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TO THE CHAIRMAN AND MEMBERS OF THE EXECUTIVE

You are hereby summoned to attend a meeting of the Executive to be held on Thursday, 18 January 2024 at 7.00 pm in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

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

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

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

The agenda for the meeting is set out below.

JULIE FISHER
Chief Executive

AGENDA

PART I - PRESS AND PUBLIC PRESENT

1. Apologies for Absence
2. Declarations of Interest (Pages 5 - 6)
 - (i) To receive declarations of disclosable pecuniary and other interests from Members in respect of any item to be considered at the meeting.
 - (ii) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Corporate Resources, Kevin Foster, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Foster may advise on those items.

- (iii) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Communities, Louise Strongitharm, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mrs Strongitharm may advise on those items.
- (iv) In accordance with the Officer Employment Procedure Rules, the Head of Transformation, Digital and Customer, Adam Walther, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Walther may advise on those items.

3. Minutes (Pages 7 - 14)

To approve the minutes of the meeting of the Executive held on 14 December 2023 as published.

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.

Questions

5. To deal with any written questions submitted under Section 3 of the Executive Procedure Rules. Copies of the questions and draft replies will be published shortly before the meeting.

Matters for Recommendation

6. Community Asset Transfer Policy EXE24-012 (Pages 15 - 52)
Reporting Person – Louise Strongitharm

Matters for Determination

7. UK Shared Prosperity Fund (UKSPF) EXE23-084 (Pages 53 - 60)
Reporting Person – Beverley Kuchar
8. Development of Local Plan EXE24-014 (Pages 61 - 68)
Reporting Person – Beverley Kuchar
9. Property Management EXE24-015 (Pages 69 - 72)
Reporting Person – Kevin Foster

Performance Management

10. Monitoring Reports - Projects EXE24-005 (Pages 73 - 82)
Reporting Person – Kevin Foster

Exclusion of the Press and Public

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

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

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

PART II – PRESS AND PUBLIC EXCLUDED

Matters for Determination

12. Property Management EXE24-013 (Pages 83 - 88)

Reporting Person – Kevin Foster

AGENDA ENDS

Date Published - 10 January 2024

For further information regarding this agenda and arrangements for the meeting, please contact Julie Northcote on 01483 743053 or email julie.northcote@woking.gov.uk



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Agenda Item 2.

Schedule Referred to in Declaration of Interests

Council-appointed directorships

Kevin Foster, Strategic Director – Corporate Resources	
Brookwood Cemetery Limited	Kingfield Community Sports Centre Limited
Brookwood Park Limited	LAC 2021 Limited (Dormant)
Export House Limited	Woking Necropolis and Mausoleum Limited
Woking Shopping Limited	

Louise Strongitharm, Strategic Director – Communities	
Rutland Woking (Carhouse Lane) Limited	Rutland Woking (Residential) Limited
Rutland (Woking) Limited	

Adam Walther, Head of Transformation, Digital and Customer	
Brookwood Cemetery Limited	Thamesway Developments Limited
Brookwood Park Limited	Thamesway Energy Limited
Thamesway Central Milton Keynes Limited	Thamesway Limited
Thamesway Sustainable Communities Limited	Thamesway Solar Limited
Woking Necropolis and Mausoleum Limited	

Executive 14 December 2023

MINUTES
OF A MEETING OF THE
EXECUTIVE

held on 14 December 2023

Present:

Cllr A-M Barker (Chairman)
Cllr W Forster (Vice-Chair)

Cllr P Graves Cllr E Nicholson
Cllr I Johnson Cllr D Roberts
Cllr L Lyons

Also Present: Councillors A Boote, K Davis, D Jordan and L Rice.

1. APOLOGIES FOR ABSENCE

No apologies for absence were received.

2. DECLARATIONS OF INTEREST

In accordance with the Officer Employment Procedure Rules, the Strategic Director – Corporate Resources, Kevin Foster, declared a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he was a Council-appointed director. The interests were such that Mr Foster could advise the Executive on those items.

In accordance with the Officer Employment Procedure Rules, the Strategic Director – Communities, Louise Strongitharm, declared a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she was a Council-appointed director. The interests were such that Mrs Strongitharm could advise the Executive on those items.

The interest of the Head of Transformation, Digital and Customer, Adam Walther, was referred to in the agenda but it should be noted that Mr Walther was not present at the meeting.

3. MINUTES

RESOLVED

That the minutes of the meeting of the Executive held on 16 November 2023 be approved and signed as a true and correct record.

4. URGENT BUSINESS

There were no items of Urgent Business under Section 100B(4) of the Local Government Act 1972.

The Leader of the Council, Councillor Barker, advised the Executive that following self-referral to the Regulator for Social Housing, the Regulator had today issued the Council with a regulatory notice for breaching the Home Standard in respect of fire safety. The Leader explained that the notice stated that the Council did not have effective systems in place to manage its health and safety responsibilities, specifically the timely resolution of fire safety remedial actions and compliance with new carbon monoxide and smoke detector installation regulations. The Executive was informed that the Council was developing a plan to promptly complete those actions, noting that some of those actions had already been completed. The Leader acknowledged that Council tenants had been unhappy at requests to remove items from communal walkways and explained that regulations set out that items kept in communal walkways were obstacles to escape in the event of fire, particularly during hours of darkness. Consideration would be given to the tone of future tenant communications.

5. QUESTIONS

No written questions had been submitted under Section 3 of the Executive Procedure Rules. The Leader highlighted that the Executive welcomed questions from members of the public and explained the submission process. The deadline for written questions from members of the public was 12 noon, seven days before the Executive. The next Executive would be held on 18 January 2024, so the deadline for written questions was 12 noon, 11 January 2024.

6. PETITION - BROOKWOOD LYE DEVELOPMENT EXE23-078

The Leader of the Council, Councillor Barker, reported that a petition had been submitted in accordance with the Council's scheme for dealing with petitions, requesting that the Council fully deliver on the long-term vision for Brookwood Lye Road.

The petition contained 215 signatures in the following terms:

"We the undersigned petition the council to fully deliver on the long-term vision for Brookwood Lye Road including the 128 dwellings, 19 pitch Traveller site and road improvements. This vision was widely consulted on and has demonstrable support from local residents. The approved planning application for the Traveller site (PLAN/2017/1307), was agreed at Planning Committee on 23 February 2021. The application for the 128 dwellings (PLAN/2021/0248) submitted by the Council's wholly owned subsidiary Thameswey will deliver 64 dwellings as affordable, which is much needed in Brookwood and the surrounding villages of Knaphill and St. Johns. The A322 Corridor Consultation in July 2017, had the overwhelming support of local residents for the proposed improvements to Brookwood Crossroads."

The Leader welcomed the Petitioner, Mr Mike Peel, to the meeting. The Petitioner spoke in support of the petition highlighting the need for affordable homes including a local first policy, improvements to Brookwood Crossroads, and enforcement of the traveller site. The Executive was advised that the Planning Committee, at its meeting on 12 December 2023, had received an enforcement item concerning the traveller site. The Executive was

hopeful that progress would be made in the New Year whilst recognising the constraints faced by the Council. Discussion ensued on road improvements and the process for approaching Surrey County Council, as the Highways Authority, to consider improvements to Brookwood Crossroads. It was noted that a meeting with residents was being planned in the New Year to provide an update on current progress and to raise awareness. The Leader confirmed that the Council had agreed a “Local First” policy in 2022 following a Motion from Councillor Davis.

The Executive thanked Mr Peel for presenting the petition.

RESOLVED

That the Executive notes the wishes of Brookwood residents on Brookwood Lye Road and is working with the applicant to progress a new planning application that delivers homes on Brookwood Lye. Road improvements are the responsibility of Surrey County Council and they should be contacted on this.”

Reason: To agree a response to the petition.

7. DRAFT MEDIUM TERM FINANCIAL STRATEGY (MTFS) AND GENERAL FUND BUDGET 2024-25 EXE23-059

Councillor Roberts, Portfolio Holder for Finance, introduced the report which set out the strategic financial approach that the Council needed to take to deliver the Improvement and Recovery Plan (IRP) and respond to the Council’s serious financial position whilst continuing to meet its statutory duties. The Portfolio Holder explained that the approach included the development of a debt reduction plan and asset disposal strategy, and the commitment to a £12m savings target. The Executive was informed that progress continued to be slowed by poor data, inadequate systems and insufficient capacity, and the Executive welcomed that Commissioners had supported additional resources in the finance team. Benchmarking was being undertaken with neighbouring councils to inform future service provision.

The Portfolio Holder provided an update on the Council’s previously agreed savings target of £12m. The worsening budget gap due to the Council’s historic investments was noted, however the Portfolio Holder confirmed that the savings target of £12m had not increased. The Executive was advised that Commissioners were supportive of addressing the broadening gap through the debt reduction plans.

Discussion ensued on the savings proposals and consultation. Following the public consultation, Officers and Members had worked on a detailed options analysis for Pool in the Park which had indicated that the option to increase fees and charges was potentially a viable recommendation in the final budget report to Council in February 2024 to keep the Pool open. The Executive thanked Officers and Members, in particular the Portfolio Holder for Leisure, and was grateful to the Woking Pool Community Action Taskforce and user groups for engaging with the Council to find solutions.

Attention was drawn to Council tax and it was noted that although the Council Tax referendum limit for 2024/25 was 3%, other councils subject to intervention had implemented increases above the cap as part of dealing with budget gaps. The Executive was informed that discussions had started with Commissioners ahead of February Council.

The Executive recognised the significant challenges ahead and difficult decisions such as proposed staff savings and removal of community grant funding. The Leader was pleased that extensive public and/or service user consultation had been carried out, noting that staff consultation was taking place currently on the proposed staffing structure. The Finance Working Group was thanked for its work to review service savings.

