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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, 12 October 2017 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. The broadcast will be stopped when the confidential/Part II item on the agenda is reached. 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.

RAY MORGAN
Chief Executive

AGENDA

PART I - PRESS AND PUBLIC PRESENT

1. Minutes

To approve the minutes of the meeting of the Executive held on 14 September 2017 as published.

2. Urgent Business

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

3. Declarations of Interest

To receive declarations of disclosable pecuniary and other interest from Members in respect of any item to be considered at the meeting.

In accordance with the Members' Code of Conduct, the Leader of the Council, Councillor D J Bittleston, Councillor Mrs B A Hunwicks and Councillor C S Kemp have declared a non-pecuniary interest in Agenda Items 5, 8 and 9 arising from their positions as Directors of the Thamesway Group of Companies.

In accordance with Officer Procedure Rules, the Chief Executive, Ray Morgan, the Deputy Chief Executive, Douglas Spinks, and Strategic Director, Sue Barham, have declared an interest in Agenda Items 5, 8 and 9 arising from their positions as Directors of the Thamesway Group of Companies.

In accordance with Officer Procedure Rules, the Chief Executive, Ray Morgan, has declared an interest in Agenda Items 8 and 9 arising from his position as a Director of Victoria Square Woking Limited.

In accordance with Officer Procedure Rules, the Deputy Chief Executive, Douglas Spinks, will declare an interest in any item in which Brookwood Cemetery is referred to arising from his position as a Director of Woking Necropolis and Mausoleum Limited, Brookwood Park Limited and Brookwood Cemetery Limited.

In accordance with Officer Procedure Rules, the Chief Executive, Ray Morgan, and the Deputy Chief Executive, Douglas Spinks, will declare an interest in any item in which Export House is referred to arising from their positions as Directors of Export House Limited.

Questions

4. 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.

Matters for Recommendation

5. The Transformation Agenda - Mandatory Training Programme for Elected Members (Pages 1 - 12)
Reporting Person – Ray Morgan
6. Adoption of Ordinary Watercourse Byelaws (Pages 13 - 40)
Reporting Person – Douglas Spinks

Matters for Determination

7. 100% Business Rates Retention Pilot (Pages 41 - 66)
Reporting Person – Leigh Clarke

Performance Management

8. Performance and Financial Monitoring Information
Please bring to the meeting your copy of the Performance and Financial Monitoring Information (Green Book) August 2017.
9. Monitoring Reports - Projects (Pages 67 - 92)
Reporting Person – Ray Morgan

Exclusion of the Press and Public

10. The Chairman will move and the Vice-Chair will second:-

“That the press and public be excluded from the meeting during consideration of item 11 in view of the nature of the proceedings that, if members of the press and public were present during this item, there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, to the Local Government Act 1972.

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information).”

PART II – PRESS AND PUBLIC EXCLUDED

Matters for Determination

11. Hardship Relief on Business Rates (Pages 93 - 106)

Reporting Person – Leigh Clarke

AGENDA ENDS

Date Published - 4 October 2017

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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EXECUTIVE - 12 OCTOBER 2017

THE TRANSFORMATION AGENDA – MANDATORY TRAINING PROGRAMME FOR ELECTED MEMBERS

Executive Summary

The Executive is invited to recommend to Council the adoption of a 'mandatory' programme of training and development for Elected Members, covering core topics identified as essential, including the quasi-judicial responsibilities within planning and licensing. The development of a mandatory training programme was raised by the Executive in March 2017 and was supported by the Overview and Scrutiny Committee at its meeting in February 2017 under its pre-decision scrutiny responsibilities. The Overview and Scrutiny Committee went as far as to propose topics for inclusion in the programme, the majority of which would be covered by the proposals within this report.

It should be noted that mandatory training for Members is relatively common amongst local authorities, particularly in relation to planning, licensing, equalities and safeguarding. A variety of sanctions have been adopted by Councils to ensure Members attend the relevant training. Such sanctions include exclusion from the membership of relevant Committees (the Planning Committee for example), a reduction in the level of Members' allowance and exclusion from specific decisions, commonly quasi-judicial proposals. Mandatory training is also common for Officers, with the Council having recently required all staff, including volunteers, to complete an online course on Safeguarding Children, Young People and Adults.

At this stage it is not recommended that the Council adopts any sanctions to encourage attendance. Instead, it is proposed that Group Leaders, relevant Chairmen and Portfolio Holders, together with the Lead Members for Elected Member Learning and Development, encourage and closely monitor Member attendance. Furthermore, Officers will seek to maximise the opportunities for Members to attend those topics identified as mandatory. Member attendance will be reported to the Council at the end of the 2018/19 Municipal Year and the Council will, if necessary, be asked to introduce sanctions similar to those employed by other local authorities.

Reasons for Decision

To establish a mandatory training programme for Elected Members to ensure that Members have a clear understanding of their roles and responsibilities and are aware of any significant risks including any corporate or personal liabilities.

Recommendations

The Executive is requested to:

RECOMMEND to Council That

a programme of mandatory training for Elected Members be introduced as part of the Council's Learning and Development Programme for Councillors from May 2018 onwards as outlined in Section 3.0 of the report.

The recommendation will need to be dealt with by way of a recommendation to the Council.

The Transformation Agenda – Mandatory Training Programme for Elected Members

Background Papers:

Sustainability Impact Assessment
Equalities Impact Assessment

Reporting Person:

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Shadow Portfolio Holder:

Cllr Ian Johnson
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Date Published:

4 October 2017

The Transformation Agenda – Mandatory Training Programme for Elected Members

1.0 Introduction

- 1.1 Woking Borough Council has a well established Member training and development programme, combining an extensive calendar of briefings and training sessions with a comprehensive Member Learning and Development Framework (“Finding the Answers”) and a collection of outlines of the roles and responsibilities of Elected Members. The Council’s programme is supported by Lead Members from each Political Group (Councillor Kemp, Councillor Johnson, Councillor Raja and Councillor Bond) and enabled the Council to gain the formal recognition from South East Employers which has awarded Woking Borough Council the Charter Mark for Elected Member Learning and Development since 2006.
- 1.2 The Council realises the importance of Councillor training and development in the context of community representation and leadership, and all training events and development opportunities are made available to all Councillors, irrespective of party or group membership. The Programme has been established to ensure that Councillors can fulfil their obligations in an effective, efficient and professional way, supporting the delivery of services to the community.
- 1.3 This report considers the introduction of mandatory training for Councillors, a practice now commonly employed by local authorities and one which is supported by South East Employers which recommended to the Council in 2015 that consideration should be given to introducing mandatory training, in particular for the financial transactions of the Authority.

2.0 Background

- 2.1 In March 2017, the Executive received a report (“Transformation Programme”) which provided an update on the progress achieved since the approval of the Corporate Peer Challenge report approved by Council on 14 April 2016. The report outlined the progress made by the Council and proposed a number of areas for further work on Transformation through engagement with the Overview and Scrutiny Committee.
- 2.2 As part of the proposals for the future, the report considered a corporate organisational development programme to grow skills in commercial thinking and leadership to support the Transformation Programme. Within the report, it was noted that:-

“Member level skills remain important and training programmes are available to Members. However Members have demonstrated a lack of enthusiasm over making training mandatory. The Council should consider some core training that should be mandatory for all Members as we move into an even more challenging environment for Local Government. This requires leadership from Members and cannot be imposed by Officers; Officers could however suggest a range of core training courses if Members so requested.”

- 2.3 The report was considered by the Overview and Scrutiny Committee in advance of the Executive under its pre-decision scrutiny role at which the issue of mandatory training for elected Members was discussed. The extract from the minutes of the meeting of the Committee is set out below:-

“The Committee discussed areas of their training that could be mandatory, topics such as: Equalities and Safeguarding, Planning, Licensing, Code of Conduct, Declarations of Interest and the Constitution were raised. Ray Morgan added that Woking Borough Council could not impose sanctions upon the members, but that members would have to impose the sanctions on themselves through peer pressure. The Committee discussed a

The Transformation Agenda – Mandatory Training Programme for Elected Members

Mandatory Training Programme could be looked in to by the Executive encompassing the topics discussed.”

- 2.4 The Overview and Scrutiny Committee had concluded that the views of the Overview and Scrutiny Committee regarding mandatory training should be considered by the Executive.
- 2.5 The report, together with the comments of the Overview and Scrutiny Committee, were considered by the Executive at its meeting on 23 March 2017. The minutes of the meeting reflect the discussion held in respect of mandatory training as follows:-

“The Executive received a report which provided an update on the progress since the approval of the Corporate Peer Challenge Report approved by Council on 14 April 2016. The Overview and Scrutiny Committee had considered an initial draft of the report at its meeting on 27 February 2017 and the representations of the Committee had been taken into account in the final report. Attention was drawn to the Committee’s discussion on mandatory training for Members and Councillor Kingsbury commented that it would need to be agreed through the political groups. Members expressed unease at making training mandatory and it was suggested that training should be presented in such a way to encourage attendance. Topics that could potentially be included in a mandatory training programme were Planning, Licensing, Safeguarding, Declarations of Interest and the Member’s Code of Conduct.”

- 2.6 The Executive resolved that “Officers be requested to bring forward a draft Mandatory Training Programme for Members to be considered by the Executive and recommended to Council in the next Municipal Year.”

3.0 Proposals

- 3.1 Mandatory training for all Members will ensure that Members have a clear understanding of their roles and responsibilities and are aware of any significant risks including any corporate or personal liabilities. There is a risk to the Council if Members do not engage with this training and do not fully understand their responsibilities.
- 3.2 The Executive is requested to recommend to Council that core training on the following topics should be classified as mandatory for the Councillors identified as experience has shown that not all elected Members complete the training. The Planning and Licensing Committees are, for example, quasi-judicial bodies, where decisions made must have regard to relevant legislation and case law. It is imperative that Members of these Committees have proper regard to relevant legislative requirements in reaching a decision. Decisions made by these Committees can be the subject of appeal and challenge on the basis that the Committee has not followed the correct procedure or has taken into account matters that it should not have. In either case, this could leave the Council open to challenge and the risk of costly legal action.

Proposed Topics for the Mandatory Programme

Training	Code of Conduct
Frequency	Once during each four year term of office.
Required	All Members.
Delivery format	In-house training session.

The Transformation Agenda – Mandatory Training Programme for Elected Members

Training	Diversity and Equalities
Frequency	Once during each four year term of office.
Required	All Members.
Delivery format	In-house training session.

Training	Finance Training
Frequency	Once during each four year term of office.
Required	All Members.
Delivery format	In-house training session.

Training	Health and Safety (New)
Frequency	Once during each four year term of office.
Required	All Members.
Delivery format	In-house and/or external training provider.

Training	Induction Training
Frequency	Once.
Required	Newly elected Members. Re-elected Members to be encouraged to attend.
Delivery format	In-house training.

Training	Licensing Training
Frequency	Annual, as part of the agenda for the first meeting of the Committee.
Required	All Members of the Licensing Committee and Portfolio Holder and Shadow Portfolio Holder for Licensing Services.
Delivery format	In-house training.

Training	Planning
Frequency	Annual.
Required	All Members of the Planning Committee, Portfolio Holder and Shadow Portfolio Holder for Planning Services.
Delivery format	In-house and/or external training provider.

Training	Safeguarding (New)
Frequency	Once during each four year term of office.
Required	All Members.
Delivery format	In-house and/or external training provider.

The Transformation Agenda – Mandatory Training Programme for Elected Members

Training	Scrutiny (New)
Frequency	Annual, as part of the agenda for the first meeting of the Committee.
Required	All Members of the Overview and Scrutiny Committee.
Delivery format	In-house and/or external training provider.

- 3.3 Where annual sessions are mandatory, the deadlines for completion will be made clear to all the Members affected.
- 3.4 Where possible training will be provided online (i.e. computer based training) enabling Members to undertake the training at a time most convenient to them. The Council has recently, for example, adopted mandatory Safeguarding Children, Young People and Adults training for all Officers, including volunteers, through an on-line provider. If training is provided through a training course, wherever possible a choice of two sessions will be offered, at least one of which will be held during the evening. This may not always be possible where there are external providers but all endeavours will be made to meet Members' requirements. Spare places will be offered to any member of the Council who has an interest in the relevant area, and might wish to become a member of that Committee at a future date.
- 3.5 Group Leaders will be encouraged to monitor the attendance of their Members and if necessary review their membership of Committees if they have not attended the relevant mandatory training.

Induction Training

- 3.6 The induction training programme currently consists of two evening sessions looking at the corporate priorities and activities and providing practical information to newly elected Members. It is proposed that this programme is reviewed in advance of May 2018 with a view to exploring whether the programme can be expanded to include one or more of the topics identified in the list above, such as code of conduct, health and safety, equalities and finance.
- 3.7 As in previous years, details of the induction programme, together with other relevant dates of Committees and briefings, will be included in the nomination packs issued to candidates in the Borough elections, thereby ensuring the successful candidates are aware of the programme, maximising the likelihood that they would be able to attend.

4.0 Enforcement of Mandatory Training

- 4.1 As mentioned earlier in the report, the practice of adopting mandatory training for Councillors is now common amongst local authorities, with the common themes of safeguarding, equalities and the quasi-judicial roles of Councillors adopted by many. Councils have adopted a range of sanctions to ensure that Councillors attend any training for which their attendance has been identified as mandatory, including exclusion from regulatory Committees, exclusion from any quasi-judicial decisions and a reduced allowance.
- 4.2 To support Members, Councils have also introduced a number of measures to assist attendance, including multiple sessions on the same topic, 1:1 briefings if necessary and, in the case of Woking Borough Council, holding training sessions as part of the formal Calendar of Committee meetings.

The Transformation Agenda – Mandatory Training Programme for Elected Members

- 4.3 It is proposed that the Council does not introduce any sanctions in respect of those topics identified as part of the mandatory training programme. Instead, the Council will seek to increase the number of opportunities presented to Councillors to attend such training and that it is made clear to all that which topic has been identified as mandatory. Greater emphasis will be placed on the role of Group Leaders, Chairmen of the relevant Committees, Portfolio Holders and the Lead Members for Elected Member Learning and Development to ensure that all the relevant Councillors attend the events.

5.0 Reporting and Review

- 5.1 Training and development is a shared responsibility between individual Councillors and Group Leaders of the political parties. Attendance will continue to be monitored and, if it is found that attendance by Members at those events identified as mandatory is disappointing, the option of sanctions will be revisited. It is worth noting that, following concerns expressed over Member attendance levels at both Committee meetings and training events, attendance figures will be published on the Council's website. It is proposed that attendance levels at training sessions are reported to Council each year as part of the annual review of the Member Learning and Development programme.
- 5.2 Evaluation forms will be issued to Members following attendance at events. The views expressed by Members will be assessed by Officers and appropriate action taken in running future events.
- 5.3 It is proposed that each Councillor is encouraged to meet on a 1:1 basis with their Group Leader to discuss their training and development needs. This will also provide an opportunity for Group Leaders to identify Members for particular roles in the future.
- 5.4 Councillors who have received the benefit of any development course will be available to act as mentor to any other Member who wishes to receive similar development training, irrespective of party or group membership.
- 5.5 The list of mandatory training sessions will be kept under review and new topics may be added in future years, such as data protection, standards and audit, and chairmanship skills.

6.0 Non-Mandatory Training

- 6.1 There is an expectation that Councillors will take responsibility for their development and attend opportunities designed to equip them with the necessary skills to be effective in their role. In addition to internal and external courses, there is a programme of internal briefings for Councillors, participation for which will remain optional, although attendance will be encouraged where the subject relates to the roles of specific Councillors.
- 6.2 Update sessions on areas such as Planning, Licencing and Finance will be provided as a matter of course and, whilst Members will be strongly advised to attend, it is not envisaged that these will be mandatory. Examples of other training offers during 2016/17 included IT training, public speaking, media engagement, flood management, economic development, Thamesway, Highways and Woking 2050.
- 6.3 Officers will continue to explore the option to record training sessions and briefings and offer Members access to DVD recordings and supporting documents.

