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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, 1 February 2018 at 7.00 pm in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

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

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

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

The agenda for the meeting is set out below.

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 18 January 2018 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, 6, 7, 10, 12 and 13 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, Strategic Director, Sue Barham and Head of Democratic and Legal Services, Peter Bryant, have declared an interest in Agenda Items 5, 6, 7, 10, 12 and 13 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 5, 7, 8, 12 and 13 arising from his position as a Director of Victoria Square Woking Limited.

In accordance with Officer Procedure Rules, the Deputy Chief Executive, Douglas Spinks, and Head of Democratic and Legal Services, Peter Bryant, have declared an interest in Agenda Items 5, 7 and 12 arising from their positions as Directors 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, have declared an interest in Agenda Items 5, 7, 12 and 13 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. General Fund, Service Plans, Budgets and Prudential Indicators 2018-19 (Pages 5 - 110)
Reporting Person – Leigh Clarke
6. Housing Revenue Account Budgets 2018-19 (Pages 111 - 126)
Reporting Person – Leigh Clarke
7. Investment Programme 2017-18 to 2020-21 (Pages 127 - 164)
Reporting Person – Leigh Clarke
8. Treasury Management Strategy and Prudential Indicators 2018-19 (Pages 165 - 200)
Reporting Person – Leigh Clarke
9. Domestic Abuse Workforce Policy (Pages 201 - 224)
Reporting Person – Ray Morgan

10. Earn your Deposit Scheme (Pages 225 - 234)
Reporting Person – Ray Morgan
11. Potential Expansion of the Joint Waste Collection Contract (Pages 235 - 244)
Reporting Person – Douglas Spinks

Performance Management

12. Performance and Financial Monitoring Information
Please bring to the meeting your copy of the Performance and Financial Monitoring Information (Green Book) December 2017.
13. Monitoring Reports - Projects (Pages 245 - 268)
Reporting Person – Ray Morgan

AGENDA ENDS

Date Published - 24 January 2018

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 - 1 FEBRUARY 2018

GENERAL FUND, SERVICE PLANS, BUDGETS AND PRUDENTIAL INDICATORS 2018-19

Executive Summary

The Service Plans and Estimates for 2018/19 are presented for recommendation to Council.

The provisional government settlement was announced on 19 December 2017. Allocations were published for Revenue Support Grant (RSG), retained Business Rates and Transition Grant for the period from 2017/18 to 2019/10. These allocations were consistent with the figures provided in February 2016 when the Council accepted the multi-year settlement.

Most significantly for the Council, the government also announced 10 new Business Rates pilot areas for 2018/19 which included Surrey. This means that a greater proportion of Business Rates income will be retained. The Business Rates collected will fund the settlement allocation and surpluses above the baseline level will be retained in Surrey. The financial benefit of the pilot will depend on the level of Business Rates collected in the year as it is those receipts over the baseline level which are affected. As the pilot is just for one year at this stage no additional one-off benefit has been included in the 2018/19 budget. Instead, any income accrued will be available to fund economic development projects as proposed by the Surrey bid.

Final settlement figures have not yet been published. The impact of any changes in the final figures will be reported at the meeting if available.

The draft General Fund Budget for 2018/19 recommended for approval has been prepared on the basis of minimum impact on citizen outcomes.

The draft budget includes a £100,000 savings target which was set as part of the Medium Term Financial Strategy (MTFS). It has become increasingly difficult to secure cost savings. However, as there are continued upward pressures, it remains important that the saving and efficiency programme is maintained and contributes to the requirement.

The MTFS will be updated in March to incorporate the budget changes, update assumptions and assess any further actions which may be required over this period. The draft 2018/19 budget proposes using £309,000 from reserves to support services. The current MTFS indicates a further requirement of £3m to 2021/22, of which £2.4m relates to known or assumed reductions in government funding. The next 4 years include the uncertainty of proposed changes in funding mechanisms. They are also a critical period for the Council with the town centre improvements potentially affecting the Council's income streams. It will be important to maintain reserves to provide support, if necessary, during these years.

The net budget for the General Fund is £9.7m and the resulting Band D Council Tax figure for 2018/19 of £233.46, an increase of £6.75 (2.98%) compared to 2017/18. The increase is within the referendum limit of the greater of 3% or £5 set by the Government in December. The increase in the referendum limit from 2% to 3% generates an additional £76,000 in 2018/19 and is assumed within the government assessment of the Council's available resources.

To meet uncertainties a risk contingency of £250,000 has been included in the budget. The Council's financial position will be reported to each meeting of the Executive during the year through the monitoring information presented in the Green Book and additional reports where appropriate.

The draft budget position will be discussed at the Finance Task Group on 25 January 2018 and any matters raised will be brought to the Executive as appropriate.

Reasons for Decision

To recommend that Council approves the resources necessary to implement its Service Plans and objectives and raises the necessary revenue through the determination of Council Tax for 2018/19.

Recommendations

The Executive is requested to:

RECOMMEND to Council That

- i) the Revenue Estimates and Human Resource requirements for 2018/19 be approved;**
- ii) a Band D Council Tax for the Borough of Woking for 2018/19 of £233.46 be approved;**
- iii) the Finance Director, in consultation with the Portfolio Holder, be authorised to approve the terms of the Surrey Business Rates Pilot on behalf on the Council and to sign the Memorandum of Understanding;**
- iv) the Prudential Indicators at Appendix 3 to the report be approved, subject to any changes arising from consideration of the Investment Programme, revenue budgets and Final Government Settlement;**
- v) the Service Plans for 2018/19 at Appendix 4 to the report be approved; and**
- vi) the Food Safety Plan and Health and Safety Plan at Appendix 4a and 4b to the report be approved.**

<p>The recommendations above will need to be dealt with by way of a recommendation to the Council.</p>

Background Papers:

None.

Sustainability Impact Assessment
Equalities Impact Assessment

Reporting Person:

Leigh Clarke, Finance Director
Ext. 3277, E Mail: Leigh.Clarke@woking.gov.uk

Contact Person:

Neil Haskell, Business Support Manager
Ext. 3246, E Mail: Neil.Haskell@woking.gov.uk

Portfolio Holder:

Cllr Ayesha Azad
E Mail: CllrAyesha.Azad@woking.gov.uk

Shadow Portfolio Holder:

Cllr Deborah Hughes
E Mail: CllrDeborah.Hughes@woking.gov.uk

Date Published:

24 January 2018

General Fund, Service Plans, Budgets and Prudential Indicators 2018-19

1.0 Introduction

- 1.1 This paper sets out the draft General Fund budgets and reserves (Appendices 1-2), Service Plans (Appendix 4) and Prudential Indicators for 2018/19 (Appendix 3).
- 1.2 Section 2 of this report sets out the impact of the government settlement, other government announcements and policy changes.
- 1.3 Sections 3 to 10 set out the main assumptions made in preparing the budget. These sections also consider the most significant areas of risk within the 2018/19 budget and going forward. A savings target of £100,000 continues to be included in the annual budget as proposed in the Medium Term Financial Strategy (MTFS). Given the identified risks, uncertainties and financial pressures, and the difficulty in achieving the savings target in 2017/18 the draft budget also retains a risk contingency of £250,000.
- 1.4 Sections 11 and 12 of this report consider the MTFS and the level of the Council's reserves. To maintain services and balance the budget £309,000 of reserves have been used in year. This is as a result of a change in the allocation of overheads between the Housing Revenue Account and General Fund and is £335k less than used in 2017/18 but £335k more than forecast in the draft November budget.
- 1.5 The net budget for the General Fund is £9.7m and the resulting Band D Council Tax figure for 2018/19 is £233.46, £6.75 more than in 2017/18, and a 2.98% increase in Council Tax.
- 1.6 The draft General Fund Budget for 2018/19 recommended for approval has minimum impact on citizen outcomes.

2.0 External Finance - Local Government Settlement Funding Assessment

- 2.1 The 2016/17 final settlement included a 4 year funding offer which has provided some certainty over the level of government funding for the last 2 years. Whilst the reductions in funding were not attractive, and amounted to a reduction of 67%, the alternative was the risk of potential further reductions in support.
- 2.2 The provisional figures for 2018/19 announced on 19 December 2017 were consistent with those previously published, with the Business Rates allocations adjusted for inflation. These are as shown in the table below:

Government Funding

	4 year settlement - Updated December 2017			
	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
Business Rates	1,954	1,993	2,053	2,099
RSG	588			
Transition Grant	137	112		
Tariff adjustment				- 991
	2,679	2,105	2,053	1,108
Reductions in funding	- 730	- 574	- 52	- 945

- 2.3 The most important change for the Council for 2018/19 was the success of the Surrey-wide Business Rates Pilot announced with the provisional settlement. As set out in the section below, this means that funding is not allocated through Revenue Support Grant (RSG) or Redistributed Business Rates as in the table above, but instead is taken directly from Business Rates collected by the Pilot area. An adjustment is made to the tariff paid under the Business Rates system to ensure the effect is neutral if Business Rates are collected at the assumed baseline levels.
- 2.4 The Council has received Transition Grant in 2016/17 and 2017/18 to mitigate the reductions in allocated resources. No Transition Grant is included for the final 2 years of the 4-year settlement. In setting out the provisional figures the Minister confirmed that the issue of the tariff adjustments included for a number of Councils in 2019/20 would be considered in spring 2018. This 'negative RSG', which for Woking amounts to a payment of £1m to the government, was intended to be resolved by the introduction of the new Business Rates system that has been delayed. It is not clear what proposals may be suggested to address the concerns of affected Councils.

Business Rate Retention (BRR)

- 2.5 The government originally proposed the introduction of 100% retention of business rates by local government by the end of this Parliament. Following the general election the Local Government Finance Bill was dropped and it was not clear what the intention would be going forward. It has now been confirmed that the department will continue to implement the Business Rates changes, doing as much as can be done without primary legislation. The suggestion is that this may be a system of 75% retention from 2020/21.
- 2.6 The retained percentage relates to the amount of Business Rates income collected which is retained by local government. It also reflects the amount over the baseline level, which is retained locally.
- 2.7 Currently the government operates a system of 50% localisation of Business Rates. The government receives 50% of the total income with Woking and Surrey County Council sharing the remaining income 40%/10% respectively. Woking is required to pay a tariff out of its allocation and a levy is paid at 50% of any income over baseline. If income is at the baseline level as assumed by the government, just 4.4% is retained locally, equivalent to the £2m funding from business rates shown in the table in paragraph 2.2.
- 2.8 In 2015/16 and 2016/17 the Council was part of the Surrey Business Rates pool. This meant that all of the 50% local share, all of the increase over baseline was retained in Surrey rather than shared again with the government, with no levy payable.
- 2.9 In the 2018/19 Pilot, the government still takes its tariff (adjusted to exclude RSG/Business Rates funding as in paragraph 2.3) but does not gain from any uplift.
- 2.10 The governance arrangements of the Surrey Pilot ensures that all Councils achieve at least as much income as they would have if they were not in a pilot, and those who would have been in a pool (including Woking) also have any pooling benefit protected. The government has also agreed that the safety net system will apply to the new Pilot areas, albeit at a Pilot level rather than for any individual authority.
- 2.11 The Council will need to sign up to a Memorandum of Understanding (MoU) with the government. At this stage only an early draft has been received which does not include much detail. There has been no guidance on timescales or any other requirements of the Pilot which may be included in the MoU. It is recommended that the Finance Director, in

consultation with the Portfolio Holder, be delegated authority to agree the terms of the Pilot and sign the MoU once details have been agreed.

- 2.12 The bid prospectus described the government vision that Pilot benefits would be used for financial stability and encouraging further growth. The Surrey bid set out that the County Council would use funds predominantly to promote financial stability, while the Districts would invest any additional income achieved in economic development schemes. It is intended that any benefit of the pilot for Woking will be allocated to fund feasibility studies, in particular to progress the Network Rail works at Victoria Arch.
- 2.13 All properties subject to business rates were revalued by the Valuation Office with new charges coming into force for 2017/18. The government also introduced a new system for appeals from 1 April 2017, referred to as 'Check, Challenge, Appeal'. The intention was to reduce the number of speculative appeals, making the process more efficient and ensuring genuine cases were resolved more quickly.
- 2.14 Revaluation increases in Woking were less than the national average increase. As the revaluation is intended to be fiscally neutral, this means the adjustment to the multiplier would on average result in reductions in business rates charged in Woking. However, there remained an inflationary increase to the base business rates income and an allowance made for successful appeals. Overall the average increase in Woking was 3.3%. The tariff paid to the government will be adjusted to make the effects of the revaluation neutral in terms of the amount retained by the Council.
- 2.15 The Valuation Office has not provided any information on appeals since the 2017 revaluation, so it is not clear what level of adjustment may be required to baseline income. Recently, however, the Council has received a high level of rating adjustments, in particular in the Town Centre. It is likely that these are due to the current ongoing works and will reduce the income generated by the Council until the works are complete. However they could be routine corrections/adjustments to the valuation list.
- 2.16 Given the unknown level of appeals in the system or still to be lodged, and the redevelopment of the Town Centre which will impact both the number of rated properties and the valuation attributed to neighbouring properties, there remains a significant level of uncertainty around the eventual income for 2018/19. If no further information is available the Council will need to take a prudent view on the value of income which may be subject to a successful appeal in setting the appeals provision at 31 March 2018.
- 2.17 The base budget for 2017/18 includes a £200,000 surplus of business rates over baseline levels. Whilst the Council is not in a pool in 2017/18 this would be funded from previous years surpluses if not achieved in the year. It is proposed that the business rates surplus taken to support the 2018/19 in-year budget be maintained at £200,000. Any benefit achieved as a result of being part of the pilot will be allocated to support economic development projects.
- 2.18 As explored later in section 11, the future proposals for changes to the Business Rates system from 2020/21 generate a significant level of uncertainty for the medium term financial outlook. The mechanics of how any new system resets baseline income, assesses need, and allocates growth is yet to be determined.

New Homes Bonus

- 2.19 The New Homes Bonus (NHB) scheme provides funding for new homes and property in the Borough brought back into use.

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2.20 Since 2017/18 the scheme pays for four rather than six years and property increases only qualify if they exceed a baseline level. The provisional settlement for 2018/19 did not introduce any significant changes to the scheme and retained the baseline at 0.4%. The grant awarded for 2018/19 is £1.386m, £111,000 more than assumed in the November draft budget.

2.21 The table below sets out the assumed income from NHB in future years.

2.22 As the transition to 4 years of payment, and reduced levels of award, work through the system it is forecast the stable funding will fall to £600,000.

New Homes Bonus

	Year of Payment									
	2013/14 £'000	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2021/22 £m
2011/12 allocation	310	310	310	310						
2012/13 allocation	304	304	304	304						
2013/14 allocation	254	254	254	254	254					
2014/15 allocation		441	441	441	441					
2015/16 allocation			219	219	219	219				
2016/17 allocation				515	515	515	515			
2017/18 allocation					391	391	391	391		
2018/19 allocation						261	261	261	261	
2019/20 forecast							150	150	150	150
2020/21 forecast								150	150	150
2021/22 forecast									150	150
2022/23 forecast										150
Total Allocation	868	1,309	1,528	2,043	1,820	1,386	1,317	952	711	600
Used in base budget	614	804	504	1,200	1,200	1,000	800	600	600	600
Balance to NHB reserve	254	505	1,024	843	620	386	517	352	111	0

2.23 The 2017/18 budget assumes a use of £1.2m from NHB to support service delivery. This was based on the level the grant was forecast to fall to by 2019/20. The Medium Term Financial Strategy (MTFS) allows for a £200k reduction in this in-year reliance until 2020/21. The 2018/19 budget therefore proposes using just £1m in year with £386k transferred to reserve.

2.24 The Executive has agreed that surplus New Homes Bonus will be transferred into the New Homes Bonus reserve. These funds are to be used to repay the funds loaned by Enterprise M3 towards the Sheerwater Access Road project. It is proposed that the reserve is used to support continued investment in Brookwood Cemetery while the funds are available, with funding allocated from the Investment Strategy Reserve thereafter.

3.0 Budget setting 2018/19

3.1 The draft revenue budgets have been prepared in accordance with the following guidelines:

- inflationary increases limited to those elements which carry a contractual/unavoidable obligation to adjust by inflation;

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- the revenue impact of new investments be limited to a sustainable increase in accordance with the provisions of the Prudential Code;
 - no increase in net revenue expenditure, unless unavoidably necessary, is likely to be approved for 2018/19;
 - review of the Investment Programme to continue;
 - the programme to identify further efficiency savings to continue; and
 - to propose fees and charges to optimise the income yield.
- 3.2 The General Fund Summary at Appendix 1 summarises the proposed budget and Council Tax levels. Appendix 2 details the general budget pressures and specific service budget changes across the 'People, Place and Us' service areas. The Service plans in Appendix 4 set out the detailed budgets for each activity.
- 3.3 Variances identified through in-year monitoring and the impact of Council decisions during the current year have been incorporated where appropriate. The 2018/19 Budget is due to be discussed at the Finance Task Group on the 25 January. Any matters raised will be reported to the Executive to consider in making the final budget decisions.

4.0 Staffing

- 4.1 The Executive has agreed that for budgeting purposes, the salaries budget will be controlled within two parameters of cost and average number of full time equivalent staff.
- 4.2 The draft Budget received by the Executive in November set out the pressures on the employees budget from previous pay progression, changes to structures, reductions in external funding and government changes to salary sacrifice schemes. An increase in the control total of £415,000 was included in the November draft budget to meet some of these pressures.
- 4.3 The final position is shown in the table below.

Pressures on staffing budgets	£'000
Reverse 2017/18 deflation	370
In year pay progression and structure changes	491
Selective Licensing team	160
Additional Investment Programme funding	-40
Additional external funding	-111
Changes to salary sacrifice scheme	115
Allowance for 2018/19 pay award	300
Total pay pressures	1,285

- 4.4 It is proposed that the control total be increased by the base amount of £300,000, plus £115,000 to cover the costs of the salary sacrifice changes and £160,000 to allow for the costs of the selective licensing team which will be funded from income generated and accounted for outside of the salary budgets. The control total in the draft budget therefore increases by £575,000 for 2018/19.
- 4.5 There remains pressure within the salary budgets of £710,000 (5%) of the total fully funded staffing structure. This is greater than the 2.7% vacancy factor included in the 2017/18 budget and will require careful management of the staffing position during the year. The 2017/18 staffing budget is currently forecasting an underspend and a number of the pressure areas have been addressed in updating the budgets for 2018/19 so this is

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considered an acceptable position. If expenditure cannot be contained it may be that the 2019/20 salary budget will need to increase to recognise the full costs.

- 4.6 The following table shows the budgeted staffing costs (in cash terms) and numbers since 2006/07.

Table 1	Budget (in cash terms) £m	Average Number of FTE Staff
Year		
2006/07	16.281	510.39
2007/08	16.832	503.16
2008/09	17.711	511.30
2009/10	15.675	469.00
2010/11	15.672	470.00
2010/11 in year adjustment	15.500	450.00
2011/12	15.500	450.00
2012/13	12.845	350.00
2013/14	13.000	350.00
2014/15	12.400	335.00
2015/16	12.500	335.00
2016/17	12.600	335.00
2017/18	13.000	335.00
2018/19	13.575	340.00

- 4.7 The adjusted control total applies to the salary budget net of any external funding which may be received to support a post, and any salaries which are allocated to capital projects. It is the net cost which is allocated to General Fund and HRA revenue budgets.
- 4.8 Accounting rules require that these costs are allocated out to individual services to show the full cost of the service. A full review of these allocations has been completed as part of the 2018/19 budget process. This has resulted in a reduction in the overheads allocated to the HRA and an increase to the General Fund.
- 4.9 The total Management and Administration budget includes salaries, and other overhead costs which need to be allocated across services such as ICT and expenditure relating to the Civic Offices. In total for 2018/19 the full Management and Administration budget is £19.8m which is allocated as set out in the table below.

	2018/19		2017/18		Difference	
	£'000	%	£'000	%	£'000	%
General Fund	17,051	85.8	15,831	82.2	1,220	3.7
HRA	2,704	13.6	3,119	16.2	-415	-2.6
Other (capital/reserves)	108	0.5	314	1.6	-205	-1.1
TOTAL	19,863	100.0	19,264	100.0	599	0.0

- 4.10 The total increase in costs between years represents the increase in the Control Total, £575,000, together with movements in other management and administration budgets, £24,000. Following the review, the General Fund is bearing a higher percentage of the overheads, which has added to the cost pressures in the 2018/19 budget. This allocation of overheads will be kept under review in future years, in particular following the restructure of 'People' services which may impact on where resources are directed.

- 4.11 The staffing budgets will be monitored in the Green Book against the overall control parameters of £13.575 million and the annual average of 340 FTE staff.

5.0 Pensions

- 5.1 The triennial actuarial review of the pension fund was completed for the position of the fund at 31 March 2016. The results set the employer's ongoing pension contributions and annual lump sum payment towards the pension fund deficit for 2017/18 to 2019/20.
- 5.2 The results showed a positive movement in the fund and the deficit funding and ongoing contributions were held at previous levels.

6.0 Fees and Charges 2018/19

- 6.1 Council agreed the Fees and Charges for 2018/19 in December 2017 and the changes to the income budgets are incorporated into the budgets and detailed service plans.
- 6.2 The increase in yield included in the Fees and Charges report was £397,000. Not all of the fees and charges income directly affects the overall budget position. Additional income relating to Controlled Parking Zones (CPZ) will be credited to the Parking account. Changes to the yield from Land Charges are adjusted in reserves as it is expected that this service will transfer to the Land Registry in future.
- 6.3 The delayed government increase in planning fees was implemented in January 2018 and £100,000 additional income is recognised in the 2018/19 budget.
- 6.4 The second EU Payment Services Directive came into force on 13 January 2018 which bans the charging of surcharges in respect of transactions paid for by credit card. The surcharges income budget of £18,000 has therefore been removed.

7.0 Investment Programme

- 7.1 The draft Investment Programme, also on this agenda, was considered by the Executive at its November meeting and has been reviewed by the Finance Task Group.
- 7.2 Since November changes have been made to reflect decisions made since that date and the profiling of existing projects has been updated. These are considered in more detail in the Investment Programme report, also on this agenda.
- 7.3 The revenue impacts of the Investment Programme have been built into the draft General Fund budget. This includes interest and repayment costs for those projects funded by borrowing, and contributions from reserves for some revenue projects.

8.0 Thamesway Group

- 8.1 The Thamesway Group of companies provides direct service benefit as well as financial benefit to the Council. The financial benefit arises in a number of ways. There is a benefit from the loans and shares invested in the Thamesway group. In addition, as part of the funding for Milton Keynes, the Council receives a 1% loan arrangement fee. Thamesway Ltd receives a project fee for its intellectual property in Milton Keynes of 4% of the capital expenditure on works in any one year. The project fee is being used to support energy and environmental initiatives in Woking. Utilising the companies can provide efficient ways of procuring services.

9.0 Robustness of the 2018/19 Budget and Risks

Savings Target and Risk Contingency

- 9.1 A £100,000 savings target has been included in the budget as set out in the MTFS. Whilst it has become increasingly difficult to secure significant savings there continues to be a need to review the Council's services for productivity and procurement efficiencies. The funded Risk Contingency has been kept at £250,000, the same level as in 2017/18. In addition to the areas already considered in this report, the following are identified as risks or pressures within the proposed budget for 2018/19.

Town Centre and other Commercial Income

- 9.2 The Council has an increasing portfolio of commercial assets mostly located in the Town Centre. There is a risk that rental income will reduce if there is a slow down in the economy and it becomes difficult to attract tenants to these properties.
- 9.3 The redevelopment of the Town Centre, through the Victoria Square regeneration project, and Integrated Transport works, will affect the ability to attract tenants in the short term. However, these works are expected to improve the rental value of properties in the Town once completed. The Council will need to be able to withstand a period of transition with potential shortfalls in rental, car park and business rates income during the works.

Business Rates

- 9.4 Following the Business Rates revaluation effective 1 April 2017 there continues to be uncertainty around the new appeals system and how many may be successful. There is minimal data currently available from the Valuation Office. If there is a reduction in Business Rates income for 2018/19 the impact of the Business Rates pilot will be reduced. Only a £200,000 benefit over baseline position is assumed for the in-year revenue budget.

Egley Road Leisure facilities

- 9.5 An estimate has been included in the budget for the operational costs of running the Egley Road Leisure facilities which are expected to be open from September 2018. It may be that actual costs vary from these estimates and the budget allowance may need to be adjusted in 2019/20. Any variation in year will be reported in the Green Book.

Loss of External Funding

- 9.6 Surrey County Council contributes to a number of the services within the Council's People Service Plans as well as environmental maintenance and recycling credits. The County is experiencing significant cost pressures and has an ongoing program to review service provision to generate substantial savings. Funding reductions have been incorporated where known and the MTFS assumes further reductions in income.
- 9.7 Where funding is withdrawn the Council's approach has been to maintain the activity while it is reviewed to identify efficiencies or new ways of providing the service. The Council may be required to reduce services which have previously been funded if no sustainable alternative solution can be found. There could also be increased demand on our own services as services elsewhere are closed.

Universal Credit and Welfare Reform

- 9.8 The roll out of Universal Credit started in Woking in 2016/17. As the introduction has been very gradual, it is not expected that this will have a significant impact on the budget in 2018/19.

Energy

- 9.9 The cost of energy remains volatile and difficult to predict. Based on current forecasts, a small inflationary increase in energy costs has been included in the budget.

General Risks

- 9.10 The Council has experienced a number of abnormal events in recent years. No specific provision has been made in the Budget for these events. However, the proposed risk contingency and reserves should enable the Council to manage changes in circumstances.

10.0 Service Plans

- 10.1 The draft Service Plans are set out in Appendix 4. A more streamlined approach to the Plans was introduced for 2017/18 with the number of Service Plans being reduced from 44 to 10. The Service Plans are organised under the thematic headings of People, Place and Us to reflect the way the Council is structured.

- 10.2 Service Plans are designed to translate the Council's strategic vision, objectives and priorities into operational plans that drive improvement. Each Service Plan will identify what needs to happen for each area of Council activity to achieve success, what resources will be required, the outputs and outcomes that are anticipated and any risks that might impact delivery.

- 10.3 The Service Plans will be published before the 30 June 2018 statutory deadline.

- 10.4 Also included in the Service Plan section, at Appendices 4a and 4b, are the Food Safety Plan and Health and Safety Plan. These plans articulate how the Council will carry out its statutory environmental health responsibilities and are required to be approved by the Council each year, in accordance with the requirements of the Food Standards Agency (FSA) and Health and Safety Executive (HSE), respectively.

11.0 Medium Term Financial Strategy

- 11.1 The Medium Term Financial Strategy (MTFS) was last approved by the Council in April 2017. It sets out the likely cost pressures and changes to income streams over the period from 2018/19 to 2021/22. It was forecast that £3.5m of savings would need to be achieved and a strategy was set to meet this requirement. This was updated in November and the figures now include the draft budget position.

- 11.2 Detailed budget workings now replace the MTFS for 2018/19 and the use of reserves is £309,000. There are a number of factors which are now incorporated into the base 2018/19 budget which were not known when the MTFS was prepared.

- 11.3 A full analysis will be prepared for the update of the MTFS in March 2018. This will include an assessment of the assumptions incorporated.

General Fund, Service Plans, Budgets and Prudential Indicators 2018-19

- 11.4 As in previous versions of the MTFS it has been assumed that reductions in funding will continue at approximately £450,000 pa in the years from 2019/20 onwards. This assumption will be continued to be reviewed, but is considered appropriate whilst the Council retains an allocation of funding through the settlement (see para 2.2). At 2021/22 just £238,000 remains, it is considered that a reduction beyond zero is unlikely and continued reductions at previous rates would be unsustainable in the medium term.
- 11.5 Of the £3m still to be identified in the 3 years to 2021/22, £2.4m relates to assumed government funding reductions through the settlement allocation (£1.788m), New Homes Bonus (£400k) and surplus Business Rates retained (£200k). Government funding and the Business Rates position beyond 2019/20 are unknown, meaning that over £1m of this is an estimate of the potential reduction in resources.
- 11.6 Post 2019/20 government funding will be influenced by a series of changes, each of which could significantly affect the Council's financial position. The government have published a consultation on the Fair Funding Review with a deadline in March 2018. This document remains at a very high level and only covers part of the changes to be considered. The intention is that the results of the Fair Funding Review determine the resources required by individual Councils from 2020/21 onwards. From 2020/21 there should also be the introduction of the new Business Rates system (perhaps 75% or 100% retention by local government) which will determine the mechanics of how Business Rates income is distributed/retained and how often it is reset. In addition the next Business Rates revaluation is due at 31 March 2020.
- 11.7 A summary of the current outlook is shown below:

<u>In year pressures</u>	2018/19	2019/20	2020/21	2021/22	TOTAL			
Remove use of reserves		309			309			
Remove Business Rates pooling/CF surplus		337			337			
Reduce reliance on NHB		200	200		400			
General Service Pressures		548	551	549	1,648			
Specific Service Variances		216	476	-	692			
Investment Programme projects		1,227	772	657	2,656			
Government Funding reductions		918	436	434	1,788			
		3,755	2,435	1,640	7,830			
Funded by:								
Fees and Charges - Car park income	-	250	-	250	-	750		
Council Tax income	-	361	-	375	-	1,125		
In year savings required	-	3,143	1,810	1,001	5,955			
MTFS Strategies								
Investment in Housing	-	788	-	788	-	450	-	2,025
Investment in MTFS Investments	-	300				-		300
Investment in other acquisitions mitigating rents								-
Limiting Investment Programme revenue cost	-	100	-	100	-	100	-	300
Productivity and Procurement	-	100	-	100	-	100	-	300
Surplus/deficit after agreed strategy	-	1,856	823	351	3,030			

12.0 Reserves

- 12.1 Forecasts of the Investment Strategy Reserve and the total Reserves are shown in Appendix 2B.
- 12.2 The 2017/18 budget has been closely managed throughout the year but some cost overspends have been unavoidable. The December Green Book shows a projected overspend of £40,000 after taking into account the savings target not achieved and risk contingency remaining. This does not include any income from the acquisition of Dukes Court as the asset is not yet in direct Council ownership. This forecast outturn is reflected in the revised 2017/18 reserves position.
- 12.3 An annual transfer is made to the Investment Strategy reserve which for 2018/19 is £1.3m. The decrease compared to 2017/18 relates to the treatment of the Leisure contract and Selective licensing schemes where annual variations are smoothed through use of reserves to ensure a consistent charge to Council Tax. As described above, £309k of the MTFs reserve will be used during 2018/19 to support services.
- 12.4 Some items in the General Fund Summary (Appendix 1) are covered by the Council's revenue reserves. These tend to be variable or one off items which would otherwise cause the Council Tax requirement to vary significantly year on year.
- 12.5 The management structure will continue to be reviewed during 2018/19 where opportunities arise. An allowance of £250,000 to be met from reserves has been made for any resulting Management of Change costs.
- 12.6 Transfers are made from the Investment Strategy reserve to a number of specific reserves, for example the Group Company reserve, Community Fund and Wolsey Place reserves as shown in Appendix 2B. The reserves are used by the Council to manage and develop its ambitions as well as enabling one off investment.
- 12.7 The Council has a target to manage the Investment Strategy reserve to £3 million. The balance of this reserve is forecast to be slightly below this level in 2019/20 and 2020/21 however this is considered acceptable given the other revenue reserves available and the potential to reduce the impact of projects if necessary.
- 12.8 Management of the level of reserves will also be considered as part of the Medium Term Financial Strategy. This will include consideration of the need to set funds aside to cover the financing of the new Victoria Square car parks and allow time for activity to generate sufficient income.
- 12.9 The Reserves forecast position shows overall revenue reserve levels of over £29 million at 31 March 2018 which can and are being used in support of the business objectives of the Council.
- 12.10 Reserves are used to fund management of change costs, one off service enhancements and to provide funds to cover risks. For a temporary period the MTFs reserve is also being used to meet the costs of maintaining services to allow time for the medium term strategy to be established. The current forecast level of reserves is adequate.

13.0 Prudential Indicators

- 13.1 The Treasury Management report elsewhere on this agenda sets out the borrowing limits and the policies and practices to be followed in managing the Council's debts and

investments, and incorporates the Prudential Indicators which relate to borrowing and investment.

- 13.2 Allowance has been made in the borrowing limits for borrowing associated with the approved Thameswey Business plans. The limits include up to half of the following years Thameswey Housing Ltd (THL) allowances set out in the Investment Programme to be drawn down in advance. The whole Victoria Square project cost, £505 million, is allowed in the Prudential Indicators from 2017/18 onwards to enable flexibility of funding.
- 13.3 A full set of Prudential Indicators for approval by the Council is set out in Appendix 3. These Prudential Indicators will be updated if necessary in the light of the Council's consideration of the Investment Programme and revenue budgets.

14.0 Council Tax 2018/19

- 14.1 The amount to be raised from Council Tax, based upon the draft revenue estimates, and after taking account of the Revenue Support Grant Settlement and Collection Fund surplus, is £9,578,864. The recommended Band D Council Tax for 2018/19 for Woking Borough Council is £233.46, an increase of £6.75 or 2.98%. The referendum level for District Councils in 2018/19 is the greater of £5 or 3% so the proposed increase is within these parameters.
- 14.2 This proposal enables the Council to maintain its service outcomes and provides for some service development. The use of reserves in 2018/19 is considered acceptable as a temporary measure to allow time for the impact of investment projects to be realised.

15.0 Chief Finance Officer

- 15.1 Taking into account all of the factors set out in this report and in accordance with the Local Government Act section 25, the Chief Finance Officer has confirmed that the 2018/19 estimates included within this paper are robust, and the level of reserves and provisions are adequate and will enable the Council to maintain a sound financial position.

16.0 Implications

Financial

- 16.1 The financial implications are explicit in the report.

Human Resource/Training and Development

- 16.2 The Council's Human Resource Requirement reflected in these estimates is set out in section 4 of this report.

Community Safety

- 16.3 The draft service plans take account of the Council's policies in respect of Community Safety.

Risk Management

- 16.4 Risks to budgets have been identified throughout the year and reported in the Performance and Financial Monitoring Information booklet (the "Green Book"). Draft budgets have been adjusted in appropriate cases. One-off or short term variances will be

monitored against, and met from, the Risk Contingency during the year. Specific risks have been set out in the report.

Sustainability

16.5 The draft service plans take account of the Council's policies in respect of Sustainability.

Equalities

16.6 The draft service plans take account of the Council's policies in respect of Equalities.

17.0 Consultations

17.1 Members, including the Portfolio Holder, the Finance Task Group, and Officers, including Corporate Management Group, have been consulted in the preparation of the draft budget.

REPORT ENDS

EXE18-002

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							
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	
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	
Carers						X	

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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](#).

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	

GENERAL FUND SUMMARY

	ESTIMATE 2017/18 £	ESTIMATE 2018/19 £
TOTAL PROGRAMME REQUIREMENTS	9,187,017	5,810,060
MTFS savings requirement	-100,000	-100,000
PROGRAMME REQUIREMENTS AND SAVINGS TARGETS	9,087,017	5,710,060
Management of Change	250,000	250,000
Risk Contingency	250,000	250,000
New Homes Bonus	-1,820,484	-1,386,037
Business Rates Surrey Pool/Pilot	-200,000	-200,000
PFI Unitary Charge and management	175,000	175,000
Investment Programme items funded from revenue	394,000	289,000
NET COST OF SERVICES	8,135,533	5,088,023
<u>INTEREST AND OTHER ITEMS</u>		
- Interest costs	21,154,259	28,806,189
- Interest and Investment Income	-14,499,378	-18,662,586
NET OPERATING EXPENDITURE	14,790,414	15,231,626
<u>USE OF RESERVES/BALANCES</u>		
- Contribution to Investment Strategy Reserve	1,447,462	1,345,805
- Use of/contribution to MTFS Reserve	-644,217	-308,911
- New Homes Bonus transferred to Reserve	620,484	386,037
- Contribution from Wolsey Place reserve	-1,003,347	-1,003,347
- Contribution from Capital Reserves	-3,160,018	-3,339,020
- Contribution from Reserves - Management of Change	-250,000	-250,000
- Contribution from Reserves - IP items funded from revenue	-394,000	-289,000
AMOUNTS TO BE MET FROM LOCAL TAXATION AND GOVERNMENT GRANTS	11,406,778	11,773,190
EXTERNAL FINANCE - SETTLEMENT FUNDING ASSESSMENT	-1,991,997	-2,057,592
- Transition Grant	-112,000	0
PRECEPT ON COLLECTION FUND	9,302,781	9,715,598
<u>FORECAST COUNCIL TAX LEVEL</u>		
Precept on Collection Fund (from above)	9,302,781	9,715,598
Working share of Collection Fund Surplus(-)/Deficit	-116,265	-136,734
	9,186,516	9,578,864
Council Tax Taxbase	40,521	41,030
Council Tax Requirement (£)	£226.71	£233.46
Year on year increase (£)	£4.95	£6.75
Year on year increase (%)	2.23%	2.98%

SUMMARY OF VARIATIONS

	People £	Place £	Us £	Total £
Original Estimate 2017/18	7,908,495	-3,961,180	5,239,702	9,187,017
<u>General Budget Pressures</u>				
Changes in Management and Administration costs	1,366,797	-326,714	179,751	1,219,834
Changes in Capital Charges	269,873	-36,614	0	233,259
Contractual Inflation	13,000	16,532	0	29,532
Changes in Facilities Management Contract	4,594	150,152	0	154,746
Changes in Energy Costs	-56,990	92,233	0	35,243
Business Rates Changes	898	60,852	0	61,750
Changes in Insurance	0	-2,301	0	-2,301
Changes in Fees and Charges	-35,687	-264,067	-7,500	-307,254
Other Minor Variations	972	3,568	-3,795	745
<u>Specific Service Issues</u>				
Women's Support Centre administration costs	31,000			31,000
Direct funding of The Junction - previously supported by Grant	32,000			32,000
Grants budget reduction to cover WAVS	-91,000			-91,000
Leisure Management Contract Fee				
- Annual indexation	-16,242			-16,242
- Impact of investment in facilities	23,365			23,365
- Additional fee for Hoe Valley Leisure facilities	170,404			170,404
Other running costs for Hoe Valley Leisure Facilities	171,667			171,667
Changes in Grounds Maintenance	13,200			13,200
Homelessness Reduction Act Resource	133,394			133,394
Homelessness Flexible Support Grant	-238,394			-238,394
Selective Licensing Fees & Financial Penalties	-326,820			-326,820
Let's Rent - Private Rented Sector Access Scheme Policy	105,000			105,000
Brockhill Refurbishment	5,000			5,000
Additional Community Meals Vehicle	10,000			10,000
3rd Handyperson and Additional Activity	22,454			22,454
Homelink Surrey County Council Funding	-54,750			-54,750
Changes in Centres and Meals on Wheels Fee Income	1,347			1,347
Surrey County Council Social Care Funding - Meals	-14,649			-14,649
Housing Related Support Funding	10,147			10,147
Environmental Maintenance - reduction in SCC funding		57,545		57,545
New Waste Contract savings		-100,000		-100,000
Waste staff and capital costs previously accounted for elsewhere		34,745		34,745
Waste contribution reduction from Surrey County Council		207,966		207,966
20% National increase in Planning Fees		-100,000		-100,000
Commercial Properties and other Rent Income adjustments		-272,465		-272,465
Commercial Properties Rent payable		121,750		121,750
Reduction in Wolsey Place rents (VSWL)		700,000		700,000
New Acquisitions Rents and maintenance		-5,706,510		-5,706,510
Market costs not rechargeable		45,542		45,542
Parking card handling and banking fees		1,978		1,978
Changes in Service charge to cover extra HG Wells Kitchen cost		30,000		30,000
Reinstate Borough Elections for 2018/19			117,070	117,070
Peace Garden Commemorative Service			10,000	10,000
Members Allowances			2,500	2,500
Increased Debit and Credit Card costs			15,000	15,000
Credit Card surcharges no longer recoverable			18,000	18,000
Reduction in audit fees			-9,000	-9,000
Increase in Statutory Advert costs			22,000	22,000
Reduction in Housing Benefit Admin subsidy			14,245	14,245
Original Estimate 2018/19	9,459,075	-9,246,988	5,597,973	5,810,060

INVESTMENT STRATEGY RESERVE

APPENDIX 2B

	2017/18 Original £'000	2017/18 Revised £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Balance Brought Forward	4,127	4,983	4,274	3,571	2,789
Source of Funds					
Planned contribution from General Fund	1,448	1,448	1,346	1,335	1,335
New Homes Bonus	620	620	386	518	353
Transfer from Town Centre Management Reserve	150	150	150	150	150
2017/18 Forecast overspend (December Green Book)		-41			
Total Available Funds	6,345	7,160	6,156	5,574	4,627
Use of Funds					
Management of Change (GF only)	-250	-250	-250	-250	-250
Use of Selective Licensing Surplus			-180	-180	
Financing IP Revenue Items	-269	-604	-289	-269	-269
Sheerwater Social Support (now funded from New Homes Bonus)	-125	-151	-150	-150	-150
Celebrate Woking	-125	-74	-74	-74	-74
Community Transport - Replacement Vehicles	-750	-489	-750	-600	
Flood Prevention schemes			-18		
Best Bar None				-76	-147
Grant to Brookwood Cemetery		-30			
Queen Elizabeth Gardens Drainage, Landscaping & Lighting					
Total Use of Funds	-1,519	-1,598	-1,531	-1,599	-890
Transfer to Other Revenue Reserves					
Transfer to Wolsey Place reserve	-300	-300	-300	-300	-300
Transfer to New Homes Bonus Reserve	-620	-620	-386	-518	-353
Transfer to Equipment reserve	-50	-50	-50	-50	-50
Transfer to Town Centre Management Account Reserve	-208	-92	-92	-92	-92
Transfer of On-street Parking to Surrey	-116	-116	-116	-116	-116
Transfer to Community Fund	-100	-100	-100	-100	-100
Transfer to Provision for Flexibility	-10	-10	-10	-10	-10
Total Transfer to Other Revenue Reserves	-1,404	-1,288	-1,054	-1,186	-1,021
Balance Carried Forward	3,422	4,274	3,571	2,789	2,716

INVESTMENT STRATEGY RESERVE

APPENDIX 2B

	2017/18 Original £'000	2017/18 Revised £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
<u>Group Company reserve</u>					
balance b/f	750	750	750	750	750
in year movement	0	0	0	0	0
balance c/f	750	750	750	750	750
<u>Wolsey Place reserve</u>					
balance b/f	6,270	6,325	5,402	4,564	3,824
Contribution to reserve	300	300	300	300	300
Under-recovery of rents/service charges	-1,003	-1,003	-1,003	-1,003	-1,003
Victoria Square Financial Modelling		-17			
Refurbishments	-200	-433	-330	-200	-200
Subtotal	5,367	5,172	4,369	3,660	2,921
Interest (included in GF Summary - Interest costs)	268	230	195	164	135
	5,635	5,402	4,564	3,824	3,056
<u>New Homes Bonus reserve</u>					
balance b/f	1,014	1,352	670	31	0
In year income (net of GF support, £1.2m assuming 300 properties pa)	620	620	386	518	353
Sheerwater Access Road reserve repayment of loan funding	-400	-400	-400		
Grant to Brookwood Cemetery	-500	-802	-500	-424	-353
West Byfleet Play Area		-35			
Sheerwater Social Support		-25	-125	-125	
Developing a Favourable Conservation Status Licence		-40			
balance c/f	734	670	31	0	0
<u>Insurance reserve</u>					
balance b/f	450	521	477	477	477
Sheltered Housing Alarms		-20			
Emergency Planning Vehicle		-24			
Corporate Insurance Procurement					
balance c/f	450	477	477	477	477
<u>Equipment reserve</u>					
balance b/f	260	280	330	360	390
Contribution to reserve	50	50	50	50	50
Planned use of reserve	0	0	-20	-20	-24
balance c/f	310	330	360	390	416

INVESTMENT STRATEGY RESERVE

APPENDIX 2B

	2017/18 Original £'000	2017/18 Revised £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
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Business Rates Equalisation Reserve

balance b/f	604	2,199	1,349	1,349	1,349
Grant timing adjustments		-650			
Victoria Arch - Network Rail (fund from NDR pilot -moved to NDR reserve)		-200			
Contribution to reserve - pooling benefit					
balance c/f	604	1,349	1,349	1,349	1,349

Local Council Tax Support Scheme Hardship Fund

balance b/f	48	48	48	48	48
Contribution to reserve	0	0	0	0	0
Planned use of reserve					
balance c/f	48	48	48	48	48

Town Centre Management Account Reserve (TCMA)

balance b/f	338	338	280	222	164
Contribution to reserve	208	92	92	92	92
Planned use of reserve	-150	-150	-150	-150	-150
balance c/f	396	280	222	164	106

Medium Term Financial Strategy Reserve (MTFS)

balance b/f	1586	2,700	2,056	1,747	1,747
Use of reserve to support Medium Term Financial Strategy	-644	-644	-309	0	0
Planned use of reserve					
balance c/f	942	2,056	1,747	1,747	1,747

Victoria Square Reserve

balance b/f	535	459	1,609	2,699	3,799
Contribution to reserve 1% arrangement fee from 1 January 2017	940	1,250	1,190	1,100	
#WeAreWoking		-100	-100		
balance c/f	1475	1,609	2,699	3,799	3,799

RESERVES FORECAST
2017/18 - 2020/21

APPENDIX 2C

	AT 31 MARCH				
	2017	2018	2019	2020	2021
	£'000	£'000	£'000	£'000	£'000
REVENUE RESERVES					
Investment Strategy Reserve	4,983	4,274	3,571	2,789	2,716
Housing Investment Programme Reserve	9,400	8,876	7,724	7,775	7,362
Medium Term Financial Strategy Reserve	2,700	2,056	1,747	1,747	1,747
IT Reserve	-	-	-	-	-
Provision for Flexibility Reserve	98	98	98	98	98
Leased Car Relief Vehicle Reserve	9	9	9	9	9
Freda Ebel Bequest	13	13	13	13	13
Community Fund	224	224	224	224	224
Insurance Fund	521	477	477	477	477
Parking Reserve	148	148	148	148	148
Environmental (CO2) Reserve	35	35	35	35	35
Wolsey Place Reserve	6,325	5,402	4,564	3,824	3,056
New Homes Bonus Reserve	1,352	670	31	-	-
Group Company Reserve	750	750	750	750	750
Woking Palace Reserve	25	25	25	25	25
Equipment Reserve	280	330	360	390	416
Peer grant Reserve	38	38	38	38	38
Business Rates Equalisation Reserve	2,199	1,349	1,349	1,349	1,349
Local Council Tax Support Scheme Hardship Fund	48	48	48	48	48
Westfield Common Reserve	35	35	35	35	35
PFI Reserve	2,753	2,753	2,753	2,753	2,753
Town Centre Management Agreement Reserve	338	280	222	164	106
Victoria Square Reserve	459	1,609	2,699	3,799	3,799
	32,733	29,499	26,920	26,490	25,204
CAPITAL RESERVES					
Usable Capital Receipts	5,258	5,849	4,671	4,806	5,528
Set Aside Capital Receipts	43,108	44,500	46,028	47,649	49,370
Major Repairs Reserve	645	563	278	18	222
Development Contribution Reserve	7,176	0	0	0	0
Community Assets Fund	0	0	0	0	0
	56,187	50,912	50,977	52,473	55,120
WORKING BALANCES					
GF Working Balance	1,000	1,000	1,000	1,000	1,000
HRA Working Balance	502	502	502	502	502
	1,502	1,502	1,502	1,502	1,502
TOTAL RESERVES	90,422	81,913	79,399	80,465	81,826

PRUDENTIAL INDICATORS FOR 2017/18 TO 2020/21

1 Capital Expenditure

	Estimates			
	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Non - Housing Revenue Account	170,572	71,825	49,656	90,751
Housing Revenue Account	5,871	6,589	5,171	5,171
Total	176,443	78,414	54,827	95,922

2 Ratio of Financing Costs to Net Revenue Stream

	2017/18	2018/19	2019/20	2020/21
Non - Housing Revenue Account	63.15%	90.10%	93.84%	98.68%
Housing Revenue Account	44.44%	46.38%	47.16%	47.51%

3 Incremental Impact of Capital Investment Proposals on Band D Council tax

2017/18	2018/19	2019/20	2020/21
£ p	£ p	£ p	£ p
£25.15 (11.3%)	£22.72 (10.0%)	£7.82 (3.4%)	£4.70 (2.0%)

4 Incremental Impact of Capital Investment Proposals on Average Weekly Housing Rents

2017/18	2018/19	2019/20	2020/21
£ p	£ p	£ p	£ p
£4.53 (4.4%)	£6.62 (6.4%)	£7.64 (7.5%)	£0.00 (0.0%)

5 Capital Financing Requirement

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Non - Housing Revenue Account	385,505	440,134	462,030	537,260
Housing Revenue Account	120,477	117,646	122,760	122,760
Total excluding group company & external loans	505,982	557,780	584,790	660,020
Group company & external loans	369,250	576,186	794,769	856,332
Total including group company & external loans	875,232	1,133,966	1,379,559	1,516,352

TREASURY MANAGEMENT INDICATORS

6 Treasury Management Strategy

The Council has adopted the CIPFA Code of Practice for Treasury Management

7 Authorised Limit for External Debt

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Non - Housing Revenue Account	1,068,246	1,315,295	1,393,862	1,425,790
Housing Revenue Account	123,500	117,646	122,760	122,760
Total	1,191,746	1,432,941	1,516,622	1,548,550

8 Operational Boundary for External Debt

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Non - Housing Revenue Account	1,058,246	1,305,295	1,383,862	1,415,790
Housing Revenue Account	123,500	117,646	122,760	122,760
Total	1,181,746	1,422,941	1,506,622	1,538,550

9 Housing Revenue Account Limit on Indebtedness

£124,261,000

10 Upper Limit on Fixed Interest Rate Exposures (of net outstanding principal sums)

	2017/18 %	2018/19 %	2019/20 %	2020/21 %
	100	100	100	100

11 Upper Limit on Variable Interest Rate Exposures (of net outstanding principal sums)

	2017/18 %	2018/19 %	2019/20 %	2020/21 %
	70	70	70	70

12 Upper and Lower Limits for the Maturity Structure of Fixed Rate Borrowings for the forthcoming year

	Upper Limit %	Lower Limit %
under 12 months	100	0
12 months and within 24 months	100	0
24 months and within 5 years	100	0
5 years and within 10 years	100	0
10 years and above	100	0

13 Upper Limit for the Maturing of Investments for Periods longer than 364 days

£3,000,000

14 Gross Borrowing to Capital Financing Requirement

At 31st March	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Gross Borrowing	799,230	1,086,596	1,359,896	1,523,410
Capital Financing Requirement *	874,745	1,133,480	1,379,073	1,515,865
Under/(over) borrowing	75,515	46,884	19,177	-7,545

* The Capital Financing Requirement shown in this line includes borrowing undertaken for group company activities in order to provide a meaningful comparison with the level of external borrowing.