RESOLVED

- That (i) the updated position on the MTFs be noted, including work on public and staff consultation and more detailed work to update the delivery options and costs of the savings proposed in September 2023;
- (ii) whilst significant progress has been made on this work, the scale of the challenges mean that the level of savings is at risk and further options still need to be reviewed and presented to Members of Finance Working Group, Overview and Scrutiny Committee and finally to Executive and Full Council in February 2024;
- (iii) it be noted that following public consultation and further options analysis on Pool in the Park, the option to increase fees and charges is potentially a viable recommendation in the final budget report; and
- (iv) the continued use of Lloyds banking facilities, as set out in paragraph 11.5 of the report, be approved.

Reason: To ensure open and transparent governance in the financial affairs of the Council in balancing the 2024/25 Budget.

8. DRAFT HOUSING REVENUE ACCOUNT BUDGET UPDATE 2024-25 EXE23-060

The Executive received a report which set out the Council's current position in preparing the draft Housing Revenue Account (HRA) budgets for 2024/25 prior to the final report to Council in February 2024. Councillor Roberts, Portfolio Holder for Finance, reported that the HRA would likely be in balance next year with an estimated surplus of circa £1m which could be invested back into much needed capital improvements to HRA stock. Uncertainties remained regarding future capital financing requirements and the Government's rent setting approach. It was noted that the 30-year HRA Business Plan would be updated as part of the budget setting process.

The work taking place to review the charges to the HRA account for the current year and last year was welcomed. Once that work was completed, Councillor Johnson, Portfolio Holder for Housing, asked that recharges to the HRA in previous years be reviewed so that the money could be recovered from the General Fund.

The Executive expressed regret at the proposed closure of Brockhill Extra Care Housing scheme, a much valued and loved facility. Due to the significant capital expenditure required on fire safety remedial works, a full heating system replacement and limited investment over the years, the building was unfortunately considered unviable due to the level of capital investment needed; some £5.8m over the next 10 years. In addition, the design and layout of the building did not meet the current expectations for extra care

housing as set out in Surrey County Council's Accommodation with Care and Support Strategy and national best practice. The Executive thanked Officers for providing support and assistance to Brockhill residents on an individual basis during this worrying time. The Council was working with Surrey County Council to find solutions for those vulnerable residents.

RESOLVED

- That (i) progress in preparing the draft Housing Revenue Account budgets for 2024/25 be noted;
- (ii) Managers, Corporate Leadership Team and Portfolio Holders continue detailed budget preparation for consideration by the Executive in February 2024; and
- (iii) the Council commences consultation with residents, their families and other stakeholders on the proposed closure of Brockhill Extra Care Housing scheme.

Reason: Consideration of these proposals will enable the preparation of the Council's Housing Revenue Account budgets for 2024/25 to proceed.

9. UPDATE TO IMPROVEMENT AND RECOVERY PLAN EXE23-085

The Executive received a report which sought approval to incorporate the Housing Improvement Programme into the Improvement and Recovery Plan (IRP) as the fifth theme of the Plan, recognising the need for increased strategic oversight of the work. The Leader advised that although the Council already had a Housing Improvement Programme, given the scale of the challenges faced by the Council to ensure that the Council delivered decent homes for Council tenants, it was proposed to add housing to the IRP. The Executive noted concerns about the Council's ability to maintain homes to the Decent Homes standard and the regulatory notice referred to earlier in the meeting for breaching the Home Standard in respect of fire safety. The Housing Improvement Programme would incorporate the work needed to create a 30-year HRA business plan. The Overview and Scrutiny Committee, at its meeting on 11 December 2023, had been supportive of the proposal.

RESOLVED

That the Housing Improvement Programme be incorporated into the Improvement and Recovery Plan as the fifth theme.

Reason: The strategic importance of the programme requires this additional focus. There are interdependencies with the existing themes that require management across the programme in its entirety.

10. ASSET DISPOSAL EXE23-081

The Executive received a report which sought approval to sell the freehold interest in the front (north) building of CMS House, 45 Poole Road. It was noted that the newly implemented Commercial Protocol had been consulted as part of the decision making process. It was confirmed that the proposed sale achieved best value for the site and was in line with Market Value estimated by a Red Book valuation. The Executive was advised that the proposed disposal would facilitate the relocation of an existing tenant of the Council's Goldsworth Road Industrial Estate which would allow redevelopment of the Estate and improve the Council's financial position. The Overview and Scrutiny Committee had considered the proposal at its meeting on 11 December 2023 and was supportive.

RESOLVED

That the Council dispose of the freehold interest in the front (north) building of CMS House, 45 Poole Road.

Reason: This disposal of the front building of CMS House will generate a capital receipt that is supported by a Red Book valuation and should enable the progression of a redevelopment scheme at Goldsworth Road Industrial Estate by relocating an existing occupier to CMS House.

11. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

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

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

12. ASSET DISPOSAL EXE23-082

RESOLVED

That the commercially sensitive information, in support of the Asset Disposal report under Part I of the agenda, be noted.

Reason: This disposal of the front building of CMS House will generate a capital receipt that is supported by a Red Book valuation and should enable the progression of a redevelopment scheme at Goldsworth Road Industrial Estate by relocating an existing occupier to CMS House.

<p>This document was published on Friday 15 December 2023 and the decisions within it will be implemented on Thursday 27 December 2023, subject to call-in.</p>
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The meeting commenced at 7.00 pm
and ended at 8.16 pm.

Chairman: _____

Date: _____

EXECUTIVE – 18 JANUARY 2024

COMMUNITY ASSET TRANSFER POLICY

Executive Summary

Community Asset Transfer involves transferring the ownership of land or buildings from a statutory body to a community organisation in order to achieve public benefit. This report recommends to Council the adoption of the Community Asset Transfer (CAT) Policy which has been drafted with support from Local Partnerships and the Local Government Association (LGA), as well as with input from community representatives.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

the Community Asset Transfer (CAT) Policy, as attached at Appendix 1 to the report, be adopted.

Reasons for Decision

Reason: The Council has a number of assets that have the potential to be run by community organisations (referred to as community enterprises). This would enable the Council to create savings whilst the asset is retained for social benefit. Community Asset Transfers (CATs) also have the opportunity of supporting the Borough's voluntary and community sector in their development and economic growth.

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

Background Papers: None.

Reporting Person: Louise Strongitharm, Strategic Director - Communities
Email: louise.strongitharm@woking.gov.uk, Extn: 3599

Contact Person: Steve May, Head of Leisure and Communities
Email: steve.may@woking.gov.uk, Extn: 3302

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

Date Published: 10 January 2024

1.0 Introduction

- 1.1 The Council is currently in discussions with community enterprises regarding the transfer of assets, which is made challenging by not having an existing framework or policy in place that has been formally agreed and adopted by the Council.
- 1.2 Many authorities conduct community asset transfers and have Community Asset Transfer (CAT) policies in place, and 8 different Council policies have been reviewed to inform the way forward for Woking Borough Council. The drafting of the policy has been supported by Local Partnerships with the support of the LGA, with input from community representatives the Council is currently working on for a CAT.

2.0 Key Considerations

- 2.1 A CAT is not an easy option, and takes effort and time to proceed with the community enterprise. Nevertheless, the rewards can be significant in a valued asset and service being retained under the control of the community.
- 2.2 The process needs to be fair, transparent and based on co-operation. The Council needs to be assured that the transfer of the asset it currently holds on behalf of the community is going to continue to provide that community benefit. If this due diligence did not take place, then the Council will be failing in its responsibilities to the Borough residents. However, the process does need to be proportionate to the scale and level of the asset, and not put community enterprises off by being too bureaucratic. The policy (in its tone and language) aims to be accessible and the Expression of Interest (Appendix 3) and Business Case (Appendix 4) templates not too onerous whilst providing the assurances the Council needs.
- 2.3 In accepting the policy, the Council agrees to the following objectives for CAT:
 1. CATs will be a route to sustaining valued community assets and enabling locally run services to thrive and flourish independent of council funding.
 2. CATs will be a vehicle for enabling and empowering community enterprises to directly operate assets and to support the growth and development of the third sector.
 3. CATs will foster social and economic benefits for the local area, focusing on social inclusion and be environmentally considerate.
- 2.4 At the outset the asset should be considered if right for transfer based on wider value to the community. For example, the selling of the site could be the best value option with the income generated to provide services for the whole Borough. The site should also be considered in terms of community need – if there is existing assets or services of equal quality and value then decommissioning the asset could be the better option.
- 2.5 The policy outlines the establishment of a CAT Board consisting of Officers from property, finance, legal and service representatives. They will use their collective expertise to decide if a CAT is the best route for an asset. Also, the Board would agree the progression of a CAT at the different stages including at Expression of Interest and Business Case.
- 2.6 The Council will also agree to the following commitments:
 - Work closely with community enterprises in a co-operative manner to achieve the best results for Woking.
 - Operate in a transparent way to ensure the community enterprise will have all the information it needs to make a decision to accept a transferred asset.

- Expect the community enterprise to respect the confidential nature of information and not share beyond those who need to know.
- Address any blockages in decision making and progressing with the CAT in a timely manner.
- The Council will expect the community enterprise to operate the same commitments.

2.7 These commitments are really important and would expect all parts of the Council to follow them in finding solutions and support the community enterprise in a timely manner.

2.8 Timescales for the different stages are included in the policy as a guide. This is to ensure the process and negotiations from either party does not drag – with a protracted timescale the asset may not meet its potential and a different option might have been better for the wider community. Also, the community enterprise nor the Council will have endless resources to apply to a CAT, and hence the policy only has 2 options for the community enterprise to submit an Expression of Interest and Business Case (which is fair as long as the Council is consistent with its approach and advice).