The Transformation Agenda – Mandatory Training Programme for Elected Members

7.0 Implications

Financial

- 7.1 Budgetary provision is made for the Council's Member Learning and Development Programme; there are no additional financial implications arising from introducing a mandatory requirement in respect of the training provided. Officers will continue to explore opportunities for joint working with neighbouring authorities in order to share costs and reduce expenditure.

Human Resource/Training and Development

- 7.2 The proposals within this report have been drawn up following consideration by the Overview and Scrutiny Committee and the Executive of proposals for mandatory training brought forward under the Council's transformation agenda. A programme of mandatory training for elected Members will have a significant impact on the training and development of Councillors, ensuring that every Councillor receives the same level of core information and training.
- 7.3 There are currently no direct implications for human resources arising from the proposals set out in this report.

Community Safety

- 7.4 The proposals before the Executive will ensure that all Councillors are provided with the same level of information on safeguarding and health and safety necessary to enable them to fulfil their roles as Elected Members.

Risk Management

- 7.5 By enabling the Members to have the necessary information and skills to carry out their roles and responsibilities effectively, the Council will be better able to meet its corporate plan priorities, and its statutory duties.

Sustainability

- 7.6 There are no sustainability issues arising from this report.

Equalities

- 7.7 Training for Members will include gaining an understanding of how the Council can ensure it is meeting its public sector equality duty. Training and development opportunities will be made available to Members in such a way as to be fully accessible.

8.0 Consultations

- 8.1 This report has taken into consideration the comments of the Overview and Scrutiny Committee at its meeting on 27 February 2017 and the Executive at its meeting on 23 March 2017. In addition, the Lead Members for Elected Member Development have been given an opportunity to comment on the report, together with Group Leaders.

REPORT ENDS

EXE17-055

Equality Impact Assessment

The purpose of this assessment is to improve the work of the Council by making sure that it does not discriminate against any individual or group and that, where possible, it promotes equality. The Council has a legal duty to comply with equalities legislation and this template enables you to consider the impact (positive or negative) a strategy, policy, project or service may have upon the protected groups.

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)
		Eliminate discrimination	Advance equality	Good relations			
Gender	Men	X	X	X			
	Women	X	X	X			
Gender Reassignment						X	
Race	White					X	
	Mixed/Multiple ethnic groups					X	
	Asian/Asian British					X	
	Black/African/Caribbean/Black British					X	
	Gypsies / travellers					X	
	Other ethnic group					X	

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)
		Eliminate discrimination	Advance equality	Good relations			
Disability	Physical					X	
	Sensory					X	
	Learning Difficulties					X	
	Mental Health					X	
Sexual Orientation	Lesbian, gay men, bisexual					X	
Age	Older people (50+)					X	
	Younger people (16 - 25)					X	
Religion or Belief	Faith Groups					X	
Pregnancy & maternity						X	
Marriage & Civil Partnership						X	
Socio-economic Background						X	

Sustainability Impact Assessment

Officers preparing a committee report are required to complete a Sustainability Impact Assessment. Sustainability is one of the Council's 'cross-cutting themes' and the Council has made a corporate commitment to address the social, economic and environmental effects of activities across Business Units. The purpose of this Impact Assessment is to record any positive or negative impacts this decision, project or programme is likely to have on each of the Council's Sustainability Themes.

Theme (Potential impacts of the project)	Positive Impact	Negative Impact	No specific impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)
Use of energy, water, minerals and materials			X	
Waste generation / sustainable waste management			X	
Pollution to air, land and water			X	
Factors that contribute to Climate Change			X	
Protection of and access to the natural environment			X	
Travel choices that do not rely on the car			X	
A strong, diverse and sustainable local economy			X	
Meet local needs locally			X	
Opportunities for education and information	X			
Provision of appropriate and sustainable housing			X	
Personal safety and reduced fear of crime			X	
Equality in health and good health			X	
Access to cultural and leisure facilities			X	
Social inclusion / engage and consult communities			X	
Equal opportunities for the whole community			X	
Contribute to Woking's pride of place	X			

EXECUTIVE - 12 OCTOBER 2017

ADOPTION OF ORDINARY WATERCOURSE BYELAWS

Executive Summary

The Council is intending to use its powers under the Land Drainage Act 1991 to implement local drainage byelaws to help it carry out its duties effectively and in doing so assist in reducing flood risk for local communities.

The making of byelaws is a policy matter reserved to Full Council in the Constitution. This report seeks authorisation to begin the process of byelaw making by carrying out a consultation exercise and taking the necessary steps to seek to introduce borough wide byelaws for ordinary watercourses.

The primary purpose of these byelaws is to ensure efficient drainage within the Council's area. The associated benefits of making the proposed byelaws are outlined in detail throughout this report but can be summarised as follows:

- Managing and reducing flood risk.
- Improving water quality.
- Improving biodiversity.
- Ensuring drainage infrastructure will be maintained and adapted over time.
- Improving the quality of life for people by improving the quality of public spaces and the water environment.

The proposed byelaws relate to ordinary watercourses, these are watercourses which do not come within the category of 'main river'. Main rivers remain the responsibility of the Environment Agency and are subject to separate byelaws.

Reasons for Decision

A decision is sought to allow the process of making land drainage byelaws to begin and to agree to make byelaws in connection with drainage matters to assist the Council in its role to help reduce the risk of flooding for local communities.

Recommendations

The Executive is requested to:

RECOMMEND to Council That

- i) the proposal to make drainage byelaws, as set out in Appendix 1 to the report, be endorsed;**
- ii) the Council consult with Defra, Natural England and the local navigation authority on the Council's proposal to make the drainage byelaws;**
- iii) subject to there being no objections by Defra, Natural England and the local navigation authority to the informal consultation the byelaws be made;**

- iv) the Assistant Director (Place), in consultation with the Portfolio Holder, be authorised to consider and seek to resolve any objection to the said byelaws being made (including amending the proposed byelaws);
- v) the byelaws be submitted to the Secretary of State for confirmation with or without any outstanding objections (as the case may be); and
- vi) in the event these byelaws are adopted by the Council, authority be delegated to the Assistant Director (Place) to authorise or refuse any applications for consents submitted under the said byelaws.

This item will need to be dealt with by way of a recommendation to the Council.

Background Papers:

None.

Sustainability Impact Assessment
Equalities Impact Assessment

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Date Published:

4 October 2017

1.0 Introduction

- 1.1 The making of drainage byelaws would help protect communities, especially those who are most vulnerable, from flooding. They will provide scope for the Council to work with local communities to reduce flood risk, and help empower communities to do more for themselves. Flooding can have serious consequences for communities and businesses affected, and can cause serious disruption to transport links.
- 1.2 The primary purpose of these byelaws is to ensure efficient drainage within the Borough. The associated benefits of making the proposed byelaws are outlined in detail throughout this report but can be summarised as follows:
- Managing and reducing flood risk.
 - Improving water quality.
 - Improving biodiversity.
 - Ensuring drainage infrastructure will be maintained and adapted over time.
 - Improving the quality of life for people by improving the quality of public spaces and the water environment.
- 1.3 The proposed byelaws relate to ordinary watercourses, these are watercourses which do not come within the category of ‘main river’. Main rivers remain the responsibility of the Environment Agency and are subject to separate byelaws.
- 1.4 Surrey County Council currently has powers under the Land Drainage Act but these are limited to structures that would impede or interfere with flows. There are no powers to control structures that go over or under watercourses or require a freeboard above banks to allow floating debris to pass unhindered. Nor are there powers to maintain access along watercourse banks for maintenance or to remove debris or to ensure development does not reduce flood storage or affect the flow of water within the surrounding ground. The Environment Agency does have such Byelaws that assist them to manage main rivers and to avoid flood risk.

2.0 Byelaws

- 2.1 Section 66 of the Land Drainage Act 1991, gives local authorities the power to make land drainage byelaws for the purpose of preventing flooding, or remedying or mitigating any damage caused by flooding. These byelaws create criminal offences that can be prosecuted in the Magistrates’ Courts if contravened.
- 2.2 The Act allows local authorities to make byelaws for the following purposes:
- To secure the efficient working of a drainage system in its area.
 - To regulate the effects of a drainage system on the environment.
 - To secure the effectiveness of flood risk management work.
- 2.3 The making of Byelaws is not mandatory but it is seen as a key element at a tactical level to deliver flood risk management and improve understanding and transparency of the Council’s requirements and expectations concerning drainage on new development.
- 2.4 The use of byelaws has been described as follows:

Adoption of Ordinary Watercourse Byelaws

'Byelaws generally require something to be done – or not to be done – in a particular location. They are accompanied by a sanction or penalty for non-observance. If validly made, byelaws have the force of law within the areas to which they apply. Offences against byelaws attract a penalty fine.'

- 2.5 The proposed byelaws for Woking Borough Council are based on the 'Model Land Drainage Byelaws for Local Authorities' produced by the Department for Environment, Food and Rural Affairs (DEFRA).
- 2.6 The use of the model byelaws is not compulsory but will help to ensure that byelaws introduced by a local authority are correctly worded and are within the authority's powers, thus reducing the risk of legal challenge in the future.
- 2.7 The model byelaws explicitly support the themes of Surrey County Council's Local Flood Risk Management Strategy (March 2017), which the Council agreed to in December 2016. They cover matters such as mitigating against disruptions to natural flows in watercourses, obstructions, vegetation control, damage to the bed or bank of a watercourse, access to drainage features for maintenance and other issues that are considered a risk to the water environment. A number of other local authorities have already adopted these across the country for flood management purposes.
- 2.8 There are a number of stages to the process of making the byelaws which are set out below:
 - i. The proposed draft byelaws are forwarded to Defra for comment.
 - ii. Early consultation with Natural England and the local navigational authority takes place to ensure that the proposed byelaw does not conflict with or interfere with the operation of any of their byelaws.
 - iii. Subject to no objections being received from the early consultation, the Council shall make the proposed byelaws. Under the Council's constitution this decision is reserved to Full Council.
 - iv. The Council shall make the byelaws and ensure that they are advertised in one or more newspapers circulating in the area affected. A copy shall also be held in reception and placed on the Council's website. The Council must allow one month for submission of any objection to the proposed byelaws. If any objections are received, the Council will be expected, where possible, to resolve the objections before the byelaws and any unresolved objections are forwarded to the Secretary of State for confirmation. The byelaws cannot come into operation until they are confirmed by the Secretary of State.
 - v. Confirmation by the Secretary of State where the byelaws will, unless otherwise decided, come into operation at the expiration of one month from the day on which they are confirmed by the Secretary of State.

3.0 Enforcement of the proposed Byelaws

- 3.1 Due to current resource and budgetary constraints, there are no plans at present to undertake routine regular inspections of ordinary watercourses within Woking. Byelaw contraventions will therefore come to light as a result of problems arising, third party reports or from other routine inspections or surveys.

Adoption of Ordinary Watercourse Byelaws

- 3.2 Where breach of a byelaw is discovered or suspected by the Council, the Officers will conduct an investigation. If there is evidence of a breach then enforcement action may be taken.
- 3.3 It is proposed that a proportionate, risk based approach to the enforcement of the byelaws is taken by the Council, taking into account the location and nature of any breach. This will ensure drainage issues can be rectified without the need for formal action and in order to use the Council's resources efficiently.

Enforcement Actions

- 3.4 The aims of enforcement in flood risk management are to ensure the proper flow of water in a watercourse and over the floodplain; the control of water levels and the security of existing assets. To achieve these aims, enforcement action is used to rectify unlawful and damaging or potentially damaging work, always using a risk based approach.
- 3.5 Enforcement action (not necessarily criminal sanction) may be taken where damaging or potentially damaging works have been undertaken without consent or are in contravention to an issued consent.
- 3.6 Some incidents are so serious that immediate action is required to mitigate the risk. Other incidents may only require a letter to the offender so that the requirements are clear. Methods of undertaking enforcement include:
- site visits and face to face meetings with perpetrator;
 - sending advisory letters;
 - sending warning letters;
 - using notices to enforce, prohibit or carry out works;
 - prosecution and reclaiming costs of prosecution; and
 - direct remedial action plus recharge of costs of remedial action.
- 3.7 Where enforcement action is pursued, the Council may serve notice under Section 66 (6) of the Land Drainage Act 1991, requiring any contravention of the proposed byelaws to be remedied within a period not exceeding 28 days. If the breach was not remedied within the specified time scale, the Council could use Section 66 (7) of the Land Drainage Act 1991 to undertake the necessary works and recharge the costs of such works to the offender.
- 3.8 For activities specified by byelaws, consent would be required and the activity cannot be undertaken until the consent has been issued.
- 3.9 Consenting' is the process whereby landowners or occupiers may apply to the regulatory body to undertake works within or close to a watercourse.
- 3.10 A fee is payable by applicants for watercourse consent. The Land Drainage Act (LDA) determines the fee in accordance with a "prescribed charging scheme". Currently, the fee for applications for consent is £50 per structure.

4.0 Planning and Byelaws

- 4.1 On 18 December 2014 the Department for Communities and Local Government (DCLG) and DEFRA released a Ministerial Statement announcing that requirements for Sustainable Drainage Systems (SuDS) on new development will be delivered through the existing planning system.
- 4.2 The Ministerial Statement confirmed that from April 2015, the Local Planning Authority must:
- satisfy themselves that the proposed minimum standard of operation of SuDS on new development is appropriate;
 - ensure through the use of planning conditions or planning obligations that there are clear arrangements in place for ongoing maintenance of the drainage system over the lifetime of the development; and
 - consult the relevant Lead Local Flood Authority on the management of surface water (Woking Borough Council undertake this role for Woking on Surrey County Council's behalf under agreement).
- 4.3 In pursuit of this, the Council gained a new role as Statutory Consultee on all major planning applications with surface water drainage implications on behalf of Surrey County Council. As such, it is now required to assess planning applications and provide technical advice in respect of proposed surface water drainage and its maintenance.
- 4.4 In accordance with this the Six Legal Tests required by the National Planning Policy Framework (NPPF) constrain the Council in terms of what is reasonable to request from a proposed development through the use of planning conditions or obligations without being legally challenged.
- 4.5 In summary, the legislative changes introduce new challenges and resource pressures for the Council to manage flood risk arising from new developments, to protect local communities, and in avoiding future maintenance and financial liabilities from 'orphan' drainage systems (i.e. those with no long term or robust maintenance arrangements).
- 4.6 If however, a planning application indicated that the Council's Drainage Byelaws might be contravened the Council would have reasonable grounds to object. For example, no provision of an undevelopable strip adjacent to a watercourse for maintenance needs.
- 4.7 Reasons for the objection would be given with guidance on how the proposals may be revised to comply with the Byelaws and therefore reduce flood risk to and from new development.
- 4.8 In summary, the proposed drainage byelaws, in setting standards for compliance when undertaking works on or close to a watercourse, will provide an alternative and robust approach to securing the efficient working of a proposed drainage system through enhanced land drainage regulation.

5.0 Implications

Financial

- 5.1 It is not anticipated that there will be any immediate or significant financial implications arising from the making of the byelaws. The costs associated with the implementation of

Adoption of Ordinary Watercourse Byelaws

local land drainage byelaws are principally administrative, comprising Officer time in managing the process (e.g. consultation and liaison, reporting, making, advertising and dealing with objections etc.) and sundry costs (printing, postage, newspaper advertising etc.).