2018/19 Service Plans

Towards Tomorrow Today

Foreword

Welcome to Woking Borough Council's Service Plans for 2018/19. The aim of this document is to provide clear information about our plans for continuous improvement in the quality and value of our services for the coming year.

This document translates the Council's strategic vision, objectives and priorities into operational plans. Each Service Plan will identify what needs to happen for each area of Council activity to achieve success, what resources will be required for delivery, the outputs and outcomes that are anticipated and any risks that might impact delivery.

The Service Plans are split into three sections relating to the following themes:

People: A Healthy, Inclusive and Engaged Community
Place: An Enterprising, Vibrant and Sustainable Place
Us: An Innovative, Proactive and Effective Council

Monitoring the performance of the Council

This document can be read in conjunction with the Council's Green Book. The Green Book monitors the performance of the Council across a range of service areas. The Green Book also supports the monitoring of contractual relationships the Council has with its outsourced providers. The Council uses a variety of performance indicators to monitor how well our services are performing in meeting the needs of our residents.

We monitor our performance on a monthly basis to ensure that we remain focused on our priorities and to ensure that we can promptly deal with underperformance wherever necessary. The Green Book is circulated to Members, Corporate Management Group, staff and the public and can be accessed from the Council website.

PEOPLE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Community Support	Sue Barham	Centres for the Community: Area Manager Centres and Community Meals Community Engagement: Senior Community Engagement Officer Community Safety: Community Safety Manager Family Support Programme: Family Support Programme Team Manager Support to Voluntary & Community Organisations: Strategic Director	Cllr Kemp Cllr Kemp / Cllr Pengelly Cllr Hunwicks Cllr Hunwicks Cllr Azad

Service Plan Overview (Key Functions) 2018/19

The Community Support Service Plan is divided into 5 main sections:

Centres for the Community

There are four centres for the community managed directly by the Council, and three other centres across the Borough which are grant-aided. All offer a range of services and programmes of activities to underpin the health and wellbeing of the community – including addressing such issues as social isolation. The venues also facilitate lettings and events that are designed to meet local people’s needs and aspirations across a whole-life age range.

Community Engagement

Community engagement work by the Council provides support to individuals and voluntary sector organisations in the Borough to build ongoing relationships for improved health and wellbeing of all the residents of Woking; examples of such work include our support for interfaith dialogue, military/civilian integration and targeted Asset Based Community Development (ABCD).

Community Safety

This service is responsible for co-ordinating the Council’s response to its statutory duties under the Crime and Disorder Act 1998 and other relevant legislation. Working in partnership with Surrey County Council, Surrey Fire and Rescue Service, Health, Surrey Police, the National Probation Service and Kent, Surrey and Sussex Community Rehabilitation Company, the main aim is to co-operate on strategies to maintain the low level of crime and disorder in the Borough. The service supports multi-agency groups, such as the Community Harm and Risk Management Meeting (CHaRMM) that supports victims of Anti-social Behaviour and targets problem individuals or families and the Joint Action Group (JAG) that targets problem locations and series crime.

Family Support Programme

This service is based on working in partnership with families with complex and multiple needs. The focus of the intervention is to improve parenting, education, work and training, relationships, health and mental health needs and to reduce crime and anti-social behaviour. It is expected that in providing intensive family support with a wrap-around multi-agency plan, families referred will be able to make long term sustainable changes. The service also oversees the re-settlement of refugee families within the Borough under the Vulnerable Person Relocation Scheme.

Support to Voluntary and Community Organisations

Each year the Council invites local voluntary and community groups to apply for financial assistance for projects and services designed to benefit the local community. The key aim of the service is to contribute to the Community and the Council's key objectives through the provision of grant aid and support. Each application received is assessed and a report and recommendation prepared for consideration by the Executive.

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
CC1	To review the service, in conjunction with partners, to ensure that the offer in the Community Centres is 'fit for purpose' into the future.	31/03/19	<ul style="list-style-type: none"> Centralise service provision where appropriate; Services are provided that are relevant and appropriate to the needs of the community going forward. 	<ul style="list-style-type: none"> Clients, staff and partners do not engage in the review process fully; Funding cuts from Health and Adult Social Care impact on the service; The review outcomes are not supported; Capacity to carryout the review.
CC2	To continue to analyse and monitor the performance of the Centres to enable informed service decisions to be made based on trends and usage.	31/03/19	<ul style="list-style-type: none"> We have the correct information available to make strategic decisions; Use data to attract new customers and identify the best way of delivering services in line with the Corporate Health and Well being Plan. 	<ul style="list-style-type: none"> Lack of resources; Staff / Service Users are resistant to change.

CE1	To develop, in collaboration with the Sheerwater Community and Surrey County Council, an Action Plan around Asset Based Community Development in Sheerwater.	31/03/19	<ul style="list-style-type: none"> Better engagement with the community and organisations based in Sheerwater; A multi-agency Action Plan; Improved health & wellbeing of residents. 	<ul style="list-style-type: none"> Disengagement / lack of engagement with Sheerwater residents; Lack of resources to enable the Action Plan to be delivered.
CE2	To plan and implement an end of World War commemoration service and also plan a service at the Muslim Burial Ground Peace Garden.	31/11/18	<ul style="list-style-type: none"> Raising multi-cultural awareness within the community; Improved links with the Armed Forces; Raising the profile of Woking both nationally and internationally. 	<ul style="list-style-type: none"> Having sufficient resources in place to enable the programme to be planned; Availability and attendance of Armed Forces personnel and US / Pakistan embassy representatives.
CE3	Undertake a review of community asset provision and community integration in Goldsworth Park (including Lakeview).	30/06/18	<ul style="list-style-type: none"> Better engagement with the community and organisations based in the area; A multi-agency Action Plan; Improved wellbeing outcomes for residents. 	<ul style="list-style-type: none"> Lack of engagement; Lack of resources to bring groups together.
CE4	To develop and implement an annual action plan on interfaith work in collaboration with Woking People of Faith.	30/09/18	<ul style="list-style-type: none"> Faith and cultural engagement with residents and faith institutions in the Borough; Improved resilience and cohesion in the community. 	<ul style="list-style-type: none"> Lack of resource to deliver programmes; Lack of institutional cooperation.
CS1	Undertake a wide ranging review of the way in which WBC delivers Anti-Social Behaviour activities.	30/09/18	<ul style="list-style-type: none"> Action Plan that will list activities to be completed resulting from the review – e.g. an updated Anti Social Behaviour Strategy, Council website updated. 	<ul style="list-style-type: none"> Review may be delayed if staff resource does not have capacity.
CS2	Deliver Anti Social Behaviour and Domestic Abuse community safety awareness campaigns.	31/07/18 31/10/18	<ul style="list-style-type: none"> Raise awareness amongst the public and agency staff about Anti Social Behaviour and Domestic Abuse and where help and support are available. 	<ul style="list-style-type: none"> Campaigns may not run if there are insufficient resources.

CS3	To run a Junior Citizen Scheme for around 1,000 year 6 pupils from primary schools across the Borough.	31/03/19	<ul style="list-style-type: none"> • Practical demonstrations and interactive workshops to show children how to stay safe in everyday situations; • Children better equipped to deal with possible hazardous situations; • Partnership working with other agencies. 	<ul style="list-style-type: none"> • The scheme may not run if one or more agencies withdraw support.
FS1	Provide intensive support to at least 100 families within the Borough of Woking.	31/03/18	<ul style="list-style-type: none"> • Holistic family Assessments and Action Plans can be implemented; • Improvements in the lives of families regarding parenting, education, employment, crime and anti-social behaviour, health and domestic abuse; • Family progress defined and tracked. 	<ul style="list-style-type: none"> • Adequate number of referrals need to be received; • Referrals need to be eligible for Payment by Results claims; • Unforeseen changes to staffing.
FS2	To work with Surrey County Early Help Leads to ensure that FSP is fully embedded in the wider Early Help offer and Family Partnership Networks reflect local need.	31/03/19	<ul style="list-style-type: none"> • Families can easily access support services in their local areas; • Woking's Early Help services are closely networked across its key geographical areas; • Professionals in Family Partnership Networks are fully aware of processes and pathways for support; • Families and professionals feedback improved service outcomes. 	<ul style="list-style-type: none"> • Wider Early Help changes may delay progress due to increased pressures; • Ofsted inspections may influence more changes to the Early Help agenda; • Should there be conflicting priorities between partners.
FS3	To complete high quality Early Help Assessments for families using the new template and for the team to complete a practice development session to share best practice.	30/06/18	<ul style="list-style-type: none"> • Families receive high quality assessments that include all family members and 'significant others' that play a role in family life; • The voice of the child is always captured including professionals' observations when children are too young to share their views; • All assessments are shared with the Early Help Hub; • Assessments are jargon-free, holistic and cogent; • Action Plans include SMART targets so progress is measured. 	<ul style="list-style-type: none"> • Further changes to assessment templates and guidance; • Unforeseen changes to staffing; • Changes to supervisory staff who are qualified to gatekeep assessments; • Prioritising time for local quality assurance.

<p>FS4</p>	<p>To oversee the management of the Vulnerable Persons Relocation Scheme (VPRS) and resettle 12 families.</p>	<p>31/03/19</p>	<ul style="list-style-type: none"> • Family allocation and accommodation needs (THL and private sector) are now managed via the Family Support Team rather than Housing Options; • Accommodation to be secured that is stable and within LHA rates; • Practice is both targeted and safe; • Refugee families have increased access to support and local services to enhance their integration and are safe, valued and independent; • The Home Office Statement of Requirements is fully adhered to. 	<ul style="list-style-type: none"> • Lack of suitable accommodation; • Unforeseen issues with families that create extra work and time, for example anti-social behaviour; • Public backlash and potential hate crime.
<p>FS5</p>	<p>To create additional English for Speakers of Other Languages (ESOL) provision for families using qualified volunteers.</p>	<p>30/06/18</p>	<ul style="list-style-type: none"> • ESOL levels rise and students pass exams and progress into mainstream ESOL classes; • Mothers with babies have more accessible ESOL support; • ESOL support can commence within one month of arrival rather than waiting for the term to start; • Volunteers are DBS checked and trained in cultural awareness and safeguarding; • Volunteers receive group supervision and support from the Senior Family Coordinator; • ESOL trained volunteers meet with families and individuals weekly; • Practice is safe. 	<ul style="list-style-type: none"> • Lack of volunteers who are ESOL trained; • Additional staff time to ensure volunteers are safety checked, trained and matched to a family; • If volunteers start to get too involved with families rather than focussing on ESOL provision.

FS6	To assess independence of refugee families and tailor support accordingly.	30/06/18	<ul style="list-style-type: none"> • Three checklists will be developed to indicate if families have low / moderate / high independence; • Outcome Star charts with SMART Action Plans will be used with refugee families in months 3, 9 & 12 in year 1 and a minimum of annually in years 2-5; • A clear process and model of support based upon family need will be developed utilising best practice from other Councils running the scheme (e.g. Oxford/Ashford); • Families see progress. 	<ul style="list-style-type: none"> • Complex family needs take up staff time; • Unforeseen changes to staffing; • Language barrier.
FS7	To commission a jointly funded therapeutic vocational training scheme for refugee families during their first year of arrival.	31/03/19	<ul style="list-style-type: none"> • Families learn new skills and gain confidence; • Vocational ESOL is improved; • Families have an indirectly therapeutic and supportive community to engage with; • Refugees are 'job-ready' within year one of arrival; • Refugees with additional needs are engaged in a positive activity. 	<ul style="list-style-type: none"> • Budget constraints; • Securing suitable premises; • Refugees having too many appointments; • Conflicts between families; • Ensuring the provider works to agreed standards and supports the wider project.
VC1	Development of a Voluntary, Community and Faith Sector (VCFS) Strategy and Action Plan to strengthen, develop and enhance the VCFS sector within the borough.	30/09/18	<ul style="list-style-type: none"> • VCFS are supported and enabled to respond to commissions; • The Council markets in a co-ordinated manner the support available to VCFS and engages proactively with VCFS; • Commissioners have confidence in the VCFS to deliver requirements; • Networks are put in place which aid communication and awareness; • Improved links across wider health and social care sector. 	<ul style="list-style-type: none"> • Capacity of VCFS to engage.

VC2	Information and advice – put in place an information depository / directory of VCFS / Community Contacts in order to meet the requirements of the Care Act and wider operational needs.	30/06/18	<ul style="list-style-type: none"> • Single up to date depository of community contacts; • Shared portals are regularly updated on behalf of Council and wider VCFS activity – i.e.: Surrey Information Point (SIP) and Family Information Service (FIS); • Council services use consistent shared messaging / information; • Information from other Health and Social Care providers are shared and relevant services and partners made aware. 	<ul style="list-style-type: none"> • Obtaining up to date information from partners; • Access to shared portals is restricted.
VC3	Community Matters Partnership Programme – to continue to develop the project in accordance with the overall ambitions of the programme.	31/03/19	<ul style="list-style-type: none"> • Increased number of businesses commit to the programme; • Events are delivered in a professional and timely manner; • Community accesses grants available through the programme for local benefit. 	<ul style="list-style-type: none"> • Capacity issues once the initial Co-ordinated finishes their contract; • Buy-in to the concept by businesses; • Sustainability of the Programme.
VC4	To develop an internal process, which facilitates the proactive search and identification of grant funding for specific projects.	30/05/18	<ul style="list-style-type: none"> • Grants Officer is able to give advice on grants available (Grantfinder.co.uk & other sources); • Increased applications for external funding are made; • Relevant colleagues are notified of potential funding available; • Opportunities for accessing funding are enhanced. 	<ul style="list-style-type: none"> • Staff capacity to develop applications for external funding.
VC5	Working Interpretation and Translation Service (WITS) – to explore the opportunity for expansion of the service to meet needs of partners.	31/12/18	<ul style="list-style-type: none"> • Needs of partners are more widely understood; • Service is reviewed and developed to meet needs. 	<ul style="list-style-type: none"> • Capacity of health, social care, education and other partners to engage proactively with review.

COMMUNITY SUPPORT**REVENUE ESTIMATES**

	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
<u>Expenditure</u>		
Employees	1,143,011	1,906,001
Premises	239,277	235,486
Transport	3,680	3,680
Supplies & Services	1,073,423	1,044,207
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges	111,815	109,306
GROSS EXPENDITURE	<u>2,571,206</u>	<u>3,298,680</u>
<u>Income</u>		
Government Grants		
Other Grants		
Sales	-6,950	-6,950
Fees & Charges	-135,073	-146,129
Rents	-35,000	-35,000
Other Income	-818	-818
NET EXPENDITURE	<u>2,393,365</u>	<u>3,109,783</u>

SUMMARY OF VARIATIONS

Original Estimate 2017/18	2,393,365
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	762,990
Changes in Capital Charges	-2,509
Contractual Inflation	0
Changes in Facilities Management Contract	2,021
Changes in Energy Costs	-6,710
Business Rates Changes	898
Changes in Insurance	0
Changes in Fees and Charges	-11,056
Cost Reductions	0
Other Minor Variations	-1,216
	<u>744,418</u>
<u>Specific Service Issues</u>	
Women's Support Centre administration costs	31,000
Direct funding of The Junction - previously supported by Grant	32,000
Grants budget reduction to cover WAVS	-91,000
Original Estimate 2018/19	<u>3,109,783</u>

Theme: People
Service Plan: Community Support

PEOPLE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Health & Wellbeing and Cultural Development	Sue Barham	Arts, Heritage and Events: Strategic Director Children and Youth Development: Strategic Director Health & Wellbeing (Physical, Mental Health, Safeguarding): Strategic Director Leisure Services: Strategic Director Sports Development: Strategic Director	Cllr Pengelly Cllr Pengelly Cllr Hunwicks Cllr Pengelly Cllr Pengelly

Service Plan Overview (Key Functions) 2018/19

The Leisure and Cultural Development Service Plan is divided into 5 main sections:

Arts, Heritage and Events

The strategic management and implementation of arts, heritage and events across the Borough. This service will include the planning and delivery of the Celebrate Woking programme, the development of projects that support the heritage of Woking, and working with partners such as Dance Woking, Ambassadors and the Lightbox to deliver a broad range of cultural activities.

Children and Youth Development

The strategic management and implementation of children and youth development across the Borough. This will include the delivery of Woking's integrated Youth Strategy and Youth Support Service, as well as increasing involvement with the County's Early Help agenda.

Health & Wellbeing (Physical, Mental Health and Safeguarding)

To take a strategic approach to improving and sustaining the health and wellbeing of residents in Woking. The service will include working in association with appropriate Health and Social Care partners to deliver and raise awareness of the personal benefits that are designed to encourage and improve overall levels of health and wellbeing participation within the community.

Leisure Services

The aim of this service is to develop and deliver a wide range of sporting, leisure and recreational activities both on a community and commercial basis which meets community need. Much of this service offer is managed in partnership with Greenwich Leisure Limited and Freedom Leisure (the on-site operator) through the use of numerous venues including the Pool in the Park, Woking Leisure Centre, Woking Park, Sports Pavilions, Hoe Valley Leisure Facilities (due to open 1 September 2018) playing fields and other community facilities.

Sports Development

The strategic management and implementation of sports development across the Borough. This service will include supporting Woking's participation in the Surrey Youth Games, the development of sport strategies, and supporting the creation and sustainability of sport clubs in Woking through training, forums and funding advice.

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
AHE 1	Deliver a successful Celebrate Woking 2018 programme and pre-plan for 2019 Programme.	31/12/18	<ul style="list-style-type: none"> Appoint Event Management Contractor for Party in the Park and Food Festival; Successful delivery of main/partner events; Reduction in staff resource across the organisation to deliver the programme; 2019 theme and outline programme agreed in autumn. 	<ul style="list-style-type: none"> Partners don't deliver agreed input; Sponsorship monies don't come to fruition; Inclement weather adversely impacts; Infrastructure failure.
AHE 2	Develop and market a Public Art Trail for the Borough.	31/12/18	<ul style="list-style-type: none"> A digital/marketing offer highlighting Woking's Public Art. To include reference where feasible to any future Public Art in Victoria Square Development. 	<ul style="list-style-type: none"> Cost of production is prohibitive; Ability to obtain exact information about art installation and artists.
AHE 3	Looking at best practice, undertake a programme use review of The Rhoda McGaw Theatre to maximise efficiency of and financial viability of Theatre.	31/03/19	<ul style="list-style-type: none"> Allocation of space for use by Community Arts, Drama and Dance groups is programmed more effectively; A quality standard for Community Productions is established to assist with audience development; Opportunity to promote the Rhoda for use by professional and commercial artistes / touring groups is maximised 	<ul style="list-style-type: none"> Lack of engagement by community arts groups; Insufficient resource is provided by Ambassadors Theatre Group to the review; Outcomes of the review aren't considered viable to introduce.
AHE 4	Review best practice around having a Cultural Strategy and update the Council's strategy as appropriate.	31/03/19	<ul style="list-style-type: none"> Updated / new Cultural Strategy for the Council. 	<ul style="list-style-type: none"> Lack of best practice sources; Insufficient resources available to proceed.

CYD 1	In view of SCC reduction in funding and approach to Early Help, review the Integrated Youth Strategy for Woking	31/03/19	<ul style="list-style-type: none"> • Young people and Youth Practitioners understand the Early Help Offer and resultant impacts; • Community Youth Work Service provision is jointly recommissioned. 	<ul style="list-style-type: none"> • Lack of clarity about what Early Help Offer is; • Insufficient resources available from all partners to proceed; • Reduction in service offer.
CYD 2	To work with partners to develop the Woking Early Help Offer including Local Family Partnerships.	31/03/19	<ul style="list-style-type: none"> • Enhanced Integrated Early Help Offer / working is taking place within Woking; • Co-located Early Help Teams are based in Civic Offices; • Improved Early Help outcomes for families; • Local Family Partnerships are established. 	<ul style="list-style-type: none"> • Lack of buy-in from partners; • Offer is not seen as being reflective of local Woking need; • Early Help Offer results in unacceptable service impacts.
HW1	Continue to develop Health & Wellbeing partnerships in order to influence health and social care provision within the Borough.	31/03/19	<ul style="list-style-type: none"> • Positive engagement in discussions on service commissioning; • Appropriate services commissioned at local level according to need; • Enhanced partnerships leads to honest and frank discussions and improved decision making. 	<ul style="list-style-type: none"> • Lack of resources negatively impacts relationships; • Local emphasis is lost to county-wide commissions.
HW2	Development of a Physical Activity Strategy Action Plan to reflect Government Sports Strategy and Sport England Policy.	31/03/19	<ul style="list-style-type: none"> • Action Plan developed; • Better use of resources; • Improved Health & Wellbeing outcomes; • Partners clearer about priorities. 	<ul style="list-style-type: none"> • Insufficient resource to develop; • Potential duplication of activity with other sport, health and cultural strategy plans.
HW3	Woking Health & Wellbeing Plan is reviewed, updated and resourced to reflect local need and delivery.	31/12/18	<ul style="list-style-type: none"> • Refreshed Woking Health & Wellbeing Plan; • Partner buy-in to shared actions resulting in co-ordinated outcomes; • Enhanced community wellbeing. 	<ul style="list-style-type: none"> • Partners don't engage with updating plan; • Differing priorities result in plan not being agreed; • Insufficient resources to progress.
HW4	To progress becoming a Dementia Friendly Borough.	31/03/19	<ul style="list-style-type: none"> • Encourage and assist with the creation of business / area based Action Alliances; • Co-ordinate and develop the Woking Borough Dementia Action Alliance to act as the umbrella organisation for all other Action Alliances; 	<ul style="list-style-type: none"> • Alzheimer's project resource is limited; • Businesses / areas do not engage; • Lack of resources; • Competing pressures; • Ward/locality does not engage.

			<ul style="list-style-type: none"> • Run DFC & Champion training; • Develop Dementia Improvement plan for Council Services. 	
HW5	To carryout Access Audits to include dementia requirements of all corporate buildings.	31/03/19	<ul style="list-style-type: none"> • Improve access to all residents; • Ensure corporate buildings are seen to lead the way in becoming accessible to all. 	<ul style="list-style-type: none"> • Insufficient funding to carryout recommendations; • Competing pressures.
HW6	Wellbeing prescribing is established across the Woking GP Network and subsequently made sustainable.	31/03/19	<ul style="list-style-type: none"> • Wellbeing Prescription is extended to increased number of GP surgeries; • Referrals increase; • North West Surrey Clinical Commissioning Group positively evaluate outcomes; • Sustainable funding is secured. 	<ul style="list-style-type: none"> • Demand exceeds available programme resources; • Insufficient resource to sustain the programme.
HW7	To introduce the ability for officers to make a Carers Prescription.	01/06/18	<ul style="list-style-type: none"> • Improve health and wellbeing of residents; • Greater staff awareness regarding carer services available; • Improved joint working with health and social care partners; • Increase identification of carers in borough. 	<ul style="list-style-type: none"> • Lack of resources; • Lack of capacity to attend relevant training.
HW8	Further develop a Carers Action Plan to ensure the principles of the Working Together for Carers Memorandum of Understanding are met.	31/03/19	<ul style="list-style-type: none"> • Support the identification, recognition and registration of Carers; • Staff become aware of the needs of carers and of their community value; • Carers will be supported by information sharing. 	<ul style="list-style-type: none"> • Capacity for all partners to actively contribute; • Competing pressures.
LS1	To develop and implement as agreed investment proposals with the Council's Leisure Operator for service improvements across the Leisure Management Contract.	31/03/19	<ul style="list-style-type: none"> • Refurbished flumes are in place; • Investment schemes for replacement changing room upgrades are agreed and delivered ; • Contractual changes made to accommodate; • Service offer remains fresh and relevant. 	<ul style="list-style-type: none"> • Insufficient funding to proceed; • Variation to contract cannot be agreed.

LS2	Catering Kiosk in Woking Park is installed and a provider is engaged to run the facility.	30/04/18	<ul style="list-style-type: none"> • Catering provision in Woking Park; • Quality provider is sourced to operate facility; • Dwell time in park and Leisure Centre & Pool in the Park increases; • Play Area becomes destination Play Facility for area. 	<ul style="list-style-type: none"> • No suitable provider is secured; • Kiosk provision exceeds budget.
LS3	Subject to approval, Leisure Provision and Provider for Sheerwater (BDB) project are agreed in principle, with ongoing work to agree contractual terms and operating arrangements between all parties.	30/06/18	<ul style="list-style-type: none"> • Leisure provision is designed to meet need; • Management Agreement agreed between all parties; • Greenwich Leisure Limited / Freedom Leisure are secured as leisure provider. 	<ul style="list-style-type: none"> • Sheerwater Regeneration project does not receive approval / is delayed.
SD1	Outdoor Facilities Strategy Action Plan is progressed with partners.	31/03/19	<ul style="list-style-type: none"> • Priority actions for Phase 1 of the Action Plan (Yrs. 1 & 2) are delivered; • Plans for Phase 2 are finalised; • External funding resources are secured. 	<ul style="list-style-type: none"> • Resources are unavailable from various sources to progress the Action Plan.
SD2	Further development and promotion of This Girl Can, GoodGym and associated project funded initiatives.	31/12/18	<ul style="list-style-type: none"> • Further development of priority activity; • Increased used of resources and partners to deliver; • Increased participation by women and girls in sport and physical activity; • Jointly work with partners on related funding bids and initiatives. 	<ul style="list-style-type: none"> • Target market does not engage; • Same individuals rather than 'non-sporty' individuals take-up offer; • Funding bids are unsuccessful.
SD3	Surrey Youth Games, including trials, are delivered successfully and have continuing legacy for participants.	30/06/18	<ul style="list-style-type: none"> • Woking enters Teams in all sport categories in Surrey Youth Games; • More children and young people participate in the Surrey Youth Games trials as well as main event; • More participants continue to engage in sport through club environment; • More sport volunteers / coaches and officials are developed. 	<ul style="list-style-type: none"> • Resource constraints result in smaller event being run – reducing opportunities; • Sponsorship for the County event is not forthcoming; • Venues for trials are not available.

SD4	Facility Development in Tennis and Cycling is progressed for the Borough.	31/03/19	<ul style="list-style-type: none"> • Tennis Development Plan for Woking Park with nominated provider is in place; • Funding bid to Lawn Tennis Association is made for floodlights and subject to approval is installed; • Cycling Plan for Borough is developed. 	<ul style="list-style-type: none"> • Resources for floodlights are not forthcoming; • Tennis provider withdraws; • Cycling partners do not engage.
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HEALTH AND WELLBEING AND CULTURAL DEVELOPMENT**REVENUE ESTIMATES**

	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
<u>Expenditure</u>		
Employees	603,732	683,441
Premises	1,473,697	1,666,963
Transport	400	400
Supplies & Services	1,048,670	1,061,670
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges	<u>277,573</u>	<u>229,492</u>
GROSS EXPENDITURE	<u>3,404,072</u>	<u>3,641,966</u>
<u>Income</u>		
Government Grants		
Other Grants	-1,000	-1,000
Sales	-30,000	-100,000
Fees & Charges	-42,410	-42,410
Rents		
Other Income	<u>-651,142</u>	<u>-473,615</u>
NET EXPENDITURE	<u>2,679,520</u>	<u>3,024,941</u>

SUMMARY OF VARIATIONS

Original Estimate 2017/18	2,679,520
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	79,709
Changes in Capital Charges	-48,081
Contractual Inflation	13,000
Changes in Facilities Management Contract	337
Changes in Energy Costs	-51,010
Business Rates Changes	0
Changes in Insurance	0
Changes in Fees and Charges	0
Cost Reductions	0
Other Minor Variations	<u>2,272</u>
	-3,773
<u>Specific Service Issues</u>	
Leisure Management Contract Fee	
- Annual indexation	-16,242
- Impact of investment in facilities	23,365
- Additional fee for Hoe Valley Leisure facilities	170,404
Other running costs for Hoe Valley Leisure Facilities	171,667
Original Estimate 2018/19	<u>3,024,941</u>

PEOPLE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Housing	Sue Barham	Housing Needs (Options, Homelessness & Allocations): Housing Needs Manager Housing Standards: Housing Standards Manager Housing Strategy and Enabling: Housing Standards Manager	Cllr Kemp Cllr Kemp Cllr Kemp

Service Plan Overview (Key Functions) 2018/19

The Housing Service Plan is divided into 3 main sections:

Housing Needs (Options, Homelessness and Allocations)

This service provides a comprehensive Housing Advice and Options service. This includes arranging emergency B&B and temporary accommodation for families in need and using a range of housing options to prevent homelessness including mediation, home visits and rent bond schemes. It also deals with Housing Registration and Allocations, which register and allocates houses to applicants.

Housing Standards

Poor housing directly affects resident’s health and wellbeing, and improving standards in private housing is key to supporting a healthy community. The service focuses on improving existing housing in the private rented sector and enforcing housing conditions so that private tenants live in decent and safe accommodation.

Housing Strategy and Enabling

The service works to maximise the number of affordable homes available for residents in the private rented sector as well as through housing associations. This is achieved by ensuring that affordable housing is delivered through housing developments, and developing a range of schemes to support residents in private rented accommodation.

Focus for the coming year – Service Plan Objectives and Priorities				
Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
HN1	To work closely with the Sheerwater Regeneration Team to allocate properties through Hometrak to applicants who wish to move early and with those who need to move through the phases of the project, including applicants in temporary accommodation.	31/03/19	<ul style="list-style-type: none"> Families able to be relocated to enable the Sheerwater project to go ahead; Minimal disruption to displaced residents. 	<ul style="list-style-type: none"> Project doesn't go ahead; Project is delayed; Not enough properties to move people into.
HN2	Implement The Homelessness Reduction Act	31/03/19	<ul style="list-style-type: none"> Ensure additional resources/staff are in place within Housing Options/Housing Needs Teams; Ensure new IT system is in place and fit for purpose including P1E software. 	<ul style="list-style-type: none"> Unable to recruit; Unable to implement new IT in time.
HN3	Develop a Rents Policy in conjunction with Thamesway Housing Limited (THL).	31/03/19	<ul style="list-style-type: none"> Rents Policy adopted by THL; THL Rents at or below Local Housing Allowance level; More applicants fulfil criteria and housed. 	<ul style="list-style-type: none"> THL unable to reduce rents; Staff workload capacity.
HN4	Increase Temporary Accommodation for homeless households.	31/03/19	<ul style="list-style-type: none"> Reduction on reliance on B&B's to house homeless households; Homeless duties are discharged; Bring into use additional accommodation to support homeless households. 	<ul style="list-style-type: none"> Lack of Funding; Not enough appropriate accommodation to bring into use.
HN5	To work with partners to provide the INDIGO Project, which supports new rough sleepers with mental health issues.	31/03/19	<ul style="list-style-type: none"> Additional support for Rough Sleepers; Decrease in number sleeping on streets. 	<ul style="list-style-type: none"> Lack of funding or support for the project.
HS1	Undertake 100 proactive inspections of private rented dwellings during the year and instigate action to remedy health and safety hazards.	31/03/19	<ul style="list-style-type: none"> Property inspections completed; Enforcement action instigated; Dwellings improved. 	<ul style="list-style-type: none"> Retention of existing staffing resources.

HS2	Deliver the selective licensing scheme and either license or instigate enforcement action in respect of 400 properties.	31/03/19	<ul style="list-style-type: none"> • Licence applications processed and licence decisions made; • Financial penalty notices served in respect of unlicensed properties. 	<ul style="list-style-type: none"> • Recruitment to newly created posts; • Objections to licensing designation.
HS3	Deliver the objectives contained within the Council's Empty Homes Plan.	31/03/19	<ul style="list-style-type: none"> • Empty Homes Plan action plan delivered. 	<ul style="list-style-type: none"> • Staffing resources.
HS4	Deliver 'Let's Talk' events for private sector landlords and letting agents.	31/03/19	<ul style="list-style-type: none"> • Events arranged to coincide with legislative change or Council initiatives; • Two events delivered during the year; • Improved networking opportunities. 	<ul style="list-style-type: none"> • Limited support from private sector landlords and letting agents.
HSE 1	Review and replace the Council's Housing Strategy.	30/06/18	<ul style="list-style-type: none"> • Strategy drafted to reflect current housing needs in the Borough and the current and future housing environment; • Strategy adopted by Council. 	<ul style="list-style-type: none"> • Staffing resources; • Delays in obtaining adoption of the Strategy.
HSE 2	Deliver 40 private rented sector offers to homeless households to discharge our housing duty (as amended by the Homelessness Reduction Act).	31/03/19	<ul style="list-style-type: none"> • Promotion of schemes to property owners and investor landlords; • 40 new tenancies facilitated. 	<ul style="list-style-type: none"> • Limited support for new schemes by private landlords and property investors.
HSE 3	Deliver a regular forum between the Council and registered providers operating in the Borough.	31/03/19	<ul style="list-style-type: none"> • Improve the delivery of affordable homes in the Borough despite challenging market conditions; • Forum aims to improve joint working. 	<ul style="list-style-type: none"> • Limited engagement from Registered Providers; • Change in Governmental policy relating to affordable housing; • Change in financial environment for Registered Providers.
HSE 4	Deliver courses to help residents access and sustain tenancies in the private and social rented housing sectors.	31/03/19	<ul style="list-style-type: none"> • Residents trained around financial hardship issues resulting from the on-going welfare reforms; • Courses delivered in partnership with key organisations. 	<ul style="list-style-type: none"> • Limited engagement from residents wishing to attend course; • Withdrawal of support from partner agencies.

<p>HSE 5</p>	<p>Delivery of additional Housing Revenue Account homes.</p>	<p>31/03/19</p>	<ul style="list-style-type: none"> • Additional HRA properties are built; • Street properties are purchased and brought into the HRA as maybe appropriate; • Existing HRA properties where appropriate and feasible are adapted to create additional units / homes. 	<ul style="list-style-type: none"> • Limited funding headroom in the HRA to accommodate delivery; • Insufficient suitable sites are identified • Limited developers in the marketplace to deliver appropriate schemes within standards and funding envelope; • Sufficient resources.
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HOUSING**REVENUE ESTIMATES**

	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
<u>Expenditure</u>		
Employees	1,114,787	1,640,511
Premises	407,923	421,123
Transport	95	95
Supplies & Services	905,595	1,143,989
Third Party Payments		
Transfer Payments	124,359	124,359
Support Services		
Capital Charges	392,280	712,743
GROSS EXPENDITURE	<u>2,945,039</u>	<u>4,042,820</u>
<u>Income</u>		
Government Grants	-108,604	-346,998
Other Grants		
Sales		
Fees & Charges	-213,676	-545,296
Rents	-25,199	-25,199
Other Income	-519,968	-519,968
NET EXPENDITURE	<u>2,077,592</u>	<u>2,605,359</u>

SUMMARY OF VARIATIONS

Original Estimate 2017/18	2,077,592
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	525,724
Changes in Capital Charges	320,463
Contractual Inflation	0
Changes in Facilities Management Contract	0
Changes in Energy Costs	0
Business Rates Changes	0
Changes in Insurance	0
Changes in Fees and Charges	-4,800
Cost Reductions	0
Other Minor Variations	0
	<u>841,387</u>
<u>Specific Service Issues</u>	
Changes In Grounds Maintenance	13,200
Homelessness Reduction Act Resource	133,394
Homelessness Flexible Support Grant	-238,394
Selective Licensing Fees & Financial Penalties	-326,820
Let's Rent - Private Rented Sector Access Scheme Policy	105,000
Original Estimate 2018/19	<u>2,605,359</u>

PEOPLE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Independent Living	Sue Barham	Brockhill Extra Care: Home Independence Manager Careline: Home Independence Manager Community Meals Service: Area Manager Centres and Community Meals Homelink and Handy Person Service: Home Independence Manager Home Support: Housing Needs Manager	Cllr Kemp Cllr Kemp Cllr Kemp Cllr Kemp Cllr Kemp

Service Plan Overview (Key Functions) 2018/19

The Independent Living Service Plan is divided into 5 main sections:

Brockhill Extra Care

This scheme provides additional support to frail elderly individuals. 49 tenancies are available within the scheme of which 20 tenancies are currently designed as 'extra care' with funding being delivered via Surrey County Council commissioning services. The service provides 24 hour staff support, personal assistance to help individuals maintain their independence and social networks and the delivery of social activities.

Careline

The service provides dispersed alarm units to individuals living independently in the community which are linked to a monitoring centre. Also includes a visiting, monitoring, advice and information service to clients to promote health and wellbeing and personal safety. This service enables older, vulnerable, and disabled people to remain living independently in their own homes with peace of mind in the knowledge that they can summon help 24 hours a day, 365 days a year.

Community Meals Service

Operating 365 days a year, this service maximises people's independence to remain in their own homes, and encourages and supports personal responsibility for healthy ageing, by providing access to affordable balanced meals. The service also provides meals at various venues to support health and wellbeing, malnutrition and social inclusion issues for the elderly.

Homelink and Handy Person Service

Homelink, the Council's home improvement agency, supports elderly vulnerable and disabled residents to remain in their homes through advice and support. Homelink offers a handyperson service which provides low-cost aids and DIY repairs to customers who may otherwise be unable to have the works completed. There is also an agency service for disabled residents who apply for facilities grants.

Home Support

This is a service provided to tenants of sheltered and supported housing. The service operates 9am to 5pm, seven days a week. The service includes the creation of support plans for individuals as they take up tenancy to ensure their independence is maintained, and regular home visits to check on the health and wellbeing of tenants and to support them as required.

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
BH1	Review service offer in light of changing Adult Social Care funding / commissioning arrangements for care provider on site.	31/03/19	<ul style="list-style-type: none"> Adult Social Care re-commissioning of care provider will have impact on service users as well as staffing structure at Brockhill; Review staffing structure; Review impact on rents. 	<ul style="list-style-type: none"> Service offer is reduced and doesn't meet service user expectation; Tenant confusion; Potential redundancies.
BH2	Explore the possibility of the Adult Social Care SLIC clinic being based at Brockhill.	31/03/19	<ul style="list-style-type: none"> Relocate clinic from flat in Sutton Avenue freeing up a property for rental; Encourage use of Brockhill; Improve visibility and PR for Brockhill. 	<ul style="list-style-type: none"> Cost of relocating the service; Not suitable premise.
CL1	Continue to remove hard wired alarm systems in sheltered and supported Council housing and replace with individual property systems.	31/03/19	<ul style="list-style-type: none"> Replace scheme with hard wire alarm systems with individual care lines; Provide flexibility for residents and future use of the properties; Provide consistent approach across all tenure; Capital saving as hard wire systems will not be replaced. 	<ul style="list-style-type: none"> Pressures on Home Support resources to carryout the work; Tenant confusion.
CL2	Produce a marketing strategy to increase the client base and protect the Careline service from private competition.	31/03/19	<ul style="list-style-type: none"> Improve client offer; Improved technology to be offered; Improve website and marketing literature. 	<ul style="list-style-type: none"> Technology becoming outdated; Costs are prohibitive for clients; Competitors in the private sector.

CL3	Seek CCG funding to introduce a falls responder service that reduces the need for ambulances to respond when a tenant falls but no medical assistance is required.	01/10/18	<ul style="list-style-type: none"> • Improve speed of response; • Reduce need for ambulance; • Improved client/tenant wellbeing. 	<ul style="list-style-type: none"> • Cost of service; • Not a suitable venue.
CM1	In light of increasing funding pressures, explore and make recommendations on different business models of operation which continues to deliver a service that meets customer needs but in an increasing sustainable manner.	31/03/19	<ul style="list-style-type: none"> • Recommendations on most appropriate business model of operation; • A clear plan for the future sustainability of the service. 	<ul style="list-style-type: none"> • Lack of Capacity to undertake review; • Uncertainty around funding changes; • Possible financial implications; • Any proposed service changes may not be supported by service users.
CM2	In the light of continuing funding pressures, assess the Centre Meal and Coffee Bar service provision to ensure it is suitable for customer needs.	31/03/19	<ul style="list-style-type: none"> • Recommendations regarding how to deliver a sustainable service; • Centre catering services that are effective and sufficient to meet customer's needs and demand. 	<ul style="list-style-type: none"> • Lack of resources.
CM3	To improve the service offer for customers by expanding provision to include new offers such as breakfast.	30/09/18	<ul style="list-style-type: none"> • Greater choice for customers; • Increased revenue; • Offering a daily full meal provision; • Home delivery services that are effective and sufficient to meet customer needs and demand. 	<ul style="list-style-type: none"> • Risk that the breakfast service is not taken up by customers; • Risk that cost exceeds income.
CM4	Working with a variety of partners and the council's own services, actively promote and market the service to meet latent demand.	31/03/19	<ul style="list-style-type: none"> • Improved service for customers; • Increased levels of activity during week and weekend; • Additional income. 	<ul style="list-style-type: none"> • Lack of resources; • Lack of demand for new rounds; • Costs exceed income.

HL1	Progress the development of the North West Surrey Home Improvement Agency Hub.	31/03/18	<ul style="list-style-type: none"> • Improve consistency of service across authorities; • Economies due to scale of operations; • Strengthens Homelink service delivery position; • Greater flexibility to cover emergencies. 	<ul style="list-style-type: none"> • Willingness of Authorities to work together; • Reduction or removal of SCC grant funding; • Competing pressures; • Lack of available resources.
HL2	Work with all Surrey Districts & Boroughs to implement the recommendations of the Foundations Home Improvement Agency Report.	15/09/18	<ul style="list-style-type: none"> • Produce economies in scale; • Speed up adaptation process; • Improve client satisfaction; • Increase ability to spend Better Care Fund grant. 	<ul style="list-style-type: none"> • Inability to share Adult Social Services systems; • Housing Assistance Policy to endorse the change under the Regulatory Reform Order 2002; • Competing pressures; • Lack of resources; • Lack of agreement between all D&Bs; • Reduced or removed SCC grant funding.
HS1	In light of SCC funding cuts carryout a fundamental review of the Home Support Service, and implement such agreed changes as approved.	31/03/19	<ul style="list-style-type: none"> • Recommendations paper based on findings of review; • Better use of resources; • Enhanced service where possible. 	<ul style="list-style-type: none"> • Funding reductions impacting on the service; • Recommendations not being agreed.

INDEPENDENT LIVING**REVENUE ESTIMATES**

	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
<u>Expenditure</u>		
Employees	1,137,372	1,135,746
Premises	81,249	89,215
Transport	41,111	57,336
Supplies & Services	191,458	207,603
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges		
GROSS EXPENDITURE	<u>1,451,190</u>	<u>1,489,900</u>
<u>Income</u>		
Government Grants		
Other Grants		-54,750
Sales	-320,320	-318,973
Fees & Charges	-234,880	-256,193
Rents	-23,437	-13,457
Other Income	-114,535	-127,535
NET EXPENDITURE	<u>758,018</u>	<u>718,992</u>

SUMMARY OF VARIATIONS

Original Estimate 2017/18	758,018
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	-1,626
Changes in Capital Charges	0
Contractual Inflation	0
Changes in Facilities Management Contract	2,236
Changes in Energy Costs	730
Business Rates Changes	0
Changes in Insurance	0
Changes in Fees and Charges	-19,831
Cost Reductions	0
Other Minor Variations	-84
	<u>-18,575</u>
<u>Specific Service Issues</u>	
Brockhill Refurbishment	5,000
Additional Community Meals Vehicle	10,000
3rd Handyperson and Additional Activity	22,454
Homelink Surrey County Council Funding	-54,750
Changes in Centres and Meals on Wheels Fee Income	1,347
Surrey County Council Social Care Funding - Meals	-14,649
Housing Related Support Funding	10,147
Original Estimate 2018/19	<u>718,992</u>

Theme: People
Service Plan: Independent Living

PLACE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Environmental Quality	Douglas Spinks	Building Control: Chief Building Control Surveyor Building Services: Building Services Manager Emergency Planning: Assistant Director Environmental Health: Environmental Health Manager Environmental Maintenance: Assistant Director Waste & Recycling: Contracts and Project Support Manager	Cllr Bowes Cllr Azad Cllr Hunwicks Cllr Hunwicks Cllr Hunwicks Cllr Hunwicks

Service Plan Overview (Key Functions) 2018/19

The Environmental Quality Service Plan is divided into 6 main sections:

Building Control

Building Control ensures that buildings are constructed to the standards in the Building Regulations to be safe, accessible and healthy. They also deal with dangerous structures and demolitions.

Building Services

Building Services is comprised of a surveying and engineering team which designs, specifies and project manages certain Council developments with an emphasis upon budget management and contract management. The team, with the assistance of Skanska Facilities Management, is also responsible for providing Facilities and Engineering Services to a number of Council properties through a combination of reactive engineering maintenance and planned M&E maintenance. The team also provides security at the Civic Offices, with responsibility for access control / CCTV and provides support for Civic Functions and Council meetings.

Emergency Planning

The Civil Contingencies Act (2004) places a statutory duty on Woking Borough Council to maintain plans for preventing emergencies, and reducing, controlling or mitigating the effects of emergencies.

Environmental Health

The Environmental Health service protects and improves public health and safety, including; food hygiene, health and safety at work, infectious disease, dog control / animal welfare, pest control and environmental pollution.

Environmental Maintenance

Management of all Woking Borough Council interest grounds including parks and countryside, street cleansing and environmental maintenance services which are provided in conjunction with our service partner, Serco. The function is supported by the Neighbourhood Services team. Also responsible for the removal of untaxed and abandoned vehicles.

Waste & Recycling

Responsible for delivering a range of environmental service contracts and projects including household waste and recycling collections and bus shelter provision.

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
BC1	To improve Building Control efficiency through partnership working.	31/01/19	<ul style="list-style-type: none"> Formation of a West Surrey Building Control partnership. 	<ul style="list-style-type: none"> Politics of neighbouring boroughs with differing goals.
BC2	Maintain a viable Building Control service.	31/01/19	<ul style="list-style-type: none"> Building Control maintains market share against private inspectors for lucrative commercial work. 	<ul style="list-style-type: none"> Increased commercial competition; Retention / recruiting qualified staff.
BS1	To maximise parking provision at Heathside Crescent car park.	31/03/19	<ul style="list-style-type: none"> Refurbished / extended carpark to provide an increase in spaces and an improved safe environment for users (increased lighting and CCTV coverage); Increased income to the Council from additional parking charges. 	<ul style="list-style-type: none"> Unforeseen costs of the redevelopment (ground conditions); Planning Approval may not be granted.
BS2	To reduce energy consumption and improve the internal environment (heating / cooling) at Pool in the Park and the Leisure Centre.	30/06/18	<ul style="list-style-type: none"> Reduction in energy consumption whilst providing an improved environment for users and staff at the Pool in the Park and Leisure Centre; Reduction in Carbon Reduction Commitment Payments. 	<ul style="list-style-type: none"> Costs of upgrade measures might be prohibitive with budgets not available.

