



TO THE CHAIRMAN AND MEMBERS OF THE **OVERVIEW AND SCRUTINY COMMITTEE**

You are hereby summoned to attend a meeting of the Overview and Scrutiny Committee to be held on Monday, 21 November 2022 at 7.00 pm in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

The agenda for the meeting is set out below.

JULIE FISHER
Chief Executive

NOTE: Filming Council Meetings

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.

AGENDA

PART I - PRESS AND PUBLIC PRESENT

- 1 Apologies for Absence
To receive any apologies for absence.
- 2 Minutes (Pages 5 - 10)
To approve the minutes of the meeting of the Committee held on 17 October 2022 as published.
- 3 Matters Arising from the Previous Minutes OSC22-054 (Pages 11 - 14)
To review any outstanding items from the previous minutes.
- 4 Urgent Business
To consider any business that the Chairman rules may be dealt with under Section 100B(4) of the Local Government Act 1972.

5 Declarations of Interest

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

Matters for Determination

6 Celebrate Woking 2022/2023 Review and Forward Plan OSC22-056 (Pages 15 - 42)

For the Committee to receive the latest review of Celebrate Woking and the Forward Plan.

Reporting Person: Riëtte Thomas

7 Treasury Management Mid-Year Review OSC22-058 (Pages 43 - 50)

For the Committee to receive the Mid-Year Treasury Management Review.

Reporting Person: Leigh Clarke

8 Energy Efficiency Report OSC22-059 (Pages 51 - 76)

For the Committee to receive the report on Energy Efficiency.

Reporting Person: Tracey Haskins

Matters for Scrutiny

9 Pre-Decision Scrutiny - Risk Management Update OSC22-043 (Pages 77 - 106)

For the Committee to receive an update on the Council's approach to Risk Management.

Reporting Person: Pino Mastromarco

10 Work Programme OSC22-055 (Pages 107 - 120)

Reporting Person: Councillor Ayesha Azad

Performance Management

11 Performance and Financial Monitoring Information

The September Performance and Financial Monitoring Information is due to be published. The Item shall be considered should it be published in time for the meeting.

Reporting Person: Councillor Ayesha Azad

Task Group Updates

12 Economic Development Task Group Update OSC22-060 (Pages 121 - 122)

To receive an update from the Economic Development Task Group following its meeting on 3 November 2022.

Reporting Person: Councillor Kevin Davis

13 HIF Task Group Update OSC22-062 (to follow)

To receive an update from the HIF Task Group following its meeting on 19 October 2022.

Reporting Person: Councillor Colin Kemp

AGENDA ENDS

Date Published - 1 November 2022

For further information regarding this agenda and arrangements for the meeting, please contact Toby Nash, Scrutiny & Democratic Services Officer, Ext 3056, Email toby.nash@woking.gov.uk



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MINUTES
OF A MEETING OF THE
OVERVIEW AND SCRUTINY COMMITTEE

held on 17 October 2022

Present:

Cllr J R Sanderson (Vice-Chair)

Cllr H Akberali

Cllr K Davis

Cllr C Kemp

Cllr M Raja

Cllr A Caulfield

Cllr PJT Graves

Cllr A Kirby

Also Present: Councillors A-M Barker, G T Cosnahan and W P Forster

Absent: Councillors A Azad and J P Morley

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A Azad and J Morley.

2. MINUTES

RESOLVED

That the minutes of the meeting of the Committee held on Monday, 26 September 2022 be approved and signed as a true and correct record.

3. MATTERS ARISING FROM THE PREVIOUS MINUTES OSC22-048

The Chairman introduced the report on matters raised at previous meetings of the Committee, drawing the Committee's attention to actions undertaken subsequently.

Two items were noted as outstanding: determining the method of reporting housing complaints following the demobilisation of New Vision Homes; and the inclusion of the Suggested Additions to the Work Programme. It had been recommended that complaints be included in the Housing Facts and Figures report received by the Housing Task Group periodically. Of the Suggested Additions, the Overview and Scrutiny Committee Communications Plan had been included on the Work Programme. The other Suggested Additions were being reviewed to ensure they were included when it was most appropriate.

RESOLVED

That the report be noted.

4. URGENT BUSINESS

There was no urgent business to discuss.

5. DECLARATIONS OF INTEREST

In accordance with the Members' Code of Conduct, Councillor James Sanderson declared a non-pecuniary interest in Item 7 – Centres for the Community – arising from his position as Trustee and Chair of Lakeview Committee and Action Group. The interest was such that speaking and voting were permissible.

In accordance with the Members' Code of Conduct, Councillor Peter Graves declared a non-pecuniary interest in Item 7 – Centres for the Community – arising from his position as Trustee of the Maybury Centre. The interest was such that speaking and voting were permissible.

6. COMMUNITY LOTTERY PROPOSAL UPDATE OSC22-051

Frank Jeffrey, Head of Democratic Services, presented the update to the Committee.

The report fulfilled a request to reconsider a proposal to introduce a Community Lottery scheme that had been presented to the Overview and Scrutiny Committee on 20 January 2020 and that carried a recommendation to the Executive on 6 February 2020. Due to the Covid-19 pandemic, the introduction of the Community Lottery scheme had been delayed indefinitely.

At the inception of the Lottery scheme the Council would be required to pay the administrator, Gatherwell, an up-front cost of approximately £8,000 as well as annual costs of approximately £5,000, which was not considered viable due to the financial constraints of the Council. Additionally, it would require significant officer resource from several departments: Marketing and Communications, Community Services, and Legal teams. It was considered that none of those teams had sufficient capacity. The recommendation from Officers was not to consider introducing the Lottery scheme.

Gatherwell operated approximately 200 similar schemes across the Country including several Councils in Surrey. It was recommended seeking guidance from other Councils. It would be necessary to follow procurement to consider other providers.

Members were sceptical at introducing the scheme during the cost-of-living crisis. There was also concern that it would lead to reduced donations for charities if residents chose to purchase lottery tickets instead of donating directly to a charity.

Frank noted that a representative of Gatherwell had made a presentation to the Overview and Scrutiny Committee of 20 January 2020 and it was recommended that a representative of Gatherwell be invited to attend a meeting of the Overview and Scrutiny Committee to respond to Members' concerns.

Members raised specific concern over the potential negative impact to Woking Hospice, which ran its own lottery scheme. It was noted that Woking Hospice would be permitted to join the Council run lottery in addition to continuing its own.

The Committee thanked Frank for providing the update and agreed that it was not an appropriate time to consider the introduction of a Lottery scheme.

RESOLVED

That the report be noted.

7. CENTRES FOR THE COMMUNITY OSC22-050

Councillor Sanderson informed the Committee of an error in the public document pack that included the report for the Item 6, Community Lottery Proposal Update, instead of the Centres for the Community report. The correct report had been published as a supplement and Members were referred to that instead.

Adam Thomas, Head of Family & Community Services, was invited to make a presentation to the Committee.

In response to an Action from the Council's Woking For All strategy, the services at the Community Centres had been broadened to provide for all residents of the Borough. Adam updated the Committee with a selection of the broadened services that were accessible at the Centres. The overall use rate of the Centres had increased significantly over the last two years.

A large focus had been put towards forming partnerships with other organisations to provide services to residents from the Community Centres. Following questions from Members, Adam confirmed that partnerships between the Council and health providers were continuing to be developed. Adam highlighted the success of bringing health services into Moorcroft.

Over the past two years the Community Services team had changed the model by which the Community Centres were run. Previously, the Centres had mostly been funded directly by the Council. The model now promoted Social Entrepreneurship, whereby the cafés and kitchens were leased as opposed to the Council employing staff. Additionally, the administration of and care for the Centres had been centralised. The combined effect, once completed, was anticipated to save the Council approximately £300,000 per annum.

As part of the centralisation of administration, the bookings system had been unified. Members asked if it would be appropriate to have a centralised booking system online. A member of staff had been employed to handle bookings centrally via a phone system, which was deemed a highly effective method of handling bookings as frequently the circumstances of each booking had specific criteria.

Feedback had been gathered from staff and users of the regular day services run for older members of the Community at the Centres. The feedback highlighted the importance of the services in providing socialisation for users, and the impact that Covid-19 related lockdowns had on users when these services could not be provided.

Adam confirmed that there would be no service hiatus in the Sheerwater area due to the regeneration. It was planned that services continue to be run from Parkview until the new Community Centre was opened, at which point services would be transferred to the new Centre.

The café at Moorcroft had recently closed. The closure was due to the model used by the charity running the café not being viable. However, a new organisation that provided support care to adults had agreed to take over the café from January 2023.

Members queried if the increase in usage would prevent the Centres' use as vaccination centres. The Centres had been considered for the Covid vaccination programme; however, they had been deemed too small. The Centres were used for flu vaccination programmes.

The Communities Team expected to focus on further increasing the different services available at all Community Centres and in particular making the services more diverse. Members discussed cloud kitchens and it was confirmed that Foodwise, an organisation operating in the Borough, was considering how best to utilise the kitchen spaces at Community Centres.

The Committee requested that more information be provided on how the Centres were monitored.

The Committee thanked Adam for the presentation.

RESOLVED

That the changes and transformation of the Centres for the Community to reflect the Council's strategic priorities be noted.

8. WORK PROGRAMME OSC22-049

The Chairman introduced the report on the updated Work Programme, drawing the Committee's attention to the key changes since the document had last been received.

The Committee reaffirmed its desire to see the Suggested Items be included in the Work Programme: the Complaints Report and Pre-Decision Scrutiny – Risk Management Update.

The Complaints Report was presented to the Committee annually. The report was being reviewed to ensure that Members received the most useful report but did not duplicate reports submitted to other Committees.

It was requested by Members that Thames Water be invited to attend a future meeting of the Committee. It was additionally requested that senior representatives of the Council's wholly owned companies be invited to attend a future meeting of the Committee.

Changes to the Company Governance Structure had started; elected Members had been removed from company Boards. It was anticipated that the Committee would receive a report on the progress made to Company Governance Structure.

The Committee asked to review the proposed events for the Celebrate Woking calendar in light of the Council's financial constraints ahead of the Overview and Scrutiny Committee meeting to be held on 21 November 2022.

RESOLVED

That the Work Programme be noted.

9. PERFORMANCE AND FINANCIAL MONITORING INFORMATION

The Members of the Committee were invited to raise any points in respect of the recently published Performance & Financial Monitoring Information.

The Committee noted that the August Performance and Financial Monitoring Information did not contain the Exception Report and requested that it be included for the next edition.

Members noted that the list of Public Works Loans Board (PWLB) Loans indicated that none had been taken out since March 2022 and sought assurances that the list was complete. Officers agreed to confirm the PWLB list was complete at the meeting of the Overview and Scrutiny Committee due to be held on 21 November 2022. Officers additionally confirmed that any refinancing of short-term loans were only being considered on a short-term basis due to the current uncertainties in the market and that the Committee would be updated on their status at future date.

RESOLVED

That the Performance and Financial Monitoring Information (August 2022) be noted.

10. PARTNERSHIP LANDSCAPE OSC22-052 (VERBAL UPDATE)

Giorgio Framalico, Strategic Director of Place, presented to the Committee the most recent developments to Woking Borough Council's Strategic Partnerships.

Surrey County Council (SCC) was due to submit a Level 2 County Deal proposal to the Government, which was expected to change the relationship between Woking Borough Council and SCC.

The Woking Joint Committee was set to end and two Boards had been proposed to replace it; the Strategic Partnership Board would oversee infrastructure, climate change, health outcomes and safety; the Place Board would consider businesses and stakeholders, while ensuring that decisions considered the Master Plan and Corporate Strategy. Neither Board would have decision-making powers. Each would meet several times a year and report to the Executive.

The Committee discussed the need for the Boards to balance engagement with residents, to replace the direct engagement of the Woking Joint Committee, but also allow the Council and Partners to discuss items not ready for public consumption.

Members discussed the possibility of the Overview and Scrutiny Committee could be used as a forum for the public to directly engage with the Council once the Woking Joint Committee ended. It was recognised that to be effective relevant parties would need to attend the meetings to be able to respond to questions.

Several Delivery Groups were also proposed that focussed on specific sectors: Woking Wellbeing Group, Safer Woking Partnership, Joint Infrastructure, Green Woking, CIL, and Place Brand. Each Group would meet several times a year with CIL potentially meeting monthly. The Groups would report to the two new Boards as well as the NWS Alliance Board. Several of the Groups would replace those that already existed under the Woking Joint Committee.

Kevin Foster, Strategic Director of Corporate Resources, presented an update to the County Deal and Woking Borough Council's plans to work with SCC. The Deal would see a number of powers devolved to SCC and the need to work constructively going forward was emphasised.

A Level 2 County Deal would encompass Local Enterprise Partnerships and an aspect of the Place Board would be to attract SCC to invest in the Borough.

Members noted the need to balance a focus on the Town Centre, where there was a concentration of businesses and connections to attract investment, while ensuring the wider Borough was still considered. It was emphasised that attracting investment by promoting Culture was relevant across the Borough and not limited to the Town Centre.

The Committee noted the need to understand how the County Deal would affect infrastructure and planning in the Borough and that it would be of keen interest to residents.

11. FINANCE TASK GROUP UPDATE OSC22-053

The Committee received the update report of the Finance Task Group.

The meeting commenced at 7.00 pm
and ended at 8.43 pm.

Chairman: _____

Date: _____

OVERVIEW AND SCRUTINY COMMITTEE – 21 NOVEMBER 2022

MATTERS ARISING FROM THE PREVIOUS MINUTES

Executive Summary

This report provides an update on matters arising from the previous meetings of the Overview and Scrutiny Committee. The details summarise the progress made on achieving the desired outcomes from decisions taken by the Committee and requests from individual Elected Members. Once an action has been closed and the outcome reported to the Committee it will be removed from future reports.

Actions arising from the Committee are managed through the Council's Action Management system which was developed to capture and monitor the actions arising from (i) meetings of the Council and (ii) Internal Audit Reviews.

This is the a regular report that is brought the Committee and covers the actions identified at the previous meetings. The next version of this report, listing any actions previously identified together with the progress achieved shall be brought to the next meeting of the Overview and Scrutiny Committee on 23 January 2023.

Recommendations

The Committee is requested to:

RESOLVE That the report be noted.

The Committee has the authority to determine the recommendation set out above.
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Background Papers:	None.
Reporting Person:	Councillor Ayesha Azad cllrayesha.azad@woking.gov.uk
Portfolio Holder:	Councillor Ann-Marie Barker cllrann-marie.barker@woking.gov.uk
Shadow Portfolio Holder:	Councillor Ayesha Azad cllrayesha.azad@woking.gov.uk
Date Published:	11 November 2022

Update on Actions Arising from the Overview and Scrutiny Committee
held on 17 October 2022

Minute 3		Matters Arising from the Previous Minutes
3.1	Action	It was proposed that, as the responsibilities of NVH were taken in-house, the monitoring of complaints should continue be undertaken in a comparable approach. Furthermore, it was suggested that the Committee should at a future stage review the overall scrutiny of complaints to rationalise the reporting.
	Progress	The Housing Facts and Figures report, that the Housing Task Group receives periodically, had been expanded to include a section on the monitoring of complaints.
	Responsible Person	Adam Walther/Louise Strongitharm
	Status	Completed

Minute 7		Centres for the Community
7.1	Action	The Committee requested that information on how the Centres were monitored by the Communities Team be provided.
	Progress	KPIs are being developed and it is currently being considered where there are best reported. Considered that it should go to the replacement for the Health and Wellbeing Task Group
	Responsible Person	Adam Thomas
	Status	Ongoing

Matters Arising from the Previous Minutes

Minute 8		Work Programme
8.1	Action	The Committee requested that Thames Water be invited to discuss the local waterways.
	Progress	The topic is being considered for insertion into the Work Programme.
	Responsible Person	Democratic Services
	Status	Ongoing
8.2	Action	The Committee requested that Mark Rolt, ThamesWey CEO, be invited to provide an update.
	Progress	The topic is being considered pending the information provided at the ThamesWey Members Briefing to be held on 23 November 2022.
	Responsible Person	Strategic Directors
	Status	Ongoing
8.3	Action	The Committee requested that senior representatives of Victoria Square Woking Limited be invited to provide an update to the Company.
	Progress	The matter is being considered pending the information provided at the Victoria Square Members Briefing held on 31 October 2022.
	Responsible Person	Strategic Directors
	Status	Ongoing
8.4	Action	The Committee requested to review the planned events for Celebrate Woking for the next year in light of the financial situation the Council is in.
	Progress	The report has been written requesting that Members review the proposal for Celebrate Woking and it was determined that the Committee meeting to be held 21 November 2022 was the best forum for this.
	Responsible Person	Riëtte Thomas
	Status	Completed

Matters Arising from the Previous Minutes

Minute 9		Performance and Financial Monitoring Information
9.1	Action	The Committee noted that the August PFMI did not include the Exception report and requested that it be provided for the next edition.
	Progress	This was raised with the compiling officers who will include the Exception report for the next edition.
	Responsible Person	Finance Team
	Status	Completed
9.2	Action	The Committee requested an understanding of the Council's strategy to financing loans.
	Progress	As part of the Treasury Management Mid-Year Review, Item 8, Leigh Clarke will provide an update on loan finance strategy.
	Responsible Person	Leigh Clarke
	Status	Completed

REPORT ENDS

OVERVIEW AND SCRUTINY COMMITTEE – 21 NOVEMBER 2022

CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

Executive Summary

The key objectives of the 2022 Celebrate Woking Programme were.

- To create a programme to celebrate The Queen's Platinum Jubilee.
- To create a community spirit, especially post Covid
- To leave a legacy (outcomes of the community projects).

All the objectives were delivered and went above and beyond to deliver additional events after the passing of The Queen, namely The Proclamation of King Charles III and The National Moment of Reflection. Both these events were well attended in Jubilee Square.

This has all been captured and archived at the Surrey History Centre for future generations.

This was followed by the successful Victoria Place event, Summer in the Square event with the Big Screen and garden games creating a social area for everyone to enjoy. This was well received by the public, despite the anti-social behaviour issues that had to be dealt with during this period and added additional cost to delivering this event.

Woking as a destination benefitted from this event in:

- Attracting residents and visitors to the town, supporting local economy.
- Increasing media interest, helping longer-term tourism in an interest in Woking as a place to work, live and play.
- Bringing community groups together on creative projects such as the planting of the trees, community choir and the knitting group from Byfleet who knitted over 80 Queen's guards for bollards.
- Getting local businesses involved and be part of the local community spirit.

This event brought people together to celebrate our heritage and marked an occasion of collective significance that will cultivate a sense of community whilst adding fun and colour to encourage civic pride.

The King's Coronation will take place in 2023. A small event is being considered for the weekend of 5-8 May with the Coronation taking place on Saturday 6 May and Monday 8 May being a bank holiday. The **Summer in the Square** event is proposed from 3 July to 3 September 2023 (dates tbc) managed by Victoria Place and supported by Woking Borough Council.

Recommendations

The Committee is requested to:

RESOLVE That the report be noted.

The Committee has the authority to determine the recommendation set out above.
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CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

Background Papers:

Jubilee Report in Appendix A

Reporting Person: Riette Thomas, Business Liaison Officer
Email: Riette.Thomas@woking.gov.uk, Extn: 3805

Contact Person: Riette Thomas, Business Liaison Officer
Email: Riette.Thomas@woking.gov.uk, Extn: 3805

Portfolio Holder: Councillor Ellen Nicholson
Email: clirellen.nicholson@woking.gov.uk

Shadow Portfolio Holder: Councillor Melanie Whitehand
Email: clrmelanie.whitehand@woking.gov.uk

Date Published: 11 November 2022

1. Purpose

To feedback to O&S Committee on the 2022 Celebrate Woking (CW) programme, and to seek views on the proposed programme for 2023. Approval for a funded 2023 programme will be with the Executive.