- 5.2 Where enforcement of the byelaws would require the construction or remediation of drainage infrastructure, the financial implication of this would be with the responsible party/land owner and not the Council.
- 5.3 A fee is payable by applicants for watercourse consent. The Land Drainage Act (LDA) determines the fee in accordance with a “prescribed charging scheme”. Currently, the fee for applications for consent is £50 per structure.

Human Resource/Training and Development

- 5.4 Applications for consent for works undertaken in relation to ordinary watercourses are subject to a fee, currently £50. This level of fee is unlikely to cover the actual costs incurred by the Council in processing an application. It should be noted that (i) in future, fees may be determined in accordance with a charging scheme (prescribed by order). It is anticipated that the workload associated with applications for watercourse consent can, at present, be managed within current staffing resources.
- 5.5 As stated in paragraph 3.1, due to existing budgetary constraints and staff resource issues, there are no plans at present to undertake routine regular inspections of ordinary watercourses. The workload associated with enforcement powers will be restricted typically to the circumstances described in 3.6.

Community Safety

- 5.6 The adoption of proposed byelaws will enable the Council to maintain safe and secure environments around ordinary watercourses and to manage flood risk across the Borough.

Risk Management

- 5.7 The Environment Agency has provided guidance to local authorities on applying sanctions in relation to the regulation of ordinary watercourses. Notices may be served to deal with the repair, removal of obstruction and maintenance of flow in watercourses. An offence is committed under the Land Drainage Act 1991 by failure to comply with a notice and not by the deed itself. Failure to comply with notices served under Section 24 (abatement/removal of un-consented works from ordinary watercourses) and Section 25 (Requiring works to maintain flow of an impeded ordinary watercourse) of the Land Drainage Act may result in legal action being taken through the Magistrates Courts. Byelaws also create criminal offences which can be prosecuted in Magistrates Courts. Breaches of byelaws can lead to a fine, the maximum being generally between £500 and £2,500.

Sustainability

- 5.8 The drainage byelaws will help conserve and enhance the area’s local character, biodiversity, and habitats, by contributing to a healthier environment with reduced pollution and contamination.
- 5.9 Extreme weather events are forecast to become more frequent and severe in the UK due to the effects of climate change. We are already seeing increasing numbers of heavy rainfall events, and expect this increase to continue, with greater risk of river and flash

flooding. The introduction of the proposed byelaws will reduce flood risk for local communities and assist the Council in being better prepared for the impacts of a changing climate. In doing so, they would contribute to the delivery of the Council's vision and strategic aims to mitigate and adapt to climate change, as set out in its 'Climate Change Strategy'.

Equalities

5.10 There are no equality and diversity issues arising from the report.

6.0 Consultations

6.1 The Portfolio Holders have been consulted.

REPORT ENDS

EXE17-065

Adoption of Ordinary Watercourse Byelaws

APPENDICES

Equality Impact Assessment

The purpose of this assessment is to improve the work of the Council by making sure that it does not discriminate against any individual or group and that, where possible, it promotes equality. The Council has a legal duty to comply with equalities legislation and this template enables you to consider the impact (positive or negative) a strategy, policy, project or service may have upon the protected groups.

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action) THIS SECTION NEEDS TO BE COMPLETED AS EVIDENCE OF WHAT THE POSITIVE IMPACT IS OR WHAT ACTIONS ARE BEING TAKEN TO MITIGATE ANY NEGATIVE IMPACTS
		Eliminate discrimination	Advance equality	Good relations			
Gender	Men					x	The recommendations have no specific impact
	Women					x	
Gender Reassignment						x	
Race	White					x	
	Mixed/Multiple ethnic groups					x	
	Asian/Asian British					x	
	Black/African/Caribbean/Black British					x	
	Gypsies / travellers					x	
	Other ethnic group					x	

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action) THIS SECTION NEEDS TO BE COMPLETED AS EVIDENCE OF WHAT THE POSITIVE IMPACT IS OR WHAT ACTIONS ARE BEING TAKEN TO MITIGATE ANY NEGATIVE IMPACTS
		Eliminate discrimination	Advance equality	Good relations			
Disability	Physical					x	
	Sensory					x	
	Learning Difficulties					x	
	Mental Health					x	
Sexual Orientation	Lesbian, gay men, bisexual					x	
Age	Older people (50+)					x	
	Younger people (16 - 25)					x	
Religion or Belief	Faith Groups					x	
Pregnancy & maternity						x	
Marriage & Civil Partnership						x	
Socio-economic Background						x	

The purpose of the Equality Impact Assessment is to improve the work of the Council by making sure it does not discriminate against any individual or group and that, where possible, it promotes equality. The assessment is quick and straightforward to undertake but it is an important step to make sure that individuals and teams think carefully about the likely impact of their work on people in Woking and take action to improve strategies, policies, services and projects, where appropriate. Further details and guidance on completing the form are [available](#).

Sustainability Impact Assessment

Officers preparing a committee report are required to complete a Sustainability Impact Assessment. Sustainability is one of the Council's 'cross-cutting themes' and the Council has made a corporate commitment to address the social, economic and environmental effects of activities across Business Units. The purpose of this Impact Assessment is to record any positive or negative impacts this decision, project or programme is likely to have on each of the Council's Sustainability Themes. For assistance with completing the Impact Assessment, please refer to the instructions below. Further details and guidance on completing the form are [available](#).

Theme (Potential impacts of the project)	Positive Impact	Negative Impact	No specific impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)
Use of energy, water, minerals and materials			x	
Waste generation / sustainable waste management			x	
Pollution to air, land and water	x			Will help ensure watercourses are protected from pollution
Factors that contribute to Climate Change	x			Will help ensure watercourse capacity is not reduced and there floodplain protected
Protection of and access to the natural environment	x			Will help ensure maintenance of watercourses
Travel choices that do not rely on the car			x	
A strong, diverse and sustainable local economy			x	
Meet local needs locally			x	
Opportunities for education and information			x	
Provision of appropriate and sustainable housing			x	
Personal safety and reduced fear of crime			x	
Equality in health and good health			x	
Access to cultural and leisure facilities			x	
Social inclusion / engage and consult communities			x	
Equal opportunities for the whole community			x	
Contribute to Woking's pride of place	x			

Byelaws for Ordinary Watercourses

Following the Land Drainage Act 1991, Internal Drainage Boards and Local Authorities are able to make byelaws in regards to ordinary watercourses. Section 66 of the Land Drainage Act 1991 states:

“Without prejudice to the generality of subsection above but subject as aforesaid, an internal drainage board or local authority, other than [an English county] council, may, in particular, make byelaws for any of the following purposes, that is to say –

- a) regulating the use and preventing the improper use of any watercourses, banks or works vested in them or under their control or for preserving any such watercourses, banks or works from damage or destruction;
- b) regulating the opening of sluices and flood gates in connection with any such works as are mentioned in paragraph (a) above;
- c) preventing the obstruction of any watercourse vested in them or under their control by the discharge into it of any liquid or solid matter or by reason of any such matter being allowed to flow or fall into it;
- d) compelling the persons having control of any watercourse vested in the board or local authority or under their control, or of any watercourse flowing into any such watercourse, to cut the vegetable growths in or on the bank of the watercourse and, when cut, to remove them.”

Byelaws are essentially local laws designed to deal with local issues. Local authorities and certain other bodies have powers under various Acts of Parliament to make byelaws. Byelaws generally require something to be done – or not to be done – in a particular location. They are often accompanied with a sanction or penalty for non-observance.

What should the byelaw include?

The model land drainage byelaw includes most of what is needed but it may be necessary to add a byelaw. The use of model byelaws is not mandatory but using a model can help ensure that the proposed byelaws are correctly worded and within the authority's powers. It is more likely to be successful if a model byelaw is used. A number of councils have already introduced Land Drainage Byelaws and the links for these are shown below. Stroud, Peterborough and Harrow all have their own Land Drainage Byelaws. They are very similar as they have used the model byelaws but they do have some differences. For example, Harrow does not include the Tidal Outfalls byelaw as it is not necessary to do so for this borough.

https://www.stroud.gov.uk/info/land_drainage_byelaws.pdf

<http://www2.peterborough.gov.uk/pdf/PCCLandDrainageByelaws.pdf>

http://www.harrow.gov.uk/download/downloads/id/1446/land_drainage_bylaws

How to introduce byelaws?

The procedure for making byelaws has changed recently and under the new 2015 regulations a local authority wishing to make a byelaw must prepare a 'scheme', which must include a draft of the proposed byelaw and an assessment of the regulatory burden which it would create.

One of the first steps would be consult with people who would be affected by the byelaw. In the case of a byelaw regarding ordinary watercourses and land drainage then riparian owners will have to be contacted. A statement will also have to be publishing of its assessment both locally and on a website. After this, the local authority can then apply to the Secretary of State for approval, identifying what it intends to achieve with the byelaw, whether a model byelaw will be used and summarising the responses to the consultation. The statement could be something like this: (Found on the Warrington Borough Council Website)

“The council is in the process of introducing a set of Land Drainage Byelaws based on the Defra-recommended template. The purpose of these are to apply detail to the enforcement and consenting powers to ensure the basic powers within the Land Drainage Act are strengthened and provide effective flood risk action at the local level.”

The Secretary of State must then decide whether to “give leave to the authority to make the byelaw”. If they do, the local authority must then publish a notice in at least one local newspaper as well as on the council website. This notice must state its intentions of making the byelaw. A consultation period of at least 28 days runs from the publication of this notice and a copy of the proposed byelaw must be available to the public at the council's offices. After this period the council can then make the byelaw but it must do so within six months after the publication of the notice.

There are a number of model byelaws which contain standard wording for laws on a number of subjects. This includes a model Land Drainage Byelaw that can be used with details of the council to be added. With this model byelaw items can be removed if they are not relevant to the council and the wording can be changed to accommodate for specific details that need to be included.

The process for introducing byelaws is detailed in a publication from the House of Commons Library written in December 2015. The eight step process for introducing byelaws is shown on the next page:



What are the Pros and Cons of introducing Byelaws?

Pros	Cons
Byelaws enable local councils to address any local issues that are not already dealt with by existing laws.	Byelaws have to be approved by Central Government before they come into power.
Amendments to byelaws are easy to make and can be established quickly. This is useful in an emergency.	The process of introducing byelaws can be delayed depending on the consultation period.
A local authority being able to introduce byelaws is far more efficient than the laws being made by Central Government.	Not all members of the public are aware of new byelaws. However, riparian owners will be sent a leaflet detailing the new legislation.
Model Land Drainage Byelaws are available meaning they are appropriately written and approved by Central Government.	Enforcement of byelaws can often be difficult.
These byelaws will help protect ordinary watercourses and in turn prevent any increase in flood risk.	There will be an increase in workload for Woking Borough Council officers.
They will help make the Borough more resilient to flooding.	
Woking Borough Council will have more power over ordinary watercourses and consultation between SCC and WBC becomes compulsory.	
WBC will also have more control over planning applications in riparian zones.	
It will be possible to charge for consents meaning money used to introduce the byelaws can be made back.	

MODEL LAND DRAINAGE BYELAWS

LOCAL AUTHORITIES

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Penalty Note

Amended October 2012

.....**COUNCIL LAND DRAINAGE BYELAWS**

TheCouncil under and by virtue of the powers and authority vested in them by section 66 of the Land Drainage Act 1991, do hereby make the following Byelaws which are considered necessary for [one or more of] the following purposes:-

- a) securing the efficient working of a drainage system in the Council’s area,
- b) regulating the effects on the environment in the Council’s area of a drainage system,
- c) securing the effectiveness of flood risk management work within the meaning of section 14A of that Act, or
- d) securing the effectiveness of works done in reliance on section 38 or 39 of the Flood and Water Management Act 2010 (incidental flooding or coastal erosion),

together, “the Purposes”;-

1. **Commencement of Byelaws**

These Byelaws shall come into operation at the expiration of one month beginning with the day on which they are confirmed by the Secretary of State.

2. **Application of Byelaws**

- (a) These Byelaws shall have effect within the Area;
- (b) the watercourses referred to in these Byelaws are watercourses which are for the time being vested in or under the control of the Council.

3. **Control of Introduction of Water and Increase in Flow or Volume of Water**

No person shall as a result of development (within the meaning of section 55 of the Town and Country Planning Act 1990 as amended (“the 1990 Act”)) (whether or not such development is authorised by the 1990 Act or any regulation or order whatsoever or none of them) for any purpose by means of any channel, siphon, pipeline or sluice or by any other means whatsoever introduce any water into any watercourse in the Area so as to directly or indirectly increase the flow or volume of water in any watercourse in the Area (without the previous consent of the Council).

4. **Control of Sluices etc**

Any person having control of any sluice, water control structure or appliance for introducing water into any watercourse in the Area or for controlling or regulating or affecting the flow of water in, into or out of any watercourse shall use and maintain such sluice, water control structure or appliance in accordance with such reasonable directions as may from time to time be given by the Council with a view to securing or furthering one or more of the Purposes.

5. **Fishing Nets and Angling**

No person shall angle or set any nets or engines for the catching or keeping of fish in any watercourse in such a manner as to cause damage to or endanger the stability of the bank of the watercourse or to affect or impede the flow of water.

In this Byelaw “nets” includes -

- (a) a stake net, bag net or keep net;
- (b) any net secured by anchors and any net, or other implement for taking fish, fixed to the soil or made stationary in any other way;
- (c) any net placed or suspended in any inland or tidal waters unattended by the owner or a person duly authorised by the owner to use it for fish, and any engine, device, machine or contrivance, whether floating or otherwise, for placing or suspending such a net or maintaining it in working order or making it stationary.

6. **Diversion or Stopping up of Watercourses**

No person shall, without the previous consent of the Council, take any action, or knowingly permit or aid or abet any person to take any action to stop up any watercourse or divert or impede or alter the level of or direction of the flow of water in, into or out of any watercourse.

7. **Detrimental Substances not to be Put into Watercourses**

No person shall, so as directly or indirectly to obstruct, impede or interfere with the flow of water in, into or out of any watercourse or so as to damage the bank -

- (a) discharge or put or cause or permit to be discharged or put or negligently or wilfully cause or permit to fall into any watercourse any object or matter of any kind whatsoever whether solid or liquid;
- (b) allow any such object or matter as is referred to in sub-paragraph (a) of this Byelaw to remain in proximity to any watercourse in such manner as to render the same liable to drift or fall or be carried into any watercourse.

Provided that nothing in this Byelaw shall be deemed to render unlawful the growing or harvesting of crops in accordance with normal agricultural practice.

8. **Lighting of Fires**

No person shall light or cause or permit to be lighted or commit any action liable to cause to be lighted any fire on any land adjoining the watercourse where such action is liable to set on fire the peat land forming the banks of the watercourse or any vegetation including trees growing on land forming the banks of the watercourse.

9. **Notice to Cut Vegetation**

Any person having control of any watercourse shall, upon the receipt of a notice served on him by the Council requiring him so to do, cut down and keep cut down all vegetation, including trees, growing in or on the bank of a watercourse, within such reasonable time as may be specified in the notice, and shall remove such vegetation, including trees, from the watercourse immediately after the cutting thereof.

Provided that, where a hedge is growing on the bank of a watercourse, nothing in this Byelaw shall require more than the pruning of the hedge so as to prevent it from growing over or into the watercourse, and the removal of the resultant cuttings.

10. **No Obstructions within 9¹ Metres of the Edge of the Watercourse**

No person without the previous consent of the Council shall erect any building or structure, whether temporary or permanent, or plant any tree, shrub, willow or other similar growth within 9 metres of the landward toe of the bank where there is an embankment or wall or within 9 metres of the top of the batter where there is no embankment or wall, or where the watercourse is enclosed within 9 metres of the enclosing structure.