EP1	Prepare and deliver specific training for core members of the Emergency Planning Operational Team.	30/09/18	<ul style="list-style-type: none"> Improved resilience and confidence to deal with emergency incidents; Emergency Planning procedures better embedded within the organisation. 	<ul style="list-style-type: none"> Availability of staff to attend training.
EP2	Ensure that the wider organisation has an increased awareness of the Council's Emergency Plans.	31/12/2018	<ul style="list-style-type: none"> Councillors and staff better briefed and more aware of internal Emergency Planning procedures; The profile of Emergency Planning is raised across the Council. 	<ul style="list-style-type: none"> Availability of staff and Councillors to attend training/briefings.
EH1	Maintain the existing arrangements for the joint management of the Environmental Health Service in Woking and Surrey Heath BC's and continue to seek improvements / other possible areas for further joint working.	31/03/19	<ul style="list-style-type: none"> Recommendations will be reported to Senior Management; Improved efficiencies, resilience and staff motivation. 	<ul style="list-style-type: none"> Recommendations will need Senior Management approval; Working with various stakeholders.
EH2	Reduce the number of food premises that are rated 0,1 and 2 in the national food hygiene rating scheme by directing resources into visiting and coaching those businesses to seek better compliance.	31/03/19	<ul style="list-style-type: none"> Better compliance with food hygiene legislation will provide safer food establishments for residents and visitors to the Borough; It will also preserve reputation of food businesses and therefore promote positive economic development. 	<ul style="list-style-type: none"> Lack of take up by food business; Increased time resource of staff.
EH3	Participate in the Surrey Air Quality exercise to determine levels of PM _{2.5} across the Borough.	31/03/19	<ul style="list-style-type: none"> Will allow us to get a better measure of air quality in the Borough enabling actions for improvement if necessary. 	<ul style="list-style-type: none"> Resource will be required to employ consultants to complete this modelling.
EH4	Produce and implement procedure for a new fixed penalty notice to be served on people who have fly tipped, where the amount of waste left constitutes more than litter but is less than that worthy of immediate prosecution.	31/12/18	<ul style="list-style-type: none"> Deterrent to offenders who fly tip waste within the Borough; Increased revenue to assist with paying for clearing fly tipped waste; Improved conditions for residents and better for the environment. 	<ul style="list-style-type: none"> Competing priorities / staff resource.

WBC Service Plans 2018/19

EM1	Agree new Agency Agreement with Surrey County Council for Environmental Maintenance services from April 2018.	30/04/18	<ul style="list-style-type: none"> • 4 year term providing certainty; • Continued influence regarding Environmental Maintenance service provision in the Borough. 	<ul style="list-style-type: none"> • Failure to agree new agency.
EM2	Expansion of Annual Tree Planting Programme.	08/02/19	<ul style="list-style-type: none"> • An additional 100 trees planted each year in the Borough; • Longer term environmental benefits. 	<ul style="list-style-type: none"> • In the future the financial implications of an expanded programme may need to be reviewed.
WR1	Monitor the performance of the Waste Collection service in the first year of operation in order that services are provided to a good standard.	30/09/18	<ul style="list-style-type: none"> • The central Contract Management Office (CMO) will be responsible for contract administration on behalf of the four participating authorities. 	<ul style="list-style-type: none"> • Performance of new contractor.
WR2	Implement new contract arrangement for bus shelter provision in the Borough.	30/09/18	<ul style="list-style-type: none"> • Contract to be in place when the current contract expires in August 2018; • Aim to have in place a flexible arrangement which provides value and allows additional bus shelters over the period of the contract. 	<ul style="list-style-type: none"> • Reluctance from tenderers to price for the contract.

ENVIRONMENTAL QUALITY**REVENUE ESTIMATES**

	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
<u>Expenditure</u>		
Employees	2,350,511	1,964,947
Premises	3,726,544	3,878,384
Transport	28,000	28,000
Supplies & Services	401,781	362,191
Third Party Payments	2,275,533	2,000,768
Transfer Payments		
Support Services		
Capital Charges	395,846	405,645
GROSS EXPENDITURE	9,178,215	8,639,935
<u>Income</u>		
Government Grants		
Other Grants		
Sales	-681,298	-12,240
Fees & Charges	-1,182,454	-1,267,500
Rents	-17,597	-17,597
Other Income	-492,392	-648,619
NET EXPENDITURE	6,804,474	6,693,979

SUMMARY OF VARIATIONS

Original Estimate 2017/18	6,804,474
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	-385,564
Changes in Capital Charges	9,799
Contractual Inflation	17,814
Changes in Facilities Management Contract	139,170
Changes in Energy Costs	-462
Business Rates Changes	-3,916
Changes in Insurance	0
Changes in Fees and Charges	-85,046
Cost Reductions	0
Other Minor Variations	-2,546
	-310,751
<u>Specific Service Issues</u>	
Environmental Maintenance - reduction in SCC funding	57,545
New Waste Contract savings	-100,000
Waste staff and capital costs previously accounted for elsewhere	34,745
Waste contribution reduction from Surrey County Council	207,966
Original Estimate 2018/19	6,693,979

PLACE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Place Making	Douglas Spinks	Development Management: Development Manager Estate Management: Strategic Asset Manager Green Infrastructure: Green Infrastructure Manager Infrastructure Delivery: Assistant Director Planning Policy: Planning Policy Manager	Cllr Bowes Cllr Azad Cllr Hunwicks / Pengelly Cllr Kemp Cllr Bowes

Service Plan Overview (Key Functions) 2018/19
<p>The Place Making Service Plan is divided into 5 main sections:</p> <p>Development Management Development Management is responsible for processing planning applications and applications for works to listed buildings and protected trees as well as enforcing against unauthorised development and works.</p> <p>Estate Management The team manages the Council’s operational and commercial estate with a focus on generating income for the Authority. The team contributes and represents WBC within the Woking Shopping joint venture. Also responsible for new acquisitions, lease renewals, rent reviews, safety inspections, debt recovery, managing the right to buy process and identifying and managing improvements to the commercial estate. Also responsible for the management of contaminated land across the Borough and delivery of key corporate projects as required.</p> <p>Green Infrastructure Green Infrastructure is responsible for developing and monitoring Woking 2050, the Council’s Climate Change Strategy and coordinating related projects. Key responsibilities include embedding climate change and sustainability practices within Council business and promoting sustainability internally and externally, including through support to Woking Local Action 21. The team is also responsible for developing and implementing the Natural Woking Biodiversity and Green Infrastructure Strategy, managing, developing and promoting the Council’s parks and countryside, providing arboricultural advice to inform development schemes, managing the Local Land & Property Gazetteer and coordinating use of the Council’s Geographic Information (GIS) and UNI-form systems.</p>

Infrastructure Delivery

This is comprised of Town Centre Management which is a function that complements the ongoing development of the town centre. Also includes flood risk and alleviation schemes aimed at reducing incidents of flooding and increasing accessibility to green spaces.

Planning Policy

Planning Policy develops, interprets and defends planning policy to facilitate the delivery of the aims and objectives of the Council. It assists local communities in preparing Neighbourhood Plans. It undertakes evidence base and community involvement to underpin planning policies. It monitors developer contributions to help provide infrastructure to support development.

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
DM1	To engage with external stakeholder groups via targeted workshops, to establish potential areas for service improvements.	31/03/19	<ul style="list-style-type: none"> A service which is more responsive to user requirements; An action plan of possible improvements; Improved efficiency; Better awareness of the needs and expectations of customers. 	<ul style="list-style-type: none"> Service improvements are necessarily constrained by legislative provisions, available resources and national and local policy requirements.
DM2	To engage with staff via internal workshops, to review existing ways of working and to establish if improvements to service delivery can be made.	31/03/19	<ul style="list-style-type: none"> A service which is more responsive to user requirements; An action plan of possible improvements; Improved efficiency; Possible cost savings; 	<ul style="list-style-type: none"> Current high volume of planning applications means there is limited capacity to divert staff time to service improvements; Limitations of IT infrastructure.
DM3	To respond to 90% of enforcement enquiries within 10 working days.	31/03/19	<ul style="list-style-type: none"> To contribute towards a responsive Planning Service. 	<ul style="list-style-type: none"> Small team at greater risk of being impacted by periods of staffing absence due to leave, sickness or departure of staff.
EM1	Debt levels do not increase beyond December 2017 levels.	31/03/19	<ul style="list-style-type: none"> Income security. 	<ul style="list-style-type: none"> Staff resources; Competing priorities.
EM2	Void properties maintained at less than 5% of total income.	31/03/19	<ul style="list-style-type: none"> Securing income and reducing liabilities for void properties. 	<ul style="list-style-type: none"> State of the economy; External market forces; Condition of asset.

EM3	Hoe Valley School on target to open in September 2018	31/08/18	<ul style="list-style-type: none"> School places provided in September 18; New Leisure facilities in place to enable the Sheerwater project to commence. 	<ul style="list-style-type: none"> Unforeseen delays on site; Staff time; Consistency of external resource.
EM4	Implement 2018/19 actions resulting from the Strategic Asset Management Plan.	31/03/19	<ul style="list-style-type: none"> Better and more efficient management of corporate assets; More strategic and transparent approach to asset management. 	<ul style="list-style-type: none"> Plan not adopted; Staff capacity to implement the plan.
EM5	Increase income at Brookwood Cemetery from 2017 levels.	31/03/19	<ul style="list-style-type: none"> Increased income; More sustainable asset; Opportunity to reinvest for further improvements. 	<ul style="list-style-type: none"> Competition from elsewhere; Legislative challenges; State of the local economy.
GI1	Through Action Surrey, deliver agreed projects for 2018/19, to be confirmed through liaison with the Council in the context of Thameswey's business plan for the period.	31/03/19	<ul style="list-style-type: none"> To be identified once the Thameswey business plan has been agreed. 	<ul style="list-style-type: none"> Take up of projects amongst targeted audience.
GI2	Green infrastructure input into the Hoe Valley Biodiversity Enhancement and Flood Risk Reduction project and other corporate projects.	31/03/19	<ul style="list-style-type: none"> Effective green space, arboricultural, biodiversity and sustainability input into the ongoing planning and development of significant corporate schemes, as required. 	<ul style="list-style-type: none"> Staff capacity; Availability of capital funding; Partner organisations' agreement, priorities and resources.
GI3	Progress the retrofitting rainwater gardens project.	31/03/19	<ul style="list-style-type: none"> Design and commence the first site(s) in the Maybury Sheerwater pilot; Develop and publish a rainwater gardens community guide. 	<ul style="list-style-type: none"> Staff capacity; Partner organisations' agreement, priorities and resources; Availability of capital funding.
GI4	Support car share initiatives and electric vehicle use in the Borough.	31/03/19	<ul style="list-style-type: none"> Prepare EV position statement; Once national policy direction is clearer, research and develop future costed options for EV. 	<ul style="list-style-type: none"> Partner organisations' priorities and resources; Availability of capital funding; Staff capacity.

GI5	Support for local community groups and organisations on environmental projects.	31/03/19	<ul style="list-style-type: none"> • Successful progress of existing and new Woking Local Action 21 projects, including Incredible Edible, the Woking Biodiversity Partnership (WBP) and Woking Local Food Directory (WoLF). 	<ul style="list-style-type: none"> • Volunteer and staff capacity; • Availability of capital funding.
GI6	Continuing improvement and development of public greenspaces.	31/03/19	<ul style="list-style-type: none"> • Improvements to formal and informal recreation facilities such as play areas and tennis courts; • Ongoing management of the Council's Suitable Alternative Natural Greenspace (SANG) sites; • Improved public accessibility to public greenspaces (e.g. footpaths). 	<ul style="list-style-type: none"> • Availability of capital funding; • Staff capacity.
GI7	Promote existing and new green spaces in the Borough.	31/03/19	<ul style="list-style-type: none"> • Publish improved green spaces information on the Council's website; • Republish updated Explore! green spaces leaflet; • Presence at key community events; • Successful handover and management of newly adopted green space assets. 	<ul style="list-style-type: none"> • Availability of capital funding; • Staff capacity.
GI8	Promote, encourage and produce a performance report on ongoing adaptation to climate change.	31/03/19	<ul style="list-style-type: none"> • Preparation and publication of 2017/18 report on the Council's energy usage and greenhouse gas/carbon footprint. • Delivery of the actions of the Woking 2050 action plan. 	<ul style="list-style-type: none"> • Staff capacity.
GI9	Progress joint WBC and Natural England Favourable Conservation Status pilots for Great Crested Newts (GCN) and bats and support for other species.	31/03/19	<ul style="list-style-type: none"> • Year 3 winter 2018 GCN habitat improvement works at Westfield Common; • Agreement of year 4 GCN habitat works; • Progress delivery of project supporting bats. 	<ul style="list-style-type: none"> • Partner organisations' priorities and resources; • Availability of capital funding; • Staff capacity.

G10	Progress Woking Swifts project.	31/03/19	<ul style="list-style-type: none"> • Successful progress of the new Woking Swifts project through its first Spring/Summer season; • Record sightings throughout 2018 swift season; • Identify opportunities for providing new habitat (swift boxes / bricks). 	<ul style="list-style-type: none"> • Partner organisations' priorities and resources; • Availability of capital funding; • Staff capacity.
GI11	Implement Woking Borough Tree Strategy and Tree Management Policies.	31/03/19	<ul style="list-style-type: none"> • Promotion of Tree Strategy and Tree Management Policies, providing strategic policy context and guidance for day to day decision-making and proactive management of trees and woodland. 	<ul style="list-style-type: none"> • Staff capacity.
GI12	Develop the use of UNI-form through the Implementation / upgrade of Document Management Systems (DMS) for Planning, Building Control, Licencing, Environmental Health, Contaminated Land and Housing.	31/03/19	<ul style="list-style-type: none"> • Council information for related functions will be stored in the correct environment; • The introduction of DMS will enable mobile applications to be deployed at a future date; • DMS will also support future paperless working. • The new systems may lead to improved ways of working and more efficient processing of key activities. 	<ul style="list-style-type: none"> • Availability / capacity of staff to support the implementation.
GI13	Continuous development of Geographical Information Systems (GIS) and Local Land and Property Gazetteer (LLPG) services for internal and external customers.	31/03/19	<ul style="list-style-type: none"> • Annual review of progress against in-house GIS Action Plan; • Development of interactive map on the Council's website to make selected spatial data available to the public. 	<ul style="list-style-type: none"> • Staff capacity.

ID1	Preparation for the delivery of the Flood Alleviation and Environmental Improvement schemes. To include securing funding, obtaining consents, committee authorisation, procurement etc.	31/03/19	<ul style="list-style-type: none"> • Reduced flood risk; • Increased bio-diversity; • Improved water quality; • Delivery of wetland study centre. 	<ul style="list-style-type: none"> • The success of external funding bids and the necessary consents will be essential for the project to progress.
ID2	Effective operation of the Town Centre Maintenance Agreement.	31/03/19	<ul style="list-style-type: none"> • High standard of maintenance; • Proactive management of Town Centre. 	<ul style="list-style-type: none"> • Continued need for liaison with the Town Centre Redevelopment Team and Surrey County Council partners.
PP1	To prepare submission documents, submit to the Secretary of State and undertake Examination of the Site Allocations DPD	31/12/18	<ul style="list-style-type: none"> • Recommendations reported to the LDF Working Group and Council; • To submit a DPD that the Council considers sound; • An adopted Site Allocations DPd to enable the delivery of the Core Strategy. 	<ul style="list-style-type: none"> • The nature and number of representations could impact on the timetable for preparing the DPD; • It could also lead to additional work that had not been planned for; • Availability of staff resources to undertake the work.
PP2	Publish, consult, and analyse representations received on the Regulation 19 consultation on the Site Allocations Development Plan Document.	31/07/18	<ul style="list-style-type: none"> • Consultation outcomes reported to the Woking Group and Council; • A Site Allocations Development Plan Document that the Council is confident to submit to the Secretary of State for Examination. 	<ul style="list-style-type: none"> • The nature and number of representations could have implications on the timetable; • Lack of public support for the release of Green Belt land for development could lead to insufficient land being identified to meet future development needs and to ensure the enduring permanence of the Green Belt boundary; • Availability of staff to undertake the work due to staff turnover.
PP3	Undertake a programme for reviewing the existing Supplementary Planning Documents (SPD) and Supplementary Planning Guidance (SPG) to ensure that they remain pursuant to the development plan for the area.	31/12/18	<ul style="list-style-type: none"> • Ongoing confidence in the robustness of the SPD's and SPG's; • An up to date set of SPDs and SPGs to help inform the purposes of development management decision. 	<ul style="list-style-type: none"> • Work on the Site Allocations DPD could be prioritised over the work on the SPDs/SPGs; • Availability of staff resources to undertake the work due to staff turnover.

WBC Service Plans 2018/19

PP4	Support the development of Neighbourhood Plans in Byfleet and Brookwood.	30/12/18	<ul style="list-style-type: none"> • Neighbourhood Plans will help to determine day to day planning applications in the Neighbourhood Areas. 	<ul style="list-style-type: none"> • The likelihood of plans not being prepared to meet the basic conditions and legal requirements; • Likelihood of plans being rejected at the referendum by local residents.
PP5	Undertake an on-going programme to recover outstanding S106/CIL contributions.	30/12/18	<ul style="list-style-type: none"> • Will help the delivery of infrastructure to support development. 	<ul style="list-style-type: none"> • Availability of staff resources to undertake the work due to staff turnover.

PLACE MAKING

REVENUE ESTIMATES

	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
<u>Expenditure</u>		
Employees	2,131,540	2,262,539
Premises	2,791,062	3,089,889
Transport		
Supplies & Services	448,055	482,555
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges	<u>236,527</u>	<u>56,165</u>
GROSS EXPENDITURE	<u>5,607,184</u>	<u>5,891,148</u>
<u>Income</u>		
Government Grants		
Other Grants		
Sales	-3,559	-2,000
Fees & Charges	-674,110	-786,906
Rents	-11,249,426	-16,547,701
Other Income	<u>-411,062</u>	<u>-412,894</u>
NET EXPENDITURE	<u><u>-6,730,973</u></u>	<u><u>-11,858,353</u></u>

SUMMARY OF VARIATIONS

Original Estimate 2017/18	-6,730,973
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	130,999
Changes in Capital Charges	-180,362
Contractual Inflation	28,800
Changes in Facilities Management Contract	3,673
Changes in Energy Costs	84,067
Business Rates Changes	23,397
Changes in Insurance	-2,301
Changes in Fees and Charges	-3,287
Cost Reductions	0
Other Minor Variations	<u>-683</u>
	84,303
<u>Specific Service Issues</u>	
20% National increase in Planning Fees	-100,000
Commercial Properties and other Rent Income adjustments	-272,465
Commercial Properties Rent payable	121,750
Reduction in Wolsey Place rents (VSWL)	700,000
New Acquisitions Rents and maintenance	-5,706,510
Market costs not rechargeable	45,542
	<u>0</u>
Original Estimate 2018/19	<u><u>-11,858,353</u></u>

PLACE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Sustaining the Local Economy	Douglas Spinks	Business Liaison: Business Liaison Manager H. G. Wells: Business Liaison Manager Parking Services: Assistant Director	Cllr Hussain Cllr Hussain Cllr Kemp

Service Plan Overview (Key Functions) 2018/19
<p>The Sustaining the Local Economy Service Plan is divided into 3 main sections:</p> <p>Business Liaison The aim is to enhance the vitality and image of Woking as a place, helping to retain existing jobs and businesses, create new jobs, and attract new businesses and people to the Borough.</p> <p>H. G. Wells The H. G. Wells Conference and Events Centre team manage the sales and operations for all types of events including corporate meetings and conferences, concerts, dinners, exhibitions, community events, private parties and weddings and is a revenue generating business for Woking Borough Council.</p> <p>Parking Services The Parking Services team is responsible for delivering on and off street parking services across the Borough. Managing over 4,000 off street spaces, 3 Controlled Parking Zones and yellow line restrictions as agents of Surrey County Council.</p>

Focus for the coming year – Service Plan Objectives and Priorities				
Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
BL1	To work with colleagues to deliver agreed priorities of the Economic Strategy (2017-2022).	31/03/19	<ul style="list-style-type: none"> • Delivery of priority actions as identified by the Economic Development Task Group; • Clarity for businesses and other interested stakeholders as to what the plans and aspirations of the Council are; • Businesses supported to grow and prosper and contribute to the development of the local economy. 	<ul style="list-style-type: none"> • Resources to adequately carry out objectives; • Business not engaging with us to deliver objectives.
BL2	To design and deliver the Woking Works activity plan for 2018/19.	31/03/19	<ul style="list-style-type: none"> • To directly engage with 450 (tbc) businesses and indirectly engage with 1125 (tbc) of businesses; • Delivery of 10 corporate events (5 with corporate partners). 	<ul style="list-style-type: none"> • Businesses might not be willing to engage in the process.
BL3	To create a digital strategy to monetise the fibre network in the town centre.	31/03/19	<ul style="list-style-type: none"> • Realise a return on investment; • The service will be more sustainable; • Provide better connectivity for businesses. 	<ul style="list-style-type: none"> • Speed of delivery; • Return on investment not as high as expected.
BL4	To raise £20,000 - £30,000 in sponsorship to support the 2018 Celebrate Woking Programme.	01/07/18	<ul style="list-style-type: none"> • Costs of delivering the Party in the Park & The Food Festival will be lowered; • The programme will be more sustainable. 	<ul style="list-style-type: none"> • Organisations might not be interested in sponsoring the programme; • Programme costs increase.
BL5	To manage, alongside colleagues in Community Engagement, the development of an educational package to promote the Mosque, Peace Garden and Brookwood Cemetery as borough heritage sites.	31/12/18	<ul style="list-style-type: none"> • Attract a wider visitor audience; • Visitors and schools will be more aware of the relevance of these heritage sites; • The potential of heritage sites in the borough will be maximised. 	<ul style="list-style-type: none"> • Decreasing audience levels; • Lack of take up; • Available resources.

HG1	To reduce financial risk to the Council by increasing income in specific sectors whilst reducing Council funded events.	31/03/19	<ul style="list-style-type: none"> • Corporate income increased from 23% to 28% (figures tbc) of total sales. • Accredited user and WBC income decreased by 3% and 2% (figures tbc) respectively. 	<ul style="list-style-type: none"> • Lack of corporate business would result in a reduced income thus increasing the reliance on Council funded events.
PS1	To maximise the financial surplus to the Council from parking revenues.	Ongoing	<ul style="list-style-type: none"> • Monthly monitoring through Green Book; • Support the Town Centre development programme and the creation of additional parking spaces in the town. 	<ul style="list-style-type: none"> • Success or not of local business and Town Centre Shopping Centres can impact upon car park activity; • The ongoing programme of Town Centre development can impact upon car park activity.
PS2	The introduction of new back office parking systems.	31/03/19	<ul style="list-style-type: none"> • Implementation of additional modules for on and off street parking system; • Improvements in parking management operation through more efficient systems. 	<ul style="list-style-type: none"> • Pressures on resources available from the Council and contractors to achieve the programme within desired schedule.
PS3	Review options for new public facing car parking equipment and operating systems.	31/03/19	<ul style="list-style-type: none"> • Specifications in place to embrace all available technology for a first class customer service and resilient operations; • Individual schedules for all car parks. 	<ul style="list-style-type: none"> • Availability of internal resources to assist in the tender process; • Suitability of potential suppliers to assist with the implementation.
PS4	Introduce and manage an enforcement service for bus land contraventions as agent for Surrey County Council.	31/03/19	<ul style="list-style-type: none"> • Improved traffic management and pedestrian safety in the town centre. 	<ul style="list-style-type: none"> • Adverse public relations resulting from the new scheme; • Changing policy from Surrey County Council regarding the management arrangements.

SUSTAINING THE LOCAL ECONOMY**REVENUE ESTIMATES**

	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
<u>Expenditure</u>		
Employees	1,490,335	1,418,186
Premises	2,181,128	2,241,598
Transport	14,484	14,484
Supplies & Services	975,880	982,264
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges	668,084	802,033
GROSS EXPENDITURE	5,329,911	5,458,565
<u>Income</u>		
Government Grants		
Other Grants		
Sales	-16,000	-16,000
Fees & Charges	-9,272,911	-9,449,499
Rents	-53,680	-53,680
Other Income	-22,001	-22,000
NET EXPENDITURE	-4,034,681	-4,082,614

SUMMARY OF VARIATIONS

Original Estimate 2017/18	-4,034,681
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	-72,149
Changes in Capital Charges	133,949
Contractual Inflation	-30,082
Changes in Facilities Management Contract	7,309
Changes in Energy Costs	8,628
Business Rates Changes	41,371
Changes in Insurance	0
Changes in Fees and Charges	-175,734
Cost Reductions	0
Other Minor Variations	6,797
	-79,911
<u>Specific Service Issues</u>	
Parking card handling and banking fees	1,978
Changes in Service charge to cover extra HGW Kitchen cost	30,000
Original Estimate 2018/19	-4,082,614

Theme: Place
Service Plan: Sustaining the Local Economy

US

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Democratic Services	Peter Bryant	Civic Functions and Expenses: Democratic Services Manager Corporate Management & Members' Services: Democratic Services Manager Elections and Electoral Registration: Electoral & IS Manager	Cllr Azad Cllr Azad Cllr Bittleston

Service Plan Overview (Key Functions) 2018/19

The Democratic Services Service Plan is divided into 3 main sections:

Civic Functions and Expenses

This service is based around maintaining a distinctive civic profile for the Borough and its Mayoralty and to encourage participation in public life. This includes support for the Mayor and to organise civic events that the Council carries out as a civic/corporate body. Other elements of the service include Town Twinning and the Civic Award Scheme.

Corporate Management and Members' Services

This function manages the Committees of the Council which includes administering the meetings, agenda preparation, attendance, preparation of minutes and ensuring that action is taken following meetings. It also provides support for the Borough Councillors, including induction/training and the delivery of development programmes. Support is also provided to Corporate Management Group and the Elections service as required.

Elections and Electoral Registration

This function administers all aspects of local and national elections and referenda within Woking. This includes postal voting, recruiting and training staff for polling stations, publicity and the compilation of the Electoral Register.

Focus for the coming year – Service Plan Objectives and Priorities				
Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
CFE 1	To plan and deliver key Civic events including the Remembrance Day Service and the Mayor's Ball.	31/03/19	<ul style="list-style-type: none"> Development of Woking's pride of place. 	<ul style="list-style-type: none"> Staff capacity.
CM MS 1	Embed the newly installed Mod.Gov committee management system within the organisation through a training programme for Officers and Members and through ongoing support and communication.	31/05/18	<ul style="list-style-type: none"> Improved committee management, in particular easier access to documents and full integration with webcasting; A move towards paperless meetings; Increased public awareness of Council meetings. 	<ul style="list-style-type: none"> Lack of engagement with staff / members; Not enough capacity to deliver the training.
CM MS 2	Undertake the three year re-assessment of the Council's Charter for Elected Member Development.	30/08/18	<ul style="list-style-type: none"> Successful application for reassessment of the Council's Member learning and development programme by South East Employers of the Council's. 	<ul style="list-style-type: none"> Insufficient improvements/progress achieved in taking forward the priorities and recommendations of South East Employers.
EER 1	Plan and implement the 2018 Borough elections, working with the Cabinet Office to participate in the Electoral Integrity Pilots.	03/05/18	<ul style="list-style-type: none"> All electors contacted to advise of type of ID required for voting; All poll cards delivered at end of March; All postal votes dispatched mid April, to ensure voters have sufficient time to complete and return them; All electors provide ID at polling stations to cast their vote. The count is completed successfully, with 10 Borough Councillors being elected. 	<ul style="list-style-type: none"> Electors not aware of requirement to provide ID. Availability of staff to support the election (postal vote issue/opening, polling station staff and count staff); Preparation for other electoral events (e.g. General Election), if announced during the lead up to the Borough elections.
EER 2	Conduct the 2018 annual canvass.	01/12/18	<ul style="list-style-type: none"> Local residents update their details online; 90%+ return of canvass forms. 	<ul style="list-style-type: none"> Additional electoral events (e.g. General Election) may divert resources from canvass activities.
EER 3	Complete a full Parliamentary polling place and polling district review.	31/12/18	<ul style="list-style-type: none"> Consultation carried out with relevant bodies and representations from public; Updated polling district and polling place scheme agreed by Council; Scheme publicised on the Council website. 	<ul style="list-style-type: none"> Additional electoral events (e.g. General Election) may divert resources from canvass activities.

DEMOCRATIC SERVICES

REVENUE ESTIMATES

	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
<u>Expenditure</u>		
Employees	3,498,731	3,565,026
Premises	106,750	140,750
Transport	41,015	41,265
Supplies & Services	610,686	668,591
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges		
GROSS EXPENDITURE	<u>4,257,182</u>	<u>4,415,632</u>
<u>Income</u>		
Government Grants		
Other Grants		
Sales	-12,000	-12,000
Fees & Charges	-18,000	
Rents	-135,966	-137,966
Other Income		
NET EXPENDITURE	<u>4,091,216</u>	<u>4,265,666</u>

SUMMARY OF VARIATIONS

Original Estimate 2017/18	4,091,216
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	24,675
Changes in Capital Charges	0
Contractual Inflation	0
Changes in Facilities Management Contract	0
Changes in Energy Costs	0
Business Rates Changes	0
Changes in Insurance	0
Changes in Fees and Charges	0
Cost Reductions	0
Other Minor Variations	<u>-3,795</u>
	20,880
<u>Specific Service Issues</u>	
Reinstate Borough Elections for 2018/19	117,070
Peace Garden Commemorative Service	10,000
Members Allowances	2,500
Increased Debit and Credit Card costs	15,000
Credit Card surcharges no longer recoverable	18,000
Reduction in audit fees	<u>-9,000</u>
Original Estimate 2018/19	<u>4,265,666</u>

US

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Corporate Services	Ray Morgan Ray Morgan Ray Morgan Leigh Clarke Ray Morgan Peter Bryant Peter Bryant	Business Improvement: Senior Policy Officer Commercial Unit (Contracts & Procurement): Assistant Director Corporate Employer: Head of Human Resources Financial Services and Audit: Financial Services Manager Information Communication Technology: Assistant Director Legal Services: Solicitor Marketing Communications: Marketing Communications Manager	Cllr Azad Cllr Hussain Cllr Bittleston Cllr Azad Cllr Hussain Cllr Azad Cllr Pengelly

Service Plan Overview (Key Functions) 2018/19
<p>The Corporate Services Service Plan is divided into 7 main sections:</p> <p>Business Improvement This service supports the Council in delivering a number of Corporate activities such as: Performance Management which includes the Green Book and the production of the Annual Service Plans, the Project Support Office which is responsible for ensuring that all Council projects are delivered and monitored in a structured manner and also Corporate Risk Management and Business Continuity. Business Improvement will also lead or support projects that aid the Council in its service provision or improve the efficiency of its operations in some way.</p> <p>Commercial Unit (Contracts and Procurement) This service enables the Council to address financial challenges through taking a more coordinated approach to supplier relationships and procurement activity. This includes assisting colleagues with procurement exercises, supplier negotiation, spending reviews and demand management. This area also has responsibilities for the management of the New Vision Homes, Freedom Leisure and energy management contracts.</p> <p>Corporate Employer This function is focused on activities relating to employees which includes recruiting and hiring of new employees, orientation and training of current employees, employee pay and benefits, policy development and retention. It is also responsible for Health and Safety, Insurance Services and the implementation of Equalities across the Council. It seeks to ensure that staff is equipped to deliver services to the public to the standards required and consistent with the Council's vision and values.</p>

Financial Services and Audit

This function is responsible for financial and management accounting, forecasting, treasury management, administration of the systems for the payment of suppliers and the invoicing and collection of sundry debts. This function is also responsible for the management of Internal Audit which is delivered through an outsourced contract.

Information Communication Technology

This service is comprised of Infrastructure Support which manages the ICT Service Desk, network, security, telephony service, servers and data storage. Application Support is also part of this service which implements and supports IT applications, new application implementation, migration and interfacing between systems and Council websites and web based systems.

Legal Services

This function is responsible for (i) provide in-house legal advice to the Council and (ii) procuring external legal representation for the Council.

Marketing Communications

This function manages internal and external communication activities to ensure businesses, residents and employees are kept abreast of Council-related news. This includes the management of the reputation of the Council, both online and offline, the delivery of key publications and close work with colleagues to develop and manage marketing and promotional campaigns through various communication channels.

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
B11	To undertake a corporate-wide review of the network shared drives and cleanse/ lock-down all areas as appropriate.	31/05/18	<ul style="list-style-type: none"> All redundant documents older than 7 years deleted; A cleaner environment that will support GDPR requirements; SharePoint will be better utilised which will help to realise a return on investment; Council information will be more accessible and structured efficiently. 	<ul style="list-style-type: none"> Availability of resources from across the Council to support the review; Busy periods such as end of year impacting on the ability to meet deadline.

BI2	Explore options for introducing limits and/or retention rules for emails.	31/03/19	<ul style="list-style-type: none"> • A cleaner environment that will support GDPR requirements; • Possible cost and/or efficiency savings relating to storage and email system performance; • Council information will be more accessible and structured efficiently. 	<ul style="list-style-type: none"> • Staff reluctance to engage; • Lack of corporate support.
BI3	Undertake a systematic review of Council functions to identify if any process improvements can be made.	31/03/19	<ul style="list-style-type: none"> • Efficiency gains in the way that teams and/or individuals work; • Reduction in duplication of effort; • Reduction in hard copy documents; • Possible cost savings; • A leaner more efficient organisation. 	<ul style="list-style-type: none"> • Availability of resources from across the Council to support the review; • Staff do not buy-in to the reviews i.e. lack of willingness to change and adopt new ways of working.
BI4	Digitisation of Council Microfiche records.	31/10/18	<ul style="list-style-type: none"> • Reduction in hard copy documents; • Release storage space across Civic Offices that can be rented or used; • Documents will be more accessible to the public to enable self-service; • Save staff time as documents can be retrieved via systems rather than having to manually search for documents; • Reduce reliance on expensive/out of date technologies i.e. microfiche machines. 	<ul style="list-style-type: none"> • Staff time to support the project; • Possible minimal loss of data due to duplication issues.
BI5	Review the upgrade to SharePoint 2016 and conduct a final round of engagement with staff to ensure that the system is as fully embedded within the Council as possible.	30/09/18	<ul style="list-style-type: none"> • Improved user experience; • A system that is more flexible; • A robust information and record management system. 	<ul style="list-style-type: none"> • Staff do not buy-in to the new system i.e. willingness to adopt the system and new ways of working; • The system does not deliver the planned enhancements; • Expectations of staff as to what the 'right solution' should be are not met.

CU1	Review the use of Delta Procurement System for Quotes and Tenders.	31/03/19	<ul style="list-style-type: none"> • Delta or alternative system used for all Council Tenders; • Delta or alternative system used for all Council Quotes; • Staff aware of procurement processes. 	<ul style="list-style-type: none"> • Staff time and support for the project; • Delays in implementation of Delta quotes module / alternative system.
CU2	Leisure management contract for Sheerwater Leisure provision.	31/03/19	<ul style="list-style-type: none"> • Additional service outcomes are secured; • Management Agreement between Council and Sheerwater facility is embedded in service specification with Greenwich Leisure Limited / Freedom Leisure. 	<ul style="list-style-type: none"> • Financial basis of service is more than anticipated; • Service outcomes are not realised.
CU3	Procurement of a new parking management system.	31/09/18	<ul style="list-style-type: none"> • Assist with the tendering process for the new system. 	<ul style="list-style-type: none"> • Business requirements are not defined; • Insufficient time is allowed.
CU4	Review contract management processes and procedures in line with best practice and WBC contract standing orders.	31/12/18	<ul style="list-style-type: none"> • Review existing procedures and compliance with contract standing orders; • Develop new best practise guidance and procedural notes for officers; • Staff awareness. 	<ul style="list-style-type: none"> • Staff resources for contract management; • Contracts not managed effectively; • Contracts not managed consistently; • Failure to comply with legislation.
CU5	Procurement of replacement ICT equipment.	31/03/19	<ul style="list-style-type: none"> • Assist with the procurement of the ICT replacement equipment where tender process / frameworks required. 	<ul style="list-style-type: none"> • Procurement processes are not resourced.
CE1	To update the Workforce Strategy.	30/04/18	<ul style="list-style-type: none"> • Resources required by the Council to achieve its short and long term objectives are identified. 	<ul style="list-style-type: none"> • Objectives not fully identified or resources unavailable.
CE2	To review allowances paid to employees and provide recommendations to CMG.	30/04/18	<ul style="list-style-type: none"> • Comprehensive report to CMG with recommendations on resolving inconsistencies with regard to payments. 	<ul style="list-style-type: none"> • No agreement reached on a way forward.

CE3	Customer Care/Complaints procedure and Handling aggressive behaviour training developed and offered to all employees.	30/04/18	<ul style="list-style-type: none"> All employees are aware of Council standards of behaviour; Clarity on behaviour from our customers and guidelines on how to deal with unacceptable behaviour towards employees. 	<ul style="list-style-type: none"> Lack of participation from employees.
CE4	Assist with preparing the Council for the General Data Protection Regulations.	31/05/18	<ul style="list-style-type: none"> Employees are aware of the Regulations. The Council is fully compliant with the Regulations. 	<ul style="list-style-type: none"> Non-compliance and possible fine.
CE5	Manage the employee relations aspects of organisational transformation.	31/12/18	<ul style="list-style-type: none"> Employees feel well informed; Unison is fully engaged; Successful outcomes for the organisation. 	<ul style="list-style-type: none"> Disputes requiring formal processes to resolve.
CE6	To oversee a comprehensive management development programme.	30/09/18	<ul style="list-style-type: none"> Diagnostic questionnaire completed by all managers; Leadership programme offered to managers. 	<ul style="list-style-type: none"> Availability of managers.
FS1	To assist in the preparation and implementation of the Medium Term Financial Strategy.	31/12/18	<ul style="list-style-type: none"> Facilitate the production of a balanced budget in 2018/19 and succeeding years; To provide the financial framework to facilitate the Council meeting its service objectives. 	<ul style="list-style-type: none"> Funding reductions instigated by Central Government.
FS2	To upgrade financial systems in order to improve efficiency, enhance financial information provision and facilitate electronic document storage.	31/04/18	<ul style="list-style-type: none"> Increased purchase order compliance to facilitate improved financial monitoring and control; To test and evaluate the multi-company facilities in the financial information system. Implement upgrades to ledgers to further improve efficiency, usability and monitoring 	<ul style="list-style-type: none"> Availability of resources from across the Council to cooperate in implementing the improvements; Outcomes are dependent on the performance of suppliers in delivering fit-for-purpose software and training.

FS3	To bring forward the completion of the 2017/18 statement of accounts to meet the new statutory deadline of 31 May and to assist in the completion of the external audit by 31 July 2018.	30/05/18	<ul style="list-style-type: none"> To meet the new (earlier) statutory deadlines; To release resources sooner to focus on the new financial year. 	<ul style="list-style-type: none"> Availability of resources from across the Council to cooperate in implementing the new arrangements; Outcomes are dependent on the performance of suppliers in delivering fit-for-purpose software and managed services; External pressures/priorities on Financial Services team to meet other Council objectives.
ICT1	Implement self service modules for back-office applications.	31/03/19	<ul style="list-style-type: none"> Increased digital interactions with Council Tax, Benefits and Housing systems. 	<ul style="list-style-type: none"> The cost of the software upgrades is prohibitive; Staff time to support the project; Partners time to support this project.
ICT2	Improve and increase mobile working capabilities.	30/09/18	<ul style="list-style-type: none"> Increased access to data when off network; Ability to collect data when off network to assist business processes; Mobile working for Idox users. 	<ul style="list-style-type: none"> Staff time to support the project; Restrictions placed by suppliers on Back Office systems; Security and Data Protection.
ICT3	Upgrade Capita Academy system to Capita Open Housing and implement Open Access.	31/03/19	<ul style="list-style-type: none"> Migrate the Academy system to Capita Open Housing. 	<ul style="list-style-type: none"> Data Migration issues; Interface issues with other associated applications.
ICT4	GDPR compliance.	01/05/18	<ul style="list-style-type: none"> Be able to detect possible data breaches; Update software /applications to record subject consent; Update software /applications for right to be forgotten/ Update software /applications for data retention. 	<ul style="list-style-type: none"> Suppliers do not provide software updates; Costs for software updates are excessive; Resources in ICT and business areas to install / test software upgrades.
ICT5	Firewall / Security upgrade.	30/11/18	<ul style="list-style-type: none"> Upgrade existing equipment to protect against cyber crime and data breaches. 	<ul style="list-style-type: none"> Unauthorised access to the network; Increased risk of cyber crime.

ICT6	Citrix and Microsoft upgrade.	30/06/18	<ul style="list-style-type: none"> • Upgrade to the Citrix platform and Office products. 	<ul style="list-style-type: none"> • To maintain software on supported versions and utilise latest functionality.
ICT7	Review of Telephony within the office environment.	31/03/19	<ul style="list-style-type: none"> • Unified communications platform implemented for voice and data integration; • Reduction in number of desktop phones. 	<ul style="list-style-type: none"> • Fail to take advantage of latest available technologies.
ICT8	Review / upgrade the ICT Service Desk software.	30/06/18	<ul style="list-style-type: none"> • To improve the user interface; • To increase the software and hardware asset management capabilities. 	<ul style="list-style-type: none"> • Retain existing system which is not considered user friendly by the business areas.
ICT9	Review Council network infrastructure.	31/03/19	<ul style="list-style-type: none"> • Review of the Council network infrastructure with a view to upgrade / procure in 2019/20. 	<ul style="list-style-type: none"> • Maintenance costs will increase with the age of the equipment; • Latest technologies may not be available.
ICT 10	Compliance with ICT standards such as PSN and PCI.	31/03/19	<ul style="list-style-type: none"> • Review the requirements through health checks and monitoring. 	<ul style="list-style-type: none"> • Restricted access to Government systems; • Increased charges / penalties for payment card transactions.
ICT 11	Review Corporate CRM solution with a view to upgrade or replace.	31/03/19	<ul style="list-style-type: none"> • Drive improvements in processing and customer services. 	<ul style="list-style-type: none"> • Current system may not support business requirements; • Costs increase for no appreciable benefits.
MC1	Implement a redesign of The Woking Magazine and review of content.	31/05/18	<ul style="list-style-type: none"> • Contemporary magazine design; • Magazine remains relevant in today's cluttered free publications marketplace; • Increase in readership; • Increase in advertising income generation; • Deliver greater online presence. 	<ul style="list-style-type: none"> • Cost of redesign and resources available to drive project forward; • Readers dislike changes to content; • New design does not attract new advertisers.

MC2	Continue to develop the Council's social media to support engagement with all stakeholders.	31/03/19	<ul style="list-style-type: none"> • Greater presence on the Council's established social media sites; • Provide platform to disseminate Council-related news and information at no cost; • Greater two-way communication between stakeholders and Council, as well as quicker identification of community issues; • Improved communication with younger generation of residents and the Council; • Reduced use of more expensive traditional methods of communications with Council. 	<ul style="list-style-type: none"> • Restricted access to social media sites; • Information is out-of-date and of little interest to stakeholders; • Internal agreement as to responsibility for social media interaction with customers.
MC3	Support the implementation of the new corporate website.	31/05/18	<ul style="list-style-type: none"> • Meets needs of customers visiting site; • Delivers channel shift objectives – reduce direct interaction with stakeholders through provision of self-serve online services; • Opt-in mechanism for future targeted digital communications; • Website optimized for mobiles/tablets; • Simplified, plain English and up-to-date content; • Significant reduction in overall webpages. 	<ul style="list-style-type: none"> • Limited research data to identify what customers want from a modern site; • Staff resources – will require cross-organisational working; • Does not deliver the benefits it set out to achieve; • Uncertain management of long-term content generation and curation.
MC4	Provide communications support to the Woking Integrated Transport Project, specifically focusing on the removal of Albion Square Canopy and the introduction of the High Street ANPR system.	31/03/19	<ul style="list-style-type: none"> • Share the Council's aspiration and vision of the project with public; • Promote ongoing benefits of development and transformation of town; • Ensure members of the community are kept abreast of developments, specifically removal of the Canopy and introduction of ANPR system. 	<ul style="list-style-type: none"> • Construction delays which lead to additional road closures and local discontent; • Local businesses experience reduction in footfall leading to complaints; • ETRO formally challenged; • Introduction of ANPR received negatively by wider public.

MC5	Supported through an external advertising agency, to deliver and manage the #WeAreWoking place marketing campaign.	31/03/19	<ul style="list-style-type: none"> • Ensure members of the community are kept abreast of developments ; • Share the Council’s aspiration and vision of Woking’s future with public; • Promote ongoing benefits of development and transformation of town; • Positively engage local businesses and community through #WeAreWoking campaign; • Ensure Woking remains ‘open for business’ during construction works. 	<ul style="list-style-type: none"> • Lack of engagement work by external advertising agency; • Business and community apathy towards campaign; • Construction issues have adverse affect on campaign; • Visitor footfall reduces during construction phase.
MC6	Provide communications advice and support to the Sheerwater Regeneration Project.	31/03/19	<ul style="list-style-type: none"> • Ensure members of the community are kept abreast of developments; • Share the Council’s aspiration and vision of Sheerwater’s future; • Promote ongoing benefits of development and transformation of Sheerwater; • Provide clear communication to residents directly affected by regeneration plans. 	<ul style="list-style-type: none"> • Construction delays leading to resident discontent; • Resident complaints of lack of information/miscommunication; • Local businesses experience reduction in footfall leading to complaints; • ETRO formally challenged; • Introduction of ANPR received negatively by public.

CORPORATE SERVICES

REVENUE ESTIMATES

	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
<u>Expenditure</u>		
Employees	88,486	192,173
Premises		
Transport	1,926	1,926
Supplies & Services	149,922	171,922
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges		
GROSS EXPENDITURE	<u>240,334</u>	<u>366,021</u>
<u>Income</u>		
Government Grants		
Other Grants		
Sales		
Fees & Charges	-25,000	-25,000
Rents		
Other Income	-22,000	-22,000
NET EXPENDITURE	<u><u>193,334</u></u>	<u><u>319,021</u></u>

SUMMARY OF VARIATIONS

Original Estimate 2017/18	193,334
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	103,687
Changes in Capital Charges	0
Contractual Inflation	0
Changes in Facilities Management Contract	0
Changes in Energy Costs	0
Business Rates Changes	0
Changes in Insurance	0
Changes in Fees and Charges	0
Cost Reductions	0
Other Minor Variations	0
	<u>103,687</u>
<u>Specific Service Issues</u>	
Increase in Statutory Advert costs	22,000
Original Estimate 2018/19	<u><u>319,021</u></u>

US

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Customer Support Services	Leigh Clarke Leigh Clarke Peter Bryant Leigh Clarke Leigh Clarke	Customer Services: Revenue and Benefits Manager Housing Benefits & Council Tax Support: Revenue and Benefits Manager Licensing: Licensing Officer Local Land Charges and Searches: Revenue and Benefits Manager Revenue Collection: Revenue and Benefits Manager	Cllr Azad Cllr Azad Cllr Bowes Cllr Bowes Cllr Azad

Service Plan Overview (Key Functions) 2018/19

The Customer Support Services Service Plan is divided into 5 main sections:

Customer Services

This function delivers the first point of contact for all customers coming into the Civic Offices in person and also for those customers who contact the Council by telephone through the Contact Centre.

Housing Benefit and Council Tax Support

This function is responsible for the administration of Housing Benefit and Council Tax support claims.

Licensing

This function is responsible for granting, monitoring and enforcement of all licenses for the sale of alcohol, late night refreshment and regulated entertainment. It also grants licenses for gambling premises, AWP machines, lotteries and for issuing and enforcing all licences governing taxi/private hire drivers, vehicles and operators.

Local Land Charges and Searches

This service is responsible for the provision of a local land charges search facility to identify registered entries and relevant supplementary enquires relating to land and property with the Borough.

Revenue Collection (Council Tax and Business Rates)

This function is responsible for the billing and collection of Council Tax and Business Rates.

Focus for the coming year – Service Plan Objectives and Priorities				
Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
CS1	Train customer service staff to process more complex Council tax changes at first point of contact as part of a drive to remove double handling of work.	31/12/18	<ul style="list-style-type: none"> Increase the volume of Council tax process dealt with by customer service staff. Revenue training officer to provide training for staff over coming months. 	<ul style="list-style-type: none"> Availability of training or staff.
HB1	Prepare for impact of Welfare Reform on Housing benefit in 2018/19.	31/03/19	<p>Benefit staff to receive training on:</p> <ul style="list-style-type: none"> Changes to provision of support for those placed in temporary accommodation; Removal of support for third and subsequent children; Use of Discretionary Housing Payments to mitigate impacts; Expansion of Universal Credit claims. 	<ul style="list-style-type: none"> Software suppliers not given enough time to implement changes; Staff and claimants not provided with enough detail early enough.
L1	Update the Taxi and Private Hire Licensing Handbook to take account of new legislation and best practice.	31/03/19	<ul style="list-style-type: none"> Continue to maintain and update the Handbook where necessary. This is a single document that contains all information relating to WBC Taxi Licensing Policy and Practice - outlining the processes, practices, legislation and official stance of WBC Licensing Authority for both the applicants and for the Council. 	<ul style="list-style-type: none"> No risks impacting outcome.
L2	Assist Business Liaison team with the introduction of a Best Bar None Scheme, where possible.	31/10/18	<ul style="list-style-type: none"> Work alongside Economic Development team to assist in the introduction of a Best Bar None scheme in order to assist with the Purple Flag Scheme. 	<ul style="list-style-type: none"> Lack of interest from local premises may reduce success of event or result in the event not happening; Priority must be given to Statutory Functions of the Licensing Authority.