2. Background

Celebrate Woking - Be proud, be part of it!

Celebrate Woking is a well-established annual cultural programme of events across the Borough, with an active events calendar published online, in the Woking Magazine and a leaflet posted to all residents accompanying the council tax bill in February of each year. This year The Queen's Platinum Jubilee event was delivered across the borough, followed by the Proclamation of King Charles III event and The National Moment of Reflection event with the passing of the Queen.

3. The factors driving the project

The Council benefits from these events taking place on several levels, including: - using them as a catalyst to celebrate Woking's diverse culture in support of the objectives set out in the Council's Corporate Strategy.

- raising the profile of sport, art, green spaces, and cultural activity across the borough
- enthusing and stimulating individuals into life-long engagement in health and wellbeing activities
- strengthening communities through developing volunteering opportunities
- and further developing 'pride of place' in Woking.

The celebration of significant events such as the King's Coronation in 2023 has the potential to attract local, national, and international interest, and, in turn, interest in Woking's history and heritage.

4. The Programme

The programme is supported by a wide range of projects, activities, and smaller events throughout the year and across the borough, which highlight Woking's rich heritage, community spirit and a place to be proud to live in.

The Council supports and promotes a calendar of events, which typically includes the following:

- Chinese New Year – Jan/Feb
- Woking Young Musician of the Year – Jan/Feb
- Surrey Half-Marathon – March
- Sport Relief/ Children in Need - March
- Earth Hour – March
- Woking in Bloom –April
- Basingstoke Canal Rally – March/April (Easter)
- Summer Sounds, Woking Park Bandstand - May to Sept

CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

- Peace Garden Commemorative Service - July
- Heritage Open Days - Sept
- Living Well Week – Oct
- Woking Drama Festival – Oct
- Poppy Day Appeal in Jubilee Square - Oct
- Woking Park & The Vyne Field Fireworks - Nov
- Diwali – Oct/ Nov
- Woking Music Festival - Nov
- Remembrance Sunday -Nov
- Christmas Light Switch-on – Nov
- Pantomime - Dec

A website hosts all the information about the events, which serves as a point of information for the community where organisations can also add their own events. In addition, it hosts information for visitors as well as Woking's heritage.

www.celebratewoking.info @celebratewoking,

To date, the programme has incorporated unique legacies for Woking, such as the connection to the London 2012 Olympics, The Queen's Diamond Jubilee in 2012 and Platinum Jubilee in 2022, WW1 celebrations county-wide, the 150th anniversary of H.G. Wells, the Suffrage Movement and the 100th anniversary of women getting the vote, and the connection to Dame Ethel Smyth. In 2022 the Council also delivered the local event for the Proclamation of King Charles III and The Moment of National Reflection for The Queen.

It has honoured former residents and WW1 heroes with statues and blue plaques, such as The Bedser twins, Ken Wood, H. G. Wells, Rick Parfitt, Paul Weller, Dame Ethel Smyth, and others. Woking is evidently an inspirational place, as many famous people were born, schooled, or worked in the Borough. More can be found here in [The Hall of Fame](#).

It has celebrated the launch of the first [Muslim Heritage](#) Trail in Britain, which was nominated for an International Tourism Award and showcases the Shah Jahan Mosque, Brookwood Cemetery, and the Peace Garden.

5. Engagement with stakeholders and local partners

The following organisations are key to being part of the diverse annual programme in hosting their own events and add to the cultural offer in Woking:

- Ambassador Theatre Group, including Nova Cinema and The Rhoda McGaw Theatre
- Basingstoke Canal Society
- Brookwood Cemetery
- Buzz Theatre
- Chinese Association of Woking
- Dance Woking
- Friends of Byfleet Parish Day
- Hindu Cultural Association

CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

- Malayalee Association
- Phoenix Culture Centre/Fiery Bird
- Pride in Surrey
- Pyrford & Wisley Village Show
- Sayapatri Nepalese Association
- Radio Woking
- Surrey Area Teluga Association
- Surrey History Centre
- Surrey Libraries
- The Lightbox
- Victoria Place Shopping Centre
- Woking Borough Council
- West Byfleet Events Representative
- Woking Beer Festival Representative
- Woking Drama Association
- Woking Fire Works Representative
- Woking History Society
- Woking News and Mail
- Woking Library
- Woking Music Festival
- Woking Palace
- Woking People of Faith (Refugee Week)
- Woking Sport
- WWF (The Living Planet Centre)

6. Vision and aims of the Celebrate Woking Programme

Woking Borough Council's vision is to continue creating a *community spirit* involving all residents in Woking through participation in cultural and sporting events.

- To continue to have a diverse programme of events to promote the Borough to residents, businesses, and visitors
- To encourage the community to participate in local events
- To bring together Woking's diverse communities
- To raise the profile and promote a positive image and develop a sense of *Pride of Place in Woking*
- To maximise the economic development opportunities, including the tourism offer

7. How does it contribute to the Council's priorities?

It contributes to the health and wellbeing and Economic Development priorities, as detailed below in the Woking for All Corporate Strategy document:

CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

- Recognise the distinctive identity of our towns, villages, and neighbourhoods, ensuring they have vibrant centres that support community life, wellbeing, pride and identity.
- Encourage and increase active lifestyles and participation through the provision of varied cultural and sporting opportunities and amenities.
- Work with partners to embed health and wellbeing into all that we do.
- Create a vibrant town centre, bringing together a compelling offer of high-quality leisure, retail and sustainable living opportunities.

8. How does it relate to the Council's strategies and improvement plans?

It relates to the Health & Wellbeing Strategy (2021 to 2031).

It also relates to the Economic Development Action Plan under the following priorities:

- **Woking the place to be:** continuing to attract investment and deliver transformation, including digitally connected Woking, green and healthy Woking.
- **Destination Woking:** developing Woking's identity, cultural and leisure offer and its desirability as a location for businesses and people.

9. Review of the 2022 Programme

A successful 2022 Platinum Jubilee event was delivered the weekend 2 to 4 June as well the continuation of the summer activities in Jubilee Square until the 4 September.

Please see attached report in Appendix 1 which focuses on the delivery of the Platinum Jubilee which was a WBC responsibility.

The delivery of the Summer in the Square Programme and content was the responsibility of Victoria Square. The infrastructure for the square was booked and delivered by Woking Borough Council.

Two further events were delivered in Jubilee Square by a team from WBC. It was well attended by the public.

- Proclamation of King Charles III (11 September)
- National Moment of Reflection for HMQ (18 September)

Partners delivered the following events

Dance Woking – Encounters

Location: Victoria Place

Date: Saturday 11 June 2022

Involved: 320 school groups, dance schools and professional dancers

Approx. 200 participants in a parade and up to 500 people watching parade and taking part in demonstrations put on by Folk Dance Re-Mixed.

CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

Summer Sounds

Location: Woking Park

Dates: Saturday 11 June – Saturday 27 August 2022.

Involved: 13 Musical groups, over 300 musicians performed weekly from 2-4pm in Woking Park. Audience approx. 1500 over the season.

Pied Piper Theatre company performances 'DIG' for Jubilee

Location: BUZZ Studio Theatre, Woking town centre

Dates: Wednesday 8 June 2022 – BUZZ

Involved – 'DIG' - As the sun comes up on a new day, the garden wakes up!

This was a gentle first theatre experience, perfect for the very young with music, rhythm and singing. The story brings to life a world of growing plants, busy bugs, wriggling worms, and ever-changing weather! Suggested age range 6 months to 2 years.

Pied Piper Theatre company performances 'DIG' for Jubilee

Location: St. Mary's Community Centre, Byfleet and Woking Leisure Centre

Dates: Thursday 16 June 2022 – St Mary's Community Centre

Involved: Nicola Norman hosted the performances for the playgroups at St. Mary's

As the sun comes up on a new day, the garden wakes up!

This was a gentle first theatre experience, perfect for the very young with music, rhythm and singing. The story brings to life a world of growing plants, busy bugs, wriggling worms, and ever-changing weather! Suggested age range 6 months to 2 years.

10. Resources

In 2022 the programme was supported with a budget of £100,000 from the Investment Programme and delivered within budget supported with a £5000 sponsorship from The Marches and £16,000 from the Government's Welcome Back Fund.

11. The constraints to continue delivering these events are as follows:

The following factors need to be considered in delivering future Celebrate Woking Events.

Financial constraints

- The Council's current financial position and residents view on value for money.
- Increased costs of infrastructure, emergency services and security for larger events.
- Due to current economic challenges, it will be difficult to get companies to part with their money for sponsorship.
- The risk of delivering future events will be high due to the uncertainty of the current economic challenges and cost of living crisis.

Staff constraints

- The Community Services Team started in 2010 with the stakeholder engagement phase, shaping the programme, managing the project, and delivering of the overall programme and key events. A website was also designed to host all this information for residents. The programme management moved to The Business Liaison Team in 2015.

CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

- During 2022 one officer spent 6 months of their time managing and delivering the Jubilee Programme which left limited time to focus on core business engagement. This included liaising with Victoria Place, AL Marketing and taking over a lot of the responsibilities once Moyallen went into administration. Other responsibilities included the monitoring of the CW inbox, updating the CW website, liaising with community groups across the borough and planning the marketing and promotion. There was not enough resource support available from the marketing team or the health and wellbeing team.

Since Covid and the current economic challenges, business engagement is important, more than before, in supporting our business community, to ensure they have all possible means to grow and prosper and currently survive the challenging economic situation.

- The key priority should be to engage with all the cultural and sporting organisations and manage the website as a point of information for all the cultural and sporting and health and well-being events for the Borough. Currently an officer in the Business Liaison team checks the inbox frequently and approves all events for the calendar of events. There is currently no marketing plan, budget, or support in place to promote the programme.
- No meeting has taken place yet with cultural organisations across the borough to gauge their plans for 2023.
- It needs to be recognised that the Council has limited resources in delivering large scale events. Events take a huge amount of staff time over a long period of time. Many other departments across the Council get involved to deliver the key events such as Neighbourhood Services, EH, Parking, Licensing, Insurance, Health & Safety and Serco etc.
- Management of expectations of members who would like to see these large-scale events take place.

12. The positive impact of a Cultural Programme

- Attract more visitors to the town, supporting the local economy.
- Increase media interest, helping longer-term tourism and identifying Woking as a destination to visit.
- Increase levels of professional artistic collaboration - people working together on creative projects such as the proposed Surrey Short Film Festival planned for October 2023.
- Showcase the rich arts and cultural sector in Woking.
- Work with local organisations to ensure the future of art and culture.
- Create 'pride of place' and sense of belonging for residents and visitors.
- Showcase local cultural organisations and how to get involved.
- Evident community spirit, even more so post-pandemic #WeAreWoking
- Local businesses/ key partners involved.
- Opportunities to come together with others to celebrate, enjoy, participate, and create, to value our joint heritage, to be inspired by great art and culture.
- A considerably higher interest in culture/ increased engagement than before.
- Culture enhances our quality of life and increases overall well-being for both individuals and communities.
- Arts and culture have the power to transform older lives.

CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

- Diversity is crucial to the vitality of arts and culture.

13. Future of the Celebrate Woking Programme beyond Covid and the current economic challenges

- Woking Borough Council will want to continue to promote Woking as a significant Cultural Hub in the Southeast with key partners such as the Ambassadors Theatre Group, The Lightbox, Italia Conti, and other local organisations. Woking already has an annual Music Festival, Drama Festival and Dance Festival in place with the possibility of a new Short Film Festival planned.
- Promote a positive image of Woking: a “Place of Pride” for residents, businesses and visitors who live, work, and play here; a modern and vibrant environment for everyone to enjoy and aspire to spend time within; a lifestyle choice fit for the 21st century. #WeAreWoking
- Promote the rich and varied cultural programme of Woking to UK visitors. As 68% of UK Adults plan on taking an overnight domestic trip at some point in the next 12 months. (Results from research conducted by BVA/BDRC for Visit England – October data).
- Increase awareness about Woking and Surrey’s rich heritage. 80% of visitors are local. Promote ‘what’s on your doorstep’.
- Continue to highlight the people who have lived in Woking and left a legacy of arts, music, sport, and literature to inspire future generations.
- Increase cultural awareness and participation amongst all community groups.
- Increase awareness about Woking’s excellent connectivity and the cultural experience on offer.
- Strengthen the link to national occasions and promote Woking’s cultural hub, further afield.

14. Proposed Programme for 2023

This will require the following resources. A decision to fund and deliver the 2023 programme will be with the Executive.

- Dedicated resources to coordinate and monitor the overall programme for the year and liaise with the community groups i.e., Arts Development Officer, Sports Development Officer, Health and Well-being officer, Green Infrastructure resource, Neighbourhood Officers and a resource delivering Remembrance Day.
- A resource to coordinate the celebration activities of The Coronation of His Majesty the King.
- A resource (i.e., WBC’s Commercialisation manager) to work in partnership with Victoria Place to deliver the Summer in the Square Programme.
- A resource to monitor the CW inbox and approve events and deal with queries.
- A marketing resource to assist in updating the website and coordinate a marketing plan to promote the community activities regularly, including promotion in the Woking Magazine and other local publications and on social media platforms.
- A proposed budget of circa £100,000.

CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

Draft proposed Celebrate Woking 2023 programme:

Date	Event	Support Option	Comment
22 Jan	Chinese New Year – (Year of the Rabbit)	Promotion	Rose Blackley liaises with Chinese Association
TBC	Woking Young Musician of the Year	Promotion	
17 Feb – 17 Mar	Sport Relief	Promotion	Supporting the National Programme. Sports Development Officer
17 March	Red Nose Day		Part of Sport Relief. Sports Development Officer Health and Well-being
12 March	Surrey Half Marathon	Promotion	Sports Development Officer to liaise
TBC	Woking Festival of Dance	Promotion	Arts Development Officer to liaise
25 March	Earth Hour at 8.30pm local time	Promotion	Take the lead from WWF
April	Woking in Bloom (tbc)	Promotion	Neighbourhood Team
Easter	Basingstoke Canal Rally (TBC))	Promotion	Organised by The Basingstoke Canal Society
Easter	Lark in the Square	Promotion	TBC – organised by Christ Church
29 April	Dance Woking – Coronation Event	Promotion	Dance Woking in the process of planning the event.
5 - 8 May	The Coronation of His Majesty the King on 6 May	Delivery and Promotion of the National event.	The Coronation Ceremony will take place at Westminster Abbey. Detail to be confirmed how Woking will celebrate this historical occasion as this will require additional resources.
May	Wild about Woking (TBC)	Promotion	Contact: Tracy Haskins & Surrey Wildlife Trust. Natural Woking Strategy. TBC
May – Sept	Summer Sounds at Woking Park Bandstand	Promotion	Rose Blackley to program
3 June	Big Lunch 2023	Promotion	Organise a Big Lunch Eden Project Communities
24 June	Armed Forces Day		Armed Forces Day takes place on the last Saturday each June. Celebrations will begin on Monday 20 June when the Armed Forces Day flag will be raised on buildings and famous landmarks across Surrey and around the country.
June	Dance Woking – Encounters Date tbc	Promotion	Dance Woking to confirm plans.
3 July to 3 Sept	Summer in the Square	Victoria Place to deliver with support from WBC	In partnership with Victoria Place.
July	Peace Garden Commemorative Service	Promotion	Resource tbc
Sept	Heritage Open Days	Promotion	Resource tbc Giving support to local organisations participating in the national scheme.

CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

September	International Peace Day	Promotion	WPOF organisers
September	Interfaith Cricket Tournament	Promotion	WPOF organisers WBC resource tbc
October	Surrey Film Festival hosted in Woking (tbc)	Promotion	Organised by a local Woking business and hosted at The Nova
Oct	Woking Drama Festival	Promotion	Part of the National Drama Festivals Association. Woking has also hosted the British All Winners Festival in previous years.
Oct	Poppy Day Appeal in Jubilee Square	Launch	
Oct	Diwali	Support Programme and Promotion	Arts Development Officer
Nov	Woking Park & The Vyne Field Fireworks	Promotion	Woking District & Rotary Club
Nov	Woking Music Festival	Promotion	Arts Development Officer to Liaise
Nov	Interfaith Week	Promotion	WPOF organisers
Nov	Remembrance Sunday		WBC delivers event
Nov	Christmas Light Switch/ Carol Singing	Promotion	Victoria Place
Dec	Pantomime	Promotion	ATG

Other events not on the list above.

- The Lightbox programme
- Italia Conti Programme
- A programme of activities organised by WBC's Commercialisation Manager and Victoria Place shopping centre across town in the following locations: Victoria Square, Jubilee Square, Henry Plaza, Wolsey Place Square, Commercial Way, and Mercia Walk.
- Pride in Surrey
- Other Cultural "pop ups" in the town square including buskers, singers, dancers etc.
- Knaphill Village Fair (either at The Vyne Field or Mizen's Railway)
- Horsell Village Show (Horsell CofE Junior School)
- Pyrford and Wisley Village Show
- Old Woking Summer Fair
- Byfleet Parish Day Event

This also needs to be referenced against the open space bookings managed by Arran Henderson's team.

CELEBRATE WOKING 2022-2023 REVIEW & FORWARD PLAN

Draft outline of The Coronation of His Majesty the King

No official programme has been announced for The Coronation of His Majesty the King. However, there will be an official scaled back event of the Coronation on Saturday 6 May 2023. The Coronation Ceremony will take place at Westminster Abbey, London, and will be conducted by the Archbishop of Canterbury. The Ceremony will see His Majesty King Charles III crowned alongside The Queen Consort.

The following is a proposed programme.

- Deliver a scaled back programme in the town centre with a screen and some entertainment for the weekend of 5 to 8 May.
- Encourage community groups to plant Coronation Meadows across Woking. [Coronation Meadows](#)
- Encourage residents to have a street party the weekend of the Coronation.
- Encourage residents to get involved in [The Big Lunch](#) on 3 June in the summer.
- Encourage Centres for the Community to have an afternoon tea, celebrating the Coronation of The King.
- Encourage local businesses, restaurants, and pubs to embrace a weekend of celebrations of The Coronation.
- Launch an art competition amongst schools, colleges, and the public to enter and then display the winning entries later in the year. This will be a legacy of Woking recording the Coronation of the King like it was in 1953. [The Coronation works in the Collection - Government Art Collection \(culture.gov.uk\)](#) This is dependent on the availability and workload of the arts development officer.
- Encouraged schools and community groups such as churches and other cultural groups to embrace the National event and incorporate it into their activities like the Platinum Jubilee events.

Draft outline of the Summer in the Square Programme

- Similar infrastructure i.e., grass, big screen, deck chairs, sports activities.
- Summer in the Square Programme run from Monday 3 July to Sunday 3 September. (Dates tbc)
- Screening Wimbledon from Monday 3 July to Sunday 16 July. Remove Big Screen after Wimbledon.
- Screen family friendly films if time permits.
- Garden games and other entertainment to be confirmed.

Victoria Place to deliver the summer in the Square Programme with the support of WBC.

END OF REPORT

The Queen's Platinum Jubilee Celebrations

Review Report



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Date: 6 July 2022

1. Strategic Context

1.1 Background

The Celebrate Woking Programme was cancelled for 2020 and 2021 due to Covid.

Approval was given by the O&S Committee on 22 November 2021 to deliver The Queen's Platinum Jubilee Celebrations from 2 to 5 June 2022 and promote the overall Celebrate Woking Programme during 2022.