11. **Repairs to Buildings**

The owner of any building or structure in or over a watercourse or on the banks thereof shall, upon receipt of a notice from the Council that because of its state of disrepair -

- (a) the building or structure is causing or is in imminent danger of causing an obstruction to the flow of the watercourse;
- (b) the building or structure is causing or is in imminent danger of causing damage to the bank of the watercourse,

carry out such reasonable and practicable works as are specified in the notice for the purpose of remedying or preventing the obstruction or damage as the case may be within such reasonable time as is specified in the notice.

12. **Control of Vermin**

The occupier of any bank of a watercourse or any part thereof shall, upon being required by the Council by notice, within such reasonable time as may therein be specified, take such steps as are specified in the notice, being such steps as the Council consider necessary and practicable for preventing the bank from becoming infested by rabbits, rats, coypu, foxes and moles or any other wild mammal not being an animal listed in Schedule 5 or Schedule 6 to the Wildlife and Countryside Act 1981, but excluding the water vole from such control.

13. **Damage by Animals to Banks**

All persons using or causing or permitting to be used any bank of any watercourse for the purpose of grazing or keeping any animal thereon shall take such steps including fencing as are necessary and reasonably practicable and shall comply with such reasonable directions as may from time to time be given by the Council to prevent the bank or the channel of the watercourse from being damaged by such use.

Provided that nothing in this Byelaw shall be deemed to affect or prevent the use of, for the purpose of enabling animals to drink at it, any place made or to be made or constructed as approved by the Council.

14. **Vehicles not to be Driven on Banks**

¹ A distance of 9 metres is the maximum that is agreed without the Council making a special case and supplying technical data about soil stability etc. Many Councils have found a lesser distance adequate.

N.B: This footnote is for the guidance of Councils and is **not** for inclusion in the Byelaws

No person shall use or drive or permit or cause to be used or driven any cart, vehicle or implement of any kind whatsoever on, over or along any bank of a watercourse in such manner as to cause damage to such bank.

15. **Banks not to be Used for Storage**

No person shall use or cause or permit to be used any bank of any watercourse for the purpose of depositing or stacking or storing or keeping any rubbish or goods or any material or things thereon in such a manner as by reason of the weight, volume or nature of such rubbish, goods, material or things causes or is likely to cause damage to or endanger the stability of the bank or channel of the watercourse or interfere with the operations or access of the Council or the right of the Council to deposit spoil on the bank of the watercourse.

16. **Not to Dredge or Raise Gravel, Sand etc**

No person shall without the previous consent of the Council dredge or raise or take or cause or permit to be dredged or raised or taken any gravel, sand, ballast, clay or other material from the bed or bank of any watercourse.

17. **Fences, Excavations, Pipes etc**

No person shall without the previous consent of the Council -

- (a) place or affix or cause or permit to be placed or affixed any gas or water main or any pipe or appliance whatsoever or any electrical main or cable or wire in, under or over any watercourse or in, over or through any bank of any watercourse;
- (b) cut, pare, damage or remove or cause or permit to be cut, pared, damaged or removed any turf forming part of any bank of any watercourse, or dig for or remove or cause or permit to be dug for or removed any stone, gravel, clay, earth, timber or other material whatsoever forming part of any bank of any watercourse or do or cause or permit to be done anything in, to or upon such bank or any land adjoining such bank of such a nature as to cause damage to or endanger the stability of the bank;
- (c) make or cut or cause or permit to be made or cut any excavation or any tunnel or any drain, culvert or other passage for water in, into or out of any watercourse or in or through any bank of any watercourse;
- (d) erect or construct or cause or permit to be erected or constructed any fence, post, pylon, wall, wharf, jetty, pier, quay, bridge, loading stage, piling, groyne, revetment or any other building or structure whatsoever in, over or across any watercourse or in or on any bank thereof;
- (e) place or fix or cause or permit to be placed or fixed any engine or mechanical contrivance whatsoever in, under or over any watercourse or in, over or on any bank of any watercourse in such a manner or for such length of time as to cause damage to the watercourse or banks thereof or obstruct the flow of water in, into or out of such watercourse.

Provided that this Byelaw shall not apply to any temporary work executed in an emergency but a person executing any work so excepted shall, as soon as practicable, inform the Council in writing of the execution and of the circumstances in which it was executed and comply with any reasonable directions the Council may give with regard thereto.

18. **Tidal Outfalls²**

No person shall place or cause to be placed or abandon or cause to be abandoned upon the foreshore any trees, roots of trees, branches, timber, tins, bottles, boxes, tyres, bricks, stones, soil, wire, rubbish or other object or matter whatsoever which (whether immediately or as a result of subsequent tidal action) may impede or be likely to impede the flow of water through the sluices or outfall pipes through the tidal banks or through the watercourses on such foreshore or impede or be likely to impede the operation of such sluices or outfall pipes or may cause or be likely to cause damage thereto.

19. **Interference with Sluices**

No person shall without lawful authority interfere with any sluice, or other water control structure or appliance for controlling or regulating the flow of water in, into or out of a watercourse.

20. **Mooring of Vessels**

No person shall moor or place any vessel in any watercourse or to or upon the bank of any watercourse in such manner or by such method as to cause or be likely to cause injury to such bank or in such manner as materially to obstruct or impede the free flow of water in, into or out of any watercourse.

21. **Unattended Vessels**

No person shall leave any vessel unattended without taking due care to prevent such vessel from materially obstructing or impeding the free flow of water in, into or out of any watercourse or any sluice in any bank.

22. **Removal of Sunken Vessels**

No person who is the owner of a vessel sunk, stranded, damaged or adrift in a watercourse or, in the case of a sunken vessel which is abandoned, who was the owner immediately before the abandonment shall, after ten days from the day on which the Council serves on him notice in writing that the vessel is causing obstruction, permit the vessel to remain in the watercourse in such a manner as to impede or harmfully divert the flow of water in, into or out of the watercourse.

23. **Navigation of Vessels**

No person shall navigate any vessels in such a manner or at such a speed as to injure the bank of any watercourse and where the Council have by notice erected at any place limited the speed of vessels passing such place no person shall navigate a vessel at a speed over the bed of the watercourse greater than the speed so limited.

² This byelaw need only be included where a Council's area has a coastline or tidal river. (If it is not included, the subsequent Byelaws should be re-numbered accordingly).

N.B: This footnote is for the guidance of Councils and is **not** for inclusion in the Byelaws

Provided that the Council shall not exercise their powers under this Byelaw so as to limit the speed of -

- (a) vessels in any tidal waters except after consultation with the Department for Transport, or
- (b) vessels navigating waterways of the Canal and River Trust for which speed limits are prescribed by the Byelaws of such Trust.

24. **Damage to Property of the Council**

No person shall interfere with or damage any bank, bridge, building, structure, appliance or other property of or under the control of the Council.

25. **Defacement of Notice Boards**

No person shall deface or remove any notice Board, notice or placard put up by the Council.

26. **Obstruction of the Council and Officers**

No person shall obstruct or interfere with any member, officer, agent or servant of the Council exercising any of his functions under the Act or these Byelaws.

27. **Savings for Other Bodies**

Nothing in these Byelaws shall -

- (a) conflict with or interfere with the operation of any Byelaw made by the Environment Agency or an internal drainage board or of any navigation, harbour or conservancy authority but no person shall be liable to more than one penalty or in the case of a continuing offence more than one daily penalty in respect of the same offence;
- (b) restrict, prevent, interfere with or prejudice the exercise of any statutory rights or powers which are now or hereafter may be vested in or exercised by -
 - (i) any public utility undertaking carried on by a local authority under any Act or under any Order having the force of an Act;
 - (ii) the undertakings of the Environment Agency and of any water undertaker or sewerage undertaker;
 - (iii) any public gas transporter within the meaning of part I of the Gas Act 1986;
 - (iv) any navigation, harbour or conservancy authority;
 - (v) any person who acts as the operator of a relevant railway asset, with respect to the construction, use or maintenance and repair of any such asset, or the free, uninterrupted and safe use of any such asset and the traffic (including passengers) thereof;
 - (vi) any local authority;

- (vii) any highway authority for the purposes of the Highways Act 1980 (as amended by any subsequent enactment) in relation to any highway whether or not maintainable at public expense;
 - (viii) any undertaking engaged in the operation of a telecommunications system;
 - (ix) a relevant airport operator within the meaning of Part V of the Airports Act 1986;
 - (x) the Civil Aviation Authority and any subsidiary thereof;
 - (xi) the Canal and River Trust;
 - (xii) the Coal Authority;
- (c) restrict, prevent, interfere with or prejudice any right of a highway authority to introduce into any watercourse surface water from a highway, for which it is the highway authority;
 - (d) restrict, prevent, interfere with or prejudice any right of a licence holder within the meaning of Part I of the Electricity Act 1989 to do anything authorised by that licence or anything reasonably necessary for that purpose;
 - (e) affect any liability arising otherwise than under or by reason of these Byelaws.

28. **Saving for Crown Lands**

- (a) Nothing in these Byelaws shall operate to prevent the removal of any substance on, in or under (or the erection of any structure, building or machinery or any cable, wire or pipe on, over or under) lands belonging to Her Majesty in right of the Crown by any person thereunto authorised by the Crown Estate Commissioners.
- (b)³ Nothing contained in any of the foregoing byelaws should be deemed to be or shall operate as a grant by or on behalf of the Crown as owner of the foreshore below high water mark of any estate or interest in or right over such foreshore, or any part thereof, nor shall anything contained in or done under any of the provisions of the foregoing byelaws in any respect prejudice or injuriously affect the rights and interests of the Crown in such foreshore, or prevent the exercise thereon of any public rights or prejudice or injuriously affect any right, power or privilege legally exercisable by any person in over and in respect of the seashore.

29. **Arbitration**

- (a) Where by or under any of these Byelaws any person is required by a notice in writing given by the Council to do any work to the satisfaction of the Council or to comply with any directions of the Council, he may within 21 days after the service of such

³ Byelaw 28 (b) need only be included where a Council's area has a coastline or tidal river. (If it is not included, the subsequent Byelaws should be re-numbered accordingly).

N.B: This footnote is for the guidance of Councils and is **not** for inclusion in the Byelaws

notice on him give to the Council a counter-notice in writing objecting to either the reasonableness of or the necessity for such requirement or directions, and in default of agreement between such person and the Council the dispute shall, when the person upon whom such notice was served is a drainage or local authority be referred to the Secretary of State whose decision shall be final, and in any other case shall be referred to the arbitration of a single arbitrator to be appointed in default of agreement by the President of the Institution of Civil Engineers on the application of either party. Where such a counter-notice has been given to the Council the operation of the notice shall be suspended until either agreement has been reached or the dispute has been determined by arbitration in accordance with the provisions of this Byelaw;

- (b) where by or under these Byelaws any person is required by a notice in writing given by the Council to do any work to the satisfaction of the Council or to comply with any directions of the Council and any dispute subsequently arises as to whether such work has been executed or such directions have been complied with, such dispute if it arises between a drainage authority or local authority and the Council shall be referred to the Secretary of State whose decision shall be final, and in any other case shall be referred to the arbitration of a single arbitrator to be appointed in default of agreement by the President of the Institution of Civil Engineers on the application of either party;
- (c) where by or under Byelaws 3, 6, 10, 16 or 17 any person is required to refrain from doing any act without the consent of the Council such consent shall not be unreasonably withheld and may be either unconditional or subject to such reasonable conditions as the Council may consider appropriate and where any dispute arises as to whether in such a case the consent of the Council is being unreasonably withheld, or as to whether any conditions subject to which consent is granted are unreasonable, such dispute shall if it arises between a drainage authority or local authority and the Council be referred to the Secretary of State whose decision shall be final, and in any other case such dispute shall be referred to the arbitration of a single arbitrator to be appointed in default of agreement by the President of the Institution of Civil Engineers on the application of either party.

30. **Notices**

Notices and any other documents required or authorised to be served or given under or by virtue of these byelaws shall be served or given in the manner prescribed by section 71 of the Act.

31. **Limitation**

- (a) Nothing in these Byelaws shall authorise the Council to require any person to do any act, the doing of which is not necessary for securing or furthering one or more of the Purposes, or to refrain from doing any act, the doing of which does not affect the environment, or adversely affect either (i)the efficient working of the drainage system of the area (ii)the effectiveness of flood risk management work within the meaning of section 14A of the Land Drainage Act 1991, or (iii) the effectiveness of works done in reliance on section 38 or 39 of the Flood and Water Management Act 2010.
- (b) If any conflict arises between these Byelaws and
 - (i) sections 61A to E of the Land Drainage Act 1991 (which relates to the Council's duties with respect to the environment), or

(ii) the Conservation of Habitats and Species Regulations 2010⁴

the said Act and the said Regulations shall prevail.

32. **Revocation**

The Byelaws made by the Council on the _____ day of _____ are hereby revoked.

33. **Interpretation**

In these Byelaws, unless the context otherwise requires, the following expressions shall have the meaning hereby respectively assigned to them, that is to say:-

“the Act” means the Land Drainage Act 1991;

“Animal” includes any horse, cattle, sheep, deer, goat, swine, goose or poultry;

“Area” means the area under the jurisdiction of the Council;

“Bank” includes any bank, cross bank, wall or embankment adjoining or confining or constructed for the purpose of or in connection with any watercourse and includes all land between the bank and the low water mark or level of the water in the watercourse as the case may be and where there is no such bank, cross bank, wall or embankment includes the top edge of the batter enclosing the watercourse;

“Consent of the Council” means the consent of the Council in writing signed by a proper officer of the Council;

“Council” means the Council;

“Occupier” means in the case of land not occupied by any tenant or other person the person entitled to the occupation thereof;

“Owner” includes the person defined as such in the Public Health Act 1936;

"Relevant railway asset" means

(a) a network, operated by an “approved operator” within the meaning of section 25 of the Planning Act 2008,

(b) a station which is operated in connection with the provision of railway services on such a network, or

(c) a light maintenance depot.

Expressions used in this definition and in the Railways Act 1993 have the same meaning in this definition as they have in that Act,(“railway” not having its wider meaning) and a network such as is described in (a) above shall not cease to be such a network where it is modified by virtue of having any network added to it or removed from it.

⁴ SI 2010/490

“The Secretary of State” means the Secretary of State for the Department for Environment, Food and Rural Affairs;

“Vegetation” means trees, willows, shrubs, weeds, grasses, reeds, rushes, or other vegetable growths;

“Vessel” includes any ship, hovercraft (as defined by the Hovercraft Act 1968), lighter, keel, barge, tug, launch, houseboat, pleasure or other boat, aircraft, randan, wherry, skiff, dinghy, shallop, punt, yacht, canoe, raft, float of timber or any other craft whatsoever, and howsoever worked, navigated or propelled;

“Water control structure” means a structure or appliance for introducing water into any watercourse and for controlling or regulating or affecting flow, and includes any sluice, slacker, floodgate, lock, weir, dam, pump, or pumping machinery; and other expressions shall have the same meanings as in the Act.

THE COMMON SEAL OF THE

**COUNCIL was hereunto affixed on the
in the presence of:**

**The Chief Executive (or other
authorised officer)**

PENALTY NOTE

By section 66(6) of the Act every person who acts in contravention of or fails to comply with any of the foregoing Byelaws is liable on summary conviction in respect of each offence to a fine not exceeding the amount prescribed from time to time for level 5 on the standard scale referred to in section 37 of the Criminal Justice Act 1982 and a further fine not exceeding Forty pounds for every day on which the contravention or failure is continued after conviction. By section 66(7) of the Act if any person acts in contravention of or fails to comply with any of these Byelaws the Council may without prejudice to any proceedings under section 66(6) of the Act take such action as may be necessary to remedy the effect of the contravention or failure and may recover the expenses reasonably incurred by it in doing so from the person in default.

