure. Officers would welcome views from Members on alternative locations which could be named in honour of Queen Elizabeth II and will consider these ideas prior to determining a way forward.”

Background Papers: None.

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Date Published: 11 January 2023

EXECUTIVE – 19 JANUARY 2023

NOTICE OF MOTION – CLLR S DORSETT – MINUTES OF COUNCIL MEETING

Executive Summary

At its meeting on 1 December 2022, the Council referred the following Notice of Motion to the Executive.

Councillor S Dorsett

“Openness and Transparency are vital to the workings of this Council. Therefore the minutes of Full Council should adequately reflect members supplementary questions to the Leader and the Executive.

At present Councillor Questions to Full Council are recorded with the written answers given as a printed document. However supplementary questions and answers are not minuted.

This means the only way for our residents to understand the supplementary question and subsequent answer is to watch the meeting from the webcast.

We want to make it as easy as possible for our residents to engage with the work we as a council do therefore moving forwards this Council resolves to include in the minutes all Supplementary Questions from members, along with the answers given. This will allow our residents to better understand and follow how the Executive is held to account by members.”

Officer Comment

“To ensure openness and transparency all Council meetings are currently webcast and recordings can be viewed on the Council’s website for 4 years.

The Council receives a significant number of questions and supplementary questions at its meetings. Whilst, the value of this process is acknowledged it is quite often the case that the information is readily available elsewhere.

As a matter of best practice, should the Council wish the supplementary questions to be minuted they shall be verbatim. It is anticipated that given the number of questions received and comprehensive responses given, that this will pose a burden upon Democratic Services. To facilitate this request, it is proposed that minutes of the meeting shall be drafted as a priority and answers to supplementary questions shall be drafted separately as soon as Officer time permits.”

Notice of Motion – Cllr S Dorsett – Minutes of Council Meetings

Background Papers: None.

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Date Published: 11 January 2023

EXECUTIVE – 19 JANUARY 2023

NOTICE OF MOTION – CLLR W FORSTER – COMMUNITY DIAGNOSTIC CENTRE IN WOKING

Executive Summary

At its meeting on 1 December 2022, the Council referred the following Notice of Motion to the Executive.

Councillor W Forster

“This Council notes that our residents’ closest diagnostic centres are currently in Ashford, Chertsey and Guildford. At present Woking residents often have to travel outside the Borough for medical tests or a diagnosis.

This Council warmly welcomes and fully supports the decision to open a community diagnostic centre at Woking Community Hospital. The planned expansion of a diagnostic hub in Woking is in line with the NHS Long Term Plan will provide a local, accessible service for our residents. The Council recognises that access to the new services has the potential to improve our residents quality of life and may help to save lives.

This Council believes that the decision to open a strategic community diagnostic hub in Woking is a clear example of this authority’s close working relationship with our key partners, especially Ashford and St Peters NHS Trust, Surrey Heartlands Integrated Care Board and CSH.”

Officer Comment

“The NHS’s plan is to develop diagnostic centres in community services across the country, initially Surrey will have three. Ashford and St Peter’s Hospitals (ASPH) made a proposal for Woking because the centre and north of our catchment are well served for diagnostics but Woking residents predominately have had to travel. It will be a large capital investment into Woking Community Hospital and provide it with the most modern diagnostic equipment. This is an excellent example of partnership working through the Alliance to benefit the residents of Woking. The diagnostic centre facilities will include increased ultra sound capacity, new CT and MRI facilities, bone density scans, cardiac test lab, respiratory test lab and adult audiology.

The major benefits of the development are:

- the requirement for Woking residents to travel to Ashford for the majority of standard imaging diagnostic tests will cease as scans will be able to be provided locally;
- the building will provide for additional outpatient space and therefore one stop services will be able to be developed again reducing the need for Woking residents to travel to Ashford; and
- provides the most modern diagnostic services to Woking Hospital that have previously only provided at major hospital sites.”

Notice of Motion – Cllr W Forster – Community Diagnostic Centre in Woking

Background Papers: None.

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Date Published: 11 January 2023

EXECUTIVE – 19 JANUARY 2023

REVIEW OF THE CONSTITUTION

Executive Summary

This report outlines the revised timetable and consultation process to undertake a review of the Council's Constitution for implementation in the next municipal year. It provides an update following engagement sessions with Councillors and Council Officers.

Resolution

The Executive is requested to:

RESOLVE That

the progress to date be noted and the revised timetable be agreed.

Reasons for Decision

Reason: The Council is required by law (Local Government Act 2000) to prepare and maintain a constitution.

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 / Monitoring Officer Email: joanne.mcintosh@woking.gov.uk, Extn: 3038
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Shadow Portfolio Holder:	Councillor Ayesha Azad Email: cllrayesha.azad@woking.gov.uk
Date Published:	11 January 2023

1.0 Introduction

- 1.1 The Council is required by law (Local Government Act 2000) to prepare and maintain a constitution. The review is now under way and following Councillor and Officer engagement sessions a draft version of the Constitution is being finalised for consideration.
- 1.2 This report outlines the revised timetable and proposed methodology of the review. It also provides an update on the feedback to date and welcomes any further areas for suggestion from the Executive.
- 1.3 Councillors will be familiar with the Constitution which sets out the basic rules governing the Council's business. The Council exercises all of its powers and duties in accordance with the law and its constitution. The Constitution should primarily be a locally driven document which reflects the character and culture of the organisation and facilitates Council business, rather than something that creates bureaucratic procedures.

2.0 Councillor Engagement Sessions

- 2.1 Councillor engagement sessions were held on several dates in November. These informal feedback and discussion sessions were well attended and provided a welcome insight from Councillors, both new and old, together with suggested areas for future change.
- 2.2 The Monitoring Officer has grouped together themes which have arisen throughout the sessions with Councillors and Council Officers below. These have been incorporated into the revised Constitution which has been reviewed by the Leader. The revised Constitution marked with tracked changes shall be circulated to the Overview and Scrutiny Committee, the Standards and Audit Committee, and the Executive for comment prior to adoption by Full Council. Individual Councillors are welcome to contact the Monitoring Officer should they have any queries or comments upon the draft.
- 2.3 The main focus of debate at the engagement sessions was the procedures followed at meetings of Full Council. It was agreed that the procedures can be confusing to residents watching from home and to those involved in the meetings themselves. Streamlining and modernising procedures is a priority area for consideration. The inclusion of flowcharts within the Constitution shall assist to explain matters such as proposed amendments on the evening. It was acknowledged that Full Council is an important business meeting of the Council and should be transacted in an appropriate manner however it was considered that some traditions such as standing to speak may no longer reflect practice of a modern council. The benefits of remaining seated being that Councillors can easily use the audio devices positioned within the chamber and consult notes.
- 2.4 It was suggested that a mechanism should be implemented to allow questions from the public to be put to Full Council and that clarity as to how petitions be received at Full Council be included within the revised procedures.
- 2.5 Councillors reflected that Notices of Motions can often be subject to a lengthy procedure; starting at Full Council before being considered by the Executive and then back to Full Council. It has been proposed to "turn this procedure on its head" in that the Notice of Motion shall be dealt with on the night at Full Council unless the Monitoring Officer or s151 Officer advises that there is a legal, policy or financial reason which need to be addressed before the matter is considered. If this is the case, the Notice of Motion shall revert to the Executive and then Full Council.
- 2.6 It has been agreed that some matters shall not be subject to this review. These include the current Code of Conduct and Arrangements for dealing with Standards Allegations which have recently been reviewed and adopted. These arrangements remain up to date and in line with best practice. It is not considered that they need any further amendment at the moment. At

Review of the Constitution

Full Council in July 2022, it was agreed to amend the Thamesway Group Protocols and create a separate section in the Constitution. Again, given the recent review of this section it shall not be reviewed again.

- 2.7 Further to the above, it is considered that a review should be undertaken of the Council's Financial Regulations following the appointment of the new s151 Officer. This would form a part of the work programme for the below mentioned Corporate Governance Working Group.

3.0 Timetable

- 3.1 At the meeting of the Overview and Scrutiny Committee on 26 September 2022 it was agreed that the initial proposed timetable should be reconsidered. It was considered that the timetable was ambitious, and the Committee considered that it would be prudent to consider the matter over a longer period to ensure that due consideration was able to be given to all aspects of the review.
- 3.2 The below revised timetable has now been agreed to progress the review and ensure time for adoption prior to implementation in the next municipal year.

Overview and Scrutiny Committee	20 February 2023
Standards and Audit Committee	2 March 2023
Executive	23 March 2023
Full Council	30 March 2023

4.0 Adoption and Establishment of Corporate Governance Working Group

- 4.1 As outlined above it is proposed to adopt the new Constitution at Full Council on 30 March 2023. The Constitution would come into effect the following municipal year. This would allow adequate time for all to familiarise themselves with the new constitution and be a practical point at which to adopt new procedure should as the operation of Full Council meetings.
- 4.2 It is proposed to establish a Corporate Governance Working Group reporting to the Standards and Audit Committee bi-annually. The group's primary focus would be to ensure the continuous review of the Constitution to ensure that it remains fit for purpose and in line with best practice. Terms of Reference shall be initially agreed by the Standards and Audit Committee before being adopted by Full Council as part of the Constitution review. The group shall be established with the view to commence in the next municipal year. It shall initially monitor implementation of the new Constitution and discuss those items which have been scheduled for future consideration.

5.0 Corporate Strategy

- 5.1 The review of the Constitution supports the Corporate Strategy ensuring the Council is a high performing Council and that its practices and procedures are open, transparent, and accessible to all.

6.0 Implications

Finance and Risk

- 6.1 There are no specific implications.

Equalities and Human Resources

6.2 There are no specific implications.

Legal

6.3 There is a duty to maintain the Constitution.

7.0 Engagement and Consultation

7.1 The proposed timetable and consultation are outlined in the body of the report

REPORT ENDS

EXECUTIVE – 19 JANUARY 2023

COST OF LIVING CRISIS UPDATE

Executive Summary

This report is an update on the Woking response to the cost-of-living crisis. In September 2022, the Council hosted a cost-of-living summit and a joint action plan involving a range of partners was presented to the Executive in November. Two months on, progress is being made to support vulnerable residents through a range of outputs, linking with strategic networks and partnerships to provide local data and intelligence.

National data is provided through Citizen's Advice and highlights the stark increase in demand and need across the Country this Winter. Of note, by the end of November 2022, Citizen's Advice nationally reported seeing more people unable to afford their prepayment meter top ups than for the entirety of the previous six years combined. Locally, Citizen's Advice Woking have also seen a significant increase in this need, plus increased food support and wider needs, including for people with disabilities. The Household Support Fund is one way of helping people with these needs and the cost-of-living action plan highlights many of the local initiatives developing across the voluntary sector in Woking and Surrey.

19 Warm Hubs have been created and promoted across the Borough this Winter. This report provides an overview of the feedback from these. Support includes activities for families, the elderly and practical provision including food, debt advice, monetary support and practical items to help keep people warm in their homes. The online energy tool designed by Surrey County Council will be launched imminently and this will be a helpful resource for all residents. The Warm Hubs will be places that can provide support for people to access this if they are unable to do so independently.

The Council remains committed to supporting residents through this period and will continue to develop the wider offer with its partners in a joint response.

Recommendations

The Executive is requested to:

RESOLVE That

the ongoing local response to the Cost-of-Living crisis from the Council, partners, and organisations across the voluntary and faith sector be noted, in line with the action plan.

Reasons for Decision

Reason: To ensure Woking residents access the support they need this Winter with the Cost of Living and to monitor progress against the action plan.

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

Background Papers: None.

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Shadow Portfolio Holder: Councillor Ayesha Azad
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Date Published: 11 January 2023

1.0 Introduction

- 1.1 In September 2022 the Council brought local stakeholders together to plan how best to support vulnerable residents locally this Winter in view of the increasing challenges due to the Cost-of-Living crisis. The action plan that followed this event was reported to the Executive in November 2022. Two months on, this report provides a current review of the need using local and national data, updates from the organisations providing support including the Warm Hubs, and an updated action plan.

2.0 National and Countywide Data – Cost of Living

- 2.1 Presenting detailed data on the local effects of the cost-of-living is a challenge, however there are helpful national data sets that provide comparable insight, coupled with feedback from local support networks across the county and within the Borough. Surrey County Council has created a countywide Cost of Living Partnership Group including District and Borough Councils, the voluntary sector and representatives from Health. This is attended by the Head of Family & Community Services and a summary of national and countywide updates gained from this group is as follows:
- 2.2 Citizen's Advice (nationally) has created an online dashboard which is free for anyone to access, for further reading. Nationally, of note, by the end of November 2022 Citizen's Advice in England had already seen more people unable to afford their prepayment meter top ups than for the entirety of the previous six years combined. In the week starting 5th December 2022, they helped more people with foodbank referrals and fuel vouchers than in any other week on record, and there has been an almost fivefold increase in fuel support vouchers since March 2022.
- 2.3 Barnardo's published national findings in October 2022. Some of the headlines based on a YouGov poll of parents with children aged under 18 are that more than half of parents (54%) were forced to cut back on food spending with their family in the past 12 months. One in five parents said they have struggled to provide sufficient food due to the current cost-of-living crisis, and over a quarter (26%) said their child's mental health has worsened due to the situation. One in five parents in the poll reported having taken on new credit cards, extra debt or a payday loan.
- 2.4 In Surrey, there has been a notable increase in demand for the Surrey Crisis Fund, with 348 claims in November 2022, compared to 268 in November 2020. Citizen's Advice across Surrey has reported that between April – September 2022, 30% of people receiving support are new clients, with 66% identifying as having a disability or long-term health condition.
- 2.5 Regarding children and families in Surrey, free school meal eligibility has risen by 6% between 2021 and 2022, in real terms this is an increase from 20,711 pupils in 2021/22 to 22,093 in October 2022. Children living in low-income families also rose by 11% between 2019/20 and 2020/21, the local authorities with the highest percentage increase during this period being Elmbridge, Tandridge, and Epsom and Ewell.
- 2.6 The cost-of-living crisis is arguably a complex and far-reaching area to report on and it is acknowledged that all data should be considered within its context, its source and variables. Further information on the above headlines can be found online from Citizen's Advice, Barnardo's and Surrey-i.