L3	Encourage attendance from Borough Premises to the local Pubwatch Scheme.	31/03/19	<ul style="list-style-type: none"> The delivery and continuation of the scheme will lead to a safer Town Centre; Opportunity to meet with partners and establish ongoing relationships with local publicans and businesses. 	<ul style="list-style-type: none"> Pubwatch may potentially cease of its own decision (not WBC controlled) due to lack of attendance.
L4	Introduce an inspection rota to increase the number of inspections of licensed premises and vehicles.	31/03/19	<ul style="list-style-type: none"> Increased staffing patrols of Taxi Ranks and Private Hire Operator areas; Increased night-time/weekend inspections; Increased premises inspections; More structured approach to service. 	<ul style="list-style-type: none"> Lack of staff time to commit to rota; Lack of staffing numbers; Other priority work, such as statutory requirements, taking precedent.
L5	Strengthen standards of Taxi Private Hire Trade through appropriate training.	31/03/19	<ul style="list-style-type: none"> Improved service for the travelling public; Improved safety of the travelling public; Maintaining Taxi and Private Hire drivers' level of professionalism to enable them to fully achieve their potential as ambassadors of Woking Town Centre. 	<ul style="list-style-type: none"> Lack of staff time; Outcome of Consultations; Lack of take/up attendance at training; Outcome of Committee.
RC1	Implement new Capita software modules purchased to promote self-service and simplify processes.	31/12/18	<ul style="list-style-type: none"> The new software modules will remove a number of manual processes and streamline others. Will allow further self-service and increase the number of processes that Customer Service staff can assist with. 	<ul style="list-style-type: none"> Modules not installed into live due to other ICT priorities.
RC2	Expand the implementation of Proprint software to improve printing options.	31/12/18	<ul style="list-style-type: none"> All revenue and benefit documents to print through Proprint software. This will allow printing to be processed off site eventually. 	<ul style="list-style-type: none"> ICT and Proprint supplier do not implement new software.

CUSTOMER SUPPORT SERVICES

REVENUE ESTIMATES

	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
<u>Expenditure</u>		
Employees	2,316,740	2,368,129
Premises		
Transport	80	80
Supplies & Services	70,945	70,945
Third Party Payments		
Transfer Payments	29,289,505	29,289,505
Support Services		
Capital Charges		
GROSS EXPENDITURE	<u>31,677,270</u>	<u>31,728,659</u>
<u>Income</u>		
Government Grants	-29,640,067	-29,625,822
Other Grants		
Sales		
Fees & Charges	-555,602	-563,102
Rents		
Other Income	-526,449	-526,449
NET EXPENDITURE	<u>955,152</u>	<u>1,013,286</u>

SUMMARY OF VARIATIONS

Original Estimate 2017/18	955,152
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	51,389
Changes in Capital Charges	0
Contractual Inflation	0
Changes in Facilities Management Contract	0
Changes in Energy Costs	0
Business Rates Changes	0
Changes in Insurance	0
Changes in Fees and Charges	-7,500
Cost Reductions	0
Other Minor Variations	0
	<u>43,889</u>
<u>Specific Service Issues</u>	
Reduction in Housing Benefit Admin subsidy	14,245
Original Estimate 2018/19	<u>1,013,286</u>

WOKING BOROUGH COUNCIL FOOD SAFETY SERVICE PLAN 2018/2019

1. Service Aims and Objectives

1.1. Aims and Objectives

1.1.1. The objectives of the food safety service are:

- to ensure that food and drink intended for sale for human consumption, which is produced, stored, distributed, handled or consumed within the Borough is without risk to the health or safety of the consumer;
- to investigate suspected and confirmed food poisoning incidents, to locate the source of contamination and to prevent it spreading to protect the health of the public;
- to provide information and advice on food safety matters for business and members of the public.

1.2. Links to Corporate Objectives and Plans

1.2.1. This food safety service plan is the Council's expression of its commitment to the delivery of a continually improving food service, in line with the corporate vision and values to provide excellent services in a forward thinking and sustainable way.

1.2.2. The food safety service contributes to the Council's priority of promoting health and well being, healthy diet is also one of the 6 priorities agreed by the Woking Health and Wellbeing Board, and, it contributes to the Community Strategy priorities of improving access to information on health and preventing illness.

1.2.3. The plan provides information about the food safety services, the means by which they are provided and the means for monitoring and reviewing service performance against set standards.

2. Background

2.1. Profile of the Borough of Woking

2.1.1. The Borough of Woking covers 6,359 hectares and has an estimated population of 99,200 (mid 2011).

2.1.2. The Borough is a major employment centre and Woking town a substantial shopping, commercial and entertainment centre.

2.2. Organisational Structure

2.2.1. The food safety service is delivered by officers within the Environmental Health Service, which is part of Place. The food safety service reports to elected members via the Overview and Scrutiny Committee and Executive Committee. The service is managed by the Environmental Health Manager, who also holds specialist responsibility for food safety. Specialist services for food examination are provided by the Public Health England (PHE) and Eurofins Laboratories.

2.3. Scope of the Food Safety Service

2.3.1. The food safety service provides the following:-

- Inspections of food premises.

- Operation of the national food hygiene rating scheme, including publication of rating scores on the Food Standards Agency (FSA) website.
- Approvals for specific premises under European food hygiene regulations.
- Investigation of complaints regarding food and food premises.
- Investigation of notifications of food poisoning.
- Sampling of food and drinking water.
- Promotion of good food safety standards through advice, education to the public and businesses.
- Enforcement action under the European food hygiene regulations.

2.3.2. Depending on fluctuations in business need, officers will carry out food work alongside other Environmental Health work, including health and safety at work and environmental control. Specialist knowledge will be retained by a lead officer but information and operational procedures will be disseminated throughout the Environmental Health team. The Food Law Code of Practice (COP) competency criteria for food officers are followed.

2.4. Demands on the Food Safety Service

2.4.1. There are 812 food premises in the Borough (figures as at 1st April 2017). The break down by primary food hygiene activity is shown below.

2.4.2. Profile of food premises in the Borough

Primary Food Hygiene Activity	Total
Distributors/Transporters	4
Importers/Exporters	3
Manufacturers/Packers	8
Restaurants and other caterers	615
Retailers	148
Mobile Food Unit	34
Total	812

2.4.3. There are currently two approved premises in the Borough, a sausage manufacturer which provides product to large retailers and caterers e.g. national supermarket and pub chains, in-flight caterers etc. and a manufacturer of soups and sauces supplying national retail and catering establishments.

2.4.4. The Environmental Health Team is based at the Civic Offices in Woking Town Centre, which is open to callers 9.00 to 16.45 Monday to Friday. The team are contactable in the office by telephone, mail, e-mail, via the Council's website and in person, and are contactable by mobile phone and e-mail via the office whilst out in the field. In an emergency a member of the team can be contacted outside of office hours by means of the Environmental Health Call Out Service. Inspection of food premises are normally undertaken during office hours however the service is extended outside office hours as required, to ensure officers can assess food handling practices at all premises, regardless of their opening hours.

2.4.5. Across the Districts in Surrey, Woking has the most ethnically diverse area at 16.4% of the population, and hence has a significant number of business owners and consumers whose first language is not English. The service endeavours to provide both verbal and written advice to businesses regarding the legal requirements and efforts are made to provide communication in the appropriate language. The Environmental Health Service uses several means including correspondence in several languages and in cases with severe communication difficulties, interpreters are used.

2.5 Enforcement Policy

- 2.5.1 The service has a documented Enforcement Procedure which is in line with the FSA Food Law Code of Practice (COP), Better Regulation Delivery Office (BRDO) and Local Government Regulation (LGR) guidance.
- 2.5.2 This has been endorsed by Members and made available to businesses and consumers on the Council's web site and as a leaflet.
- 2.5.3 The Council signed up to the Enforcement Concordat in 1998, and the enforcement policy embraces the required good enforcement principles.

3 Service Delivery

3.1 Food Premises Primary Inspections

- 3.1.1 There is a documented food inspection procedure in accordance with the FSA COP. The programme of food premises primary inspection is based on the priority risk rating and inspection frequencies set out in the FSA COP. Inspection records are maintained in a part computerised and part hard copy system which enables past records to be retrieved. In 2016/2017 100% of the 338 primary inspections due were carried out against targets set by the service of 100%.
- 3.1.2 In 2017/2018 403 primary inspections are due, and as in previous years approximately 20% will require revisits. The target for inspection in 2017/18 is 100% of high and low risk premises and it is expected that this will be met.

3.2 Food Complaints

- 3.2.1 There is a documented food complaint investigation procedure in accordance with the FSA COP.
- 3.2.2 In 2016/2017, 96 food complaints and complaints about food premises were received. These complaint levels are likely to be similar in 2017/2018 and 2018/2019.

3.3 Primary Authority Partnership (PAP)

- 3.3.1 The Council has a PAP with Kentucky Fried Chicken (KFC) which covers food safety and health and safety in both their owned and franchised outlets. The PA Scheme entitles any businesses or organisations to ask for a Partnership with a Local Authority (LA). Those businesses are expected to work closely with the LA to ensure they comply with the Regulations that apply to them. This is expected to lead to greater compliance by the business, but also greater consistency and co-ordination of regulatory enforcement by LAs. A central register is maintained of all businesses with a PAP. We are expected to consult with other LAs before undertaking any enforcement work when a business has a PAP. This will have an impact on the service both as an enforcing authority needing to consult with other LA's before undertaking enforcement interventions in businesses within Woking, and as an authority with a PAP.
- 3.3.2 The PAP was launched in January 2011 following an existing Home Authority Partnership. Woking has a good working relationship with KFC, who have their head office in the Borough. During 2016/17 regular meetings have taken place to keep both parties updated on new legislation, new company procedures or initiatives and any LA contacts made. Other LA's need to consult with us before undertaking enforcement action within KFC's in their areas. We continue to provide advice to KFC on food safety matters and liaise with them regarding enquiries made by other LA's on issues that affect the business on a national level. This will improve consistency of enforcement and propagate good practice.
- 3.3.3 During 2014/15 we agreed a Memorandum of Understanding with Surrey County Council Trading Standards (SCCTS) which sets out how we will work together in

future to offer a PAP package to businesses which would allow them to receive advice in both Environmental Health and Trading Standards. To date the Association of Convenience Stores, a national retail trade association with over 30,000 members, Innovate, which provides catering in schools, The Caravan Club Limited, Graham White & Co and National Caravan Council have signed up to a PAP with SCCTS and Woking Borough Council. Businesses are charged for this service.

3.4 Advice to Businesses

- 3.4.1 The Council's approach to enforcement includes the offering of advice to businesses in the first instance to assist them in achieving a satisfactory standard of food safety and compliance with the law, where this does not compromise the safety of consumers.
- 3.4.2 Advice is provided during inspections, revisits and investigatory visits to premises, and on request at any time, for example to new businesses or businesses wishing to change products or activities. The EH service works with trade groups such as Woking Chamber of Commerce, Business Link and the Asian Business Forum. Advice to businesses is also provided by means of our webpages, direct mailings and press releases on particular food safety issues and new legislation. On occasion, free seminars are held for local businesses on new legislation/developments where there is a benefit in reaching a wider audience or to target a particular business sector to address a particular need.
- 3.4.3 Businesses are referred to local low cost food hygiene training providers to ensure that the training needs of local food handlers are being met.

3.5 Food Sampling

- 3.5.1 There is a documented sampling policy in accordance with the FSA COP and an annual sampling programme is produced. The programme includes participation in the PHE National Sampling Protocols, as well as sampling as part of the investigation of food complaints and food poisoning and the inspection of high risk food premises.
- 3.5.2 A sampling service level agreement has been drawn up with the PHE Food, Water and Environmental Microbiology Network, based in Porton Down, Salisbury. Samples for microbiological analysis can be taken by officers to the laboratory directly or via use of a courier service from the Civic Offices depending on the urgency and likelihood of enforcement action. Public analyst services are provided by Eurofins Laboratories in Acton, and samples are taken there by staff by train, or by courier, as required.
- 3.5.3 Each year a quota is given to each LA to cover the cost of food sample analysis. In 2016/2017 a total of 52 food samples were taken, the cost of which was within our allocation. Should the number of samples taken cause us to exceed the allocation we would be required to fund the difference.
- 3.5.4 Samples of drinking water may be taken and analysed by the PHE Food, Water and Environmental Microbiology Network when necessary.

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

- 3.6.1 There is a documented infectious disease investigation procedure. Notifications of gastroenteritis, dysentery, food poisoning, leptospirosis, listeria, cryptosporidiosis, gardia lamblia, typhoid, paratyphoid and e-coli 0157 are routinely investigated. Campylobacter notifications are reviewed by the officers and investigated further if there is potential for cases to be connected, or a food source is implicated or a person who is at a high risk of spreading the infection is affected. An investigation letter and Campylobacter fact sheet is sent to all cases. The investigations of outbreaks are carried out in accordance with the PHE Outbreak Control Plan.

- 3.6.2 In 2016/2017 130 infectious disease notifications were received by the service. The number received is likely to be similar in 2017/2018 and 2018/2019.

3.7 Food Safety Incidents

- 3.7.1 There is a documented Food Alert procedure covering the issue of a warning arising from an incident within the Borough and the response to warnings issued by the FSA. This has been drawn up in accordance with FSA COP. Food Alerts may comprise Food Alerts For Action, Product Recall Information Notices, Withdrawal Information Notices and Updates on Food Alerts. Alerts are reviewed immediately on receipt by the officers and an appropriate course of action decided on. Alerts received by the service for which action is taken are logged as service requests and the action taken documented. Where appropriate, local press coverage will be sought. Often, coordination between WBC and SCCTS is necessary to ensure appropriate enforcement action is carried out.
- 3.7.2 In 2016/2017 73 food alerts and 70 allergy alerts were received. All food alerts require a decision to be made on what action is appropriate. Approximately 5% of food alerts necessitate some type of action which may include press releases as well as visits, letters and telephone advice to premises. These figures are likely to be similar in 2017/2018 and 2018/2019.

3.8 Liaison with other Organisations

- 3.8.1 The service has various liaison arrangements in place to ensure that enforcement action taken in its area is consistent with those of neighbouring LAs.
- 3.8.2 The service has a representative on the Surrey Food Liaison Group which meets quarterly and is attended by the eleven Surrey LAs. As well as representatives from the LAs, the Group has representatives from SCCTS, Kent, Surrey and Sussex PHE (KSS PHE), the PHE Laboratories and the FSA. The Group is also attended by a champion from the Surrey Environmental Health Service Managers Group enabling consistency issues to be discussed by the managers of the different food services in Surrey. The Surrey PHE and Environmental Health Infection Control Group meet three times a year with representatives from KSS PHE, the PHE Laboratories, local water companies and the Surrey LAs.
- 3.8.3 Attendance at the meetings of these groups is a worthwhile activity and where demands on the service permit, an officer will attend. Arrangements for referring cases to the relevant enforcing authority e.g. another LA or SCCTS are covered in the food inspection and complaint / infectious disease investigation procedures.

3.9 Food Safety Promotion

- 3.9.1 Resources are focused on meeting our statutory food safety functions and therefore any promotional activities are limited. However the value of promotional work is recognised and events will be selected to ensure maximum impact with minimum use of resources.
- 3.9.2 During 2017/18 an officer attended the Community Safety Day held at Woking Football Club where they were able to offer advice on food safety to members of the public. Officers from the Environmental Health Service also carried out food hygiene advisory and compliance checks during the Woking Party In The Park event and Woking's Food and Drink Festival.

4 Resources

- 4.1.1 When the EH Team is fully staffed, the resources allocated to the food safety service are currently felt to be sufficient to meet the demands on the service outlined in this

plan.

4.2 Financial Allocation

4.2.1 The budget for providing this service is contained within the appropriate Service Plans.

4.3 Staffing Allocations

4.3.1 There are currently 1.95 Full Time Equivalent (FTE) posts plus a contract EHO working on food law enforcement and related matters. They are appropriately qualified for the work undertaken in accordance with FSA COP. These posts are as follows:

- EHM – Competent and authorised to carry out all official controls (0.4 FTE in total)
- 3 x Senior EHO – Competent and authorised to carry out all official controls (1.2 FTE in total)
- Environment Officer – Competent and authorised to investigate infectious diseases and deal with Food Alerts (0.1 FTE in total)
- Contractor – to carry out 100 'C' and 'D' rated inspections
- Business Support Officer - Provides administrative support to the food safety service (0.25 FTE)

4.4 Staff Development Plan

4.4.1 All members of staff are subject to ongoing appraisal with their line manager via the Performance Development Review (PDR) process, which includes discussions on personal and professional development. This provides the opportunity to identify any training needs and the arrangements can then be made to meet those needs. A record of training will be made on SharePoint or the record of Continuing Professional Development of the member of staff.

4.4.2 Staff that carry out any official food control duties must be assessed against the FSA COP, Chapter 4, to ensure that they are fully qualified and competent. The RDNA (Regulators Development Needs Assessment) tool has been used to assess competency and experience, and identify areas of further development need or training. This has been done across Surrey LA's and it is hoped common training needs may be addressed as a county with low cost training courses where possible.

4.4.3 Team meetings held on a fortnightly basis provide an ongoing opportunity for staff development to be discussed and training to be delivered. There is an adequate budget for staff training for the food safety team and attendance on external courses will be arranged as appropriate to maintain officer competency. Training provided by FSA, Chartered Institute of Environmental Health (CIEH) and other LA's is recognised as usually good value for money and such courses are most likely to be attended. Woking Borough Council holds the Investors in People Award.

4.4.4 A reference library for officers is maintained which contains the relevant legislation, COPs, Best Practice Guidance, Industry Guides and other reference material. Officers also have access to online reference material including the FSA website.

5 Quality Assessment

5.1 There is a documented quality monitoring procedure for this service. This details the mechanisms in place to ensure that the service is delivered in accordance with the FSA Food Law Enforcement - The Standard. Monitoring activities include:-

- on-going staff PDR

- fortnightly team meetings
 - document review by EHM/SEHO
 - accompanied inspections
 - statistical performance monitoring e.g. inspection and complaint numbers
 - peer review benchmarking activities co-ordinated by the Surrey Food Study Group and participation in the FSA national consistency exercises
 - customer complaints procedure – No complaints about the food safety service have been made in 2017/2018 to date.
- 5.2 Customer service satisfaction questionnaires are sent to all food business operators following a food hygiene inspection. The outcome of monitoring activities is fed back to staff to ensure that any appropriate corrective action is taken. Where possible the outcome and action taken is documented.

6 Review

6.1 Review Against the Service Plan

- 6.1.1 Performance is monitored against the objectives and standards set in the Service Plan and supporting policies and procedures at fortnightly team meetings. A full review of performance against the plan takes place annually when the next year's plan is being drafted.

6.2 Identification of any variation from the Service Plan

- 6.2.1 Where the review process identifies variances in the service delivered from that set out in the plan, the reasons for this will be documented. The service plan for the subsequent year will take account of the findings of the review and any relevant changes in circumstances.

6.3 Ongoing Improvements to the Service

- 6.3.1 Computer software is used to hold the food premises register and database. The Idox Uniform system also facilitates the completion of statutory returns to the FSA (Local Authority Enforcement Monitoring System (LAEMS)). The accuracy of the premises database is constantly reviewed as the business map of Woking evolves, and this will be continued through the coming year. We have recently taken part in a FSA Data Cleansing Exercise to improve consistency for consumers using the FHRS website and expect further similar exercises to take place throughout the year.
- 6.3.2 We operate the FSA National Food Hygiene Rating Scheme (FHRS). This is a scheme whereby the risk rating following a food hygiene inspection is translated into a score which is then published on-line. Members of the public are then able to look at the score of a food business before they choose where to eat out. As well as being a good service to the public, it has also been shown to be an effective incentive for food business operators to improve food hygiene and safety in order to improve their scores. In January 2018, 88% businesses were rated 5 and 97.5% were rated 3 or better. This PI is now included within the Green Book and reported quarterly.
- 6.3.3 Food safety work is included in 2 National Indicators (NI); as part of NI182 which is the satisfaction of businesses with LA Services and NI184 the number of food establishments broadly compliant with food hygiene law. A questionnaire has been produced to capture data relating to businesses satisfaction. Survey results from 2017/2018 so far indicate a high proportion of businesses feel they have been treated fairly and the contact with the Environmental Health Service has been helpful. For the latter NI, the current number of food establishments broadly compliant with food hygiene law is 97%.

- 6.3.4 An informal arrangement is in place between Surrey Heath Borough Council, Epsom & Ewell Borough Council, Guildford Borough Council and Woking Borough Council to assist and support each other where Lead Food Officers are absent through sickness or holiday etc. Food Officers from other LA's may phone and seek advice on enforcement action, or ask for assistance if they are not authorised and competent, for example, to serve an Emergency Prohibition Notice. The arrangement also includes review where an appeal by a business has been made against the Lead Food Officer's risk rating scoring following an inspection, which has led to a low FHRS rating. It is envisaged that this resilience will be developed even further between ourselves and Surrey Heath BC with our current arrangement of joint management of the two Environmental Health Services.
- 6.3.5 The Food Information Regulations 2014 were introduced in December 2014. Food allergen and food labelling advice is provided by SCCTS, although 2nd tier local authorities have also been given the power to enforce this legislation. An agreement has been made between Surrey LA's and SCCTS that officers from each organisation will advise businesses on compliance with these Regulations, however, complaints and incidences will be directed to SCCTS for enforcement action. Officers have received training and advice will be given during our routine food hygiene inspections or through direct enquiries to the Environmental Health Service where possible.
- 6.3.6 During 2018/19 we will be introducing a charge for re-inspections requested under the food hygiene rating scheme. This is where a rating of less than 5 has been achieved and the business has made improvements and wishes to be rated again. This will not affect officer revisits following an inspection where it is necessary to check that serious non-compliances have been actioned.

(January 2018)

WOKING BOROUGH COUNCIL HEALTH AND SAFETY SERVICE PLAN 2018/2019

1. Service Aims and Objectives

1.1. Aims and Objectives

1.1.1. The objectives of the health and safety service are:

- to meet the Council's statutory responsibilities to ensure that working environments are safe and without risks to health or welfare, and that work activities do not have an adverse effect on the public.
- to investigate all complaints about health and safety standards and notifications of accidents, occupational ill-health and dangerous occurrences, in premises for which the Council is the enforcing authority i.e. retail, leisure, service sector.

1.2. Links to Corporate Objectives and Plans

1.2.1. This service plan is the Council's expression of its commitment to the delivery of a continually improving health and safety service, in line with the corporate vision and values to provide excellent services in a forward thinking and sustainable way.

1.2.2. The health and safety service contributes to the Council's priority of promoting health and overall well being, the six health priorities agreed by the Woking Health & Wellbeing Board and to the Community Strategy priorities of improving access to information on improving health and preventing illness. The health and safety service also seeks to develop and promote links with the local business community, to improve standards of health and safety management, which in turn has a positive impact on business productivity.

1.2.3. This plan provides information about the health and safety services provided, the means by which they are provided and the means for monitoring and reviewing service performance against set standards.

1.3. Statement of Commitment

1.3.1 Woking Borough Council has made a pledge to commit to the Health & Safety Executive's (HSE) Strategy; Helping Great Britain Work Well.

1.3.2 This means we will;

- Act together to encourage others to take ownership of health and safety, particularly reaching out to those who are less engaged.
- Tackle ill health, giving greater focus to health issues at work, whilst still maintaining standards on safety.
- Manage risk well, by simplifying risk management and helping businesses to grow.
- Supporting small employers by providing more simple advice so they know what to do.
- Keep pace with change, anticipating and tackling new health and safety challenges.
- Share our success and promote the benefits of Great Britain's excellent health and safety system.

2. Background

2.1. Profile of the Borough of Woking

2.1.1. The Borough has a population of 99,200 (mid 2011) and is a major employment centre. Woking town is a substantial shopping, commercial and entertainment centre.

2.2. Organisational Structure

2.2.1. The health and safety service is delivered by the Environmental Health Service which is part of Place. The health and safety service reports to elected members via the Overview and Scrutiny and Executive Committees. The service is managed by the Environmental Health Manager, who shares specialist responsibility for health and safety with Senior Environmental Health Officers.

2.3. Scope of the Health and Safety Service

2.3.1. The health and safety service provides the following:

- inspections of businesses for which the Council is the enforcing authority
- investigation of complaints regarding health, safety and welfare in workplaces
- investigation of notifications of accidents, dangerous occurrences and occupational ill health arising from work activities affecting employees or others
- promotion of high health and safety standards through advice, education and training to businesses and the public
- registration of premises and operators carrying out skin piercing activities
- registration of premises with cooling towers
- enforcement action under the Health and Safety at Work (Etc) Act 1974 (HSWA) and associated legislation

2.3.2. The service is currently provided by officers of the Environmental Health Service. Depending on fluctuations in business need, officers will carry out health and safety work alongside other Environmental Health work including food hygiene and environmental protection. Specialist knowledge is retained by a lead officer, but information and operational procedures are disseminated throughout the Environmental Health team.

2.4. Demands on the Health and Safety Service

2.4.1. We have a duty to 'make adequate arrangements for enforcement' under section 18 of HSWA. The National Local Authority Enforcement Code (National Code) sets out the adequate arrangements for enforcement. Compliance with the National Code is mandatory and focuses on delivering proportionate and targeted enforcement using a full range of regulatory interventions.

2.4.2. There are an estimated 1500 businesses in the Borough, for which the Council is the enforcing authority. These consist of shops, offices, caterers, leisure and consumer services and a wide range of other commercial activities. We are required to establish and maintain an accurate and comprehensive database of businesses subject to enforcement. It is recognised that the database of health and safety premises is constantly changing as existing businesses close and new businesses start up within the Borough.

2.4.3. IDOX Uniform computer software holds the database which contains business details and risk rating scores for businesses. This enables us to determine which businesses are 'high risk' in terms of health and safety so that we can effectively target interventions on those premises that need it most.

2.4.4. It is difficult to maintain an accurate health and safety premises database as there is no requirement for most businesses to register with us. Ongoing work is required to obtain accurate and up to date premises information about local businesses and officers conduct adhoc surveys of the trading and industrial estates on occasion. Officers also update the database by obtaining information from routine inspections, investigations, new business notifications, particular trade sectors, business rates and the HSE.

2.4.5. The Environmental Health Service is based at the Civic Offices in Woking Town Centre, which is open to callers 9.00 to 16.45 Monday to Friday. The team are contactable in the office by telephone, mail, e-mail, via the Council's website and in person and are contactable by mobile phone and e-mail via the office whilst out in the field.

In an emergency a member of the team can be contacted outside of office hours by means of the Environmental Health Call-Out Service.

2.5. Enforcement Policy

- 2.5.1. The service has a documented Enforcement Procedure which is in line with the HSE's Enforcement Policy Statement, the Better Regulation Delivery Office (BRDO) and Local Government Regulation (LGR) guidance.
- 2.5.2. The Council signed up to the Enforcement Concordat in 1998, and the policy embraces the required good enforcement principles.
- 2.5.3. The HSE's Enforcement Management Model (EMM), is available for reference when making decisions about health and safety enforcement actions.

3. Service Delivery

3.1. Health and Safety Inspections

- 3.1.1 A planned programme of workplace interventions has been developed in accordance with the National Code, to target enforcement activity at specific risk areas. Interventions will be targeted at those premises where activities give rise to the most serious risk and are known to be least well controlled, with the aim of ensuring dutyholders effectively manage and control the risks of their work activities. We must focus resources on those premises most likely to cause working days lost and public injury, ill health or sickness absence and where dutyholders seek economic gain or advantage from non-compliance (e.g. rogue traders). The overall aim is targeted intervention involving the right people in businesses and the activities which present the greatest risk, and therefore maximise impact in improving health and safety outcomes.
- 3.1.2 The National Code makes it clear that proactive inspections must only be used to target high risk activities which are set out in Annex 1 of the Code. LA's have a range of other interventions available to them to ensure a business is managing its risks effectively and guidance is provided in LAC 67/2 (rev4) Targeting Local Authority Interventions. It is important that LA's are able to justify any inspection they undertake and the National Code requires that we use national and local intelligence to inform priorities. LA's must be able to deal reactively with matters of evident or potential major health and safety concern, especially when visiting premises for other reasons, e.g. food safety intervention.
- 3.1.3 We will liaise with other Surrey LAs through the Health and Safety Study Group and gather local intelligence to identify areas of high risk activities in Surrey. We have always benefited from participating in group project work. During 2017/18 we have worked with Surrey LA's to complete a project on skin piercers and in the process have managed to revisit most of our registered skin piercers making sure they are compliant in health and safety and infection control, as well as updating our records on registered operators.
- 3.1.4 In 2016/17, 135 health and safety interventions were carried out. This is 67.5% of the 200 interventions due. (Interventions are contacts with businesses and include inspections.) Inspection records are maintained in a part computerised and part hard copy system which enables past inspection records to be retrieved. This year these interventions included a targeted campaign on workplace transport safety whereby officers visited a number of large premises in the Goldsworth Trading Estate and checked compliance of risk management with regard to proximity of the public and employees to transport, such as folk lift trucks.
- 3.1.5 A target of 200 proactive inspections / interventions was set for 2017/2018.
- 3.1.6 In 2018/2019 inspections / interventions will continue to include providing advice to businesses on compliance (and taking enforcement action where necessary) under the smoke free legislation.

3.2. Reactive Services for Health and Safety

- 3.2.1 All complaints about health and safety conditions within workplaces for which the Council is the enforcing authority are investigated. Reactive complaint work takes priority over programmed visits to ensure that requests for service are dealt with effectively. Requests for information about health and safety standards and legislation will also be met. In some cases, complaints will trigger a full health and safety inspection of the premises. Service requests and complaints are dealt with in accordance with the Policy and Procedure for Responding to Service Requests and Complaints about Health and Safety at Work Conditions.
- 3.2.2 In 2016/17, 35 service requests relating to health and safety, and 11 relating to non-compliance with smoke free legislation, were received. The number of health and safety service requests has reduced considerably from the previous year. A similar number of health and safety and smoke free complaints are expected to be received during 2017/18 and 2018/19.

3.3 Investigation of Accidents, Dangerous Occurrences and Occupational Ill Health

- 3.3.1 Notifications of accidents at work made under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 are investigated in accordance with the Policy for Responding to Reported Accidents and the Accident Notification and Investigation Procedure. Although the policy states that not all accident notifications will be investigated, in practice, the vast majority of those received meet the criteria for investigation. Non-reportable notifications are not usually investigated, but are acknowledged by means of a standard letter.
- 3.3.2 In 2016/17, 37 accident notifications were received and investigated, the same number as last year. A similar number are expected during 2017/18 and 2018/19.

3.4 Primary Authority Partnership (PAP)

- 3.4.1 Woking Borough Council has a PAP with Kentucky Fried Chicken (KFC) which covers health and safety and food safety. The PAP Scheme entitles any business or organisation to ask for a Partnership with a Local Authority (LA). Those businesses will be expected to work closely with the LA to ensure they comply with the Regulations that apply to them. This is expected to lead to greater compliance by the business, but also greater consistency and co-ordination of regulatory enforcement by LAs. A central register is maintained of all businesses with a PAP. We are expected to consult with other LAs before undertaking any enforcement work when a business has a PAP. This will have an impact on the service both as an enforcing authority needing to consult with other LA's before undertaking enforcement interventions in businesses within Woking, and as an authority with a PAP.
- 3.4.2 The PAP was launched in January 2011 following an existing Lead and Home Authority Partnership. Woking has a good working relationship with KFC, who have their head office in the Borough. During 2016/17 regular meetings have taken place to keep both parties updated on new legislation, new company procedures or initiatives and any LA contacts made. Other LA's need to consult with us before undertaking enforcement action within KFC's in their areas. We continue to provide advice to KFC on health and safety matters and liaise with them regarding enquiries made by other LA's on issues that affect the business on a national level. This will improve consistency of enforcement and propagate good practice.
- 3.4.3 During 2014/15 we agreed a Memorandum of Understanding with Surrey County Council Trading Standards (SCCTS) which sets out how we will work together in future to offer a PAP package to businesses which would allow them to receive advice in both Environmental Health and Trading Standards. To date the Association of Convenience Stores, a national retail trade association with over 30,000 members has signed up to a PAP with SCCTS and Woking Borough Council and we have provided assured advice on food hygiene and health and safety to the organisation and their members. The Caravan Club has also entered

into a PAP agreement with Woking Borough Council and SCCTS. Businesses are charged for this service.

3.5 Support to Businesses

- 3.5.1 The Council's approach to enforcement includes offering advice to businesses in the first instance to assist them in achieving a satisfactory standard of compliance with health and safety law, where this does not compromise the safety of workers or the public.
- 3.5.2 In addition to the advice that is provided during inspections, revisits and investigatory visits to premises, advice is available to businesses on request at any time. The Environmental Health service also works with trade groups such as Woking Chamber of Commerce, Business Link and Asian Business Forum. Advice to businesses is also provided by means of our webpages, direct mailings and press releases on particular health and safety issues and new legislation. On occasion, free seminars are held for local businesses on new legislation/developments where there is a benefit in reaching a wider audience or to target a particular business sector to address a particular need.

3.6 Health and Safety Promotion

- 3.6.1 Resources are focused on meeting our statutory health and safety functions and therefore any promotional activities are limited. However, the value of promotional work is recognised, and events are selected to ensure maximum impact with minimum use of resources. During 2017 officers from the Environmental Health Service attended the Woking Party In The Park and Woking's Food and Drink Festival events to carry out advisory and compliance health and safety checks at these venues.

3.7 Liaison with other Organisations

- 3.7.1 The Service has various liaison arrangements in place to ensure that enforcement action taken in its area is consistent with those of neighbouring LAs.
- 3.7.2 The Service has a representative on the Surrey Health and Safety Study Group, which meets 4 times a year and is attended by the 11 Surrey LAs, as well as the HSE. This group is also attended by a champion from the Surrey Environmental Health Managers Group, enabling consistency issues to be discussed by the managers of the different health and safety services in Surrey.
- 3.7.3 Attendance at these meetings is a worthwhile activity and where demands on the service permit, an officer will attend. Arrangements are in place for referring cases to the relevant enforcing authority e.g. another local authority or the HSE, where this is necessary.

4. Resources

4.1 Financial Allocation

- 4.1.1 The budget for providing this service is contained within the appropriate Service Plans.

4.2 Staffing Allocations

- 4.2.1 There are currently 1.1 Full Time Equivalent (FTE) posts working on Health and Safety. The officers are appropriately qualified for the work undertaken. These posts are as follows:
- Environmental Health Manager - Competent and authorised to inspect all categories of Health and Safety premises, investigate complaints and accidents (0.2 FTE)

- Senior EHO x 3 - Competent and authorised to inspect all categories of Health and Safety premises, investigate complaints and accidents (0.55 FTE)
- Environment Officer - Competent and authorised to investigate complaints and accidents (0.1 FTE).
- Business Support Officer - Provides administrative support to the Health and Safety service (0.25 FTE)

4.3 Staff Development Plan

- 4.3.1 All members of staff are subject to ongoing appraisal by their line manager via the PDR process, which includes a discussion on personal and professional development. This provides an opportunity to identify any training needs and arrangements can then be made to meet those needs. A record of training is made on SharePoint or the record of Continuing Professional Development of the member of staff. The Council holds the Investors in People Award. All staff members who enforce health and safety also have been through the RDNA (Regulators Development Needs Assessment) tool to establish levels of competency and highlight any training needs.
- 4.3.2 Team meetings held on a monthly basis provide an additional opportunity for staff development to be discussed and training to be delivered. There is an adequate budget for staff training and attendance on external training courses will be arranged as appropriate to maintain their competency. Training provided by Chartered Institute of Environmental Health, HSE, LA's and Study Groups are recognised as good value for money and these courses are most likely to be attended.
- 4.3.3 A reference library is maintained which contains the relevant legislation, Codes of Practice, guidance and other reference material. Officers also have access to online reference material including the HSE website and HELAExtranet.

4.4 Quality Assessment

- 4.4.1 Monitoring activities are documented in a Quality Monitoring Procedure and include:-
- ongoing staff PDR
 - fortnightly team meetings
 - document review by EHM / SEHO
 - accompanied inspections
 - statistical performance monitoring e.g. service request, accident notifications, inspection and intervention numbers
 - Peer Review exercises co-ordinated by the Surrey Health and Safety Study Group as part of the requirements of the National Code are conducted at quarterly meetings of the Group
 - customer satisfaction surveys following health and safety inspections, in accordance with National Indicator (NI) 182
 - customer complaints procedure.
- 4.4.2 No complaints against the health and safety service were received in 2016/17. No complaints have been received in 2017/18 to date. The outcomes of monitoring activities are fed back to staff to ensure that any appropriate corrective action is taken and this is documented where possible.

5. Review

5.1. Review Against the Service Plan

- 5.1.1. Performance will be monitored against the objectives and standards set in the Service Plan and supporting policies and procedures at team meetings. A full review of performance against the plan will take place annually when the next year's plan is being

drafted. Where variance from the plan is identified, the reasons for this will be investigated and corrective action taken as required. All policies and procedures will be reviewed annually.

5.2. Ongoing Areas of Improvement

- 5.2.1. The introduction of the National Code and LAC 67/2 (rev4) has had significant impact on the provision of the health and safety service. LA's must reduce the burden on businesses and must not visit a business unless they have good reason. This makes the service more heavily weighted on the side of reactive work rather than carrying out proactive inspections based on previous inspection risk ratings. Any planned work must be done in consideration of the National Code and visits justified. This has an impact on service planning as well as reporting of work via the LAE1. The LAE1 Return is completed and submitted annually.
- 5.2.2. As fewer proactive inspections are being carried out and therefore less risk rating assessments as a result, there is a concern that the quality of up to date premises information within our database will be reduced. This is something that we need to remain aware of and efforts made to keep records updated where workloads and intelligence gathering allows.
- 5.2.3. The Surrey LA's have a formalised Flexible Warranting arrangement where officers are able to assist and support each other when necessary, eg, where a serious incident has taken place and more resources are needed to help take witness statements etc, where another LA may have specialist knowledge in an area, eg, workplace related death investigation and where competent and authorised officers are absent eg, holiday / sickness, and less experienced staff are required to take enforcement action. We have agreed to participate in this. It is hoped that this resilience will be developed even further between ourselves and Surrey Heath Borough Council with our current arrangement of joint management of the two Environmental Health Services.
- 5.2.4. During 2018/19 we will complete two campaigns that are specified in the Health & Safety Executive National Plan Annex for priority targeted proactive interventions. One will focus on safety regarding pressurised gas cylinders used in the beverage industry and the other on the provision of welfare facilities for delivery drivers when they reach drop off points. The former will contribute to project work agreed by the Surrey Health & Safety Study Group.

(January 2018)

EXECUTIVE - 1 FEBRUARY 2018

HOUSING REVENUE ACCOUNT BUDGETS 2018-19

Executive Summary

The Housing Revenue Account (HRA) Estimates for 2018/19 are presented for recommendation to Council.

Social landlords are required to reduce housing rents by 1% a year for four years from 2016/17. This is a move away from the former guidance of increasing rents by CPI + 1%. 2018/19 will be the third year of this four year period and this 1% reduction requirement has been incorporated into the 2018/19 budget. As discussed later in the report the Government have announced this rent reduction period will end in 2020 and rent increases will return to CPI + 1%.

The working balance per property is forecast to be £150 at 31 March 2019. £100-£150 balance per property is considered to be necessary for prudent financial management.

Reasons for Decision

To recommend that the Council approves the resources necessary to implement its objectives and to enable the Council to determine charges to tenants for 2018/19.

Recommendations

The Executive is requested to:

RECOMMEND to Council That

- i) the Housing Revenue Account budget for 2018/19 as set out in Appendix 1 to the report be approved; and**
- ii) with effect from 2 April 2018, rents be increased by 4% for Shared Ownership properties and be reduced by 1% for all other tenancies.**

The recommendations above will need to be dealt with by way of a recommendation to the Council.
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Background Papers:

None.

Sustainability Impact Assessment
Equalities Impact Assessment

Reporting Person:

Leigh Clarke, Finance Director
Ext. 3277, E Mail: Leigh.Clarke@woking.gov.uk

Contact Person:

Neil Haskell, Business Support Manager
Ext. 3246, E Mail: Neil.Haskell@woking.gov.uk

Mike Stevens, Business Support Manager
Ext. 3622, E Mail: Mike.Stevens@woking.gov.uk

Portfolio Holder:

Cllr Ayesha Azad
E Mail: CllrAyesha.Azad@woking.gov.uk

Shadow Portfolio Holder:

Cllr Deborah Hughes
E Mail: CllrDeborah.Hughes@woking.gov.uk

Date Published:

24 January 2018

1.0 Introduction

- 1.1 This paper sets out the Council's draft Housing Revenue Account (HRA) budgets (Appendix 1) for 2018/19.
- 1.1 Detailed explanations of the changes and pressures within the different elements of the budget are set out in the sections below. As detailed later in the report, rents are proposed to be increased by 4% for Shared Ownership properties and reduced by 1% for all other tenancies. The budgeted surplus for the year is £45,700, and a working balance per property of £150 is maintained. The balance per property is at the top end of the range of £100 to £150 per property considered prudent.
- 1.2 Included in the Budget is a £1,120,000 revenue contribution to capital outlay which can be invested in affordable housing, including carrying out improvements to the stock to bring it towards the decent homes standard.

1.0 Forecast Outturn

- 1.1 Adjustments to the revised estimates for 2017/18 have been made to reflect variations as reported in the October Green Book.
- 1.2 A £41,000 under spend is forecast on the responsive repairs budget. Capital investment in the stock over recent years has allowed repairs/enhancements to be carried out on a planned rather than reactive basis. A review of the schedule of rates applied under the contract has also contributed to this under spend. Responsive repairs expenditure can be seasonal and may increase due to factors such as damage from storms over the winter period.
- 1.3 A reduction on the management costs under the NVH contract has been offered on the basis the contract is extended. It is estimated this will create a saving of £21,000.
- 1.4 These savings will offset expenditure on additional works under the NVH Asset Management Plan in 2017/18.

2.0 Approach to Budget Setting 2018/19

Assumptions

- 2.1 The draft budgets in this paper should be considered alongside the draft Investment Programme report elsewhere on the agenda which includes the Housing Investment Programme and will influence the overall budget position.

Management and Administration

- 2.2 Salary and other central costs have been allocated to the HRA in accordance with normal accounting rules to show the full cost of the service. The budgets are presented and monitored in a pre-allocated format to make it possible to see the overall impact rather than just a proportion of the overall cost/variance which may be allocated to an individual service.
- 2.3 A review of the basis for these allocations has been undertaken for the 2018/19 budget. This review has led to an estimated £415,000 reduction in management and administration costs allocated to the HRA from £3,119,000 in 2017/18 to £2,704,000 in 2018/19.

3.0 Rents and Other Charges

- 3.1 In May 2014 the DCLG published amended guidance on rents for social housing from April 2015. This guidance recommended annual rent increases of CPI + 1% and the Government indicated this rent policy would apply for ten years from 2015/16. However the Welfare Reform and Work Act prescribed that rents in social housing be reduced by 1% a year for four years resulting in a 12% reduction in average rents by 2020-21. We will be entering into the third year of this four year period and rents will be reduced by 1% with effect from 2nd April 2018. Applying the 1% reduction results in an estimated average weekly rent of £101.99.
- 3.2 This reduction is particularly punitive to Woking's HRA as the actual weekly rents at the start of the rent reduction period were £1.97 lower than the limit rent set by the DCLG. This meant Woking previously had the flexibility to increase rents by a further £346,000.
- 3.3 On the 4th October 2017, the Department For Communities And Local Government (DCLG) and the Prime Minister's Office, announced that social housing rents will be increased by Consumer Price Index (CPI) plus 1% for 5 years from 2020. This provides assurance that the duration of the 1% rent reduction period will only be four years as originally envisaged. Rent increases will then return to the level prescribed prior the rent reduction. However these will still be less than those calculated under the self-financing settlement under which the Council was required to pay the Government £98 million to buy itself out of the housing subsidy system.

Recovery Of Charges

- 3.4 Service charges, including energy charges, are based on the cost of the service being provided. Council resolved on 10 December 2009 that authority be delegated to the Chief Finance Officer to vary service charges in line with external factors.
- 3.5 The service charge was un-pooled from rent in April 2003 and was calculated on the points framework used in setting the rent prior to the change. Under the former Housing Subsidy System Local Authorities were limited in how much they could increase the charge to reflect the actual cost of the service being provided. Over time the service charge income has therefore become unaligned with expenditure and the HRA has been under recovering its costs.
- 3.6 New Vision Homes has undertaken a review of the service charge for 2018/19. The review proposes to move away from the historic allocation method to calculating the charge on a more accurate per block basis using the latest information available. It is also proposed to align the total charge with the cost of running the service.
- 3.7 Approximately 1,900 HRA tenants pay a service charge. As this is a change to the existing method of allocating costs, and some of the historic inconsistencies with charge are being resolved, there may be large fluctuations in the charges levied to individual tenants. The tables below summarise these estimated movements:

	<u>Old Charge (£)</u>	<u>Proposed Charge (£)</u>
Average Charge	6.05	6.54
Maximum Charge	10.32	15.38

<u>Movement In Charge</u>	<u>No. Of Tenants</u>
Zero Change or Reduction	516
Increases of up to £3 per week	961
Increases between £3.00 to £5.99 per week	397
Increases between £6.00 to £8.99 per week	24
Increases between £9.00 to £10.50 per week	3
Total	1,901

3.8 Up to this point any under recovery will have been subsidised by other tenant's rent. Although this review proposes that 1,385 tenants would see an increase in their service charge, tenants are benefiting from a 4 year rent reduction period making the increase in charge more affordable. The elements within the service charge are also eligible for Housing Benefit. Nevertheless it is proposed that increases in the charge of are phased in over a 4 year period on the following basis:

• Zero change or reduction	1 Year	(516 or 27.14% of tenants)
• Increases between £0.01 - £1.00 per week	1 Year	(244 or 12.84% of tenants)
• Increases between £1.01 - £2.00 per week	2 years	(458 or 24.09% of tenants)
• Increases between £2.01 - £3.00 per week	3 Years	(259 or 13.62% of tenants)
• Increases over £3.00 per week	4 Years	(424 or 22.30% of tenants)

3.9 The methodology used to allocate the costs to the individual block charges is complex and officers need to validate the proposed service charge model. Under the new arrangements tenants will be recharged on the same basis as Leaseholders. It is therefore proposed that officers carry out further validation of the model with a view to implementing the changes with effect from 1st August 2018 in line with the annual increase of leaseholder charges (and therefore avoiding the need to carry out 2 reviews each year).

3.10 Included in this review are properties within the red line of the Sheerwater Regeneration area. A further review of the service charge will therefore be required when the regeneration project commences.

3.11 The review has been carried out using the most up to date data available. However the current Grounds Maintenance Contract is output based and therefore a current schedule of works carried out on HRA land is not available. A schedule used to identify industry standards for the grounds maintenance (GM) service in 2005 has been used as the basis to allocate GM costs

3.12 For the purposes of setting the 2018/19 budget an uplift of 3% (the September CPI) has been applied to the existing service charge income levels. Therefore any benefit from this review has not been incorporated into the budget.

- 3.13 Energy charges are levied on a per block basis based on cost. This allows energy costs to be recharged to tenants on a more detailed basis. Energy charges will be reviewed to incorporate fluctuations in energy prices.

Implementation Date

- 3.14 The new rents will be applied from the first Monday in April i.e. 2 April 2018.

4.0 Prudential Borrowing

- 4.1 HRA interest charges for pre 2016/17 borrowing are fixed at the Council's average borrowing rate at 31 March 2016. From 2017/18 HRA borrowing is charged at the annual average 50 year borrowing rate. This ensures that General Fund investment decisions made by the Council do not impact the HRA.
- 4.2 HRA interest costs are forecast to be £4,719,494 in 2017/18 and £4,825,683 in 2018/19. These costs include the borrowing taken on to acquire new dwellings as detailed in section 6.5 of this report. £7,481,000 additional borrowing is forecast over 2017/18 and 2018/19.

5.0 Robustness of the Budget and Risks

It is important to consider the robustness of the budget and the adequacy of reserves for the purpose of maintaining the financial health of the Housing Revenue Account. The key risks are set out in the following paragraphs.

Welfare Reform

- 5.1 The Welfare Reform Bill received Royal Assent on the 8 March 2012 and represents the biggest change to the welfare system for over 50 years. Key features of the act threaten to significantly increase the risk of bad debt within the HRA. The benefit cap, introduced under the act, was reduced from 7 November 2016 placing further pressure on tenant's household income. No increase in the bad debt provision has been built into the draft budget but income collection will be closely monitored by WBC Officers with New Vision Homes.