A budget of £100,000.00 from the Investment plan to deliver the Jubilee Programme for 2022 was approved.

1.2 Aims & Objectives

A key objective was to **strengthen Woking's community spirit** by participating in the celebrations through

- Promoting a positive image of Woking as a "Place of Pride" to residents, businesses, and visitors.
- Increasing participation amongst all community groups.
- Engaging with a variety of audiences
- Maximising the economic development opportunities, including the Visitor Economy offer
- Leaving a legacy of the Platinum Celebrations

The main element was a unique opportunity that celebrated Her Majesty the Queen and her achievements with activities focused on **local community participation** and involvement.

The plans brought people together to **celebrate our heritage** and mark an occasion of collective significance that cultivated in a sense of community whilst adding fun and colour to encourage civic pride.

Other objectives achieved:

- Developed strong and lasting relations with key partners.
- Engaged with local businesses, community groups and other stakeholders to be part of the programme.
- Identified new sponsors to support the programme.

2. The Programme

Surrey's Jubilee Celebrations Display at Surrey History Centre	3 May – 17 June
Woking Library - Platinum Jubilee Extravaganza	30 May – 1 June
The Lightbox: Cardboard Castles (<i>ticketed</i>)	31 May
The Lightbox: Royal Emblem illustration (<i>ticketed</i>)	31 May
Kiwi & Scot Boat Platinum Jubilee Special - Pimm's & Cream Tea	31 May to 5 June
The Lightbox: Free Drop-in: Crown making	1 June
Moorcroft Community Centre Jubilee Celebrations	1 June
Platinum Jubilee Beacon Lighting - Jubilee Square	2 June
Old Woking Jubilee Beacon Lighting – St Peter's Church	2 June
Gordon Ramsay Academy - Children's Jubilee Cooking Classes	2, 3 June
Basingstoke Canal Cream Tea Cruises (<i>ticketed</i>)	2,3 June
Jazz Night at Christ Church (<i>ticketed</i>)	2 June
Christ Church Jubilee Afternoon Tea in the Square (<i>ticketed</i>)	3 June
Jubilee Street Parties <i>Including participating restaurants & pubs</i>	2-5 June
Summer in the Square – Jubilee Square	2 June – 4 Sept
Byfleet's Platinum Jubilee Bank Holiday Celebration	3 June
St Mark's Church Westfield - Jubilee Garden Party	4 June
Christ Church Jubilee Afternoon Tea in the Square (<i>ticketed</i>)	4 June
Christ Church Service of Thanksgiving & BBQ – Jubilee Square	5 June
Horsell - Queen's Platinum Jubilee picnic on the green	5 June
St Johns Church Jubilee Celebrations	5 June
St Mary of Bethany Church "Big Lunch, Big Sing, Big Thank You"	5 June
70 years of Woking's History – Nova Cinema (<i>ticketed</i>)	13 June
St John's Village Fete	18 June
Pyrford and Wisley Village Show	9 July
Knaphill Village Show	16 July
Summer Sounds at the bandstand in Woking Park	May to Sept

2.1 Factors impacting the Jubilee Celebrations

2.1.1 Resources

- Working with a new organisation such as AL Marketing and establishing a new working relationship was time consuming and challenging in the time given. In the same time Woking Shopping was rebranded as Victoria Place and Moyallen Ltd went into administration, which meant Woking Borough Council had to take over the booking and delivery of all infrastructure for Jubilee Square.
- Benchmarking, programme content and marketing was done by Woking Borough Council and AL Marketing (#WeAreWoking).
- Many departments across the Council get involved to deliver events, so grateful to these colleague's time and support i.e., Marketing, Neighbourhood Services, Business Liaison, Legal, Finance, Parking, Front of House Staff, Licencing, Environmental Health, ICT, Asset Management and Community Centres. However, there was very little support from WBC staff for the weekend due to it being a bank holiday weekend.

2.1.2 Business Engagement

Business Liaison Team visited over 50 hospitality businesses in the Town Centre to be part of the Jubilee Celebrations and explained the benefits of participating. This was not just about one weekend but capitalising on the creation of a summer atmosphere in the town centre until September. However, most businesses struggled to get staff and several fast-food businesses were closed on the Sunday such as Araceli's and street food businesses in Market Walk.

2.1.3 Weather

It was a long weekend from Thursday 2 June to Sunday 5th June. It rained on the Wednesday when infrastructure was set up. Otherwise, it was glorious sunshine on the Thursday and Friday, Saturday was overcast and light rain throughout the Sunday.

2.1.4 Month end/ Pay Day

It was month end, which meant some people perhaps had more disposable income, although covid and the cost of living still have an impact.

2.1.5 Roadworks and parking

Woking is still undergoing renovation of the road networks and re-generation of the town. This has a huge knock-on effect on traffic and general interest in visiting the town. Visitor numbers showed a drop compared to similar figures the week before and compared to last year, but this was more to do with the half term holidays and other activities taking place in neighbourhoods such as street parties and in London. The drop in footfall was like other shopping centers nationwide.

2.1.6 School holidays

It was half term, and more families took the opportunity to go away, especially after Covid and an opportunity head abroad after Covid.

2.1.7 Social media

Staff from the marketing team was working on social media the whole weekend, which had a positive effect on the celebrations and media reached.

2.1.8 Partner Venues

It is positive that partners participated, but the venues need to be marketed/ identified more prominently as partner venues and need more encouragement to help market the activities. Partner venues also experienced staff shortages and were closed on the bank holidays. Some activities were cancelled at short notice. There was very little support from Surrey County Council, after having had great plans for the County.

3. Statistics

Below are statistics that we could measure.

Groups Contacts	Letters sent
Churches	26
Cultural Groups	50
Nursing Homes	33
Sports Clubs	62
Schools	40
Uniformed Groups	16
Women's Institute	10
Sub Total	237
Schools Contacted	Number contacted
Primary Schools (10, 279 pupils)	29
Secondary Schools (7212 pupils)	8
Other	3
Sub Total (17, 491 pupils)	40
Households - Woking Magazine - Jubilee article and Summer Zone	43000
Households - Council Tax Bill with Jubilee Leaflet	43000
Businesses - February Newsletter	1200
Businesses – April Newsletter	1251
Business letter - May e-shot	1250
Business visits along Commercial way x2	50
Volunteer letter – WVA	1845
Council newsletter	
Staff newsletter	

Community Centre Events	Attendance
Hale End Court	
Jubilee Quiz 30 May	12
Buffet Lunch and Cream Tea 31 May at 12noon	34
The Vyne Community Centre	
Jubilee Street Party on 8 June	50
Moorcroft	
Wednesday 01/06/2022 between 10am and 2pm for food (live music from 11am – 1pm) open to the whole community.	29
Park View Community Centre	
Jubilee Afternoon tea (1pm to 4pm) – 1June	55
Brockhill Centre	
Jubilee Quiz 31 May	tbc
The big Jubilee Street - Jubilee cakes & Pimms- 1 June	35
St. Mary's	
30 May 12noon to 3pm	50

Other Organisations – Events	Attendance
Woking History Society Talk - 70 years of Woking's History	129
Surrey History Centre Display of the Coronation - visitors	1835
Jubilee Beacon Lighting ceremony	1000
Jubilee Choir	80
Performers - Jubilee Bacon Lighting Event	5
Buskers over Jubilee weekend	10
Band - Jubilee Celebrations on Sunday	7
Gordon Ramsay open Day - 2 June	60
The Lightbox: Tues 31 May: Castles workshop for 5-7years	17
The Lightbox: 31 May visitors	190
The Lightbox: Wed 1 June: Drop-in Crowns workshop -(free session)	74
The Lightbox: 1 June Visitors	271
The Lightbox: Saturday 4 June visitors	208
The Lightbox: Sunday 5 June visitors	112
The Library	tbc
Christ Church: Thanksgiving services	250
Christ Church: The Jazz evening	50
Christ Church: Tea on the Terrace	40
Kiwi and Scott - Pimms and Cream Tea	tbc
Basingstoke Canal Boat trip	tbc
Nr of Street Parties	75
Nr of people attending the Beacon Lighting at St. Peter's Church Old Woking	100
Dance Woking - Encounters Jubilee event Participants	500

Budget

The Queen's Platinum Jubilee event was delivered within budget of £100,000.00 plus an additional £5,000.00 in sponsorship from The Marches and £16,000.00 from the Government's Welcome Back Fund.

4. Analysis and feedback

Programme Content

Woking Borough Council managed the programme content for the Jubilee weekend and the rest of the Summer in the Square programming for the Big Screen was managed by AL Marketing.

It was evident that it is important that Woking Borough Council is key in **enabling local partnerships**, working with local community groups and **local businesses** creating a rich content.

Thursday 2 June

- The key focus was the lighting of a Beacon at 9.45pm by the mayor in conjunction with over 3000 beacon's being lit across the country.
- Restaurants and pubs were encouraged to create a Jubilee atmosphere and residents were encouraged to visit the new restaurants/ bars and pubs and then stay for the lighting of the Beacon. The town had a great atmosphere before the Lighting of The Beacon.
- A collective group of about 80 singers came together to sing the official Song of the Commonwealth, "A Life lived with Grace".
- A Platinum Jazz Night was attended by 50 people in the Church from 7pm to 9pm.
- The public were invited to attend the ceremony and in particular the NHS, frontline services, and uniformed groups to say thank you for their services during the pandemic. WBC staff, Councilors, and other key senior members from a variety of organisations were also invited.
- Highlights of the Official Royal Programme was shown on the Big Screen during the day such as the Trooping of the colours.
- A short 10-minute film from Screen Archives Southeast showed Surrey's past celebrations during the Coronation of 1953 on the Big Screen.

The Lighting of the Beacon Ceremony Programme

2.00pm	THE 'PROCLAMATION' by MC Ges Ray
7.00pm	Restaurants & Pubs to be enjoyed before the lighting of the Beacon
7.00pm	Christ Church Platinum Jaz night
8.55pm	MC Ges Ray to Welcome everyone and introductions to performers
9.00pm	Entertainment by Simon Greenhill
9.25pm	Mayor's Speech
9.35pm	Diu Regnare played by Elysee Spacie from Gordon's School
9.40om	Bugler player playing "Majesty" by Jess Fowler from Gordon's School
9.45pm	Beacon being lit by the Mayor Cllr Saj Hussain
The song for the Commonwealth "A life lived with Grace", was sung by an 80 strong Community Choir led by Caroline Pearce after the lighting of the Beacon	
The Choir continued to sing for 15 more minutes afterwards accompanied by Simon Green Hill with the public joining in with "Here comes the sun, Thank you for the music and Sweet Caroline. "	

The event finished at 10.30pm.

Friday 3 June

- Official Service of Thanksgiving taking place in St Paul's Cathedral was screened.
- Christ Church offered afternoon tea on the terrace and in the Café.
- Hospitality sector joined in the celebrations with tables and chairs along Commercial Way for the public. "Sharing friendship, food and fun"
- Cream Tea & Pimm's from the Café Boat on the Canal

Saturday 4 June

- Highlights of Official Royal Jubilee Program was showed.
- Christ Church offered afternoon tea on terrace and in Café.
- Hospitality sector across Woking joined in the celebrations along Commercial Way for the public. "Sharing friendship, food and fun"
- Woking Library offered activities. Some activities were cancelled due to staff shortages.
- Buskers played in the town Centre. This was organized by Phoenix Culture Centre.
- Cream Tea & Pimm's from the Café Boat on the canal and a boat cruise along the Basingstoke Canal.

Sunday 5 June

- Highlights of the Official Royal Jubilee Program was showed on the Big Screen i.e. The Platinum Jubilee Pageant.
- The Jubilee Celebrations started with an indoor church service due to rain in Christ Church followed by a BBQ.
- A band played in Mercia Walk between 12pm to 2pm.
- Across the nation the public joined in The Big Jubilee lunch celebrations by hosting street parties. More than 75 street parties took place over the Jubilee weekend.
- Cream Tea & Pimm's from the Café Boat on the Canal.

5. Event Management

Woking Borough Council delivered the Jubilee Lighting event, working closely with AL Marketing and Victoria Place to deliver the Summer in the Square programme.

Christ Church Managed all the activities at the Church.

Woking Borough Council and AL Marketing were jointly responsible for the following.

- The Event Plan
- Risk Assessment and Method statements for any contractors
- Evacuation policies
- Security for the Beacon Lighting Ceremony
- Risk assessments
- Fire safety
- First aid provision
- Attendance at all necessary Safety Advisory Group meetings.
- A Monthly report was sent to CLT and all councillors.

5.1 Fire & Rescue report from Barry Harding at Unity Safety

“The event appeared to be very well attended and it was truly great to see the local community coming back together and celebrating in the town center – a credit to the council staff who planned, organised, assisted and envisioned the event.

Thank you to the council staff who were present on the evening and who assisted with putting cordons in place and any other jobs that needed completing for the event to run smoothly.

From a fire safety point of view, no issues were noted.

The set-up phase was completed with suitable distancing set up between the torch, the church, and the members of the public – we did however cordon off additional areas to the side of the church using barrier tape to store equipment that was not used, but this was for the aesthetics rather than any safety need.

PPE, first aid & first strike firefighting equipment were all held at the base of the church steps and the location was known to event staff for their use if required and additionally a fire blanket was held against the church wall for extinguishing the initial torch but also to mitigate any clothing fire incidents.

- *A briefing was given to the mayor that:*
- *I would light the initial torch before handing it over to the mayor,*
- *the correct way to hold the lighter,*
- *how to light the main torch*
- *and to hand the lighter back to me to extinguish it.*

It was further explained that the side from which the mayor was to approach was dictated by any wind direction, but the preferred (and subsequently used) option was to approach from the left-hand side as looking out towards the crowd.

The mayor was also briefed that should he, for whatever reason, feel uncomfortable at any time, I could remove the risk immediately and pause the event.

Prior to lighting, SF&RS were informed, and a last-minute weather/wind check was performed with no concerns being raised.

The torch lighting passed off without incident and at the end of the event, the torch was extinguished and allowed to cool before being dismantled, handed back to council officials and the cordons remained in place until this had been completed.

A check of the wall and soffit temperatures of the church were completed to ensure that there had been no radiated or convected heat spread to the building. “

5.2 Police Feedback from Kit Moc, Surrey Police

“I thought the event was well run and generally no issues. Kind regards, Kit”

5.3 Security Feedback

Frontline protection Services

“The Beacon Lighting Ceremony in Jubilee Square, Woking was well attended by families with members of various ages. The mood was pleasant, and the crowd appeared to enjoy the spectacle and actively participated when encouraged. There were no security breaches and no antisocial behaviour during the event. Once a perimeter to the Beacon was established it was easy to maintain. At the end, when people came to get photos of the Beacon, I was told by 5 different people how much they had enjoyed the event and that they felt the event was well planned, professionally executed and delivered.”

Victoria Place Security- Manager Scott Forsyth

“There were no incidents during the event”

5.4 Health and Safety

Two SAG meetings were organised and areas for improvement to the Event Safety plan was identified as well as increasing the First Aid for the Event. This was all done before the event took place and a letter of no objection was issued.

The site was walked twice after setting up and before arrival of the exhibitors to ensure all safety issues were dealt with appropriately. A report was given to Woking Market clearly indicating the areas to address and this was checked again before the festival opened.

6 Marketing & Communication

Promotion of the Jubilee events were undertaken by the WBC internal marketing team as well as external AL marketing team responsible for promotion of Victoria place.

WBC e-news - special edition	Sent to 2,614 recipients. 1,687 opens. 167 link clicks total
WBC e-news - article	Sent to 2,611 recipients 1,714 opens. 58 link clicks on article
WBC e-news - article	Sent to 2,607 recipients 1,743 opens. 42 link clicks on article
Event promotion	Woking Council Facebook = 36.6k reach
Live: Proclamation	Woking Council Facebook = 1.8k views
Live: Beacon lighting	Woking Council Facebook = 5.3k views
Coverage of events	Woking Council Facebook = 38.5k reach, Instagram = 6.5k reach, Twitter = 7.5k reach
Photo montage video	Woking Council Facebook = 422 views. Woking Council YouTube = 250 views.

The Marcomms team rolled out a marketing plan three weeks before the event. The above numbers show a good reach through the social media campaign.

7.Outcomes/ Legacy of the Queen’s Platinum Jubilee Celebrations

- Planting of 500 fruit trees in Woking as part of the Queen’s Green Canopy Campaign.
- Display of Surrey’s past Jubilee Celebrations at Surrey History Centre.
- Display of the Coronation celebration memories at The Lightbox.
- Display of the film of past Jubilee celebrations in Surrey on the Big Screen and shared it with schools.
- A local knitting group from West Byfleet knitted close to 80 Queens Guards to go over many concrete posts across the village.
- Woking Art Society encouraged members to capture the moment in time.
- The number of groups, businesses, schools, and residents involved in delivering activities around the Jubilee. See statistics earlier in the report.
- Collected photos from across Woking of all the street parties and events and create a digital legacy. A video was created. [Gallery - Celebrate Woking](#)
- 80 string choir singing “A Life lived with Grace” - <https://youtu.be/TR1dLVJirc>
- Over 75 street parties took place, creating memories to last a lifetime.
- Events at all Centres for the Communities took place, sharing memories from previous Jubilees to talk about as well as creating new memories.
- Memories of Woking being decorated in banners, bunting and Jubilee coloured hanging baskets with a dedicated space in Jubilee Square to come together to celebrate the summer of ’22.
- The Jubilee Beacon could be donated to a local community group for future use. **TBC.**
- Memorabilia will be sent to the Surrey History Centre Archives as well as Woking Heritage to ensure future displays of the Royal Celebrations incorporate memories from Woking’s 2022 Jubilee Celebrations including programmes and newspaper articles.

8.Conclusion

The key objectives were.

- to create a programme to celebrate The Queen’s Platinum Jubilee Celebrations
- to create a community spirit, especially post covid and
- leave a legacy

Recent community engagement on the Town Centre Masterplan, residents mentioned the positive benefits of having a cultural programme in place and celebrating the community spirit of Woking. Reflecting on the outcomes in this report, we achieved this. Leaving lasting memories for future generations.

The Queen's Platinum Jubilee Celebrations was an opportunity to create a legacy event in the borough. With this came business opportunities for local companies, cultural and educational benefits for all our community, as well as enhanced opportunities to improve the health and well-being of our residents.

Woking as a destination benefitted from this event in.

- attracting residents and visitors to the town, supporting the local economy.
- increasing media interest, helping longer-term tourism in an interest in Woking as a place to work, live and play.
- bringing community groups together on creative projects such as the community choir and the knitting group from Byfleet who knitted over 80 Queen's guards for bollards.
- getting local businesses involved and be part of the local community spirit.

This event brought people together to celebrate our heritage and marked an occasion of collective significance that will cultivate a sense of community whilst adding fun and colour to encourage civic pride.

OVERVIEW AND SCRUTINY COMMITTEE – 21 NOVEMBER 2022

TREASURY MANAGEMENT MID-YEAR REVIEW 2022/23

Executive Summary

To comply with the CIPFA (Chartered Institute of Public Finance Accountants) Code of Practice on Treasury Management, the Council has agreed that the Overview and Scrutiny Committee would be responsible for ensuring effective scrutiny of the treasury management strategy and policies. In addition, the publication of comprehensive Treasury Management information in the Green Book enables scrutiny to be undertaken throughout the year.

This report to the Overview and Scrutiny Committee provides an overview of Treasury Management for the first six months of the year against the Treasury Management Strategy and Prudential Indicators for 2022/23.

The Strategy has been complied with, and there are no matters to report to the Committee.