3.0 Woking Feedback

3.1 Warm Hubs

3.2 Warm Hubs exist to support residents throughout the Winter and are a national concept. Woking's 19 Warm Hubs can be found listed on the Council's website and include the Centres for the Community, Woking Library, The Lighthouse, MASCOT Hub and many faith centres. An online energy support tool is being launched imminently by SCC and the hubs will support residents to use it should they need it, if are not able to access it online at home.

3.3 The original local Warm Hub concept was to have one or two warm hubs in each borough, however, as described above, the voluntary and faith sector locally were keen to offer support in all areas across Woking, making these accessible to all hence 19 listed hubs. The majority of these are providing extensions to what they already offer to the Woking community, in view of the local needs and concerns as described above.

3.4 The feedback from the hubs has been mixed as would be expected considering the high number of them. One of the churches stated that they have had very little take-up on the specific warm hub offer, whereas other providers have focussed the support on wider family activities and seen greater interest. St. Michael's Church in Sheerwater see on average 20 families per week engage with their community activities and Eastwood Leisure Centre a similar amount each Sunday afternoon for their Warm Hub activity. The Centres for the Community are already used by a range of residents and have been running new free well-balanced classes for the elderly to improve fitness which has proved popular. Family Services met with groups of families over the Christmas period, and this included wider residents too seeking advice for housing and wider support.

3.5 Andy's Café in Goldsworth Park (St. Andrew's Church) has extended their café opening times, particularly over the Christmas period. They reported seeing 24 residents in the two extra mornings they opened during the festive period between Christmas and the New Year.

3.6 The Welcome Church has increased its volunteer capacity and now provide more Debt Advisors. The Church has streamlined its courses to enable more people to join and continue to run the Life Skills, Money Course and Job Club. This is alongside the existing support clubs through its welcome café and family groups.

3.7 The MASCOT Hub (Maybury and Sheerwater Community Trust) has provided extra services including family craft sessions, giving away hot water bottles, refreshments and children's clothing. The hub has supported an extra 43 individuals with this new provision in addition to its usual offer. The Lighthouse in the town centre, in addition to hosting the Woking Foodbank, created a new 'Winter Warmer' campaign. To date they have given away 172 items to adults since mid-November including hats, scarves, gloves, hot water bottles, blankets and dressing gowns, and 233 packs of warm items given to children in need.

3.8 Food Support

3.9 The Woking Foodbank has received financial support from the Household Support Fund and continues to support residents across the Borough who are in crisis. Prior to Christmas, as additional resource, the Foodbank packed over 350 Christmas bags and distributed them to families in need, working with the Salvation Army and Woking Borough Council teams to expand its reach.

3.10 It is worth noting that maintaining foodbank stock is an ongoing need and the different providers of food support are coming together early this year, as agreed at the cost-of-living summit, to plan how they can best share resource. The Woking Foodbank reported a 40% increase in referrals in December 2022 with many people being referred for emergency supplies. Positively, at this time, overall stock remains high and in conjunction with the increased

demand, donations have increased to a record high of 10,732 kilos for December 2022; an increase of 4,130 kilos compared to December 2021. This is a great achievement and exceptional compared with most other Foodbanks. This is credit to the Woking Foodbank team and requires ongoing monitoring in coming months to ensure this sustains.

3.11 Citizen's Advice Woking and Household Support Fund

3.12 Feedback from Citizen's Advice Woking (CAW) reflects broadly the same key themes as the national data. For food, CAW report a 93% increase in foodbank referrals in 2022 Q2 and Q3 compared with 2021, and a high increase in referrals to wider charitable support for help to buy school uniform, white goods and energy payments. In September to December 2022 there has been a 36% increase in people asking for support for Personal Independence Payment (PIP) and an increase in need to support long-term disability and mental health issues.

3.13 The Council has been awarded a third tranche of the Household Support Fund (£192,105) to be distributed to residents by the end of 2022/23. This tranche will be provided to Council teams who support vulnerable residents and CAW will distribute the majority to households struggling financially, with a focus on people with disabilities. Residents will be able to apply to CAW for this additional support and the Council will be encouraging the DWP to refer their clients, especially those with disabilities, to the service. A breakdown of the spend to date of the Household Support Fund is below in the action plan.

4.0 Corporate Strategy

4.1 The Council is committed to supporting Healthier Communities. The Cost-of-Living Summit was a positive and pragmatic way to bring local support networks together to strengthen the local offer for residents for this Winter and beyond.

5.0 Implications

Finance and Risk

5.1 The action plan does not increase financial risks on the Council and seeks to strengthen support for vulnerable residents through collaboration and early intervention.

Equalities and Human Resources

5.2 The summit included representation from a range of communities who inputted into the day. Surrey Minority Ethnic Forum (SMEF) recently completed targeted engagement sessions in Woking and the outcomes when published will be included in future update reports.

Legal

5.3 There are no significant legal implications.

6.0 Engagement and Consultation

6.1 The Cost-of-Living Summit was a successful way to bring local stakeholders together, to collectively identify what can be done to strengthen the local offer. Feedback from the event was positive and one representative wrote, "I wanted to drop you a note to say thank you for

a fruitful day at the Cost-of-Living Crisis Summit. There was good content, and the different sessions and conversations across the day were encouraging.

- 6.2 Ongoing engagement continues strategically through the Cost-of-Living Partnership Group and locally with the voluntary sector and wider teams, partners and stakeholders.

REPORT ENDS

Cost of Living Action Plan

	Activities	Lead Person & wider stakeholders	Target date	Progress	Date Completed
1.	<p><u>Communication</u> <i>Ensure that communication is clear, accessible and updated for residents and partners throughout the period.</i></p> <p><i>This was key area highlighted at the Cost-of-Living Summit and participants stressed the importance of connecting the local offer both digitally and for those without regular access to the internet.</i></p>				
1.1	<p>Woking Borough Council to ensure information from national and County sources are updated on website.</p>	<p>Andy Denner (WBC) SCC</p>	<p>Initially October 2022- Ongoing</p>	<p>The Council's website includes a range of support for households. This includes:</p> <ul style="list-style-type: none"> • Financial payments • Preventing homelessness • Help for families • Foodbanks and ways to reduce food costs • Bill saving advice • Managing debt and mental health • Local helpful organisations <p>www.woking.gov.uk/costofliving</p> <p>This is an important 'go-to' place for Woking residents, linking with the countywide offer, and will be continually updated.</p> <p>SCC have developed a COL online tool for residents. This will advise any resident which benefits they are entitled to during this period. When the tool is launched, it will be promoted through WBC channels and support given to residents to use the tool in the Warm Hubs across the borough. To be launched January 2023.</p>	<p>October 2022 – ongoing</p> <p>TBC</p>

1.2	Woking magazine to include support for residents in Winter edition, supporting those who are unable to access online services.	Andy Denner (WBC)	October 2022	<p>Cost of Living support services included in Woking Magazine Winter Edition, delivered to c,50,000 households. This is important so that all residents have access to the information they need, including those who do not regularly use the internet.</p> <p>The central spread in the magazine consists of a wide range of support for residents. The information has been sent to Woking households and complements the Surrey County Council Cost of Living brochure delivered to all Surrey residents.</p> <p>Winter 2022 edition: www.woking.gov.uk/council-and-democracy/about-council/woking-magazine</p>	October 2022
1.3	Volunteer Woking to ensure the website links to the key areas and information is shared to the local voluntary and faith sector through newsletter.	Elspeth Andrews (WBC)	Ongoing	<p>Volunteer Woking has created a Wellbeing section on website. Ongoing update required. This complements the wider information available to residents, providing another access point for information.</p> <p>Volunteer Woking: Health & Wellbeing – Volunteer Woking</p> <p>Volunteer Woking will include the SCC COL tool in its regular newsletter and briefings for Woking charities when the tool is available. It will also promote the need to support residents who may be 'digitally excluded', in conjunction with the Council's local health and wellbeing partnerships.</p>	<p>October 2022 – ongoing</p> <p>TBC</p>

	Activities	Lead Person & wider stakeholders	Target date	Progress	Date Completed
2.	<p>Warm Hubs <i>Support residents with affordable local places to spend time this Winter, providing support and guidance for household needs. Warm Hubs were an important discussion point in the Cost-Of-Living Summit. The need for these to be accessible, engaging and without stigma was highlighted. This action plan incorporates mapping, promotion, training and additional funding for Warm Hubs in Woking.</i></p>				
2.1	<p>Map warm hub spaces in areas of need across the borough including community, leisure and charity venues.</p>	<p>Jack Gallop (WBC) & Jess Lee (SCC)</p>	<p>November 2022</p>	<p>'Warm Hubs' have been mapped across the borough including MASCOT Hub in Sheerwater, The Lighthouse in the town centre and St. Andrew's café in Goldsworth Park. These are identified as providers for targeted areas of need.</p> <p>Wider support is provided in the Centres for the Community, Eastwood Leisure Centre (free family activity on Sundays) and various faith centres.</p> <p>Map of 'Warm Hubs' launched 1st November 2022: www.surreycc.gov.uk/health-and-welfare/support/welfare-support/everyday-living/warm-hubs/list-of-warm-hubs-in-surrey#Woking</p> <p>Feedback from local Warm Hubs shared in this report (January 2023)</p>	<p>October 2022</p> <p>November 2022</p>
2.2	<p>Ensure energy advice training is completed.</p>	<p>Jess Lee (SCC)</p>	<p>November 2022</p>	<p>Expert training is available to a representative within each District and Borough to support the Warm Hubs. The Community Link Officer (SCC) for Woking, will ensure this training is available for the hubs and administer this. (Jan 2023 – SCC are still to provide this resource).</p>	<p>TBC</p>
2.3	<p>Promote energy and finance support in all warm hub spaces and wider leisure and community venues using SCC promotion material.</p>	<p>Andy Denner (WBC)</p>	<p>November 2022</p>	<p>WBC have produced banners promoting support for households, outlining the areas within this action plan. These are being promoted at the Working Together for Woking event (volunteer fair) at the Leisure Centre 03/11/22.</p>	<p>November 2022</p>

2.4	Ensure warm hubs are funded where required, through SCC available funding.	Jack Gallop (WBC) & Jess Lee (SCC)	November 2022	Funding from SCC to be confirmed for providers, if required to support additional resource including utilities and provisions.	Ongoing
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	Activities	Lead Person & wider stakeholders	Target date	Progress	Date Completed
3.	<p>Food <i>Develop a cohesive food support offer across the borough.</i></p> <p><i>It was highlighted at the Cost-Of-Living Summit that there is a well-stocked, central Foodbank that is connected across the borough. There is scope to develop the offer further and to bring the different providers together to achieve a local offer that is even better connected, sharing good practice and increasing resilience.</i></p>				
3.1	<p>Create a food focus group to bring together the Foodbank, Community Store, Community Fridge and wider support together; to share ideas and resources and innovate together.</p>	<p>Alison Buckland (Woking Foodbank) & boroughwide partners</p>	<p>December 2022</p>	<p>Creating this food focus group, led by the voluntary sector, will make it easier to connect resources and link with wider health and wellbeing priorities. The Foodbank approach is to support crisis needs and to signpost to wider support where appropriate. Updates from this group will be included as they develop over the Winter period.</p> <p>The foodbank lead is scheduling a meeting January 2023.</p>	<p>Ongoing</p>
3.2	<p>Explore options for a town centre 'Grocery' store managed and funded by Welcome Church.</p>	<p>Dub Everitt (Welcome Church) & Ian Tomes (WBC)</p>	<p>Q4 2022/23</p>	<p>Welcome Church are committed to delivering a 'Community Grocery' store. This initiative is similar to the 'Shopwise' store in Sheerwater run by Foodwise. Customers have a membership and can use the store to purchase a range of items at discounted prices; 10 items for 3 pounds.</p> <p>The membership element enables the customers to be supported to engage in various courses including debt advice and employment support. The initiative is based on a 'hand-up not hand-out' principle rather than crisis support so complements the wider offer.</p> <p>Welcome Church and WBC Estates are exploring potential venues to run the Community Grocery.</p>	<p>Ongoing</p>

3.3	Explore options for a Surrey food distribution hub, bringing Fareshare food stock (unused wholesale food) into the area to be distributed.	Martin Vodden (Foodwise) & Adam Thomas (WBC)	Q4 2022/23	<p>The purpose of this initiative is to increase the supply chain of food into the county using food stock that would otherwise be wasted by wholesalers. The stock is not near its sell-by date; it may be wasted due to a supply/demand issues or a packaging defect.</p> <p>Fareshare Sussex (www.faresharesussex.org.uk) are the supplier and local Woking/Guildford charity Foodwise (www.foodwisetlc.care) are the conduit to using and distributing the food stock across the county.</p> <p>WBC Officers have been working with Foodwise to support the initiative. It will benefit Woking residents through local food provision, plus stock for wider Surrey D&Bs and the voluntary and faith sector to use. Currently all Fareshare stock is transported to Surrey from Brighton which is not efficient.</p> <p>Start-up capital funding for this project is being explored by Surrey County Council.</p> <p>Foodwise and Fareshare are exploring a warehouse in Guildford. The Head of Family & Community Services (Woking) is chasing this regularly.</p>	<p>October 2022</p> <p>Ongoing</p>
3.4	Expand cooking classes for vulnerable residents delivered by Foodwise.	Martin Vodden (Foodwise) & Nicola Norman (WBC)	November 2022	<p>This action supports vulnerable families to learn to cook healthily on a budget. It therefore also supports the Council's health and wellbeing priority of reducing obesity.</p> <p>A new cooking class commenced 02/11/22 at Parkview Centre for the Community, delivered by Foodwise and supported by the Family Centre. Another new class commenced in Knaphill during half term in partnership with the Knaphill Community Fridge.</p> <p>Classes successfully completed and further courses now happening in Sheerwater and Goldsworth Park.</p>	November 2022