Housing and Planning Act

- 5.2 This Act enables the Secretary of State to require local housing authorities to make a payment to the government equivalent to the market value of a proportion of the high value vacant housing owned by the authority. The provisions place a duty on local housing authorities to consider selling high value council housing and are intended to encourage the more efficient use of local authority housing stock. In effect the legislation allows the government to charge a fixed levy on councils each year based on an estimate of the expected income local authorities would receive from the sale of empty high value stock.
- 5.3 The Secretary of State for Housing, Communities, and Local Government has indicated that there will be no higher-value asset payment before at least April 2019. Therefore no provision is required in the 2018/19 Budget for this levy but it remains a risk to future income streams over the 30 year HRA Business Plan.

Welfare Reform and Work Act

- 5.4 The Welfare Reform and Work Act requires rents to be reduced by 1% per annum between 2016/17 to 2019/20. Total rental income in 2018/19 is estimated to be £179,262 lower than would have been charged if rents had been frozen at 2017/18 levels. At the start of the rent reduction period it was estimated that the rental income over the 4 year period will be £5,605,000 less than would have been received under the CPI + 1% rent increase guidance, and, £103m will be lost in total over the 30 year HRA business plan period.
- 5.5 When the DCLG published amended guidance on rents for social housing in May 2014 they stated they were offering Social landlords long-term certainty as the social rent policy would apply for a ten year period. The move away from this policy for four years has a significant financial impact on the HRA. However, as discussed earlier in the report, the Government have announced that rent increases will return to CPI + 1% for a 5 year period from 2020.

Retained One For One Replacement Receipts

- 5.6 Local Authorities can retain an element of Right To Buy receipts locally to be used on one for one replacement housing. These receipts can be used to fund up to 30% of the cost of the replacement housing and must be used within 3 years or passed to the Government. On the 6th April 2017 the Council resolved that one for one receipts should not be retained from 31st March 2017 and delegated authority to the Chief Finance Officer to determine when future receipts should be retained. £15,743,000 is required to be spent by 31.3.2020 in order to use locally all the receipts retained by Woking Borough Council. Of this total £8,437,000 needs to be spent by the end of 2018/19.
- 5.7 As detailed in the Investment Programme Report elsewhere on the agenda, this replacement housing can be achieved through the purchase of street properties or through the HRA carrying out its own development schemes. Officers and New Vision Homes have undertaken reviews of potential development sites on existing HRA land. It is envisaged that sufficient potential developments have been identified which would provide the opportunity to utilise all of the receipts retained to date.
- 5.8 HRA borrowing has been identified to finance the remaining 70% of the development spend not funded by retained receipts. A further £4,565,000 of headroom in the borrowing cap will need to be generated in order to facilitate this. This headroom can be generated by the repayment of debt associated with properties transferred under the Sheerwater project or through approval by the DCLG to increase the cap.
- 5.9 It is estimated that the £8,437,000 required spend will generate 32 additional dwellings for the HRA. This is calculated by taking the average cost of affordable housing dwelling purchases to date (£261,000). However these were purchases of street properties and development schemes on existing HRA land are likely to provide dwellings at a lower cost per unit.

Right To Buy Disposals

- 5.10 In 2013 the Government increased the discount under the Right to Buy to £75,000. Take up of the Right to Buy is popular in Woking and 13 properties were disposed of in the first two quarters of 2017/18. A £169,000 reduction in income has been built into the 2018/19 budget to reflect the loss of disposed dwellings. The debt associated with these properties is still serviced by the HRA.

- 5.11 When a dwelling is disposed of under the Right to Buy the proceeds are split between the Treasury, retained one for one receipts, and for the Local Authority to use on general use. To date the proceeds retained by the authority have been used for investment purposes rather than repaying the debt associated with the disposed properties.

Housing Related Support

- 5.12 Currently Surrey County Council fully subsidise the Housing Related Support charges for council tenants in receipt of a means tested benefit. Surrey have indicated that this funding will cease with effect from 6th April 2018. This £130,000 funding has been removed from the 2018/19 estimates (this was previously budgeted within Gross Rents and Services on the HRA Operating Account shown in Appendix 1). The budget has been prepared on the basis that this service will continue to be provided in 2018/19 despite the loss of this funding. The costs associated with this service (including direct staff costs of £375,762) therefore remain in the 2018/19 HRA Budget. However this service will be reviewed during 2018/19 and the scope of the service may be altered from 1st April 2019.
- 5.13 This removes all Surrey County Council funding from the HRA.

Major Repairs Contribution

- 5.14 The Major Repairs Contribution transfers £3,982,000 to the Major Repairs Reserve for capital investment in the stock. This contribution has been calculated based on the Major Repairs Allowance advised by central government in the self-financing determination. This figure has been uplifted by CPI (September CPI of 3%) and adjusted to reflect changes in the number of dwellings held. This results in an increase of £109,000 on the 2017/18 contribution.

Energy

- 5.15 Energy costs continue to be volatile and difficult to predict. Charges to tenants will be adjusted to reflect changes in costs caused by fluctuations in energy prices. The Council has retendered its energy contracts to ensure value for money is achieved. A review of energy recharges will be undertaken based on a full year's data under the new contractual arrangements. Further quarterly reviews will be carried out with input from the Council's energy bureau service provider STC.

Repairs, Maintenance, and Management

- 5.16 As reported in the October Green Book a £41,000 under spend is expected on responsive repairs in 2017/18. This trend is expected to continue into 2018/19 and the budget has been reduced by £72,000. This is offset by an introduction of a £15,000 budget for tree works which are now procured through Serco independently of New Vision Homes.
- 5.17 The 2018/19 voids budget has been increased by £17,000 to allow void works to be carried out to a higher specification.
- 5.18 To reflect best practice NVH are proposing to carry out statutory inspections over a 5 year programme rather than 10 years. This will increase Statutory Services expenditure under the contract by £432,000. For 2018/19 these additional inspections have been treated as a revenue project and are included under the Renovations and Improvements section of the Housing Investment Programme. Any additional ongoing annual costs from 2019/20 will need to be incorporated into the HRA Operating Account.

- 5.19 A 6% reduction on the management costs under the NVH contract has been offered on the basis the contract is extended.
- 5.20 The budget allocation to the New Vision Homes Asset Management Plan (detailed on the Housing Investment Programme) may need to be adjusted in future years to take into account any increases in revenue budgets for services managed by New Vision Homes. For 2018/19 the allocation has been maintained at the current level of £5.1m.

NVH Contractual Inflation

- 5.21 The New Vision Homes contract is inflated each year by a combination of the BMI Maintenance and CPI indices less a 1% savings target (the management schedules under the contract are excluded from the savings target). December CPI was 3% and the estimated value of the BMI Maintenance indices is 3.5%. Total contractual inflation is estimated to be £91,000 in 2018/19.

Reserves and Balances

- 5.22 A £1,120,000 revenue contribution to capital outlay (RCCO) is budgeted for 2018/19 and will be used towards financing the NVH Asset Management Plan (AMP).
- 5.23 The balance on the Housing Investment Programme reserve was £10,168,000 as at 31st March 2017. £1,418,000 of this reserve has been budgeted to finance the Communal Heating and Hot Water Systems Project identified on the Housing Investment Programme.

Sheerwater Regeneration Scheme

- 5.24 On the 6th April 2017 Council authorised Thamesway Developments Limited (TDL) to obtain tenders for the implementation of Phase 1 of the Sheerwater Regeneration Scheme. Once these tenders are reviewed officers will report back to Council on the update of the financial model for the regeneration. Both the affordability of the project, and its impact on the financial sustainability of the HRA, will need to be considered as part of this review. No implications relating to the Sheerwater Project are accounted for in the 2018/19 Budget.
- 5.25 Consideration should be given to mitigating the financial risks facing the HRA, including those arising from the Sheerwater Regeneration, by reducing the New Vision Homes Asset Management plan from 2019/20 onwards.

6.0 Conclusion

- 6.1 It is estimated that the HRA will make an RCCO of £1,120,000 in 2018/19. The working balance per property will remain at £150 as at 31 March 2019. A working balance per property of £100 to £150 is considered necessary for prudent financial management.

7.0 Implications

Financial

- 7.1 The financial implications are explicit in the report.

Human Resource/Training and Development

- 7.2 There are no additional human resources or training and development implications arising as a direct result of this report.

Community Safety

7.3 No community safety implications noted.

Risk Management

7.4 Risks to budgets have been identified throughout the year and reported in the Performance and Financial Monitoring Information booklet (the “Green Book”). Draft budgets have been adjusted in appropriate cases. Specific risks have been set out in the report.

Sustainability

7.5 No sustainability implications noted.

Equalities

7.6 No equalities implications noted.

8.0 Consultations

8.1 No public consultations have been undertaken in preparing this report.

REPORT ENDS

EXE18-010

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	
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	
Carers						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](#).

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	

HOUSING REVENUE ACCOUNT

<u>EXPENDITURE</u>	ORIGINAL ESTIMATE 2017/18 £	ORIGINAL ESTIMATE 2018/19 £
SUPERVISION & MANAGEMENT		
Estate Management	5,285,444	5,004,923
Rent Accounting/Collection	-16,611	-26,461
Home Support Service	789,765	905,123
Tenant Participation	59,660	12,506
Repairs Admin	168,221	29,861
Democratic Process	867,678	927,054
	7,154,157	6,853,006
MAJOR REPAIRS CONTRIBUTION	3,873,000	3,982,000
MAINTENANCE		
Day to Day Repairs	870,525	778,251
Revenue Voids	400,072	427,425
Planned Maintenance	766,782	893,747
	2,037,379	2,099,423
Debt Management Expenses	36,000	36,000
TOTAL EXPENDITURE	13,100,536	12,970,429
<u>INCOME</u>		
GROSS RENTS & SERVICE CHARGES	19,336,046	18,990,503
INTEREST COUNCIL HOUSE MORTGAGES	1,149	1,149
TOTAL INCOME	19,337,195	18,991,652
NET (COST)/SURPLUS OF SERVICES	6,236,659	6,021,223
Interest Payable and Similar Charges	4,730,769	4,825,683
Amortisation of Premiums and Discounts	29,817	29,817
Revenue Contribution to Capital Outlay	1,300,000	1,120,000
Surplus (Deficit) for Year	176,073	45,723
<u>WORKING BALANCE STATEMENT</u>		
Surplus (Deficit) brought forward	502,151	504,895
Surplus (Deficit) for Year	176,073	45,723
Interest on Working Balances	776	469
Surplus (Deficit) carried forward	679,000	551,087
TRANSFER TO (FROM) RESERVES (HIP Reserve)	175,000	50,000
Surplus (Deficit) carried forward	504,000	501,087
No. of Dwellings @ 31 March	3,363	3,347
WORKING BALANCE PER PROPERTY	150	150

EXECUTIVE - 1 FEBRUARY 2018

INVESTMENT PROGRAMME 2017-18 TO 2020-21

Executive Summary

The Investment Programme sets out the capital and one off investments required to deliver the Council's key strategies and objectives. The Programme includes projects where the funding and consequent revenue implications have been incorporated into the General Fund and Housing Revenue Account budgets for 2018/19 which appear elsewhere on the agenda. Further detail on these projects is also provided.

The impact of the Investment Programme on revenue, capital and reserves are included in appendices attached to this report. Inclusion in the Investment Programme does not mean a project will proceed, only that the Council plans to undertake it if resources permit.

Reasons for Decision

To recommend to the Council that it approves the capital resources for 2017/18 onwards considered necessary to support its service plans and objectives.

Recommendations

The Executive is requested to:

RECOMMEND to Council That

- (i) the Investment Programme 2017/18 to 2020/21 be approved, subject to reports on projects where appropriate; and**
- (ii) the proposed financing arrangements be approved.**

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

Background Papers:

None.

Sustainability Impact Assessment
Equalities Impact Assessment

Reporting Person:

Leigh Clarke, Finance Director
Ext. 3277, E Mail: Leigh.Clarke@woking.gov.uk

Contact Person:

Leigh Clarke, Finance Director
Ext. 3277, E Mail: Leigh.Clarke@woking.gov.uk

Julie Rowling, Business Support Manager
Ext. 3248, E Mail: Julie.Rowling@woking.gov.uk

Portfolio Holder:

Cllr Ayesha Azad
E Mail: CllrAyesha.Azad@woking.gov.uk

Shadow Portfolio Holder:

Cllr Deborah Hughes
E Mail: CllrDeborah.Hughes@woking.gov.uk

Date Published:

24 January 2018

1.0 Introduction

1.1 The Investment Programme sets out the capital and one off investment necessary to support the achievement of the Council’s strategies and objectives. The Council recognises that its Investment Programme ambitions exceed the resources immediately available to finance all of these ambitions.

2.0 Overview of the Investment Programme

2.1 The Investment Programme lists all the Council’s projects. The estimated costs of the funded projects are shown in total in Appendix 1 and in more detail in Appendices 5 and 6.

2.2 For each project a proposed source of funding is identified (for example capital receipts, grant, development contributions, borrowing or use of revenue reserves). Actual funding decisions will be taken at the end of the year to optimise use of resources. The financing sections of the Investment Programme Appendices 2 – 4 summarise the use of each funding source and the impact on the Council’s reserves. The Investment Programme in itself is not a source of funding; it is the list of projects together with a summary of the implications on the resources available.

2.3 The following appendices are attached to this report:

Appendix	Title	Description
1	IP Summary	Sets out the total funded projects in the Investment Programme.
2	Financing summary	A summary of how the General Fund and Housing Investment Programme projects will be financed.
3	Reserves	A summary of the forecast reserves position (to follow).
4	Investment Strategy reserve	A schedule of the movements on the Council’s Investment Strategy Reserve. This is the Council’s main ‘usable’ revenue reserve (to follow).
5	Housing Investment Programme	A breakdown of the projects included in the Housing Investment Programme (HIP) where allowance will be made in the General Fund or HRA revenue budgets.
6	General Fund Projects	A list of projects included in the Investment Programme (allowance made in the General Fund budget).
6a	Asset Management Plan	A breakdown of the projects within the Asset Management Plan included in summary in Appendix 6.
6b	Asset Management Plan – Wolsey Place/Export House	A breakdown of the projects within the Asset Management Plan for Wolsey Place/Export House included in summary in Appendix 6.
6c	IT Programme	A breakdown of the IT programme line in Appendix 6.
7	Supporting detail for projects	A report providing further details, including a description, of each project listed in Appendix 6.
8	Glossary	An explanation of the technical terms used in the IP.

3.0 General Fund Investment Programme

3.1 The current and committed project details are set out in Appendix 6.

3.2 Where external funding is expected towards the cost of a project this is indicated against each project in the programme. If the external funding is specific to a project or type of project those external resources cannot be made available to fund other Investment Programme projects.

- 3.3 Where the project is to be funded by revenue this is also indicated, as this expenditure must be taken directly from the revenue reserves in the year it is incurred. A forecast of the Investment Strategy Reserve balance is set out in Appendix 4.

4.0 Housing Investment Programme

- 4.1 Works on the Council's housing stock are managed by New Vision Homes (NVH) and NVH's Asset Management Plan (AMP) through to 2020/21 is reflected in the Housing Investment Programme.
- 4.2 The breakdown of the Woking Borough Council Homes Section of the Housing Investment Programme (Appendix 5) is illustrative and priorities will be agreed between WBC Officers and NVH. The NVH Asset Management Plan is based on stock condition surveys and NVH continually review and develop the Asset Management Strategy for the stock.
- 4.3 The New Vision Homes Asset Management Plan budget has been maintained at £5,171,000 for 2018/19. This is funded by a £3,982,000 Major Repairs Contribution, a £1,120,000 Revenue Contribution to Capital Outlay, and a further contribution from the HIP reserve of £69,000. This level of expenditure may need to be reviewed from 2019/20 and any financial implications arising from the Sheerwater Regeneration Project will need to be considered. It is expected that the level of expenditure detailed in the Housing Investment Programme will be sufficient to achieve and maintain the Decent Homes Standard.
- 4.4 The Housing Investment Programme includes a Communal Heating and Hot Water System upgrade project. As reported to the Executive on 15th October 2015 these works were previously delivered as part of the New Vision Homes AMP. To avoid the New Vision Homes 18% overhead and profit management fee these works are now procured directly through Thamesway Maintenance Services Ltd (TMSL).
- 4.5 The Mandatory Disabled Facilities Grants (DFG) item on the Housing Investment Programme is funded by a £999,000 grant provided as part of the Department of Health's Better Care Fund. The Fund is administered through local partnerships between Care Commissioning Groups and Local Authorities. The local Care Commissioning Group has advised WBC Officers that they envisage this grant should be used to finance both the actual DFGs awarded to clients and capital costs incurred by the Council in delivering disabled facilities works.

Provision of new social housing

- 4.6 On the 16th July 2015 the Executive resolved that commercial assets serving the community as a whole (and not just housing tenants) should be accounted for within the General Fund and not the HRA. As detailed in the July 2015 report the total value of these assets was £11.6m. The transfer increases the cap on HRA borrowing enabling additional debt finance to be applied. Included in this £11.6m were land assets valued at £4.9m which were omitted from the detailed appendix. A future report will clarify these land assets together with the implications for the HRA borrowing cap and access to borrowing.
- 4.7 Local Authorities can retain an element of Right to Buy receipts locally to be used on one for one replacement housing. These receipts can be used to fund up to 30% of the cost of the replacement housing and must be used within 3 years or passed to the Government. In order to use all the one for one receipts received £6,334,000 needs to be spent on affordable housing in 2018/19 and £7,306,000 in 2019/20.

- 4.8 The Housing Investment Programme reflects the affordable housing spend required in order to utilise these receipts locally. To date these receipts have been used to fund the purchase of street properties brought into the HRA and on new build development sites. Officers are working up these schemes and will bring them to Council once more details are known. These receipts can also be passed to Registered Providers to invest in social housing in the Borough. Officers are negotiating with Thames Valley Housing Association to determine whether they can utilise these receipts to increase the local social housing supply.
- 4.9 On the 15th September 2016 the Executive resolved that the headroom within the housing borrowing cap (created by the appropriation detailed in 4.6) be used to fund investment in Housing Revenue Account (HRA) properties and the above affordable housing spend is budgeted to be financed by 30% retained receipts and 70% from borrowing. A further £4,565,000 in headroom will need to be generated in order to be able to borrow to finance the total expenditure.
- 4.10 Realistic options for generating headroom for Woking are the future repayment of debt associated with properties transferred under the Sheerwater project or through DCLG approval to increase the cap. The Leader of the Council has written to the Housing Minister in order to request that the cap is removed to allow the Council to deliver additional HRA properties.

Housing Infrastructure Funding Bids

- 4.11 As reported in the November draft Investment Programme, the Council has submitted separate Marginal Viability bids for Housing Infrastructure Funding for the Sheerwater Regeneration Scheme and the Victoria Square Development. A further joint bid with Surrey County Council was submitted under the Forward Funding element for a highway network upgrade south of the railway. We are expecting successful bids to be announced in February.

Sheerwater Regeneration

- 4.12 The loan facilities to be provided to Thamesway Housing Ltd (THL) and Thamesway Developments Ltd under the Sheerwater Regeneration Scheme are not currently included in the Investment Programme. Once TDL have come back with the detailed information on the tenders for phase 1 of the scheme the Programme will be amended to reflect these commitments.
- 4.13 In July 2017 a Loan Facility of £2.5m was approved for Thamesway Developments Limited to work up the tenders for Phase 1 of the scheme and the sports and recreation facilities, and to prepare for the submission of a detailed planning application for Phase 2. A further £2.5m was made available in November 2017. In undertaking this work, and following the instructions of Council to seek to improve the scheme (including green space), it became clear that preparing the detail for the tender exercise could be progressed but the planning position for the remainder of the scheme was more complex. After extensive consultation it was evident that a full modified Hybrid Planning Application would be required for the detail of a phase 2 and the remainder of the regeneration.

Disabled Facilities Grants (DFGs)

- 4.14 The Council was awarded DFG funding of £999,000 to carry out disabled adaptations to resident's homes in 2017/18. In January 2018 the Ministry of Housing, Communities & Local Government confirmed it has awarded further funding of £110,000. It is estimated this current year funding, and £355,000 unspent funding from previous years, will be spent

in full in 2017/18 as demand for disabled adaptations has been high. The Private Sector Homes Section of the Housing Investment Programme also includes Discretionary Disabled Grants, Safe At Home, Warm at Home, and Moving Home Grants. Where these haven't been utilised in the current year these items will be used to meet the additional DFG demand. Spend on DFGs will increase as the population ages but a number of internal factors including a higher visibility of the service, improved communications with partners (e.g. Adult Social Care), improved contracts that speed up delivery, and the use of private occupational therapists reducing delays have also enabled more cases to be completed.

5.0 Reserves Forecast and Resources Statement (Appendices 2 – 4)

- 5.1 The Reserves section of the Investment Programme shows the effect of the spending on HIP and GF Committed projects on the Council's reserves. Subject to maintaining sufficient reserves to meet contingencies, it is in the Council's interest to use sources of funding other than borrowing rather than to incur the cost of borrowing.
- 5.2 The Wolsey Place reserve covers any shortfall in income or increase in the running costs at Wolsey Place and Export House. A number of capital projects have been identified which were planned to be funded by the reserve, some of which would be recovered from tenants through the service charge over time. It is proposed that these improvements (listed in Appendix 4b) are funded by borrowing and any contributions set aside for the repayment of that borrowing when received. It is important that the Council protects the balance of funds held within the Wolsey Place reserve to ensure there is adequate resource available to manage the impact of tenant break clauses and renewals which come up during the MTFs period and beyond.
- 5.3 The Investment Programme contains some projects which are of a revenue nature. In accounting terms these projects do not produce an asset and so they cannot be funded from capital sources such as capital receipts or borrowing. The cost of these projects falls on revenue sources and is shown in the Investment Strategy Reserve (General Fund), HIP Reserve (Housing Revenue Account) or other revenue reserves.
- 5.4 All of the costs relating to the Investment Programme are built into the General Fund and Housing Revenue Account estimates. However, given the pressure on revenue resources and the current economic uncertainty, the Council's financial position will be considered before projects commence, and delaying starting projects remains an option.

6.0 Priorities

- 6.1 The projects are included within the Investment Programme using the priorities established by the Capital Strategy. The use of capital resources are prioritised in the Capital Strategy as follows:
 - schemes that are essential to comply with Health and Safety or security obligations;
 - schemes that are essential to enable the Council to carry on its business with economy, efficiency and effectiveness, including electronic service delivery;
 - schemes that are for essential maintenance of assets;
 - schemes that enable the Council to further the objectives of the Community Strategy;
 - schemes that secure or enhance the income base; and
 - schemes that secure reductions in the cost base.
- 6.2 Prioritisation of the use of capital resources has regard to the Council's service priorities, as determined at least annually as part of the budget process.

7.0 Reporting of Project Progress

- 7.1 The Executive receives a quarterly report of progress on projects. The report focuses on active projects and shows the project progress and assesses overall project risk as well as the total cost of projects (including costs incurred in previous years).
- 7.2 When a project is planned, a project mandate is prepared and these mandates are used to update the Investment Programme. Spending should only commence on a project once it has been through an authorisation process and the budget released.
- 7.3 The supporting detail for projects presented in Appendix 7 is generated from project data on Sharepoint and provides further information on the project objectives. The inclusion of the project reference also enables cross reference to the quarterly progress report.

8.0 New Schemes included within the Financed Investment Programme

- 8.1 The Investment Programme includes the following new schemes which have been added since the Investment Programme was approved in February 2017. The items added to the programme are indicated below and further details can be found in Appendices 5 and 6. Project reference numbers have been indicated where available for ease of reference.

- West Byfleet Play Area (20150)
- Play Area and Skate Park Repairs (20149)
- Car Park Variable Message Signage (20130)
- Pay on Foot Machine Upgrade £10 Notes (20155)
- Retrofitting Rainwater Gardens (20120)
- Poole Road Energy Centre – Loan to Thameswey Energy Ltd (n/a)
- Town Centre Property Acquisition (TMP4)
- Woking Gymnastics Centre (TMP20)
- Victoria Arch – Network Rail (TMP8)
- Business Incubator Unit – Kitchen Improvements (20183)
- Refurbishment of Floors 3, 5, 11, 12, 13, 15 of Export House (20182)
- Queen Elizabeth Gardens Drainage and Landscaping (20171)
- Queen Elizabeth Gardens Lighting Column Replacement (20168)
- Royal British Legion Silent Soldiers (TMP17)
- Best Bar None (20180)
- Leisure Centre Dry Change – Loan to Freedom Leisure (n/a)
- Hoe Valley School Leisure Facilities Equipment Fit Out (TMP9)
- Community Meals – Kitchen Equipment Replacement (TMP15)
- Egress/Secure Emails/File Transfer
- General Data Protection Regulation Software Upgrades and Additional Requirements
- Microsoft Enterprise Agreement
- Woking Park Wi-fi Installation (20187)
- Acquisition of Car Parks from Victoria Square Woking Ltd (TMP10)

9.0 Schemes in excess of £1m

9.1 In accordance with the Notice of Motion agreed by Council on 12 July 2007 the following schemes have costs exceeding £1m, not all of which have been contractually committed.

- Victoria Square Phase 1 – Loan to Bandstand Square Developments Ltd (n/a)
- Brookwood Cemetery (n/a)
- Wolsey Place Refurbishments (n/a)
- Opportunity Purchases (n/a)
- MTFS Investment Strategy (n/a)
- Workstyle Project (10881)
- River Wey Flood Prevention – Byfleet (10917)
- River Wey Flood Prevention – Old Woking (10918)
- Hoe Valley Flood Alleviation and Prevention Scheme (10916)
- All Weather Pitch – Woking Football Club/Woking College (20052)
- Woking Integrated Transport Package (20124)
- Hoe Valley School and Community Leisure Facilities (20040)
- Heathside Crescent Car Park Extension (20099)
- Civic Offices – Refurbishment of Ground Floor South Wing (20100)
- CCTV Infrastructure Upgrade and Formation of Town Centre Control Room (20122). This includes provision for CCTV in Woking Park.
- Town Centre Property Acquisition (TMP2)
- Civic Offices – Upgrade of Heating and Ventilation Systems (TMP5)
- Infrastructure Investment – Power Networks (TMP12)
- Waste Vehicles – Joint Waste Contract (20024)
- Woking Gymnastics Centre (TMP20)
- Acquisition of Car Parks from Victoria Square Woking Ltd (TMP10)

9.2 Other items in excess of £1 million include the Asset Management Plan, ICT Programme and Housing Repairs and Improvements programme which are each made up of a number of projects which vary in size.

9.3 Reports seeking approval to schemes will be made to the Executive as appropriate.

9.4 Approved loans to group companies in total exceed £1 million and are released on request, providing they are within the sums agreed in the Group Business Plans.

10.0 Schemes not yet taken account of

10.1 No financial implications have yet been included for the future costs of the Sheerwater Regeneration project, with the exception of the £5m loan to Thameswey Developments Ltd referred to in section 4 above.

10.2 Some costs are being incurred by the Council on Home Loss and Disturbance Payments together with Mortgages of Last resort as reported in the Green Book. The forecast costs

of these schemes will be included in future programmes once the updated Regeneration Plan has been considered.

11.0 Release of funding

11.1 The Council's Capital Strategy sets out the arrangements for managing the initiation and approval of projects and includes a delegated arrangement for the Executive to agree new schemes which fall within the following parameters:

"Where the scheme is a new scheme the proposal will be scheduled for consideration by the Executive. The Executive will be granted delegated authority to agree schemes which can be contained within the following parameters set by the Council:

- the capital cost of each individual project does not exceed £5m;
- the aggregate capital cost of schemes approved by the Executive under this delegation does not exceed £10 million in any one financial year; and
- the cost can be contained within the authorised borrowing limits.

The setting of the Authorised and Operational borrowing limits is reserved to the Council. Where the scheme is expected to be outside of the above parameters the scheme will need the approval of the Council."

11.2 The use of this delegated authority is reported in the Green Book.

12.0 Implications

Financial

12.1 The financial implications of the Investment Programmes have been incorporated in the draft General Fund and Housing Revenue Account estimates. The Prudential Borrowing implications will be built into the Treasury Management Estimates.

12.2 Later phases of the General Fund programme and the unfunded projects rely on the affordability of financing borrowing costs or the identification and receipt of other new resources to enable projects to progress.

Human Resource/Training and Development

12.3 The Council has core resources to manage the Investment Programme but relies upon third party consultants to implement a number of its major projects. This is considered the most cost effective way of managing a varied programme.

Community Safety

12.4 This report has no specific community safety implications.

Risk Management

12.5 The project management arrangements provide for risk analysis as part of the improved control of Investment Programme projects; this seeks to minimise and manage risk. In corporate terms the main risk for the Council is in overstressing its capacity, this is recognised by Officers and from time to time it will be necessary to re-prioritise the programme to reflect the capacity of the Council.

Sustainability

12.6 Projects in the Investment Programme are progressed in accordance with the Procurement Strategy, Crime and Disorder Strategy, and the Climate Change Strategy.

Equalities

12.7 This report has no specific equalities implications.

13.0 Consultations

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

REPORT ENDS

EXE18-004

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					√	
	Women					√	
Gender Reassignment						√	
Race	White					√	
	Mixed/Multiple ethnic groups					√	
	Asian/Asian British					√	
	Black/African/Caribbean/Black British					√	
	Gypsies / travellers					√	
	Other ethnic group					√	
Disability	Physical					√	
	Sensory					√	
	Learning Difficulties					√	

	Mental Health					√	
Sexual Orientation	Lesbian, gay men, bisexual					√	
Age	Older people (50+)					√	
	Younger people (16 - 25)					√	
Religion or Belief	Faith Groups					√	
Pregnancy & maternity						√	
Marriage & Civil Partnership						√	
Socio-economic Background						√	
Carers						√	

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](#).

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			√	
Waste generation / sustainable waste management			√	
Pollution to air, land and water			√	
Factors that contribute to Climate Change			√	
Protection of and access to the natural environment			√	
Travel choices that do not rely on the car			√	
A strong, diverse and sustainable local economy			√	
Meet local needs locally			√	
Opportunities for education and information			√	
Provision of appropriate and sustainable housing			√	
Personal safety and reduced fear of crime			√	
Equality in health and good health			√	
Access to cultural and leisure facilities			√	
Social inclusion / engage and consult communities			√	
Equal opportunities for the whole community			√	
Contribute to Woking's pride of place			√	

INVESTMENT PROGRAMME SUMMARY
2017/18 - 2020/21

APPENDIX 1

	APPENDIX & PAGE REFERENCE	PLANNED EXPENDITURE			
		17/18	18/19	19/20	20/21
		£'000	£'000	£'000	£'000
General Fund	Appendix 6	223,494	217,786	211,385	97,866
Housing Investment Programme	Appendix 5	80,627	69,381	63,915	61,609
Total Investment Programme		304,121	287,167	275,300	159,475

INVESTMENT PROGRAMME SUMMARY
2017/18 - 2020/21

APPENDIX 2

FINANCING SUMMARY														
	CHARGE TO GEN. FUND (Revenue) £'000	BORROWING			CAPITAL RECEIPTS £'000	RESERVES					COMMUNITY FUND £'000	GRANTS & CONTRIBS £'000	PFI £'000	TOTAL £'000
		GENERAL FUND £'000	HRA £'000	TO FUND EXTERNAL LOANS £'000		IT RESERVE £'000	HIP RESERVE £'000	GENERAL RESERVE £'000	MAJOR REPAIRS £'000	SECTION 106 £'000				
2017/2018	604	126,176	3,047	127,074	1,496	180	2,000	3,040	3,955	14,457	100	21,992	0	304,121
2018/2019	289	52,154	4,434	208,464	2,090	180	2,322	2,217	4,267	6,474	100	4,176	0	287,167
2019/2020	269	27,229	5,114	220,204	2,382	180	929	1,819	4,242	300	100	12,532	0	275,300
2020/2021	269	81,184	0	63,284	190	180	1,393	1,098	3,778	0	100	7,999	0	159,475

RESERVES FORECAST
2017/18 - 2020/21

APPENDIX 3

AT 31 MARCH					
	2017	2018	2019	2020	2021
	£'000	£'000	£'000	£'000	£'000
REVENUE RESERVES					
Investment Strategy Reserve	4,983	4,274	3,571	2,789	2,716
Housing Investment Programme Reserve	9,400	8,876	7,724	7,775	7,362
Medium Term Financial Strategy Reserve	2,700	2,056	1,747	1,747	1,747
IT Reserve	-	-	-	-	-
Provision for Flexibility Reserve	98	98	98	98	98
Leased Car Relief Vehicle Reserve	9	9	9	9	9
Freda Ebel Bequest	13	13	13	13	13
Community Fund	224	224	224	224	224
Insurance Fund	521	477	477	477	477
Parking Reserve	148	148	148	148	148
Environmental (CO2) Reserve	35	35	35	35	35
Wolsey Place Reserve	6,325	5,402	4,564	3,824	3,056
New Homes Bonus Reserve	1,352	670	31	-	-
Group Company Reserve	750	750	750	750	750
Working Palace Reserve	25	25	25	25	25
Equipment Reserve	280	330	360	390	416
Peer grant Reserve	38	38	38	38	38
Business Rates Equalisation Reserve	2,199	1,349	1,349	1,349	1,349
Local Council Tax Support Scheme Hardship Fund	48	48	48	48	48
Westfield Common Reserve	35	35	35	35	35
PFI Reserve	2,753	2,753	2,753	2,753	2,753
Town Centre Management Agreement Reserve	338	280	222	164	106
Victoria Square Reserve	459	1,609	2,699	3,799	3,799
	32,733	29,499	26,920	26,490	25,204
CAPITAL RESERVES					
Usable Capital Receipts	5,258	5,849	4,671	4,806	5,528
Set Aside Capital Receipts	43,108	44,500	46,028	47,649	49,370
Major Repairs Reserve	645	563	278	18	222
Development Contribution Reserve	7,176	0	0	0	0
Community Assets Fund	0	0	0	0	0
	56,187	50,912	50,977	52,473	55,120
WORKING BALANCES					
GF Working Balance	1,000	1,000	1,000	1,000	1,000
HRA Working Balance	502	502	502	502	502
	1,502	1,502	1,502	1,502	1,502
TOTAL RESERVES	90,422	81,913	79,399	80,465	81,826

INVESTMENT STRATEGY RESERVE
2017/18 - 2020/21

APPENDIX 4

	2017/18 Original £'000	2017/18 Revised £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000
Balance Brought Forward	4,127	4,983	4,274	3,571	2,789
<u>Source of Funds</u>					
Planned Contribution from General Fund	1,448	1,448	1,346	1,335	1,335
New Homes Bonus	620	620	386	518	353
Transfer from Town Centre Management Reserve	150	150	150	150	150
2017/18 Forecast Savings (December Green Book)		-41			
Total Available Funds	6,345	7,160	6,156	5,574	4,627
<u>Use of Funds</u>					
Management of Change (GF only)	-250	-250	-250	-250	-250
Use of Selective Licensing Surplus				-180	
Financing IP including Revenue Items	-269	-604	-289	-269	-269
Sheerwater Social Support (now funded from New Homes Bonus)	-125				
Celebrate Woking	-125	-151	-150	-150	-150
Community Transport - Replacement Vehicles		-74	-74	-74	-74
Flood Prevention Schemes	-750	-489	-750	-600	
Best Bar None			-18		
Grant to Brookwood Cemetery				-76	-147
Queen Elizabeth Gardens Drainage, Landscaping and Lighting		-30			
Transfer to Wolsey Place Reserve	-300	-300	-300	-300	-300
Transfer to New Homes Bonus Reserve	-620	-620	-386	-518	-353
Transfer to Equipment Reserve	-50	-50	-50	-50	-50
Transfer to Town Centre Management Account Reserve	-208	-92	-92	-92	-92
Transfer of On-Street Parking to Surrey County Council	-116	-116	-116	-116	-116
Transfer to Community Fund	-100	-100	-100	-100	-100
Transfer to Provision for Flexibility	-10	-10	-10	-10	-10
Total Use of Funds	-2,923	-2,886	-2,585	-2,785	-1,911
Balance Carried Forward	3,422	4,274	3,571	2,789	2,716

HOUSING INVESTMENT PROGRAMME
2017/18 - 2020/21

APPENDIX 5

DETAILS OF PROJECT	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
Provision of New Homes				
PFI Bid				
PFI Bid Development				
PFI Estimated Capital Value				
Total PFI Scheme	0	0	0	0
Affordable Housing - Thamesway Housing Ltd				
Provision of New Homes	63,500	55,000	50,000	55,000
Total Thamesway Housing Ltd	63,500	55,000	50,000	55,000
Sheerwater Regeneration - Loan to Thamesway Developments Ltd	5,000			
Total Non HRA Homes	68,500	55,000	50,000	55,000
Affordable Housing - WBC Homes				
Design & Administration (Allocation Of Staff Salaries)	60	60	60	60
HRA Purchase Of Street Properties \ Small Site Developments	4,353	6,334	7,306	0
Total HRA Homes	4,413	6,394	7,366	60
Total Provision of Homes	72,913	61,394	57,366	55,060

HOUSING INVESTMENT PROGRAMME
2017/18 - 2020/21

APPENDIX 5

DETAILS OF PROJECT	17/18 £'000	18/19 £'000	19/20 £'000	20/21 £'000
Renovation & Improvements				
Woking Borough Council Homes				
<u>New Visions Homes AMP</u> (Illustrative breakdown, report paragraph 5.3 refers)				
Communal Works	1,488	1,029	1,029	1,029
Lifecycle Dwelling Investment	1,500	2,027	2,027	2,027
Disabled Adaptations/Extensions	502	313	313	313
Works Arising From Cyclical Inspections	459	773	773	773
Capitalised Responsive Enhancements	127	222	222	222
Energy Reduction Programme	502	25	25	25
Development Projects	551	200	200	200
Fees & Consultancy	42	150	150	150
Statutory Inspections		432	432	432
<u>Clifftside Renovation & Improvements Projects</u>				
Communal Heating and Hot Water Systems	700	1,418		
Sub Total - Woking Borough Council Homes	5,871	6,589	5,171	5,171

HOUSING INVESTMENT PROGRAMME
2017/18 - 2020/21

APPENDIX 5

DETAILS OF PROJECT	17/18 £1000	18/19 £1000	19/20 £1000	20/21 £1000
Private Sector Homes				
Mandatory Grants				
Mandatory Disabled Facilities	1,114	649	649	649
Fast Track Disabled Adaptation Grant	300	300	300	300
Palliative Care/end of Life Assistance	50	50	50	50
Discretionary Grants				
Discretionary Disabled Facilities Grant	80	80	80	80
Disabled Facilities Top-Up Grant	50	50	50	50
Moving Home Grant	20	20	20	20
Safe At Home Assistance	50	50	50	50
Warm At Home Assistance	100	100	100	100
Empty Homes Assistance	20	20	20	20
Sub Total - Private Sector Homes	1,784	1,319	1,319	1,319
Total Renovation & Improvement	7,655	7,908	6,490	6,490
Other Items				
Housing Needs Research	40	40	40	40
Housing Strategy (Allocation Of Staff Salaries)	19	19	19	19
Housing Stock Condition Survey		20		
TOTAL OTHER ITEMS	59	79	59	59
TOTAL HOUSING INVESTMENT PROGRAMME	80,627	69,381	63,915	61,609

INVESTMENT PROGRAMME 2017/18 - 2020/21
 GENERAL FUND PROJECTS
 (Finance cost included in revenue budget)

APPENDIX 6

REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	17/18				18/19				19/20				20/21			
			£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
		Group/External Loans and Share Capital																
C	n/a	Loans to Thamesway Central Milton Keynes	3,500		3,650		2,800		2,800		2,670							
C	n/a	Poole Road Energy Centre - Loan to Thamesway Energy Ltd	2,000		8,000		15,117											
C	n/a	Victoria Square Phase 2 - Loan to Victoria Square Woking Ltd	73,824		154,684		164,412				19,364							
C	20146	Loan to Freedom Leisure - Flumes and Beach Area	600		200													
C	n/a	Loan to Freedom Leisure - Pool Changing Rooms			630		75											
C	n/a	Loan to Freedom Leisure - Leisure Centre Dry Change			50		300											
C	n/a	Loan to Woking Hockey Club	150															
			80,074		167,214		182,704				22,034							
		Woking Borough Council																
C	Appendix 4(a)	Asset Management Plan (funded by borrowing/revenue)	1,294		1,250		1,250				1,000							
C	Appendix 4(b)	Asset Management Plan - Wolsey Place/Export House (funded by borrowing/Wolsey Place Reserve)	1,483		820													
C	Appendix 4(c)	IT Programme (funded by borrowing)	1,153		1,395		250				0							
C	10615	IT Infrastructure (funded 180k from IT reserve)	180		180		180				180							
R	n/a	Community Fund Projects	100		100		100				100							
C	n/a	Wolsey Place Refurbishments (funded from Wolsey Place Reserve)	200		200		200				200							
C	TMP1	Wolsey Place Mail Refurbishments (funded by VSWL)	250															
C	n/a	Opportunity Purchases (funded by borrowing)	6,892		3,000		3,000				3,000							
C	TMP2	Town Centre Property Acquisition (funded by borrowing)	77,053															
C	n/a	MTFS Investment Strategy (funded by borrowing)	7,000		8,741													
R	20125	Victoria Square Financial Modelling (funded by Wolsey Place Reserve)	17															
R	n/a	Provision for Feasibility Studies (funded by revenue)	0		50		50				50							
R	10297	Local Development Framework (funded by revenue)	205															
C	10206	Playground Improvements Phase 4 (S106 & grant funded)	124															
C	10923	Woking Park Play Area (funded by S106/New Homes Bonus)	75															
C	20052	All Weather Pitch - Woking Football Club/Woking College (S106 & grant funded)	0		1,323		700											
C	TMP3	Brookwood Country Park Pitch Drainage (funded by borrowing)	10															
C	10207	Special Protection Area - Brookwood CP/White Rose Lane Incl SANGS (S106 funded)	142															
C	10881	Civic Offices Accommodation Strategy - Workstyle (funded by borrowing)	255															
C	20018	Civic Suite Refurbishment (funded by borrowing)	24															
C	20100	Civic Offices - Refurbishment of Ground Floor South (funded by borrowing/grant)	1,500		0													
C	TMP4	Civic Offices - Front Elevation Enhancements (funded by borrowing)	0		500													
C	TMP5	Civic Offices - Upgrade of heating and ventilation systems (funded by borrowing)			900		300											
C	20105	Civic Offices - Rainwater harvesting (funded by borrowing)	0		50													
C	20122	CCTV Infrastructure Upgrade and Formation of Town Centre Control Room (funded by borrowing/grant)	100		1,782		298											

INVESTMENT PROGRAMME 2017/18 - 2020/21
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(Finance cost included in revenue budget)

APPENDIX 6

REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	17/18		18/19		19/20		20/21	
			£000		£000		£000		£000	
C	20142	The Vyne Surgery Extension (funded by borrowing) *	0		650					
C	20143	Former Urwins Site - Purchased For Outdoor Rec (s106 funded)			600					
C	10542	Lakeview Community Centre refurbishment (funded from GF reserves and HRA AMP)	84							
C	10663	Playing Pitch Strategy Implementation - Sheerwater Recreation Ground (S106 and grant funded)	25							
R	10866	Gresham Mill Site Improvements (funded from S106)	35							
C	AF43176	Community Transport - Replacement vehicles (funded from reserves)	74		74		74		74	
R	20158	Celebrate Woking (funded from reserves)	151		150		150		150	
C	10874	Rhoda McGaw Theatre Refurbishment (funded by borrowing)	30		50		30			
C	10874	Rhoda McGaw Theatre Minor Items (funded by borrowing)	10		10		10		10	
R	TMP6	Victoria Arch - Network Rail (funded from Business Rates Equalisation reserve)	650							
C	20124	Woking Integrated Transport Package (funded from S106 and grant)	10,995		5,806					
C	20081	Playing Pitch and Outdoor Facility Strategy Action Plan (funded from grant/contribution)	0		784		1,000		1,000	
R	10840	Goldsworth Park Recreation Ground and Lake Improvements Feasibility Study (funded by revenue)	11							
C	10883	Goldsworth Park Recreation Ground Wetland (S106 funded)	50		400		300			
C	10889	Town Centre Planned Maintenance (funded from reserves)	150		150		150		150	
C	20048	Export House Lift Refurbishment (funded from Wolsey Place Reserve)	70							
C	AF535011	Export House 1st, 3rd and 4th Floor Capital Contribution (funded from Wolsey Place Reserve)	9							
C	TMP7	Sheltered Housing Alarms (funded from Insurance Fund)	20							
C	10917	River Wey Flood Prevention - Byfleet (funded from borrowing/reserves/grant)	0		200		400		10,000	
C	10918	River Wey Flood Prevention - Old Woking (funded from borrowing/reserves/grant)	0		500		9,500			
C	10916	Hoe Valley Flood Alleviation and Enhancement Scheme (funded from borrowing/reserves/grant)	489		5,200		5,200			
R	20042	Sutton Green Flood Alleviation Study (funded from general fund risk contingency)	10							
C	10914	Emergency Planning Vehicle (funded from Insurance Fund)	24							
C	TMP8	Westfield Common Management (funded from reserves)	330							
R	20067	Developing a Favourable Conservation Status Licence (funded from New Homes Bonus)	40							
C	20054	Hoe Valley School - Temporary Site and Woking Park Improvements (funded from grant/borrowing)	202							
C	20040	Hoe Valley School and Community Leisure Facilities Land Acquisition (funded from grant/capital receipts)	245							
C	20040	Hoe Valley School and Community Leisure Facilities Development (grant/contributions,interim borrowing)	23,869		1,000					
C	TMP9	Hoe Valley School Leisure Facilities Equipment Fit Out (funded by borrowing)			150					
C/R	Various	Personalisation and Prevention Fund - Over-arching project (funded from grant)	241							
C	20099	Heathside Crescent Car Park Extension (funded from borrowing)	500		9,000		500			
C	TMP10	Acquisition of Car Parks from Victoria Square Woking Ltd (funded from borrowing)							58,000	
C	20130	Car Park Variable Message Signage (funded from parking revenue)	20							
C	20155	Pay on Foot Machine Upgrade - £10 Notes (funded from parking revenue)	9							
C	20162	Loop Road Car Park (funded from borrowing)	49							
C	20020	Phoenix Cultural Centre (funded from borrowing)	20							
R	TMP11	Sheerwater Social Support (funded from reserves - New Homes Bonus)	25		125		125			

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APPENDIX 6

REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	17/18 £000	18/19 £000	19/20 £000	20/21 £000
C	20045	Horsell Allotment and Amenity Facilities (funded from grant)	160			
C	TMP12	Infrastructure Investment - Power Networks (funded from borrowing)	2,000			
R	20140	Woking Gateway - Market testing exercise (funded from revenue)	20			
C	20024	Waste Vehicles - Joint Waste Contract (funded from borrowing)	2,050			
R	20144	Economic Strategy 2017-22 (funded from revenue)	8			
R	TMP13	We Are Woking (funded from VSWL/Victoria Square reserve)	150	100		
R	20041	Brookwood Cemetery - Revenue Grant for Backlog Maintenance & Repairs (funded by New Homes Bonus/Investment)	802	500	500	500
C	20041	Brookwood Cemetery - Grant for capital works (funded from borrowing)	1,000	1,000	1,000	1,000
C	20150	West Byfleet Play Area (funded from New Homes Bonus/grant)	60			
R	20149	Play Area and Skate Park Repairs (funded from revenue contingency)	77			
R	TMP14	A322 Junction Improvements Feasibility Study (funded from revenue)	100	400		
C	20120	Retrofitting Rainwater Gardens (funded from borrowing)		20	20	24
C	TMP15	Community Meals - Kitchen Equipment Replacement (funded from equipment reserve)	50	3,000	3,000	
C	TMP16	Woking Gymnastics Centre (funded from borrowing)	15			
C	20171	Queen Elizabeth Gardens Drainage and Landscaping (funded from reserves)	15			
C	20168	Queen Elizabeth Gardens Lighting Column Replacement (funded from reserves)		18		
R	20180	Best Bar None (funded from revenue reserves)	25			
R	TMP17	Royal British Legion Silent Soldiers (funded from revenue)	394	394	394	394
C	TMP18	Capitalised salary costs for projects (funded from borrowing)				
			143,420	50,572	28,681	75,832
		Total	223,494	217,786	211,385	97,866

INVESTMENT PROGRAMME 2017/18 - 2020/21
GENERAL FUND PROJECTS
 (Finance cost included in revenue budget)

REVENUE/ CAPITAL	PROJECT REF NUMBER	DETAILS OF PROJECT	17/18 £000	18/19 £000	19/20 £000	20/21 £000
		Asset Management Plan				
		Pool in the Park				
C	20174	External Windows Phase 3 - Staircase glazing	125			
C		External Windows Phase 4 - Entrance Door and Surrounding Glazing	50			
C	20134	Replacement Roof - Phase 4	100			
C		Mechanical Works Phase 1 - Changing Room Air Handling Unit	75			
C	20175	Mechanical Works Phase 2 - Building Management System Upgrade	65			
C	20177	Mechanical Works Phase 3 - Internal Pipework, Fan Coil Units and Radiators	200			
C		Mechanical Works Phase 4 - Domestic Hot Water - Showers	50			
C		Mechanical Works Phase 5 - Kitchen Extract	20			
C		Mechanical Works Phase 6 - Removal of Redundant Equipment	50			
		Pool in the Park Sub-total	735	0	0	0
		Leisure Centre				
C	20176	Solar Shading - Fitness Suite Front Elevation	40			
C	20176	Solar Shading - Staff Offices Front Elevation	30			
C		Air Handling Unit - Practice Hall (New Studios)	125			
C		Air Handling Unit - Wurlitzer Hall	75			
C		Provision of Air Handling Equipment - 2nd Floor Activities Room (value to be confirmed)				
C	20178	Mechanical Works - Domestic Hot Water - Showers	35			
		Leisure Centre Sub-total	305	0	0	0
		Contingency Allowance	75			
		Breakdown Allowance	75			
		To be allocated	104	1,250	1,250	1,000
		Total (includes slippage)	1,294	1,250	1,250	1,000

INVESTMENT PROGRAMME 2017/18 - 2020/21
GENERAL FUND PROJECTS
 (Finance cost included in revenue budget)

REVENUE/ CAPITAL	PROJECT REF NUMBER	DETAILS OF PROJECT	17/18 £000	18/19 £000	19/20 £000	20/21 £000
		Asset Management Plan - Wolsey Place/Export House				
		<u>Export House</u>				
C	20109	Export House New Entrance	287			
C	20061	Toilet Refurbishment and Lift Lobbies - 2nd Floor to 15th Floor **				
C	*	Secondary Means of Escape and Staircases - Finishes	25	25		
C	*	External Window Cleaning Cradle	40	40		
C	*	External Concrete Cladding	30	30		
C	*	Windows (Value to be confirmed following inspection)				
C	*	Main Roof	40	40		
C	20060	Fire Alarm	75	75		
C	*	Building Management System	28	27		
C	20129	Repair of High Voltage Equipment	80	80		
C	20183	Business Incubator Unit - Kitchen Improvements	24			
C	20182	Refurbishment of Floors 3, 5, 11, 12, 13, 15	130	130		
		Export House Sub-total	759	447	0	0
		<u>Wolsey Place</u>				
C	*	Switch room and switchboard - back of house and lift supplies	33	32		
C	*	Replacement generator	27	28		
C		Resurfacing of Service Deck A and B and associated works **	12			
C		Lift Galley **	80			
C		Former LL Stores including kitchen and WC facilities	17	18		
C	20131	Roof - First Floor Level	260			
C	*	Common Area - Floor Finish	55	55		
C	*	Smoke Vents - Mall	15	15		
C	*	Spalling and Concrete Damage	20	20		
C	*	Central Square - Lighting and Ceiling Finishes and Door Heaters in Wolsey Walk East (100	100		
C		Wolsey Place Sub-total	619	268	0	0

INVESTMENT PROGRAMME 2017/18 - 2020/21
GENERAL FUND PROJECTS
 (Finance cost included in revenue budget)

REVENUE/ CAPITAL	PROJECT REF NUMBER	DETAILS OF PROJECT	17/18 £000	18/19 £000	19/20 £000	20/21 £000
C						
C		Residential				
C	*	Lift Replacement	35	35		
C	*	Balcony Finish	50	50		
C		Main Staircase, Common Corridor and New Entrance Decoration (value to be confirmed)				
C	*	Spalling and Concrete Damage	20	20		
		Residential Sub-total	105	105	0	0
		Contingency	500	500		
		Total	1,483	820	0	0

Detailed costings are yet to be carried out. Accordingly a contingency has been included in 2017/18 and 2018/19 to cover the possibility of increased costs. ** To be recovered through service charge.