(N.B. This note may accompany the Byelaws, but is not part of them)

EXECUTIVE - 12 OCTOBER 2017

100% BUSINESS RATES RETENTION PILOT

Executive Summary

On 1 September 2017 the government published a prospectus seeking bids for 100% Business Rates Retention in 2018/19. The pilot is for one year only and is intended to explore options for the further development of future local government funding.

A proposal is being prepared for a Surrey-wide pilot in accordance with the terms of the prospectus which, to be accepted, will need to incorporate Surrey County Council and all the Surrey Districts and Boroughs.

If successful the pilot would mean that additional resources would be retained locally with the government expecting to see funds allocated to promote financial stability and sustainability and to encourage further growth.

The deadline for submissions is 27 October 2017 with the successful pilots likely to be announced as part of the local government settlement in December.

Reasons for Decision

To approve arrangements for the Council's inclusion in the Surrey County bid for 100% Business Rates Retention in 2018/19.

Recommendations

The Executive is requested to:

RESOLVE That

- i) the Council works with Surrey County Council and the other Surrey Districts and Boroughs to develop a joint bid to be a pilot for the 2018/19 Business Rates retention scheme; and
- ii) the Chief Finance Officer, in consultation with the Portfolio Holder and Leader, approves the detail and terms of the bid and signs the application on behalf of the Council.

The Executive has authority to determine the above recommendations.

Background Papers:

None

Sustainability Impact Assessment
Equalities Impact Assessment

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Date Published:

4 October 2017

1.0 Introduction

- 1.1 On 1 September 2017 the government published a prospectus seeking bids for 100% Business Rates Pilots for 2018/19. The prospectus is attached as Appendix 1.
- 1.2 These pilots will be in addition to the 5 pilots already in place. It is intended that these new pilots will test various options and provide support for the reforms of local government finance. In particular the government is looking to test the system in two tier areas, and encourages County areas with all their Districts/Boroughs to apply. The pilot areas will therefore have the opportunity to influence the development of the future system.
- 1.3 Pilots retain a greater amount of their business rates, with 100% of growth above the 'baseline' level retained for the area. It is for the area to agree how any additional funds retained will be used.
- 1.4 The pilot will be for one year only. Applications must be submitted by 27 October 2017 and it is expected that the successful pilots will be announced as part of the provisional local government settlement in December.

2.0 Conditions and Assessment Criteria

- 2.1 The government has set a series of conditions for applications:
 - All relevant Districts in a county area must sign up for the pilot.
 - The bid must propose a split for sharing additional income from growth.
 - Some of the benefit of the pilot should be used to promote financial stability and sustainability and some should be invested in further growth in the area.
 - The 2018/19 pilots may no longer have the 'no detriment' clause which featured in previous pilots. This protected pilots by ensuring no authority was worse off than they would have been if not participating in the pilot.
 - Applications must set out the alternative pooling arrangements if the pilot is unsuccessful.
- 2.2 Given the financial benefits which are expected to accrue to pilot areas, it is expected that there will be competition for a limited number of pilots.
- 2.3 The prospectus sets out that the government will consider a spread of locations with a focus on rural areas, pilots containing different types of authorities in particular 2 tier area and how the additional resources will be used in determining successful bids.

3.0 Surrey Bid

- 3.1 The Surrey Treasurers group are working to develop a model, draft the joint bid and prepare governance arrangements for a 2018/19 pilot.
- 3.2 Discussions are ongoing to agree how best to meet the government criteria, including the split of resources across the tiers and the use of those additional funds.
- 3.3 It is proposed that Surrey County Council act as the lead authority as they currently operate the administration for the Business Rates pool. The Surrey Business Rates pool

has worked successfully since 2015/16 and in the event that the pilot bid is not accepted will continue to be managed as in previous years.

- 3.4 The details of the bid will not be available for the Executive to consider before the deadline of 27 October. It is proposed that the Finance Director, in consultation with the Portfolio Holder and Leader, be delegated authority to approve and sign the final application.
- 3.5 The 'no detriment' clause is not considered to be a significant issue for Surrey as the County currently generates business rates substantially over its baseline level. As a whole the pilot area will continue to be protected by a safety net, and protection for any individual authority will need to be incorporated into the pilot governance.
- 3.6 In the event that the pilot bid is unsuccessful, a Surrey Business Rates pool would operate instead. This pool would consist of the County Council and those best placed Districts to maximise the funds retained in Surrey. Woking is not a member of the pool in 2017/18, but was part of the pool in 2015/16 and 2016/17. The pilot bid will set out the details of the pool for 2017/18 and if Woking is selected to participate the Finance Director will agree this as part of the bid submission.

4.0 Implications

Financial

- 4.1 As an individual Council (outside of a Business Rates pool/pilot) if the Council collects its 'baseline' level of Business Rates, approximately 4% is retained by Woking (£2m). Any growth in Business Rates above the baseline level is allocated 50% to the government, 10% to Surrey County Council, 40% to Woking. The government charges a 50% levy on the amounts allocated to Woking resulting in a 20% retention of that growth.
- 4.2 As a member of a pool, the Council does not have to pay the 50% levy from its allocation of the growth, the benefit of this is shared between the County and District/Borough. But the government continues to retain 50% of the growth.
- 4.3 Piloting 100% retention means that all amounts over the baseline level are retained for the pilot area, the government does not take a proportion of the growth. In each year since the introduction of the current system of 50% retention of Business Rates, the Districts and Boroughs have been significantly over the combined baseline. It is therefore forecast that retention of the additional 50% would result in a significant amount of additional funding retained locally.

Human Resource/Training and Development

- 4.4 There are no human resource/training and development implications.

Community Safety

- 4.5 There are no implications for community safety.

Risk Management

- 4.6 The government has suggested that the 'no detriment' clause, included in 2017/18 pilots may not be offered for 2018/19 pilots. Whilst this increases the risk, there remains a safety net for the pilot as a whole which is set at 97% - higher than the current 92.5%.

- 4.7 The government expect pilots to set out how risk will be managed, this will be included in the Surrey bid. The Surrey authorities are significantly above their baseline due to growth since the introduction of the existing system.
- 4.8 It is expected that accepting the 'no detriment' clause will improve the chances of a successful bid.

Sustainability

- 4.9 Retained funds are expected to be used to promote financial sustainability and encourage further growth.

Equalities

- 4.10 There are no equalities issues arising from this report.

5.0 Consultations

- 5.1 The detailed approach to the bid has been considered by the Surrey Treasurers, Surrey Chief Executives and Surrey Leaders groups.

REPORT ENDS

EXE17-069

APPENDICES

Equality Impact Assessment

The purpose of this assessment is to improve the work of the Council by making sure that it does not discriminate against any individual or group and that, where possible, it promotes equality. The Council has a legal duty to comply with equalities legislation and this template enables you to consider the impact (positive or negative) a strategy, policy, project or service may have upon the protected groups.

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action) THIS SECTION NEEDS TO BE COMPLETED AS EVIDENCE OF WHAT THE POSITIVE IMPACT IS OR WHAT ACTIONS ARE BEING TAKEN TO MITIGATE ANY NEGATIVE IMPACTS
		Eliminate discrimination	Advance equality	Good relations			
Gender	Men					X	
	Women					X	
Gender Reassignment						X	
Race	White					X	
	Mixed/Multiple ethnic groups					X	
	Asian/Asian British					X	
	Black/African/Caribbean/Black British					X	
	Gypsies / travellers					X	
	Other ethnic group					X	

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action) THIS SECTION NEEDS TO BE COMPLETED AS EVIDENCE OF WHAT THE POSITIVE IMPACT IS OR WHAT ACTIONS ARE BEING TAKEN TO MITIGATE ANY NEGATIVE IMPACTS
		Eliminate discrimination	Advance equality	Good relations			
Disability	Physical					X	
	Sensory					X	
	Learning Difficulties					X	
	Mental Health					X	
Sexual Orientation	Lesbian, gay men, bisexual					X	
Age	Older people (50+)					X	
	Younger people (16 - 25)					X	
Religion or Belief	Faith Groups					X	
Pregnancy & maternity						X	
Marriage & Civil Partnership						X	
Socio-economic Background						X	

The purpose of the Equality Impact Assessment is to improve the work of the Council by making sure it does not discriminate against any individual or group and that, where possible, it promotes equality. The assessment is quick and straightforward to undertake but it is an important step to make sure that individuals and teams think carefully about the likely impact of their work on people in Woking and take action to improve strategies, policies, services and projects, where appropriate. Further details and guidance on completing the form are [available](#).

Sustainability Impact Assessment

Officers preparing a committee report are required to complete a Sustainability Impact Assessment. Sustainability is one of the Council's 'cross-cutting themes' and the Council has made a corporate commitment to address the social, economic and environmental effects of activities across Business Units. The purpose of this Impact Assessment is to record any positive or negative impacts this decision, project or programme is likely to have on each of the Council's Sustainability Themes. For assistance with completing the Impact Assessment, please refer to the instructions below. Further details and guidance on completing the form are [available](#).

Theme (Potential impacts of the project)	Positive Impact	Negative Impact	No specific impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)
Use of energy, water, minerals and materials			X	
Waste generation / sustainable waste management			X	
Pollution to air, land and water			X	
Factors that contribute to Climate Change			X	
Protection of and access to the natural environment			X	
Travel choices that do not rely on the car			X	
A strong, diverse and sustainable local economy			X	
Meet local needs locally	X			
Opportunities for education and information			X	
Provision of appropriate and sustainable housing			X	
Personal safety and reduced fear of crime			X	
Equality in health and good health			X	
Access to cultural and leisure facilities			X	
Social inclusion / engage and consult communities			X	
Equal opportunities for the whole community			X	
Contribute to Woking's pride of place			X	



Department for
Communities and
Local Government

Invitation to Local Authorities in England

to pilot 100% Business Rates Retention in 2018/19 and to pioneer new pooling and tier-split models.

September 2017

Department for Communities and Local Government



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Section 1 – The purpose of these invitations

- 1.1 The Government is committed to continuing to give local authorities greater control over the money they raise locally. It is in this context that the Government has decided to proceed with the already announced expansion of the pilot programme for 100% business rates retention for 2018/19. These will run alongside the five current 100% pilots which have been in operation since 1 April 2017.
- 1.2 The current pilots, and a new wave in 2018/19, will help explore options, with local government, for the design of future local government finance reforms.
- 1.3 Alongside the 2018/19 pilots, the Government will continue to work with local authorities, the Local Government Association, and others on reform options that give local authorities more control over the money they raise and are sustainable in the long term.

Background

- 1.4 On 1st April 2017 the Government launched five pilots¹ of 100% business rates retention, which Ministers have granted to areas with ratified devolution deals. These pilots will retain 100% of business rates income and forego some existing grants. Over the pilot period they will retain all of their growth in business rates income. The five current 100% pilots which launched on 1 April 2017 will be continuing on in 2018/19, running alongside this new wave of 2018/19 pilots.
- 1.5 Spring Budget 2017 announced that authorities in London are working with the Government to explore piloting 100% business rates retention from 2018/19 and to retain a greater share of business rates in 2017/18.
- 1.6 In response to the Consultation on Self Sufficient Local Government, the Government made a commitment to launch a further pilot scheme in 2018/19. All interested authorities are invited to apply.
- 1.7 The 2018/19 pilots are an opportunity for the Department to test more technical aspects of the 100% business rates retention system, such as tier-splits. This will provide the opportunity to evaluate how collaboration

¹ These pilots are in Greater Manchester, Liverpool City Region, The West Midlands, Cornwall and The West of England.

between local authorities works in practice.

- 1.8 The Government would like to see authorities form pools and, with agreement in place from all authorities, to apply jointly for pilot status. The opportunity to work together as a pool across a functional economic area will allow authorities to make coherent strategic decisions about the wider area and to jointly manage risk and reward.
- 1.9 Finally, in addition, the pilots will test authorities' administration (e.g. how they tackle avoidance), technical planning for implementation, and look at system maintenance; how the accounting, data collection and IT system will work. The Government expects to learn from the pilots' experiences in the design of any national system of business rates retention.

Section 2 - The invitation to authorities to pilot

- 2.1 This invitation is addressed to all authorities in England, excluding those in London and participants in the 2017/18 pilots of 100% business rates retention which are expected to have separate discussions with the Department.
- 2.2 These authorities are now invited, if they so wish, to make a proposal to become a pilot of 100% business rates retention in 2018/19.

Terms of the invitation

- 2.3 The Government is interested in exploring how rates retention can operate across more than one authority to promote financial sustainability and to support coherent decision-making across functional economic areas. Accordingly, the Government encourages, in particular, areas to apply as pools (either on existing, or revised pool boundaries), which comprise county council(s) and all relevant district councils; groups of unitary authorities; or groups of county councils, all their districts and unitaries. Arrangements would also need to reflect the position of precepting authorities, such as Fire and Rescue authorities.
- 2.4 To be accepted as a pilot for 2018/19, agreement must be secured locally from all relevant authorities to be designated as a pool for 2018/19 (in accordance with Part 9 of Schedule 7B to the Local Government Finance Act 1988) and to put in place local arrangements to pool their additional business rates income.
- 2.5 We require pooled areas coming forward to propose a split for sharing additional growth. We particularly want to see additional growth being used to promote the financial stability and sustainability of the pooled area. In addition, we would expect some retained income from growth to be invested to encourage further growth across the area.
- 2.6 For the 2017/18 pilots the Government has agreed a 'no detriment' clause, guaranteeing that these areas will not be worse off as a result of participating in the pilot. However, proposals for the 2018/19 pilots should include details of how authorities will work together to manage risk in line with their proposed pooling arrangements in the event that the 2018/19 pilots programme does not include a 'no detriment' clause. Applications should make it clear whether or not they would be willing to become a 100% BRR pilot if the 2018/19 pilots

were expected to operate without the benefit of ‘no detriment’.

- 2.7 The Government will use the 2018/19 pilots to deepen its understanding of how different local arrangements work and improve the information that it holds on business rates retention. As such, participating authorities will be expected to share additional data and information, as required.
- 2.8 Authorities selected as pilots for 2018/19 will be expected to forego Revenue Support Grant (RSG) and Rural Services Grant. The value of the grant foregone will be taken into account in setting revised tariffs and top-ups, which will be used to ensure that the changes are cost neutral, except for the value of any growth retained.
- 2.9 Pilot areas will be expected to operate under the arrangements that currently determine safety net payments for pools. In other words, each “pool” will have a single safety net threshold determined on the basis of the pool’s overall baseline funding level and business rates baseline. However, the pool’s safety net threshold will be set at 97% of its baseline funding level, instead of 92.5%, to reflect the additional risk of greater retention. Pilots will operate with a “zero levy”, as is the case for the current 2017/18 pilot areas.
- 2.10 Given the timetable for pilot applications and the proximity to the finalisation of the local government finance settlement, all applications must outline, with agreement from all participating authorities, what pooling arrangements they would like to see if their application to become a pilot were unsuccessful. In addition, any authority which is part of a current pool but wishes to apply to become a pilot as part of a different pool, must inform the current pool of its intention.
- 2.11 Alongside this prospectus we are publishing supplementary information on how pooling arrangements will be managed in line with applications to become pilots. Please consult this document for further information.
- 2.12 The Government reserves the right to pilot a full range of options and so to create a single authority pilot if it is deemed useful as a result of our discussions with applicants. The Government will not compel any authority to become a pilot that does not wish to, and we cannot designate a pool without explicit agreement from all participating local authorities.