3.0 Summary

3.1 As mentioned above, the requirements of the community enterprise have been tested with the community representatives who are interested in a CAT. This proved extremely valuable, however, the policy is a guide and assets and community enterprises will have different requirements and needs – therefore a degree of flexibility is required.

3.2 A submission has been made to the UKSPF – this would provide funding for independent legal advice for the community enterprise at the business case stage (with parameters), cover other costs to each party, and it is suggested that a Community Broker be employed to ensure the CATs transfer in a timely manner (a job description is attached at Appendix 5).

4.0 Corporate Strategy

4.1 Community Asset Transfer supports the Woking for All objectives of both healthier and prosperous communities. Asset transfer can unlock community enterprise and volunteer commitment to enable continued access to important local facilities.

5.0 Implications

Finance and Risk

5.1 The policy sets out key financial and risk considerations that will need to be determined prior to any CAT taking place. The policy outlines the establishment of a CAT Board consisting of Officers from property, finance, legal and service representatives. They will use their collective expertise to decide if a CAT is the best route for an asset.

5.2 The policy sets out in detail the potential risks attached with CAT transfer and the solutions that will need to be in place to mitigate against these.

Equalities and Human Resources

5.3 All organisations applying for a CAT transfer will be asked to include equalities information in their business case.

5.4 The Council will deliver the CAT policy through the appointment of a Community Broker who will work with community organisations to facilitate the CAT process. This post will be funded through UK Shared Prosperity Funding.

Legal

- 5.5 The CAT Board will provide a legal oversight of any potential CAT transfers. It should be noted there is a general legal requirement to achieve best value in property transactions, a CAT transfer will not be considered where the option to sell would deliver greater value to the Council.
- 5.6 Heads of terms will be proportionate to the scale of the transfer, aiming to support the long-term success of the venture whilst also meeting the legal and statutory obligations.

6.0 Engagement and Consultation

- 6.1 A six-week public consultation on the proposed service reduction ran from October to November which gave residents and community stakeholders the opportunity to have their say on the proposed changes to services. In total, 5,792 responses were received.
- 6.2 A number of community groups (12) expressed interest in the management of pavilions (based on a Community Asset Transfer Scheme) subject to conditioning surveys of the pavilions.
- 6.3 The Council tested the draft CAT policy with one such Community Group, running through how it could work in practice.

REPORT ENDS

Appendices

Appendix 1 – Community Asset Transfer Policy and Guide

Appendix 2 – Community Asset Transfer Roadmap

Appendix 3 – Community Asset Transfer Expression of Interest

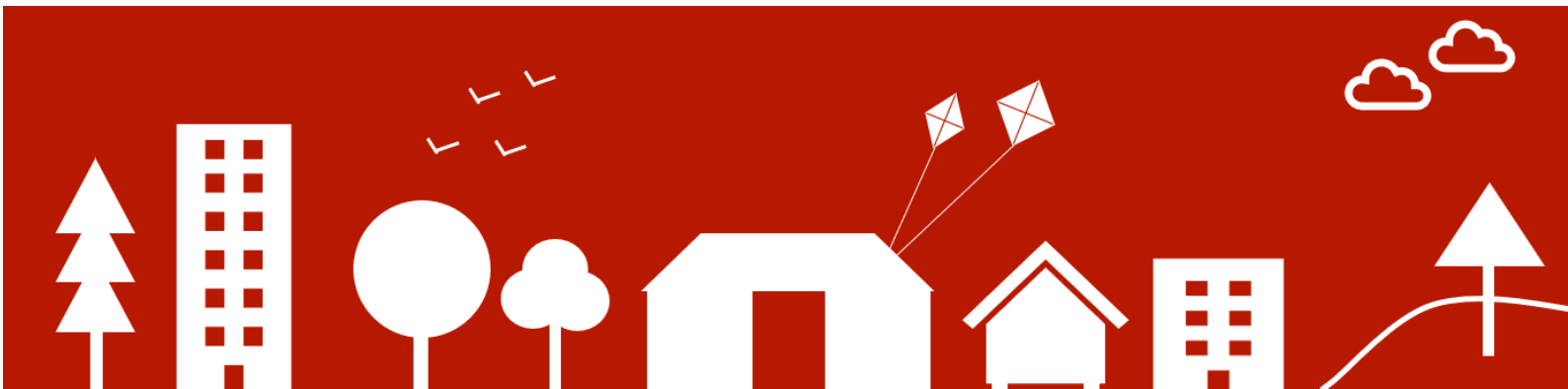
Appendix 4 – Community Asset Transfer Business Case

Appendix 5 – Community Broker Job Description



WOKING
BOROUGH COUNCIL

Community Asset Transfer Policy and Guide



12 December 2023

1. Introduction to this policy

This document provides the policy and guide to establishing Community Asset Transfers (CAT). CATs involve the transfer of a council asset to be operated by the community, usually on a long lease basis. This enables the community to take control in running assets to best meet local need and supports the voluntary and community sector to meet their growth ambitions. It also means the asset can be sustained and revitalised beyond the means of the council at a time of increased budget pressures.

This policy acts as a framework in managing an asset transfer based on circumstances and conditions under which the council will consider the transfer of its interest in a property or land. It also outlines the criteria of the community organisation as the receivers of the asset and includes the steps each party needs to take.

The policy should be used as a guide to both the local authority and the community organisation - the council needs to make sure it is proceeding in the right way based on the best option for the people of Woking, and the community organisation needs to ensure it has all the foundations in place to make the management of the asset a success. Though, to note, the community organisation should always seek independent professional advice when considering a CAT.

Collaboration is key and working in a transparent and open way will achieve the best results. The guidance set out in this policy aims to create an expected and consistent approach, though recognising each CAT will be unique based on the type of asset and the scale of the transfer.

The council's objectives are that:

1. CATs will be a route to sustaining valued community assets and enabling locally run services to thrive and flourish independent of council funding
2. CATs will be a vehicle for enabling and empowering community organisations to directly operate assets and to support the growth and development of the third sector
3. CATs will foster social and economic benefits for the local area, focusing on social inclusion and be environmentally considerate.

The policy reflects the intentions outlined in the [Woking for All](#) and 2022/23 [Supplementary and amended priorities](#), and in line with the Localism Bill 2011 which is the legislation that changes the powers of local government in England.

2. Statement of Commitment

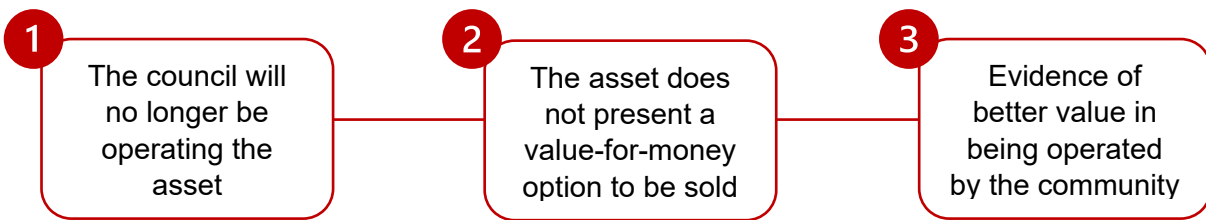
As part of its commitment to CATs the council will:

- Work closely with community organisations in a co-operative manner to achieve the best results for Woking
- Operate in a transparent way to ensure the community organisation will have all the information it needs to make a decision to accept a transferred asset
- Expect the community organisation to respect the confidential nature of information and not share beyond those who need to know
- Address any blockages in decision making and progressing with the CAT in a timely manner
- Expect the community organisation to operate the same commitments.

3. A CAT and its Benefit

A CAT is the transfer of a council-owned asset (usually land or buildings) to a community organisation at less than market value.. The community organisation would operate the asset as a way of continuing it without funding from the council due to budget pressures on discretionary services. Therefore, the aim is to achieve local social, economic or environmental benefit, usually by way of a long lease or in some limited circumstances a freehold transfer.

The council will consider a transfer based on one or a combination of the circumstances:



The council views CAT positively in providing the benefits as listed below.

The potential benefits of asset transfer for the community organisation include:

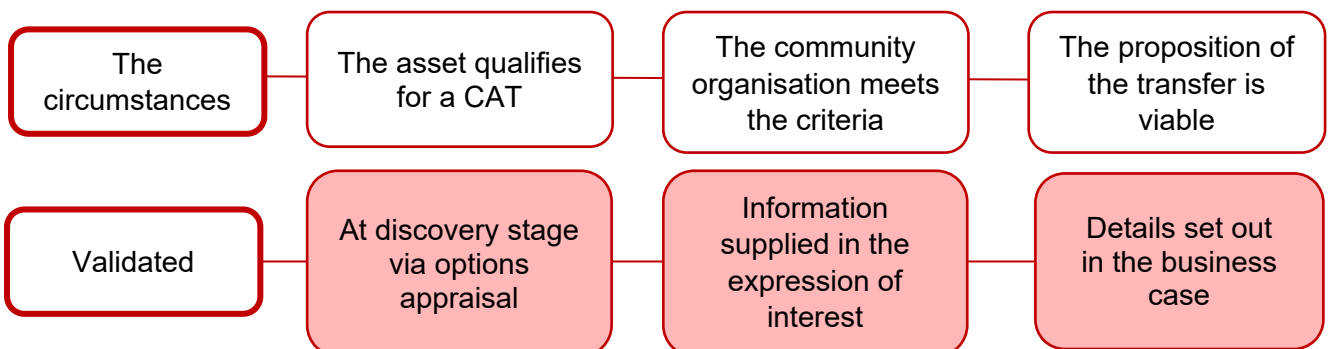
- Providing an opportunity for community organisations to grow and meet their ambitions
- Creating opportunities for income and funding to reinvest in the asset to support its sustainability
- Securing the asset to meet the community need and aspirations in line with the purpose of the community organisation.