Recommendations

The Committee is requested to:

RESOLVE that the report be received and compliance with the Council's approved strategy be noted.

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

Background Papers:	None.
Reporting Person:	Leigh Clarke, Finance Director Leigh.Clarke@woking.gov.uk, Extn: 3277
Contact Person:	Leigh Clarke, Finance Director Leigh.Clarke@woking.gov.uk, Extn: 3277
Portfolio Holder:	Councillor Dale Roberts Email: cllrDale.Roberts@woking.gov.uk
Shadow Portfolio Holder:	Councillor Kevin Davis Email: cllrKevin.Davis@woking.gov.uk
Date Published:	11 November 2022

1.0 Introduction

- 1.1 The CIPFA (Chartered Institute of Public Finance Accountants) Code of Practice on Treasury Management requires formal scrutiny of the Treasury Management function. The Council has agreed that the Overview and Scrutiny Committee would be responsible for ensuring effective scrutiny of the treasury management strategy and policies. This report to the Overview and Scrutiny Committee provides an overview of Treasury Management for the first six months of the year against the Treasury Management Strategy and Prudential Indicators for 2022/23.
- 1.2 The monthly Green Book reports on total interest receipts and payments and also contains a comprehensive section on Treasury Management, detailing external commitments (borrowing, deposits and investments in and other advances to group companies, joint ventures and external organisations), details of long term loans, deals outstanding at the month end and any new deals taken in the month. The level of detail contained in these reports, and the frequency with which the information is published, goes beyond that suggested in the guidance issued by CIPFA.
- 1.3 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 are effective for the 2022/23 financial year.
- 1.4 The term “investments” has been specifically qualified in the Treasury Management code to include non-financial assets which are held primarily for financial returns. The Code draws a clear separation between treasury and non-treasury investments and the role of the treasury management team. It is recognised that the treasury management team is unlikely to have specialist skills in non-treasury investments. Therefore the Treasury Management Strategy does not include any level of detail on non-treasury investments and reporting focuses solely on treasury (financial) investments. This will be reviewed for the 2023/24 strategy as discussed in paragraph 1.6 below.
- 1.5 There is overlap between the Capital and Investment Strategies, and the Council’s Treasury Management strategy. Therefore the three strategies are presented together, as part of the budget setting papers in February, enabling the links to be highlighted whilst minimising duplication. A suite of appendices are included which can be referred to from any of the core strategies.
- 1.6 CIPFA published updated Treasury Management and Prudential Codes on 20th December 2021. There will be a soft introduction of the codes with full implementation required for 2023/24. The changes include new requirements such as the purpose, objectives, and management arrangements for commercial & service investments needing to be defined in the Council’s treasury management strategies from 2023/24 onwards. The strategies and in year reports will be expanded to incorporate the changes.

Capital Strategy

- 1.7 The Capital Strategy has a wide scope covering the Council’s overall approach to capital investment. It demonstrates how the Council takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability.
- 1.8 The purpose of the capital strategy is to give a clear and concise view of how the Council determines its priorities for capital investment, decides how much it can afford to borrow and sets its risk appetite. It includes references to elements of the Investment Strategy, Treasury Management Strategy and the Council’s Investment Programme.

TREASURY MANAGEMENT MID-YEAR REVIEW 2022/23

- 1.9 The Capital Strategy sets out the Council's long term approach in line with the long term nature of capital and investment decisions. There is a direct link to the Council's Local Plan, place shaping activities and other long term strategies.
- 1.10 Group activities and joint ventures are also included in the Capital Strategy, including the processes for ensuring effective due diligence and defining the Authority's risk appetite.
- 1.11 The guidance requires that proportionality, in respect of overall resources, is also considered.

Investment Strategy

- 1.12 The Investment Strategy provides a better explanation of investment activities, explaining 'why' as well as 'what' investments are made. A range of indicators and disclosures are recommended in the guidance.
- 1.13 Investments held for treasury management purposes are covered by the Treasury Management Strategy (see below), with the focus of the Investment Strategy being other investments such as loans, shares and property.
- 1.14 Whilst the Council has a significant property portfolio, these assets are not held for investment purposes. Each asset has a strategic purpose with a direct link to Council objectives or services. Shares and loans are also used to support the Council's objectives. Property, loans and shares are treated as capital expenditure and financed as with other Investment Programme projects. However these items are disclosed as assets held as investments on the Council's balance sheet and so the guidance has been applied.

2.0 Treasury Management Prudential Indicators

- 2.1 On 3 February 2022 the Council approved Prudential Indicators for the period 2022/23 to 2025/26 as part of the annual budget process. Performance as at 30th September 2022 against the approved limits is shown below.

	2022/23	2022/23
TREASURY MANAGEMENT PRUDENTIAL INDICATORS	£'000	£'000
	Approved limit	Actual at 30/9/22
Authorised limit for external borrowing -		
Borrowing	£2,306,237	£1,918,408
Other long term liabilities	£22,242	£23,841*
Total authorised limit for external borrowing	£2,328,479	£1,942,249
Operational boundary for external borrowing -		
Borrowing	£2,296,237	£1,918,408
Other long term liabilities	£22,242	£23,841*
Total operational boundary for external borrowing	£2,318,479	£1,942,249
Upper limit for fixed interest rate exposure	100%	100%
Upper limit for variable rate exposure	70%	0%
Upper limit for total principal sums invested for over 364 days (per maturity date)	£3,000	£0

- 2.2 *Estimate based on September 2022 projections. The PFI Finance Lease Liability will reduce during 2022/23 and the budget reflects the end of year position

3.0 Current Treasury Position

3.1 The Council's treasury position at 30th September 2022 comprised:

	Principal	Ave Rate
<u>Borrowing</u>	£000	%
Long term borrowing	1,783,407	2.65%
Short term borrowing	135,000	1.29%
Total Borrowing	1,918,408	
<u>Deposits</u>		
External Investments		
- Short term on advice of TUK	0	0.00%
- Short term WBC Treasury	4,000	0.00%
- on call with Lloyds TSB	2,248	0.00%
Total External Deposits	6,248	
Long Term Investments in Group Companies/ Joint Ventures/External Organisations	1,260,424	3.07%

4.0 Borrowing Requirement

4.1 The borrowing requirement set out in the 2022/23 strategy was £267m.

4.2 The Covid pandemic has had a considerable impact on local government finances. Whilst the economy has reopened, the financial impact on the Council will take much longer to recover. The Council was particularly affected by reductions in parking income and commercial rents. The Medium Term Financial Strategy (MTFS) in July 2022 showed an £11m savings requirement driven by reductions in income and increasing service costs.

4.3 The Draft Investment Programme going to the November Executive reflects the Council's financial position minimising new investment through borrowing.

4.4 Since May 2022 the Council have been cooperating with the Department of Levelling Up Housing and Communities (DLUHC) in reviewing the Council's borrowing under the Levelling Up and Regeneration legislation.

4.5 Inflation continues to be well above the Monetary Policy Committee's (MPC) 2% target with CPI inflation at 10.1% in September. In order to mitigate rising inflation the MPC has now increased interest rates eight times in as many meetings in 2022 and has raised rates to 3.00% (their highest level since the Global Financial Crisis). Link Group (the Council's treasury management advisors) forecast the bank rate to peak at 4.5%. A table of Link's forecast rates is below;

Link Group Interest Rate View	08.11.22												
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
BANK RATE	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave earnings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.30	4.30	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.50	4.50	4.40	4.30	4.20	4.00	3.90	3.70	3.60	3.50	3.40	3.30	3.20
25 yr PWLB	4.70	4.70	4.60	4.50	4.40	4.30	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.40	3.30	3.20	3.20

TREASURY MANAGEMENT MID-YEAR REVIEW 2022/23

- 4.6 50 year annuity PWLB rates have increased through the year from 2.63% on the 1st April to 4.63% on the 30th September increasing the cost of any new long-term borrowing for the Council. Link Group are forecasting PWLB to be 4.70% in December 2022 and then to fall gradually to 4.30% in March 2024. However there has been a great deal of market volatility and rates continue to be very difficult to predict.
- 4.7 As at the 1st April 2022 the Council held £85,000,000 in temporary borrowing (less than 1 year). While short-term borrowing offered lower rates, the Council has long term borrowing commitments for projects such as the Victoria Square Development and the Sheerwater Regeneration. The majority of the Council's debt is long term (50 year) annuity loans reflecting the long life of the projects. The mix of long and short term borrowing is continually being reviewed to ensure an appropriate balance is maintained.
- 4.8 With interest rates having increased sharply through the first half of the year, Link advised that rates were above target rates and recommended not to lock in long term borrowing. Therefore, where the Council has borrowed in the current year, it has taken temporary borrowing with a view to refinancing this to long term PWLB borrowing when the rates fall. Borrowing has been deferred wherever possible by maintaining only small cash balances.
- 4.9 There were no new fixed rate loans taken from the Public Works Loan Board (PWLB) during the first six months of 2022/23.
- 4.10 The following short-term loans were taken from Local Lenders during the first six months of 2022/23: -

Loan number	Start date	Principal	Interest Rate	Type of Loan	Borrowing Period
3481	18/05/2022	£15,000,000	1.20	Maturity	1 year
3482	26/07/2022	£10,000,000	2.10	Maturity	9 months
3483	18/08/2022	£5,000,000	2.30	Maturity	1 year
3484	09/09/2022	£5,000,000	2.32	Maturity	3 months
3485	09/09/2022	£5,000,000	2.32	Maturity	3 months
3486	20/09/2022	£5,000,000	3.30	Maturity	9 months
3487	20/09/2022	£5,000,000	3.30	Maturity	9 months

- 4.11 Full details of the Council's loans are reported monthly in the Green Book.
- 4.12 The Council's approach to borrowing over the next 6 months will include varying the term of new short term borrowing taken to re-finance the Council's existing temporary loans. This 'laddering' will allow a more even spread of maturity dates and will try and avoid the Council having to refinance a number of loans over the same period.
- 4.13 The new borrowing is likely to be a combination of PWLB and loans through other Local Authorities depending on the rates and availability of both. The Council will look to take longer term borrowing again if there is a fall in medium\long-term rates (either through market volatility, the economy stabilising, and/or inflation subsiding).
- 4.14 There will be close monitoring of the rates and borrowing available over the next 6 months and in the longer term.

5.0 Debt Rescheduling

- 5.1 No debt rescheduling has taken place to date in the 2022/23 financial year and therefore the Treasury Management Panel has not met.

TREASURY MANAGEMENT MID-YEAR REVIEW 2022/23

- 5.2 For prudence the Council has largely taken 50 year fixed rate loans to finance its long term projects and therefore the average loan duration is very much skewed towards longer dates. It is good Treasury Management to review the average duration of loans to ensure the organisation is borrowing as efficiently as possible.
- 5.3 Increasing interest rates can offer opportunities to redeem loans early and refinance them at current rates. The Council would then receive a discount on the original loan which it would then spread over 10 years. This debt rescheduling could be used to find the optimum average loan duration and possibly achieve a revenue saving over the next 10 years. These benefits would need to be considered alongside the impact on the remainder of the loan term (not just the first 10 years) and the prudence of matching loans to the economic lives of the assets produced by the Council's projects.
- 5.4 Any debt rescheduling proposals will be discussed with the Treasury Management Panel.

6.0 Investment Strategy

- 6.1 The Council's investment priorities are the security of its capital, the liquidity of its investments and finally the return on the investment. The balances held during 2022/23 to date have been minimised to assist in delaying the need to borrow, and so it has not been necessary to use the range of investments available in the strategy.
- 6.2 The investments used to manage cash flow to date in 2022/23, and the limits applied, are as indicated below.
- Money market funds – four funds, two with a limit of £50m per fund, one with a limit of £70m, and one with a limit of £30m.
 - Deposits with other local authorities – up to £4m per authority.
 - Deposits with Lloyds Bank – no limit as this is the Council's banker.
- 6.3 Whilst deposits with other local authorities and Building Societies are permitted by the Strategy, it has not been necessary to make such investments or place funds on the advice of Tradition UK (TUK) during the year to date.

Creditworthiness Policy

- 6.4 The Council uses Fitch ratings to derive its investment criteria for investments other than with other local authorities and Building Societies. Where a counterparty does not have a Fitch rating, the equivalent Moodys rating will be used.
- 6.5 The Council takes account of Link Asset Services' creditworthiness service, and receives notification of changes to ratings as well as a comprehensive weekly list. This service uses credit ratings from all three rating agencies (Fitch, Moodys and Standard and Poors), but also takes account of credit watches, credit outlooks and other information. These factors are combined to indicate the relative creditworthiness of counterparties and provide a recommended duration for investments.

Country Limits

- 6.6 Under the Code of Practice, the Council should determine the minimum credit limit on a country basis as well as for institutions. The Treasury Management Strategy sets out that the Council will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent agencies if Fitch does not provide). It should be noted that the UK is excluded from the minimum country limit as per the Executive decision on 30th

June 2016; without this decision, the Council would have been unable to place investments in the UK.

6.7 Information on changes to country ratings is received as part of the Link Asset Services creditworthiness service, and records are updated by Treasury Management staff.

6.8 In the six months to 30th September, no deposits were placed outside of the UK.

7.0 Use of External Service Providers

7.1 The Council uses Link Group as its external treasury management advisors.

8.0 Corporate Strategy

9.0 Implications

Finance and Risk

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

Equalities and Human Resources

9.2 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.

9.3 The contract with Link Asset Services provides for staff attendance at various conferences and seminars as well as providing a helpline facility, and Treasury Management staff have attended seminars and courses run by Link Asset Services during the year.

Legal

9.4 This report has been reviewed by Legal Services who have not raised any issues.

10.0 Engagement and Consultation

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

REPORT ENDS

ENERGY EFFICIENCY

Executive Summary

This report provides an overview of what the Council has done and continues to do to ensure local homes across a range of tenures are being brought up to modern energy efficiency standards. It examines the level of energy efficiency measures developers currently provide in new residential developments, the local and national context in which any new actions will need to be considered and highlights some further opportunities for action subject to funding availability.

Recommendations

The Committee is requested to:

RESOLVE That

- (i) the outcomes of these enquiries, as set out in the report be noted;
- (ii) The Council prepares for the further planned changes of the National Future Homes Standards, to ensure that new homes and extensions meet the highest possible energy efficiency standards;
- (iii) Welcomes the forthcoming revised Climate Change Strategy and Climate Change Supplementary Planning Document in order to secure the latest energy efficiency best practice in development;
- (iv) Supports the Council continuing to prepare bids for external funding opportunities that directly relate to energy efficiency improvements; and
- (v) Recommends that Planning Development Management develops standard conditions in line with Building Regulations to secure energy efficiency outcomes.

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

Background Papers:	None.
Reporting Person:	Tracey Haskins, Green Infrastructure Manager Email: tracey.haskins@woking.gov.uk , Extn: 3477
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Shadow Portfolio Holder:	Councillor Josh Brown Email: cllrjosh.brown@woking.gov.uk
Date Published:	11 November 2022

1.0 Introduction

1.1 At the 11 July 2022 Overview and Scrutiny, Councillor Davis proposed the following topic for scrutiny:

‘A progress report on what the Council, including ThamesWey, has been, is doing and plans to do to ensure domestic properties meet modern energy efficiency standards, for the benefit of tenants and the environment. For example, through insulation. The report also to consider the contribution private development makes to the stock of energy efficient homes in the borough. In both respects, to understand any further steps that could be taken (and the associated costs, where these are known)’.

1.2 It was agreed that a report on this topic be brought to this meeting. This report seeks to:

- i) Explain what the Council has done and continues to do to ensure domestic properties meet modern energy efficiency standards, in existing housing stock, private and publicly owned.
- ii) Examine the level of energy efficiency measures developers provide in new residential developments; and
- iii) Identify and better understand the opportunities for achieving more in Woking borough, how and at what cost.

1.3 This report has been informed by input from multiple teams of the Council and the views of organisations delivering new homes in Woking borough.

2.0 Climate Change and the Cost of Living

2.1 Making homes more energy efficient helps to tackle locally the twin global challenges of climate change and the rising cost of living.

Cost of living

2.2 A household is ‘fuel poor’ if they are living in a property with a fuel poverty energy efficiency rating of band D or below and, when they spend the required amount to heat their home, they are left with a residual income below the official poverty line. Sub-regional government data published this year shows that 2,796 households of Woking’s 42,884 total households (6.5%) were in fuel poverty in 2020.

2.3 The rising cost of living is already impacting Woking’s residents, with many experiencing financial difficulties for the first time. The increasing costs of energy prices is a key contributor to current high inflation, as wholesale costs have risen because the conflict in Ukraine has reduced supplies of Russian gas, and as demand for energy has risen since Covid restrictions ended.

2.4 Rising energy price increases are being passed on to customers through an increase to the Energy Price Cap. The energy price cap is a backstop protection from the Government for people who default onto their supplier’s basic energy tariff. The price cap is calculated quarterly. The latest cap announced by Ofgem in August 2022 was due to be effective from 1 October 2022 and would have seen a household with typical energy use in the UK pay on average around £3,549 for their energy bills.

2.5 This was, however, superseded by the Energy Price Guarantee announced by the Government in September, and which came into effect on 1 October 2022. This new scheme reduced the unit cost of electricity and gas so that a household with typical energy use in the

UK will pay on average around £2,500 a year on their energy bill this winter. The guarantee limits the amount suppliers can charge for units of gas; energy suppliers are being fully compensated by the Government for the savings delivered to households. A Treasury-led review is to look at what measures should be put in place after April 2023, it says it will prioritise those most in need.

- 2.6 The guarantee is in addition to the £400 non-repayable Energy Bills Support Scheme for eligible households to help with their energy bills over winter 2022. Also, to the non-repayable £150 energy council tax rebate given to eligible households (bands A to D) in England from April 2022.
- 2.7 The National Grid has recently started a trial scheme, running between November and March, to encourage people to use less electricity at peak times. Participants with a smart meter who avoid using high-energy appliances such as washing machines in the late afternoon or early evening on 12 test days could get discounts of up to £100 (up to a £3 per kilowatt hour saving) on their energy bills.
- 2.8 The exact amount a household will pay for their energy will always still depend on how much energy they use, as well as where they live, how they pay for their energy and their metering arrangement. The £2,500 figure is based on a household with typical consumption on a dual electricity and gas bill paying by direct debit, using 12,000 kWh (kilowatt hours) of gas and 2,900 kWh of electricity a year.
- 2.9 The UK's independent energy regulator, the Office of Gas and Electricity Markets (Ofgem) expects that, by the end of 2023 when the energy price guarantee closes, other reforms will have brought forward easier and fairer access to energy deals. For example, faster supplier switching times, smart meters and other industry changes.
- 2.10 In October, the Government also announced plans for a temporary cap (the cost-plus-revenue limit) to limit the amount generators can make on renewable energy generators and nuclear power plant revenues. This was introduced in the House of Commons as part of the Energy Prices Bill, which will put into law support to help households, businesses and others with energy costs this winter. It also includes powers to stop volatile and high gas prices dictating the cost of electricity produced by much cheaper renewables.
- 2.11 An Energy (Security) Bill was introduced to Parliament in July 2022. This aims to deliver a cleaner, more affordable, and more secure energy system for the long term. The Government has said the bill is based on three key pillars:
 - Leveraging investment in clean technologies.
 - Reforming the UK's energy system and protecting consumers.
 - Maintaining the safety, security, and resilience of the energy systems across the UK.
- 2.12 On reforming the UK's energy system and protecting consumers, the Bill seeks to enable the extension of the energy price cap beyond 2023. The Bill is due to pass in late 2022/early 2023.
- 2.13 In Woking borough, a wide range of charities, not-for-profit groups and public service organisations are working together to help residents challenged by the cost of living crisis.
- 2.14 The Executive on 6 October 2022 considered an initial cost of living action plan, following declaration of a cost of living emergency in July and a summit held on 27 September. Monthly progress updates are subsequently being brought to the Executive on this subject.