	Activities	Lead Person & wider stakeholders	Target date	Progress	Date Completed
4.	<p>Financial Support <i>Support resident to access direct financial support through Central Government schemes. Support local funding initiatives for the voluntary sector and employment support services.</i></p>				
4.1	<p>Distribute the Household Support Fund to households who are eligible.</p>	<p>Adam Thomas (WBC)</p>	<p>March 2023</p>	<p>In 2022/23 to date, £201,187 has been distributed to households through the 2nd tranche of the Household Support Fund. This targeted pensioners and vulnerable families and was successfully spent within the Q2 deadline.</p> <p>A further £192,105 to be distributed this financial year from tranche 3, with a particular focus on supporting people with disabilities. The DWP are unable to directly support with targeting residents with disabilities but will refer into the scheme. Citizen's Advice Woking will therefore administer the majority of the funds, supporting their clients (as described above) and wider residents. Funds will also support vulnerable families in Housing, Family Services and help people struggling to afford essential Community Meals.</p>	<p>September 2022</p> <p>TBC</p>
4.2	<p>Woking Works to promote the Woking Community Fund to local businesses, to increase donations from the private sector to the fund.</p>	<p>Chris Norrington (WBC) & Taravat Taher-Zadeh (Community Foundation for Surrey)</p>	<p>March 2023</p>	<p>Promoting the Woking Community Fund is a way to encourage local businesses to donate to the endowment, to increase sustainable community grants to the voluntary sector in Woking. Details of the fund can be found here: www.cfsurrey.org.uk/fund/woking-community-fund/</p> <p>A joint planning meeting with Woking Works, Volunteer Woking and the Community Foundation for Surrey was completed in October. Actions from the meeting include recruiting new panel members who will actively promote this to local businesses across the Woking communities.</p> <p>Two additional Panel Members representing local businesses are being recruited to the Woking Community Fund (endowment fund) Panel. Aim is to have first business donation to the fund received April 2023.</p>	<p>October 2022</p> <p>TBC</p>

4.3	Support young people (16-25) in receipt of benefits to secure employment. The Woking Youth Hub to meet its 2022/23 target of supporting 150 young people.	Cathy Leamon (Surrey Care Trust)	March 2023	<p>The Woking Youth Hub is funded through the DWP and delivered by Surrey Care Trust, based from Moorcroft Centre for the Community. To date since its inception in April 2021 it has supported 95 young people to successfully move off benefits and into employment.</p> <p>At the end of Q3 this year the Woking Youth Hub had supported 113 young people and achieved 50 job outcomes which is a highly positive achievement.</p>	January 2023
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EXECUTIVE – 19 JANUARY 2023

RISK MANAGEMENT UPDATE

Executive Summary

At its meeting on 21 November 2022, the Overview and Scrutiny Committee received a report on Risk Management arrangements, a copy of which is attached. The Committee considered the report under its remit for pre-decision scrutiny and discussed the corporate approach to the management of risk, as well as reviewing the Strategic Risk Register which reflects the key risks currently facing the Council. 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 – 21 November 2022

Kevin Foster, Strategic Director for Corporate Resources, presented the report on Risk Management that was due to go before the Executive on 19 January 2023.

A review of how the Council handled risk management had elicited several recommendations. One of the recommendations had been to provide Members with training on risk management.

The Council had committed to making its Strategic Risk Register public, which had been included at appendix two of the Item.

Members recommended several changes to the Risk Register: the inclusion of how risks change between editions; the removal of acronyms or inclusion of a glossary of terms, for the benefit of residents; implicit in several other risks, energy costs and inflation be more overtly displayed; and risk of not meeting the Council's 2030 Carbon Neutral target. Officers undertook to consider the recommendations.

It was emphasised that the register contained risks to the Council rather than issues experienced by the Council. The Medium Term Financial Strategy had been developed in recognition of the Risk Register.

Each directorate operated its own Risk Register and items were considered for inclusion on the Council's Strategic Risk register if the corresponding Strategic Director considered that the risk required input at a corporate level.

RECOMMENDED TO THE EXECUTIVE

That the Strategic Risk Register reflects the key risks currently facing the Council and that measures to mitigate each risk have been recorded and are being actioned by officers.

Officer Comment

Officers have considered the Overview and Scrutiny Committee's suggestions and it is proposed that these are incorporated into existing procedures through the following approach:

- 1) A direction of travel arrow will be applied to each risk to visually demonstrate if the risk rating after mitigation has improved, worsened, or stayed the same.

- 2) All acronyms will be removed from the content of the Strategic Risk Register.
- 3) Risk items, such as energy costs, inflation, and the risk of not meeting the Council's 2030 Carbon Neutral target will be mapped as appropriate and added to the relevant Directorate Risk Register. The existing Risk Management Policy facilitates a process through which all Directorate Risks are formally assessed and can be escalated to the Strategic Risk Register as part of 3 monthly review cycle conducted by CLT. This will ensure that strategic risks are regularly assessed and managed at the appropriate level within the Council.
- 4) Changes to the Strategic Risk Register will be incorporated into the next 3 monthly review cycle in the first quarter of 2023 (January- March 2023).

Recommendations

The Executive is requested to:

RESOLVE That

the Strategic Risk Register reflects the key risks currently facing the Council and that measures to mitigate each risk have been recorded and are being actioned by officers.

Reasons for Decision

Reason: To provide an update in relation to Risk Management arrangements and to provide assurance that the Strategic Risk Register reflects the key risks currently facing the Council.

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

- Background Papers:** None.
- Reporting Person:** Kevin Foster, Strategic Director – Corporate Resources
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- Date Published:** 11 January 2023

OVERVIEW AND SCRUTINY COMMITTEE – 21 NOVEMBER 2022

PRE-DECISION SCRUTINY - RISK MANAGEMENT UPDATE**Executive Summary**

The purpose of this report is to provide an update in relation to Risk Management arrangements, and to share the Council's Strategic Risk Register with the Committee. Both items are scheduled to be submitted to the Executive on 19th January 2023.

Risk can be defined as the combination of the probability of an event and its consequences. In any organisation there is the potential for events and consequences that can result in opportunities for benefits or threats to success. Successful implementation of risk management will produce many benefits for the Council if it becomes a living tool.

Corporate strategic risks represent the biggest internal and external threats to the Council that could affect the delivery of significant Council objectives and targets. Strategic risks are reviewed and updated by the Corporate Leadership Team every three months.

Strategic risks will be fewer in number, but would typically be high-scoring (representing the biggest threats) and may sit outside of the Council's tolerance and appetite levels. The identification of strategic risk is an essential element of good practice and demonstrates a proactive stance to managing key threats in a transparent way. The Strategic Register was last updated by CLT on 7th November 2022 and is appended to this report.

The committee is requested to scrutinise the content of the Strategic Risk Register to provide assurance that the current risks on the register are accurate and reflect a true account of the biggest threats facing the Council.

Feedback is also welcomed in relation to the measures identified to control/manage each risk and whether these are deemed to be correct and proportionate.

Recommendations

The Committee is requested to:

RECOMMEND TO THE EXECUTIVE That

The Strategic Risk Register reflects the key risks currently facing the Council and that measures to mitigate each risk have been recorded and are being actioned by officers.

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

Background Papers: None.

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PRE-DECISION SCRUTINY - RISK MANAGEMENT UPDATE

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Date Published: 11 November 2022

PRE-DECISION SCRUTINY - RISK MANAGEMENT UPDATE

1.0 Introduction

- 1.1 The purpose of this report is to provide an update in relation to Risk Management arrangements, and to share the Council's Strategic Risk Register with the Committee. Both items are scheduled to be submitted to the Executive on 19th January.
- 1.2 In terms of standard risk reporting, an annual Risk Management and Business Continuity paper is submitted to the Executive each June which outlines key updates in the reporting period.
- 1.3 In addition to the annual report, the Risk Management Policy is reviewed and updated every four years in line with the end of the policy period, or before if required to take account of key changes in Government policies and other significant external factors. The last update was submitted to the Executive in September 2021 for adoption. The current policy covers the period 2021 to 2025 and is attached at Appendix 1.

2.0 Background

- 2.1 Risk Management is the process through which the organisation methodically identifies and manages the threats and opportunities that might exist within a Council activity.
- 2.2 Risk Management is not a one-off activity. It is part of a continuous process that runs throughout the Council, taking into account a range of activity such as project delivery as well as day-to-day work that is undertaken.
- 2.3 Risk can be defined as the combination of the probability of an event and its consequences. In any organisation there is the potential for events and consequences that can result in opportunities for benefits or threats to success. Successful implementation of risk management will produce many benefits for the Council if it becomes a living tool. These include:
 - Improved service delivery resulting from fewer disruptions/enhanced controls.
 - Increased chance of achieving strategic objectives in the Working For All Strategy through minimising or removing key obstacles.
 - Improved awareness of risk - an organisation can become less risk averse if risks are identified and understood.
 - Improved corporate governance through stronger, more transparent decision making, accountability, and prioritisation.

3.0 Risk Management Training

- 3.1 Risk management training was delivered to senior managers and Councillors on 12th October 2022. The training sessions, which were planned and delivered in partnership with Zurich, were well attended; the majority of senior managers participated in the day session and 15 Councillors were present for the evening session.
- 3.2 The main purpose of the training was to ensure that all key stakeholders have a good understanding of the Council's Risk Management Policy and are aware of the principles of how to identify and manage risk.
- 3.3 In both the Senior Management and Councillor sessions, all participants were asked to identify what they perceived to be the biggest risks facing the Council. It is encouraging to note that in both instances the risks identified were almost identical to the items currently listed on the current Strategic Risk Register which suggests a broad alignment of understanding across all stakeholders.

4.0 Strategic Risk Register

- 4.1 Risk is managed at two primary levels within the Council – these are directorate risks and strategic risks. Directorate risks are more operational in nature and can be quite specific to the delivery of a particular service or function. These risks are owned and managed at Strategic Director level and reviewed on a six-monthly basis.
- 4.2 The focus of this report however, is corporate strategic risks which are of a size and nature that could affect the delivery of significant Council objectives and targets. Strategic risks are reviewed and updated by the Corporate Leadership Team (CLT) every three months. These risks are often at such a level where only CLT can influence and mitigate them through political and financial intervention, or other means such as redistributing resources.
- 4.3 Strategic risks will be fewer in number, but would typically be high-scoring (representing the biggest threats) and may sit outside of the Council's tolerance and appetite levels. The identification of strategic risk is an essential element of good practice and demonstrates a proactive stance to managing key threats in a transparent way.
- 4.4 The Strategic Register was last updated by CLT on 7th November 2022 and is attached at Appendix 2. Highlights from the risk register include:
- There are currently ten strategic risks that have been identified.
 - Five of the ten risks have a score which is beyond the Council's risk appetite i.e., these risks are higher than we feel comfortable with and will require closer monitoring.
 - Each risk has mitigation plans in place, and progress to manage the risk has been identified and recorded.

5.0 Scrutiny of the Strategic Risk Register

- 5.1 The committee is requested to scrutinise the content of the Strategic Risk Register to provide assurance that the current risks on the register are accurate and reflect a true account of the biggest threats facing the Council.
- 5.2 Feedback is also welcomed in relation to the measures identified to control/manage each risk and whether these are deemed to be correct and proportionate.

6.0 Corporate Strategy

- 6.1 In order to successfully deliver the objectives and actions contained within the Working For All Strategy, it is recognised that the Council must embrace and embed risk management across the organisation. The desired outcome is that risks associated with these objectives can be managed and the potential impact limited, thereby providing greater assurance that the Working For All Strategy can be delivered.

7.0 Implications

Finance and Risk

7.1 None arising 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 None arising from this report.

REPORT ENDS



Risk Management Policy 2021 - 2025

Document: Risk Management Policy

Version: 2.3

Author: Pino Mastromarco

Last updated: November 2022

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1.0 Purpose and Objectives of the Policy

1.1 Introduction

Woking Borough Council recognises that risk management is an integral component of good management and corporate governance and is therefore at the heart of what we do. It is important that the Council is proactive in the identification and control of risk to ensure there is continued financial and organisational well-being.

The purpose of this policy is to structure and formalise risk management arrangements across all functions within a comprehensive framework to ensure that risks are managed effectively, efficiently, and coherently across the organisation.

The objectives of this policy are to:

- Raise awareness amongst staff and partners of the benefits of risk management.
- Embed risk management into the culture of the Council.
- Integrate risk management into policy, planning and decision making.
- Manage risks consistently and effectively to an acceptable level in-line with the Council's risk appetite.

These objectives will be achieved by:

- Clearly identifying roles and responsibilities for the management of risk.
- Documenting the Council's strategic approach to risk management.
- Formalising risk management processes across the Council.
- Identifying, assessing, and managing strategic and operational risk.
- Incorporating the assessment of risk into all key decision making and planning processes within the Council.

This policy will be reviewed every four years in-line with the end of the policy period, or before if required to take account of key changes in Government policies and other significant external factors. All changes will be submitted to CLT for approval.

1.2 What is risk management?

Risk Management can be defined as:

“The management of integrated or holistic business risk in a manner consistent with the virtues of economy, efficiency and effectiveness. In essence it is about making the most of opportunities (making the right decisions) and about achieving objectives once those decisions are made. The latter is achieved through controlling, transferring and living with risks”

Risk management therefore is essentially about identifying all of the obstacles and weaknesses that exist within the Council. This holistic approach is vital to ensuring that all elements of the organisation are challenged, including decision making processes, working with partners, existing policies and procedures, and also the effective use of assets, both staff and physical.

Once the obstacles have been identified, the next stage is to prioritise them to identify the key risks to the organisation moving forward. It is essential that steps are then taken to effectively manage those key obstacles/risks. If this approach is

followed, the result is that major obstacles or blockages that exist within the organisation can be mitigated to provide the Council with a greater chance of being able to achieve its objectives. Risk management needs to be seen as a strategic tool that forms an essential part of effective management and planning.

1.3 National drivers behind strategic risk management

By adding risk management to the business planning and performance management processes, the ability of the Council to achieve its objectives and enhance the value of the services provided will be strengthened.

However, it also something that the Council is required to do, for example:

- The CIPFA Corporate Governance framework requires the Council to make an annual public assurance statement on the Council's risk management policy, process, and framework. The framework requires the Council to establish and maintain a systematic strategy for managing risk.
- Strong risk management supports the Council's obligations in relation to annual account preparation and audit regulations.
- Risk management implementation is best practice in both the public and private sectors, and is regarded as an essential part of business management which is required to operate effectively within increasingly complex environments.