The potential benefits of asset transfer for the council include:

- Creating the opportunity for investment in the asset that may not be possible within council ownership
- Providing a catalyst for regeneration of an area that is based on a partnership approach between sectors
- Contributing to the council’s objective to rationalise its estate and facilitate more effective use of its assets when led by the community.

4. The circumstances for a CAT

The circumstances for a CAT are based on three factors:



4.1. When the asset qualifies for a CAT all the following apply:

1. The legal power exists to allow the council to transfer assets under the 'general power of disposal' and transfer of the asset would not be contrary to any obligation placed on the council
2. The asset will no longer be operated by the council, which has been tested through an options appraisal which takes into consideration current and long-term use, future investment value and value through being sold
3. The transfer of the asset will remove recurrent expenditure from the council that it would ordinarily have to incur and remove financial / non-financial liabilities
4. The council would not generate a rental income from the asset that would outweigh a community benefit
5. The asset is fit for transfer or an understanding that the transfer takes place knowing the liabilities
6. The transfer abides by the Commercial Protocols of the council.

4.2. When the community organisation meets the criteria when operating the CAT:

1. Be a Woking based community organisation or if not actually based in the area have a demonstrable track record of creating social benefit in the Woking borough
2. Have the appropriate constitution in place or demonstrate it will be operational at the time of community transfer e.g. registered charity, community interest company or charitable incorporated organisation, not-for-profit company or co-operative, co-operative and community benefit societies
3. The constitution allows for the management of assets to operate for public good resulting in social, economic and/or environmental benefits for the people of Woking
4. Have the current or planned capacity to manage the asset and have directors, management committee members and/or employees who have the necessary experience and skills in place at the point of the community transfer
5. Complies with relevant equal opportunities legislation in its work and recruitment/employment of staff - embraces diversity and works to improve community cohesion
6. Complies with all statutory requirements in operating a community asset (including safeguarding) including Charity Commission and/or Companies House requirements.

4.3. Proposition of the transfer is viable:

1. Can demonstrate community need – therefore evidence of local consultation and involvement in designing the proposition in receiving the asset. This can be through letters of support, resident's forums, surveys, etc.
2. When based on a well defined business case that demonstrates financial sustainability and viable management arrangements; large scale transfers (with a planned turnover of £100k and over) presenting the proposition in a business plan alongside the business case
3. When based on an inclusive approach to people using the asset, or targeted activity for participants with evidenced need
4. It does not duplicate activities and compliments services or facilities already present in the local community and provides evidence enhancement of the neighbourhood e.g. supporting letters

5. Include key performance indicators (KPIs) in the business case in which success can be measured.

4.4. When a CAT would not be transferred:

1. When the asset is still needed for the council to directly deliver services, or the option to sell provides greater value to the wider community
2. If the community organisation applying to take on the asset cannot demonstrate an additional community benefit or viable business case
3. If the community organisation does not fit the criteria as outlined in this policy
4. If the community organisation applying to take on the asset was operating a function or activities that does not accord with the objectives of the council
5. When community assets have been acquired by compulsory purchase on behalf of a third party
6. Where an organisation is intending to operate the asset to generate a commercial gain without reinvestment plans
7. If the community organisation operates solely for faith, religious or political purposes
8. When covenant restrictions do not allow for the transfer
9. When the expiry date for transfer as agreed has passed
10. Where a community organisation has breached confidentiality, or acting in a way that is not open, transparent or is intentionally misleading the council.

If the council decides to halt the asset transfer after an expression of interest has been submitted it will outline the reasons why based on the previous points.

When there is more than one community organisation interested in the same asset (part or whole) then the highest score business case will proceed. The unsuccessful community organisation will be informed as to why their business case did not score as well.

5. How the lease will Operate

The council will be as flexible as possible when designing lease clauses to recognise the value of assets being transferred. The heads of terms will be proportionate to the scale of the transfer, aiming to support the long-term success of the venture whilst also meeting the legal, statutory and operational obligations and duty of care for the users of the transferred asset.

Leases will be accompanied by a Service Agreement that will set out the agreed minimum standards, opening hours and activities, and how these will be measured and monitored. This agreement will include the intentions as outlined in the business case with KPIs so success can be measured against the decision to transfer the asset. The council will be open to reasonable revisions based on changing circumstances but changes will need to be agreed in advance, and may need to be formally accepted through the council's governance.

5.1. Maintaining the Asset

Depending on the asset and the circumstance of the community organisation a lease will be between three and 25 years - a lease longer may be appropriate if supported by a business case that demonstrates specific conditions or requirements from funders or lenders. A freehold transfer will be considered in exceptional circumstances.

As previously outlined, once granted a lease can be extended or restructured at a future stage to meet changed activities or circumstances.

The asset will be transferred for a rental value which will vary depending on the asset. The rental value will be communicated to the community organisation in advance of submitting the business case.

The lease will be based on Full Repairing and Insuring (FRI), meaning that the community organisation taking on the asset will be responsible for all the repairs and maintenance from the date of transfer. This will include being responsible and liable for all operations of the asset.

There will be an Asset Lock in the lease that prevents the asset from being sold for unintended financial gain and the loss of the agreed benefits. Leases will contain suitable clauses to ensure the return of the asset to the council if the terms of the service agreement are not met, or in the case of dissolution, insolvency or corruption by the community organisation and its representatives.

The asset must be maintained by the community organisation to at least the same standard as is currently provided or better if part of an investment plan. As part of the maintenance it will need to be compliant with all planning, licensing and other relevant regulations and have in place all appropriate insurances for fire, wet peril, inclement weather, theft, public liability etc.

Any proposed major investment works would require the council's prior approval, the purpose being to ensure that the property remains suitable for the use for which it was released or any subsequently agreed variation. As the asset remains in the ownership of the council the value will remain on the balance sheet of the council, rather than the community organisation. As operators of the asset the community organisation will be liable for the rates where relevant.

Throughout the duration of the lease, the council reserves the right to monitor the running of the asset in line with the asset transfer agreement.

Leases will be contracted out of the security of tenure provisions of the Landlord and Tenant Act 1954 to give the council the flexibility to determine the future use and disposal of its property.

5.2. Ceasing the Lease

The council will support the community organisation to succeed in the operation of the transferred asset. However, if the community organisation should unfortunately be wound up or liquidated the council will be the interested party to regain possession of the asset. The council can terminate the lease should the property not be used for the purpose for which it was transferred, unless such changes have been formally agreed in writing. The return of the asset will happen if:

1. The asset is not being maintained as agreed
2. The benefit to the community (as set out in the business case and agreements) is not being delivered
3. The use of the asset has been changed without the prior written permission of the council
4. Any element of the asset has been sub-let to a third party without prior written permission of the council
5. Any illegal activity is found being undertaken from the asset
6. A commercial gain is not being invested in the transferred asset

7. The community organisation faces dissolution and insolvency or found to be corrupt, not operating in the best interest of the community or having questionable standards of behaviour (including its individual representatives)
8. If specific terms of the lease have been breached e.g. insufficient insurance or indemnity cover.

At the end of any lease the council will expect the property to be returned in the condition that it was made available taking into account reasonable wear and tear.

The community organisation should take appropriate professional advice as to the condition, future repairs and maintenance liabilities and premises management requirements.

6. CAT Governance

The council will have in place a CAT Board. This will consist of representatives from property, legal and financial services plus relevant directorate representatives. It will meet at different stages of the CAT process, with its role centring on:

- Identifying premises suitable for a CAT
- Ensuring communication to services and directorates that an asset will no longer be run by the council and responding to cases for retaining the asset
- Response to a community organisation that has presented an asset suitable for CAT
- Assessing the expression of interest, and agreeing to proceed to business case submission or rejection giving clear reasons why
- Assessing the business case to agree, outline where further work may be needed or to reject, again giving clear reasons for any rejection
- Forming the recommendations for an executive decision including outlining bespoke elements needed within the lease and agreement.

The decision to transfer the asset will be made by the member executive or relevant member portfolio holder based on recommendations from officers once the business case has been agreed through due process (council members will not be involved in any aspects of the negotiation process to transfer the asset to ensure impartiality).

The council will assign a lead contact officer during the process of transferring the asset and support ongoing relations when the asset has been transferred. The community organisation will make the same arrangement of having a single point of contact.

The CAT will be operated without interference from the council, though the council will want to know that the intentions of the asset transfer are being delivered in accordance with the agreed business case and lease. Therefore, the council lead may attend the committee / board of the community organisation as an observer and receive board papers. Also, the council and community organisation will agree a proportionate reporting regime based on an annual report with accounts to be published, with the option of conducting spot-checks and audits for justifiable reasons.

The council and community organisation will agree a communications plan and protocol, with any press and social media on the asset transfer acknowledging the contribution from the council.

Any council party (officer and member) will have to declare an interest relevant to the transfer or community organisation. If an executive member is on the board or has links to

the community organisation the decision making on awarding the transfer will need to pass to another executive member or abstain and leave the meeting from voting if the decision is via committee.

A ward member can be key in letting the community know when an asset has the potential to be a CAT. Where there is more than one community organisation interested in a CAT, the ward member(s) need to be impartial and give equal support to each party.

7. Process for establishing a CAT

The process for establishing a CAT is outlined in more detail in Appendix 2, and outlined in this section based on five stages including the headline requirements of the council and the community organisation.