Climate change

- 2.15 On 25 July 2019, the Council declared a climate and ecological emergency. This cross-party declaration recognised the continued priority and commitment the borough gives to addressing

climate change, both through mitigation and adaptation. The Council has pledged to become carbon neutral by 2030 across its own estate and operations, and by 2050 (or sooner) across the wider borough.

- 2.16 A [Climate Emergency Action Plan \(CEAP\)](#) was adopted setting out a range of priority actions in furtherance of the declaration which include energy efficiency. Energy use is the largest contributor to the corporate and borough carbon footprint.
- 2.17 The Council's [Woking for All strategy](#) (2022-2027) and the [supplementary and amended priorities](#) (for 2022-23) include a core greener communities theme acknowledging the commitment to climate change action by the local authority.
- 2.18 Priorities linked to this topic include:
- Completion of an independent assessment of the Council's corporate carbon footprint to improve the Council's knowledge of its environmental impact and help to further identify key areas of focus, in order to reach our net zero target by 2030.
 - Delivery of actions within the Climate Emergency Action Plan.
 - Working with partners to continue to deliver household energy efficiency improvements and tackle fuel poverty.
 - Continuing work through [Planet Woking](#), to sustain a programme of online climate and biodiversity focused resources and communications.
 - Complete the £3m grant funded energy efficiency project to connect Midas House and Export House to the ThamesWey heat network.
 - The Liberal Democrat administration will work cross-party through the Greener Woking Working Group to ensure these important priorities are delivered.
- 2.19 More information on the Council's policy and all the priority actions to address climate change will be brought to the Overview and Scrutiny Committee in early 2023.
- 2.20 In this context, this report will now focus on the energy efficiency of domestic properties.

3.0 Energy efficiency

- 3.1 Energy efficiency is about reducing the amount of energy that households (and businesses) need. Through greater efficiency we can make properties more comfortable (supporting health and well-being) and cheaper to run (tackling fuel poverty), whilst simultaneously reducing our carbon emissions (a key cause of climate change).
- 3.2 Nationally, over 90% of our homes are heated by fossil fuels, accounting for a third of UK total gas use. By reducing our energy usage, we can also reduce our dependency on imported gas from overseas (energy security).
- 3.3 In this context, it is important to acknowledge the key principles of an 'energy hierarchy', that consideration and action must be given first to reducing energy demand and addressing energy efficiency measures within buildings, before other energy improvement projects are pursued such as on-site/decentralised renewable energy, off-site renewable energy, and lower carbon fossil fuel generation.
- 3.4 The Council continues to maintain energy efficiency across its estate as part of ongoing planned maintenance and this is captured within CEAP priorities and the Council's [Renewable Energy Plan](#). Whilst a detailed consideration of energy production measures for domestic properties - such as solar photo voltaic, ground or air source heat pumps and similar are outside of the central scope of this report, reference will be to these where helpful to providing a clear picture of current or planned action. Full details about these and other renewable energy actions can be found on the Action Surrey and Woking Borough Council websites.

- 3.5 Energy efficiency measures can take many forms, but contemporary standards typically expect a modern home to feature:
- Double glazing.
 - Insulation – potentially: solid and cavity wall insulation; loft insulation; park home and underfloor insulation.
 - Draught-proofing.
 - Energy efficient LED light bulbs.
 - Use of low energy design principles - building form, layout, orientation, window design, solar shading, landscaping, and use of landform.
- 3.6 Energy Performance Certificates (EPCs) provide a measure of a property's energy performance. EPCs are needed whenever a property is newly constructed, sold, or rented. The requirement for EPCs was introduced in phases and was fully implemented for domestic properties in autumn 2018. An EPC contains information about a property's energy use and typical energy costs and makes recommendations about how to reduce energy use and save money. An EPC gives a property an energy efficiency rating from A (most efficient) to G (least efficient) and is valid for 10 years. EPCs are prepared by an accredited assessor.

4.0 Local and National Policies and Standards

- 4.1 Woking Borough Council has taken a strong lead on tackling the causes of climate change, it has led the way in developing sustainable energy, and has long supported communities with taking steps to greater energy efficiency in homes.
- 4.2 The Council locally wants new developments to maximise opportunities for the efficient use of energy (and water) in buildings, as well as managing waste effectively and implementing renewable energy technologies. National and, where possible, local standards of energy efficiency are required by legislation and/or policy in new residential properties built in the borough. This section outlines the minimum standards for energy efficiency currently sought and any planned updates to these.

Planning and Building Regulations

- 4.3 Most domestic development - all new dwellings (new build and conversions) and often, but not always, extensions - require planning permission and building regulations consent. These applications provide a clear stage(s) in the development process at which specific energy efficiency standards can be required. Planning controls are however very limited in their ability to control the energy efficiency of the existing housing stock, much of which will have been built when requirements were less stringent. There are no planning mechanisms for influencing the efficiency of 'permitted development' works.
- 4.4 Section 182 of the Planning Act 2008 introduced a duty on local planning authorities to include policies that make a contribution to both climate change mitigation and adaptation in their plans. Provisions in this Act also allow development plan policies to impose reasonable requirements for a proportion of energy used in development in their area to be energy from renewable sources and/or to be low carbon energy from sources in the locality of the development. This sets a clear legal framework for the role of planning and local policy in responding to climate change.
- 4.5 The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England and how these should be applied. Addressing climate change is one of the core land use principles which the NPPF expects to underpin both plan-making and decision-making. These include requirements for local authorities to adopt proactive strategies to mitigate and adapt to climate change in line with the provisions and objectives of the Climate Change Act 2008. The most recent version of the NPPF gives increasing emphasis and weight

to addressing sustainability - with reference to the [United Nations 17 Global Goals for Sustainable Development](#), which include 'climate action' – and continues to require local planning authorities to take a proactive approach to mitigating and adapting to climate change.

- 4.6 In preparing local planning policies, new development should be planned for in ways that 'can help to reduce greenhouse gas emissions, such as through its location, orientation, and design. Any local requirements for the sustainability of buildings should reflect the Government's policy for national technical standards'. When determining planning applications, local planning authorities should expect new development to take account of 'landform, layout, building orientation, massing and landscaping to minimise energy consumption'.
- 4.7 National policy, guidance and regulations have changed significantly since the adoption of Woking's Core Strategy and Climate Change supplementary planning document (SPD). The Secretary of State for Communities and Local Government issued a Ministerial Statement in 2015 that changed and rationalised the way planning policies should seek specific standards in new housing. It removed the Code for Sustainable Homes (CSH) and introduced new optional Buildings Regulations on water and access, and a new national space standard.
- 4.8 A revised NPPF, published in 2018, incorporated the content of the Ministerial Statement with an accompanying government response to the consultation of the draft version. The revised NPPF, which continues to be reflected in the latest version, stated:
- "New development should be planned for in ways that avoid increased vulnerability to the range of impacts arising from climate change...[and] can help to reduce greenhouse gas emissions, such as through its location, orientation, and design. Any local requirements for the sustainability of buildings should reflect the Government's policy for national technical standards".*
- 4.9 The consultation response clarified that local authorities could continue to require energy efficiency standards above the Building Regulations; and in March 2019 the revised, national climate change Planning Practice Guidance (PPG) finally confirmed that energy performance standards for new housing or the adaptation of buildings to provide dwellings could be set higher than 2013 Building Regulations, but only up to the equivalent of Level 4 of the Code for Sustainable Homes (this is approximately 20% above 2013 Building Regulations across the build mix). The PPG confirmed that local planning authorities were not restricted or limited in setting energy performance standards above the Building Regulations for non-housing developments.
- 4.10 A new [National Future Homes Standard](#) is designed to bring about low carbon new build homes. This is being implemented in two phases; firstly, through revised Building Regulations standards to Approved Documents F, L, O and S (FLOS) which came into effect in June 2022 and a further planned increase in June 2025, which will deliver an uplift in energy efficiency standards for new homes and buildings amongst other requirements. More information follows below.
- 4.11 On 15 December 2021, the Government's policy on national technical standards for net zero buildings evolved even further, with the introduction of amended Building Regulations being laid before Parliament alongside new approved documents. These deliver an uplift in energy efficiency standards for new homes and buildings, improved ventilation, and a requirement to mitigate any overheating in residential buildings. At the same time, new electric vehicle (EV) charging point requirements have been published.
- 4.12 All these requirements came into force on 15 June 2022 and are subject to transitional arrangements which mean that, with very limited exceptions for certain of the amendments, if a building notice, initial notice, or full plans for building work were submitted to the local planning authority before 15 June 2022, then provided the building work commences by 15

June 2023, work on that individual building is permitted to continue under the previous standards.

4.13 The following have come into force from 15 June 2022:

- An interim standard for energy efficiency for dwellings requiring a reduction of CO2 emissions by around 30% compared to 2013 Building Regulations standards.
- An interim standard for energy efficiency for new non-domestic buildings designed to deliver a 27% cut to carbon emissions compared to 2013 Building Regulations standards.
- A series of new Approved Documents on fuel conservation for domestic and non-domestic buildings (Part L); on ventilation for domestic and non-domestic buildings (Part F); and on overheating in domestic buildings (Part O).
- A revised package of performance metrics (including a new primary energy target metric, a fabric energy efficiency standard and a CO2 emissions metric) that will ensure a 'fabric first' approach is delivered alongside a low carbon heating system (such as a heat pump or connection to a low carbon heat network).
- A package of measures to improve compliance, reduce the performance gap and provide more information to energy assessors, building control and homeowners.
- In respect of electric vehicles, requirements via amended Building Regulations for installing a specified minimum number of charging points in new buildings with associated parking in England, as well as buildings undergoing a material change of use to residential, or major renovations to buildings where the material change of use or major renovations involve work to a car park (with some exceptions relating to cost caps and insufficient electricity supply).

4.14 As well as setting out measures for the 2021 uplift to the Building Regulations, the Government response to the Future Building Standards consultation also reaffirmed its intention to implement the Future Homes and Future Buildings Standard from 2025. This intends for all future homes and buildings to be 'net zero ready', to become carbon neutral over time as the electricity grid and heat networks decarbonise, and to not need retrofitting.

4.15 These national policy changes (the National Future Homes Standard) will apply to both new dwellings and non-domestic buildings in England, and existing dwellings and non-domestic buildings in England when undertaking specific building works. In practical terms, this means increasing the thermal insulation standard to ensure that when new homes are built, they are provided with an energy source heat pump. The need to mitigate the adverse effects that sealed buildings can create has meant that additional provisions have been made to improve ventilation design to prevent condensation and to limit the effects of overheating in such tightly sealed buildings. Additional shading and orientation to glazing will also be considered at the design stage.

4.16 In the Government's January 2021 response to the consultation on the Future Homes Standard, it also confirmed that it would not amend the Planning & Energy Act 2008, which means that local planning authorities will retain powers to set local energy efficiency standards for new homes. This reflects the Government's belief that as higher levels of energy efficiency standards for new buildings are achieved with interim uplifts to Part L and the Future Homes and Future Buildings Standard, it is less likely that local authorities will need to set local energy efficiency standards to achieve a shared net zero goal.

4.17 In September 2022, then Prime Minister Liz Truss announced a plan to review how the UK's legal target to become a net zero carbon economy by 2050 could be realised in an 'economically-efficient way'. A consultation to inform the Net Zero Review was published 29 September - see [Net Zero Review: Call for evidence](#) - which poses questions for the public as well as businesses and others to consider. The Council responded to the local authority focused questions. The review will report at the end of 2022.

Core Strategy

- 4.18 The [Core Strategy](#) Development Plan Document (DPD, adopted 2012) includes Policy CS22: Sustainable Construction, which sets out energy efficiency requirements for development. The Climate Change Supplementary Planning Document (SPD, 2013) sets out further guidance on the interpretation of these requirements. The requirements include that:
- New development of dwellings would be required to meet the energy and CO2 components of Code for Sustainable Homes Level 5 - on previously developed land, this would be from 1 April 2016, and on greenfield land from 2012.
 - Other new development of 1,000sq.m. or more (gross) floorspace is required to comply with BREEAM very good standards (or any future national equivalent). The Climate Change SPD specifies that this includes development in use class C2: residential institutions.
 - Residential extensions and non-residential development under 1,000sq.m: the Council will encourage proposals to incorporate energy and water efficiency measures. The Climate Change SPD states that 'the Council will require simple, cost-effective energy efficiency and water efficiency measures to be carried out if possible and practical. Investing in these measures will assist in gaining planning permission and can increase the value of the building.'
- 4.19 At the time the policy was adopted, Code for Sustainable Homes (CSH) Level 5 energy efficiency standard was defined by government to be a 'zero carbon development' and addressed only 'regulated' energy – that from heating, fixed lighting, hot water and building services. The meaning of zero carbon has implications for the form of development and its viability. In Woking, Policy CS22 was adopted and tested for viability on the basis of the 'zero carbon' home as defined by the Code for Sustainable Homes and BREEAM standards. This focused only on operational energy and modelled performance in new buildings.
- 4.20 This was considered to be an achievable standard that was intended to be a national requirement via Building Regulations by 2016. However, in 2015, the Government abolished the CSH and introduced policy explaining how councils could not impose standards above a Code Level 4 equivalent.
- 4.21 As a result, the Council published a [Guidance Note](#) requiring residential development to achieve not less than a 19% improvement in Dwelling Emission Rate (DER) over the Target Emission Rate (TER) as defined in Part L1A of the Building Regulations. Approved Document L volume 1 applies to dwellings only.
- 4.22 The Council also encourages proposals for residential extensions that incorporate energy and water efficiency measures.
- 4.23 A review of the Core Strategy will commence in 2023. This is a potential opportunity to increase relevant planning policy requirements, as far as national policy context allows.

Climate Change SPD

- 4.24 The [Climate Change SPD](#) recommends that the energy efficiency standards in Policy CS22 be considered early in the design process, and that a pre-assessment report (showing how the development is capable of achieving a certain rating) should be carried out likewise early in the design process. The pre-assessment report should be submitted preferably alongside the planning application (and would be required at this stage for CSH Level 5). If this is not possible, then the report will be required by a pre-commencement planning condition.
- 4.25 The SPD states that developers should use the energy hierarchy and recommends them to submit an Energy Statement showing how they meet the requirements. It states that they should carry out a Climate Neutral Checklist.

4.26 The SPD sets out actions to be taken at different stages of the planning application process, as follows:

- Pre application: consult with a CSH/BREEAM accredited body on design; register the development with them.
- Planning application/condition stage: submit Climate Neutral Checklist, CSH/BREEAM pre-assessment report, and Energy Statement (if applicable) to the Council.
- Before occupation: provide the Council with BREEAM or CSH post-construction certificate, and a statement detailing any residual carbon emissions and the total amount to be contributed to WBC's Carbon Offset Fund.

4.27 The SPD sets out criteria for dealing with viability assessments where a developer seeks to show that it is not viable to meet the requirements of Policy CS22. As a last resort, if Policy CS22 cannot be met, the SPD states that the Council will require financial contributions towards energy, CO2 and water saving projects elsewhere in the borough. It was said that the Council would set up a carbon offset fund and publish a list of relevant projects.

Guidance Note for the Implementation of Policies in the Core Strategy following the Housing Standards Review

4.28 The Guidance Note recognised that the Core Strategy policy of zero carbon homes (Code for Sustainable Homes level 5) was no longer compatible with Government policy and requires that 'All new residential development ... achieve not less than a 19% improvement in the Dwelling Emission Rate (DER) over the Target Emission Rate (TER) as defined in Part L1A of the 2013 Building Regulations.' This is equivalent to the emissions rates in Code for Sustainable Homes level 4.

4.29 Alongside this new standard, the Guidance Note includes:

- Re-iteration of the Energy Hierarchy.
- Strong encouragement for evidence of meeting the requirement (in the form of a Design Stage Standard Assessment Procedure (SAP) worksheet and method statement) to be submitted at planning application validation stage; or failing that it will be required through a pre-commencement condition. (SAP is the methodology used by the government to assess and compare the energy and environmental performance of dwellings).
- Requirement for an as-built SAP worksheet as a pre-occupation condition.
- Energy statements continue to be required.
- All other elements of Policy CS22 remain as previous.

Implementation

4.30 With respect to current implementation, the planning policy for residential developments of a 19% improvement on 2013 building regulations Target Emission Rate (TER) is being implemented by Planning Development Management officers. The issue is very largely dealt with through planning conditions rather than at the planning application stage, but officers consider application of the policy is going smoothly.

4.31 The standard planning conditions read:

1. *Prior to the commencement of any above ground works in connection with the development hereby permitted (excluding demolition), written evidence shall be submitted to and approved in writing by the Local Planning Authority (LPA) demonstrating that the development will:*
 - a. *Achieve a minimum of a 19% improvement in the dwelling emission rate over the target emission rate, as defined in the Building Regulations for England Approved Document L1A: Conservation of Fuel and Power in New Dwellings (2013 edition).*

Such evidence shall be in the form of a Design Stage Standard Assessment Procedure (SAP) Assessment, produced by an accredited energy assessor; and,

- b. Achieve a maximum water use of no more than 110 litres per person per day as defined in paragraph 36(2b) of the Building Regulations 2010 (as amended), measured in accordance with the methodology set out in Approved Document G (2015 edition).*

Such evidence shall be in the form of a Design Stage water efficiency calculator. Development shall be carried out wholly in accordance with the agreed details and maintained as such in perpetuity unless otherwise agreed in writing by the LPA. Reason: To ensure that the development achieves a high standard of sustainability and makes efficient use of resources and to comply with policy CS22 of the Woking Core Strategy 2012.

- 2. The development hereby permitted shall not be occupied until written documentary evidence has been submitted to and approved in writing by the Local Planning Authority demonstrating that the development has:*

- a. Achieved a minimum of a 19% improvement in the dwelling emission rate over the target emission rate, as defined in the Building Regulations for England Approved Document L1A: Conservation of Fuel and Power in New Dwellings (2013 edition). Such evidence shall be in the form of an As Built Standard Assessment Procedure (SAP) Assessment, produced by an accredited energy assessor; and*

- b. Achieved a maximum water use of 110 litres per person per day as defined in paragraph 36(2b) of the Building Regulations 2010 (as amended). Such evidence shall be in the form of the notice given under Regulation 37 of the Building Regulations. Development shall be carried out wholly in accordance with the agreed details and maintained as such in perpetuity unless otherwise agreed in writing by the LPA. Reason: To ensure that the development achieves a high standard of sustainability and makes efficient use of resources.*

4.32 Development Management officers are aware of a need to amend these standard conditions to bring them into line with the new Building Regulations, that is a 30% improvement on 2013 Building Regs standards, rather than 19%.

4.33 One problem that has been identified with implementation is that, when planning appeals are granted, Planning Inspectors tend to be reluctant to impose this standard condition. They seem to prefer to take the position that this issue is dealt with through Building Regulations. This issue might be improved by the adoption of an up to date Climate Change SPD.

4.34 The Climate Change SPD is currently under review. Additional measures will be considered as part of this review. It is expected that the SPD will cover details on how to minimise energy and water consumption, use of energy efficient technologies, design and construction, electric vehicle charging points and more. Consultants are working on this and due to produce a draft for review by the Local Development Framework Working Group this winter. The document is then intended to be taken to the Executive in March 2023 and subsequent public consultation.