1.4 Woking For All Strategy

The Woking For All strategy was adopted by the Council in March 2022. The strategy covers the period 2022 to 2027 and outlines how the Council will continue to support the communities and residents of Woking over the next five years. The strategy is comprised of five themes, around which the objectives and priority outcomes of the Council are articulated. The Woking For All themes are:

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

In order to successfully deliver the objectives and actions against each theme, it is recognised that the Council must embrace and embed risk management across the organisation. The desired outcome is that risks associated with these objectives can be managed and the potential impact limited, providing greater assurance that the Woking For All strategy can be delivered.

1.5 Benefits of risk management

Successful implementation of risk management will produce many benefits for the Council if it becomes a living tool. These include:

- **Improved service delivery:** resulting from fewer disruptions/enhanced controls.
- **Increased chance of achieving strategic objectives:** through minimising or removing key obstacles.
- **Improved awareness of risk:** an organisation can become less risk averse if risks are identified and understood.

- **Improved corporate governance:** through stronger, more transparent decision making, accountability and prioritisation.

1.6 Risk management linkages with other disciplines

There is a link between risk management, emergency planning, business continuity and disaster recovery, and it is important that the roles of each, and the linkages between them, are clearly understood.

Risk Management is about trying to identify and manage risks which may occur and where the impact on our strategic objectives can be critical or even catastrophic. Risk Management is managed by Business Improvement.

Business Continuity is about trying to identify and put in place measures to protect priority functions against catastrophic risks that can stop an organisation in its tracks. There are some areas of overlap e.g. if the ICT infrastructure is not robust then this will feature as part of the organisational risk assessment and also be factored into the business continuity plans. Business Continuity is managed by the Business Improvement team.

Emergency Planning is about managing incidents that can impact the community (in some cases they could also be a business continuity issue) e.g. a local plane crash is an emergency, but it could also become a business continuity event if it were to damage the Civic Offices and disrupt services. Emergency Planning is managed by the Emergency Planning team.

Disaster Recovery involves a set of policies, tools, and procedures to enable the recovery or continuation of vital technology, infrastructure and systems following a natural (hardware or system failure) or human-induced (virus or cyber security) disaster. Disaster Recovery focuses on the technology or systems that support critical business functions. Disaster Recovery is managed by ICT.

The diagram below demonstrates that there are linkages between risk management, business continuity, emergency planning and disaster recovery, but that they can also stand apart; each discipline has a separate policy.



1.7 Risk management in projects, contracts, and partnerships

Risk management should be a key consideration in the ongoing management of projects, contracts, and partnerships within the Council. The approach that should be taken in each of these areas is outlined below:

Projects: Every project will have a distinct set of objectives, and the risks that might impact on these will need to be managed. Risks should be identified at the Project Workbook stage to allow CLT to make an informed decision as to whether the project should be initiated. If the project is authorised, risks should be managed in the risk register (which mirrors the corporate template) in the project area on SharePoint. Risks will be reviewed on a quarterly basis by the Project Support Office and reported to the Executive as part of the project monitoring arrangements. The approach used to identify, prioritise, and manage project risks should be the same as the process outlined in this policy.

Contracts: It is important that Contract Managers maintain risk registers for key Council contracts where the risk of contract failure will result in a significant issue for the Council. Examples of such contracts are those that deliver a key service to residents, that provide a significant income stream, that are integral to core Council operations or those that would result in major reputational damage in the event of failure. The significance of each contract will vary a great deal, so in these instances, Contract Managers should contact the Business Improvement team to discuss the risk management approach that should be applied. Areas to consider will be governance, reporting and monitoring arrangements.

Partnerships: The Council is currently embarking on numerous partnership initiatives and risk management will be a key aspect in delivering success in this area. Examples of partnership working include:

- Joint commissioning/provisioning with other public bodies;
- Joint ventures with other public sector entities;
- Partnership and joint ventures with the private sector;
- Council companies, social enterprises and trusts.

Partnership working can bring many benefits but can also carry significant risks. It is therefore important that, as part of the process of setting up and developing partnerships, relevant risks are identified, managed, and monitored. As with contracts, the Business Improvement team should be contacted to discuss the risk management approach that should be applied to any new or existing partnership.

1.8 Positioning risk management against health & safety assessments

This document outlines the corporate approach to the identification and management of risks that might impact on the achievement of the Council's objectives. The content of this policy should not be confused with Health and Safety Risk Assessments which stand apart from this framework.

Health and Safety Risk Assessments are a legal requirement under the Management of Health and Safety at Work Regulation 1999 and solely focus on risks in the workplace that may cause harm to people. For further information on Risk Assessments or any other aspect of Health and Safety, please contact the Health and Safety Team in Human Resources.

1.9 Strategic approach to risk management

In order to formalise and structure risk management in the Council, it is recognised that there needs to be clear links between risk management, strategic planning, financial planning, and policy making. To achieve this, this policy sets out an approach where-by the identification and management of risk will be grouped around two primary levels of activity within the organisation, these being (1) strategic risk and (2) directorate level risk. A detailed description of the two levels of risk is as follows:

1. Strategic Risk Register

The Strategic Risk Register will contain all of the key strategic risks which could affect the delivery of significant Council objectives and targets. The management of this register is undertaken by the Corporate Leadership Team (CLT). These risks are often at such a level where only CLT can influence and mitigate them through political and financial intervention, or other means such as redistributing resources. The risks on the Strategic Register might be unique to the Council in terms of one-off, bespoke risks that only CLT is aware of, or they might be informed by high scoring risks from the Directorate Risk Registers. Risks at this level will be scored and assessed in detail using the template at Appendix 2.

2. Directorate Risk Registers

Every directorate must have a risk register because each area is unique in terms of the services it delivers and the challenges and threats it will face in delivering those services. It is important to capture risks at this level so each Strategic Director can obtain an overarching view of all risks in their section which will allow them to work to ensure that service objectives remain on target.

Directorate Service plans set-out the aims, objectives, priorities, and budgets for all of the individual services that each directorate provides. The details of the activities required to deliver each service must be set-out and understood and it is important that specific threats and risks at the operational level are identified and managed. Risks at this level will be scored and assessed in detail using the template at Appendix 2.

By breaking risk registers down in this way, the Risk Management process seeks to embed risk by encouraging an up and down relationship to assist in the identification and analysis of risk. From the top down, the corporate objectives are articulated in the Working For All strategy and will be cascaded down to inform Directorate Service Plans and then onto individual targets that will be set at Personal Development Review level.

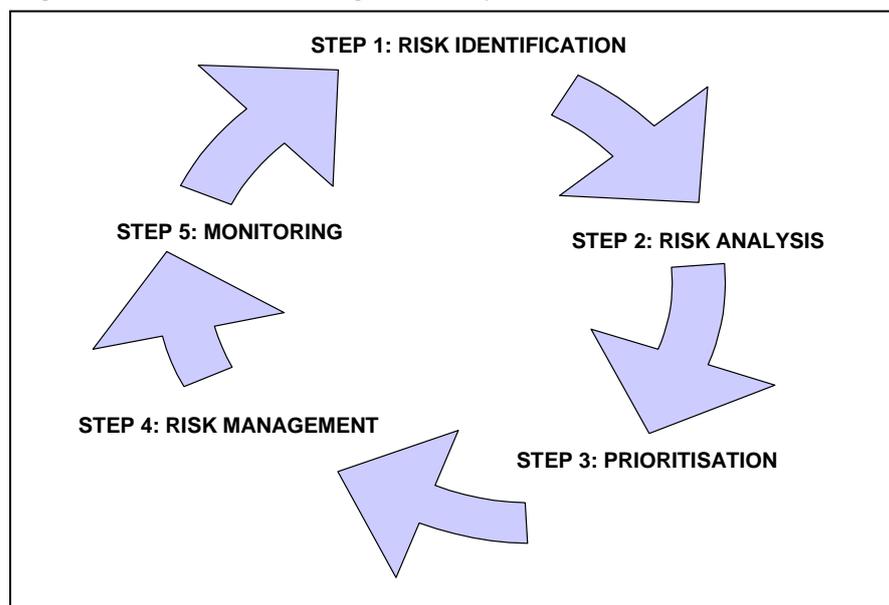
From the bottom, the operational risks on the front line can lead to the success or failure of a corporate objective and therefore might inform the approach and decision making of senior management at both the directorate and the corporate strategic levels. This approach supports a more holistic understanding of risk across the organisation.

2.0 Implementation of risk management

2.1 The risk management process

The Council's risk management process consists of 5 steps. The process should be applied to all risks whether they be service, corporate or project based. This process, also known as the Risk Management Cycle, will enable you to identify, analyse, prioritise, manage, and monitor risks. The process is illustrated below at figure 1.

Figure 1: The Risk Management Cycle



The Council's default risk register template should be used when undertaking the risk management process. A list of headings used in the template is provided at Appendix 2, but please contact Business Improvement for the excel version of the template.

2.2 Step 1: Risk identification

The first step is to identify the risks that could have an adverse impact on business objectives. We need to know the challenges/obstacles we face and decide how best to manage them. Those involved at this step should clearly understand what it is we *want to achieve* in order to be able to identify *the barriers to achievement*.

When identifying risks it is important to remember that risk management is also about making the most of opportunities e.g. making bids for funding, taking a national or regional lead on policy development etc.

Using Appendix 1 (categories of risk) as a prompt, various techniques can be used to begin to identify business risks. Techniques include:

- A brainstorm session or workshop with your team;
- Own (risk) experience;
- Experiences of others - can we learn from their successes/mistakes?
- Strengths, Weakness, Opportunities and Threats (SWOT) analysis or similar;

- Exchange of information/best practice with other organisations or partners.

It is also recommended that a review of published information such as service plans, strategies, financial accounts, media mentions, and audit reports be used to inform this stage, as they are a useful source of information.

It is crucial for the risk to be defined properly. Failure to do so can result in confusion about the exact nature of the risk, ineffective risk controls being implemented, or the risk analysis being over or underestimated.

2.3 Step 2: Risk analysis

The information that is gathered at step 1 needs to be analysed into risk scenarios to provide a clear, shared understanding and to ensure that the root cause of the risk is clarified. Risk scenarios also illustrate the possible consequences of the risk if it occurs so that its full impact can be assessed. There are 2 parts to a risk scenario, **the threat or cause** (which describes the situation and/or event that exposes the Council to a risk) and **the consequence** (which are the events that follow in the wake of the risk).

Figure 2: Example of the structure of a risk scenario

Risk Scenario	
THREAT (CAUSE)	CONSEQUENCE
<p>Statement of fact or perception about the organisation, department or project that exposes it to a risk or hazard. Include a description of the event that could or has occurred, which might have a negative impact on the objective(s) being achieved.</p> <p>Finish with a clearly articulated risk i.e. 'There is a risk that...'</p>	<p>Describe the impact that the risk will have on the objective and organisation. Consider the worst likely scenario:</p> <p>How big? How bad? How much? How long?</p>

Each scenario is logged on the appropriate risk register, whether it be corporate, service or project risk.

2.4 Step 3: Prioritisation of risks

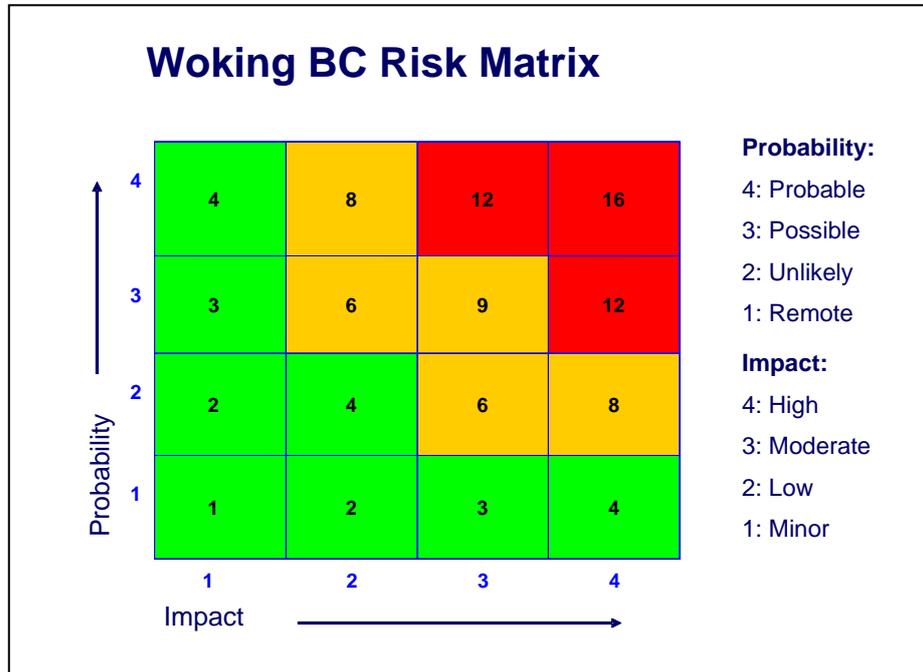
After the identification and analysis of a risk (step 1 and 2 respectively), the next stage is about evaluation and prioritisation. It is important to look at each risk to decide where it ranks according to the probability of the risk occurring and its impact if it were to occur.

When assessing the impact, the risks must be considered against the relevant objective being assessed i.e. strategic risks scored against corporate objectives, operational risks scored against service plan objectives, project risks scored against the objectives of the project and so on. This allows the risks to be set in perspective

against each other. The challenge is to determine how much impact each risk could have on the ability to achieve the objective.

The matrix below (Figure 3) is used to plot and score the risks and, once completed, the priority of each risk will be identified.

Figure 3: The Council risk matrix and filters



As figure 3 illustrates, the matrix is constructed around 3 filters - these being red, amber, and green. Red risks (12, 16) are of greatest priority and require immediate attention. Amber risks (6, 8, 9) should be reviewed and moderate risk mitigation action may be required. Green risks (1, 2, 3, 4) are likely to require no further action but should be monitored at regular intervals in case the situation changes.