7.1. Discovery

The purpose of this stage is to identify assets suitable for CAT.

The council responsibilities include:	The community organisation responsibilities include:
<ul style="list-style-type: none"> ▪ Options appraisal for assets viable for CAT or consider proposition from the community ▪ Ensure assets are no longer needed by council services – including consultation with departments ▪ CAT Board to decide the release of assets as potential CAT ▪ Promote an asset as available as a CAT ▪ To understand if any TUPE (Transfer of Undertakings Protection of Employment) arrangements would apply. 	<ul style="list-style-type: none"> ▪ Identify property for CAT ▪ Form initial approaches on how the asset would be used and managed ▪ Consider the CAT policy in line with the intentions for the asset ▪ Gather initial evidence of need ▪ Approach the council for initial discussions.
<ul style="list-style-type: none"> ▪ Joint activity: Have an initial meeting to outline the requirements in the expression of interest, to outline any TUPE implication, planning restrictions and covenants on the asset. 	
<ul style="list-style-type: none"> ▪ Decision: To proceed or not to the expression of interest stage. 	
<ul style="list-style-type: none"> ▪ Documentation: CAT Policy for guidance and reference. 	

Whether an asset is considered suitable by the council for a CAT (either through an internal options appraisal or via an approach from a community organisation) the potential CAT will be listed on the council webpage.

7.2. Expression of interest

The purpose of this stage is to develop an early outline of the intentions of the CAT.

The council responsibilities include:	The community organisation responsibilities include:
<ul style="list-style-type: none"> ▪ First check of the expression of interest by lead officer – advising the community organisation if there are elements missing ▪ Appraisal of the expression of interest at the CAT Board ▪ Inform the community organisation of the outcome of the appraisal – either more work needed or rejection ▪ Outline briefing to the senior management, executive members and ward members on the progress of the CAT. 	<ul style="list-style-type: none"> ▪ Complete the expression of interest ensuring that outline requirements are completed and in place ▪ Refine the expression of interest based on feedback ▪ Conduct consultation with the community if not already taken place.
<ul style="list-style-type: none"> ▪ Joint activity: Discussion on where the expression of interest could be improved. 	
<ul style="list-style-type: none"> ▪ Decision: To proceed or not to the business case stage. 	
<ul style="list-style-type: none"> ▪ Documentation: Evaluation form for expression of interest; expression of interest templates to be completed by the community organisation. 	

The community organisation will have two opportunities to submit an expression of interest to the council with the second one based on suggested improvements from the CAT board.

7.3. Business case

The purpose of this stage is to document the case for transferring the asset.

The council responsibilities include:	The community organisation responsibilities include:
<ul style="list-style-type: none"> ▪ Provide all information based on management of the asset including financial details, condition surveys, liabilities. ▪ Share draft terms of agreement/lease so the community organisation knows what to expect ▪ Appraisal of the business case at the CAT Board ▪ Inform the community organisation of the outcome of the appraisal ▪ Review any appeal or resubmission. 	<ul style="list-style-type: none"> ▪ Complete the business case template ensuring that all the key requirements are completed and in place, with business plan over the threshold ▪ Seek external advice and support ▪ Commission condition survey if not up to date ▪ Submit the business case, resubmit on feedback if inclined ▪ If inclined, submit an appeal against a “no” decision.
<ul style="list-style-type: none"> ▪ Joint activity: Joint interest in sharing information and agreeing on a time scale; keep in contact with how the CAT is progressing and jointly troubleshoot issues. 	
<ul style="list-style-type: none"> ▪ Decision: To recommend award of the CAT or not. 	

The council responsibilities include:	The community organisation responsibilities include:
<ul style="list-style-type: none"> ▪ Documentation: Business case template to be completed by the community organisation; evaluation form for business case to be completed by the council. Supporting information – budgets, ground and condition surveys etc. 	

The content of the business case is extremely important as it will form the basis of the lease and the agreement, along with the information provided used to form the executive decision to proceed with the CAT.

In cases where there are two or more groups interested in an asset (whole or in part) these will be selected based on the content of the business case. A separate business plan is needed for any property with a turn-over of £100k.

The community organisation will have two opportunities to submit a business case – the second based on feedback from the CAT board. The appeals process, if needed, will be routed through the council’s complaints process.

7.4 Award and Mobilise

The purpose of this stage is to agree to the CAT and put in place requirements for operation of the asset.

The council responsibilities include:	The community organisation responsibilities include:
<ul style="list-style-type: none"> ▪ Agree on the CAT through formal governance with published report ▪ Finalise the legal agreements and monitoring regime ▪ Ensure the property is in good order before transfer and/or the full liabilities are known and agreed. 	<ul style="list-style-type: none"> ▪ Formal agreement by the board of trustees or equivalent (documented for evidence if needed) ▪ Confirm legal compliance with external advice ▪ Ensure management arrangements are in place, insurance and any contracting arrangements ▪ Compliance with legislation confirmed, e.g. health and safety.
<ul style="list-style-type: none"> ▪ Joint activity: Sign the legally binding agreements. 	
<ul style="list-style-type: none"> ▪ Decision: Formal decision to award the CAT and agreement by the community organisation board. 	
<ul style="list-style-type: none"> ▪ Documentation: Legal agreements signed by parties. 	

7.5. Operation and Change

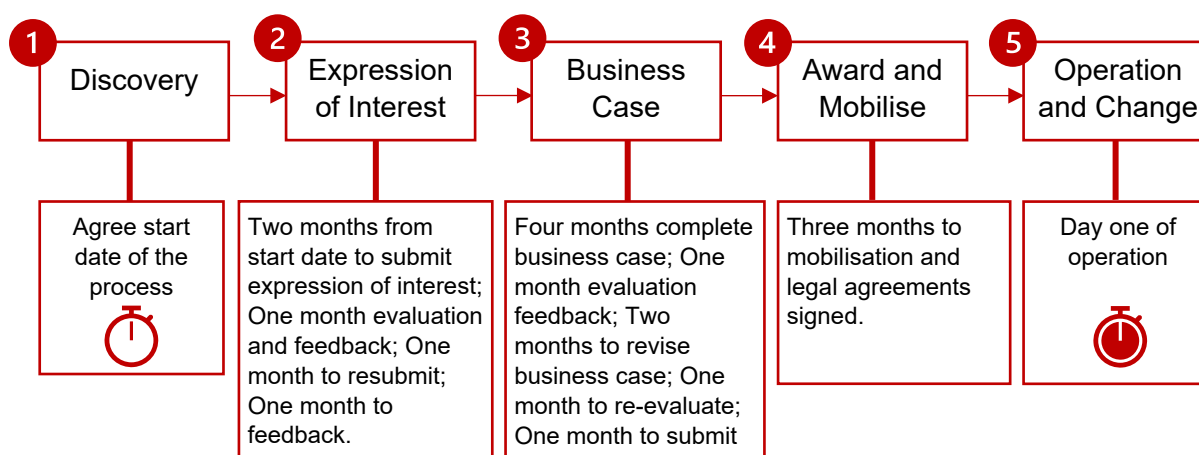
The purpose of this stage is to run the community asset transfer and agree change if needed.

The council responsibilities include:	The community organisation responsibilities include:
<ul style="list-style-type: none"> ▪ Monitor performance through KPIs set out in the business case 	<ul style="list-style-type: none"> ▪ Deliver objectives and activities outlined in the business case

The council responsibilities include:	The community organisation responsibilities include:
<ul style="list-style-type: none"> ▪ Provide guidance to support the community organisation if needed ▪ Complete monitoring visits and audits ▪ Agree (or not) to altering the agreements/lease based on change of circumstances and requirements ▪ Decide to terminate the lease based on points within this policy. 	<ul style="list-style-type: none"> ▪ Provide annual monitoring reports to the council that are published for transparency ▪ Report any change in circumstances or activity to the council, particularly that alters the business case.
<ul style="list-style-type: none"> ▪ Joint activity: Promote asset transfer and the joint venture; work in partnership to ensure the CAT is a success 	
<ul style="list-style-type: none"> ▪ Decision: Consider any change presented by the community organisation. 	
<ul style="list-style-type: none"> ▪ Documentation: KPI reporting by the community organisation. 	

7.6. The Schedule

It is important the process for the community asset transfer remains on track otherwise there could be a missed opportunity to use the asset, Also, both the council and the community organisation will have finite resources to allocate to the process.



8. Funding a CAT

The CAT could be transferred on the understanding that work is required by the community organisation to make it fit for use and development.

Once transferred, there will not be any recurrent funding available from the council for future repairs and maintenance or running costs of the asset.

The council will be willing to provide evidence of community transfer to a funder, investor and sponsor. The community organisation should confirm in writing details of funders, sponsors and investors etc. to ensure the sponsor is in line with the council's values – if considered not appropriate the council will outline the reasons why.

9. Risk and Solutions

There will inevitably be issues that arise as the council and the community organisation traverse the process of delivering the CAT. Below are some possible risks and potential solutions.