4.35 The updated SPD will support the delivery of the Town Centre Masterplan in achieving its sustainable construction objectives; mitigation/adaptation measures for Woking Town Centre to contribute towards meeting net zero by 2050.

Climate Change Strategy

4.36 [Woking 2050](#) is our current climate change strategy, adopted in 2015. This sets out a vision guiding our collective efforts to create a sustainable borough by reducing our impact on the environment through:

- Protecting and enhancing its high-quality natural environment.
- Using resources wisely and conserving biodiversity.
- A built environment that is developed sustainably, which meets local needs and enables the local economy to prosper.
- Recognising, preparing, and adapting to the socio-economic environmental and demographic changes that the future will bring.

4.37 Further to Woking Borough Council’s climate and ecological emergency declaration, the Council pledged to become carbon neutral by 2030 across its own estate and operations. The resultant [Climate Emergency Action Plan \(CEAP\)](#) includes measures that will reduce (and eventually eliminate) the Council’s carbon footprint. Priority actions include those that look to reduce emissions associated with energy used across the Council’s estate – the largest contributor to the corporate carbon footprint. However, the declaration goes beyond this and seeks borough wide carbon neutrality by 2050 at the latest.

4.38 Improving energy efficiency, by reducing the amount of energy that the Council and the borough’s households and businesses need, is a priority objective of Woking 2050 and the CEAP and will assist in achieving borough wide emissions reductions.

4.39 The CEAP identifies actions to improve energy efficiency in Council owned and private sector housing such as:

- Continue to work with Action Surrey to help homeowners make their homes more energy and water efficient.
- Continue to work with ThamesWey and partners to identify how net energy usage of our housing stock can be further reduced.
- Address affordable warmth in our partnership work with Action Surrey.
- Continue to enhance energy efficiency and improve energy performance across Council owned and leased properties.
- Woking to lead by example in its requirements for new homes and those built on Council owned land.

4.40 Domestic electricity and gas use in Woking account for 34.5% of the borough footprint.

	Public Sector Electricity	Public Sector Gas	Domestic Electricity	Domestic Gas	Grand Total
2018	4.4	9.3	43.4	108.3	477.1
2019	4.1	9.3	38.8	106.7	455.5
2020	3	9.8	37.1	105.9	414.6
% of total	0.7	2.4	8.9	25.5	

Source: figures taken from BEIS dataset - Local Authority territorial greenhouse gas emissions estimates, 2005-2020 (kt CO2e).

- 4.41 Reducing domestic energy consumption and improving energy efficiency therefore plays a key part in our climate strategy and actions.
- 4.42 A review of Woking 2050 is currently in progress. This will be reviewed by the Greener Woking Working Group this winter. Reports will be brought to the Overview and Scrutiny Committee and then to the Executive in March 2023 regarding the strategy review.
- 4.43 Improving domestic energy efficiency will continue to be a priority for the new strategy in achieving area wide carbon reductions.

5.0 Local delivery

- 5.1 The Council provides a wide-ranging portfolio of public services to residents, which directly influence or are themselves influenced by energy efficiency standards. Architects, planning agents and developers similarly play a significant role by bringing forward quality residential development, which contributes to our local stock of energy efficient homes.
- 5.2 This section provides an overview of how energy efficiency standards are being delivered and supported locally by key providers, through new developments, regulatory roles and other means.

Private developments

- 5.3 All new homes granted planning permission in the borough are assessed against and confirmed to comply with the policy requirement to achieve an uplift of 19% on the minimum carbon emissions standards laid out in Approved Document L of the Building Regulations.
- 5.4 Since the end of Code for Sustainable Homes, EPC lodgements on the energy performance certificate register provide a further measure of property efficiency. These feed into the Government [dashboard](#) (search using the Energy Efficiency: EER option).
- 5.5 The majority of EPCs are lodged for existing dwellings rather than new dwellings. The numbers of EPCs lodged for new dwellings do not match up with the number of new dwellings as monitored by the Council. This is because multiple EPCs may be lodged for the same property, skewing the figures. Notwithstanding this, the dashboard data allows a comparison to be made between the ratings for existing and new dwellings.
- 5.6 EPC ratings range from A (most efficient) to G (least efficient) in terms of their likely fuel costs and carbon emissions. The data for Woking shows that a majority of EPCs lodged for new dwellings are band B certificates. 95% of EPCs lodged in Woking for new dwellings achieve an EPC rating of C or higher, which is equivalent to the average for England and Wales.
- 5.7 This compares with 46% of EPCs lodged in Woking for all dwellings (existing and new) achieving an EPC rating of C or higher. This is higher than the 40% average for England and Wales. The UK's housing stock is the oldest and least energy-efficient in Europe; more than half of it was built before 1965, and 20% before 1919.
- 5.8 The views of architects, planning agents and developers working in the Woking area have also been sought to inform this report. This research was carried out by sending direct requests to those leading key current medium and large-scale development proposals and to the Surrey Development Forum (a privately funded membership body led by developers), and a wider questionnaire was circulated to all members of the Woking Agents' Forum.
- 5.9 Appendix 1 sets out the questions asked, and the comments received in response to date. The responding developer is committed to going further than minimum sustainability requirements.

WBC Housing Standards - Private Rented Sector

- 5.10 The Minimum Energy Efficiency Standards in the Private Rented Sector (MEES) regulations establish a minimum level of energy efficiency for privately rented property in England and Wales. Landlords of privately rented domestic properties must ensure that their properties reach at least an Energy Performance Certificate (EPC) rating of E. From April 2018 landlords were required to respond to the regulations for new, renewed, and extended tenancies only. From April 2020 this has been extended to all tenancies. Exemptions are available for reasons related to the costs incurred by landlords, no relevant improvements being feasible, and other barriers outside of the landlord's control.
- 5.11 The Government is committed to a long-term trajectory to improve the energy performance standards of privately rented homes in England and Wales, with the aim for as many of them as possible to be upgraded to EPC Band C by 2030, where practical, cost-effective, and affordable. It is exploring policy design options with a view to a future consultation. A consultation was run in 2020 on proposals to strengthen the minimum standard to an EPC of Band C by 2028.
- 5.12 In this context the Borough Council has been and continues to utilise external funding to support the improvement of energy efficiency of rented homes in the private sector. The Housing Standards team secured government funding in 2020/21 to promote and enforce the MEES regulations locally. The funding was extended to 30 September 2022 due to delays caused by the pandemic.
- 5.13 The team targeted private landlords with an EPC below E and gave advice on how to improve the properties to raise them to a minimum E rating. During the project around 90 non-compliant properties were improved to EPC E and 4 compliance notices were sent. To date just under 750 landlords have been given information around MEES and how to improve their property.
- 5.14 Following the end of the funded period, raising awareness of and ensuring private rented properties meet the MEES requirements is now incorporated into the day-to-day activities for Housing Standards.
- 5.15 The Council's Let's Rent service, which is used to prevent homelessness and has over 400 private rented properties, must also all meet the MEES standards to join this service.

WBC Housing - Housing stock

- 5.16 The Council currently allocates a budget of approximately £3,700,000 per annum for planned maintenance, improvements, and major works to its housing stock. This equates to £1,117.48 for each Housing Revenue Account (HRA) owned Council property.
- 5.17 Within that annual budget, the Council has statutory obligations and strategic priorities that it must fulfil. These include:
- Undertaking works to conform with new legislation - as an example, this financial year the Council has had to ensure that all properties on communal heating systems (approximately 700 properties) have accurate heating and hot water consumption devices installed. This has been at a cost close to £250,000.
 - Refurbishments to property components to comply with the Decent Homes Standard (applicable to the social rented properties) such as:
 - Replacement kitchens
 - Replacement bathrooms
 - Upgraded doors and windows
 - Roof replacements
 - Central heating upgrades
 - Communal heating upgrades

- Remedial works to facilities such as passenger lifts, emergency lighting, water systems, etc.
 - Fire Safety works
 - Adaptations to properties to accommodate resident disabilities
 - Major refurbishments to blocks
 - Energy efficiency improvements
- 5.18 The average saving for the properties that received energy efficiency improvements between 2015 and 2017 was 2.2 tonnes of CO₂ and £536 per year. In the context of rising energy prices, the savings for householders from these improvements will be increasing in value over time.
- 5.19 The available budget compared to the obligations and priorities of the Council do not balance and as such, the Council will need to attract external funding that directly relates to energy efficiency improvements.
- 5.20 The Council has previously had success in applying for external funding, with over £100,000 awarded by the Government in 2015 to fund a programme of external wall insulation works. Recent government schemes such as the Green Homes Grant Local Authority Delivery (LAD) scheme and the Social Housing Decarbonisation Fund, however, have more complex requirements (particularly in the field of data submission and calculating emissions), not all of which the Council can satisfy on its own (as we do not yet have suitable software for storing and assessing energy data). The Council also has a current shortage of expertise in this area, which would compromise the quality of any written submission.
- 5.21 The Council has taken some positive steps to be ready for future bidding, with now 98% of the Council's housing stock having a valid EPC, which is a standard pre-requisite for applying for such funding.
- 5.22 The Council has also been successful in individual cases, such as acquiring a property for a strategic tenancy change, which was then refurbished to be fully solar thermal powered. These individual cases are self-funded, which is not sustainable in the long-term.
- 5.23 The Council needs to invest in new technology and software (estimated costs at least £60,000) to be able to store and interrogate the EPC data that it holds for the housing stock, as well as investing in either specialist staff or partners that can lead on the submission of funding bids. This short-term investment can set the Council up for long term success in winning funding bids, which can then be put directly to use to fund energy efficiency improvements to the Council's housing stock.
- 5.24 Whilst the Borough Council has not submitted an individual bid to the Social Housing Decarbonisation Fund this autumn, at the time of writing the potential for a countywide consortium bid is being explored within Surrey.

WBC Property

- 5.25 Hale End Court extra care, opened in November 2021, is a unique housing scheme designed to meet the needs of frail or vulnerable people living in Woking. Located in Old Woking, the scheme offers onsite care to help people with additional support needs to remain as independent as possible. The development achieved a BREEAM 'Excellent' sustainability performance rating, equivalent to the top 10% of UK new non-domestic buildings (best practice). The building won the "Building project of the year over £10m" at the South East Construction Building Excellence (SECBE) awards, and is a regional winner and is a shortlisted finalist for the LABC (Local Authority Building Control) Grand Finals in January 2023.

ThamesWey

- 5.26 ThamesWey has a long history of work in both the energy and housing fields. Set up in 1999 as a public-private joint venture to spearhead delivery of the Council's ambition to meet the UK's 2050 carbon reduction targets, in 2005 Woking Borough Homes Limited was established (later renamed ThamesWey Housing) in support of Woking Borough Council's Housing Strategy. The main objectives of ThamesWey's housing division include to 'provide well-designed, quality homes that are affordable and suit people's needs'.
- 5.27 ThamesWey has run energy efficiency programmes in the past for its tenants and in 2008 opened the temporary low carbon demonstration home Oak Tree House, which showcased energy efficiency, renewable technology and water saving improvements such as solar hot water panels and rainwater harvesting.
- 5.28 In terms of its current approach, ThamesWey takes a 'fabric first' approach when bringing forward new residential development, with the highest standards for thermal efficiency, as far as practical and within agreed project budgets. Then, solar photovoltaic provision is maximised on all sites. For individual houses of three bedrooms and over, solar thermal is also included as standard. In higher density developments, heating is provided by low carbon heat networks. For individual houses, heat pumps are utilised (this is not yet mandated by building regulations).
- 5.29 Whilst ThamesWey project manages developments on behalf of the Council, the design for those is not within ThamesWey's remit. It does have design remit over most of its other developments, such as the Sheerwater regeneration. Looking to the future, natural ventilation, overheating, cooling and embodied carbon will be examined more closely.
- 5.30 Regarding retrofitting existing residential buildings, ThamesWey Housing targets a minimum EPC rating of C. The same themes of maximising fabric thermal performance, maximising solar photovoltaics and solar thermal for three-bedroom homes, are followed. Lighting is always upgraded to LED in all areas, high-efficiency appliances are installed, lofts and walls insulated, and heating systems improved. These intensive retrofits are taken at appropriate intervals when properties need significant improvement anyway, for example new on-street acquisitions of homes in poor condition or major relet opportunities. In general, retrofits are more difficult to improve to the same standard as new build developments can achieve, whilst maintaining cost-effectiveness and delivering high-quality living spaces. Heat pumps are beginning to be replaced as the default heating system.
- 5.31 ThamesWey's [Action Surrey](#) project, an impartial energy advice centre, has provided independent energy efficiency advice to Surrey residents and businesses for 10 years. The website is regularly updated with the latest information and advice, whilst support is also available via a freephone telephone number or email.
- 5.32 The Action Surrey team has also delivered the largest domestic retrofit projects in Surrey for low-income households, installing nearly 1,000 energy efficiency improvements in over 700 homes, in the past two years alone. Recent projects include Green Jump Surrey, Solar Together and Sustainable Warmth. Future projects, including the latest Sustainable Warmth grant scheme - launched on 3 October; see [New grant funding to help heat your home for less](#) - will build on this momentum to upgrade a further 1,100 homes. The average saving achieved is £660 per household and 1400kg CO₂e per year per household.
- 5.33 Guidance and research are also carried out to support advice for other demographics, such as the guidance produced this year for how existing homes could target Passivhaus standards of energy efficiency in a retrofit residential scenario. Various methods of creating low-carbon, energy efficient homes have been developed in recent years, the Passivhaus standard is one of the most well-regarded solutions, with a growing portfolio of successful projects. It is often cited that to develop low-carbon homes the priority should be on the Passivhaus standard

approach of 'fabric-first', focusing on saving energy, before generating 'clean' energy. This approach can also be applied when retrofitting properties, with other approaches being whole-house or technology led. This project explored the details and specifications on how best to approach retrofitting to maximise the potential benefits. For more information see [PassivhausReport.pdf \(actionsurrey.org\)](#)

- 5.34 Current challenges to further improving the sustainability of properties include:
- 5.35 The transition away from gas boilers, which may require asset replacements before end of life to meet 2030 targets, so advanced and usually increased investment is needed. This is applicable across tenures/stakeholders.
- 5.36 More detailed challenges exist around new building regulation standards (Part L) on thermal/cold bridging, costing time and money on additional designs to prove compliance.
- 5.37 Other recent and future planned improvements and actions around on this topic include contributing to the Council's cost of living partnership working, communicating living greener and cheaper tips, further external funding applications and delivery, and policy updates. For example, ThamesWey contributed towards the Woking Great Big Green Week in September through the Sustainable Warmth project, through which grants of up to £25,000 are available for eligible Surrey residents to help make their homes warmer and more energy efficient.

WBC Green Infrastructure

- 5.38 The Council publishes regular [sustainability data](#). These include a Greenhouse gas emissions (GHG) from our own buildings and operations and Display Energy Certificates. The Council is also legally required to report on progress under the Home Energy Conservation Act 1995 (HECA) every two years. This legislation is focused on improving the energy efficiency of residential accommodation. The latest HECA report was submitted to government in May 2021 (available via the link above).
- 5.39 Beyond this, the Green Infrastructure team's work in this area largely focuses on signposting to help for householders available through others, via the Planet Woking communications channels. Recent articles have included: [Action Surrey Community Blog - Action Surrey](#), [Energy advice for your home - Energy Saving Trust](#), and [Make sure your home is energy efficient - Citizens Advice](#).

Surrey county

- 5.40 Surrey County Council's (SCC) [Greener Futures Climate Change Delivery Plan](#) (2021- 2025) sets out how the public sector, businesses, residents and communities can work together to achieve the county's net zero targets.
- 5.41 One of the Plan's four delivery programmes is 'Greener Futures Communities', acknowledging that 95% of Surrey's carbon emissions are generated from the county's 1.2 million residents and 65,000 businesses. A number of the actions within this programme highlight the need for improved household energy efficiency and help for those in fuel poverty. See [Greener futures climate change delivery plan 2021 to 2025 - Surrey County Council \(surreycc.gov.uk\)](#)
- 5.42 Following the success of the Green Jump Surrey project, Action Surrey delivered further fully funded energy efficiency measures under the Government's Sustainable Warmth scheme (also known as LAD2) for eligible households across the county. The scheme launched mid-February with measures to be completed by the end of September 2022. A total of 222 measures are approved for installation, at a value of £1,124,155.
- 5.43 As noted above, Action Surrey was successful in its tender for SCC's Sustainable Warmth contract for the county to deliver £12.2 million funding for household energy efficiency

improvements under the forthcoming third wave of Sustainable Warmth funding (also known as LAD3 and HUG). The contract will enable further implementation of energy efficiency measures to benefit low-income households and those in fuel poverty while also incorporating other potential decarbonisation and renewables projects.

6.0 A citizens' panel on home energy decarbonisation

- 6.1 A recent collaboration between Lancaster University and the Climate Change Committee, brought together a citizens' panel to develop policies to support UK owner-occupiers to decarbonise their homes in line with the UK's statutory target of net zero emissions by 2050. The report, published in September 2022, seeks to inform government of the policies, support and incentives homeowners need to bring down emissions and save money on energy bills.
- 6.2 Whilst the research was broader than the scope of this report – its guiding question was “What needs to happen to bring home energy use in line with the need to tackle climate change?” – many of its findings are relevant to considering what more we can do to drive domestic energy efficiency in the borough.
- 6.3 A key finding was that homeowners want to do the right thing and are open to making changes - if they are offered the right levels of support.
- 6.4 The citizen panel designed a package of support that covers the full 'homeowner lifecycle' – from buying, renovating, and living in homes. As well as calls for new legislation to steer away from gas boilers and national awareness campaigns, the citizen-designed incentives include:
- Stamp duty being determined by how energy efficient the home is.
 - A logbook for every home outlining previous energy improvements made and what else is needed in future.
 - Low or no interest loans for energy-efficient improvements.
 - Energy improvement score incentives (like credit ratings) aligned to reduced mortgage rates.
- 6.5 The research also highlighted that:
- 'Concern about climate change is high, but awareness of the changes homeowners need to make is low.
 - Bespoke, trusted information is vital. People should understand what they need to do to their homes, and what the costs and benefits will be. Generic advice won't work.
 - Some financial support will be required even for households not in fuel poverty. Low interest loans and grants for example, targeting poorly performing homes.
 - The stop-start approach to home energy decarbonisation has reduced trust.
 - Some people have concerns and questions about heat pumps – especially those in flats or small homes.
 - Support and incentives are needed at important intervention points and a range of schemes should be available.
 - Incentives alone will not bring about change. Regulation is also needed to move away from gas boilers.
 - There is limited understanding of alternative energy tariffs and business models'.
- 6.6 The full report is available at: <https://climatecitizens.org.uk/wp-content/uploads/2022/09/Lancaster-University.-2022.-Addressing-emission-from-owner-occupied-homes.pdf>

7.0 Opportunities and challenges

7.1 In addition to continuing the wide-ranging areas of action detailed above, further opportunities for energy efficiency might or will come forward in the future through:

- The National Future Homes Standard's further planned increase in June 2025.
- The challenge for local planning policy is ensuring the conditions of development are met so that planning is used as a platform to meet borough wide net-zero goals, maximising the energy efficiency whilst minimising carbon emissions of residential development.
- Developing Planning Development Management standard conditions in line with Building Regulations.
- Incorporating additional measures for energy efficiency in the Climate Change Strategy and SPD reviews in progress now, taking into account the latest best practice.
- Continuing to prepare bids for external funding opportunities that directly relate to energy efficiency improvements. Further investment in new technology and software may be necessary.