The probability and impact ratings range from 1 (remote or minor) to 4 (probable or high). To arrive at the risk score you simply multiply the probability of the risk occurring with the impact of the risk i.e. if the probability of the risk occurring is unlikely it would score a 2. If the impact of the risk is high, it would score a 4. To determine the risk score the probability is multiplied by the impact and this would give you a risk of 8 which would indicate an amber risk.

2.5 WBC risk tolerance level

The risk tolerance level is a statement that indicates the level of risk that the organisation is prepared to tolerate. In determining this level, the organisation will take into account a range of factors such as budgetary constraints, political circumstances, as well as the organisation's culture and strategic goals.

The Council's risk tolerance level is set at 12. This means that only those risks 12 or below can be tolerated, and risks above 12 will need to be actively managed down (where possible) to within the tolerance threshold. The risk tolerance level serves to establish a trigger point for the escalation of individual risks that exceed the agreed level. It will also support better resource allocation in that greater effort can be

concentrated on addressing risks above the tolerance level whilst resources may be freed up from devoting excess attention to risks that sit within acceptable boundaries.

In real terms, this will mean that all risks above 12 at directorate level will be escalated to CLT if Directors and/or Senior Managers cannot mitigate those risks themselves. CLT will then be able to provide direction as to whether the risk should be scored down and tolerated or scored down via direct action to treat the risk.

2.6 Risk Appetite

Risk appetite is best summarised as “the amount of risk an organisation is willing to seek or accept in pursuit of its long-term objectives”.

Woking Borough Council aims to be risk aware, not risk averse. We aim to make informed decisions, consider all possible delivery options, be creative, and actively manage business risks to protect and grow the organisation.

To deliver the Council’s priorities outlined in the Woking for All Strategy, we recognise that we will have to manage certain business risks. The Council’s appetite for risk will vary depending on the activity undertaken - in some areas our risk appetite will be low, in others we will accept high risk and will be willing to carry risk in the pursuit of important objectives.

The Council has defined its risk appetite scale as follows:

Unwilling Risk Black (16)	The Council is unwilling to accept risks scored at 16 and is willing to abandon objectives completely to avoid the risk. Risks at this level sit outside of the Councils tolerance thresholds.
High Risk Red (12)	The Council is willing to take substantial risk to achieve objectives even where only limited mitigation is possible.
Moderate Risk Amber (6 to 9)	The Council is willing to take considered risk to achieve objectives, provided that robust mitigation is in place.
Low Risk Green (1 to 4)	The Council is willing to accept a level of inherent risk but is prepared to limit achievement of objectives to minimise the risk.

The appetite scale is plotted on the risk matrix below to give a visual representation of the Councils approach. **The RED shaded area** represents the outer limit of our risk appetite, and the **BLACK shaded area** indicates the point at which tolerance is exceeded. As a Council we are not willing to take risks that have significant negative consequences on the achievement of our objectives.

The matrix also illustrates the frequency of risk monitoring i.e., the Council’s highest-level risks (those with a score above 12) are reported to Corporate Leadership Team monthly for ongoing consideration and guidance. All other risks will be reviewed on a quarterly basis in line with agreed monitoring frequencies.

Probability	4: Probable	4: Low Monitor Quarterly	8: Moderate Monitor Quarterly	12: High Monitor Quarterly	16: Unwilling Monitor Monthly
	3: Possible	3: Low Monitor Quarterly	6: Moderate Monitor Quarterly	9: Moderate Monitor Quarterly	12: High Monitor Quarterly
	2: Unlikely	2: Low Monitor Quarterly	4: Low Monitor Quarterly	6: Moderate Monitor Quarterly	8: Moderate Monitor Quarterly
	1: Remote	1: Low Monitor Quarterly	2: Low Monitor Quarterly	3: Low Monitor Quarterly	4: Low Monitor Quarterly
		1: Minor	2: Low	3: Moderate	4: High
Impact					

It is important to note that it is not always practical or affordable to fully manage risks to the level of an organisation's optimal position. When decisions are made outside of appetite (which increase risk beyond the tolerable positions), their justification and evidence should be recorded including, if appropriate, seeking Member direction.

If a decision recognised as being outside of appetite is considered necessary, and is appropriately authorised and approved, it will require specific monitoring and assurance.

2.7 WBC Risk Appetite Statement

The Council's risk appetite statement is set out below and maps the risk appetite scale (unwilling, high, moderate, low) against twelve key strategic and operational risks. Managers should use the following statements when developing risk registers to ensure that risk appetite is applied consistently across their respective services:

1. Reputational risks: We have adopted a **low appetite** in relation to reputational risks. We have a preference for safer delivery options, choosing the option most likely to result in successful delivery, thereby enhancing our reputation for delivering high quality, cost-effective services to the public.

It is considered as essential that the Council develops a consistently high reputation across all stakeholders. It recognises that for some stakeholder groups there is work required to develop a trusted relationship. The Council has prioritised engagement with communities as a feature of how the Council operates and develops policy. An annual programme of community engagement activity is in place and periodic surveys are undertaken to continually benchmark performance.

2. Financial risks: We have adopted a **moderate appetite** in relation to financial risks. The Council aims to maintain its long-term financial viability and its overall financial strength whilst aiming to achieve its strategic and financial objectives subject to the following minimum criteria:

- Maintaining a minimum level of working balance that is linked to the scale of the Council's operations;
- Ensuring regular robust review of the reserves strategy;
- Ensuring that investment decisions are taken based on clear business cases and any additional borrowing meets the requirements of the Prudential Code.

The Council has an integrated service and financial planning process and a Medium Term Financial Strategy outlook. This is underpinned by a reserves strategy which has risk assessed a minimum level of reserves to reflect:

- Services risk;
- Risks in delivering savings, efficiencies, and income growth;
- Risks arising from its commercial operations and micro / macro-economic outlooks.

3. Change and place making programmes: We have adopted a **high appetite** in relation to change and place making programme risks. The Council's Change programmes provide the opportunity to transform the way we operate and to establish longer term benefits. The Council recognises that this may require increased levels of risk and accepts this, subject to ensuring that risks are appropriately managed.

Change Programmes are agreed by the Corporate Leadership Team and reported through the Corporate Programme Board to the Executive. The Corporate Programme Board advises on their Risk Appetite as part of their oversight and assurance role.

4. Service Delivery: We have adopted a **moderate appetite** in relation to service delivery risks. It is acknowledged that, despite best efforts, there may be occasional gaps in service delivery. The Council therefore accepts a moderate level of risk arising from the nature of the Council's business operations and ability to deliver an appropriate level of service at value for money, whilst minimising any negative reputational impact.

5. Supplier, Contractor, and Partnership Management: We have adopted a **high appetite** in relation to supplier, contractor, and partnership risks. It should be noted that this appetite will vary depending on the criticality of the service provided or supported by third parties.

The Council has an established procurement process and is supported by the Contract Standing Orders, and an established contract management framework. The appointment of contractors or suppliers resulting from a project will automatically be monitored with regular performance reports being submitted to CLT and Executive.

6. Technology and Information: We have adopted a **low to moderate appetite** in relation to technology and information risks.

Our appetite to risk will be vary depending on the nature, significance, and criticality of systems used, and the services that they support to reflect the sensitivity of information. CLT will receive an annual assurance that guidance and procedures are

in place and necessary training undertaken by staff.

This risk appetite applies to the Council's technology networks and cloud-based applications used to support delivery of services, as well as processes where manual documents are used and retained.

7. Cyber risks: We have adopted a **low appetite** in relation to cyber risks. CLT will have independent assurance on the risk of fraud and inadvertent or malicious corruption or modification of data on its IT systems.

8. Governance and Decision-Making risks: We have adopted a **low appetite** in relation to governance and decision-making risks. The Council's governance and decision-making risk is detailed in its established Committee and corporate structures, schemes of delegation, levels of authority, and the member-officer protocol. No officer or elected member may knowingly take or recommend decisions or actions which breach legislation.

9. Legal/Regulatory and compliance risks: We have adopted a **low appetite** in relation to legal/regulatory and compliance risks. The Council aims to comply with applicable regulatory and legislative requirements to the fullest extent possible. No officer or elected member may knowingly take or recommend decisions or actions which breach legislation.

Directors and Senior Managers are expected to implement appropriate controls to ensure ongoing compliance, and identify, report, and resolve breaches when they occur. CTL will receive annual assurance that compliance regimes are in place.

10. Business Continuity and Resilience risks: We have adopted a **low to moderate appetite** in relation to business continuity and resilience risks. The Council recognises that it is not always possible to effectively mitigate the risks associated with unplanned events. The Council has an established business continuity and emergency planning framework that includes resilience and contingency plans for certain scenarios and provides guidance to identifying critical functions/services and establishing appropriate resilience plans.

CLT and the Executive will receive ongoing assurance from annual testing of business continuity and emergency plans.

11. Assets/Estates risks: We have adopted a **moderate appetite** in relation to assets and estates risks. The Council will seek value for money but with a preference for proven delivery options that have a low residual risk. This means that we use solutions for purchase, rental, disposal, construction, and refurbishment that ensures we protect the taxpayer from as much risk as possible, producing good value for money whilst fully meeting organisational requirements.

12. Health and Safety and Wellbeing risks: We have adopted a **low appetite** in relation to health and safety and wellbeing risks. It is considered as essential that the Council meets its health and safety obligations, so far as is reasonably practicable, to maintain an effective workforce in safe and healthy workplaces.

The table below provides an overview of the risk appetite for each scenario:

	Unwilling	Low	Moderate	High
Risk Factor	Shaded areas represent risk appetite			
Reputational				
Financial				
Change / Place programme				
Service Delivery				
Supplier, contractor, partnerships				
Technology and information				
Cyber				
Governance & decision making				
Legal, regulatory and compliance				
Business continuity, resilience				
Assets and Estate				
Health and Safety and Wellbeing				

2.8 Step 4: Management of risk

This is the process of turning 'knowing' into 'doing'. Moving systematically through the list of risks, the task now is to decide what should be done about them. Should the risk be avoided, eliminated, reduced, or accepted? A statement of intent should be made about how you intend to deal with each risk. A useful framework for considering these questions is the "4 T's":

Terminate: Stop the activity altogether. Rarely an option in Local Government, especially in the case of mandated or regulatory measures, but the option of closing down a project or programme where the benefits are in doubt must be a real one.

Tolerate: Accept the risk and live with it. Applies to risks within the tolerance threshold (below 12) or those where the cost of treatment far outweighs the benefits. Any tolerated risk should be backed up by appropriate contingency plans, business continuity plans and recovery plans as appropriate.

Transfer: Pass all or part of the risk to the party best placed to manage it. This could be to a third party or through insurance. It is important to note, however, that although risk ownership can be transferred, accountability and/or reputational impacts associated with the risk rarely can.

Treat: Take action to control the likelihood and/or impact of the risk. This is often the preferred option and is where the bulk of risk management action falls. All risks over the tolerance threshold (12 or above) should be treated to manage down the risk.

Action planning should follow a structured process to ensure:

- The action is proportionate to the risk;
- There is clarity as to which part of the risk is being managed i.e. the cause(s), the trigger(s) or the effect(s);
- There is clarity around what dimension of the risk is being considered, i.e. the probability, the impact, or both;
- Whether or not there are any residual risks or new risks caused by the action.

Most risks are capable of being managed – either by managing down the probability or impact or both. Relatively few risks have to be transferred or terminated. Existing

controls, their adequacy, new mitigation measures, and associated action planning information is all recorded on the risk register, including ownership of the risk and allocation of responsibility for mitigating actions.

A further judgement to be made is the 'target risk score' which is where the risk could be managed to, should the identified controls be successfully implemented. Consideration should also be given here to the costs and benefits derived from applying each control, weighed against the potential cost/impact of the risk should it occur i.e. if the cost to treat the risk is more than the cost of the risk occurring then it will not be value for money to pursue that approach.

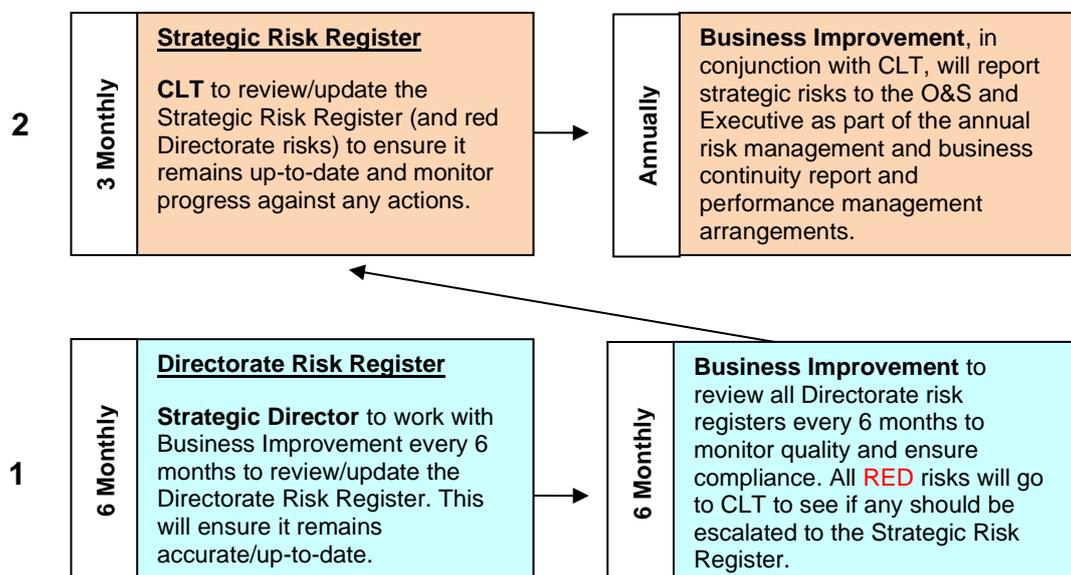
2.9 Step 5: Monitoring, escalating, and reporting risks

Ongoing monitoring of risk registers must be established to ensure that (a) the risk registers remain up-to-date and (b) that risk management is embedded within the organisation. Business Improvement will support the monitoring process by setting deadlines for updates and providing compliance/quality assurance checks.