INVESTMENT PROGRAMME 2017/18 - 2020/21
GENERAL FUND PROJECTS
 (Finance cost included in revenue budget)

REVENUE / CAPITAL	PROJECT REF NUMBER	DETAILS OF PROJECT	17/18 £000	18/19 £000	19/20 £000	20/21 £000
		IT Programme				
C	10323	Direct Public Pages (Self Service for back office systems)	100			
C	10676	Surrey Shared Data Centre/Computer relocation	71			
C	10865	Sharepoint/Records Management/Transformation	30	25		
C	10877	Unicom (GCSx/N3/shared connections)	7			
C	10862	Housing Outsourcing/Hometrak Replacement	0	350	50	
C	10717	BYOD/Mobile Working	100			
C	20112	VMWare/SAN/Server capacity increase	7			
C	10908	View Portal Replacement	8			
C	20034	Integra upgrade/bring back in house	12	50		
C	20075	Web Redevelopment	32	10		
C	20025	Community Meals System Replacement	7			
C	20015	Civica Upgrade	65			
C		E-Forms Upgrade to integrate with Sharepoint	10			
C	20035	Shikari Development/Replacement	30			
C	20101	Firewall and Remote Access - Netscaler Remote Access Equipment	101			
C	AF1017051	Replacement for Jetform and Columbus Print Utilities	24			
C	20113	SIP Trunks	36			
C		Unified Communications	50			
C		Central Post Opening/Scanning	0	100		
C		Telephony Upgrade	150	100		
C		Network Upgrade	0	200		
C		Disaster Recovery/Backup/Business Continuity	75			
C		PCI Compliance	20			
C		Kbox Replacement		50		

INVESTMENT PROGRAMME 2017/18 - 2020/21
GENERAL FUND PROJECTS
 (Finance cost included in revenue budget)

REVENUE / CAPITAL	PROJECT REF NUMBER	DETAILS OF PROJECT	17/18 £000	18/19 £000	19/20 £000	20/21 £000
R	20085	Digitisation of Microfiche	180			
C	20011	Notice Processing and Permit System - Chipside (funded from revenue)	18			
C		Citrix Upgrade	20			
	20187	Woking Park Wi-fi Installation		250		
C		Egress/Secure Emails/File transfer		60		
C	20170	GDPR software upgrades/additional requirements		50	50	
C		Microsoft Enterprise agreement		150	150	
C		CRM (value to be confirmed)				
		Total	1,153	1,395	250	0

SUPPORTING DETAIL FOR GENERAL FUND
INVESTMENT PROGRAMME PROJECTS

Title	Project Reference	Project Description	Project Manager	Project Status
Playground Improvements Phase 4	10206	The primary aim of this project is to improve the quality and safety of 10 Council owned playgrounds, to increase enjoyment of users and to increase levels of use of play areas.	Arran Henderson	Active
Private Finance Initiative	10221	The primary aim of the PFI project is to provide affordable housing.	Paola Capel-Williams	Active
Local Development Framework	10297	The Council has a statutory responsibility to produce a Local Development Framework (LDF) which will comprise a suite of documents to guide future development within the Borough. This project will facilitate the delivery of all of these documents.	Ernest Amoako	Active
Mobile Working and Network and Telephony Upgrade	10717	This project will establish the framework to allow Officers to access systems and data remotely and look at how the telephony and network can be upgraded to support the business requirements in a resilient manner over the next 3-5 years.	Jamie Archer	Active
Goldsworth Park Recreation Ground and Lake Improvements- Feasibility Study	10840	To undertake a feasibility study and prepare a Landscape Master Plan for improvements to Goldsworth Park Lake and Goldsworth Recreation Ground.	Arran Henderson	Active
SharePoint Implementation	10865	The objective of the project is to implement SharePoint 2010 to provide joined-up solution to electronic records management, application development and intranet upgrade.	Pino Mastromarco	Active
Rhoda McGaw Theatre Refurbishment Phase 1	10874	The objective of this project is to undertake a refurbishment of Rhoda McGaw Theatre against a prescribed list of equipment / building works required as agreed with the Ambassadors Theater Group and Rhoda McGaw Theatre User Group.	David Loveless	Retention
Civic Offices Accommodation Strategy	10881	To provide improved utilisation of the Civic Offices to allow collocation with other statutory and voluntary organisation service providers.	Amanda Jeffrey	Active
Goldsworth Park Rec and Wetland Improvement	10883	To provide additional wetland/open water at Goldsworth Park Recreation Ground alongside improved recreational facilities.	Arran Henderson	Pending
Town Centre Planned Maintenance	10889	As part of a wider Town Centre management agreement with Surrey County Council it is proposed to complete a planned maintenance programme to upgrade key pedestrian routes through the Town.	Geoff McManus	Pending
View Portal Replacement	10908	To replace the current online document management system (View Portal) with one that has greater compatibility with non-Windows based systems/browsers.	Jaki Robbins	Closed

**SUPPORTING DETAIL FOR GENERAL FUND
INVESTMENT PROGRAMME PROJECTS**

Hoe Valley Flood Alleviation and Enhancement Appraisal	10916	To remove properties from the risk of flooding, enhance the environment, bio-diversity and accessibility of the Hoe Valley. The area is that which is downstream from the existing Hoe Valley flood defences to the Hoe Bridge on Old Woking Road.	Katherine Waters	Active
River Wey Flood Protection- Byfleet	10917	To remove properties from the risk of flooding and enhance the environment and bio-diversity and public accessibility of green space to the south and east of Byfleet.	Geoff McManus	Pending
River Wey Flood Protection- Old Woking	10918	To remove properties from the risk of flooding and enhance the environment and bio-diversity and public accessibility of Mill Moor.	Geoff McManus	Pending
Public Realm WiFi	10922	To provide a 'free to use' public access WiFi system in the public realm areas of Woking town centre, to enable access to the internet, together with the ability to provide local information and possible advertising by local retailers and organisations.	Mark Rolt	Pending
Woking Park Play Area	10923	To Rebuild the Play Area at Woking Park.	Airrah Henderson	Active
Sheerwater Regeneration Project	20000	The objective of this project is to plan and deliver enhancements to the area of Sheerwater to enable the regeneration of the area.	Mark Rolt	Pre-mandate Approval
Parking Notice Processing and Permit System Procurement	20011	To procure a system to support all on and off street parking functions from notice processing to permit production and reporting.	Geoff McManus	Active
Civica Technology Refresh	20015	Technology refresh and upgrade for Civica applications.	Jimi Ogunsola	Pre-mandate Approval
Civic Suite Refurbishment	20018	Refurbishment of the Council Chamber and Committee Rooms Ia & b. Formation of a new meeting room within the area currently allocated to the members lounge. Formation of a new members facility within the area currently allocated to Committee Room 2.	David Loveless	Retention
Phoenix Centre	20020			Pre-mandate Approval
Joint Waste Collection and Street Services Contract	20024	Project to procure a single supplier for waste collection and street cleansing services across a number of Surrey authorities.	Mark Tabner	Pre-mandate Approval
Community Meals Software Replacement	20025	To look for a replacement of the current Community Meals software which will soon be unsupported.	Stephen Petford	Closed
Integra Upgrade	20034	Upgrade Integra finance system.	Chris White	Active
Personalisation and Prevention Partnership Fund	20035	The project will implement a range of initiatives for older people and people with learning difficulties to keep them healthy, active and independent.	Jade Buckingham	Active
Hoe Valley School	20040	Provision of four form entry secondary school, leisure facilities and athletics track at Egley Road.	Ian Tomes	Active

SUPPORTING DETAIL FOR GENERAL FUND
INVESTMENT PROGRAMME PROJECTS

Brookwood Cemetery	20041	Project to include tree works, construction of a replacement workshop, repairs to the Italian Mausoleums and the creation of a management plan for the site.	Ian Tomes	Pre-mandate Approval
Sutton Green Flood Alleviation Investigation	20042	The project consists of investigating the existing surface water flood risk in Sutton Green along New Lane and Sutton Green Road and prepare a suite of options to rectify the existing situation.	Katherine Waters	Active
Horsell Allotment Amenity Hut	20045	Provide a new site amenity building at Horsell Allotments in Bullbeggars Lane.	Tom Bardsley	Retention
All Weather Pitch WFC and Woking College: Phase 1	20052	To assist Woking Football Club (on behalf of 'Cardinals in the Community') in association with Woking College to undertake a feasibility exercise and submission of planning application for installation of a 3G Pitch at Woking College together with new changing, office, club room/teaching pavilion, re-configuration of existing grass pitches and additional car parking spaces.	Sue Barham	Pending
Hoe Valley School Temporary Site	20054			Pre-mandate Approval
Wolsey Place Service Decks A and B	20058	Resurfacing and repairs to the existing service deck to prevent water penetration to the units below.	David Loveless	Retention
Export House Replacement Fire Alarm	20060	Replacement of fire alarm system comprising panel, detectors, sounders and wiring.	David Loveless	Pre-mandate Approval
Export House WC Refurbishment - floors 2-15	20061	Local refurbishment of the existing WC facilities on floors 2 to 15 only.	David Loveless	Retention
Developing a Favourable Conservation Status Licence	20067	Woking Borough Council and Natural England (NE) to work together to develop a new development licensing policy to trial a licence for "Favourable Conservation Status".	Tracey Haskins	Active
Corporate Website Redevelopment	20075	Project to redevelop the Corporate Website to encourage more residents to access information and services online.	Andrew Gresham	Active
Playing Pitch Strategy	20081		Matt Glazier	Pending
Wolsey Place Heating and Lighting Improvements	20082	The lighting to Central Square is poor. It is proposed to replace defective and poor fluorescent and incandescent fittings with new LED lights to both improve the lighting levels and reduce running costs. Poor and tired decorations to steelwork and plasterboard soffits to be improved and decorated to Central square. There is a cold draught issue in Wolsey walk east, a 'door heater' is to be installed at the lobby adjacent Paperchase and Starbucks.	Ian Tomes	Retention
Digitisation of Planning Records	20085	Digitise Planning records created before 2002 in order to make them available to the public online.	Harriet Emery	Active

**SUPPORTING DETAIL FOR GENERAL FUND
INVESTMENT PROGRAMME PROJECTS**

Heathside Car Park - Additional Parking Provision	20099	Extension to provide additional parking decks.	David Loveless	Pending
Civic Offices Ground Floor Refurbishment	20100	Refurbishment of ground floor south wing to accommodate public sector partners.	David Loveless	Active
NetScaler Remote Access Replacement	20101	Project to replace the current Remote Access equipment	Jamie Archer	Pending
Civic Offices Provision of Rainwater Harvesting System	20105	Provision of rainwater harvesting system to serve WC facilities throughout the Civic Offices	David Loveless	Pre-mandate Approval
Civic Offices Refurbishment of the 2nd Floor and Basement	20106	Refurbishment of the 2nd Floor West Wing and Basement War Room to accommodate additional staff from Surrey Police	David Loveless	Active
New Entrance for Export House	20109	The conversion of unit F1 Wolsey Walk into a new secondary entrance to the core of Export House including a new reception desk. The scheme will provide a safe entrance and egress for the occupiers of Export House during the Victoria Square project but will be retained thereafter completion	Ian Tomes	Retention
SAN and VMWare Upgrade 2016	20112	The project will be to upgrade the existing Storage area network and VMWare hardware	Dave Fayers	Pending
5 SIP Trunks Implementation	20113	We currently have 5 ISDN lines to manage calls into the Civic Offices Provincial House and HG Wells. Phase 1 of this project will be the installation of a SIP trunk into Export House reducing the ISDN lines down to one. Phase 2 of the project will be to install a SIP trunk into the secondary data centre when the location is confirmed.	Jamie Archer	Active
Civica Database Migration	20115	Migrate the Civica database from an Oracle platform to Microsoft SQL Server. This is in line with the ICT Strategy for 2016	Jimi Oguniola	Pending
Retrofitting Rainwater Gardens	20120	Project to develop a rainwater gardens guide for householders and some pilot works to help reduce the flow of surface water after heavy rain in key locations in Woking town centre reducing flood risk to people and property	James Stanfield	Pending
CCTV Upgrade and New Control Room	20122	Replacement of the public realm CCTV system and construction of a new Town Centre Control Room and ARC Facility	David Loveless	Pre-mandate Approval
Woking Integrated Transport	20124	TBC	Louisa Calam	Active
Victoria Square Financial Modelling	20125	Creating a model which sets out the forecast income and expenditure from the proposed scheme to enable the Council to evaluate the project	Leigh Clarke	Pre-mandate Approval
Export House - Replacement of High Voltage Switchgear	20129	Replacement of the High Voltage Equipment including Associated Remedial Works	David Loveless	Pending
Car Park Signage Improvements	20130	Car Park signage improvements	David McKie	Active

**SUPPORTING DETAIL FOR GENERAL FUND
INVESTMENT PROGRAMME PROJECTS**

Wolsey Place Shopping Centre - Replacement Roofs	20131	Replacement of dilapidated roof finish over four areas at Wolsey Place Shopping Centre	David Loveless	Active
Wolsey Place Shopping Centre Replacement of the Galley Lift	20132	Replacement of dilapidated galley lift located at the rear of Greggs at Wolsey Place Shopping Centre	David Loveless	Active
Pool in the Park - Replacement Roof Phase 4	20134	Replacement of dilapidated roof finish over the South East Corner of the changing rooms	David Loveless	Active
Woking Gateway	20140	The project is to market and secure a development partner for Woking Gateway which is a mixed accommodation area between Chapel Street and Sparrow Park	Chris Norrington	Active
The Vyne - Surgery Extension	20142	Extension to existing surgery to provide additional consultation rooms and increased reception area	David Loveless	Pre-mandate Approval
Construction of New Dentist Surgery	20143	Construction of new building to accommodate treatment rooms reception and back of house facilities	David Loveless	Pre-mandate Approval
Economic Strategy 2017-2022	20144	Develop an economic strategy for 2017-2022	Chris Norrington	Active
Leisure Lagoon Modernisation	20146	Installation of new play structure within the lagoon, replacement of main control panel, and upgrade of water feature plant Removal of existing flumes installation of two new flumes and upgrade of pumps to improve operational efficiency	David Loveless	Pending
Play Area and Skate Park Repairs	20149	To undertake essential repair work at Woking Park and Lakeview skateparks and replace fencing at Boundary Road Goldsworth Park and Wheatsharf Recreation Grounds	Arran Henderson	Active
West Byfleet Play Area Improvements	20150	West Byfleet Play Area Improvements	Arran Henderson	Active
Pay on Foot Software Upgrade for new 10 notes	20155	Upgrade pay on foot software to take new 10 notes	David McKie	Active
Celebrate Woking 2017-18	20158	Programme of events in the borough	Riette Thomas	Active
Loop Road Car Park Resurfacing	20162	Loop Road resurfacing	George Chisenga	Pending
Queen Elizabeth Gardens Lighting Column Replacement	20168	There are four concrete lighting columns in Queen Elizabeth Gardens Horsell which have developed cracks near their bases and are showing signs of spalling. This means that they are weak and prone to falling in high winds making them a health and safety risk. The project will involve removing these four concrete columns and replacing them with four new columns and lanterns in a similar style	Arran Henderson	Active
GDPR Compliance	20170	Project to bring the organisation in line with the new GDPR legislation	Robert Bishop	Pre-mandate Approval

SUPPORTING DETAIL FOR GENERAL FUND
INVESTMENT PROGRAMME PROJECTS

APPENDIX 7

Queen Elizabeth Gardens drainage and landscaping	20171	This project will address drainage and erosion issues on the embankment and informal recreation area at the back of the scout hut at QE Gardens in Horsell	Arran Henderson	Pending
Pool in the Park- Replacement of external glazing Phase 3	20174	Replacement of the dilapidated single glazed windows with a modern double glazing system	David Loveless	Pre-mandate Approval
Pool in the Park Building Management System Works Phase 3	20175	Replacement of Outstations 23 and 35 and modifications to the LAN system which support the lighting systems and fan coil units throughout the building	David Loveless	Pre-mandate Approval
Leisure Centre- Solar Shading	20176	Installation of solar shading systems to reduce heat gains within the fitness suite and staff offices	David Loveless	Pre-mandate Approval
Pool in the Park Mechanical Upgrade Works	20177	Replacement of defective pipework fan coil units and radiators	David Loveless	Pre-mandate Approval
Leisure Centre- Upgrade of domestic hot water systems	20178	Upgrade of the domestic hot water systems serving the showers within both phase 1 and 2 changing rooms	David Loveless	Pre-mandate Approval
Celebrate Woking 2018-19	20179	A project to deliver various events across the borough including Party in the Park and the Food Festival	Riette Thomas	Pre-mandate Approval
Best Bar None	20180	National award scheme supported by the Home Office aimed at promoting responsible management and operation of alcohol licenced premises	Chris Norrington	Active
Leisure Centre- Air Conditioning Upgrade	20181	Installation of solar shading systems to reduce heat gains within the fitness suite and staff offices	David Loveless	Pre-mandate Approval
Wolsey Place Mall Refurbishments	TMP1	Refurbishments to cover the area from Central Square to Commercial Way and Wolsey West to new square by Marks and Spencer	David Loveless	Pre-mandate Approval
Town Centre Property Acquisition	TMP2	Acquisition of town centre property	Ian Tomes	Pre-mandate Approval
Brookwood Country Park Pitch Drainage	TMP3		Sue Barham	Pre-mandate Approval
Civic Offices - Front Elevation Enhancements	TMP4		David Loveless	Pre-mandate Approval
Civic Offices - Upgrade of Heating and Ventilation Systems	TMP5		David Loveless	Pre-mandate Approval
Victoria Arch - Network Rail	TMP6		Douglas Spinks	Pre-mandate Approval
Sheltered Housing Alarms	TMP7	Replacement/installation of sheltered housing alarms	Pauline Lock	Pre-mandate Approval
Westfield Common Management	TMP8	Implementation of a management plan for Westfield Common	Paola Capel-Williams	Pre-mandate Approval

SUPPORTING DETAIL FOR GENERAL FUND
INVESTMENT PROGRAMME PROJECTS

Hoe Valley School Leisure Facilities Equipment Fit Out	TMP9	Ian Tomes	Pre-mandate Approval
Acquisition of Car Parks from Victoria Square Ltd	TMP10	Ray Morgan	Pre-mandate Approval
Acquisition of new car parking following completion of the Victoria Square development	TMP11	Ray Morgan	Pre-mandate Approval
Infrastructure Investment - Power Networks	TMP12	Mark Rolt	Pre-mandate Approval
Infrastructure works with UK Power Networks	TMP13	Ray Morgan	Pre-mandate Approval
We Are Woking			
A322 Junction Improvements Feasibility Study	TMP14	Geoff McManus	Pre-mandate Approval
Community Meals - Kitchen Equipment Replacement	TMP15	Sue Barham	Pre-mandate Approval
Woking Gymnastics Centre	TMP16	Ray Morgan	Pre-mandate Approval
Royal British Legion Silent Soldiers	TMP17	Ray Morgan	Pre-mandate Approval
Capitalised salary costs for projects	TMP18	Various	Pre-mandate Approval
Provision for salary costs associated with specified projects (to be allocated to projects)			

INVESTMENT PROGRAMME - GLOSSARY OF TERMS

INVESTMENT PROGRAMME	A plan of the capital and one-off investment required to deliver the Council's key strategies and objectives. Projects/schemes will proceed only if resources permit.
CAPITAL EXPENDITURE	Expenditure that has a benefit exceeding a year (as opposed to revenue expenditure where the benefit is used up in the year).
FUNDS	Money resources needed to finance the Investment Programme. Funds will only be released to enable a project to proceed once the Chief Finance Officer is satisfied that the project is affordable and the resources are available.
REVENUE IMPLICATIONS	The ongoing costs such as maintenance and loan charges arising from capital investment.
HOUSING INVESTMENT PROGRAMME (HIP)	Planned spending on housing projects .
GENERAL FUND INVESTMENT PROGRAMME	All other projects.
CURRENT AND COMMITTED SCHEMES	Schemes which are currently underway, for which funds have been released or for which it is imperative that they proceed to achieve key objectives.
NEW PROPOSALS	Schemes for which resources have not been released and, probably, have yet to be fully scoped.
RESERVES	Money set aside to cover expenditure in the future (excluding provisions for future liabilities or losses).
IT IP RESERVE	Money set aside specifically for Information Technology schemes.
HIP RESERVE	Money set aside specifically for Housing Investment Programme (HIP) schemes.
INVESTMENT STRATEGY RESERVE	Money set aside for schemes not covered by other reserves, mainly General Fund Investment Programme schemes.
MAJOR REPAIRS RESERVE	Money set aside mainly from the Major Repairs Allowance paid annually by the Government to finance work on Council houses.
SECTION 106	Contributions received from developers as part of the Town Planning process to finance projects in the community.
BORROWING	Borrowing money from external sources in accordance approved borrowing limits and tests of affordability.
HOUSING CAPITAL RECEIPTS	Proceeds from the sale of housing assets, such as sales under Right to Buy.

APPENDIX 8

GF CAPITAL RECEIPTS	Proceeds from the sale of assets other than Housing assets. No pooling is required.
GF REVENUE	Funding provided by the General Fund budget to finance one off revenue type Investment Programme projects.
COMM FUND	Community Fund – money set aside to provide financial assistance to local organisations for the provision of new or improved facilities for the benefit of the community.
GROUP COMPANY	Funding by Group Company.
PFI	Private Finance Initiative – a Government programme to bring private investment into social housing by allowing local authorities to work with a partnership of specialist organisations to build new homes or improve properties already owned by the Council.
OTHER	Funding from National Lottery, Government departments and other organisations.

EXECUTIVE - 1 FEBRUARY 2018

TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2018-19

Executive Summary

In accordance with statutory provisions it is necessary for the Executive to approve the Council's Treasury Management Strategy and to make recommendations to the Council in respect of the Minimum Revenue Provision (MRP) Strategy and the Treasury Management Prudential Indicators as required under the Chartered Institute of Public Finance and Accountancy's Prudential Code.

Reasons for Decision

To determine the Council's Treasury Management Strategy for 2018/19 and to recommend to Council the Treasury Management Prudential Indicators and MRP Strategy to be adopted.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the Treasury Management Strategy set out in the report be approved; and

RECOMMEND to Council That

- (ii) **the Treasury Management Prudential Indicators set out in table 2 of Section 4 and the MRP policy set out in Appendix A to the report be approved, subject to any changes arising from consideration of the Investment Programme, revenue budgets and Revenue Support Grant Settlement.**

<p>The Executive has authority to determine recommendations (i) above; (ii) will need to be dealt with by way of a recommendation to Council.</p>
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Background Papers:

None.

Sustainability Impact Assessment
Equalities Impact Assessment

Reporting Person:

Leigh Clarke, Finance Director
Ext. 3277, E Mail: Leigh.Clarke@woking.gov.uk

Contact Person:

Julie Rowling, Business Support Manager
Ext. 3248, E Mail: Julie.Rowling@woking.gov.uk

Portfolio Holder:

Cllr Ayesha Azad
E Mail: CllrAyesha.Azad@woking.gov.uk

Shadow Portfolio Holder:

Cllr Deborah Hughes
E Mail: CllrDeborah.Hughes@woking.gov.uk

Date Published:

24 January 2018

1.0 Introduction

- 1.1 The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 1.2 The Act requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act) (included as section 12); this sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 1.3 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised November 2009) was adopted by this Council on 22 February 2010. A revised Code of Practice was issued in 2011 which made no changes to the three clauses adopted by the Council in February 2010. The Code now covers the use of financial derivatives but Woking has no plans to use such instruments, with the exception of the specific approval by Council in relation to Victoria Square in December 2017. This was agreed as an exception to the Treasury Management Strategy.
- 1.4 Updated versions of the Prudential Code for Capital Finance in Local Authorities (Prudential Code) and Treasury Management in the Public Service Code of Practice and Cross-Sectoral Guidance Notes (Treasury Management Code) were issued in December 2017. Both of these codes will be effective for the 2018/19 financial year.
- 1.5 There has been no change in the definition of Treasury Management in the Treasury Management Code, but the term "investments" has been specifically qualified to include non-financial assets which are held primarily for financial returns, such as investment property portfolios. The revised codes (in contrast to the draft codes on which the consultations were based) draw a clearer separation between treasury and non-treasury investments and the role of the treasury management team. In as much as the treasury management team are now clearly recognised as being unlikely to have specialist skills in such areas as property investment, reporting will focus solely on treasury (financial) investments, therefore the Treasury Management Strategy will not include any level of detail on non-treasury investments.
- 1.6 The new codes require all local authorities to produce a separate Capital Strategy report from 2019/20, or as soon as is practicable. The Capital Strategy is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services, along with an overview of how associated risk is managed and the implications for future sustainability. The aim of this report is to ensure that members fully understand the overall strategy, governance procedures and risk appetite entailed by this strategy. The Capital Strategy will include capital expenditure, investments and liabilities and treasury management in sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured
- 1.7 DCLG consultations on Investment Guidance and MRP Guidance, closed on 22nd December 2017 and revised guidance is awaited. Both focused on non financial asset investments.

2.0 Treasury Management Strategy 2018/19

- 2.1 The suggested strategy for 2018/19 in respect of the following aspects of the treasury management function is based upon the Treasury officers' views on interest rates,

supplemented with leading market forecasts provided by the Council's treasury advisor. The strategy covers:

- treasury limits in force which will limit the treasury risk and activities of the Council;
- Prudential Indicators;
- the current treasury position;
- the borrowing requirement;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- borrowing rescheduling;
- the investment strategy;
- creditworthiness policy;
- policy on use of external service providers;
- the MRP strategy; and
- Council loans to Group Companies

2.2 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

- increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
- any increases in running costs from new capital projects

are limited to a level which is affordable within the projected income of the Council for the foreseeable future. The Council's reserves are set aside for specific purposes; in order to progress long term capital investment initiatives considered to be in the interests of residents where there are not sufficient reserves of capital or revenue, the Council needs to borrow. There is no absolute limit on what the Council can borrow; it can borrow what it considers it can afford to repay from its income sources such as council tax and service charges including rental income.

3.0 Treasury Limits for 2018/19 to 2020/21

3.1 It is a statutory duty under Section 3 of the Local Government Act 2003 and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. In England and Wales the Authorised Limit represents the legislative limit specified in section 3 of the Local Government Act 2003.

3.2 The revenue consequences of capital expenditure and financing decisions have been included in the General Fund and HRA reports (elsewhere on this agenda) and the assessment of the affordability of the Council's Investment Programme is made in the context of those reports. The Investment Programme is the subject of a separate report elsewhere on this agenda. The prudential limits contained in this report are therefore informed by the proposals in those reports.

3.3 The Authorised Limit for external borrowing is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

Treasury Management Strategy and Prudential Indicators 2018-19

- 3.4 In setting the Authorised and Operational limits, it should be noted that the limits in 2017/18 cover the full project costs for Victoria Square to enable borrowing to be taken in advance of need if borrowing rates are sufficiently advantageous.
- 3.5 The Treasury limits also include an allowance above the planned long term borrowing requirement for the year. This enables short term cashflow requirements to be covered and provides some flexibility to facilitate borrowing in advance for known future requirements at advantageous interest rates. The allowance is particularly important considering the potential cashflow implications of the current economic climate.

4.0 Prudential Indicators for 2017/18 to 2020/21

- 4.1 The prudential indicators in table 2 overleaf are relevant for the purposes of setting an integrated treasury management strategy. Related non-treasury management prudential indicators are set out in table 1 for information. These are draft indicators and will be considered as part of the General Fund Service Plans, Budgets and Prudential Indicators proposals elsewhere on this agenda.

Treasury Management Strategy and Prudential Indicators 2018-19

PRUDENTIAL INDICATOR	2017/18	2018/19	2019/20	2020/21
(TABLE 1). RELATED NON TREASURY MANAGEMENT PRUDENTIAL INDICATORS				
	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
Capital Expenditure				
Non – HRA	£170,572	£71,825	£49,656	£90,751
HRA	£5,871	£6,589	£5,171	£5,171
TOTAL	£176,443	£78,414	£54,827	£95,922
Ratio of financing costs to net revenue stream				
Non – HRA	63.15%	90.10%	93.84%	98.68%
HRA	44.44%	46.38%	47.16%	47.51%
Net borrowing requirement				
brought forward 1 April – Non – HRA	£475,842	£723,657	£986,146	£1,227,612
brought forward 1 April – HRA	£117,430	£120,477	£117,646	£122,670
carried forward 31 March – Non – HRA	£723,657	£986,146	£1,277,612	£1,365,495
carried forward 31 March – HRA	£120,477	£117,646	£122,760	£122,760
in year borrowing requirement – Non - HRA	£247,815	£262,489	£241,466	£137,883
in year borrowing requirement – HRA	£3,047	-£2,831	£5,114	£0
Total in year borrowing requirement	£250,862	£259,658	£246,580	£137,883
In year Capital Financing Requirement				
Non – HRA	£122,529	£47,364	£21,896	£75,230
HRA	£3,047	£4,434	£5,114	£0
TOTAL	£125,576	£51,798	£27,010	£75,230
Capital Financing Requirement as at 31 March				
Non – HRA	£385,505	£440,134	£462,030	£537,260
HRA	£120,477	£117,646	£122,760	£122,760
TOTAL *	£505,982	£557,780	£584,790	£660,020
Group Company and External Loans	£369,250	£576,186	£794,769	£856,332
Overall Capital Financing Requirement as at 31 March **	£875,232	£1,133,966	£1,379,559	£1,516,352

* The Capital Financing Requirement shown in this line excludes borrowing undertaken for group companies and Victoria Square (Woking) Ltd.

**The Capital Financing Requirement shown in this line includes borrowing undertaken for group companies and Victoria Square (Woking) Ltd.

Treasury Management Strategy and Prudential Indicators 2018-19

PRUDENTIAL INDICATOR	2017/18	2018/19	2019/20	2020/21
(TABLE 2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate
Authorised limit for external borrowing - Non - HRA				
Borrowing	£1,039,950	£1,287,922	£1,367,476	£1,400,495
Other long term liabilities	£28,296	£27,373	£26,386	£25,295
Total Non - HRA	£1,068,246	£1,315,295	£1,393,862	£1,425,790
HRA				
Borrowing	£123,500	£117,646	£122,760	£122,760
Other long term liabilities	£0	£0	£0	£0
Total HRA	£123,500	£117,646	£122,760	£122,760
Total authorised limit for external borrowing	£1,191,746	£1,432,941	£1,516,622	£1,548,550
Operational boundary for external borrowing - Non - HRA				
Borrowing	£1,029,950	£1,277,922	£1,357,476	£1,390,495
other long term liabilities	£28,296	£27,373	£26,386	£25,295
TOTAL Non - HRA	£1,058,246	£1,305,295	£1,383,862	£1,415,790
HRA				
Borrowing	£123,500	£117,646	£122,760	£122,760
other long term liabilities	£0	£0	£0	£0
Total HRA	£123,500	£117,646	£122,760	£122,760
Total operational boundary for external borrowing	£1,181,746	£1,422,941	£1,506,622	£1,538,550
Housing Revenue Account Limit on Indebtedness	£124,261	£124,261	£124,261	£124,261
Upper limit for fixed interest rate exposure	100%	100%	100%	100%
Upper limit for variable rate exposure	70%	70%	70%	70%
Upper limit for total principal sums invested for over 364 days (per maturity date)	£3,000	£3,000	£3,000	£3,000

Maturity structure of new fixed rate borrowing during 2018/19	upper limit	lower limit
under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Treasury Management Strategy and Prudential Indicators 2018-19

PRUDENTIAL INDICATOR	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate
Gross Borrowing : Capital Financing Requirement				
<u>External Borrowing</u>				
Borrowing at 1 st April	£518,458	£799,230	£1,086,596	£1,359,896
Expected change in borrowing	£252,141	£259,658	£246,579	£137,884
Other long term liabilities	£29,514	£28,631	£27,708	£26,721
Expected change in other long term liabilities	-£883	-£923	-£987	-£1,091
Gross Borrowing at 31 st March	£799,230	£1,086,596	£1,359,896	£1,523,410
<u>Capital Financing Requirement at 31st March *</u>	£874,745	£1,133,480	£1,379,073	£1,515,865
Under/(over) borrowing	£75,515	£46,884	£19,177	-£7,545

4.2 * The Capital Financing Requirement shown in this line includes borrowing undertaken for group company activities in order to provide a meaningful comparison with the level of external borrowing.

5.0 Current Treasury Position

5.1 The Council's position at 31st December 2017 comprised:

		Principal		Ave. rate
		£m	£m	%
<u>Borrowing</u>				
Long term borrowing:				
Fixed rate funding	PWLB	647.0		3.26
	Market	45.9		3.29
		<hr/>	692.9	3.26
Variable rate funding	PWLB	0.0		-
	Market	0.0		-
		<hr/>	0.0	
Other long term liabilities (PFI)			28.9	3.26
Total long term borrowing			<hr/>	721.8
Short term borrowing			25.0	0.46
Total Borrowing			<hr/>	746.8
<u>Investments</u>				
External Cash deposits				
- Long term on advice of TUK		0.0		-
- Short term on advice of TUK		0.0		
		<hr/>	0.0	
- Short term WBC Treasury			5.0	0.35
Long term investments in Group/External Companies			290.2	5.32
Total Investments			<hr/>	295.2

6.0 Borrowing Requirement

	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate
New borrowing – Non – HRA	328,464	266,776	245,634	140,742
New borrowing – HRA	3,047	4,434	5,114	0
Replacement borrowing	10,000	0	5,000	0
TOTAL	341,511	271,210	255,748	140,742

6.1 The borrowing requirement includes borrowing for the Investment Programme, Invest to Save schemes and advances to group companies and joint ventures, including the Victoria Square Development.

6.2 The replacement borrowing indicates the years in which the Council's loans mature and may need replacing. Replacement borrowing may also be required when LOBOs (Lender Option Borrower Option) reach a step up date, if circumstances dictate and the Council chooses to repay the LOBO.

7.0 Prospects for interest rates

7.1 The Council has appointed Link Asset Services (previously Capita Asset Services) as treasury adviser to the Council and part of their service is to assist the Council to inform our view on interest rates. Appendix B draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates.

7.2 Bank Link Asset Services current Bank Rate forecast for financial year ends (March) is: -

- 2018 – 0.50%
- 2019 – 0.75%
- 2020 – 1.00%
- 2021 – 1.25%

8.0 Borrowing Strategy

8.1 The Link Asset Services forecast for the PWLB new borrowing rates for maturity loans is shown in the table below. These rates take into account the certainty rate discount of 0.20% but still include the premium of 0.80% over the actual cost of borrowing.

	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Mar-20	Mar-21
Bank rate	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.25%
5 yr PWLB rate	1.60%	1.60%	1.70%	1.80%	1.80%	2.10%	2.30%
10 yr PWLB rate	2.20%	2.30%	2.40%	2.40%	2.50%	2.70%	3.00%
25 yr PWLB rate	2.90%	3.00%	3.00%	3.10%	3.10%	3.40%	3.60%
50 yr PWLB rate	2.60%	2.70%	2.80%	2.90%	2.90%	3.20%	3.40%

8.2 The timing of new long term borrowing will depend on the borrowing requirements, the cost of carrying long term funding compared to short term borrowing; and the projections

Treasury Management Strategy and Prudential Indicators 2018-19

on interest rates. 2.90% will be used as a suitable trigger point for considering fixed rate long term borrowing during 2018/19.

- 8.3 As short term borrowing rates will continue to be cheaper than longer term rates, there are likely to be opportunities to generate savings by undertaking short term borrowing. However, this approach will need to be considered in the light of the short term nature of the savings and the risk of adverse interest rate movements prior to refinancing.
- 8.4 Variable rate borrowing is expected to be cheaper than long term borrowing but given that interest rates are expected to rise in the medium to longer term, fixed rate borrowing is the Council's preferred option. In making a decision on the borrowing term and type of loan, consideration will be given to the purpose for which the borrowing is being taken and the market conditions at that time. Where a scheme being funded is relatively short term or tied to a specific funding decision, the borrowing will normally reflect this.
- 8.5 When undertaking new borrowing, the Council looks to spread its loan maturity profile and this strategy will continue during the year ahead. Consideration will be given to taking annuity loans for commercial assets. The current maturity profile is shown in Appendix I.
- 8.6 Consideration will be given to borrowing fixed rate market loans at 25 – 50 basis points below PWLB target rate.
- 8.7 It is possible that the Municipal Bond Agency will offer loans to local authorities in the future. The Council will review the options available through the Municipal Bond Agency for possible borrowing in the future if and when information is available.
- 8.8 **Sensitivity of the forecast** – In normal circumstances the main sensitivities of the forecast are likely to be the two scenarios below. The Council Treasury Officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following approaches to changing circumstances:
- if it were felt that there was a significant risk of a sharp fall in long and short term rates, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
 - If it were felt that there was a significant risk of a much sharper rise in long and short term rates than currently forecast, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still relatively cheap, whilst taking into account the cost of carry of the borrowing until it is required.

9.0 External Borrowing v Investments

Comparison of gross and net borrowing positions at year end	2017/18	2018/19	2019/20	2020/21
	£'000 Latest	£'000 Estimate	£'000 Estimate	£'000 Estimate
Actual external borrowing – Non-HRA	725,657	988,146	1,229,612	1,367,495
Actual external borrowing – HRA	120,477	117,646	122,760	122,760
Total actual external borrowing	846,134	1,105,792	1,352,372	1,488,255
Cash Balances (incl ST-investments)	2,000	2,000	2,000	2,000
Net Borrowing	848,134	1,107,792	1,354,372	1,490,255

- 9.1 The Council has a difference between gross and net borrowing (gross borrowing after deducting cash balances including short term investments) of £12.2m as at 31 December 2017.
- 9.2 Treasury officers will monitor the interest rate market and report any decisions in the Monthly Performance and Monitoring Information ('Green Book').

10.0 Policy on borrowing in advance of need

- 10.1 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance for known requirements will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of funds.
- 10.2 In determining whether borrowing will be undertaken in advance of need the Council will;
- ensure that there is a clear link between the investment programme and maturity profile of the existing portfolio which supports the need to take funding in advance of need;
 - ensure the on going revenue liabilities created, and the implications for future plans and budgets have been considered, including the cost of carry of the borrowing until it is needed;
 - evaluate the economic and market factors that might influence the manner and timing of any decision to borrow;
 - consider the merits and demerits of alternative forms of funding; and
 - consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

11.0 Borrowing Rescheduling

- 11.1 The introduction by the PWLB in 2007 of a spread between the rates applied to new borrowing and repayment of borrowing means that PWLB to PWLB restructuring is currently much less attractive. This was compounded in October 2010 by a considerable further widening of the difference between new borrowing and repayment rates as part of the Comprehensive Spending Review, through the addition of a 1% premium on the cost of borrowing. In particular, consideration would have to be given to the costs which would be incurred by prematurely repaying existing PWLB loans and it is very unlikely that these could be justified on value for money grounds if using replacement PWLB refinancing. However, some interest savings may still be achievable by using LOBO (Lenders Option Borrowers Option) loans and other market loans in rescheduling exercises rather than using PWLB borrowing as the source of replacement financing.
- 11.2 The reasons for any rescheduling to take place will include:
- The generation of cash savings and / or discounted cash flow savings;
 - Enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).
- 11.1 Should market conditions indicate there is an advantage to rescheduling borrowing, Officers will call a meeting of the Treasury Management Panel to consider the proposals.

Any rescheduling will be reported to the Executive in the Monthly Performance and Monitoring Information ('Green Book').

12.0 Annual Investment Strategy

Investment Strategy

- 12.1 The Council's in house managed funds are mainly cash flow derived. Investments will accordingly be made with reference to cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Any core balance of funds up to £10 million will be available for investment over a 0-5 year period. It is these funds that would be managed on the advice of Tradition UK.
- 12.2 The Council currently holds no investments for which the remaining time to maturity is in excess of one year.
- 12.3 Bank Rate increased from 0.25% to 0.50% in November 2017. Link Asset Services' Bank Rate forecast as shown in paragraph 8.1 shows the rate is forecast to rise further from December 2018.
- 12.4 The Council will avoid locking into longer term deals while rates are at historically low levels unless attractive rates are available which make longer term deals worthwhile.
- 12.5 For its cash flow generated balances, the Council will seek to utilise its Lloyds business reserve account, money market funds and short-dated deposits (overnight to three months) using secure counterparties in order to benefit from the compounding of interest.
- 12.6 The Council will receive monthly reports on its investment activity in the Green Book, an annual monitoring report to the Overview and Scrutiny Committee and at the end of the financial year as part of its Annual Treasury Report.

Investment Policy

- 12.7 The Council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") issued in March 2004, any revisions to that guidance, the Audit Commission's report on Icelandic investments and the 2011 revised CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code").
- 12.8 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is low – the Council's investment priorities will be security first, liquidity second and then return.
- 12.9 The borrowing of monies purely to invest or on-lend to external parties to make a return is unlawful and this Council will not engage in such activity. This excludes lending to group companies and other organisations which is carried out in order to achieve the Council's strategic objectives.
- 12.10 Part of the Council's investments may be managed on the advice of Tradition UK (TUK) and will reflect TUK's views of market and the future for interest rates. Subject to the availability of funds, TUK may be asked to manage up to £10m. TUK are the only external fund manager involved in the management of the Council's funds, although no funds are held with them at the present time.

- 12.11 All investments of the Council's funds will comply with the Annual Investment Strategy. The arrangements between the Council and TUK additionally stipulate guidelines and duration and other limits in order to contain and control risk.
- 12.12 Investment instruments identified for use in the financial year are listed in Appendix D under the 'Specified' and 'Non-Specified' Investments categories (determined by level of risk). Counterparty limits will be as set through the Council's Treasury Management Practices Schedules. The limits shown are maximum levels. The Chief Finance Officer in consultation with Treasury Officers has the scope to reduce these limits (below those shown) to minimise the level of cash at risk in the light of market conditions. As Money Market Funds (MMFs) are diversified by nature and AAA rated, the Chief Finance Officer, in consultation with Treasury Officers, will vary the limits of these funds in order to manage cash flows. These limits will be updated in the Treasury Management Practices.
- 12.13 When the Council has funds in excess of normal limits that it is not possible or economical to invest with a suitable counterparty, these will remain on deposit with Lloyds Bank, the Council's banker.

Credit Worthiness Policy

- 12.14 The Council uses Fitch ratings to derive its investment criteria (used in the table Appendix D). Where a counterparty does not have a Fitch rating, the equivalent Moody's rating will be used. The Council is alerted to all credit rating changes on a daily basis through its use of the Link Asset Services creditworthiness service. If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- 12.15 The Link Asset Services creditworthiness service uses a modelling approach with credit ratings from all three rating agencies – Fitch, Moodys and Standard and Poors, forming the core element. However, it does not rely solely on the current credit ratings of counterparties but also uses credit watches, credit outlooks and other information in a weighted scoring system. The end product is a series of colour code bands which indicate the relative creditworthiness of counterparties and give a recommended duration for investments.
- 12.16 When placing investments Treasury Officers will take account of this information, although it is not followed entirely such as in the use of building societies.
- 12.17 Treasury officers are of the view that credit rating agencies and Link Asset Services have underestimated the level of support within the building society sector. Consequently the Council will continue to use Building Societies based on asset value and market sentiment indicating that the risk is acceptable.
- 12.18 This Council will not use the approach suggested by CIPFA of using the lowest rating from all three rating agencies to determine creditworthy counterparties as this would leave the Council with few financial institutions on its approved lending list. The Link Asset Services creditworthiness service does use ratings from all three agencies, but by using a scoring system, does not give undue preponderance to just one agency's ratings.
- 12.19 The Council's credit limits have historically been set at a sufficiently high level that none of the institutions that have not been able to meet their commitments in recent times, have been on the Council's lending list, or those that have got into difficulties have received government support. Similarly none of the building societies in which the Council has invested have failed to meet their commitments. On this basis the Council will continue to use Link Asset Services' creditworthiness service, credit ratings and asset value (for

building societies) for determining eligibility for the lending list. As indicated in paragraph 12.8, the risk appetite of the Council is low, and the priority for investment is security, followed by liquidity, then return.

Country Limits

12.20 The Council will only use approved counterparties from the UK and countries with a minimum sovereign credit rating of AA+ from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). The list of countries that qualify using this criteria are shown in Appendix E. This list will be added to or deducted from by officers should ratings change in accordance with this policy.

12.21 The Executive resolved in June 2016 that the UK be excluded from the sovereign rating criteria, as it is not felt that there is additional risk to undertaking investments in the UK.

12.22 Should the level of the Council's investments increase it will seek to avoid a concentration of investments in too few counterparties or countries (although a concentration in the UK is not considered to be undesirable).

13.0 Use of External Service Providers

13.1 As previously stated the Council uses Link Asset Services (previously Capita Asset Services) as its external treasury management advisors in order to acquire access to specialist skills and resources. The services provided include the following:-

- Provision of interest rate forecasts and advice on borrowing and investment strategies;
- Regular updates on economic and political changes;
- Forecasts of movements in Public Works Loan Board rates;
- Advice on debt rescheduling, funding policy, volatility and maturity profile analysis;
- Advice on investment counterparty creditworthiness;
- Provision of annual template documents and advice on the various Treasury Management reports; and
- Treasury Management training.