7.2 A key further current challenge to achieving improvements in domestic energy efficiency are the costs for homeowners (and developers, see Appendix 1) – to get work done as the cost of materials is constantly fluctuating. This is also exacerbated by a skills shortage, both to do jobs and transport the materials across the country.

7.3 The Overview and Scrutiny Committee are advised that any further practical steps which it wishes to be considered in more detail can be referred to Council's Greener Woking Working Group.

8.0 Corporate Strategy

8.1 All Council support for energy efficiency improvements in residential properties contributes to several key corporate objectives, including effective use of resources, engaging our communities, supporting resident's quality of life, sustainable development, and a strong economy. It also contributes to 'work with partners to continue to deliver household energy efficiency improvements and tackle fuel poverty' and 'continue delivery of fully funded energy efficiency improvements for eligible households via Action Surrey'.

9.0 Implications

Finance and Risk

9.1 There are no finance or risk implications associated with this report, however individual projects covered will have been or will be subject to their own finance and risk assessments.

Equalities and Human Resources

9.2 There are no equalities or human resources implications associated with this report.

Legal

9.3 There are no legal implications associated with this report.

10.0 Engagement and Consultation

10.1 This report has been informed by input from multiple teams of the Council and the views of responding organisations delivering new homes in Woking borough.

REPORT ENDS

FEEDBACK FROM PRIVATE DEVELOPERS, ARCHITECTS AND PLANNING AGENTS

1. What level(s) of energy efficiency are you currently working to achieve in your residential schemes? (for example, do you aim for the minimum requirements of national and local planning policy and building regulations, or higher and if so by how much and why)

EcoWorld London:

Our Goldsworth Road development will achieve a 41% reduction in carbon emissions over current Building Regulations (Part L); twice that of the Council's requirement (19% betterment).

EcoWorld London (EWL) approaches energy efficiency within new buildings from design concept stage, minimising the energy demand of the building in the first instance through low energy design principles. Passive measures, such as building form, orientation, good envelope design, window design, solar shading and proficient uses of services all contribute to energy efficiency.

At Goldsworth Road, U-Values exceed Building Regulation minimum requirements. The next stage in reducing carbon emissions and improving efficiency is to use decentralised energy. At Goldsworth Road, this will be provided by ThamesWey's District Heat Network. ThamesWey have a decarbonisation plan too, which is critical to move away from reliance on gas and improving carbon reduction. Conversations between EWL and ThamesWey have been ongoing to ensure the building design allows connection to the district heating network.

The above is the standard approach to energy efficiency and reducing carbon emissions in the built environment. However, EWL is committed to going further than minimum requirements as demonstrated by the additional reduction at our Woking scheme above standard requirements. Additional design measures and considerations EWL use include:

- Energy Use Intensity (EUI) benchmarks as part of the detailed design process to ensure developments are future proofed for performance. These benchmarks are taken from London Energy Transformation Initiative (LETI) Climate Emergency Design Guide. EUI is an annual measure of the total energy consumed in a building. It provides data on how a building is performing in-use, rather than by carbon emissions, and is a metric that can be estimated at design state and very easily monitored in-use using energy bills. Setting benchmarks will enable early design decisions to be taken in relation to actual energy usage of buildings in-use. This will further assist with the design approach to reduce building energy demand prior to introducing complex mechanical systems.
- SAP modelling is used for the residential uses and a CIBSE TM54 analysis for commercial uses to accurately inform expected operational emissions
- A commitment to reporting and comparing energy consumption for at least five years of operation.

Materials

Material selection of developments is an important factor in creating energy efficient homes. At EWL, material efficiency is incorporated into the design enabling the most

efficient use of materials over the life cycle of the building and its components. Preference is given to the use of local materials and suppliers, where viable, to reduce transport distances and support the local economy. By embracing the Circular Economy principles of reduce, reuse, and recycle the development will ultimately lower materials usage and lower wastage levels. Offsite manufacture is a key aspect of this philosophy and the use of a precast masonry façade is just one of the ways in which material efficiency will be achieved on the development.

Lifecycle costing exercises are also undertaken for materials to ensure we capture potential future costs for residents when items need to be replaced. For example, high design standards in relation to lighting are used to ensure that bulbs have long lives and reduce the replacement costs for tenants. EWL has an environmentally friendly policy and responsibly sourced materials will be specified for all projects. EWL's Sustainable Procurement Policy commits us to using products and contractors that have:

- Responsible sourcing schemes (BES 6001)
- Products that have or are working towards adoption of BS EN 15804
- Accredited Environmental Management Systems (EMAS, BS8555 or ISO14001).

Climate Emergency

In addition, EWL is committed to responding to the climate emergency, which Woking has declared. This requires consideration of key issues such as increased:

- risk of overheating in both internal and external environments
- risk of flooding from high intensity storm events
- potable water scarcity.

To address climate resilience at Goldsworth Road water efficiency levels, drainage volumes and overheating have all been assessed. For example, all dwellings will be provided with water efficient fixtures and fittings to reduce water consumption. To manage and improve surface water runoff, urban greening plans at roof/podium level as well as in the public realm will deliver significant attenuation. This approach will support our aim to deliver not just biodiversity net gain but also the associated benefits to health and wellbeing through greater interaction with nature for the wider community.

EWL Sustainability Council

Within EWL, we have our own sustainability council that is chaired by EWL CEO Heng Leong Cheong and meets bi-monthly. It sets our own sustainability EKPIs and is responsible for championing all social and environmental initiatives and supporting the collection of EKPI data. The group comprises senior leaders from delivery, development, design and finance disciplines, plus specialist experts from our UK shareholder Willmott Dixon's sustainability team.

At project level, Heng Leong Cheong is the allocated board member who will have direct responsibility for sustainability for new projects. Implementation is driven by EWL's Development Director and a dedicated Sustainability Manager who will monitor and drive initiatives daily. Their work is further supported by our sustainability strategy consultants JLL and Greengage. These resources are available from the initiation of the programme through to completion. When works on site are completed the accountability for complying with sustainability commitments will remain with

EWL, but the contractual responsibility for meeting and maintaining these day-to-day will be handed over to the appointed managing agent.

Mitigating and Managing Environmental Impacts during Construction

Controlling our environmental impact during construction starts before we commence work. A full environment risk assessment and impact study will look at all elements of the design process, from solutions that reduce waste through to viability of incorporating offsite manufactured products (such as the Byldis system used at our Kew Bridge development). In particular, we will:

- Prepare a Material Management Plan to divert 100% of waste away from landfill and find innovative ways to re-use existing building elements where they are fit for purpose.
- Prepare a Sustainable Procurement Plan for sourcing materials
- Commit to powering the site with 100% renewable energy
- Operate all sites following principles set out in a site-specific green office/site guide.
- Prepare a full logistics plan to minimise energy use and the impact of deliveries and general site works on the local communities and infrastructure.

2. Do you anticipate working to a higher level in the short-medium term future? If yes, what level and by when?

EcoWorld London:

EWL has committed to be net zero carbon (NZC) in our own direct business operations by 2025. This will include all office and sales and marketing suites. Across all our activities and developments, we have a pathway plan to deliver net zero carbon by no later than 2040.

3. What do you see are the current or future challenges to planning for and implementing greater (if not the highest possible) levels of energy efficiency in your future residential schemes?

EcoWorld London:

De-carbonisation: Changing from reliance on clean energy created by gas plant (i.e., CHP).

Cost: In particular, the challenges faced by increased material and labour costs, material availability, and the reduction in skilled trades that can be secured for works on site.

Conflicting objectives: There are a lot of situations where potential solutions contradict/conflict against objectives. There are real benefits in more off-site production with better control over quality and reduced waste, with fewer operatives on site creating more carbon (travel/larger site welfare facilities), but this undermines promotion of local labour, support of SMEs and significant transport carbon footprint of the components when built.

- 4. Are there any further actions you consider the Borough Council could take to offer greater support or encouragement towards the achievement of the highest energy efficiency standards in residential developments in Woking Borough? (for example, providing additional guidance for developers on this topic, introducing a voluntary 'kitemark' style local development standard which goes beyond planning and government guidance, etc.).**

EcoWorld London:

We are always looking at ways to educate and support our residents once our developments are completed. Operation and Maintenance Manuals (O&Ms) are produced for each development which explain and provide information for how to use energy smarter. The attached document [*officer note – reproduced at the end of this appendix*] was received by our residents at our Aberfeldy Village development.

We also provide detailed home inductions for all new residents, which demonstrates how their new home operates as well as providing advice on the most efficient use of the various mechanical and electrical systems within the apartment.

- 5. Do you have any development schemes in Woking borough you'd like to highlight as a potential case study for good energy efficiency design in residential development? If yes, please provide some details.**

EcoWorld London:

This is our first project within Woking.

- 6. Please let us know of any other comments you may have that you feel committee members would find helpful to their understanding on this topic.**

EcoWorld London:

All mentioned in above responses.

Example of EcoWorld London's Operation and Maintenance Manuals (O&Ms) produced for each development:

Going greener at home



Nowadays people are becoming more mindful about their carbon footprint and are actively looking for ways to have a positive impact on the planet. At EcoWorld we believe that we all have our part to play to protect the planet and reduce our carbon footprint, that's why we are taking part in World Environment Month where we celebrate and look at environmental backed initiatives to support and encourage sustainable advice that can have a positive effect on our lives. It is important to recognise that we all need to live sustainably and in harmony with nature to bring transformative changes into our world but we are aware that it can be overwhelming when looking at where to start.

As part of our month-long campaign in conjunction with World Environment Day, below are some tips and suggestions which we hope will help give you some ideas how you can be greener, every day.

Understand what your carbon footprint is



Our carbon footprint is the total amount of greenhouse gases (including carbon dioxide and methane) that are generated by human activities. This can include things like how much energy we consume in our homes, our modes of transport and even our diet.

Nearly everything you do releases some amount of carbon into the atmosphere, but exactly how much depends on a number of factors. If you're curious to find out the average carbon footprint your current lifestyle generates, you can head to these websites to find out*:

<https://www.carbonfootprint.com/calculator.aspx>
<https://footprint.wwf.org.uk/#/>

So, whilst it is difficult for us to generate absolutely zero carbon in our daily lives, what we can do is try to decrease our carbon footprint through small changes in daily habits.





Greener everyday

So, what can you do to reduce your carbon footprint in your daily life? Here are some suggestions on where to start:

- Beware of vampire devices. These are electronics that drain power even when they are on standby. Between 9% and 16% of electricity consumed in homes is used to power appliances when they are in standby mode. Switch off or unplug devices when they are not in use and avoid overcharging your mobile devices.
- Monitor your energy usage. If your home is equipped with a smart energy meter, make full use of it! Many meters will now have an 'in-home display' which monitors what energy you're using throughout the day and showing you how much it costs, in near real time. It gives readings in pounds and pence, and kilowatt hours (kWh), so it can help you identify where you can cut back.
- Try Meat-Free Mondays. The food we eat can have a significant impact on the environment. For example, meat and dairy accounts for 14.5% of the world's greenhouse gas emissions, according to the UN's Food and Agricultural Organization. By going meat-free for one day a week, a family of 4 would reduce their carbon footprint by $\frac{3}{4}$ tonnes CO₂ per year. Plus, with the ever-increasing range of exceptional vegan and veggie options in our supermarkets and eateries, the choice is getting easier to reduce your meat and dairy intake.
- Cut down on single use plastics. Aside from the emissions and resources required to produce them, plastic materials also take up to 200 years to decompose. Have a think about some easy switches to help reduce your need for single use plastics. For example, using beeswax food wraps or bringing your own reusable shopping bag to avoid using plastic food and shopping bags. There are also now more options to shop for groceries plastic-free, such as <https://zerowastebulkfoods.co.uk/> or <https://www.top-uptruck.com/> * where you can bring your own containers.

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• Switch to a green tariff. One of the easiest ways for us all to improve sustainability in our home is through switching to a renewable energy supplier. A green tariff means that some or all of the electricity you buy is 'matched' by purchases of renewable energy that your energy supplier makes on your behalf. These could come from a variety of sources such as wind farms and hydroelectric power stations. There are lots of options out in the market but check out the following web-sites for more information*:



<https://www.which.co.uk/news/2019/09/how-green-is-your-energy-tariff/> <https://energysavingtrust.org.uk/advice/switching-your-energy-supplier/>



These are just a few tips and suggestions, but everyone's needs, and life-styles will be different. Please do your own research as to how you can go greener at home and remember — every small change can collectively make a positive impact for our planet.

*The website links above are being provided as a convenience and for informational purposes only; they do not constitute an endorsement or an approval by us of the products, services or opinions of the corporation or organisation or individual. We bear no responsibility for the accuracy, legality or content of the external site or for that of subsequent links. Contact the external site for answers to questions regarding its content.

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OVERVIEW AND SCRUTINY COMMITTEE – 21 NOVEMBER 2022

PRE-DECISION SCRUTINY - RISK MANAGEMENT UPDATE

Executive Summary

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

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

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

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

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

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

Recommendations

The Committee is requested to:

RECOMMEND TO THE EXECUTIVE That

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

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

Background Papers: None.

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PRE-DECISION SCRUTINY - RISK MANAGEMENT UPDATE

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Date Published: 11 November 2022

PRE-DECISION SCRUTINY - RISK MANAGEMENT UPDATE

1.0 Introduction

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

2.0 Background

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

3.0 Risk Management Training

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

4.0 Strategic Risk Register

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

5.0 Scrutiny of the Strategic Risk Register

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

6.0 Corporate Strategy

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

7.0 Implications

Finance and Risk

7.1 None arising from this report.

Equalities and Human Resources

7.2 None arising from this report.

Legal

7.3 None arising from this report.

8.0 Engagement and Consultation

8.1 None arising from this report.

REPORT ENDS



Risk Management Policy 2021 - 2025

Document: Risk Management Policy

Version: 2.3

Author: Pino Mastromarco

Last updated: November 2022

Contents

1.0	PURPOSE AND OBJECTIVES OF THE POLICY	3
1.1	Introduction	3
1.2	What is risk management?	3
1.3	National drivers behind strategic risk management	4
1.4	Woking For All Strategy	4
1.5	Benefits of risk management	4
1.6	Risk management linkages with other disciplines	5
1.7	Risk management in projects, contracts, and partnerships	6
1.8	Positioning risk management against health & safety assessments	6
1.9	Strategic approach to risk management	7
2.0	IMPLEMENTATION OF RISK MANAGEMENT	8
2.1	The risk management process	8
2.2	Step 1: Risk identification	8
2.3	Step 2: Risk analysis	9
2.4	Step 3: Prioritisation of risks	9
2.5	WBC risk tolerance level	10
2.6	Risk Appetite	11
2.7	WBC Risk Appetite Statement	12
2.8	Step 4: Management of risk	15
2.9	Step 5: Monitoring, escalating, and reporting risks	16
3.0	ROLES AND RESPONSIBILITIES	17
3.1	Members	17
3.2	Executive	17
3.3	Corporate Leadership Team (CLT)	17
3.4	Strategic Directors	17
3.5	Business Improvement	18
3.6	Individual Employees	18
3.7	Audit	18
	APPENDIX 1: WBC RISK REGISTER	19

1.0 Purpose and Objectives of the Policy

1.1 Introduction

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

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

The objectives of this policy are to:

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

These objectives will be achieved by:

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

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

1.2 What is risk management?

Risk Management can be defined as:

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

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

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

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

1.3 National drivers behind strategic risk management

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

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

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

1.4 Woking For All Strategy

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

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

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

1.5 Benefits of risk management

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

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

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

1.6 Risk management linkages with other disciplines

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

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

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

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

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

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



1.7 Risk management in projects, contracts, and partnerships

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

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

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

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

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

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

1.8 Positioning risk management against health & safety assessments

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

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

1.9 Strategic approach to risk management

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

1. Strategic Risk Register

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

2. Directorate Risk Registers

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

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

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

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

2.0 Implementation of risk management

2.1 The risk management process

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

Figure 1: The Risk Management Cycle



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

2.2 Step 1: Risk identification

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

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

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

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

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

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

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

2.3 Step 2: Risk analysis

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

Figure 2: Example of the structure of a risk scenario

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

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

2.4 Step 3: Prioritisation of risks

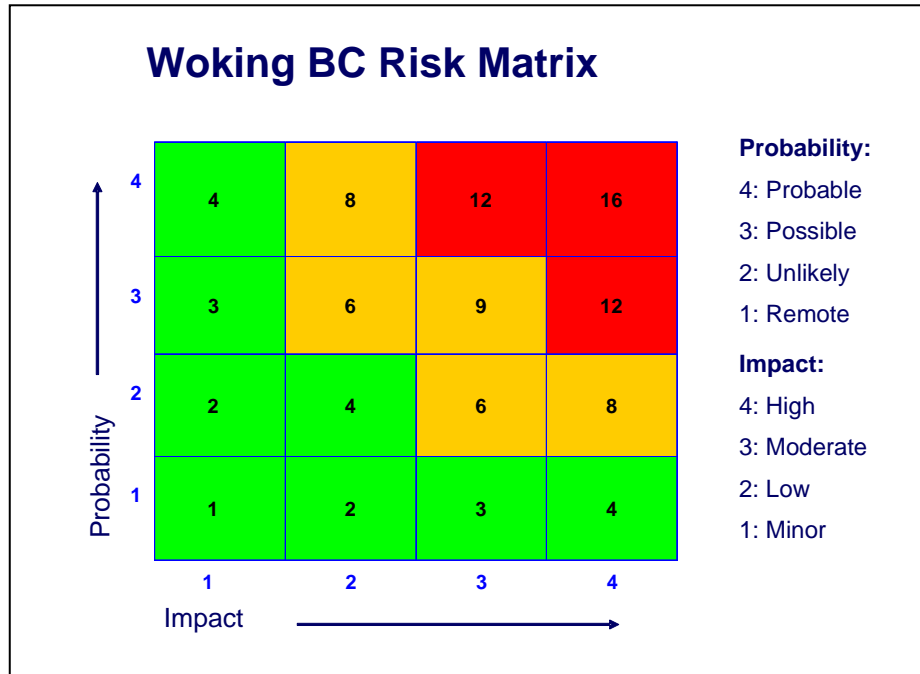
After the identification and analysis of a risk (step 1 and 2 respectively), the next stage is about evaluation and prioritisation. It is important to look at each risk to decide where it ranks according to the probability of the risk occurring and its impact if it were to occur.

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

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

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

Figure 3: The Council risk matrix and filters



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

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

2.5 WBC risk tolerance level

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

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

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

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

2.6 Risk Appetite

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

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

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

The Council has defined its risk appetite scale as follows:

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

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

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

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

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

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

2.7 WBC Risk Appetite Statement

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

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

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

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

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

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

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

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

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

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

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

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

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

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

in place and necessary training undertaken by staff.