Every three months (or before if required) the Strategic Risk Register will be reviewed and updated by CLT. Directorate risks will be reviewed every 6 months by the respective Strategic Director. As part of every review, risks should be amended so they reflect the current situation, obsolete risks should be deleted, and new risks identified. This ensures that the risk registers and resulting risk mitigation measures remain appropriate for the current service and corporate objectives.

Every six months Business Improvement will collate all red risks from the Directorate Risk Registers. These red risks will be escalated to CLT where the decision will be taken as to whether any should be incorporated into the Strategic Risk Register. It will be the responsibility of each Strategic Director to feedback the headline risks from their individual Directorate.

The overarching monitoring of risk will be undertaken by CLT with support from Business Improvement. CLT, supported by Business Improvement, will report the headline risks to the Executive as part of the annual risk management and business continuity report. The diagram below illustrates the monitoring schedule as well as the relationship between the different types of risk register.



3.0 Roles and responsibilities

The following section describes the roles and responsibilities that Members and officers will have in introducing, embedding, and owning the risk management process within the Council.

3.1 Members

- Members have a responsibility to understand the strategic risks that the Council faces and will be made aware of how these risks are being managed through the annual risk management report.
- All members will have the responsibility to consider the risks associated with the decisions they make and will be informed of these risks in the reports that are submitted to them.
- Members should not seek to avoid or delegate overall responsibility regarding the management of risk, as it is key to their stewardship responsibilities.

3.2 Executive

- To receive an annual report which covers the implementation of the Council's risk management policy to determine whether corporate risks are being managed.
- The portfolio holder for 'Corporate Services' is recognised as the Member champion for Risk Management and is responsible for being the link between CLT and the Executive.

3.3 Corporate Leadership Team (CLT)

- To ensure that effective systems of Risk Management and internal control are in place to support the corporate governance of the Council.
- To take a leading role in identifying and managing the risks and opportunities to the Council and to set the example and standards for all staff.
- To advise the Executive on the risk management framework and strategy.
- To advise on the management of strategic and other significant risks.
- To ensure that this policy is communicated, understood, and implemented by all Members, managers, and staff, and fully embedded in the Council's business planning and monitoring processes.
- To identify, analyse and profile high-level corporate and cross-cutting risks on a regular basis as outlined in the monitoring process.
- To report to Members on the management of corporate and other significant risks and the overall effectiveness of risk management controls.
- To ensure that appropriate risk management training and awareness is provided to relevant Members and staff.
- To ensure that sufficient resources are identified and provided to enable the development/implementation of risk management.

3.4 Strategic Directors

- Each strategic director is individually responsible for monitoring the status of the risk registers and action plans for their respective areas of responsibility.
- Each director should support the embedding of risk management into the business/service planning of all areas for which they are responsible.
- Ensuring that the risk management process is part of all major projects, partnerships and change management initiatives.

- Ensuring that all reports of a strategic nature written for Members include a risk assessment of the options presented for a decision.
- Report as required to CLT on the progress being undertaken to manage the risks within their areas of responsibility.
- Be actively involved in the identification and assessment of risks to ensure that their respective areas of responsibility are sufficiently reflected and updated on the appropriate risk register.
- To recommend risk management training for staff where appropriate.

3.5 Business Improvement

- To ensure compliance to the policy across the Council.
- To collate the headline red risks and planned mitigation activity from each risk register and feed these to CLT.
- To co-ordinate and review all Directorate Service Plan risks.
- To prepare the annual Risk Management and Business Continuity report for the Executive.
- To act as a forum for the sharing of best practice.

3.6 Individual Employees

- To identify risks within their everyday work processes and working environment.
- To participate, where appropriate, in ongoing risk management within their teams and areas of responsibility, as part of the day-to-day activities.
- To actively manage risks and risk actions, where appropriate.
- To demonstrate an awareness of risk and risk management relevant to their role.

3.7 Audit

- To undertake a regular review of the Council's Risk Management arrangements to ensure that they remain fit-for-purpose and reflect current best practice.
- To provide independent assurance that adequate and effective controls relating to the management and monitoring of risk have been implemented.
- To provide independent assurance that the Risk Management Policy is being followed across the organisation in line with agreed frequencies.

Appendix 1: WBC Risk Register

Identification and Classification of Risk									Controlling / Managing the Risk								
Risk No.	Directorate	Risk Classification and Appetite	Threat / Cause	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation /mitigation	Comment / update on progress since last review	Risk owner	Target date	Revised Probability	Revised Severity	Revised Score	Risk within agreed appetite level?

Risk No	This is the unique identification number given to each individual risk .
Directorate	The Directorate where the risk has originated from – Communities, Corporate Resources or Place Directorate.
Risk Appetite Classification	Assign a risk classification to the risk to determine corporate appetite in relation to the management of the risk.
Threat (Cause)	This describes the existing, potential, or perceived risk/threat to the strategic objectives.
Consequences	A description of the events that might follow in the wake of a risk; How big? How bad? How much?
Controls in place	What measures are currently in place to control the risk?
Probability	What is the probability/likelihood of the risk occurring? (1 being low, 4 being high).
Severity	How severe is the risk should it occur? (1 being low, 4 being high).
Risk Score	Based on the risk matrix, what is the overall score of the risk (determined by probability x severity – 1 lowest, 16 highest).
Approach	Which approach will you use for this risk? Options are: Terminate, Tolerate, Transfer, Treat the risk.
Recommendation	Outline the actions/steps required for dealing with/mitigating the possibility of the risk occurring.
Progress Update	Outline what progress has been made on controlling/mitigating the risk since the last review.
Risk Owner	Who is the risk owner and therefore responsible for ensuring the mitigation work is undertaken?
Target date	This is the target date for the completion of any mitigation actions.
Revised Probability	Once mitigation measures have been actioned, the probability of the risk occurring should decrease. What is the revised score?
Revised Severity	Once mitigation measures have been actioned, the severity of the impact of the risk should decrease. What is the revised score?
Revised score	The score which the risk can be reduced to by effective actions. The overall risk score once actions have been implemented.
Within Appetite Level?	Now that mitigation measures have been applied, is the revised risk score within corporate risk appetite levels?

Woking Borough Council Strategic Risk Register November 2022

Identification and Classification of Risk									Controlling / Managing the Risk						Risk with agreed appetite level?		
Risk No	Directorate	Risk Classification and Appetite	Threat (Cause)	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation / Mitigation	Comment/update on progress since last review (August 2022)	Risk Owner	Target Date	Revised Probability		Revised Severity	Revised Score
1	Corporate Resources	Financial Risk - Moderate Appetite (up to 9)	<p>Risk that the Council is unable to set a balanced budget without significant negative impact to, and reduction of, service delivery.</p> <p>The Council's revenue budget is based on predicted levels of demand and need. There are significant financial challenges in the budget due to a range of issues outside of the Council's control. These include national/global challenges resulting from inflation, cost of living, and uncertainty surrounding Ukraine, as well as Council specific issues such as recovery of commercial and fees and charges income post Covid, timing of investment by group companies, levels of government grant settlements, changes in Government policy e.g. HRA rents, removal of funding by SCC and other agencies for services, increased demand/changing arrangements for services and the impact of the Councils Investment Programme. There is also uncertainty on future Government policy regarding Business Rates and the potential impact, including any additional responsibilities.</p>	<ul style="list-style-type: none"> Impact on income. Curtailment of services. Alternative means of provision needed. Reprioritise services. Potential cuts in services. Impact on staff. Adverse audit opinion Political issues Damaged reputation / adverse publicity Reduction in resource available to maintain properties (HRA). 	<ul style="list-style-type: none"> Integrated service and financial planning approach ensuring alignment of budgets to strategic priorities. Budget monitoring in green book. Ongoing update of medium term financial strategy. Mitigation strategies in place for income generation/cost reductions. Invest to save projects and other transformation and efficiency and saving initiatives (Fit For The Future). 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> Maintain current controls. Continue to review financial monitoring/forecasts. Continue to review Investment Programme. Explore income generation opportunities. Completion of the Strategic Asset Management Plan. Development of a clear approach to commercialisation, risk appetite, and investment as part of the MTFS. Review staffing levels. Seek different delivery models. Undertake a programme of service reviews, transformation and savings opportunities 	<ul style="list-style-type: none"> MTFS reports to March and July Council. Update to November Executive Company financial models reviewed and being incorporated into MTFS. Financial resilience framework developed and reported as an integral part of the MTFS. Fit for the Future programme established and working on phase 2 savings Engaged and supporting work with DLUHC review of the Councils debt levels and financial position. Established finance capacity support arrangement with SCC. 	Leigh Clarke	Ongoing	3: Possible	4: High	12	NO
2	Corporate Resources	Supplier, Contractor, Partnership Risk - High Appetite (up to 12)	<p>Risk that WBC Group Company(s) do not deliver to their approved business plans.</p> <p>The Council has made significant long term investments in a number of Group Companies. The Council's medium term budget is more heavily dependent on the performance of the Group Companies given the scale of recent investment. Should any of the Companies fail for whatever reason, the ability to repay loans to the Council may be compromised, as will any projected income that the Council might have received.</p>	<ul style="list-style-type: none"> Failure to repay loans to WBC and meet liabilities. Extra stress on Council revenue. Impact on capital investment. Significant impact on service delivery. Extra capacity and resources required to manage the situation. Detracts capacity and resource from other key areas. Reputational. 	<ul style="list-style-type: none"> Group Companies are subject to robust governance and are open and transparent. Staff capacity has been increased to underpin business. Companies are subject to robust financial reporting processes. Greater control of projects and business risks. Annual review of the Group Companies business plan has been undertaken. 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> Continue to monitor performance. Support increased business activities. Monitor/Deliver on identified FFF savings and develop corporate FFF programme. Progress work to consolidate company structure. Undertake a formal group company governance review. 	<ul style="list-style-type: none"> Thamesway Business Plan will be presented to the December Council. Company Governance arrangements reviewed and agreed by July Council to adopt national best practice principles. Additional resources approved to strengthen client side stakeholder advisory capacity and capability. VSWL performance report to the November Executive. Developed a scope for additional support and review from SCC. 	Kevin Foster	Ongoing	3: Possible	4: High	12	Yes
3	Corporate Resources	Service Delivery Risk - Moderate Appetite (up to 9)	<p>Risk that workforce resilience will be negatively impacted if recruitment, retention, and succession planning is not actively managed.</p> <p>As with any organisation, the Council is reliant on a workforce that can demonstrate a range of particular skills and/or an understanding of key processes, systems and projects. The Council has big ambition, and a dependable/stable workforce is key to future success. Given current national challenges outside of the Council's control (inflation, cost of living, recruitment, upward pressures on costs etc.), there is a risk that workforce resilience will be impacted if recruitment, retention, and succession planning is not actively managed. This might have specific impact on staff in lower paid roles who might seek career change for higher wages.</p>	<ul style="list-style-type: none"> Loss of corporate memory. Disrupts ability to operate. Further reliance on key people. Abdication / deferring of responsibility. 	<ul style="list-style-type: none"> Regular team meetings and briefings to share information. Systems such as SharePoint and Contract Management in place to aid collection of information. Leadership Academy for senior managers has upskilled officers.. SharePoint project is now complete. 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> Develop a Learning and Development Strategy. Continue to implement SharePoint and other information management initiatives to ensure that all information is recorded and is easily accessible. Develop resilience and knowledge between teams. Development of a People Strategy. Engagement with staff in February 2022. 	<ul style="list-style-type: none"> Appointment of Strategic Director for Corporate Resources. Pay Award agreed for 2022/23. Investors in People reaccreditation commenced. Need to progress a recruitment and retention strategy as local and national pay awards are more likely to reduce our offer as an employer of choice - this risk is moving outside of our risk appetite if further progress is not made. Targeting a recruitment and retention strategy for February 2023. 	Kevin Foster	Ongoing	3: Possible	3: Moderate	9	Yes
4	Corporate Resources	Business Continuity / Resilience Risk - Moderate Appetite (up to 9)	<p>Risk that the capability and capacity of the Council is not sufficient to deliver the ambitions of the Woking for All Strategy.</p> <p>The Council has adopted an ambitious Corporate Strategy called 'Woking For All'. The strategy runs from 2022 to 2027, and sets a clear vision of what we want to achieve over the next five years. Woking for All sets a number of clear objectives for every part of the Council, but there is a risk that these will not be achieved if the necessary capability and capacity is not in place to deliver it.</p>	<ul style="list-style-type: none"> The objectives listed in the strategy will not be delivered. The outcomes and benefits for the community will not be realised. Reputational damage as the strategy is a public statement of intent. 	<ul style="list-style-type: none"> The introduction of the Corporate Programme Board has provided a forum to which progress can be monitored and senior managers can escalate capability/capacity issues. 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Develop robust monitoring arrangements to regularly review the progress of all objectives. Ensure that senior managers have a forum to escalate capability/capacity issues. Introduction of a new CLT structure to streamline / strengthen capacity across the Council. 	<ul style="list-style-type: none"> Woking for All supplementary priorities developed in response to a change in administration. A monitoring regime for the Woking For All Strategy has been developed and work is now underway to report to CLT and Executive. Something about enhanced focus on partnership working i.e. County Deal, voluntary sector - Partnership report going to the November Executive. New high level partnership governance structure and partnership working being reported to November Executive – incorporating initial response to SCC County Deal proposal. 	Kevin Foster	Ongoing	3: Possible	3: Moderate	9	Yes