Response to the invitation

- 2.12 It is wholly at the discretion of authorities whether or not they choose to apply to the pilot scheme outlined above.
- 2.13 Any proposals for new pilots must be received by the Department for Communities and Local Government on or before Friday 27 October 2017.
- 2.14 It is expected that successful applications will be announced before or alongside the publication of the draft local government finance settlement.

Section 3 - The criteria for becoming a pilot

- 3.1 The Department will consider all applications to pilot 100% business rates retention that are received by Friday 27 October 2017 and which conform to the scheme outlined in Section 2.
- 3.2 Because of affordability constraints, it may be necessary to assess applications against selection criteria. In these circumstances, the following criteria will apply:
- Proposed pooling arrangements operate across a functional economic area (i.e. the county council(s) and all relevant district councils; groups of unitary authorities; or groups of county councils, all their districts and unitaries);
 - Because they were not included in the 2017/18 pilot scheme, the Government is particularly interested in piloting in two-tier areas;
 - The proposals would promote the financial sustainability of the authorities involved; and,
 - There is evidence of how pooled income from growth will be used across the pilot area.
- 3.3 If further assessment criteria are required, the Government will:
- Seek a wide spread of geographical areas across England;
 - Focus on rural areas (given that the majority of 2017 pilots are in urban areas);
 - Achieve a variation in the types of business rates base represented (e.g. whether there a small number of large rate payers in the area).

Section 4 – The authorities’ proposal to become a pilot

- 4.1 Any proposal must be in accordance with the invitation outlined in Section 2, and summarised in paragraph 4.3.
- 4.2 The proposal must be in the form of a business case with supporting financial analysis.
- 4.3 The business case should clearly set out the following:

Membership details/ Housekeeping

- i. Local authority membership of the proposed pool, explaining its relevance to the economic geography of the area;
- ii. Evidence that each local authority fully supports the application and the proposed pooling arrangements;
- iii. A clear outline, with agreement from all participating authorities, on what pooling arrangements you would like to see if your application to become a pilot was unsuccessful
- iv. A clear indication of whether or not you would still like your application to be considered if you were expected to operate without a ‘no detriment’ clause.
- v. The lead authority;
- vi. The proposed position of precepting authorities such as Fire and Rescue;

Governance arrangements

- vii. The governance agreement, including how any additional business rates income is to be used; how risk is to be managed; and how residual benefits/liabilities would be dealt with once the pilot ends;
- viii. An indication of how the pool will work together in the longer term;
- ix. Proposals for sharing additional growth. We particularly want to see additional growth being used to promote financial stability and sustainability. In addition, we would expect some retained income from growth to be invested to encourage further growth across the area.

Additional supporting evidence

- x. The benefits to the area of participation in the 2018/19 pilots, including the financial case;
- xi. In two-tier areas, applications should propose a tier split and explain how this will promote sustainability; and

xii. A brief explanation of the business rates base in your area.

4.4 We understand application lengths may vary, however, as a guide, we would expect applications to be around four typed pages in size 12 font.

Membership

4.5 Proposals should include the identities of all authorities in any proposed pool and evidence that each fully supports the application and the proposed pooling of a proportion of additional income.

4.6 Authorities cannot apply as part of more than one pool and, where they have two possible options, must choose which pilot they wish to apply to participate in.

4.7 If existing pooling arrangements need to be reconfigured as a result of a pilot proposal, the Department would expect to make the necessary determinations at the same time as confirming its agreement to the pilot arrangements. In the event that a pilot proposal is not accepted, the Government will make 2018/19 pooling arrangements with the authorities concerned in line with their expressed preferences on their pilot application, as requested in paragraphs 2.7 and 4.3 (iii).

Benefits

4.8 Applications must include details on how participation in the pilot scheme will benefit the area and should cover the potential pilot's approach to pooling and the sharing of growth, including how authorities will collaborate to use pooled retained income to promote further growth across the area. In two tier areas applications should propose a tier split and explain how this will promote sustainability. The financial case should reflect these considerations. An indication of how the area will work together in the longer term should also be included.

Lead Authority

4.9 Participating pools will be treated as one entity by the Department for the purposes of business rates retention and one calculation will be made regarding top-up/ tariff and the safety net payment. Therefore, the pool must nominate a Lead Authority to receive payments from and make payments to the Department on behalf of the entire pool. Any authority within the pool is eligible to fulfil this role. Applications must state which authority will be acting

as the Lead Authority for the duration of the pilot.

Governance agreement

- 4.10 Pools should submit a governance agreement setting out how the pooling arrangements will work in terms of financial distribution and service provision and evidencing how business rates income growth will be shared. The governance agreement should also include how balances and liabilities will be treated if the pool were to be dissolved.

- 4.11 Please ensure that the s.151 officer of each authority has signed off the proposal before it is submitted. The Department will work closely with all successful applicants to support the implementation and running of the pilot.

Other information

- 4.12 Authorities may include any further materials they see fit in support of their proposal.

Section 5 – The Government’s handling of proposals

- 5.1 All proposals received on or before Friday 27 October 2017 by the Department will be carefully considered between then and December 2017.
- 5.2 The first assessment of proposals will ensure that all conform to the terms of the invitation (see Section 2).
- 5.3 If it is necessary for a selection to be made, for reasons of affordability, then the proposals will be subject to a further assessment against the criteria outlined in Section 3, 3.2.
- 5.4 If a third round of assessment is required, then proposals will be assessed against further criteria to ensure a variety of useful pilots are created, including those outlined in Section 3, 3.3.
- 5.5 The Government may request further information in carrying out this assessment from the authorities submitting the proposal and from other persons and bodies that it deems appropriate.
- 5.6 Where information is not available the Government reserves the right to make assumptions and estimates as it sees fit.
- 5.7 Successful pilots will be announced in December 2017 and launched in April 2018. Between these dates the Department will support authorities in preparing for implementation.

Section 6 – Submission of proposals

6.1 Any proposals for new pilots must be received by the Department for Communities and Local Government on or before Friday 27 October 2017. The Secretary of State may publish proposals in the Libraries of Parliament.

6.2 Proposals should be submitted to:

Local Government Finance Reform Team

The Department for Communities and Local Government

Fry Building

2 Marsham Street

Westminster

London

SW1P 4DF

Email: Businessratespilots@communities.gsi.gov.uk

Section 7 – Conditions

- 7.1 In designating a pool for 2018/19, the Department will attach conditions to the designation in accordance with paragraph 35(1) of Schedule 7B to the Local Government Finance Act 1988 by appointing a lead authority and requiring the authority to take the steps set out in its application in the event that the pool is dissolved.
- 7.2 It also reserves the right to attach such other conditions as it sees fit, in accordance with paragraph 35(2) of Schedule 7B. If the Department attaches conditions these are likely to be around the publication of information by the lead authority in the interests of transparency.
- 7.3 The Department also reserves the right to modify or remove conditions at any point in the future, as becomes necessary.
- 7.4 The 2018/19 pilot programme will last for one year only, and does not prejudice the discussion the Department will be continuing to have with Local Government on the future of the business rates retention system as a whole.

EXECUTIVE - 12 OCTOBER 2017

MONITORING REPORTS - PROJECTS

Executive Summary

The Executive receives quarterly reports on the progress of projects in the interests of financial prudence and to ensure open and transparent corporate governance.

This report details the status of projects as at the end of August 2017, incorporating capital and revenue projects, and is attached at Appendix 1.

As requested by the Executive the attached list includes only active projects and those closed during this reporting period. The agreed reporting protocol stipulates that projects overdue against the published end date will be classified as amber if the over-run is less than 25% of total project time and red if above this level.

The project management methodology includes a formal approval process to extend project timescales, where there are clear practical and business reasons. Appendix 1 includes a column showing revised end date, reflecting application of the approval process. For completeness the original end date is retained on the report.

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

Reasons for Decision

To monitor the position of active projects on SharePoint.

Recommendations

The Executive is requested to:

RESOLVE That

the report be received.

The Executive has authority to determine the above recommendations.

Background Papers:

Sustainability Impact Assessment
Equalities Impact Assessment

Reporting Person:

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Shadow Portfolio Holder:

Cllr Ann-Marie Barker
E Mail: CllrAnn-Marie.Barker@woking.gov.uk

Date Published:

4 October 2017

1.0 Introduction

- 1.1 Attached at Appendix 1 is the report on projects at the end of August 2017 (produced from the SharePoint system).
- 1.2 All active projects continue to be included in the report for completeness. Members will note a number of projects are listed as showing delays in project being closed. This is to reflect the requirement that the sponsor is required to evaluate and close the project after it has been completed (normally after the defect period, which may be some time from completion of the actual delivery).
- 1.3 Projects completed during the period are included at the end of Appendix 1. These projects will be removed from the schedule next time it is published, as no further reporting is required as they are within the spend parameters of financial regulations.

2.0 Exceptional Items

- 2.1 In accordance with Financial Regulations, the following projects are being reported to the Executive because final costs exceed the original or approved revised budget by the greater of £10k or 5%.
- 2.2 Project No. 10221. Private Finance Initiative. Project is over budget due to fees that are required to support land and title transactions for the outstanding phases.
- 2.3 Project No. 10680. Horsell Village Improvements- Implementation Stage. No change since the exception report at 13/07/17 Executive.
- 2.4 Project No. 10785. Leisure Management Contract Investment Scheme. No change since the exception report at 20/11/2014 Executive.
- 2.5 Project No. 10801. Wolsey Place Town Square Extension. No change since exception the report at 20/11/2014 Executive.
- 2.6 Project No. 10805. Muslim Burial Ground Renovation. No change since first on the exception report at 19/11/2015 Executive.
- 2.7 Project No. 10897. Redevelopment of Unit 21 – 27 Commercial Way. No change since the exception report at 5/02/2015 Executive.
- 2.8 Project No. 10906. Sheerwater Link Road. No change since the exception report at the 21/07/2016 Executive.
- 2.9 Project No. 10911. Goldwater Lodge Fire Reinstatement Works. No change since the exception report at the 21/07/2016 Executive.
- 2.10 Project No. 10929. Muslim Burial Ground Peace Garden (Phase 2). No change since first on the exception report at 10/09/2015 Executive.
- 2.11 Project No. 10930. Goldsworth Park Rec Public Toilets. No change since first on the exception report at 4/02/2016 Executive.
- 2.12 Project No. 20068. Provincial House Ground Floor Refurbishment. The scope of this project increased to include redecoration of common parts of the building including the staircase and the entrance hallway.

- 2.13 Project No. 20067. Developing a Favourable Conservation Status Licence. Habitat improvement works for Great Crested Newts are now beginning at Westfield Common which has resulted in an overspend until additional funding is released.
- 2.14 Project No. 20098. Lift Upgrade Phase 2. Additional works have been necessary to fix the goods lift motor.
- 2.15 Project No. 20139. 18-19 High Street Refurbishments. No change since first on the exception report at 13/07/17 Executive.
- 2.16 Project No. 20152. Leisure Centre External Doors and Windows Rear Balcony. Project is over budget due to identification of asbestos cladding which has had to be removed.

3.0 Implications

Financial

- 3.1 The project listing includes costs related to each project.

Human Resource/Training and Development

- 3.2 Work continues to develop the right skills sets to act as project managers and incorporate into learning plans.

Community Safety

- 3.3 Other than those projects with a community safety aspect there are no issues.

Risk Management

- 3.4 The SharePoint environment enables risks to be captured and managed by the project manager for each project.

Sustainability

- 3.5 The Project Workbook contains a sustainability assessment related to the project and as all of the information relating to a project is held electronically the need for paper records is reduced.

Equalities

- 3.6 The Project Workbook contains an equalities assessment related to the project. Other than those specific projects with an equalities element there are no equality issues.

4.0 Consultations

- 4.1 This report has been compiled in consultation with Project Managers.

REPORT ENDS

EXE17-068

Equality Impact Assessment

The purpose of this assessment is to improve the work of the Council by making sure that it does not discriminate against any individual or group and that, where possible, it promotes equality. The Council has a legal duty to comply with equalities legislation and this template enables you to consider the impact (positive or negative) a strategy, policy, project or service may have upon the protected groups.

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action) THIS SECTION NEEDS TO BE COMPLETED AS EVIDENCE OF WHAT THE POSITIVE IMPACT IS OR WHAT ACTIONS ARE BEING TAKEN TO MITIGATE ANY NEGATIVE IMPACTS
		Eliminate discrimination	Advance equality	Good relations			
Gender	Men					x	The report is generic, covering a range of projects, and as such, there are no direct equality impacts.
	Women					x	
Gender Reassignment						x	
Race	White					x	
	Mixed/Multiple ethnic groups					x	
	Asian/Asian British					x	
	Black/African/Caribbean/Black British					x	
	Gypsies / travellers					x	
	Other ethnic group					x	

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action) THIS SECTION NEEDS TO BE COMPLETED AS EVIDENCE OF WHAT THE POSITIVE IMPACT IS OR WHAT ACTIONS ARE BEING TAKEN TO MITIGATE ANY NEGATIVE IMPACTS
		Eliminate discrimination	Advance equality	Good relations			
Disability	Physical					x	
	Sensory					x	
	Learning Difficulties					x	
	Mental Health					x	
Sexual Orientation	Lesbian, gay men, bisexual					x	
Age	Older people (50+)					x	
	Younger people (16 - 25)					x	
Religion or Belief	Faith Groups					x	
Pregnancy & maternity						x	
Marriage & Civil Partnership						x	
Socio-economic Background						x	

The purpose of the Equality Impact Assessment is to improve the work of the Council by making sure it does not discriminate against any individual or group and that, where possible, it promotes equality. The assessment is quick and straightforward to undertake but it is an important step to make sure that individuals and teams think carefully about the likely impact of their work on people in Woking and take action to improve strategies, policies, services and projects, where appropriate. Further details and guidance on completing the form are [available](#).

Sustainability Impact Assessment

Officers preparing a committee report are required to complete a Sustainability Impact Assessment. Sustainability is one of the Council's 'cross-cutting themes' and the Council has made a corporate commitment to address the social, economic and environmental effects of activities across Business Units. The purpose of this Impact Assessment is to record any positive or negative impacts this decision, project or programme is likely to have on each of the Council's Sustainability Themes. For assistance with completing the Impact Assessment, please refer to the instructions below. Further details and guidance on completing the form are [available](#).