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

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

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

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

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

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

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

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

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

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

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

2.8 Step 4: Management of risk

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

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

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

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

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

Action planning should follow a structured process to ensure:

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

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

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

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

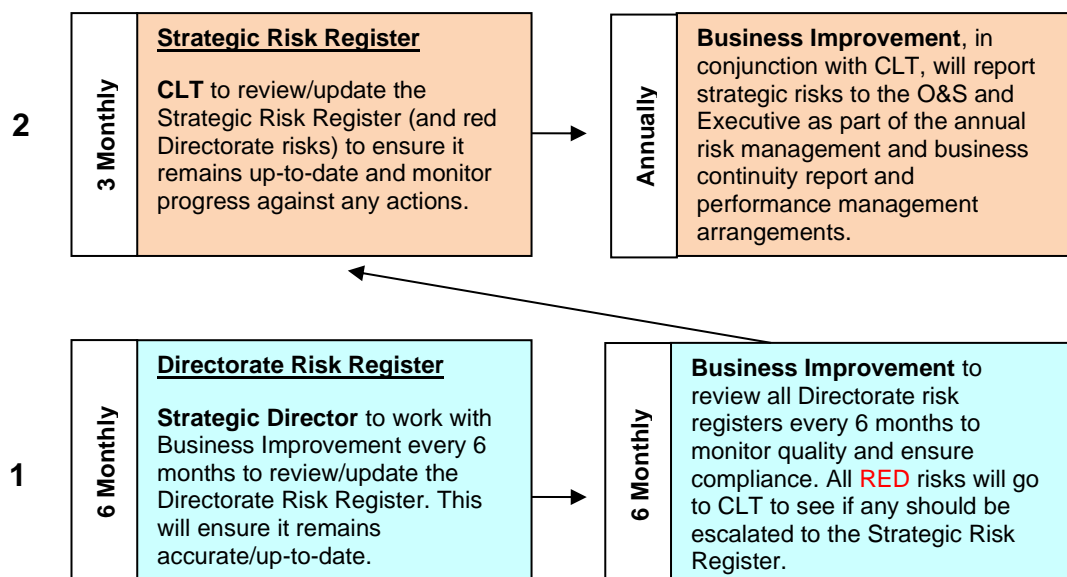
2.9 Step 5: Monitoring, escalating, and reporting risks

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

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

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

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



3.0 Roles and responsibilities

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

3.1 Members

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

3.2 Executive

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

3.3 Corporate Leadership Team (CLT)

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

3.4 Strategic Directors

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

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

3.5 Business Improvement

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

3.6 Individual Employees

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

3.7 Audit

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

Appendix 1: WBC Risk Register

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

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

Woking Borough Council Strategic Risk Register November 2022

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

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

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



Overview and Scrutiny Work Programme

This Overview and Scrutiny Work Programme is published with the purpose of assisting the Council in its overview and scrutiny role. The Work Programme covers the following areas:

- Items for consideration at future meetings of the Overview and Scrutiny Committee.
- Any Scrutiny Review Topics proposed by Members of the Council for inclusion on the Work Programme.
- Any topics identified for pre-decision scrutiny.
- The draft forward programme of work for the Executive.
- Details of the current Task Groups under the Committee's remit.

The Work Programme is designed to assist the Council with its overview and scrutiny role by providing Members with an indication of the current workload, subjects to be considered for review and items which the Executive expects to consider at its future meetings, so that matters can be raised beforehand and/or consultations undertaken with a Member of the Executive prior to the relevant meeting.

Any changes to the Work Programme since it was last published have been highlighted in green.

The Committee	
Chairman: Councillor A Azad	
Vice-Chairman: Councillor J Sanderson	
Councillor H Akberali	Councillor C Kemp
Councillor A Caulfield	Councillor A Kirby
Councillor K Davis	Councillor J Morley
Councillor P Graves	Councillor M I Raja
2022/23 Committee Dates	
6 June 2022	21 November 2022
11 July 2022	23 January 2023
12 September 2022 (cancelled)	26 September 2022
20 February 2023	17 October 2022
20 March 2023	

Recommendations

The Committee is requested to:

RESOLVE That the report be noted.

The Committee has the authority to determine the recommendation set out above.

Background Papers: None.

Reporting Person: Councillor Ayesha Azad
Email: cllrayesha.azad@woking.gov.uk

Contact Person: Toby Nash, Scrutiny and Democratic Services Officer
Email: toby.nash@woking.gov.uk, Extn: 3056

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

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

Date Published: 11 November 2022

REPORT ENDS

Suggested Additions to the Work Programme

Following the last meeting of the Committee, the Chairman and Vice-Chairman provided Officers with a list of items for consideration over the coming year. Where possible, these have been added to the Work Programme. Set out below are any ideas which have been requested but are yet to be included against a specific meeting of the Committee.

Decision to be Taken	Proposed by	Officer Comment
Biannual Overview of Complaints Report	Chairman and Vice-Chairman	Following the meeting of the Committee on 21 February it was expressed by Members that the possibility of having this report appear at the Committee twice a year, as opposed to once a year would be beneficial.
Update on Company Governance Structure	Leader	The Committee would receive a report on the progress made to Company Governance Structure once sufficient progress had been made.
Review Bus Back Better Policy	Chairman	Surrey County Council has proposed revisions to the County bus service. It is proposed scrutinising the revisions to ensure it is to the benefit of Residents.
Invite representatives of Thames Water	Overview and Scrutiny Committee	Following the meeting of the Committee on 17 October 2022 a proposal was made to invite representatives of Thames Water.

The Work Programme 2022/23

Overview and Scrutiny Committee Meeting – 23 January 2023

1 – Performance Management

1.1 Performance & Financial Monitoring Information. For the Committee to consider the current publication of the Performance & Financial Monitoring Information (Green Book)

Consultation	Background Documents	Contact Person/Team
None	None	Democratic Services

2 – Matters for Consideration

2.1 Work Programme. For the Committee to receive the updated Work Programme.

Consultation	Background Documents	Contact Person/Team
None	None	Democratic Services

2.2 Joint Waste Management Performance Review. For the Committee to receive the latest Performance Review of Joint Waste Management.

Requested by Members of the O&S Committee 24 July 2017

Consultation	Background Documents	Contact Person/Team
None	None	Neighbourhood Services

2.3 Noise Complaints Update. For the Committee to receive the Noise Complaints Update (pending the Review of Performance and Financial Monitoring Information).

Requested by Members of the O&S Committee 7 June 2021

Consultation	Background Documents	Contact Person/Team
None	None	Emma Bourne

2.4 Overview and Scrutiny Committee Communications Plan. For the Committee to receive an update on the Overview and Scrutiny Committee Communications Plan.

Consultation	Background Documents	Contact Person/Team
None	None	Democratic Services

2.4 Play Area Provision. For the Committee to receive a report on the proposals for play areas.

Consultation	Background Documents	Contact Person/Team
None	None	Giorgio Framaliccio

3 – Task Group Updates

3.1 Task Group Update. To receive an update from any meetings of the Task Groups under the remit of the Committee.

Consultation	Background Documents	Contact Person/Team
None	None	Chairman of each Task Group

Overview and Scrutiny Committee Meeting – 20 February 2023

1 – Performance Management

1.1 Performance & Financial Monitoring Information. For the Committee to consider the current publication of the Performance & Financial Monitoring Information (Green Book)

Consultation	Background Documents	Contact Person/Team
None	None	Democratic Services

2 – Matters for Consideration

2.1 Work Programme. For the Committee to receive the updated Work Programme.

Consultation	Background Documents	Contact Person/Team
None	None	Democratic Services

2.2 Freedom of Information Requests Annual Report. To review the statistics and requests that proceed to the Information Commissioners Office.

Requested by Members of the O&S Committee 16 July 2018

Consultation	Background Documents	Contact Person/Team
None	None	Natalie Khan & Frank Jeffrey

2.3 Overview of Complaints Received and Contract Review Annual Report. A review of the complaints received over the past year and identify any trends.

Requested by Members of the O&S Committee 28 November 2016

Consultation	Background Documents	Contact Person/Team
None	None	Joanne McIntosh

2.4 Enterprise M3. To receive a presentation on the work carried out by Enterprise M3 and future plans.

Requested by Members of the O&S Committee 13 September 2021

Consultation	Background Documents	Contact Person/Team
None	None	Stephen Martin & Giorgio Framaliccio

2.5 Annual Update on Climate Change.

Requested addition to the Work Programme by the Chairman 19 October 2020

Consultation	Background Documents	Contact Person/Team
None	None	Lara Beattie

3 – Task Group Updates

3.1 Task Group Update. To receive an update from any meetings of the Task Groups under the remit of the Committee.

Consultation	Background Documents	Contact Person/Team
None	None	Chairman of each Task Group

Overview and Scrutiny Committee Meeting – 20 March 2023

1 – Performance Management

1.1 Performance & Financial Monitoring Information. For the Committee to consider the current publication of the Performance & Financial Monitoring Information (Green Book)

Consultation	Background Documents	Contact Person/Team
None	None	Democratic Services

2 – Matters for Consideration

2.1 Work Programme. For the Committee to receive the updated Work Programme.

Consultation	Background Documents	Contact Person/Team
None	None	Democratic Services

2.2 Safer Working Partnership – Community Safety Plan. The Police and Justice Act 2006 gave local authorities responsibility for considering crime and disorder matters. In 2010 the Committee agreed that the Safer Working Partnership Plan would be brought forward annually for scrutiny.

Consultation	Consultation	Contact Person/Team
None	None	Camilla Edmiston

2.3 Annual Report of the Overview & Scrutiny Committee.

Consultation	Background Documents	Contact Person/Team
None	None	Chairman

3 – Task Group Updates

3.1 Task Group Update. To receive an update from any meetings of the Task Groups under the remit of the Committee.

Consultation	Background Documents	Contact Person/Team
None	None	Chairman of each Task Group

The Draft Executive Work Programme

The following list sets out the draft forward programme of work for the Executive over the coming year. The programme is subject to additions and alterations and will be updated for future meetings of the Overview and Scrutiny Committee. The purpose of the list is to enable the Members of the Overview and Scrutiny Committee to identify those items they would like to scrutinise under the Committee’s function of pre-decision scrutiny. The list includes those items for recommendation to Council as well as those for determination by the Executive.

Executive – 17 November 2022

Matters for Consideration

- | | |
|------------|---|
| 1) | Notice of Motion – Cllr J Morley – Fair Tax |
| 2) | Victoria Place Update |
| 3) | Woking Strategic Partnerships |
| 4) | Review of Fees and Charges 2023-24 |
| 5) | Calendar of Meetings 2023-24 |
| 6) | Cost of Living Crisis Update |
| 7) | Draft Medium Term Financial Strategy (MTFS) and General Fund Budget 2023-24 |
| 8) | Draft Housing Revenue Account Budget Update 2023-24 |
| 9) | Draft Investment Programme 2022-23 to 2026-27 |
| 10) | Affordable Housing Delivery Supplementary Planning Document (SPD) |
| 11) | Property Management |
| 12) | Performance and Financial Monitoring Information |
| 13) | Property Management (Part II) |

Executive – 8 December 2022

Matters for Consideration

- 1) Medium Term Financial Strategy (MTFS)
- 2) Empty Homes Plan
- 3) Housing Infrastructure Fund (HIF) - Update
- 4) Cost of Living Crisis Update
- 5) Performance and Financial Monitoring Information

Executive – 19 January 2023

Matters for Consideration

- 1) Town Centre Masterplan
- 2) Review of the Constitution
- 3) Cost of Living Crisis Update
- 4) Risk Management Update
- 5) Performance and Financial Monitoring Information
- 6) Monitoring Reports - Projects
- 7) Monitoring Reports – Working For All Strategy

Executive – 2 February 2023

Matters for Consideration

- | | |
|----|---|
| 1) | Medium Term Financial Strategy (MTFS), General Fund, Service Plans, Budgets and Prudential Indicators 2023-24 |
| 2) | Housing Revenue Account Budgets 2023-24 |
| 3) | Investment Programme 2022-23 to 2026-27 |
| 4) | Capital, Investment and Treasury Management Strategies |
| 5) | Cost of Living Crisis Update |
| 6) | Play Areas Update |
| 7) | Performance and Financial Monitoring Information |

Executive – 23 March 2023

Matters for Consideration

- | | |
|----|--|
| 1) | Medium Term Financial Strategy (MTFS) |
| 2) | Greener Woking - Draft Revised Climate Change Strategy |
| 3) | Climate Change Supplementary Planning Document (SPD) |
| 4) | Affordable Housing Delivery Supplementary Planning Document (SPD) |
| 5) | Cost of Living Crisis Update |
| 6) | Regulation of Investigatory Powers Act 2000 – Annual Monitoring Report |
| 7) | Write off of Irrecoverable Debt |
| 8) | Performance and Financial Monitoring Information |

Current Task Groups Responsible to the Committee

The table below provides a list of current Task Groups established by the Committee, including an indication of the resource requirements and the anticipated completion date. Updates on the progress of individual Task Groups are included elsewhere on the Committee's agenda.

Economic Development Task Group	
Remit:	<p>The Economic Development Task Group shall comprise seven Members of the Council representing all Groups on the Council based on proportionality. The Elected Members to be appointed annually by the Overview and Scrutiny Committee in May. The Portfolio Holder for Promoting the Local Economy shall be an ex-officio member.</p> <p>Members of the Task Group will be expected to gain the views of Councillors/ Officers/ other representatives with a view to reporting those views to the Task Group.</p> <p>Members of the Task Group may also be charged with specific areas to research and report back on to the Task Group.</p> <p>Members of the Task Group may be expected to present proposals to the Overview and Scrutiny Committee and, where necessary, prepare written reports.</p> <p>Substitutes may be appointed when necessary.</p>
Membership:	Councillors Akberali, Aziz, Davis, Elson, Morley, Oades and Roberts.
Resources:	Officer and Councillor time.
Date Established:	11.03.09
Completion Date:	Ongoing

Finance Task Group	
Remit:	<p>The Task Group has been established as a Standing Task Group to review financial issues as identified either by itself or the Overview and Scrutiny Committee. The Task Group will receive financial information, including reports to the Executive, to enable it to undertake effective scrutiny of the financial performance of the Council.</p> <p>The Task Group will receive reports on areas such as Treasury Management, Budget Process and Financial Forecast, Statement of Accounts, Investment Programme, Review of Fees and Charges, General Fund Budget, Update on Commercial Rents, Update on Irrecoverable Debt, and matters arising from the Green Book. Its Work Programme will be received at each Task Group meeting.</p>
Membership:	Councillors Akberali, Azad, Aziz, Davis, Kirby, Oades and Sanderson.
Resources:	Officer and Councillor time.
Date Established:	25.05.06
Completion Date:	Ongoing

HIF Task Group	
Remit:	<p>The HIF Task Group has been established following the decision on 23 May 2022 to taking on the responsibilities of the Aggregates Site Working Group and the HIF Oversight Panel.</p> <p>The Task Group shall comprise seven Members of the Council representing all Groups on the Council based on proportionality. The Elected Members to be appointed annually by the Overview and Scrutiny Committee in May.</p> <p>Members of the Task Group will be expected to gain the views of Councillors/ Officers/ Portfolio Holder / External Advisors and other representatives with a view to reporting those views to the Task Group.</p> <p>Members of the Task Group may also be charged with specific areas to research and report back on to the Task Group. Any investigation requiring funding would normally be expected to be part of the existing housing budget. Offsite visits will be ad hoc. Requests for additional funds for the purpose would be submitted to the Portfolio Holder.</p> <p>Task Group Members may be expected to present proposals to the Overview and Scrutiny Committee and, where necessary, prepare written reports.</p>
Membership:	Councillors Akberali, Ali, Azad, Johnson, Kemp, Lyons and Nicholson.
Resources:	Officer and Councillor time.
Date Established:	23.05.22
Completion Date:	Ongoing

HIF Housing Outputs Task Group	
Remit:	<p>The HIF Housing Outputs Task Group has been established following the decision on 22 November 2022 to set-up a task group to look at the housing element of the Housing Infrastructure Fund. The Task group shall comprise seven Members of the Council representing all Groups on the Council based on proportionality.</p> <p>Members of the Task Group will be expected to gain the views of Councillors/ Officers/ Portfolio Holder / External Advisors and other representatives with a view to reporting those views to the Task Group.</p> <p>Members of the Task Group may also be charged with specific areas to research and report back on to the Task Group. Any investigation requiring funding would normally be expected to be part of the existing Overview and Scrutiny Budget. Offsite visits will be ad hoc.</p> <p>Task Group Members may be expected to present proposals to the Overview and Scrutiny Committee and, where necessary, prepare written reports.</p>
Membership:	Councillors Akberali, Ali, Azad, Forster, Johnson, Kemp and Kirby.
Resources:	Officer and Councillor time.
Date Established:	24.01.22
Completion Date:	To be confirmed.

Housing Task Group	
Remit:	<p>The Housing Task Group shall comprise seven Members of the Council representing all Groups on the Council based on proportionality. The Elected Members to be appointed annually by the Overview and Scrutiny Committee in May.</p> <p>Members of the Task Group will be expected to gain the views of Councillors/ Officers/ Portfolio Holder / External Advisors and other representatives with a view to reporting those views to the Task Group.</p> <p>Members of the Task Group may also be charged with specific areas to research and report back on to the Task Group. Any investigation requiring funding would normally be expected to be part of the existing housing budget. Offsite visits will be ad hoc. Requests for additional funds for the purpose would be submitted to the Portfolio Holder.</p> <p>Task Group Members may be expected to present proposals to the Overview and Scrutiny Committee and, where necessary, prepare written reports.</p>
Membership:	Councillors Akberali, Aziz, Cosnahan, Dorsett, Johnson, Lyons and Whitehand.
Resources:	Officer and Councillor time.
Date Established:	25.05.06
Completion Date:	Ongoing

OVERVIEW AND SCRUTINY COMMITTEE – 21 NOVEMBER 2022

ECONOMIC DEVELOPMENT TASK GROUP UPDATE – 3 NOVEMBER 2022

Executive Summary

The Economic Development Task Group met for the second time in the municipal year.

Chris Norrington, Business Liaison Manager, provided an update on the last two quarters of the Action Plan, April – June and July - September. The Business Liaison team had continued to engage businesses across the Borough including drop-in sessions for businesses to seek advice.

The Action Plan updates explained what progress had been made on each of the five priorities:

- Priority 1 – Focus on business. The Business Liaison team had continued to engage businesses across the Borough including drop-in sessions for businesses to seek advice. The Council, in partnership with the Surrey Chambers of Commerce, has launched an International Trade Forum to support exporting businesses in the Borough.
- Priority 2 – Build on our people and skills advantages. Working in partnership with DWP, the Council had continued to promote funded courses for people to enter the hospitality industry.
- Priority 3 – Future Proofing our borough's town and villages. A public consultation had been held on the Masterplan.
- Priority 4 – Woking, the place to be. A project manager to promote digital inclusion had been employed, working alongside Health & Wellbeing.
- Priority 5 – Destination Woking. This continued to be developed alongside the Council's strategies for the Borough.

Both quarters had seen suppressed footfall, attributed to many businesses adopting a hybrid working model following the pandemic lockdowns. However, Italia Conti had opened in September and Woking had hosted Surrey Dance 21, both of which had contributed to some increased footfall.

A pilot parking incentive scheme, that would allow retailers to provide parking discounts to their customers, will be introduced in the spring of 2023 as it is currently undergoing financial and systems testing. The Group also discussed the current parking strategy.

Angela Baillie, Commercialisation Officer, provided Members with an update on the health of the Estate over the previous six months. Economic headwinds had made an impact on certain sectors of the market.

The My Town Shops website had been rebranded as Online High Street and had expanded its deliveries to the boroughs surrounding Woking.

Italia Conti had been engaged by the Council to seek the views of students on what priorities they had for the town.

The Council hosted, a breakfast briefing as part of the Woking Means Business Exhibition, held at the Leisure Centre. The Leader of the Council, Ann-Marie Barker, the CEO, Julie Fisher and Strategic Director for Place, Giorgio Framaliccio updated businesses on Victoria Place, the Masterplan, other developments, health & wellbeing and the environment and future financial challenges the Council has. Florence Hubert, from the Bank of England was the guest speaker, providing businesses with an update on the effects of inflation and further increases in interest rates. Around 100 people representing many sectors attended the event.

Recommendations

The Committee is requested to:

RESOLVE That the report be noted.

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

Background Papers:	None.
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