Risk No	Directorate	Risk Classification and Appetite	Threat (Cause)	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation / Mitigation	Comment/update on progress since last review (August 2022)	Risk Owner	Target Date	Revised Probability	Revised Severity	Revised Score	Risk within agreed appetite level?
5	Place	Business Continuity / Resilience Risk - Moderate Appetite (up to 9)	Risk that a sustained emergency or business continuity situation occurs and the Council fails to respond effectively. The Council has adopted an Emergency Plan and a Business Continuity Plan. Despite procedures in place, there is always a risk that appropriate resources cannot be mobilised within a sufficient timeframe to deal with a sustained emergency or business continuity situation. Emergency situations, as highlighted by flooding and issues resulting from climate change, are likely to become more frequent. From a business continuity perspective, there is a risk that possible energy blackouts throughout winter may impact on the delivery of critical Council functions.	<ul style="list-style-type: none"> Confusion. Mixed messages internally and externally. Impact on key services. Service failure. Impact on vulnerable people. Potential health and safety issues. Possible corporate manslaughter. Drop in standards. Possible breach of contract. 	<ul style="list-style-type: none"> Emergency plan procedures are in place. Regular training and exercises are provided to staff. Enhanced forecasting of weather emergencies. Mutual aid agreements with other organisations are in place. Emergency 4x4 vehicles are available. Minimum 12 Incident Liaison Officers have been trained. All caretakers at WBC Centres have keys to access all premises. Business Continuity procedures in place with annual updates/monitoring. 	3: Possible	3: Moderate	9	Treat	<ul style="list-style-type: none"> Continue to develop partnerships. Maintain existing controls. Continue to explore collaboration opportunities with SCC to increase resilience. 	<ul style="list-style-type: none"> SCC Emergency Planning resource has been seconded to support the Council. Additional staff have been identified/trained to support emergency planning response. Annual Business Impact Analysis (BIA) has been undertaken to identify critical Council functions. Business Continuity Action Cards, including response to possible blackouts, have been developed for all critical functions. 	Giorgio Framaliccio	Ongoing	2: Unlikely	3: Moderate	6	Yes
6	Corporate Resources	Cyber Risk - Low Appetite (up to 4)	Risk that the Council's ICT is significantly compromised due to cyber-attack resulting in material business disruption. For the Council to operate effectively, the stable and consistent access to ICT is essential. ICT underpins everything the Council does and the network, telephony, infrastructure and application data is required at all times if the Council is to function. Despite best efforts, there is always a risk that ICT might suffer significant compromise due to a cyber-attack that would result in material business disruption.	<ul style="list-style-type: none"> Systems not available. Loss of data. Inability to process data accurately and in a timely way. Possible inability to make correct payments, recover monies, provide advice and (self) service on time and in accordance with customer expectations. Loss of income. Loss of reputation. Key business areas throughout the Council may not be able to work which could have a knock on effect for customers, residents and partners. Possibility of financial cost in terms of purchasing new IT equipment. 	<ul style="list-style-type: none"> Anti-virus software installed on servers, PCs and laptops. Intruder protection software in place on the network. Mobile devices protected with device management software. Firewalls in place to protect access to the network. Access to PC's and network is password controlled and permissions managed by Active Directory. Restrictions and policies in place on removable devices. Emails and web traffic scanned for malicious sites / content. Data is backed up overnight. Back up data retained off site which would enable data & key systems to be restored. Remote access to network requires 2 factor authentication. Servers are virtualised and replicated at second data centre. Maintain ICT security policies to ensure secure systems are implemented. 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Comprehensive review of ICT Policies. Establish a departmental risk register. A new cyber security module will be rolled out to all staff in January 2023 with mandatory training. All laptops on M365 build by February 2023. Update all cyber security policies by 31 December 2022. Appoint a cyber security specialist by May 2023. Actions from the LGA Cyber Security Stocktake are to be reviewed and updated in line with current best practice to mitigate areas of risk. 	<ul style="list-style-type: none"> Mazars have completed a Cyber security review. Four of the nine recommendations have already been delivered. These include: <ul style="list-style-type: none"> A Cyber Security Working Group has been established. This reports to an Information Governance Group of senior officers. Domain admin accounts adjusted. Access management reviewed. Schedule weekly scans moved to mid week. Leavers process revised, accounts locked after 30 days of non use. Digital Strategy action plan is complete. 	Adam Walther	ongoing	2: Unlikely	3: Moderate	6	No
7	All	Service Delivery Risk - Moderate Appetite (up to 9)	Risk that Government policy will impact on the long to medium term strategic planning of the Council. The Government is introducing (or considering to introduce) a number of key initiatives and making changes to existing policy/legislation. These changes will have a significant impact on Local Government across a range of functions such as: housing, business rates, MRP (Minimum Revenue Provision), planning etc. but the specifics are not yet know. There is a risk that Government change will impact on the long to medium term strategic planning of the Council.	<ul style="list-style-type: none"> Lack of clarity regarding direction of travel. Financial uncertainty resulting from policy change, devolution etc. Not able to plan with any certainty for long term strategic vision. 	<ul style="list-style-type: none"> Engaged in conversation with politicians to try to influence change. Working with existing Council and Local Government networks. 	3: Possible	4: High	12	Tolerate	<ul style="list-style-type: none"> Strengthen policy resources within the Council to enable proactive 'horizon scanning' of Government initiatives. It is recommended that the Council remains flexible to deal with issues as and when they arise. Continue to engage in Delivery Board (Leaders and Chief Execs) on regular basis to pursue joint activities. 	<ul style="list-style-type: none"> Appointment of Corporate Resources Strategic Director to enhance capacity in this area. 	Julie Fisher	Ongoing	3: Possible	4: High	12	NO
8	Place	Financial Risk - Moderate Appetite (up to 9)	Risk that the economic vitality of Woking is not sustained. Woking Town Centre is of key strategic importance to the economic viability of the Borough. Economic development is a priority of the Council and significant investment has been made in the town centre, with enhancements to Wolsey Place, the public realm in general and flagship projects such as the Victoria Square development. These developments are designed to attract businesses and customers into the town and increase income via business rates, car parking etc. Given the current economic climate and external pressures, there is an ongoing risk that the economic viability of the town is not sustained.	<ul style="list-style-type: none"> Uncertainty in the local economy. Businesses move away from the town and business rates decrease. Vacant premises in town centre. Negative impact on Woking pride of place. Loss of income. Loss of reputation. Council priority of economic development will not be met. 	<ul style="list-style-type: none"> Development of the town centre to enhance the surroundings and make area attractive to business/customers. Economic development strategy written and adopted and action plan agreed (autumn 2021) Consulting with businesses to develop partnerships i.e. McLaren, WWF. Digital Strategy has been written and adopted. 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Continue to apply existing controls. Deliver the Economic development action plan. Continue to invest to enhance the quality of the town centre. Work is underway to diversify the town centre economy i.e. exploring other/new uses that are complimentary to town centre activities that will encourage visitors to the town. 	<ul style="list-style-type: none"> Commencement of the Town Centre Master Plan. Economic development strategy written and adopted and action plan agreed. Transport improvements in the town centre nearly complete (WITP project). Victoria Place opened to the public in March 2022. Victoria Place progress report will go to November Executive. Saturday parking tariff has been trialled from September to attract footfall. Develop a Destination Woking brand. Digital Strategy has been written and adopted. 	Giorgio Framaliccio	Ongoing	3: Possible	3: Moderate	9	Yes

Risk No	Directorate	Risk Classification and Appetite	Threat (Cause)	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation / Mitigation	Comment/update on progress since last review (August 2022)	Risk Owner	Target Date	Revised Probability	Revised Severity	Revised Score	Risk within agreed appetite level?
9	Corporate Resources	Reputational Risk - Low Appetite (up to 4)	<p>Risk that renewed commitment to community engagement does not improve public perception of the Council.</p> <p>High profile initiatives in the borough have received a mix of negative publicity and/or representation from residents and wider stakeholders. Feedback, both formal and anecdotal, suggests that a proportion of Woking residents have a reduced confidence in the Council's commitment to be representative and act in the best interests of the community. There is a risk that the renewed commitment to community engagement does not improve public perception of the Council.</p>	<ul style="list-style-type: none"> Distrust of Council officers, councillors. Planning application being overturned. Reputational damage. Stakeholder disengagement. 	<ul style="list-style-type: none"> Resident Panel has been re-established to see the views of the local community. Community Engagement work underway - roadshows across the borough. Development of a long term Corporate Plan. Implementation of transparent governance arrangements. 	3: Possible	3: Moderate	9	Treat	<ul style="list-style-type: none"> Continue to maintain/implement recent controls that have been put in place. 	<ul style="list-style-type: none"> Community engagement strategy drafted and prospectus being developed. Woking community forum further established as the key focal point for all key community engagement activity. Developed an enhanced consultation strategy for the Town Centre Masterplan. 	Kevin Foster	Ongoing	2: Unlikely	3: Moderate	6	No
10	Communities	Service Delivery Risk - Moderate Appetite (up to 9)	<p>Risk that cost of living pressures for Woking residents will lead to increased demand on Council service that cannot be met within existing resources.</p> <p>The national cost of living crisis (resulting from high inflation, high energy and food costs, global uncertainty etc.) will have a direct impact on the residents and communities of Woking. As more residents are impacted many will look to the Council for additional support. There is a risk that this increased demand on Council services will not be able to be met from within existing resources.</p>	<ul style="list-style-type: none"> Residents unable to pay rent, potentially leading to homelessness. Households falling into fuel poverty. Households seeking additional assistance from the voluntary, community and faith sectors which are also facing challenging times. Council might need to rationalise/prioritise services to focus on the needs of residents. 	<ul style="list-style-type: none"> Partnership working with the VCFS sector is well established. the Woking for All Strategy has set clear priorities for the Council with the focus on supporting residents. Efficient processes are in place for the distribution of Government relief funds. 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> Develop a clear Medium Term Financial Strategy to ensure the Council is financially ready and able to assist where able. Implement the cost of living action plan resulting from the Cost of Living Summit with key partners. Clearly sign-post available support and Council services to residents online and in the Woking Magazine. Maintain an up-to-date cost of living website. 	<ul style="list-style-type: none"> Cost of Living summit with partners held in September 2022. Dedicated cost of living webpage in place. Autumn 2022 Woking Magazine focussed on Cost of Living feature. Action plan developed and progress reported regularly to the Executive. Voluntary sector offer promoted to the public through the "Working Together for Woking" Voluntary Sector Fair held in November 2022. 	Louise Strongitharm	Ongoing	4: Probable	3: Moderate	12	NO

EXECUTIVE – 19 JANUARY 2023

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 October 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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Date Published: 11 January 2023

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 48 projects in delivery and at practical completion, of which:
 - ~86% (41) projects are green.
 - ~8% (4) projects are amber.
 - ~6% (3) projects are red.
 - There are 4 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, there are no project(s) being highlighted because actual spend exceeds the approved budget by the greater of £10k or 5%.

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. Contractor appointed for Horsell Moor and Oakfield, with designs now out for public consultation. Subject to no significant changes to the design, we anticipate to completion by end of March 2023. Separately working with Sutton Green Residents Association to progress refurbishment of Sutton Green Play Area.	Green	Green	Green	Green	Arran Henderson	Giorgio Framallico	01/08/2007	30/04/2009	31/03/2024	£ 883,000	£ 693,155	£ 586,729
10297	Local Development Framework	Green	→	The Development Management Policies (DMP) has been adopted and is now part of the Development Plan for the area. The Site Allocations DMP has also been adopted. The Council is just about to embark on the review of the core strategy, and the expectation is that a new project will be set up for this work. The original programme is completed, and the core strategy is just about to be reviewed, the target for this element to be completed is by October 2023.	Green	Green	Green	Green	Ernest Amoako	Giorgio Framallico	01/04/2010	01/12/2014	31/03/2023	£ 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	Tracey Haskins	Giorgio Framallico	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 has been cleared. Confirmation of the Compulsory Purchase Order has been agreed by the Secretary of State. <u>Project is amber because of financial risks, including build cost inflation, rising interest rates and potential Government restrictions on local authority borrowing.</u>	Amber	Green	Green	Green	Paola Capel-Williams	Louise Strongtharm	22/07/2018	30/09/2027	None.	£ 491,657,023	£ 491,657,023	£ 158,301,028
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 original financial and legal requirements are complete. The site opened in January 2016. The Council has provided funding for the expansion of car parking spaces to support the increasing use of the SANG. The Heather Farm management plan sets out certain infrastructure items to be delivered as part of the maintenance of the SANG. The project end date enables those works to be carried out during these first ten years of its operation. Further consideration now needs to be given as to whether to close this project and manage the site as part of business activities.	Green	Green	Green	Green	Ernest Amoako	Giorgio Framallico	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. This project is now in the process of being closed as all funding has been utilised.	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). Habitat improvement works were completed in 2020. Surveys are undertaken each Spring. Joint working with NE to share best practice is ongoing and learning between the Woking pilot and the national district level licensing rollout by NE continues. The Council's Strategic Organisational Licence from NE was renewed in September 2020, and a further renewal is in progress. Scoping is in progress to inform future steps.	Green	Green	Green	Green	Tracey Haskins	Giorgio Framallico	31/08/2015	31/03/2021	31/12/2023	£ 50,000	£ 181,000	£ 145,036
20120	Rainwater Gardens	Green	↑	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.	Green	Green	Green	Green	Tracey Haskins	Giorgio Framallico	01/06/2018	31/03/2019	31/05/2025	£ 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	£ 1,340,444
20124	Woking Integrated Transport	Green	↑	All major works with the main contractor have been completed, with only the snagging items identified during the retention period remaining. Other works with a different contractor include traffic safety audit and bollards in and around Christchurch Way. CLT has agreed to bring in cost controls and limit avoidable spend whilst the Council is preparing for the 2023/24 budget and the works to complete the bollards will not be completed at this time. A review will take place as to the options available taking into account access requirements. Works were initially planned to take place by June 2023, but this may need to be reviewed following the completion of the options appraisal. An extension of time has been approved. After a detailed financial review, it has been confirmed that the project will now be delivered within budget.	Green	Green	Green	Green	Louisa Calam	Giorgio Framallico	01/06/2016	31/12/2020	30/09/2022	£ 24,900,000	£ 31,023,600	£ 30,766,000
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. Private Sector Housing/Leasing module is now live. Project closure is now underway.	Green	Green	Green	Green	Adele Devon	Louise Strongtharm	01/08/2018	31/03/2020	31/10/2022	£ 500,000	£ 936,000	£ 890,136