Theme (Potential impacts of the project)	Positive Impact	Negative Impact	No specific impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)
Use of energy, water, minerals and materials			X	The report is generic, covering a range of projects, and as such, there are no direct equality impacts.
Waste generation / sustainable waste management			X	
Pollution to air, land and water			X	
Factors that contribute to Climate Change			X	
Protection of and access to the natural environment			X	
Travel choices that do not rely on the car			X	
A strong, diverse and sustainable local economy			X	
Meet local needs locally			X	
Opportunities for education and information			X	
Provision of appropriate and sustainable housing			X	
Personal safety and reduced fear of crime			X	
Equality in health and good health			X	
Access to cultural and leisure facilities			X	
Social inclusion / engage and consult communities			X	
Equal opportunities for the whole community			X	
Contribute to Woking's pride of place			X	

Project Report (as at end of August 2017)

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10206	Playground Improvements Phase 4	Amber	The Play Strategy has been agreed and priorities for improvements and refurbishments of play areas have been determined. <u>There is a risk that there will be further delays as funding releases rely on receipt of section 106 agreements. The project is amber for budget as there was a slight overspend for additional works at Willow Way park.</u>	Amber	Green	Amber	Green	Arran Henderson	Sue Barham	01/08/07	30/04/09	30/09/18	£473,155	£475,720
10207	SPA Interim Strategy	Green	Work is complete at Horsell Common under the remit of Horsell Common Preservation Society. Footpath and boardwalk construction at White Rose Lane will now be considered under the Hoe Valley Flood Alleviation Scheme. All works at Brookwood Country Park have been completed, except interpretation boards, which will be completed once signage for White Rose Lane has also been approved.	Green	Green	Green	Green	Arran Henderson	Sue Barham	01/01/07	01/12/08	01/12/17	£1,194,632	£1,046,739
10221	Private Finance Initiative	Red	Procurement of the contract is now complete and the project has now entered the operational phase. All of the 224 PFI houses are now occupied by families nominated from the Council's housing register. The 147 private sale homes are continuing to be built and sold and are expected to be completed by the end 2017. <u>Project is red for budget as while the construction is ongoing, advisors are still required for the various land and title transactions for the outstanding phases; the project manager has applied for a budget increase. The project is amber for risk as the Government announcement on Right to Buy may have an impact on the project.</u>	Amber	Green	Red	Amber	Paola Capel-Williams	Ray Morgan	02/01/05	31/12/10	28/02/17	£4,033,000	£4,403,490

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10297	Local Development Framework	Green	The Development Management Policies DPD has now been adopted and is now part of the Development Plan for the area. Discussions are ongoing to review the timetable for the site allocations DPD to take into account further work requested by members of the Local Development Framework (LDF) Working Group. A LDS report will be going to Council in December with a revised time-table for the subsequent stages of the Site Allocations Process.	Green	Green	Green	Green	Ernest Amoako	Douglas Spinks	01/04/10	01/12/14	31/03/19	£389,550	£372,179
10614	H.G.Wells Replacement Cash System	Amber	Tills are installed and operational. Now just awaiting final sign off from ICT and then the project will be closed. <u>Project is amber due to delays caused by supplier, staff availability and compatibility issues between the till software and citrix, but these have now been resolved.</u>	Amber	Amber	Green	Amber	Chris Norrington	Douglas Spinks	01/06/10	01/10/10	31/12/16	£25,000	£18,519
10717	Mobile Working and Network and Telephony Upgrade	Red	The fixed network upgrade has been completed. The Blackberry rollout has been completed and the resilience issues resolved. The telephony upgrade has been completed to the stage where flexi-phones can be implemented to support the relocations taking place in the Civic Offices. Compliance requires further software & resilience is outstanding. Work to the contact centre has been completed. <u>The project is red due to a change of scope and any outstanding issues will be reviewed and submitted as separate projects.</u> Project now needs to be closed.	Green	Green	Green	Red	Jamie Archer	Adele Devon	01/02/11	30/09/12	31/12/13	£550,000	£486,661

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10840	Goldsworth Park Recreation Ground and Lake Improvements-Feasibility Study	Amber	Following the Playing Pitch Strategy it has been decided that there will no longer be additional football pitches included as part of the proposed improvements. Local residents through the Goldsworth Park Community Association have proposed a community led project to enhance the North Meadow where the pitches were originally proposed to go. The project team are currently awaiting a more detailed proposal before proceeding with the rest of the design proposal. <u>Project is amber as over schedule due to changes in scope.</u>	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	01/01/15	31/07/15	31/07/17	£11,434	£2,095
10865	SharePoint Implementation	Green	The project to implement SharePoint is progressing well. Team sites and record centres have been mapped, built and tested and staff have been trained. The next phase of work is based around identifying improvements that can be made to the current platform to ensure that the system is as fit for purpose for staff as possible.	Green	Green	Green	Green	Pino Mastromarco	Adele Devon	01/08/12	28/09/13	31/12/17	£845,145	£786,697
10867	Gresham Mill SANG Proposal	Green	Landscape architects have produced a draft site master plan in line with Natural England's Suitable Alternative Natural Green Space (SANG) guidelines. Project is on hold while awaiting further details regarding incorporating flood alleviation elements into the project. Project will be reviewed following the approval of plans for the flood alleviation.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/09/12	01/12/13	01/12/17	£14,000	£10,789
10881	Civic Offices Accommodation Strategy	Amber	The initial scope of the project has been achieved. All staff have been relocated around the Civic Offices following the Corporate Restructure. <u>Project is amber due to minor overspend and delay in closure.</u>	Green	Green	Amber	Amber	Amanda Jeffrey	Douglas Spinks	01/10/12	31/08/13	31/03/17	£275,000	£276,728

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10904	Victoria Arch-Stage 1	Red	Following a meeting between the Project Manager and Network Rail in March 2015, we received a letter from the Wessex Route Asset Manager which confirms that Network Rail do not support the principle of pedestrian tunnels under Victoria Arch. They have much bigger aspirations for Woking as part of their CP6 programme of works which starts in 2019. Project Manager subsequently met Network Rail South West Train Alliance and have agreed in principle that we will jointly take forward a new project to widen Victoria Arch as part of CP6. A termination certificate has been issued to Volker Fitzpatrick. <u>The project is red because of the amount of time it has taken to clarify Network Rail's position on Victoria Arch.</u> Project now needs to close.	Green	Green	Green	Red	Ian Tomes	Douglas Spinks	01/04/12	30/04/14	n/a	£600,000	£64,109
10911	Hoe Valley Flood Alleviation and Enhancement Appraisal	Green	A contractor has been appointed and outline design work has been completed. Consultation on the scheme is due to commence.	Green	Green	Green	Green	Katherine Waters	Geoff McManus	01/04/16	31/10/17	31/05/18	£600,000	£189,389
10923	Woking Park Play Area	Amber	Park is complete and opened in December 2014. <u>Project is amber as there are some outstanding issues that need to be resolved.</u> Work has begun to address these issues with further works due during Winter of 2017/18. It is planned that the final element of the project, delivery of a Kiosk, will go to tender with a view to implement in Spring 2018.	Green	Amber	Green	Green	Arran Henderson	Geoff McManus	01/05/14	30/09/14	31/05/18	£600,000	£581,972

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20011	Parking Notice Processing and Permit System Procurement	Amber	The Penalty Charge Notice module went live in February. Currently the Permit Management module is being implemented, this is due to go live in September. The project team are also working on implementing a Bus Lane Enforcement module for the Town Centre. There has been a scope increase to add an additional Capita payment module, this will result in a small cost increase. <u>Project is amber because the scope has increased and the project has needed a longer implementation period.</u> Schedule extension request has been submitted.	Green	Green	Green	Amber	Geoff McManus	Douglas Spinks	20/10/15	30/03/16	30/06/17	£17,500	£0
20014	Heather Farm SANG	Green	Land has been leased to the Council and leased back to Horsell Common Preservation Society to manage site as a Suitable Alternative Natural Green Space (SANG). All the financial and legal requirements have been completed. The SANG opened in January 2016, but the delivery of the SANG proposals will continue for the next five years.	Green	Green	Green	Green	Ernest Amoako	Douglas Spinks	31/10/14	31/10/19	n/a	£1,749,856	£1,707,071
20027	Monument Way East Depot Boiler Replacement	Green	Due to delays in preparation of the specification, this project will have to be undertaken after this winter.	Green	Green	Green	Green	David Loveless	Douglas Spinks	19/06/15	30/10/15	30/10/17	£50,000	£1,806
20034	Integra Upgrade	Green	The initial phase of the implementation has now been completed. The Integra 2 software is now live and supplier invoices are successfully being processed electronically. Over 100 members of staff have been retrained so far. The next phase of the project is underway, which includes further streamlining of paper based processes and the provision of online Dashboards and Management Information. Marketplace and Centresuite have now been replaced.	Green	Green	Green	Green	Chris White	Leigh Clarke	01/04/15	30/09/15	31/03/18	£110,000	£99,933

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20035	Personalisation and Prevention Partnership Fund	Green	The Personalisation and Prevention Partnership Fund (PPPF) project is working to keep local residents over 50 independent and living in their own homes as long as possible as well as enhancing their general wellbeing. Several initiatives are underway including; Seated Dance session and Living Well week. An Occupational Therapist has been hired to help people stay independent in their own homes.	Green	Green	Green	Green	Jade Buckingham	Sue Barham	31/12/12	31/12/17	n/a	£690,000	£370,939
20042	Sutton Green Flood Alleviation Investigation	Green	Following the initial assessment, a suite of options have been assessed. However due to the extent of surface water flooding, and the outcome of the cost benefit analysis, the options are not viable at present. A suitable solution has now been established and is being evaluated.	Green	Green	Green	Green	Katherine Waters	Geoff McManus	31/10/14	31/12/16	30/04/18	£40,200	£39,971
20067	Developing a Favourable Conservation Status Licence	Red	The project is working closely with Natural England to formalise the partnership agreement and establish improved habitats at selected sites. Year one habitat improvement works were completed in January 2017 at Westfield Common. Surveys took place April/May 2017. <u>Project is Red as initial funding has been spent and an additional funding request has been submitted but is awaiting approval.</u>	Green	Green	Red	Green	Tracey Haskins	Ray Morgan	31/08/15	31/03/21	n/a	£50,000	£62,279
20075	Corporate Website Redevelopment	Amber	The project team have finalised the information architecture of the site and the site has been built by the suppliers. <u>The next stage is to agree the content for each section of the site but this has caused delay due to lack of resources.</u> Project is amber due to this delay. A timescale extension request has been submitted.	Amber	Green	Green	Amber	Andrew Gresham	Adele Devon	01/11/16	31/07/17	n/a	£55,000	£28,333

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20085	Digitisation of Planning Records	Green	This is a project to scan WBC's microfiche records and, where possible, make the scanned documents available for public access. The project is progressing well with over 30,000 microfiches scanned in the first few months of the project.	Green	Green	Green	Green	Harriet Emery	Douglas Spinks	01/05/17	31/10/18	n/a	£80,000	£0
20093	The Vyne Back Up Hot Water System	Red	After completing a survey and reviewing the existing electricity capacity there is not a sufficient supply to support back up immersion heaters. This project will be closed and an alternative solution to this issue will be discussed with Thamesway. <u>This project is overschedule while reviewing all possible solutions.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/12/15	31/03/16	n/a	£20,000	£0
20117	SIP Trunks Implementation	Green	The objective of this project is to install a SIP trunk into Export House data centre in order to reduce the number of ISDN lines used to manage calls from five to one, and then to install a further SIP trunk into the secondary data centre. All outgoing calls from the Council now go through the new SIP trunk; which has significantly reduced the cost of phone calls. Final testing will take place in October after which the project can be closed down.	Green	Green	Green	Green	Jamie Archer	Adele Devon	27/06/16	31/10/16	30/09/17	£26,000	£14,951
20117	Secondary Data Centre at the Leisure Centre	Amber	The majority of the networking equipment has now been installed. <u>Project is amber because of existing issues in the fibre network. Work is underway to identify appropriate solution.</u>	Green	Amber	Green	Green	Jamie Archer	Adele Devon	01/12/16	01/12/16	30/09/17	£109,000	£66,968
20126	Leisure Centre - Upgrade of external cladding	Green	Tender returns are currently being reviewed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/16	31/03/17	31/10/17	£50,000	£0
20127	Pool in the Park - Treatment of external structural elements	Green	During the specification process further issues were identified with the beams and additional specialist investigations are required. These will be undertaken during the Autumn.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/16	31/03/17	31/10/17	£75,000	£0

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20130	Car Park Signage Improvements	Amber	Project is progressing but the initial signage provided by the supplier does not fit and there is no connection to the internet. <u>Project is amber due to the risk and issues resulting from this problem.</u> Supplier is working on a resolution to the problem.	Amber	Amber	Green	Green	David McKie	Geoff McManus	01/04/17	31/07/17	31/01/18	£20,301	£0
20132	Wolsey Place Shopping Centre Replacement of the Galley Lift	Green	The specification for the project has been prepared and tenders have been received. The contractor has been appointed, however the works cannot be completed before the Christmas retail period. Works are due to commence in January.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/16	30/09/17	n/a	£80,000	£0
20133	Pool in the Park - Replacement Roof Phase 3	Green	The specification for the project has been prepared. This project is now linked to a Maintenance & Engineering upgrade, the design of which needs to be finalised prior to this project commencing.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/16	30/04/17	31/10/17	£125,000	£0
20134	Pool in the Park - Replacement Roof Phase 4	Green	The specification for the project has been prepared. This project is now linked to a Maintenance & Engineering upgrade, the design of which needs to be finalised prior to this project commencing.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/16	01/10/16	31/10/17	£75,000	£0
20140	Woking Gateway	Amber	Citicentric have been appointed as consultants for the procurement process. The procurement process is ongoing and the tender has now been submitted for scoring and recommendation to the Executive. <u>Project is amber due to delay resulting from tender process and a small over spend.</u>	Green	Green	Amber	Green	Chris Norrington	Douglas Spinks	01/10/16	31/07/17	28/02/18	£75,000	£75,784
20144	Economic Strategy 2017-2022	Red	The Economic Strategy is now complete and has been approved by Council and published. Project is over schedule as there was a delay arranging a closure meeting to complete the strategy implementation.	Green	Green	Green	Red	Chris Norrington	Douglas Spinks	01/08/16	30/04/17	n/a	£33,000	£30,398

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20149	Play Area and Skate Park Repairs	Green	Skate Park repairs have been completed. Play area fencing replacement due to be completed in September. Removal of redundant play equipment at Byfleet Rec due Winter 2017. The future of Loop Road Play Area will be subject to consultation with stakeholders in early 2018.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/05/17	31/07/18	n/a	£77,000	£20,675
20150	West Byfleet Play Area Improvements	Green	Project is underway. Final specification is being developed in consultation with local parents. Once finalised, quotes will be sought from contractors. Proposed design from preferred supplier will be presented to stakeholders for comment, prior to finalising design and commencement of work.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/05/17	31/10/17	n/a	£35,000	£0
20155	Pay on Foot Software Upgrade for new 10 notes	Amber	Project is now complete. All note readers have been changed and can now accept the new £10 note which is due for release on 23rd September. Project will be closed down once note has been released and tested. <u>Project is amber as slightly over schedule due to later than planned release date of new £10 note.</u>	Green	Green	Green	Amber	David McKie	Geoff McManus	16/05/17	31/08/17	n/a	£9,108	£9,108
20158	Celebrate Woking 2017-18	Green	Project is progressing well. The two major events, Party in the Park and the Food Festival, have been successfully delivered. The Food Festival has been shortlisted for the third year in a row for the best local food event in Surrey. Work is underway to plan the 2018 programme content. Review of 2017/18 programme will be undertaken this year.	Green	Green	Green	Green	Riette Thomas	Sue Barham	01/01/17	31/03/18	n/a	£125,000	£96,863

Projects at Practical Completion

10316	Youth Play Provision	Green	Works have been completed on site and facilities are now in use. This project is now finished and will be closed shortly.	Green	Green	Green	Green	Arran Henderson	Sue Barham	01/01/07	31/03/09	n/a	£200,000	£199,670
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Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10621	Ditch Restoration Smarts Heath	Green	The ditch restoration work is complete and all associated works were finished by December 2010. The final monitoring report has been submitted to Natural England who will sign off the project once ongoing maintenance has been agreed.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	24/05/10	30/11/10	31/12/10	£35,000	£34,621
10634	Hoe Valley Main Scheme Construction Phases	Green	The defect and maintenance period has now expired on the Hoe Valley and the project has now entered the 12 year liability period and the Environment Agency has taken over the liability for the flood defence maintenance. The general park area is now included within the Council's public realm contracts.	Green	Green	Green	Green	Mark Rolt	Ray Morgan	06/07/10	31/12/15	n/a	£43,700,000 Net Planned Cost to Council £27,700,000	£23,830,014
10688	Horsell Village Improvements-Implementation Stage	Red	All the landscape and construction work has been completed and is now fully operational. There are ongoing issues associated with the original construction work to the community buildings which is now being dealt with under defect liability at the contractor's own cost. <u>The project is red due to these schedule and budget implications.</u>	Amber	Amber	Red	Red	Mark Rolt	Sue Barham	01/07/12	01/12/13	31/08/14	£2,530,000	£2,911,861
10785	Leisure Management Contract Investment Scheme	Red	All works complete. Currently defects are being addressed following the 12 month retention period. <u>Project is red as WBC and Freedom leisure are currently in discussions about what proportion of the project they should pay.</u>	Green	Green	Red	Green	David Loveless	Sue Barham	01/11/11	30/04/13	n/a	£1,565,047	£1,664,753
10801	Wolsey Place Town Square Extension	Red	All work to the retail units and public realm space is complete. <u>Project is red due to increase in scope with the addition of certain items which has made the project over budget.</u> Project now needs to be closed down.	Green	Green	Red	Amber	Vanessa Tabner	Douglas Spinks	01/04/11	31/07/12	n/a	£7,300,000	£7,918,264