13.2 Although external treasury management advisors are used, responsibility for treasury management decisions remains with the Council at all times and undue reliance is not placed upon the external service provider.

14.0 MRP Policy

14.1 As required by CLG regulations, the Council has adopted a policy for setting aside funds for the repayment of borrowing through the Minimum Revenue Provision. Appendix A contains the policy statement.

15.0 Council Loans to Group Companies

15.1 Council loans to Group Companies will continue to be structured to give a benefit to council tax payers.

15.2 The loans will be 'eliminated' on consolidation in to group accounts. Therefore, the prudential indicators set out in this report exclude these inter-group loans.

15.3 Where the Council finances loans to Group Companies by external borrowing, these external loans are taken account of in setting the borrowing limits. The limits set out in this report take into account the requirements set out in the approved Group Business

Plans. The borrowing limits will need to be reviewed if the Council approves taking additional borrowing to fund new group company projects in the future. Borrowings by the Group Companies themselves do not count against the Council's borrowing limits.

16.0 Implications

Financial

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

Human Resource/Training and Development

16.2 The CIPFA code requires members and staff involved in treasury management to receive training and the Council's training requirements will be reviewed in order to provide appropriate training.

16.3 The contract with Link Asset Services provides for staff attendance at various conferences and seminars throughout the year as well as providing a helpline facility.

Community Safety

16.4 There are no community safety implications arising directly from this report.

Risk Management

16.5 An objective of the treasury management strategy is to optimise the return on the Council's investments subject to minimising the level of risk of incurring losses.

Sustainability

16.6 There are no sustainability implications arising directly from this report.

Equalities

16.7 There are no equalities implications arising directly from this report.

17.0 Consultations

17.1 No public consultations have been undertaken in connection with this report.

REPORT ENDS

EXE18-005

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					√	
	Women					√	
Gender Reassignment						√	
Race	White					√	
	Mixed/Multiple ethnic groups					√	
	Asian/Asian British					√	
	Black/African/Caribbean/Black British					√	
	Gypsies / travellers					√	
	Other ethnic group					√	
Disability	Physical					√	
	Sensory					√	
	Learning Difficulties					√	

	Mental Health					√	
Sexual Orientation	Lesbian, gay men, bisexual					√	
Age	Older people (50+)					√	
	Younger people (16 - 25)					√	
Religion or Belief	Faith Groups					√	
Pregnancy & maternity						√	
Marriage & Civil Partnership						√	
Socio-economic Background						√	
Carers						√	

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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](#).

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			√	
Waste generation / sustainable waste management			√	
Pollution to air, land and water			√	
Factors that contribute to Climate Change			√	
Protection of and access to the natural environment			√	
Travel choices that do not rely on the car			√	
A strong, diverse and sustainable local economy			√	
Meet local needs locally			√	
Opportunities for education and information			√	
Provision of appropriate and sustainable housing			√	
Personal safety and reduced fear of crime			√	
Equality in health and good health			√	
Access to cultural and leisure facilities			√	
Social inclusion / engage and consult communities			√	
Equal opportunities for the whole community			√	
Contribute to Woking's pride of place			√	

Annual Minimum Revenue Provision Report and Policy Statement

Introduction

New Guidance has been issued by the Secretary of State which requests that a Statement on the Council's policy for setting aside funds for repayment of borrowing, its annual Minimum Revenue Provision (MRP), should be submitted to the full Council for approval before the start of the financial year to which the provision will relate.

The Council is legally obliged to "have regard" to the new Guidance, which is intended to enable a more flexible approach to assessing the amount of annual provision than was required under the previous statutory requirements. The Guidance explains how the MRP might be determined, with an overriding recommendation that the Council should make prudent provision to redeem its debt liability over a period which is reasonably commensurate with that over which the capital expenditure is estimated to provide benefits.

Essentially, the Guidance may only be applied to new capital expenditure relative to the period to which the annual MRP relates. This means that debt which remains outstanding in respect of earlier capital expenditure will continue to be subject to MRP at the rate of 4% per annum or 1% for share purchases. New expenditure to be financed from borrowing is recommended to be subject to MRP on the estimated useful life basis. This may either be assessed as equal annual instalments, or lower early year charges on an annuity basis, or in accordance with depreciation accounting methods.

In general it is recommended that the Council should adopt the recommendations contained within the Guidance. However, in certain cases the Guidance recommends a useful life period/MRP for expenditures which it would not be appropriate to adopt, such as in the case of long term debtors arising from loans made to third parties. These loans will be repaid by the third parties, and do not therefore need to be subject also to an MRP. A prudent provision may be made for MRP without the inclusion of the expenditures which relate to such loans.

The following Policy Statement is therefore recommended for adoption.

MRP Policy Statement

The Council implemented the new MRP Guidance in 2007/08, and has assessed the Minimum Revenue Provision for 2007/08 and subsequent years in accordance with the main recommendations contained within the Guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003. In particular, the Council are satisfied that the guidelines for their annual amount of MRP set out within this Policy Statement will result in their making the requisite prudent provision that is required by the Guidance.

Certain expenditures reflected within the debt liability at 31st March 2007 will under delegated powers be subject to either the uncompleted scheme or the anticipated life expectancy provisions of the asset life method.

In cases where schemes are not fully completed at the end of the financial year, expenditure on these may be deferred from any MRP charge in the subsequent year but reconsidered for MRP in a later year, subject to the date of their completion.

The spreading of the MRP charge under the estimated life period approach will be carried out in an aggregate manner. Details of individual schemes, whilst required for supporting information purposes in the year for which MRP liability is first being assessed, have no beneficial purposes thereafter. Schemes will accordingly be grouped within differing life periods where such apply.

The Council also determines that available resources for financing capital expenditure, such as capital receipts, will be applied to new expenditures in a manner that is considered appropriate in any financial year. For example, it will not be considered imprudent to apply such resources in the first instance to expenditures that have a shorter estimated lifespan.

When adopting this aspect of the recommendations the Council may treat any new capital schemes which are both commenced and finalised within the financial year as having been financed from any associated grants, S.106 monies, or similarly earmarked funds. This is however entirely at their discretion. In cases where expenditure is incurred on only part of a scheme which is not completed by the year end, any grant or similar financing resources may be either allocated to other new expenditures under delegated powers, or carried forward for MRP purposes, as necessary or appropriate.

Final decisions regarding the manner in which such resources are deemed to be allocated to schemes will be taken under delegated powers.

Where schemes require interim financing by loan, pending receipt of an alternative source of finance (for example capital receipts), no MRP charge shall be applied.

Estimated life periods will also be determined under delegated powers. For example, it is likely that new buildings or similar structures will have an estimated life, set by Asset Management, of over 70 years, as will any new land purchases. In this latter case, it is considered that the recommended life period of 50 years for land contained within the Guidance does not adequately reflect its realistic life period, which is considered to be at least as great as would be the case if a building is placed upon it. The Council are aware when approving this that the Guidance recommends only that the life period should bear some relation to that over which the asset is estimated to provide a service.

In the case of new capital expenditures which serve to add to the value of an existing capital asset, these will be estimated to have the same useful life as the asset whose value is enhanced.

To the extent that expenditures are not on the creation of an asset, and are of a type that are subject to estimated life periods that are referred to in the Guidance, these periods will generally be adopted by the Council. However, in the case of long term debtors arising from loans or other types of capital expenditure made by the Council which will be repaid under separate arrangements (such as long term investments), there will be no Minimum Revenue Provision made. The Council are satisfied that a prudent provision will be achieved after exclusion of these capital expenditures from the MRP requirements. From 2009/10 the Council will make a Minimum Revenue Provision on investments in shares based on a 100 year life.

In view of the variety of different types of capital expenditure incurred by the Council, which is not in all cases capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure, and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

The determination as to which schemes shall be deemed to be financed from available resources, and those which will remain as an outstanding debt liability to be financed by borrowing or other means will be assessed under delegated powers.

INTEREST RATE FORECASTS

The data overleaf shows forecasts published by Link Asset Services and Capital Economics (an independent forecasting consultancy).

The PWLB rates and forecasts shown have taken into account the 20 basis point certainty rate reduction effective from 1 November 2012.

The forecast within this strategy statement has been drawn from these diverse sources and officers' own views

APPENDIX B

Link Asset Services Interest Rate View

	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate View	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%
3 Month LIBID	0.40%	0.40%	0.40%	0.40%	0.60%	0.60%	0.60%	0.70%	0.90%	0.90%	1.00%	1.20%	1.20%	1.20%
6 Month LIBID	0.50%	0.50%	0.50%	0.60%	0.80%	0.80%	0.80%	0.90%	1.00%	1.00%	1.10%	1.30%	1.30%	1.40%
12 Month LIBID	0.70%	0.80%	0.80%	0.90%	1.00%	1.00%	1.10%	1.10%	1.30%	1.30%	1.40%	1.50%	1.50%	1.60%
5yr PWLB Rate	1.50%	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.10%	2.10%	2.20%	2.30%	2.30%
10yr PWLB Rate	2.10%	2.20%	2.30%	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%
25yr PWLB Rate	2.80%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%
Bank Rate														
Link Asset Services	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%
Capital Economics	0.50%	0.50%	0.75%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	-	-	-	-	-
5yr PwLB Rate														
Link Asset Services	1.50%	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.10%	2.10%	2.20%	2.30%	2.30%
Capital Economics	1.70%	1.90%	2.30%	2.60%	2.90%	2.90%	2.90%	2.90%	2.90%	-	-	-	-	-
10yr PWLB Rate														
Link Asset Services	2.10%	2.20%	2.30%	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%
Capital Economics	2.30%	2.60%	2.80%	3.10%	3.30%	3.30%	3.30%	3.30%	3.30%	-	-	-	-	-
25yr PWLB Rate														
Link Asset Services	2.80%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%	3.50%	3.60%	3.60%
Capital Economics	2.95%	3.15%	3.45%	3.65%	3.90%	3.90%	3.90%	3.90%	3.90%	-	-	-	-	-
50yr PWLB Rate														
Link Asset Services	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%
Capital Economics	2.80%	3.10%	3.30%	3.60%	3.80%	3.80%	3.80%	3.80%	3.80%	-	-	-	-	-

Link Asset Services' View on the Economic Background

5.3 ECONOMIC BACKGROUND

GLOBAL OUTLOOK. World growth looks to be on an encouraging trend of stronger performance, rising earnings and falling levels of unemployment. In October, the IMF upgraded its forecast for world growth from 3.2% to 3.6% for 2017 and 3.7% for 2018.

In addition, inflation prospects are generally muted and it is particularly notable that wage inflation has been subdued despite unemployment falling to historically very low levels in the UK and US. This has led to many comments by economists that there appears to have been a fundamental shift downwards in the Phillips curve (this plots the correlation between levels of unemployment and inflation e.g. if the former is low the latter tends to be high). In turn, this raises the question of what has caused this? The likely answers probably lay in a combination of a shift towards flexible working, self-employment, falling union membership and a consequent reduction in union power and influence in the economy, and increasing globalisation and specialisation of individual countries, which has meant that labour in one country is in competition with labour in other countries which may be offering lower wage rates, increased productivity or a combination of the two. In addition, technology is probably also exerting downward pressure on wage rates and this is likely to grow with an accelerating movement towards automation, robots and artificial intelligence, leading to many repetitive tasks being taken over by machines or computers. Indeed, this is now being labelled as being the start of the fourth industrial revolution.

KEY RISKS - central bank monetary policy measures

Looking back on nearly ten years since the financial crash of 2008 when liquidity suddenly dried up in financial markets, it can be assessed that central banks' monetary policy measures to counter the sharp world recession were successful. The key monetary policy measures they used were a combination of lowering central interest rates and flooding financial markets with liquidity, particularly through unconventional means such as Quantitative Easing (QE), where central banks bought large amounts of central government debt and smaller sums of other debt.

The key issue now is that that period of stimulating economic recovery and warding off the threat of deflation is coming towards its close and a new period has already started in the US, and more recently in the UK, on reversing those measures i.e. by raising central rates and (for the US) reducing central banks' holdings of government and other debt. These measures are now required in order to stop the trend of an on-going reduction in spare capacity in the economy, and of unemployment falling to such low levels that the re-emergence of inflation is viewed as a major risk. It is, therefore, crucial that central banks get their timing right and do not cause shocks to market expectations that could destabilise financial markets. In particular, a key risk is that because QE-driven purchases of bonds drove up the price of government debt, and therefore caused a sharp drop in income yields, this then also encouraged investors into a search for yield and into investing in riskier assets such as equities. This resulted in bond markets and equity market prices both rising to historically high valuation levels simultaneously. This, therefore, makes both asset categories vulnerable to a sharp correction. It is important, therefore, that central banks only gradually unwind their holdings of bonds in order to prevent destabilising the financial markets. It is also likely that the timeframe for central banks unwinding their holdings of QE debt purchases will be over several years. They need to balance their timing to neither squash economic recovery by taking too rapid and too strong action, or, alternatively, let inflation run away by taking action that was too slow and/or too weak. The potential for central banks to get this timing and strength of action wrong are now key risks.

There is also a potential key question over whether economic growth has become too dependent on strong central bank stimulus and whether it will maintain its momentum against a backdrop of rising interest rates and the reversal of QE. In the UK, a key vulnerability is the low level of

productivity growth, which may be the main driver for increases in wages; and decreasing consumer disposable income, which is important in the context of consumer expenditure primarily underpinning UK GDP growth.

A further question that has come to the fore is whether an inflation target for central banks of 2%, is now realistic given the shift down in inflation pressures from internally generated inflation, (i.e. wage inflation feeding through into the national economy), given the above mentioned shift down in the Phillips curve.

- Some economists favour a shift to a lower inflation target of 1% to emphasise the need to keep the lid on inflation. Alternatively, it is possible that a central bank could simply 'look through' tepid wage inflation, (i.e. ignore the overall 2% inflation target), in order to take action in raising rates sooner than might otherwise be expected.
- However, other economists would argue for a shift up in the inflation target to 3% in order to ensure that central banks place the emphasis on maintaining economic growth through adopting a slower pace of withdrawal of stimulus.
- In addition, there is a strong argument that central banks should target financial market stability. As mentioned previously, bond markets and equity markets could be vulnerable to a sharp correction. There has been much commentary, that since 2008, QE has caused massive distortions, imbalances and bubbles in asset prices, both financial and non-financial. Consequently, there are widespread concerns at the potential for such bubbles to be burst by exuberant central bank action. On the other hand, too slow or weak action would allow these imbalances and distortions to continue or to even inflate them further.
- Consumer debt levels are also at historically high levels due to the prolonged period of low cost of borrowing since the financial crash. In turn, this cheap borrowing has meant that other non-financial asset prices, particularly house prices, have been driven up to very high levels, especially compared to income levels. Any sharp downturn in the availability of credit, or increase in the cost of credit, could potentially destabilise the housing market and generate a sharp downturn in house prices. This could then have a destabilising effect on consumer confidence, consumer expenditure and GDP growth. However, no central bank would accept that it ought to have responsibility for specifically targeting house prices.

UK. After the UK surprised on the upside with strong economic growth in 2016, growth in 2017 has been disappointingly weak; quarter 1 came in at only +0.2% (+2.0% y/y), quarter 2 was +0.3% (+1.7% y/y) and quarter 3 was +0.4% (+1.6% y/y). The main reason for this has been the sharp increase in inflation, caused by the devaluation of sterling after the EU referendum, feeding increases in the cost of imports into the economy. This has caused, in turn, a reduction in consumer disposable income and spending power and so the services sector of the economy, accounting for around 80% of GDP, has seen weak growth as consumers cut back on their expenditure. However, more recently there have been encouraging statistics from the manufacturing sector which is seeing strong growth, particularly as a result of increased demand for exports. It has helped that growth in the EU, our main trading partner, has improved significantly over the last year while robust world growth has also been supportive. However, this sector only accounts for around 10% of GDP so expansion in this sector will have a much more muted effect on the overall GDP growth figure for the UK economy as a whole.

While the Bank of England is expected to give forward guidance to prepare financial markets for gradual changes in policy, the Monetary Policy Committee, (MPC), meeting of 14 September 2017 managed to shock financial markets and forecasters by suddenly switching to a much more aggressive tone in terms of its words around warning that Bank Rate will need to rise soon. The Bank of England Inflation Reports during 2017 have clearly flagged up that it expected CPI inflation to peak at just under 3% in 2017, before falling back to near to its target rate of 2% in two years' time. The Bank revised its forecast for the peak to just over 3% at the 14 September meeting MPC. (Inflation actually came in at 3.0% in September and is expected to rise slightly in

the coming months.) This marginal revision in the Bank's forecast can hardly justify why the MPC became so aggressive with its wording; rather, the focus was on an emerging view that with unemployment having already fallen to only 4.3%, the lowest level since 1975, and improvements in productivity being so weak, that the amount of spare capacity in the economy was significantly diminishing towards a point at which they now needed to take action. In addition, the MPC took a more tolerant view of low wage inflation as this now looks like a common factor in nearly all western economies as a result of automation and globalisation. However, the Bank was also concerned that the withdrawal of the UK from the EU would effectively lead to a *decrease* in such globalisation pressures in the UK, and so this would cause additional inflationary pressure over the next few years.

At its 2 November meeting, the MPC duly delivered a 0.25% increase in Bank Rate. It also gave forward guidance that they expected to increase Bank Rate only twice more in the next three years to reach 1.0% by 2020. This is, therefore, not quite the 'one and done' scenario but is, nevertheless, a very relaxed rate of increase prediction in Bank Rate in line with previous statements that Bank Rate would only go up very gradually and to a limited extent.

However, some forecasters are flagging up that they expect growth to accelerate significantly towards the end of 2017 and then into 2018. This view is based primarily on the coming fall in inflation, (as the effect of the effective devaluation of sterling after the EU referendum drops out of the CPI statistics), which will bring to an end the negative impact on consumer spending power. In addition, a strong export performance will compensate for weak services sector growth. If this scenario was indeed to materialise, then the MPC would be likely to accelerate its pace of increases in Bank Rate during 2018 and onwards.

It is also worth noting the contradiction within the Bank of England between action in 2016 and in 2017 by two of its committees. After the shock result of the EU referendum, the Monetary Policy Committee (MPC) voted in August 2016 for emergency action to cut Bank Rate from 0.50% to 0.25%, restarting £70bn of QE purchases, and also providing UK banks with £100bn of cheap financing. The aim of this was to lower borrowing costs, stimulate demand for borrowing and thereby increase expenditure and demand in the economy. The MPC felt this was necessary in order to ward off their expectation that there would be a sharp slowdown in economic growth. Instead, the economy grew robustly, although the Governor of the Bank of England strongly maintained that this was *because* the MPC took that action. However, other commentators regard this emergency action by the MPC as being proven by events to be a mistake. Then in 2017, we had the Financial Policy Committee (FPC) of the Bank of England taking action in June and September over its concerns that cheap borrowing rates, and easy availability of consumer credit, had resulted in too rapid a rate of growth in consumer borrowing and in the size of total borrowing, especially of unsecured borrowing. It, therefore, took punitive action to clamp down on the ability of the main banks to extend such credit! Indeed, a PWC report in October 2017 warned that credit card, car and personal loans and student debt will hit the equivalent of an average of £12,500 per household by 2020. However, averages belie wide variations in levels of debt with much higher exposure being biased towards younger people, especially the 25 -34 year old band, reflecting their lower levels of real income and asset ownership.

One key area of risk is that consumers may have become used to cheap rates since 2008 for borrowing, especially for mortgages. It is a major concern that some consumers may have over extended their borrowing and have become complacent about interest rates going up after Bank Rate had been unchanged at 0.50% since March 2009 until falling further to 0.25% in August 2016. This is why forward guidance from the Bank of England continues to emphasise slow and gradual increases in Bank Rate in the coming years. However, consumer borrowing is a particularly vulnerable area in terms of the Monetary Policy Committee getting the pace and strength of Bank Rate increases right - without causing a sudden shock to consumer demand, confidence and thereby to the pace of economic growth.

Moreover, while there is so much uncertainty around the Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two to three years will actually pan out.

EU. Economic growth in the EU, (the UK's biggest trading partner), had been lack lustre for several years after the financial crisis despite the ECB eventually cutting its main rate to -0.4% and embarking on a massive programme of QE. However, growth picked up in 2016 and has now gathered substantial strength and momentum thanks to this stimulus. GDP growth was 0.5% in quarter 1 (2.0% y/y), 0.6% in quarter 2 (2.3% y/y) and +0.6% in quarter 3 (2.5% y/y). However, despite providing massive monetary stimulus, the European Central Bank is still struggling to get inflation up to its 2% target and in October inflation was 1.4%. It is therefore unlikely to start on an upswing in rates until possibly 2019. It has, however, announced that it will slow down its monthly QE purchases of debt from €60bn to €30bn from January 2018 and continue to at least September 2018.

USA. Growth in the American economy was notably erratic and volatile in 2015 and 2016. 2017 is following that path again with quarter 1 coming in at only 1.2% but quarter 2 rebounding to 3.1% and quarter 3 coming in at 3.0%. Unemployment in the US has also fallen to the lowest level for many years, reaching 4.2%, while wage inflation pressures, and inflationary pressures in general, have been building. The Fed has started on a gradual upswing in rates with four increases in all and three increases since December 2016; and there could be one more rate rise in 2017, which would then lift the central rate to 1.25 – 1.50%. There could then be another four increases in 2018. At its September meeting, the Fed said it would start in October to gradually unwind its \$4.5 trillion balance sheet holdings of bonds and mortgage backed securities by reducing its reinvestment of maturing holdings.

CHINA. Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.

JAPAN. has been struggling to stimulate consistent significant growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

Specified Investments

All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the minimum 'high' rating criteria where applicable.

	Minimum 'High' Credit Criteria	Use
Debt Management Agency Deposit Facility	N/a	In-house and fund managers
Term deposits – UK government	N/a	In-house and fund managers
Term deposits – other LAs	N/a	In-house and fund managers
Funds on deposit with the Council's main banker – Lloyds Bank – no limit	N/a	In-house
Term deposits to 4m– banks *	AAA or Aaa	In-house and fund managers
Term deposits to 2m– banks *	AA- or Aa3	In-house and fund managers
Term deposits up to 4m– building societies *	with gross assets in excess of £1,000m	In-house and fund managers
Term deposits up to 2m – building societies *	with gross assets between £500m and £1,000m	In-house and fund managers
Callable deposits	As above	In-house and fund managers
Certificates of deposits issued by banks and building societies	As above	In-house and fund managers
Money Market Funds – Constant Net Asset Value	AAA	In-house
Money Market Funds – Low Volatility Net Asset Value	AAA	In-house
UK Government Gilts	AAA	Fund Managers
Gift Funds and Bond Funds	AAA	Fund Managers
Treasury Bills	N/a	Fund Managers

* If forward deposits are made by in-house managers, the forward period plus the deal period should not exceed one year in aggregate.

Changes to investment rules were came into force on 3rd January 2018 with the introduction of the MIFID (Markets in Financial Instruments Directive) II regulations. Under the new rules, all local authorities are classified as retail counterparties, and authorities have to consider whether to opt up to professional status and for which types of investments. Some investment options are not available to retail counterparties, and as a result Woking Borough Council has opted up to professional status for three out of four of its existing money market funds (Federated, Standard Life and Deutsche). This has not been necessary for the remaining money market fund (LGIM), which would continue to deal with retail counterparties. A view will be taken going forward on any new investments on a case by case basis and the arrangements will be regularly reviewed as appropriate.

Non-Specified Investments

At the time of placing an investment, a maximum of 35% will be held in aggregate in non-specified investments (including in-house and externally managed funds).

	Minimum Credit Criteria	Use	Max % of total investments	Max. maturity period
Term deposits – UK government (with maturities in excess of 1 year)	N/a	In-house and fund managers	35%	5 years
Term deposits – other LAs (with maturities in excess of 1 year)	N/a	In-house and fund managers	35%	5 years
Term deposits – banks and building societies	As for specified	In-house and fund	35%	5 years

(with maturities in excess of 1 year)	investments	managers		
Callable deposits (with maturities in excess of 1 year)	As above	In-house and fund managers	35%	5 years
Certificates of deposits issued by banks and building societies	As above	In-house and fund managers	35%	5 years
UK Government Gilts with maturities in excess of 1 year	AAA	Fund Managers	35%	5 years
Bonds issued by multilateral development banks	AAA	In-house on a 'buy-and-hold' basis. Also for use by fund managers	35%	5 years
Bonds issued by a financial institution which is guaranteed by the UK government	N/a	In-house on a 'buy-and-hold' basis. Also for use by fund managers	35%	5 years
Sovereign bond issues (i.e. other than the UK govt)	AAA	Fund Managers	35%	5 years
Corporate Bonds : <i>the use of these investments would constitute capital expenditure</i>	N/a	N/a	Nil	N/a
Floating Rate Notes : <i>the use of these investments would constitute capital expenditure</i>	N/a	N/a	Nil	N/a

Guide to Ratings

Fitch	Moody's	Standard and Poor's
Rating Levels to be used in Treasury Management		
AAA AA+ AA	Aaa Aa1 Aa2	AAA AA+ AA
<p>Fitch's individual ratings measure an institution's intrinsic safety and soundness on a stand-alone basis, and provide an assessment of the strength of the institution's financial structure, its performance and its credit (and therefore, risk) profile. The laws and accounting practices that govern the operations, reporting and disclosure of financial information in the country in which the institution operates, would have a bearing on the assessment. These ratings are divorced entirely from considerations of external support, from either parent or the government, and are, therefore, useful indicators of credit.</p> <p>At present, Fitch is the only agency which explicitly states its view of the likely presence of a lender of last resort, either government or parent, with the willingness and the resources to aid a failing financial institution.</p>	<p>Moody's Bank Financial Strength Ratings (BFSRs) represent Moody's opinion of a bank's intrinsic safety and soundness and, as such, exclude certain external credit risks and credit support elements that are addressed by Moody's Bank Deposit Ratings. In addition to commercial banks, Moody's BFSRs may also be assigned to other types of financial institutions such as multilateral development banks, government-sponsored financial institutions and national development financial institutions.</p> <p>BFSR's are a measure of the likelihood that a bank will require assistance from third parties such as its owners, its industry group, or official institutions.</p> <p>BFSR's do not take into account the probability that the bank will receive such external support, nor do they address risks arising from sovereign actions that may interfere with a bank's ability to honour its domestic or foreign currency obligations.</p> <p>Factors considered in the assignment of BFSR's include bank specific elements such as financial fundamentals, franchise value, and business and asset diversification. Although BFSR's exclude the external factors specified above, they do take into account other risk factors in the bank's operating environment, including the strength and prospective performance of the economy, as well as the structure and relative fragility of the financial system, and the quality of banking regulation and supervision.</p>	<p>Long Term credit ratings are based, in varying degrees, on the following considerations:</p> <ul style="list-style-type: none"> • Likelihood of payment—capacity and willingness of the obligor to meet its financial commitment on an obligation in accordance with the terms of the obligation; • Nature of and provisions of the obligation; • Protection afforded by, and relative position of, the obligation in the event of bankruptcy, reorganization, or other arrangement under the laws of bankruptcy and other laws affecting creditors' rights. <p>Issue ratings are an assessment of default risk, but may incorporate an assessment of relative seniority or ultimate recovery in the event of default</p>

Approved countries for investments

AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland
- U.S.A.

AA+

- Finland
- Hong Kong

Approved countries for investment are based on the Fitch rating.

Note: The UK is excluded from the minimum sovereign rating criteria (report paragraph 13.21 refers).

Treasury Management Policy Statement

1. This organisation defines its treasury management activities as: "The management of the authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".
2. This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
3. This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

Treasury management scheme of delegation

(i) Executive

- receiving and reviewing reports on treasury management policies, practices and activities
- approval of annual strategy
- approval of/amendments to the organisation's adopted clauses and treasury management policy statement
- budget consideration and approval
- approval of the division of responsibilities
- receiving and reviewing regular monitoring reports and acting on recommendations

(ii) Overview and Scrutiny Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

(iii) Treasury Management Panel

- consideration of proposals to reschedule borrowing.

The treasury management role of the Section 151 officer

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- submitting regular treasury management policy reports
- submitting budgets and budget variations
- receiving and reviewing management information reports
- reviewing the performance of the treasury management function
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensuring the adequacy of internal audit, and liaising with external audit
- appointment of external service providers.

LONG TERM BORROWING MATURITY PROFILE AS AT 19 JANUARY 2018

	PWLB	LOBO	OTHER	ALL
2017 /2018	9			9
2018 /2019	12		6	18
2019 /2020	5			5
2020 /2021	2			2
2021 /2022	27		10	37
2022 /2023	2			2
2023 /2024	3			3
2024 /2025	12			12
2025 /2026	11			11
2026 /2027	6			6
2027 /2028	3			3
2028 /2029	3			3
2029 /2030	3			3
2030 /2031	8			8
2031 /2032	8			8
2032 /2033	3			3
2033 /2034	8			8
2034 /2035	13			13
2035 /2036	8			8
2036 /2037	8			8
2037 /2038	6			6
2038 /2039	8			8
2039 /2040	6			6
2040 /2041	9			9
2041 /2042	4			4
2042 /2043	7			7
2043 /2044	4			4
2044 /2045	4			4
2045 /2046	4			4
2046 /2047	4			4
2047 /2048	4			4
2048 /2049	4			4
2049 /2050	8			8
2050 /2051	5			5
2051 /2052	5			5
2052 /2053	9			9

*

	PWLB	LOBO	OTHER	ALL
2053 /2054	18			18
2054 /2055	20			20
2055 /2056	8	5		13
2056 /2057	21			21
2057 /2058	22			22
2058 /2059	41			41
2059 /2060	47			47
2060 /2061	31			31
2061 /2062	44			44
2062 /2063	14			14
2063 /2064	14			14
2064 /2065	35			35
2065 /2066	25			25
2066 /2067	56			56
2067 /2068	14			14
2068 /2069				
2069 /2070				
2070 /2071				
2071 /2072				
2072 /2073				
2073 /2074				
2074 /2075				
2075 /2076				
2076 /2077		10	10	20
2077 /2078			5	5
2078 /2079				
2079 /2080				
2080 /2081				
2081 /2082				
2082 /2083				
2083 /2084				
2084 /2085				
2085 /2086				
2086 /2087				
2087 /2088				
2088 /2089				

655 15 31 701

* 2017/18 maturities include those paid already as well as due.

EXECUTIVE - 1 FEBRUARY 2018

DOMESTIC ABUSE WORKFORCE POLICY

Executive Summary

Domestic abuse may happen behind closed doors but it has far reaching consequences and is known to have an impact on the working lives of those living with an abusive partner. The scale of the problem is huge. In the UK, in any one year, more than one in five victims of domestic abuse take time off work because of abuse and two per cent lose their jobs as a direct result of the abuse.

By implementing a Domestic Abuse Workplace Policy (Appendix 1), Woking Borough Council will be providing support and protection for its employees who may be the target of domestic abuse, as well as raising awareness of the issue amongst all employees. It also provides guidelines on how to manage employees who are perpetrating domestic abuse.

Reasons for Decision

To recommend to Council that the Domestic Abuse Workforce Policy be adopted.

Recommendations

The Executive is requested to:

RECOMMEND to Council That

the Domestic Abuse Workforce Policy, attached at Appendix 1 to the report, be adopted.

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

None.

Sustainability Impact Assessment
Equalities Impact Assessment

Reporting Person:

Ray Morgan, Chief Executive
Ext. 3333, E Mail: Ray.Morgan@woking.gov.uk

Contact Person:

Refeia Zaman, Senior Policy Officer
Ext. 3479, E Mail: Refeia.Zaman@woking.gov.uk

Portfolio Holder:

Cllr David Bittleston
E Mail: CllrDavid.Bittleston@woking.gov.uk

Shadow Portfolio Holder:

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

Date Published:

24 January 2018

1.0 Introduction

- 1.1 All organisations have a legal responsibility to protect the health, safety and welfare of their employees, but the obligation in the case of domestic abuse is wider. By raising awareness of the issue and supporting those enduring abuse, employers are helping to prevent it in the wider community.
- 1.2 Domestic abuse may happen behind closed doors but it has far reaching consequences and is known to have an impact on the working lives of those living in an abusive relationship. The costs of domestic abuse to employers can be huge. It contributes to sickness absence, bad time keeping and lack of productivity. In the UK, in any one year, more than one in five victims of domestic violence take time off work because of abuse and two per cent lose their jobs as a direct result of the abuse.
- 1.3 75% of domestic abuse victims are targeted at work by telephone calls and emails. Individuals who have left an abusive partner are especially vulnerable at work as the workplace is easily identified as a place of contact by perpetrators. 56% per cent of abused women arrive late for work at least five times a month, 28% leave early at least five days a month and 53% miss at least three days of work a month.
- 1.4 The Council is not expected to perform a counselling service, as there are many professional groups who are specifically trained to deal with this. However, it can play an important supporting role, including adopting this policy, providing advice and support, raising awareness among the workforce, providing a listening ear and signposting to specialist services. The Council's flexible working arrangements are available so that employees are able to have time off work or the opportunity to work flexibly to enable them to seek protection, go to court, seek housing or arrange childcare.
- 1.5 The policy provides advice and guidance on how to recognise and support employees who are victims of domestic abuse and how to manage employees who are perpetrating domestic abuse.

2.0 Implications

Financial

- 2.1 No implications.

Human Resource/Training and Development

- 2.2 To ensure employees are aware and competent in dealing with and/or identifying incidents of domestic abuse it is good practice for managers and staff to undergo training. This includes:
 - new and existing managers – various training courses are provided by Surrey County Council;
 - HR Staff (they may have a specific role in supporting and signposting employees and managers). Training and awareness sessions provided by SCC and yourSanctuary;
 - all employees receive information on domestic abuse as part of the mandatory e-learning safeguarding training and annual awareness raising campaigns.

- 2.3 Employees that work directly with victims or perpetrators of domestic abuse will undertake more specialist training relevant to their job. This will be identified through team induction and the annual PDR process.

Community Safety

- 2.4 The provision of a Domestic Abuse Workforce Policy helps the Council fulfil some of the statutory requirements of the Crime and Disorder Act 1998. Domestic abuse is one of the key priorities of the current Safer Woking Partnership Plan 2017/20, it has been for many years and is expected to be in the next plan for 2018/21.

Risk Management

- 2.5 The Council has a legal responsibility to protect the health, safety and welfare of its employees.

Sustainability

- 2.6 Sustainability Impact Assessment has been completed.

Equalities

- 2.7 Equality Impact Assessment has been completed.

3.0 Consultations

- 3.1 CMG, Unison, Community Safety Team.

REPORT ENDS

EXE17-084

APPENDICES

Appendix 1: Domestic Abuse Workforce Policy

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			
Page 206 Gender	Men	✓	✓	✓			Providing help and support to employees experiencing domestic abuse & manage employees who are perpetrating domestic abuse.
	Women	✓	✓	✓			“
Gender Reassignment							“
Race	White	✓	✓	✓			“
	Mixed/Multiple ethnic groups	✓	✓	✓			“
	Asian/Asian British	✓	✓	✓			“
	Black/African/Caribbean/Black British	✓	✓	✓			“
	Gypsies / travellers	✓	✓	✓			“
	Other ethnic group	✓	✓	✓			“

		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	✓	✓	✓			“
	Sensory	✓	✓	✓			“
	Learning Difficulties	✓	✓	✓			“
	Mental Health	✓	✓	✓			“
Sexual Orientation	Lesbian, gay men, bisexual	✓	✓	✓			“
Age	Older people (50+)	✓	✓	✓			“
	Younger people (16 - 25)	✓	✓	✓			“
Religion or Belief	Faith Groups	✓	✓	✓			“
Pregnancy & maternity			✓				“
Marriage & Civil Partnership			✓				“
Socio-economic Background			✓				“

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			✓	
Waste generation / sustainable waste management			✓	
Pollution to air, land and water			✓	
Factors that contribute to Climate Change			✓	
Protection of and access to the natural environment			✓	
Travel choices that do not rely on the car			✓	
A strong, diverse and sustainable local economy			✓	
Meet local needs locally			✓	
Opportunities for education and information	✓			Raise awareness about domestic abuse
Provision of appropriate and sustainable housing			✓	
Personal safety and reduced fear of crime	✓			Providing help and support to employees experiencing domestic abuse
Equality in health and good health	✓			Providing help and support to employees experiencing domestic abuse
Access to cultural and leisure facilities			✓	
Social inclusion / engage and consult communities			✓	
Equal opportunities for the whole community			✓	
Contribute to Woking's pride of place			✓	



Domestic Abuse Workforce Policy

Policy Agreed	
Document Type:	Corporate Policy
Document Name:	Domestic Abuse Workforce Policy
Document Location:	ewokplus
Effective Date:	tbc
Review Date:	tbc
Owner:	HR Manager
Consultee:	Unison, CMG, Community Safety Team
Approved by, date:	
Related documents:	None
Keywords:	Domestic Abuse Workforce Policy
Equality Impact Assessment in place:	Yes
Relevant external law, regulation, standards:	<p>The health and safety of employees under the Health and Safety at work Act 1974</p> <p>Safeguarding children and vulnerable adults under the Children Act 2004 and the Care Act 2014</p> <p>The Serious Crime Act 2015</p>

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1.0 Purpose

- 1.1 Everyone has the right to a life free from abuse in any form. Domestic abuse is wholly unacceptable and inexcusable behaviour and responsibility for domestic abuse lies with the perpetrator. Woking Borough Council strives to create a working environment that promotes the view that abuse against people is unacceptable and that such abuse will not be condoned
- 1.2 Woking Borough Council is committed to supporting employees who are experiencing domestic abuse and providing guidance for employees and management to address the occurrence of domestic abuse and its effects on the workplace.
- 1.3 The principles and standards described in this policy apply to employees and temporary workers whilst working for, and on behalf of the Council.
- 1.4 This policy provides advice and guidance on how to recognise and support employees who are victims of domestic abuse and how to manage employees who are perpetrating domestic abuse.

2.0 What is Domestic Abuse? The Legislative Framework

- 2.1 The UK Government definition of domestic abuse is:

“Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass but is not limited to the following types of abuse:

- psychological
- physical
- sexual
- financial
- emotional
- verbal

For definitions see Appendix 1.

- 2.2 The Serious Crime Act 2015 received royal assent on 3 March 2015. The Act creates a new offence of controlling or coercive behaviour in intimate or familial relationships (section 76). The new offence closes a gap in the law around patterns of controlling or coercive behaviour in an ongoing relationship between intimate partners or family members. The offence carries a maximum sentence of five years’ imprisonment, a fine or both.

“**Coercive behaviour is:** an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim”.

“**Controlling behaviour is:** a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence resistance and escape and regulating their everyday behaviour”.

- 2.3 Domestic abuse can go beyond actual physical violence. It can also involve emotional abuse, destructive criticism, pressure tactics, disrespect, breaking trust, isolation from

friends, family or other potential sources of support, control over access to money, personal items, food, transportation and the telephone, and stalking. It can also include abuse inflicted on, witnessed by or threatened against children.

- 2.4 Any children within the household or linked to relationships will be adversely affected by seeing or hearing such abuse. They will be affected emotionally and may be injured as part of the abuse or because of intervening during such episodes.
- 2.5 The Council must also consider its other responsibilities and duties under other legislation in connection with domestic abuse. This includes:
- The health and safety of employees under the Health and Safety at work Act 1974
 - Safeguarding children and vulnerable adults under the Children Act 2004 and the Care Act 2014.

3.0 Woking Borough Council and Domestic Abuse

Our commitment

- 3.1 Domestic abuse can have a serious impact in the workplace, affecting morale, health, wellbeing or the self-confidence of an employee. It can affect performance at work and can result in:
- absenteeism and staff retention
 - frequently arriving at work late or needing to leave early
 - reduced productivity
 - uncharacteristic displays of anxiety, depression, distraction or poor concentration
 - significant changes in employees dress sense
 - obsession with time
 - receiving upsetting phone calls, text messages, emails or being the victim of vandalism or threats.
- 3.2 The Council recognises the damaging impact of domestic abuse and that it has a significant leadership role in raising awareness and having well equipped managers to deal with any cases of domestic abuse within the Council.

It will do this by:

- adopting a zero tolerance approach towards cases of domestic abuse
- encouraging employees to raise the issue at work without fear of judgement, reprisals or further victimisation or discrimination
- providing appropriate support and assistance
- promoting an environment that provides a safe workplace for all and is caring and supporting paying due regard to health & wellbeing
- ensuring all line managers are aware of domestic abuse and its negative implications in the workplace.

4.0 Training

4.1 To ensure employees are aware and competent in dealing with and/or identifying incidents of domestic abuse it is good practice for managers and staff to undergo training. This includes:

- new and existing managers – various training courses are provided by Surrey County Council.
- HR Staff (they may have a specific role in supporting and signposting employees and managers). Training and awareness sessions provided by SCC and yourSanctuary.
- all employees receive information on domestic abuse as part of the mandatory e-learning safeguarding training and annual awareness raising campaigns.

4.2 Employees that work directly with victims or perpetrators of domestic abuse will undertake more specialist training relevant to their job. This will be identified through team induction and the annual PDR process.

4.3 We will do this by offering training and briefings about domestic abuse and related issues to raise awareness and understanding and provide managers and staff with the knowledge and skills they need.

This will include (but is not limited to to):

- Domestic abuse awareness
- Mandatory citizenship level Safeguarding training, includes a section on domestic abuse
- Staff briefings and updates

5.0 Confidentiality and Choice

5.1 The Council expects managers to take action and support employees affected by domestic abuse confident that they may discuss their concerns with their line manager, or someone else, if they or a colleague is experiencing or perpetrating abuse.

5.2 Managers will sign post and encourage victims of domestic abuse to seek support from other agencies to ensure they may receive the most appropriate and relevant help. See Appendix 2

5.3 Domestic abuse is a crime, however it is the victim's choice as to whether they report the matter to the police and managers and colleagues must respect their wishes.

5.4 Should a victim choose to make a police report, managers should offer them support to do so.

5.5 We will encourage victims to share information with other agencies to ensure the most appropriate and relevant support is in place and agreed by the victim and any civil or criminal actions are explored fully.

5.6 The most difficult thing is for a victim to take the initial step of speaking to someone and disclosing the issues they face.

- 5.7 Employees who do speak out and share this information must be assured their personal information will only be shared with others on a 'need to know' basis and with their consent.
- 5.8 Managers will respect the wishes of those who do not give consent to share their personal information unless they have an overriding safeguarding duty to protect children and/or vulnerable adults or where the employer needs to act to protect the safety of other employees. In circumstances where the employer has to breach confidentiality, they will seek specialist advice before doing so. If the employer decides to proceed in breaching confidentiality after having taken advice, they will discuss with the employee why they are doing so and will seek the employee's agreement where possible.

6.0 Signs of Domestic Abuse

- 6.1 Domestic abuse experienced by employees may be identified in various ways:
- the employee may confide in their colleagues or manager;
 - it may surface because of enquiries into a reduction in quality of work, a drop in performance or enquiries into significant changes in behaviour around self-confidence, isolation, anxiety and suspected use of alcohol;
 - it may be uncovered as the background to poor attendance, lateness, or absenteeism, or where victims prefer to be at work rather than at home;
 - there could also be physical indicators such as unexplained bruising or injuries or wearing excessive clothing;
 - It may become known as a result of an incident reported to the police or children's services which is referred to the Council as a Multi-Agency Safeguarding Hub (MASH) enquiry or raised at a meeting that a council officer attends through the course of their normal duties. For example a referral to housing management or environmental health as a nuisance issue, a referral to the Multi Agency Risk Assessment Conference (MARAC) or a referral to Housing Advice.
- 6.2 It is essential to understand that any of the above may arise from a range of circumstances of which domestic abuse may be one. Sometimes a manager or work colleague may suspect that someone has a problem at home but is afraid to raise it. However, it is better to ask as research shows that victims wish someone had asked them about it. This could be their manager, colleague or other associate. If you suspect an employee may be affected by domestic abuse, you should raise this possibility with them in a sensitive way, starting with what you observed of their behaviour. See Appendix 2.
- 6.3 You may then be able to explore, if there are any problems at home or in their relationships. It is important to listen, demonstrate understanding, patience and offer practical work related support as well as signposting to specialist services and information according to the needs of the person. See Appendix 3
- 6.4 The employee might not be willing to talk straight away. If this is the case, let them know that if they want to discuss any matters that might be affecting them in future that they can talk to you or someone else in confidence and you would be happy to support them and find other sources of help. See Appendix 2

7.0 Employee disclosures of domestic abuse

- 7.1 We believe that every employee who is either experiencing or has experienced domestic abuse should be able to raise this with their employer in the knowledge that we will treat the matter sympathetically and in confidence.
- 7.2 Anyone who feels they may be experiencing domestic abuse is encouraged to speak to someone. They may choose to speak to their line manager, Trade Union Representative, to Human Resources, or to the [Employee Assistance Scheme](#).
- 7.3 Once an employee has disclosed an incident, the Council can help in a number of ways:
- by listening
 - by signposting to specialist services (see Appendix 3)
 - by providing advice and support
 - by putting in place tailored support or a work place safety plan.
- 7.4 The Council has a duty to protect the health and safety of its employees under the Health and Safety at Work Act 1974. It is therefore important that effective risk assessments are undertaken and safety plans put in place to manage the risks identified. This will ensure that we comply with our health and safety responsibilities.

Safety plans for employees may include:

- allowances for time off to report a matter to the police, see a solicitor or advice agency
 - permitting a colleague to accompany them to a meeting
 - agreeing to changes in their work pattern, type of duties or location where they work
 - arranging for their pay to go to a different account.
- 7.5 A safety plan is likely to be required to extend beyond arrangements to keep an employee safe in work so it is sensible to develop the safety plan in conjunction with an appropriate support agency such as Domestic Abuse Outreach Services (see Appendix 3). If an employee has a support worker, it would be good practice to consult them about the proposed measures in the work place safety plan.

8.0 Guidelines for Managers and Supervisors

- 8.1 Recognising domestic abuse may not always be obvious.
- 8.2 It is important that managers have awareness of the possibility of domestic abuse and of the signs that suggest this is taking place as it may present itself as another work issue, for example frequent absences from work.
- 8.3 Victims of domestic abuse may all react very differently to domestic abuse; some appearing depressed and withdrawn, others may be agitated and angry. Similarly, perpetrators of domestic abuse will not necessarily fit stereotypes – while some may be overtly aggressive and domineering, others may appear concerned, attentive and charming.
- 8.4 The most important factor in managers identifying that an employee is suffering domestic abuse is simply having an awareness that it may occur and acknowledging the impact that it will have on that individual.

- 8.5 Once a manager is aware of an incident of domestic abuse they are required to support the employee.
- 8.6 An initial disclosure to a manager reflects the employee's view that the manager is someone they can trust. Employing a flexible approach to managing the employee will enable the manager to support them better.
- 8.7 As a manager, you are not trained nor expected to be a counsellor. Domestic abuse specialists are best placed to provide any counselling or advice needed. It is your role to ensure that your employee, where they are a victim/survivor is signposted to appropriate help whilst sensitively providing ongoing support to the employee at work. Sources of support are listed in appendix 3.
- 8.8 If you need advice about how to support the individual you can contact a HR adviser or you can signpost the employee to the Employee Assistance Scheme for advice. It is important to recognise that an employee may find it difficult to make a positive change to their situation; they may be struggling with reconciling pressures from family, children, financial and housing issues, as well as the abuse and control of a partner.
- 8.9 On occasions, there may be times when threats and acts of domestic abuse take place at the workplace.
- 8.10 The risk assessment may be completed with support from HR or colleagues. It is important to note that good record keeping is essential to detail what, if any, decisions have been made and the reason behind those decisions and that you have the full consent of the victim/perpetrator.

9.0 An Employee as a perpetrator of Domestic Abuse

- 9.1 Employees may also be perpetrators of Domestic Abuse and this could come to the attention of the Council, in the same way as it does for victims. Managers or colleagues should not be judgemental.
- 9.2 If a disclosure is made either through a third party or directly by the member of staff, HR must be notified as it will be necessary to carry out an assessment of the situation and decide whether measures need to be put in place to support the member of staff, the victim, and the reputation of the Council.
- 9.3 When the Council becomes aware of violent or abusive behaviour on the part of an employee, they may have to decide on one or a combination of the following actions depending on the nature (seriousness and complexity) of the case:
- Encourage them to seek help from a specialist agency if they are starting to exhibit obsessive or unhealthy controlling behaviours in their relationships, eg. Respect www.respectphoneline.org.uk
 - Encourage them to continue to seek help from a specialist agency if the obsessive or controlling behaviour does not improve.
 - Take disciplinary action in cases of misuse of resources, impact on the reputation of the Council, misuse of authority or harassment or any other inappropriate behaviour, including the use of social media.
 - Report incidents to the police to facilitate a police investigation of a possible criminal offence especially when violence or the threat of violence has occurred.