Possible Risks	Potential Solutions
The council is requiring too much of a community organisation in the establishment of the CAT.	Be proportionate in the requirements recognising the scale and size of the asset transfer.
The community organisation is not ready to take on the asset but is interested in a CAT.	To be well prepared for the requirements of a CAT, including being a registered organisation with a relevant constitution.
Community organisation does not have the capacity /skills to take over and manage the asset.	Understand the community organisation might need a development plan to have the right people in place and the business case could include recruitment of new board members and staff.
The full liabilities of taking on the asset are not known by the parties.	Ensure up-to-date condition and land surveys; along with full disclosure of the current running costs. Community organisation to ensure it has independent advice.
Community organisation does not have the finances in place to run the community asset.	Sound financial planning is put in place, including ways of generating income and grants that can be used to reinvest in the asset.
There is more than one community organisation interested in an asset.	The submitted business cases will be assessed fairly, but need to ensure all community organisations agree the time scale.
Not sure of the legal position of staff the council currently employs to run services at the asset being transferred.	If the services are to remain then TUPE would need to be applied; if the services will not be operated in the future the council will need to run a dismissal / redeployment process for the employees.
Once operational it becomes clear the business case as set out is not viable, or there are unforeseen costs.	Every support will be given to ensure the CAT is a success, though the council needs to be realistic in what can be achieved. Changes can be made to a degree through a revised decision or the asset is returned to the council.
Funders and investors require a long lease or freehold.	The council to be open minded to alter lease terms based on a strong case.
If the CAT fails funders expect to have ownership of the asset.	It is made clear in agreements between the council and the community organisation, and between the community organisation and the funder that the asset under leasehold reverts to the council.
The community organisation and the council do not see eye to eye on lease terms or process.	Both parties operate in an open and collaborative manner; with regular dialogue. Potential for mediation, or realisation that the parties have different intentions which would stop the CAT proceeding.

Possible Risks	Potential Solutions
Poor business case that does not outline the requirements to make an informed decision.	The lead officer to work with the community organisation requirements for the business case. The community organisation has two chances to submit the business case.
The council does not have sufficient capacity either financially or through personnel to support the CAT transfer and monitoring.	Resources are allocated within the council but with also clear expectations of the support the council can provide and time spent on the steps and stages.
There is significant damage to the property when operating as a CAT.	The community organisation needs to have relevant insurance in place with the council ceasing to have responsibility for the liabilities.

Glossary and references

Item	Link for definition
Asset Lock	An asset lock is a legal clause that prevents the assets of a company from being used for private gain rather than the stated purposes of the organisation.
CAT	Community Asset Transfer is a process that allows a community organisation to take over publicly-owned land or buildings in a way that recognises the public benefits
CAT board	Woking Council Community Asset Board to identify assets for CAT and make decisions on expression of interest and business cases.
Charities Commission	About us - The Charity Commission - GOV.UK (www.gov.uk)
Community building	A free-standing building that is managed, occupied or used primarily by the voluntary and community sector and where community-led activities for community benefit are the primary use of the building.
Community organisation	A community led organisation (also see third sector).
Companies House	Companies House - GOV.UK (www.gov.uk)
Covenant	A provision contained in a deed to an asset that affects or limits its use.
Discretionary services	Services the council does not have a legal obligation to run.
Freehold	A form of ownership of land or buildings where ownership cannot be taken away from the owner unless they agree. This is the most permanent way in which someone can own land or buildings. The owner owns the property forever, or until they sell it or give it away. They do not have to pay anyone for the use of the land and buildings.
Full Repairing and Insuring (FRI)	A type of commercial lease in which the tenant is responsible for the cost of all repairs and upkeep of the property, as well as the cost of buildings insurance. The tenant is also responsible for insuring the property against damage or loss.
Governance	A process for decision making.
Heads of terms	A list of the main terms upon which the formal Community Asset Transfer will be based.

Item	Link for definition
Key performance indicators (KPIs)	Set of measures to illustrate performance next to intentions.
Lease	An agreement between landlord and tenant granting the tenant the right to possess the leasehold property subject to payment of rent.
Leasehold	A form of land ownership that the tenant holds from a landlord for a limited number of years.
Management committee	Members of community organisation governing body (who may be called trustees, directors, members of the management committee).
Peppercorn rent	Minimal rent paid to keep a claim, or title, in force.
Restrictive covenant	A covenant acknowledged in a deed or lease that restricts the free use or occupancy of property.
Public Asset	A building or piece of land owned by a public sector body (government department or agency, local authority).
Third sector	The voluntary or community sector, not-for-profit organisation including community interest company and cooperative and community benefit societies.
TUPE	Transfer of Undertakings Protection of Employment. TUPE regulations protect rights as an employee when services transferred to a new employer.

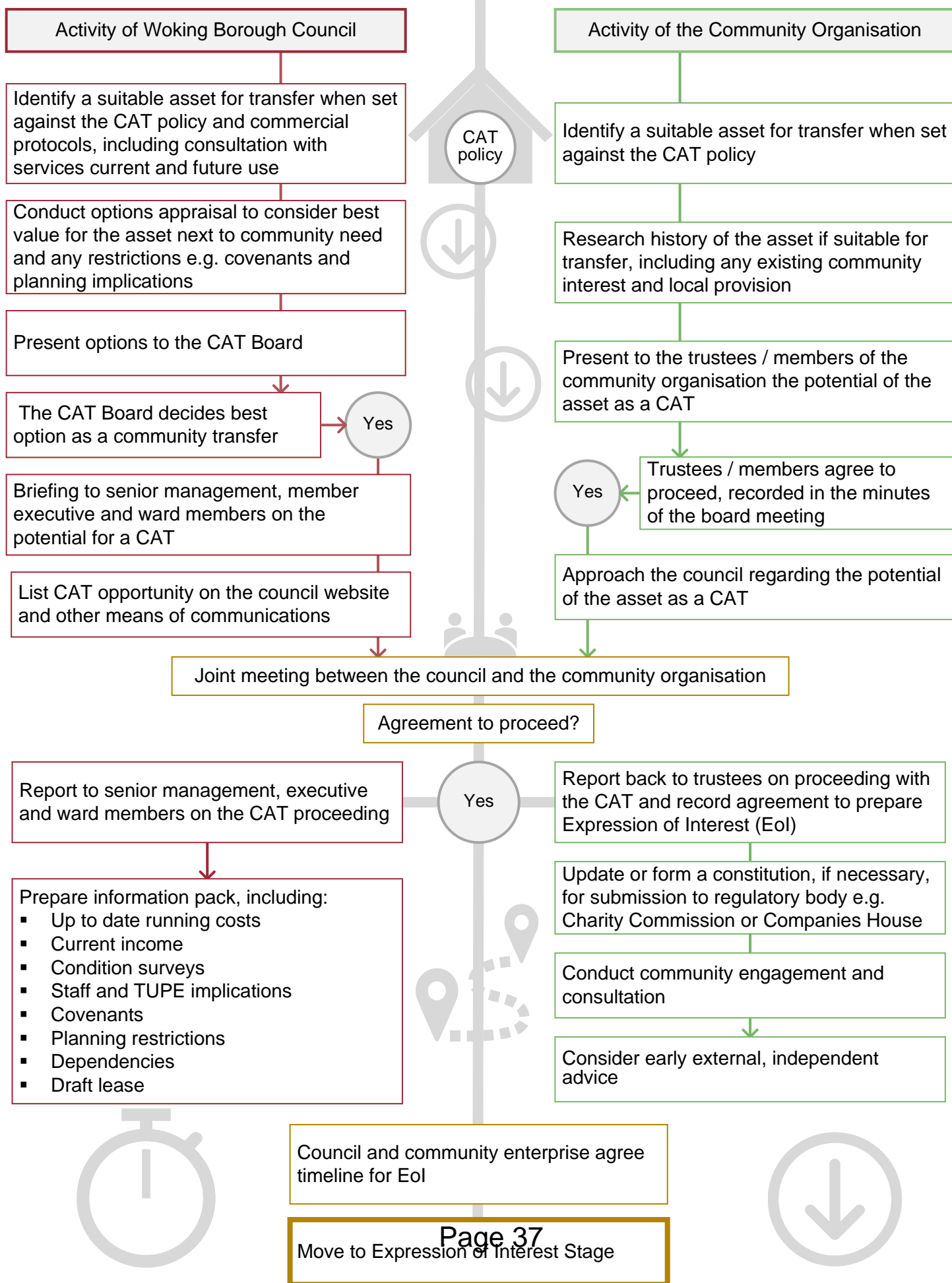
Appendix 1 – Community organisation Checklist

The following list aims to provide useful information for the community organisation when taking on a transferred asset. Most areas should already be covered in a constitution, and be proportionate to the scale of the asset being transferred. To note the requirements may not currently be in place, but in place at the time of the transfer.

Check	Requirement
<input type="checkbox"/>	We know the asset - its history, any liabilities e.g. flooding, contaminated land, building plans
<input type="checkbox"/>	We are a registered, non-for-profit organisation
<input type="checkbox"/>	We have the appropriate constitution with the appropriate registrations in place
<input type="checkbox"/>	Our constitution allows the management / ownership of buildings and provision of community based activities
<input type="checkbox"/>	We can demonstrate good governance by operating through open and accountable processes, with adequate monitoring, evaluation and financial management
<input type="checkbox"/>	Our trustees / directors / management committee members understand their legal obligations
<input type="checkbox"/>	We have written policies covering payment of trustees / directors / management committee members and volunteers
<input type="checkbox"/>	We can demonstrate we have the skills and capacity required to run the asset of this scale or have a development plan in place
<input type="checkbox"/>	Our roles and responsibilities are set out including powers to make decisions in our constitution or associated policies
<input type="checkbox"/>	We have a conflict of interest register
<input type="checkbox"/>	We have a reserves policy, have procedures for paying/reclaiming the correct amounts of tax, NI and VAT
<input type="checkbox"/>	We can provide copies of the accounts of the organisation
<input type="checkbox"/>	We have a clear purpose and understanding of the activities we wish to deliver
<input type="checkbox"/>	We have a track record of creating social benefit for the people of Woking
<input type="checkbox"/>	We have conducted consultation on our plans for the local area
<input type="checkbox"/>	We embrace diversity and work to improve community cohesion and reduce inequalities
<input type="checkbox"/>	We can evidence number of years established
<input type="checkbox"/>	Our management proposal includes a specific plan on health and safety issues and compliance with legislation and any statutory requirements arising from ownership or management of the building asset and the activity provided as part of it
<input type="checkbox"/>	We have all the necessary insurances in place or they are in plan
<input type="checkbox"/>	We know how the asset will be managed day to day that doesn't just rely on one person, including having repair and maintenance arrangements in place along with safety and security
<input type="checkbox"/>	Our governance structures are in place that rely on more than just a few people
<input type="checkbox"/>	We understand the terms of the lease and received independent legal advice
<input type="checkbox"/>	We know our digital requirements including IT security
<input type="checkbox"/>	We have all the required policies in place including where appropriate safeguarding, continuity plans, charging policy, complaints procedure, membership scheme criteria
<input type="checkbox"/>	We understand the statutory considerations that can include but are not limited to:- Health & Safety at Work Act 1974; Regulatory Reform (Fire Safety) Order 2005; Occupiers Liability Act 1957; Landlord & Tenant Act 1954; Charities Act 2011; Town & Country Planning Act 1960 and subsequent regulations; Equality Act 2010; Building Act 1994; Defective Premises Act 1972; Control of Asbestos Regulations 2012.