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10805	Muslim Burial Ground Renovation	Red	The renovation works and final inspection have now been completed. Completion certificate has been issued. <u>The project is red as over budget due to additional works, i.e. restoration of the structure, that were not originally included in the budget.</u> Project Manager has applied for additional funding to enable project to be closed.	Green	Green	Red	Amber	Zafar Iqbal	Sue Barham	12/03/12	31/03/14	30/09/15	£149,388	£166,863
10874	Rhoda McGaw Theatre Refurbishment Phase 1	Amber	All works are complete. <u>Project is amber due to an overspend.</u> Discussions with the consultant and contractor are underway to establish the specifics.	Green	Green	Amber	Green	David Loveless	Sue Barham	01/01/13	01/12/13	n/a	£328,000	£340,122
10886	St Johns Memorial Hall	Amber	Hall has been delivered to stakeholders. Snagging in progress and final account being agreed. <u>Remains amber due to timescale for snagging.</u>	Green	Green	Green	Amber	Mark Rolt	Sue Barham	01/07/12	30/04/13	31/05/14	£1,727,132	£1,688,805
10897	Redevelopment of Units 21-27 Commercial Way	Red	Project is now complete and in retention. <u>Project is currently red as the original project related to a smaller scheme; but following the decision of the Executive on 20 March 2014 it was expanded to include a larger redevelopment of the Wolsey Place Shopping Centre. The budget was revised to £4.75m in accordance with the Executive approval for the revised scope. However the project is still shown as red for the budget as all projects are compared back to the original approval for RAG flag status.</u>	Green	Green	Red	Green	Vanessa Tabner	Ray Morgan	02/09/13	01/04/14	31/03/15	£746,000	£5,364,970
10901	Export House 2nd Floor Refurbishment	Green	Project was completed at the end of March 2013. Tenants occupied July 2013. The building is 95% full. Project will now be closed.	Green	Green	Green	Green	Sam Marshall	Mark Rolt	01/10/12	31/03/13	n/a	£425,000	£424,904

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10905	Relocation of Monument Way East Industrial Units	Red	Project is now complete. Project has relocated industrial units as per the project plan. This has enabled the full works to commence on the Sheerwater Link Road. <u>Project is red due to delay in the main contractor settling the final account which has lead to a delay in project closure, project is also slightly over budget.</u> Project is in retention.	Green	Green	Amber	Red	Pino Mastromarco	Ray Morgan	01/12/12	31/08/13	n/a	£2,250,000	£2,267,149
10906	Sheerwater Link Road	Red	Project is complete and the road was open to traffic in December 2013. <u>Project is red due to schedule resulting from the fact that the main contractor is working on the remaining snagging items. Project is also over budget, although external funding is due.</u> Snagging completion is expected imminently after which the practical completion can be issued and the contract final accounts can be settled. Project is now in retention.	Green	Green	Red	Red	Pino Mastromarco	Ray Morgan	01/08/12	31/10/13	n/a	£5,500,000	£5,896,004
10908	Alexander House	Green	Project is now complete and in retention. Project now needs to be closed down.	Green	Green	Green	Green	Vanessa Tabner	Ray Morgan	01/11/13	01/11/14	30/09/15	£3,400,000	£3,222,664
10911	Goldwater Lodge Fire Reinstatement Works	Red	All works are now complete and project is in retention. <u>Project is red as it finished over schedule due to an issue with the power supply serving the Goldsworth Park Community Associations demise. Project is over budget due to a number of issues including a consultant providing an incorrect specification for the power supply and failing to include a soft play area.</u> Other budget overspends were due to the discovery of unforeseen works including additional damage to steel frames and masonry.	Green	Green	Red	Red	David Loveless	Douglas Spinks	01/01/14	30/09/14	n/a	£1,865,000	£2,101,248

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10929	Muslim Burial Ground Peace Garden- Phase 2	Red	Project is complete but red as over budget due to a change of scope that has resulted in CCTV and services being included in the project. The Project Manager has applied for a budget increase to cover the additional costs. Once this has been granted then the project can be closed.	Green	Green	Red	Amber	Zafar Iqbal	Sue Barham	01/04/14	30/06/15	n/a	£180,000	£281,144
10930	Goldsworth Park Rec Public Toilets	Red	Project is complete and now in retention. Project red as over budget for a number of reasons: these include the discovery of asbestos materials, additional drainage works and making good works identified following the initial demolition. Overspend will be covered by the contingency sum included within the 2015/16 Asset Management Plan.	Green	Green	Red	Green	David Loveless	Douglas Spinks	31/08/14	30/11/14	09/10/15	£40,000	£59,168
20005	Leisure Centre Roof Refurb Phase 4	Green	Works finished. Project is now in retention. Final account negotiations to be completed shortly.	Green	Green	Green	Green	David Loveless	Douglas Spinks	26/01/15	31/08/15	n/a	£300,000	£219,723
20008	Fibre Link	Green	Fibre link is now installed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	22/12/14	31/05/15	30/11/15	£285,000	£284,368
20012	Leisure Centre Roof Refurbishment Phase 3	Amber	Project is now complete and in retention. Project is amber as over budget due to the discovery of additional asbestos which required removal works.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	18/08/14	26/06/15	n/a	£100,000	£103,198
20014	Pool in the Park Replacement Fire Alarm	Green	Project is in retention and inspection now needs to be done to identify any defects.	Green	Green	Green	Green	David Loveless	Douglas Spinks	29/08/14	31/03/15	30/04/15	£100,000	£54,115
20018	Civic Suite Refurbishment	Green	Project is complete and in retention. Defects are being addressed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/14	31/05/15	n/a	£600,000	£576,918
20023	Lighting Upgrade Works	Amber	Lights have been delivered for all locations except the pool and installation has been completed. Project is amber as was delayed while a decision was made on whether the Pool in the Park lighting would be incorporated into a project to refurbish the changing room. The decision has now been made to include this lighting in the changing room upgrade.	Green	Green	Green	Amber	David Loveless	Douglas Spinks	01/04/15	31/12/15	31/08/16	£55,000	£28,487

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20033	Woking Park Replacement Bollards	Green	New bollards have been installed and project is now in retention.	Green	Green	Green	Green	David Loveless	Sue Barham	01/06/15	30/09/15	n/a	£16,500	£15,617
20038	Lift Upgrade Programme	Green	Works are now complete.	Green	Green	Green	Green	David Loveless	Douglas Spinks	19/06/15	30/11/15	30/09/16	£50,000	£50,000
20039	Leisure Centre Roof Refurb Phase 5	Green	Works are complete and project is in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/15	31/03/16	30/09/16	£125,000	£92,230
20045	Horsell Allotment Amenity Hut	Amber	Project is now complete. Practical completion has been certified and project is now in retention for 12 months. <u>Project is amber as it ran slightly over schedule because of a delayed start on site.</u>	Green	Green	Green	Amber	Tom Bardsley	Geoff McManus	01/12/15	31/08/16	31/05/17	£170,000	£135,484
20056	Maybury Centre Replacement Boilers	Green	Project complete and in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/06/15	30/11/15	n/a	£50,000	£26,885
20058	The Vyne Replacement Chiller	Green	Project is complete and is now in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/06/15	30/11/15	31/03/16	£40,000	£35,360
20058	Wolsey Place Service Desks A and B	Green	All works complete and project is in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/16	30/11/16	n/a	£450,000	£427,223
20061	Export House- WC and Lift Lobby Upgrade- Floors 2-15	Amber	Project is complete. <u>Project is amber due to overspend resulting from the need for additional plastering works that were required once the existing wall finishes were removed.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/09/16	30/04/17	n/a	£455,000	£472,223
20064	Civic Offices External Doors Replacement	Green	Project is now complete and is in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/09/15	31/01/16	30/06/16	£16,000	£11,629
20068	Provincial House Ground Floor Refurbishment	Red	Refurbishment is now complete and was handed over to Cote de Brasserie in April 2016. The scope of this project has increased to include redecoration of all the common parts of the building including the staircase and the entrance hallway. <u>A budget extension has been requested but has not yet been released to cover these works which is why the project remains red.</u>	Green	Green	Red	Amber	Ian Tomes (Mike Sheard, Moyallen)	Douglas Spinks	22/10/15	31/03/16	28/02/17	£1,289,000	£1,385,047

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20070	The Vyne and St Mary's External Works	Green	Works at both sites are now complete and project is in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/02/15	31/08/15	31/12/15	£35,000	£28,873
20071	Leisure Centre Main Hall Replacement Air Handling Units	Amber	Project is complete and is now in retention. <u>Project is over budget as a additional vent needed to be replaced.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/09/15	31/03/16	n/a	£90,000	£90,978
20074	Leisure Centre Studio and ICT Hub Room Cooling	Green	Project is complete and final inspection is due shortly.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/09/15	30/11/15	n/a	£25,000	£23,056
20084	Leisure Centre Roof Refurbishment - Phase 6	Amber	The roof is substantially complete with only minor snagging works to be completed. <u>Project is amber as over budget due the need to relocated PV panels.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/11/15	31/03/16	31/07/16	£230,000	£236,388
20088	Leisure Centre CCTV Expansion	Green	CCTV cameras have been installed and commissioned.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/12/16	29/02/16	31/07/16	£25,000	£25,000
20089	Leisure Centre Security Fence Expansion	Green	Fence is now complete and project is in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/16	31/03/16	n/a	£12,500	£9,373
20090	Pool in the Park Replacement of External Doors and Windows	Amber	Project is complete and now in retention. <u>The project is amber for budget as when a site survey was completed it revealed a number of additional windows and doors that required immediate replacement.</u> These were completed under this project and the project manager has applied for additional funding.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/12/15	31/03/16	31/12/16	£100,000	£107,877
20091	Brockhill Automatic Lounge and Dining Room Door	Green	All works completed. Doors have been ordered and the new electric supply has been installed. Project currently in 12 month retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/12/15	31/03/16	31/07/16	£10,000	£8,164
20092	Fibre Link Phase 2	Green	The installation of the new fibre to link the Police station CCTV control room to the Council's main fibre network and Export House data centre is now complete.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/12/15	31/03/16	n/a	£20,000	£20,000

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20098	Lift Upgrade-Phase 2	Red	Work is complete. <u>Project is red as the project is over budget due to additional works required to the goods lift motor.</u> A funding request has been submitted.	Green	Green	Red	Green	David Loveless	Douglas Spinks	01/09/16	31/03/17	n/a	£55,000	£67,555
20109	New Entrance for Export House	Green	Project is complete.	Green	Green	Green	Green	Ian Tomes	Douglas Spinks	01/07/16	24/12/16	21/01/17	£914,820	£621,997
20121	Leisure Centre Upgrade of the Main Sports Hall Lighting	Green	Work is complete; the new lighting is already generating energy savings and has received positive comments from the public.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/16	31/10/16	31/03/17	£60,000	£48,769
20135	Leisure Centre - Building Management System Upgrade	Amber	Survey and upgrade of the existing system is complete. <u>Project is amber due to minor overspend.</u>	Green	Green	Amber	Amber	David Loveless	Douglas Spinks	01/10/16	31/12/16	31/03/17	£35,000	£35,693
20136	St Marys - Replacement Roof Phase 1	Green	Project is complete.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/16	31/03/17	n/a	£25,000	£6,988
20137	St Marys - Replacement Windows Phase 1	Amber	Windows have been installed. Project is complete and now in retention. <u>The project is amber for budget as when a site survey was completed it revealed a number of additional windows and doors that required immediate replacement.</u> These were completed under this project and the project manager has applied for additional funding.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/10/16	31/03/16	31/03/17	£15,000	£23,814
20138	The Vyne - Replacement of Commercial Freezer	Green	Freezer has now been installed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/16	01/10/16	28/02/17	£7,500	£7,097

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20139	18-19 High Street Refurbishments	Red	Marjorie Richardson Centre has opened and the project and in retention. <u>Project is over budget and over schedule as there were some additional unforeseen works needed a) Additional works to the roof (not flagged as necessary at initial pre-commencement sampling / boreholes) b) removal of additional asbestos not found during standard pre-commencement surveys and c) amendment of shop front specifications following feedback from Planning Authority.</u>	Green	Green	Red	Amber	Tom Bardsley	Camilla Edmiston	01/05/16	31/01/17	n/a	£310,000	£334,737
20151	Pool in the Park Building Management System Works Phase 2	Amber	New outstation has been installed and the performance of the system will be monitored over the next six months to ensure all equipment is operating efficiently. <u>Project is amber due to overspend relating to deterioration of the controllers that were initially going to be retained.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/01/17	31/03/17	n/a	£40,000	£47,540
20152	Leisure Centre External Doors and Windows Rear Balcony	Red	Project is now complete. <u>Project is over budget due to identification of asbestos cladding which resulted in removal costs.</u>	Green	Green	Red	Green	David Loveless	Douglas Spinks	01/01/17	31/03/17	n/a	£30,000	£42,106
20153	Leisure Centre Entrance Doors	Green	The new doors and flooring have been installed. Project is now complete and is in retention. Defects period will run to April 2018.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/17	10/04/17	n/a	£25,000	£16,657

Projects Closed during Reporting Period

10870	Muslim Women Engagement Adult Teaching Certificate	Amber	The course has delivered 12 workshops followed by 3 post training half day workshops for those who have completed the course. <u>The project is amber due to delay in closure.</u> Project is now closed.	Green	Green	Amber	Green	Zafar Iqbal	Sue Barham	01/10/10	31/03/13	31/08/16	£2,980	£2,682
20077	Sheerwater Football Club Ground Grading	Red	The ground grading was completed by the 31st March 2016. <u>Project is red due to delay in closure.</u> The project is now closed.	Green	Green	Green	Red	Matt Glazier	Sue Barham	01/03/16	31/03/16	n/a	£5,783	£5,783

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20108	Celebrate Woking 2016-17	Amber	Project is over budget but this over spend has been funded from under spends in previous years of the Celebrate Woking project that have been rolled over to this year. <u>Project is amber due to delay in closure.</u> This project is now closed.	Green	Green	Amber	Amber	Riette Thomas	Sue Barham	01/03/16	30/04/17	n/a	£125,000	£133,371
20003	Goldsworth Park Grass Pitch Installation	Amber	<u>Project is amber as work on the pitches was delayed for the consultation on the Goldsworth Park lake master plan.</u> Following this consultation concerns were raised by residents about the location of the pitches and a formal petition was submitted. As a result the pitches are no longer required and the project has been closed.	Green	Green	Green	Amber	Matt Glazier	Sue Barham	31/03/15	31/10/15	31/03/17	£77,387	£3,390
20025	Community Meals Software Replacement	Red	The system is fully operational and the project is now complete and closed. <u>Project is red due to delay in closure.</u>	Green	Green	Green	Red	Stephen Petford	Sue Barham	13/07/15	14/09/15	31/03/17	£20,000	£13,500

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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.
Revised End	Indicate that the Project Sponsor 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 baseline against the revised budget/timescale.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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