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
20221	Microsoft Office 365 Implementation	Green	→	Implementation is progressing. The majority of M365 enabled mobile phones have now been rolled out to staff and laptops are currently in pilot/testing phase. The training resource is now on board and the user adoption of modern ways of working are being scoped out.	Green	Green	Green	Green	Adele Devon	Adam Walther	01/10/2020	31/05/2021	31/03/2023	£ 142,025	£ 463,000	£ 430,233
20226	HIF A320 Woking Town Centre	Red	→	Most 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 has been submitted. Due to significant cost increases as a result of national inflation and cost pressures, and possible road closure disruption, it has been agreed to pause the project to enable it to be reviewed to assess its long-term viability. Discussions are ongoing regarding financial risk sharing with key project partners. <u>Project is red because of the risks and issues around the finances and the viability of the scheme.</u>	Red	Red	Red	Green	Louisa Calam	Giorgio Framallico	21/03/2020	15/03/2024	31/03/2027	£ 115,000,000	£ 115,000,000	£ 41,457,808
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. Victoria Place Car Parks were completed in September 2022 and Brewery Road completed in October 2022. Heathside Crescent is due to complete end of March 2023.	Green	Green	Green	Green	Ian Reynolds	Giorgio Framallico	01/11/2020	30/11/2021	31/03/2023	£ 1,980,000	£ 1,980,000	£ 1,306,295
20233	Play Area Repairs	Green	→	The play area resurfacing works commenced in March 2022. Eight sites have been completed to date, and the remaining sites will be completed as part of the extended project. A report outlining the approach to future refurbishment is to be considered by Overview and Scrutiny in January 2023 prior to submission to Executive in February 2023.	Green	Green	Green	Green	Arran Henderson	Giorgio Framallico	01/09/2021	31/03/2025	31/03/2025	£ 100,000	£ 100,000	£ 52,745
20234	Planet Woking	Green	→	Project is progressing well. Planet Woking launched in September 2020. Promotion of local climate change activities by the Council and it's 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 with speakers from SCC and the Energy Saving Trust. Social media engagement has grown threefold in the last year and the Greener Woking Working Group agreed in June that the contract with Air Social will continue as planned to July 2023.	Green	Green	Green	Green	Lara Beattie	Giorgio Framallico	01/09/2020	30/07/2021	31/07/2023	£ 94,580	£ 175,218	£ 149,633
20242	Building Control Public Access Planning Portal Connector	Green	→	This project has now been delivered and is working well on a day-to-day basis. This project is now ready for closure.	Green	Green	Green	Green	David Edwards	Giorgio Framallico	01/10/2020	16/11/2020	31/12/2022	£ 15,800	£ 15,800	£ 7,125
20244	IDOX Enterprise	Green	→	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 installed and ICT and users are undergoing training.	Green	Green	Green	Green	David Edwards	Adam Walther	01/06/2022	31/03/2023	None.	£ 43,400	£ 43,400	£ 18,400
20246	Woking Youth Hub	Green	→	Funding application has been approved by DWP, following a tender exercise a provider (Surrey Care Trust) has been appointed to end of 2023. The Council are currently applying for further funding for 2023/2024. The target support group are those aged 16 -25 and on benefits, who will be mentored and supported to access employment opportunities. Since the project start, the team supported 210 young people of which 95 have been removed off benefits and successfully gained employment.	Green	Green	Green	Green	Adam Thomas	Louise Strongtharm	01/05/2021	31/05/2024	None.	£ 197,443	£ 197,443	£ 173,364
20251	Goldsworth Park Cycle Park Upgrade - Sport England	Green	↑	The cycle track is practically completed and signed off by Sport England and is now just awaiting the transfer of funds to enable the project to be closed.	Green	Green	Green	Green	Steve May	David Loveless	01/03/2021	31/03/2022	31/12/2022	£ 120,500	£ 120,500	£ 115,757
20259	New Town Centre Signage - Wayfinding	Green	→	Nine navigational totems are in place. Project is substantially complete awaiting commissioning of digital kiosks. External Highways signs around Victoria Place have also been upgraded as part of this project.	Green	Green	Green	Green	George Chisenga	Giorgio Framallico	01/10/2021	31/12/2021	31/05/2023	£ 250,000	£ 250,000	£ 72,114
20263	Grounds Maintenance and Street Cleaning Contract Retender	Green	→	This project is to re-tender the Grounds Maintenance and Street Cleaning Contract. Consultant has been recruited to support delivery and work is underway.	Green	Green	Green	Green	Mark Tabner	Giorgio Framallico	16/08/2021	31/03/2023	31/03/2025	£ 80,000	£ 80,000	£ 15,823
20264	The Old Woking Community Centre	Green	→	Works are due to commence on site on the 07th November 2022. Old Woking Community Association have been successful in obtaining circa £900,000 from Surrey County Council's Your Fund Surrey budget. As a consequence, the scope of works has increased significantly, and the completion date will need to move to later in 2023.	Green	Green	Green	Green	Ian Tomes	Giorgio Framallico	01/05/2021	31/12/2022	31/03/2023	£ 2,689,134	£ 2,154,787	£ 258,212
20265	Housing Maintenance Procurement	Green	→	The overarching aim of procuring core services before 1st April 2022 has been achieved. 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 Strongtharm	22/03/2021	01/04/2022	31/12/2022	£ 80,000	£ 80,000	£ 72,947
20270	Woking Town Centre Masterplan	Green	→	The first phase of resident panel consultations has completed. The one to one consultations have also been completed. Work is being done by consultants on absorption rate and townscape strategy has been completed. Public consultation on the draft was carried out between the 25th July 2022 and the 17th October 2022. The results of the consultation are being reviewed and responded to and the Officers are determining what further actions need to be taken.	Green	Green	Green	Green	Ernest Amoako	Giorgio Framallico	01/08/2021	28/02/2023	None.	£139,220 £100,000 (WBC) £39,220 (HIF)	£ 139,220	£ 137,040

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
20272	Midas House Refurbishment (2nd and 3rd Floor)	Red	↓	Third floor is now complete, but the second floor is on hold with tenant and managing agent still in discussion. The Tenant's surveyor has requested a site visit with his client so that they themselves can see the extent of the works required. We are awaiting the result of that site visit from the Managing Agents to enable us to agree a settlement figure and move forward. Costs/prices may need renegotiating due to inflationary pressures. <u>Project is red for schedule due to these delays and a time extension will be submitted once final agreement has been reached with the tenant on the dilapidation negotiation.</u>	Green	Green	Green	Red	Mark Ferguson	David Loveless	01/04/2022	31/08/2022	None.	£ 300,000	£ 300,000	£0
20274	Woking Palace Repairs And Essential Works	Green	→	The works are in progress. All works are on target and in budget to be completed by Autumn 2022. A few minor additional on-site elements to be completed as agreed by the scheduled monument consent, as agreed with Historic England. Final snagging works will be completed in May 2023.	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 November 2022 after which next steps can be agreed.	Green	Green	Green	Green	Faouzi Saffar	Giorgio Framallico	20/08/2021	30/11/2021	31/03/2023	£ 750,000	£ 750,000	£0
20278	Redeployable CCTV	Green	→	A supplier has been appointed. An order has been placed for the deployable CCTV cameras, and we are awaiting delivery after which installation can commence.	Green	Green	Green	Green	Trevor Kimber	Giorgio Framallico	04/01/2022	31/03/2022	28/02/2023	£ 10,020	£ 10,020	£0
20280	Midas House Export House District Heat And Cooling	Green	→	The 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. Grant spend deadline has been met and necessary information is being provided to the Grant Body ready for sign-off. All necessary information has been submitted to the Grant Body (SALIX) for review. Current practical completion is estimated for December 2022.	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 Place	Red	→	The retail element of the Victoria Place 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. Hilton Hotel is planned to be open by Christmas 2023. 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. The financial implications of a delay to the opening of the hotel and the delayed opening of the centre from November 2021 are the subject of ongoing contract discussions and are being fully assessed. <u>Given these circumstances the 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	£ 692,903,553
20286	Celebrate Woking 2022	Green	→	The Queen's Platinum Jubilee Celebrations have been delivered successfully within budget and a progress report was submitted to CLT on the 11th July 2022. The Summer in the Square programme ran until the 4th September 2022 featuring the Commonwealth 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	£ 90,651
20288	MFD Replacement	Green	→	Equipment is now installed with printing software upgraded. Project is completed and closure documentation is being processed.	Green	Green	Green	Green	Tony Bird	Adele Devon	16/06/2022	31/07/2022	30/11/2022	£ 82,937	£ 82,937	£ 81,252
20289	Property Compliance ICT Solution	Green	→	Gas compliance system has been implemented and deployment went live as planned. Project is completed and closure documentation is being processed.	Green	Green	Green	Green	Adele Devon	Louise Strongtharm	01/12/2021	30/04/2022	30/11/2022	£ 109,333	£ 109,333	£ 72,017
20291	Redevelopment Of Garages 1 To 12 Bonsey Lane Westfield	Amber	↓	Project approved up to and including tendering process and is subject to review upon receipt of tenders and costs involved. A contractor has been recommended to CLT. <u>Project status is amber as a risk exists due to affordability and costs, with rent levels being reviewed in line with a request from CLT.</u>	Amber	Green	Green	Green	Jon Herbert	Louise Strongtharm	01/12/2021	31/12/2023	None.	£ 2,655,000	£ 2,655,000	£0
20303	Dukes Court Office Suite Refurbishment	Green	NEW	Project went out to tender but price could not be secured. Cost engineering has taken place and a report has been provided for review. Awaiting direction regarding latest costings.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/04/2022	31/10/2022	None.	£ 265,000	£ 265,000	£0
20310	Victoria Forms Attachments Module	Green	→	Project is progressing well. Test inbox has been set-up and testing has been completed. This is now in the process of being implemented with the supplier.	Green	Green	Green	Green	Lyndsey Rolfe	David Ripley	22/03/2022	31/05/2022	28/02/2023	£ 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. <u>Project is amber due to the outstanding adoption of open spaces, however the project is now in the process of being closed.</u>	Green	Amber	Green	Green	Paola Capel-Williams	Louise Strongtharm	02/01/2005	31/12/2010	30/06/2022	£ 3,260,000	£ 4,490,307	£ 4,490,307
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 Framallico	01/06/2015	31/05/2018	31/05/2018	£ 44,680,000	£ 45,107,300	£ 44,896,121

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20146	Leisure Lagoon Modernisation	Green	→	Works are complete, and the project is in retention until the end of November 2022 whilst in defects period. A defect with part of the changing room floor has been highlighted which the contractor is working to resolve. Project will be closed once the defects have been addressed.	Green	Green	Green	Green	David Loveless	Giorgio Framallico	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 Framallico	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 retention period finished at the end of October 2022. Defects correction certificate is due to be signed shortly and project will then be closed.	Green	Green	Green	Green	Ian Tomes	Louise Strongtharm	17/12/2017	21/09/2021	12/10/2021	£ 16,700,000	£ 16,700,000	£ 16,281,418
20209	Dukes Court Plaza	Amber	↑	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. The retention period has expired and the project is in the process of being closed.	Green	Green	Green	Amber	Vanessa Tabner	David Loveless	01/06/2019	30/04/2020	30/04/2022	£ 4,525,000	£ 4,916,756	£ 4,916,734
20219	Pool In The Park Structural Works - Phase 1	Green	→	All works have been completed and the project retention period expired at the end of February 2022. Defects identified during the retention period have been addressed by the contractor. Awaiting final invoice from the consultant for their outstanding fee. Project will be closed once this invoice is paid.	Green	Green	Green	Green	David Loveless	Giorgio Framallico	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. Retention status was set in February 2022. Project closure is now in progress.	Green	Green	Green	Green	Jon Herbert	Louise Strongtharm	01/08/2019	31/12/2020	31/01/2022	£ 4,567,087	£ 5,752,063	£ 5,646,244
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. This project has been in retention until August 2022. The final invoice is due from the contractor, when it is received the retention monies will be released and the project closed.	Green	Green	Green	Green	Vanessa Tabner	David Loveless	01/01/2022	30/04/2022	31/05/2022	£ 65,505	£ 65,505	£ 60,526
20269	Community Meals Relocation To Monument Way	Green	→	Project is now complete and was delivered within schedule and budget. Project is now in a 12-month retention period until June 2023, after which it can close.	Green	Green	Green	Green	Pino Mastromarco	Louise Strongtharm	01/11/2021	29/04/2022	31/08/2022	£ 361,000	£ 361,000	£ 359,064
20283	Rydens Way Phase Sundridge Rd	Green	→	Development is complete. Occupation of units is anticipated during November 2022. A degree of snagging and defects may occur and therefore this project is now in retention until November 2023.	Green	Green	Green	Green	Jon Herbert	Louise Strongtharm	01/11/2021	07/08/2022	30/09/2022	£ 928,046	£ 928,046	£ 404,614
Projects Closed During Reporting Period																
10621	Ditch Restoration Smarts Heath	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Arran Henderson	Giorgio Framallico	24/05/2010	30/11/2010	31/12/2010	£ 35,000	£ 35,000	£ 34,621
20256	E-Commerce Platform For Independent Retailers In Woking	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Chris Norrington	Giorgio Framallico	01/06/2021	31/01/2022	None.	£ 29,950	£ 29,950	£ 29,950
20297	Customer Services Migration To On-Line	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	David Ripley	Leigh Clarke	01/04/2022	31/03/2023	None.	£0	£0	£0
20323	Surrey County Council (SCC) Electric Vehicle (EV) Concession Framework	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Lara Beattie	Giorgio Framallico	01/04/2022	31/12/2022	None.	£0	£0	£0

KEY	Green	Project is progressing according to agreed plans and targets and is within all tolerances.
	Amber	Project contains areas of concern which are impacting on delivery and may need remedial action.
	Red	Project is failing in one or more areas and is in need of immediate attention.
	Blue	Project on closure, had variations previously highlighted.
	↑	Overview RAG Flag has improved since the last Project Monitoring Report.
	→	Overview RAG Flag is the same as the last Project Monitoring Report.
	↓	Overview RAG Flag is worse than the last Project Monitoring Report.
Revised End	Indicates that CLT has authorised an extension to the schedule of a project. If a project exceeds its budget/timescale and a formal request for an extension to either is agreed, the rag flags will be baselined against the revised budget/timescale.	