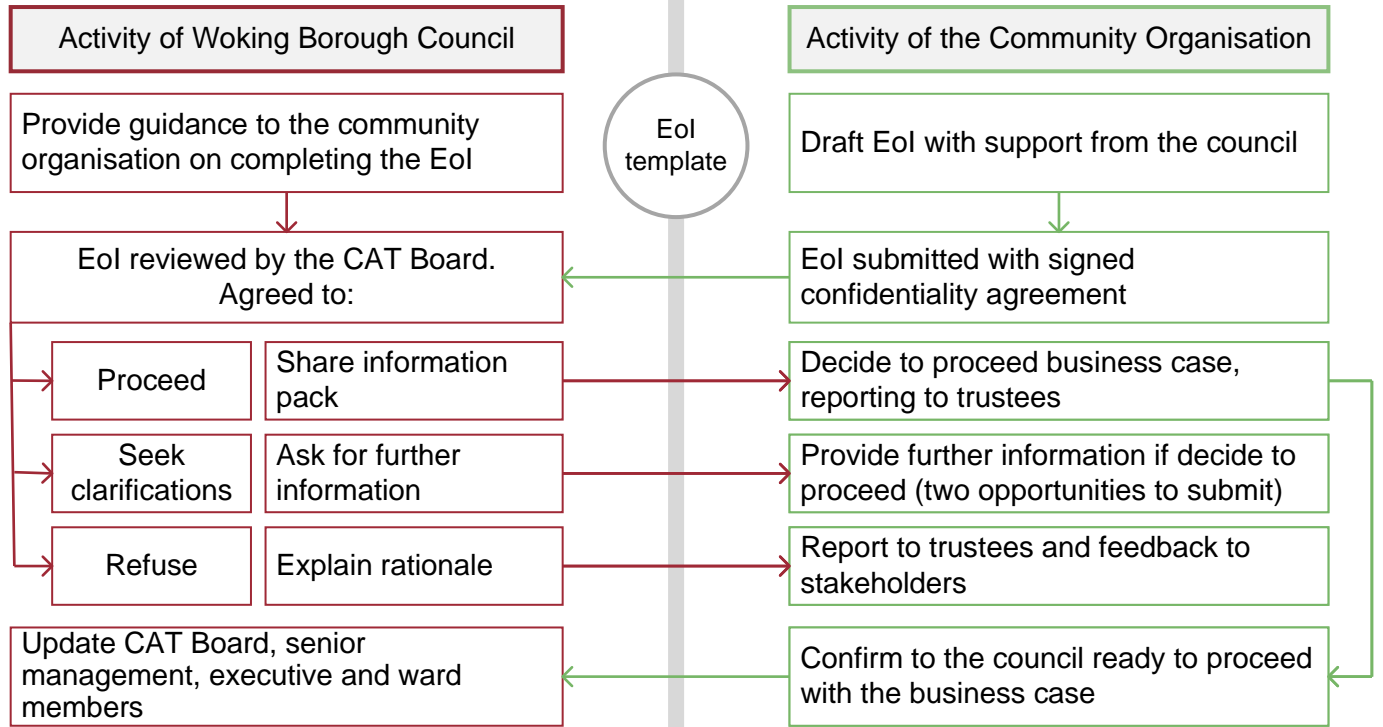


Discovery Stage





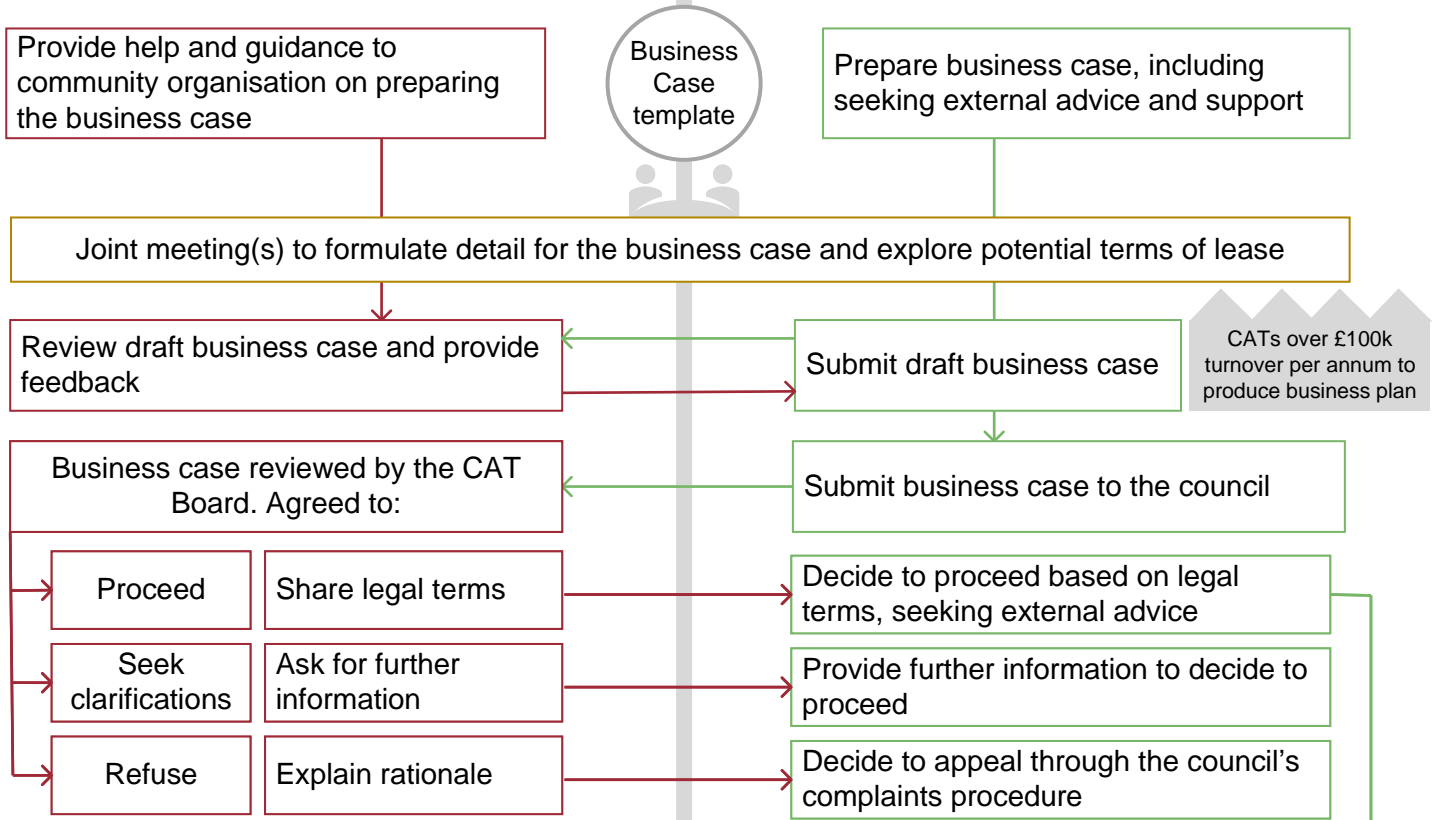
Express of Interest Stage



Move to Business Case Stage, agreeing timeline for business case submission(s) including with multiple community enterprises interested in the CAT