- 9.4 Incidences of domestic abuse by an employee will be taken seriously particularly where the role requires a criminal records check and the post involves face to face contact with vulnerable individuals regardless of whether the incident or incidents' take place in or outside of work. In such circumstances, the matter will be investigated and/or a risk assessment conducted to determine whether any misconduct has taken place or is having impact on an employee's role. If an employee has used workplace resources such as work time, telephones, or e-mail to harass their current or former partner, the Council will investigate the facts and may consider the use of the disciplinary procedure. Depending on the finding, a hearing may result in disciplinary sanctions up to and including dismissal.
- 9.5 If an employee is cautioned or convicted of an offence where there is an allegation of Domestic Abuse, which may or may not lead to a prosecution, again an investigation and/or risk assessment will be undertaken.
- 9.6 It may be appropriate to suspend the employee pending the outcome, subject to the circumstances in each case.

10.0 Where the victim and perpetrator both work for the Council

- 10.1 Given that some people meet their partners at work, it is entirely possible that this situation could arise. In cases where both the victim and the perpetrator of domestic abuse work in the organisation, you should take extra care to protect the victim. In addition to considering disciplinary action against the employee who is perpetrating the abuse, you may need to take action to ensure that the victim and perpetrator do not come into contact in the workplace. In addition, you may need to ensure you minimise the potential for the perpetrator to use their position or work resources to find out details about the whereabouts of the victim.
- 10.2 This may include a change of duties for one or both employees or withdrawing the perpetrators access to certain computer programmes or offices where operationally feasible.
- 10.3 A perpetrator, who may be very charismatic or manipulative, may also groom work colleagues through lies and misinformation to take their side or act on their behalf against a victim.
- 10.4 The Council recognises that in certain circumstances, those experiencing and perpetrating domestic abuse in a relationship may choose to seek solutions jointly through mediation or other external avenues, and in such situations, appropriate support should be given.
- 10.5 In particular, a victim may be concerned if their partner or ex-partner loses their employment through a disciplinary process then this will adversely affect their financial position and that of any children involved and so increase the likelihood of violence against them. Managers must remain alert to the fact that they are not specialists in this area and that victim and perpetrators need specialist advice to make safe decisions about any joint interventions.
- 10.6 Managers should never attempt to mediate or agree to pass messages or property between the parties as this may increase levels of risk, imply collusion and undermine the victim.

10.7 A risk assessment may be required for when the employee is at work. Safety of the employee experiencing domestic abuse, children (if any) and other family members involved is paramount both in and out of the work place, whether they are staying in or leaving the abusive relationship. Matters relating to welfare of children in the household should follow the Council's Safeguarding Adults & Children's Policy.

Please see the Council's Safeguarding Adults & Children Policy [here](#)

11.0 Use of the Disciplinary Procedure

11.1 Employees may be subject to investigation under the Disciplinary Procedure in the following circumstances:

- if they are involved in domestic abuse related incidents that occur in the workplace or during work time, including making threatening telephone calls or misuse of the computer network
- if an employee's activities outside work have an impact on their ability to perform the role for which they are employed, or are likely to bring the Council into disrepute. This is particularly relevant for those who work with the public, with children or vulnerable adults
- if a colleague is found to be assisting an abuser in perpetrating the abuse, for example, by giving them access to facilities such as telephones, email or social media then they may be seen as having committed a disciplinary offence
- if an employee discloses confidential information about another employee or service user
- if it becomes evident that an employee has made a malicious allegation that another employee is perpetrating abuse, perhaps in relation to a custody battle
- if there is bullying, harassment or any other inappropriate behaviour where the victim and perpetrator both work for the council.

Appendix 1

Definitions:

- **Psychological** - Intimidation, threats to harm, threats to kidnap children, Blackmail, destruction of pets, property, mind games and stalking.
- **Physical** - Inflicting or attempting to injure, grabbing, pinching, biting, kicking, stabbing, weapons, withholding medications, food, funds.
- **Sexual** - Marital rape, acquaintance rape, forced sex after physical beating, fondling, forced prostitution.
- **Financial** - Maintaining control of earned income, withholding money and running up debt in the victim's name.
- **Emotional** - Undermining or attempting to undermine the victims' sense of worth, constant criticism, name calling, insults, put downs, silent treatment, repeatedly making and breaking promises, harming or making threats to harm pets.
- **Controlling behaviour is:** a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.
- **Coercive behaviour is:** an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim. (Home Office 2013).

Appendix 2

Potential Questions that can be used where an employee is suspected of experiencing Domestic Abuse. (CIPD 'A Guide for Employers April 2013')

If a manager suspects that an employee is experiencing Domestic Abuse, they should facilitate a conversation to be able to discuss this and identify and implement appropriate support.

Shying away from the subject can perpetuate fear of stigma and increased feeling of anxiety. Often employees will not feel confident in speaking up, so a manager making the first move to begin a conversation can be key.

Managers should ask the employee supportive questions, to establish a relationship with the employee and develop empathy. Below are some examples of questions that could be asked:

- How are you doing at the moment? Are there any issues you would like to discuss with me?
- I have noticed recently that you are not yourself. Is anything the matter?
- Are there any problems or reasons that may be contributing to your frequent sickness absence/under performance at work?
- Is everything alright at home?
- What support do you think might help? What would you like to happen? How?

Avoid victim blaming. It is important that managers are able to provide a non-judgemental and supportive environment. Respecting the employee's boundaries and privacy is essential.

Even if managers disagree with the decisions being made regarding an employee's relationship, it is important to understand that a victim of domestic abuse may make a number of attempts to leave their partner before they are finally able to do so.

The role of the manager is not to deal with the abuse itself, but make it clear (through our 'Domestic Abuse Workplace Policy') that employees will be supported and to outline the help that is available.

Appendix 3

Additional information and contacts

Help and support for survivors of domestic abuse

In an emergency, call the police on 999

In a non-urgent situation, you can contact Surrey Police by calling 101.

Who to contact for further help and advice:

[Surrey domestic abuse helpline](#)

[Outreach Services in Surrey](#)

[Surrey Against Domestic Abuse website](#)

[Victim Support](#)

[Websites offering help and support](#)

Surrey domestic abuse helpline

Helpline: 01483 776822 (open 9am-9pm)

Website: www.yoursanctuary.org.uk

'yourSanctuary' is a local charity that provides a range of services which offer emotional and practical support to people and their children who are experiencing or have experienced domestic abuse. They work to prevent domestic abuse and undo the damage it does, by providing comprehensive prevention, advocacy and educational programmes. Their helpline 01483 776822 offers immediate emotional support, as well as confidential advice and information that can also be found on their website.

How to view the Internet safely -The yourSanctuary website has advice on [covering your Internet tracks](#) from an abuser.

Outreach Services in Surrey

They offer an independent, confidential, listening service to anyone affected by domestic abuse.

East Surrey Outreach Service - 01737 771350 (Serving Reigate and Banstead, Mole Valley and Tandridge)

YourSanctuary Domestic Abuse Outreach Service - 01483 776822 (Serving Woking, Runnymede and Surrey Heath)

North Surrey Outreach Service - 01932 260690 (Serving Epsom and Ewell, Elmbridge, and Spelthorne)

South West Surrey Domestic Abuse Outreach Service - 01483 577392 (Serving Guildford and Waverley).

They are free and impartial services, who can assist by giving practical help and emotional support as well as providing information on a wide range of matters, including housing matters,

benefits, safety planning and the needs of children affected by domestic abuse. They can also assist with accessing refuge accommodation if you need to leave your home in order to keep yourself safe.

Support can be given by telephone or, where appropriate and safe, with one to one meetings. Outreach services offer anything from a one off opportunity to talk, to longer term, ongoing support and assistance. They will also help you deal with other agencies, in an advocacy role, to help you get the services or information that you need. This means they will support you in talking to the police, legal services, housing or benefits agencies etc, according to your wishes and needs. Outreach services are also able to talk to you about how to get appropriate legal information and advice.

Surrey Against Domestic Abuse website

Website: www.surreyagainstda.info

The Surrey Against Domestic Abuse website offers help and support for anyone in the county affected by domestic abuse and professionals working with those affected by domestic abuse. Visit www.surreyagainstda.info for more information.

Victim Support

Tel: 0845 38 99 528 Website: www.victimsupport.org.uk

VSS offer support, information and advice to all victims of crime. Surrey Police put all reporting crime in touch with them. Victim Support also offer support and information to those who have or are experiencing domestic abuse or are worried about someone they know. Find out more on the [Victim Support website](#) or contact them on: 0845 38 99 528.

Surrey Police

[Surrey Police -Domestic Abuse -www.surrey.police.uk/advice/protect-yourself-and-others/domestic-abuse/](http://www.surrey.police.uk/advice/protect-yourself-and-others/domestic-abuse/)

Safeguarding Children

The Council's Safeguarding Policy [is available here.](#)

Surrey Safeguarding children Board www.surreyscb.org.uk

Adults

Surrey County Council Safeguarding Adults Board -www.surreycc.gov.uk/social-care-and-health/contacting-social-care/surrey-safeguarding-adults-board

Surrey County Council Care and Support for adults -www.surreycc.gov.uk/social-care-and-health/care-and-support-for-adults/raising-concerns-and-staying-safe

Other Websites offering help and support

Rights of Women (ROW)

Rights of Women is an organisation committed to informing, educating and empowering women on the law and their legal rights.

- Family law advice line 0207 251 6577 (Tuesday to Thursday 7pm–9pm Friday 12–2pm)
- Website www.rightsofwomen.org.uk
- Email info@row.org.uk

Men's Advice Line

Managed by Respect, the Men's advice line provides support for men experiencing domestic abuse.

- Phone 0808 801 0327
- Website www.mensadvice.org.uk
- Email info@mensadvice.org.uk

Respect

Respect is the UK association for domestic abuse perpetrator programmes and associated support services. Domestic abuse is most often perpetrated by men against women, but does also occur in same sex relationships and in a small number of cases from women to men. The Respect phone line specialises in providing services to male perpetrators, but is also available for female perpetrators and those in same sex relationships.

- Phone 0845 122 8609
- Website www.respect.org.uk
-

DV men

Provide advice and guidance to men who are victims of domestic abuse, including details of men's refuge accommodation.

- www.DVmen.co.uk
- admin@DVmen.co.uk

GALOP

The LGBT+ anti-violence charity

- Phone 0800 999 5428
- E mail help@galop.org.uk
- www.galop.org.uk

Stonewall

A charity providing advice and guidance on all issues to lesbian, gay and bisexuals

- Phone 08000 502020 (Monday to Friday 9.30am–5.30pm)
- www.stonewall.org.uk

Samaritans

Provide confidential and non-judgemental, emotional support for people experiencing feelings of distress or despair.

- Phone 08457 909090 (24 hours)
- Email jo@samaritans.org
- www.samaritans.org

EXECUTIVE - 1 FEBRUARY 2018

EARN YOUR DEPOSIT SCHEME

Executive Summary

This report proposes the introduction of an Earn your Deposit Scheme to help those who rent properties from Thamesway to “earn” a deposit to enable them to buy their first home.

The aim of this approach is to give hope to many young people that they can get onto the property ladder. This will be of benefit to people from all socio-economic backgrounds so that those without the benefit of parental support can still make inroads to owning their own home. The approach also helps protect properties to rent as people do not have the right to buy the home they occupy but can earn a deposit to go into the private sector and buy their own home, leaving the rental property available to other people in need of affordable homes.

Whilst this proposal will only apply to the Council’s arms length company, Thamesway Housing Limited, the Leader of the Council has asked the Government for permission to substitute the Right to Buy with this approach in the Housing Revenue Account to stop the continuing loss of affordable homes to rent.

Reasons for Decision

To instruct Thamesway Housing Limited (THL) to introduce an “Earn your Deposit” Scheme to enable people who rent from THL to earn a deposit and move to a home they can own.

Recommendations

The Executive is requested to:

RECOMMEND to Council That

Thamesway Housing Limited introduces an “Earn your Deposit” scheme, as outlined in the report.

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

None.

Sustainability Impact Assessment
Equalities Impact Assessment

Reporting Person:

Ray Morgan, Chief Executive
Ext. 3333, E Mail: Ray.Morgan@woking.gov.uk

Contact Person:

Ray Morgan, Chief Executive
Ext. 3333, E Mail: Ray.Morgan@woking.gov.uk

Portfolio Holder:

Cllr David Bittleston
E Mail: CllrDavid.Bittleston@woking.gov.uk

Cllr Ayesha Azad
E Mail: CllrAyesha.Azad@woking.gov.uk

Shadow Portfolio Holder:

Cllr Deborah Hughes
E Mail: CllrDeborah.Hughes@woking.gov.uk

Date Published:

24 January 2018

1.0 Introduction

- 1.1 The need for affordable housing in the Borough continues to be acute despite the Council's success in providing 430 new homes, at the equivalent of social rent, in the past three years; some 58% of the total housing (743) provided over that period. Delivering more affordable homes remains a priority for the Council, both through Thameswey, for which resources have been allocated and work is in hand, and in the Housing Revenue Account (HRA) where there is the potential for some 200 homes on existing land owned by the Council if the government will remove the HRA Borrowing Cap.
- 1.2 However there remains an equally significant challenge for those that aspire to own their own homes due to a lack of affordable homes to buy combined with the challenge, particularly for young renters, to save enough money for a deposit to enable them to acquire an affordable home to own.
- 1.3 The problem of affordable homes to rent or buy is complex and it is unlikely that there is one simple solution. One key issue is that more homes need to be built to rebalance supply and demand. Whilst demand continues to exceed supply prices will continue to increase. This point of lack of supply is also true for affordable homes to rent due to the substantial reduction over the last thirty years in the availability of social rent equivalent properties.
- 1.4 The Right to Buy (RTB) has been a 'Curates Egg' (good in parts). For those wishing to own a home it was excellent and at the outset discounts were moderate. However the system has been abused with some people across the country understood to have manipulated the RTB scheme to assemble 'Buy to Let' portfolios with substantially higher rent. For Woking, and many other parts of the County, the availability of affordable housing, of any kind, has therefore fallen dramatically over the last 30 years. In 1981, 21% of the housing stock in Woking was classified as 'affordable', by 2011 that had reduced to 13%.
- 1.5 For those young people and families on modest and mid market salaries achieving a home that they can afford to rent or buy is now more of a challenge than it has been for previous generations.
- 1.6 This report proposes a contribution to resolving this challenge for those that aspire to own their own home but in a way, unlike the Right to Buy, it does not reduce the available affordable homes to rent. The proposal in this report relates to the Council's arms length housing company, Thameswey Housing Limited. The Leader of the Council has already asked the Secretary of State, the Housing Minister and the Chancellor to consider allowing the Council to apply the scheme to its HRA properties instead of Right to Buy so as to allow the Council to deliver more Social Rent homes.
- 1.7 It should be noted that the proposals contained in this report do not cover tenancies, which may be granted by Thameswey Housing Limited, of properties to be built in the Sheerwater regeneration area. This is because the Council has consulted with secure tenants on the proposed terms of the new tenancies (under Section 105 of the Housing Act 1985). This consultation sought the views of secure tenants on a number of matters, including the possible introduction of an Earn your Deposit Scheme. The Council will need to consider the responses to the consultation before deciding what should apply to the Sheerwater tenancies. A report on the consultation is due to be presented to Full Council on 8 February 2018.

2.0 Earn your Deposit

- 2.1 It is proposed that the Council directs Thamesway Housing Limited to introduce an Earn your Deposit Scheme for all its Assured Shorthold Tenancies. The scheme will be available to "Good Tenants" who pay their rent on time, look after their homes and gardens and do not cause a nuisance to neighbours. It will enable a tenant to "Earn" a monetary value each year dependent upon the size of property they rent and for that sum to be accumulated and available to them, after a qualifying period, to use as a Deposit for their first owned home.
- 2.2 The amount of Deposit that can be earned is linked to the increase in value, over the long term of properties that are owned by Thamesway. Looking back over many years, despite property recessions, depressions and other periods of poor economic performance property prices have, on average increased by more than 3%+ per annum.
- 2.3 The proposal enables the tenant to share a proportion of the likely future property value uplift. It is proposed that the Company retains about two thirds and that about one third is available for the tenant. The tenant may only access these funds for the purchase of their first home; it is not available to "investors" or people seeking second homes or those who already have homes including those on a "Buy to Let" basis. Whilst intended only for "first time buyers" it is recognised that some exceptions will be necessary, for example when a couple who previously owned a home splits up and either party have to rent for a period before being able to buy another home.
- 2.4 The table below indicates an assessed "average value" of different properties of the type owned by Thamesway and the Council, by bedroom size. This takes account that rents will be at different levels ranging from full open market down to the equivalent of social rent. It is this table that it is proposed will form the start of the Earn your Deposit Scheme. As with any proposal it is necessary to start somewhere and these values and amounts that the tenant can earn are considered reasonable. However the process will need to be kept under review as, whilst the past is a fair indication of the future, no one can be certain of what will happen to values when the UK leaves the EU.
- 2.5 Proposed "Earn Your Deposit" Table:-

Property Size	Deposit Earned Annual
	£
Studio	1,600
1 Bed	2,100
2 Bed	2,400
3 Bed	3,000
4+ Bed	3,600

- 2.6 For Thamesway it will mean setting aside part of its annual uplift in property values. For example it will show in its revaluation reserve that a property previously valued at £200,000 has gone up by £6,000 (3%) but it will also set aside a reserve for the liability to pay out £2,000 (one third) when the tenant qualifies and seeks to buy a home. None of this is a cash transaction until the tenant leaves.
- 2.7 The proposal envisages that a tenant will need to be a Thamesway qualifying assured shorthold tenant for two years prior to the Deposit being available for release. Whilst earning the Deposit from the proposed qualifying start date of 1 April 2018 the first payments would not be made until 2020; it is however more likely those tenants will stay longer in order to generate a larger deposit.

- 2.8 It is considered appropriate to place a maximum on the amount of Deposit a tenant can earn and to keep that maximum under review. It is proposed that at the outset the maximum should be £80,000, reflecting a significant term of tenancy to accumulate such a sum. It is important that there is an incentive for those who can afford to move to a home they own to do so and thereby keep rented property available for new tenants, hence after a period they will not earn more deposit. The maximum of £80,000 takes account of the maximum RTB discount, currently £78,600.
- 2.9 To enable Thamesway to release the Deposit it will be necessary for the Council to underwrite replacement financing by way of Loan. As the replacement Loan is not generating new income for Thamesway it is proposed that only a margin, for administration, of 0.25% is charged on the Loan above the cost of Council borrowing. The timing of the Loan, to avoid excess administration, should be by one annual advance, at the start of the year following the year in which the Deposits have been paid out.
- 2.10 Thamesway will need time to prepare the necessary contractual documentation and adjust Assured Shorthold Tenancies accordingly. Whilst this will start in 1 April it will be transitionally introduced during 2018, so that by 31 December 2018, all tenants are transferred to the new tenancy arrangements. Any tenants not willing to change will not qualify for Earn your Deposit. Thamesway will produce guidance to be issued to tenants so that they know what they need to do to ensure eligibility and how to claim when they have qualified. At the end of each year Thamesway will notify the tenant of the level of Deposit they have earned.
- 2.11 Importantly a tenant needs to be a 'Good Tenant' to qualify for the Deposit and Thamesway will set that out with simple standards that are easy to understand. A breach of the standards would mean that for that year the tenant would not earn the Deposit but previous earnings would be unaffected. An appeal system will be introduced to ensure natural justice as, for example, non payment of rent for a short period may have been due to circumstances beyond the control of the tenant and against the normal behaviour of that tenant. However it will ultimately be Thamesway's discretion reasonably applied that will determine whether or not the Deposit is earned.
- 2.12 Arrangements will be made for shared tenancies which will recognise that it may be necessary to split the Deposit when tenants leave to set up different homes. In addition provision will allow tenants to upsize and downsize and take their accumulated Deposit with them as long as there is no break in tenancy with Thamesway. It is inevitable that there will be circumstances which arise where particular tenancy arrangements will need, at the outset, to agree how the Deposit will be apportioned; it is important that it is earned by the person(s) responsible for the tenancy and the payment of rent.

3.0 Implications

Financial

- 3.1 The proposed scheme means that Thamesway will forego a proportion of its uplift in value of its properties. The modest approach taken by this proposal means that the risk of financial harm to Thamesway is limited. However it will be important to keep the table of Deposits to be earned under review at least every three years; there may be justification to increase future amounts but for the time being the levels proposed are prudent but beneficial to those needing to rent prior to buying their own home.
- 3.2 To ensure Thamesway's financial stability the Council would need to guarantee that it will provide Loan Finance the year following the deposits are paid. This is to ensure there is not a significant adverse cash flow implication for Thamesway. Equally Thamesway does

not have a new Asset it is simply refinancing an existing one so it is not considered appropriate to apply the normal interest margin. Instead it is proposed to apply a 0.23% margin above the Council's cost of borrowing over such time period as Thamesway reasonably requests but not exceeding 50 years.

- 3.3 It is envisaged that the volume of tenants taking the Deposit they have earned will be low in the early years. Accordingly there is no need to adjust the Council's Borrowing Limits.
- 3.4 If the scheme is approved by the Council a formal request will be submitted to the Chancellor of the Exchequer to treat, for personal tax, the Earned Deposit, from income tax, in the same way that Help to Buy and Right to Buy are excluded.

Human Resource/Training and Development

- 3.5 No implications.

Community Safety

- 3.6 No implications.

Risk Management

- 3.7 The proposed triennial review will seek to manage the risk associated with the potential longer term risk of property prices falling by reviewing property values and then adjusting the level of deposit earned accordingly. This may cause the level of deposit earned to fall but could also result in it being increased if the trend of property value increases exceed 3%.

Sustainability

- 3.8 It is considered that the proposal will increase the economic sustainability of Woking by enabling younger people to stay in Woking both as tenants and as home owners, although it will be possible for a Deposit to be used outside of the Borough.

Equalities

- 3.9 No implications.

4.0 Consultations

- 4.1 The Leader of the Council and Executive Members have been consulted. The Chairman of Thamesway and Thamesway Housing Limited and the Thamesway Chief Operating Officer have been consulted.

REPORT ENDS

EXE18-006

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	
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	
Carers						X	

Page 233

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Sustainability Impact Assessment

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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 - 1 FEBRUARY 2018

POTENTIAL EXPANSION OF THE JOINT WASTE COLLECTION CONTRACT

Executive Summary

At its meeting on 15 January 2018, the Joint Waste Collection Services Committee (JWCSC) considered the potential expansion of the Joint Waste Collection Contract to include Tandridge District Council. The Partner Authorities currently in the contract are Elmbridge Borough Council, Mole Valley District Council, Surrey Heath Borough Council and Woking Borough Council. The JWCSC is chaired by Cllr Mrs Hunwicks.

A detailed report prepared by Joint Waste Solutions is attached to this covering report (Annex 1). In accordance with the Inter Agency Agreement (IAA), the JWCSC unanimously resolved to recommend to the Partner Authorities that on the basis no existing partner is financially disadvantaged, should Tandridge District Council's Stage 3 price demonstrate good value and it requests admission to the Joint Contract then the request should be approved.

Given that the admission of Tandridge District Council would have no adverse financial impacts, and the possibility of there being medium to longer term benefits, it is recommended that the proposition be agreed.

Reasons for Decision

To determine whether or not the Joint Waste Collection Contract can be extended to admit Tandridge District Council.

Recommendations

The Executive is requested to:

RECOMMEND to Council That

Tandridge District Council be admitted to the Joint Waste Collection Contract on the basis that no existing partner is financially disadvantaged.

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

Background Papers:

None.

Sustainability Impact Assessment
Equalities Impact Assessment

Reporting Person:

Douglas Spinks, Deputy Chief Executive
Ext. 3440, E Mail: Douglas.Spinks@woking.gov.uk

Potential Expansion of the Joint Waste Collection Contract

Contact Person:

Douglas Spinks, Deputy Chief Executive
Ext. 3440, E Mail: Douglas.Spinks@woking.gov.uk

Portfolio Holder:

Cllr Beryl Hunwicks
E Mail: CllrBeryl.Hunwicks@woking.gov.uk

Shadow Portfolio Holder:

Cllr Ken Howard
E Mail: CllrKen.Howard@woking.gov.uk

Date Published:

24 January 2018

Potential Expansion of the Joint Waste Collection Contract

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					✓	
	Women					✓	
Gender Reassignment							
Race	White					✓	
	Mixed/Multiple ethnic groups					✓	
	Asian/Asian British					✓	
	Black/African/Caribbean/Black British					✓	
	Gypsies / travellers					✓	
	Other ethnic group					✓	
Disability	Physical					✓	
	Sensory					✓	
	Learning Difficulties					✓	

	Mental Health					✓	
Sexual Orientation	Lesbian, gay men, bisexual					✓	
Age	Older people (50+)					✓	
	Younger people (16 - 25)					✓	
Religion or Belief	Faith Groups					✓	
Pregnancy & maternity						✓	
Marriage & Civil Partnership						✓	
Socio-economic Background						✓	
Caters						✓	

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Sustainability Impact Assessment

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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			✓	
Waste generation / sustainable waste management	✓			May lead to benefits in the longer term.
Pollution to air, land and water			✓	
Factors that contribute to Climate Change			✓	
Protection of and access to the natural environment			✓	
Travel choices that do not rely on the car			✓	
A strong, diverse and sustainable local economy			✓	
Meet local needs locally			✓	
Opportunities for education and information			✓	
Provision of appropriate and sustainable housing			✓	
Personal safety and reduced fear of crime			✓	
Equality in health and good health			✓	
Access to cultural and leisure facilities			✓	
Social inclusion / engage and consult communities			✓	
Equal opportunities for the whole community			✓	
Contribute to Woking's pride of place			✓	

Potential Expansion of the Joint Waste Collection Contract

Author: Matt Smyth, Director

Date: 15 January 2018



Executive Summary

This report to the Joint Committee seeks approval to proceed with the potential admission of Tandridge District Council into the existing joint waste collection arrangements of Elmbridge Borough Council, Mole Valley District Council, Surrey Heath Borough Council and Woking Borough Council (the Partner Authorities). In the context of this request, the report describes the background to the joint arrangements, the process undertaken so far and the steps to be taken next.

Background

At the beginning of 2017, the Partner Authorities entered into a Joint Contract for waste collection and street cleaning services (the Joint Contract) with Amey LG Limited (Amey). This means that the Partner Authorities are jointly and severally liable to Amey under the Joint Contract.

In addition to the Joint Contract, the Partner Authorities also agreed to enter into an Inter Authority Agreement (IAA), which sets out how liabilities, rights, duties, undertakings and responsibilities arising from or out of the Joint Contract will be shared and managed between them. It also provides the terms governing the Partner Authorities' joint working arrangements.

The Joint Contract was procured so as to enable all other Surrey district and borough councils to have the opportunity to join during the life of the contract should they so wish and there is a mechanism set out in the Joint Contract that governs how this happens. The IAA makes clear that the decision to admit a new authority rests with the existing Partner Authorities and should only occur where it is lawful to do so, there is a positive benefit to the Partner Authorities as a result of this, and the new joiner contributes towards the costs of the initial procurement, mobilisation and set up of the Joint Contract through a joining fee or other benefit.

Whilst the Joint Contract has been designed to provide each of the Partner Authorities with the same service specification, it makes some allowance for local choice and flexibility. For instance, each of the Partner Authorities may choose to buy some instead of all of the services included within the specification to suit its own requirements and circumstances. Furthermore, the specification for street cleaning enables each Partner Authority to tailor the quality of the street cleaning services in its area to reflect its needs and constraints.

Tandridge District Council

Tandridge District Council (Tandridge) has expressed interest in becoming a party to the Joint Contract and has followed the relevant "extension of agreement" mechanism at Clause 4 of the Joint Contract, the steps of which are briefly summarised as follows:

- 1) Amey is served with an initial notice which includes relevant background information about the potential new joiner
- 2) Amey responds with an initial response, including outline plans and an impact statement setting out any ways in which existing services to the Partner Authorities will require adjustment, an indication of costs to the new joiner, and Amey's fixed one-off fee for preparing a full response should this be required

- 3) The potential new joiner may then provide further “Services Information”, expanding on information previously provided in its initial notice
- 4) Amey must then provide a full response based on its initial response, but augmented, confirmed and comprising of an offer capable of acceptance to be incorporated into a formal agreement
- 5) Within 6 months of receipt of Amey’s full response, the Partner Authorities are required to either notify Amey that the new joiner wishes to proceed, in which case all parties and the new joiner shall execute the IAA and the Joining Agreement; or reject Amey’s response and pay the “Full Response Fee”.

Amey have now prepared a full “Stage 3” report in relation to the potential admission of Tandridge into the Joint Contract, which includes how the additional service will be delivered and the cost of delivering it. The report is subject to Amey Group Board approval in January 2018,

Tandridge District Council’s Committee will consider the Stage 3 report on 15 January 2018 [*it was confirmed in the meeting that the Committee meeting had been moved to 31 January and the recommendation would subsequently be considered by Full Council*] and resolve whether to request admission by the Partner Authorities to the Joint Contract or whether to procure a standalone contract of their own.

Legal advice confirms that it is lawful to admit Tandridge to the Joint Contract.

The geographical distance between Tandridge and the existing partnership area means that there would be no immediate contract savings for the existing Partner Authorities. However, there are medium term opportunities resulting in admitting a new member, including reducing contract costs, developing new services, reducing client overheads, as well as the strategic benefit of taking a further step towards creating a single waste entity to deliver all of Surrey’s waste services.

Most importantly, the Partner Authorities will be no worse off as a result of Tandridge joining – any increase in the blended rates in the Joint Contract payable by the Partner Authorities would be offset by direct payments made by Tandridge to the Partner Authorities. The mechanism for this principle would be similar to the guarantee in the first IAA signed in 2014 (Clause 7.4) that the initial Partner Authorities would save a set amount per year by reference to a base date. There will be a review of the unit costs in December 2018 based on actual costs and any changes would have to be mutually agreed (this is noted by Amey in the Impact Statement). The precise mechanism adopted and the way in which it is operated can be agreed between the Partner Authorities.

Joining Process

- Joint Committee makes a recommendation to the Partner Authorities
- Tandridge decide whether to request admission
- Partner Authorities decide whether to admit them
- Joining the Joint Contract: all existing parties to the Joint Contract and Tandridge execute the Joining Agreement (incorporating the “Service Provider Full Response” provided by Amey and the “Services Information” provided by Tandridge) within 30 days unless a later date is agreed between them
- Joining the IAA: all the existing Partner Authorities and Tandridge enter a Deed of Admission in a form set out in Schedule 5 of the IAA

Recommendation

The Joint Committee is asked to consider the case for extending the partnership and recommending to the Partner Authorities that should Tandridge District Council's Stage 3 price demonstrate good value and it requests admission to the Joint Contract, this request be approved.

Next steps

Each Partner Authority will need to seek its relevant approvals (by Executive or Council decision) before executing the Joining Agreement and Deed of Admission.

EXECUTIVE - 1 FEBRUARY 2018

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 December 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:

Ray Morgan, Chief Executive
Ext. 3333, E Mail: Ray.Morgan@woking.gov.uk

Contact Person:

Pino Mastromarco, Senior Policy Officer
Ext. 3464, E Mail: Pino.Mastromarco@woking.gov.uk

Harriet Emery, Policy Support Officer
Ext. 3407, E Mail: Harriet.Emery@woking.gov.uk

Portfolio Holder:

Cllr David Bittleston
E Mail: CllrDavid.Bittleston@woking.gov.uk

Shadow Portfolio Holder:

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

Date Published:

24 January 2018

1.0 Introduction

- 1.1 Attached at Appendix 1 is the report on projects at the end of December 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 evaluation and closure of the project is necessary 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 project costs exceed the original or approved revised budget by the greater of £10k or 5%.
- 2.2 Project No. 10680. Horsell Village Improvements- Implementation Stage. No change since the exception report at 13/07/17 Executive.
- 2.3 Project No. 10785. Leisure Management Contract Investment Scheme. No change since the exception report at 20/11/2014 Executive.
- 2.4 Project No. 10801. Wolsey Place Town Square Extension. No change since exception the report at 20/11/2014 Executive.
- 2.5 Project No. 10897. Redevelopment of Unit 21 – 27 Commercial Way. No change since the exception report at 5/02/2015 Executive.
- 2.6 Project No. 10906. Sheerwater Link Road. No change since the exception report at the 21/07/2016 Executive.
- 2.7 Project No. 10911. Goldwater Lodge Fire Reinstatement Works. No change since the exception report at the 21/07/2016 Executive.
- 2.8 Project No. 10929. Muslim Burial Ground Peace Garden (Phase 2). No change since first on the exception report at 10/09/2015 Executive.
- 2.9 Project No. 10930. Goldsworth Park Rec Public Toilets. No change since first on the exception report at 4/02/2016 Executive.
- 2.10 Project No. 20139. 18-19 High Street Refurbishments. No change since first on the exception report at 13/07/17 Executive.
- 2.11 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

EXE18-007

Equality Impact Assessment

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		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	
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	
Carers						x	

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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 December 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. There is a risk that there will be further delays as funding releases rely on receipt of section 106 agreements. <u>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	Amber	Work is complete at Horsell Common under the remit of the 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. <u>Project is amber due to it going over schedule.</u>	Green	Green	Green	Amber	Arran Henderson	Sue Barham	01/01/07	01/12/08	01/12/17	£1,194,632	£1,046,739
10221	Private Finance Initiative	Amber	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 March 2018. <u>Project is amber 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 is amber for risk as the Government announcement on Right to Buy may have an impact on the project.</u>	Amber	Green	Amber	Green	Paola Capel-Williams	Ray Morgan	02/01/05	31/12/10	31/03/18	£4,420,000	£4,475,589

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 timetable for the Development Plan Documents (DPD) has been agreed by Council in adopting the Local Development Scheme. 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 due course 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	£372,755
10614	H.G.Wells Replacement Cash System	Amber	Tills are installed and operational. <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> Project now needs to be closed down.	Amber	Amber	Green	Amber	Chris Norrington	Douglas Spinks	01/06/10	01/10/10	31/12/16	£25,000	£19,569
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. 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
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

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10865	SharePoint Implementation	Amber	The project to upgrade SharePoint is progressing well. The new environment has been mapped, built and tested and the migration is underway which will release significant enhancements. <u>Project is amber due to it going slightly over schedule.</u>	Green	Green	Green	Amber	Pino Mastromarco	Adele Devon	01/08/12	28/09/13	31/12/17	£845,145	£787,927
10867	Gresham Mill SANG Proposal	Amber	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. <u>Project is amber due to this delay.</u>	Green	Green	Green	Amber	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 now been relocated around the Civic Offices following the Corporate Restructure. <u>Project is amber due to small overspend and the project going over schedule.</u> Project now needs to be closed.	Green	Green	Amber	Amber	Amanda Jeffrey	Douglas Spinks	01/10/12	31/08/13	31/03/17	£275,000	£276,748
10925	Hoe Valley Flood Alleviation and Enhancement Appraisal	Green	A contractor has been appointed and outline design work has been completed. The Consultation began on the 18th September, and closed on 30th October. The Heritage Lottery Funding bid has been submitted and we will find out if we have been successful in April 2018.	Green	Green	Green	Green	Katherine Waters	Geoff McManus	01/04/16	31/10/17	31/05/18	£600,000	£344,221
10923	Woking Park Play Area	Amber	Park is complete and opened in December 2014. Project is amber as there are some outstanding issues that need to be resolved. Work has begun to address these issues with further works due during Winter of 2017/18 - <u>project is amber as a result of these issues.</u> It is planned that the final element of the project, delivery of a Kiosk, will go to tender with a view to implementation in Spring 2018.	Green	Amber	Green	Green	Arran Henderson	Geoff McManus	01/05/14	30/09/14	31/05/18	£650,000	£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	Green	The Penalty Charge Notice module went live in February and the Permit Management module went live in December. The project team are also working in 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.	Green	Green	Green	Green	Geoff McManus	Douglas Spinks	20/10/15	30/03/16	31/03/18	£17,500	£0
20019	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
20022	MWE Depot Boiler Replacement	Amber	Due to delays in preparation of the specification, this project will have to be undertaken after winter 2017/18. <u>Project is amber due to this delay.</u>	Green	Green	Green	Amber	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	£101,503
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. In partnership with the CCG we are now offering a wellbeing prescribing referral service, currently with 4 GP practices.	Green	Green	Green	Green	Jade Buckingham	Sue Barham	31/12/12	31/12/17	31/03/19	£690,000	£470,662

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20040	Hoe Valley School	Green	Project is progressing well - works are on programme and within budget. School, grounds and sports facilities are moving into the final finishes stage of construction. Testing and commissioning will start within the next 2 months.	Green	Green	Green	Green	Ian Tomes	Ray Morgan	01/06/15	31/05/18	n/a	£44,680,000	£38,536,531
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	Green	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. Planning permission granted October 2017 to create additional ponds. Year one review report prepared. Year two habitat improvement works commenced in December 2017 continuing into January 2018.	Green	Green	Green	Green	Tracey Haskins	Ray Morgan	31/08/15	31/03/21	n/a	£105,000	£67,551
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. The next stage is to agree the content for each section of the site. <u>The project is amber as there is a risk that the project will be delayed due to lack of resources.</u>	Amber	Green	Green	Green	Andrew Gresham	Adele Devon	01/11/16	31/07/17	31/03/18	£61,000	£28,333
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 with nearly 100,000 microfiches scanned so far.	Green	Green	Green	Green	Harriet Emery	Douglas Spinks	01/05/17	31/10/18	n/a	£80,000	£31,266
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	31/08/16	£20,000	£0

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20100	Civic Offices Ground Floor Refurbishment	Amber	Project is progressing well. The majority of the physical alterations have been completed with the building work scheduled to finish at the end of January. <u>Project is amber due to a decision to delay works as the tenant is not due to move in until February 2018.</u>	Green	Green	Green	Amber	David Loveless	Douglas Spinks	01/12/16	30/11/17	n/a	£1,500,000	£581,068
20106	Civic Offices Refurbishment of the 2nd Floor and Basement	Red	The physical alterations to accommodate Surrey Police have been completed. However, there have been delays due to complications with Surrey Police access control and IT systems. <u>The project is red as these complications have made the project go over schedule.</u> The issues have now been resolved and Surrey Police intend to move into the Civic Offices at the end of January 18.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/05/17	28/09/17	n/a	£200,000	£140,092
20113	SIP Trunks Implementation	Amber	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 project can be closed down. <u>Project is amber due to delay in closure.</u>	Green	Green	Green	Amber	Jamie Archer	Adele Devon	27/06/16	31/10/16	30/09/17	£26,000	£19,230
20117	Secondary Data Centre at the Leisure Centre	Red	The majority of the networking equipment has now been installed. <u>Project is red due to delay resulting from existing issues in the fibre network.</u> A solution has been identified and will be installed in January. Once complete the project can be closed down.	Green	Amber	Green	Red	Jamie Archer	Adele Devon	01/12/16	01/12/16	30/09/17	£137,500	£118,810
20118	Bats Conservation	Green	A project meeting has been held to discuss project objectives with Natural England. Planning colleagues have also been consulted. A project stakeholder meeting is scheduled for February to seek wider involvement with partners.	Green	Green	Green	Green	Lara Beattie	Ray Morgan	01/11/17	31/12/20	n/a	£145,000	£0
20123	Implementation of Moderngov	Green	Project implementation is underway. Trials of the system are being run for all Council Working Groups. The public facing website has been built. Next step is to migrate all meetings onto Modern.gov.	Green	Green	Green	Green	Frank Jeffrey	Peter Bryant	08/01/17	31/01/18	n/a	£19,000	£6,200

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20124	Woking Integrated Transport	Green	The project is progressing well. The stats and utilities diversions are now complete and the link road has been developed and was opened to the public in early June. The electricity sub-station and gas-governor relocations are complete. Phase 3, which includes the Bedser Bridge Bus Stop and link road footway works will commence in January 2018.	Green	Green	Green	Green	Louisa Calam	Ray Morgan	01/06/16	31/12/20	n/a	£23,444,000	£11,053,803
20126	Leisure Centre - Upgrade of external cladding	Amber	The specification for the project has been prepared and tender returns are currently being reviewed. <u>Project is amber due to delay in planned start to spring 18 when the weather improves.</u>	Green	Green	Green	Amber	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	Amber	During the specification process further issues were identified with the beams and additional specialist investigations are required. The investigation work have been undertaken and consideration is being given to recommendations before implementing the project further. <u>Project is amber due to this delay.</u>	Green	Green	Green	Amber	David Loveless	Douglas Spinks	01/10/16	31/03/17	31/10/17	£75,000	£0
20129	Car Park Signage Improvements	Amber	The initial signage provided by the supplier does not fit and there is no connection to the internet. Supplier is working on a resolution to the problem. <u>Project is amber due to this issue.</u>	Amber	Amber	Green	Green	David McKie	Geoff McManus	01/04/17	31/07/17	31/01/18	£20,301	£0
20131	Wolsey Place Shopping Centre - Replacement Roofs	Green	Tenders are being sought with a planned completion of the works over the summer period.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/16	01/03/17	28/09/18	£260,000	£0
20132	Wolsey Place Shopping Centre Replacement of the Galley Lift	Red	The specification for the project has been prepared and tenders have been received. <u>The contractor has been appointed however the works could not be commenced and completed before the Christmas retail period which is why the project is now red.</u> Works are due to commence in January with an Easter completion date.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/16	30/09/17	n/a	£80,000	£0
20133	Pool in the Park - Replacement Roof Phase 3	Amber	The specification for the project has been prepared. This project is now linked to an M&E upgrade, the design of which needs to be finalised prior to this project commencing. <u>Project is amber due to going over schedule.</u>	Green	Green	Green	Amber	David Loveless	Douglas Spinks	01/10/16	30/04/17	31/10/17	£125,000	£0

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20134	Pool in the Park - Replacement Roof Phase 4	Amber	The specification for the project has been prepared. This project is now linked to an M&E upgrade, the design of which needs to be finalised prior to this project commencing. <u>Project is amber due to going over schedule.</u>	Green	Green	Green	Amber	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 a small over spend.</u>	Green	Green	Amber	Green	Chris Norrington	Douglas Spinks	01/10/16	31/07/17	28/02/18	£75,000	£80,784
20146	Leisure Lagoon Modernisation	Green	Committee budget approval has been obtained and project planning stage is underway.	Green	Green	Green	Green	David Loveless	Sue Barham	01/06/17	30/04/18	n/a	£800,000	£0
20147	Play Area and Skate Park Repairs	Green	Skate Park repairs and play area fencing replacement have been completed. Removal of redundant play equipment at Byfleet Rec due Winter 2017/18. 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	£55,480
20150	West Byfleet Play Area Improvements	Amber	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. <u>Project is amber due to risk that external funding might be withdrawn if progress cannot be made.</u>	Amber	Green	Green	Green	Arran Henderson	Geoff McManus	01/05/17	31/10/17	31/07/18	£35,000	£0
20155	Pay on Foot Software Upgrade for new 10 notes	Red	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. <u>Project is over schedule due to later than planned release date of new £10 note. Project now needs to be closed down.</u>	Green	Green	Green	Red	David McKie	Geoff McManus	16/05/17	31/08/17	n/a	£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 won the best local food event in Surrey award for the third year in a row. Work is underway to plan 2018 programme content.	Green	Green	Green	Green	Riette Thomas	Sue Barham	01/01/17	31/03/18	n/a	£125,000	£107,167

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20162	Loop Road Car Park Resurfacing	Green	Contractor has been appointed but the start has been delayed as consultation is required with the football club to avoid disruption.	Green	Green	Green	Green	George Chisenga	Geoff McManus	03/12/17	17/12/17	28/09/18	£48,000	£0
20168	Queen Elizabeth Gardens Lighting Column Replacement	Green	Project is progressing well. Two quotes have been received, awaiting third quote. Quotes will be appraised and contractor will be appointed in due course.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/08/17	31/03/18	n/a	£15,000	£0
20188	Community Matters Partnership Project	Green	Project is progressing well. Focus group meeting with local business and community groups has been held to discuss priorities for the project moving forward. Health and Wellbeing activities will be the priority for the project. The launch event is scheduled for January 29th and engagement has been positive. The website is nearing completion and will be launched in February.	Green	Green	Green	Green	Sylvie Marshall	Sue Barham	01/05/17	31/03/21	n/a	£16,700	£5,238

Projects at Practical Completion

10324	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
10624	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 project once on going 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	£23,830,014
10680	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

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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
10805	Muslim Burial Ground Renovation	Amber	The renovation works and final inspection have now been completed. Completion certificate has been issued. <u>The project is amber as over budget due to additional works, i.e. restoration of the structure, that were not originally included in the budget.</u> Project can now be closed.	Green	Green	Amber	Amber	Zafar Iqbal	Sue Barham	12/03/12	31/03/14	30/09/15	£166,786	£166,863
10808	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 the delay resulting from the settling of the final account. 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 delay resulting completion of the main snagging items. Project is also over budget due to unforeseen remediation works.</u> Project is now in retention.	Green	Green	Red	Red	Pino Mastromarco	Ray Morgan	01/08/12	31/10/13	n/a	£5,500,000	£5,911,901
10909	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
10929	Muslim Burial Ground Peace Garden- Phase 2	Red	Completion certificate was issued on 14/07/2015. The Peace Garden was opened 12/11/2015 by HRH Prince Edward and the ceremony was attended by 200 people. <u>Project is red as over budget due to a change of scope that has resulted in CCTV and services being included in the project.</u> Project can be closed.	Green	Green	Red	Amber	Zafar Iqbal	Sue Barham	01/04/14	30/06/15	n/a	£213,168	£281,144
10930	Goldsworth Park Rec Public Toilets	Red	Project is complete. The project is now in retention. <u>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.</u> 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

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20005	Leisure Centre Roof Refurb Phase 4	Green	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	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 Refurb Phase 3	Amber	Project is now complete and in retention. <u>Project is amber as over budget due to unforeseen deck repairs following removal of the old roof.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	18/08/14	26/06/15	n/a	£100,000	£105,161
20014	Pool in the Park Replacement Fire Alarm	Green	Project is was 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 was retention, and now defects are being addressed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/14	31/05/15	n/a	£600,000	£576,918
20029	Lighting Upgrade Works	Amber	Lights have been delivered for all locations except the pool and installation has been completed. <u>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.</u> 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
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	£135,511
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
20057	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 Decks 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	£435,583

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20061	Export House WC Refurbishment- 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	£472,989
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	Amber	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>Project is amber due to slight delay in authorisation.</u>	Green	Green	Green	Amber	Ian Tomes (Mike Sheard, Moyallen)	Douglas Spinks	22/10/15	31/03/16	28/02/17	£1,389,000	£1,385,047
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
20075	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
20082	Wolsey Place Heating and Lighting Improvements	Red	Project is complete and is now in retention. <u>Project is red due to a delay in authorisation.</u>	Green	Green	Green	Red	Ian Tomes	Douglas Spinks	01/03/16	31/05/16	n/a	£223,000	£118,298
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- Phase 1	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>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/12/15	31/03/16	31/12/16	£107,000	£107,877

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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
20098	Lift Upgrade-Phase 2	Green	Work is complete and now in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/09/16	31/03/17	n/a	£68,000	£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
20133	Leisure Centre - Building Management System Upgrade	Amber	Survey and upgrade of the existing system is complete. <u>Project is amber 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 now complete and is in retention. Significant underspend due to detailed investigation works during the design phase highlighting that roof was not in as poor condition as first thought.	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	Green	Windows have been installed. Project is complete and now in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/16	31/03/16	31/03/17	£24,000	£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
20139	18-19 High Street Refurbishments	Red	Marjorie Richardson Centre has opened and the project is 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

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20151	Pool in the Park Building Management System Works Phase 2	Green	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.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/17	31/03/17	n/a	£40,000	£35,000
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 now 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

Project Closed During Reporting Period

Page 267 1924	Victoria Arch-Stage 1	Red	The project in its current form has now been superseded by a new initiative. Work is underway with Network Rail and Surrey County Council to develop a detailed business case in relation to Victoria Arch highway improvements. The business case will be submitted as part of a Highways Infrastructure Fund (HIF) bid to DCLG in summer 2018 to seek external funding to support the highway improvements. Successful candidates will be announced in Autumn 2018. The Executive will be updated once the outcome of the HIF bid has been announced. If successful, a new project will be initiated. <u>Project is red due to historic delays.</u>	Green	Green	Green	Red	Ian Tomes	Douglas Spinks	01/04/12	30/04/14	30/04/14	£600,000	£64,109
20112	SAN and VMWare Upgrade 2016	Red	Project is completed. The SAN and VMWare set up has been replaced and has been operational for over 12 months. <u>Project is red due to delay in closure but all required documents have now been completed and closure is imminent.</u>	Green	Green	Green	Red	Dave Fayers	Adele Devon	01/06/16	30/11/16	n/a	£567,242	£559,005
20144	Economic Strategy 2017-2022	Red	The Economic Strategy is now complete and has been approved by Council and published. <u>Project is red due to over schedule resulting from a delay in closure meeting as part of the final phase of the strategy implementation.</u> Project is now closed.	Green	Green	Green	Red	Chris Norrington	Douglas Spinks	01/08/16	30/04/17	n/a	£33,000	£31,901

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
	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.												