Business Case Stage

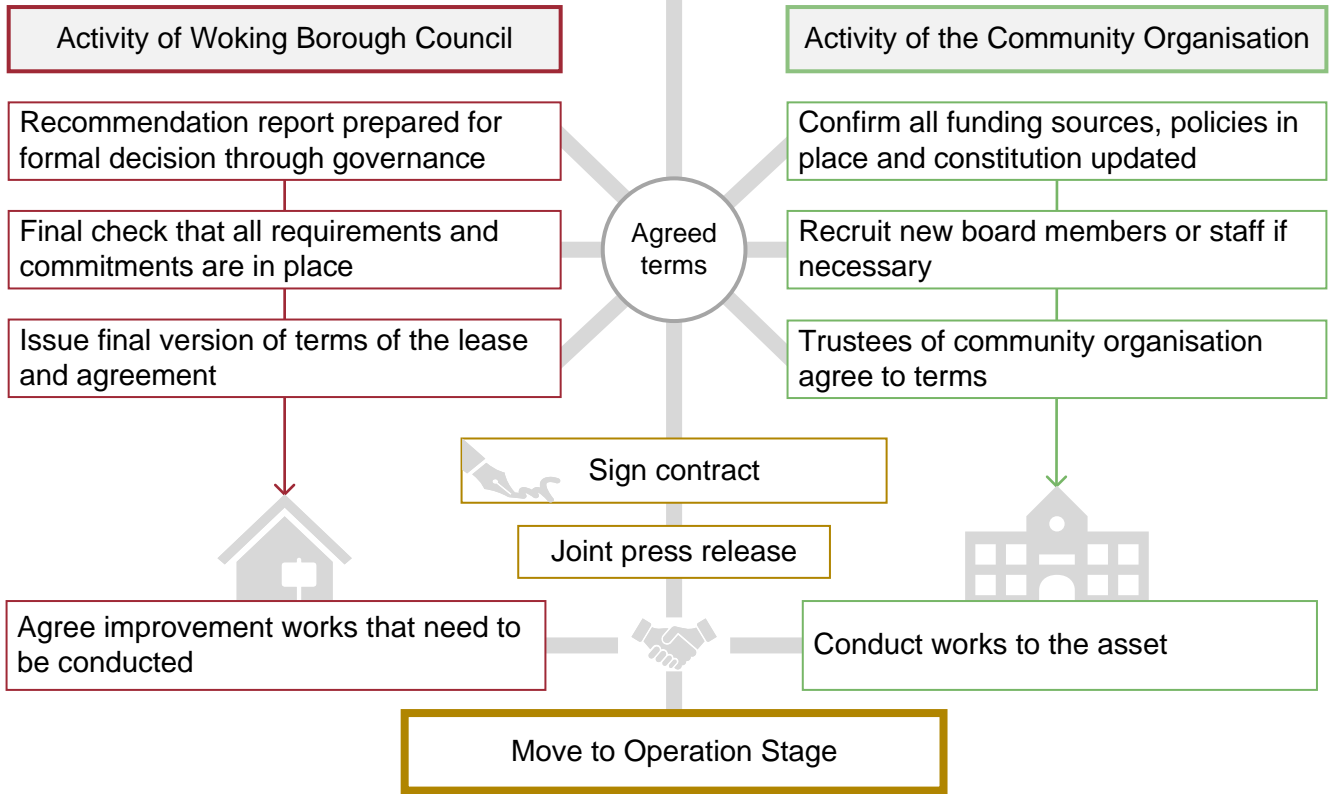


If multiple submissions the highest scoring business case proceeds

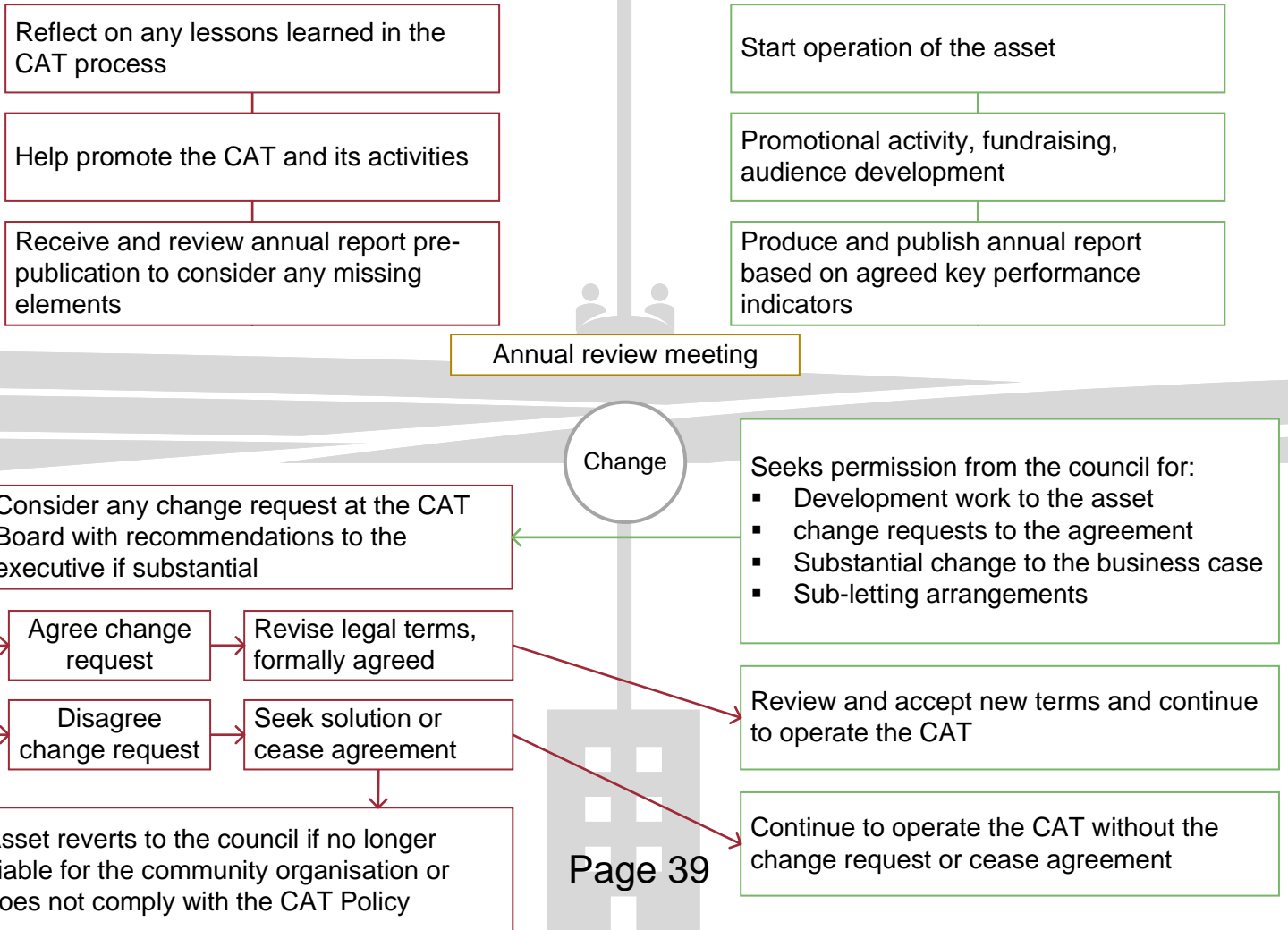
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Move to Mobilisation Stage



Award and Mobilisation Stage



Operation Stage including Change





Community Asset Transfer Expression of Interest



1. Your details and the asset

Name of the asset subject to CAT:	
Name of the community organisation:	
Type of constituted community organisation:	
Registration number (and where registered):	
Registered address of the community organisation:	
Name of contact for the community organisation:	
Role / title of the contact:	
Email of the contact:	
Telephone of the contact:	
Name of the asset subject to CAT:	
Address of the asset subject to CAT:	

2. Profile of Community Organisation

2.1 Overview of your community organisation (no more than 300 words)				
2.2 Objectives of the community organisation (as outlined in your constitution if relevant)				
2.3 Does your community organisation meet these statements? Planned is based on being in place at the point of the transfer.	yes	planned	no	Please give details if the answer is no:
We are a Woking based community organisation or have a track record of providing social benefit in the borough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
We are appropriately constituted e.g. registered charity, community interest company or charitable incorporated organisation, non-for-profit organisation, co-operative or cooperative and community benefit society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
We can evidence good governance, robust financial systems, and all necessary policies expected of a community organisation (provided through constitution).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Our constitution allows for the management of assets to operate for public good resulting in social, economic or environmental benefits to the local community in the borough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
We can demonstrate a track record in asset management of the scale proposed, having in place all the correct requirements e.g. licences, permissions, and insurance cover.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
We have the capacity to manage the asset and have directors, committee members or staff who have the necessary experience and skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The income we generate through the asset will be invested back into the asset as part of capital improvements or in community activity directly linked to the asset.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Our organisation complies with relevant equal opportunities legislation in its work and recruitment / employment of staff - embraces diversity and works to improve community cohesion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
We comply with requirements of our regulatory body e.g. Charity Commission and/or Companies House.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
We have safeguarding policies in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

3. Proposition for CAT

3.1 Please give an outline of plans for the asset (max 400 words).	
3.4 How the asset complements other services or assets in the neighbourhood (max. 200 words).	
3.5 If the asset and its planned activities will compete with other services please explain why the provision is needed. Include n/a if not relevant. (max 200 words).	
3.6 Council Objectives of CAT.	How does the proposition meet the council's objectives for CAT (max. 100 words for each section).
CATs will be a route to sustaining valued community assets and enabling locally run services to thrive and flourish independent of council funding.	
CATs will be a vehicle for enabling and empowering community organisations to directly operate	

assets and to support the growth and development of the third sector.	
CATs will foster social and economic benefit for the local area, focusing on social inclusion and be environmentally considerate.	

4. Authorisation

Authorities by the chairperson (or equivalent) of the board of trustees to agree to the submission of this business case for CAT.

Name of chairperson or equivalent:	
Role within the Community Organisation:	
Email contact:	
<input type="checkbox"/>	I have read Woking Borough Council's CAT policy and agree to the points within it
<input type="checkbox"/>	I agree that the organisation I represent meets the community organisation criteria

You are welcome to provide a copy of your constitution.



Community Asset Transfer Business Case



1. Summary

Name of the asset subject to CAT:		Ref no:
Address of the asset subject to CAT:		
Name of the community organisation:		
Type of constituted community organisation:		
Registration number (and where registered):		
Registered address of the community organisation:		
Name of contact for the community organisation:		
Role / title of the contact:		
Email of the contact:		
Telephone of the contact:		
Type of asset transfer being requested	Choose an item.	
Estimated value of the transfer property:	Choose an item.	
Where leasehold – requested period		
An expression of interest has been approved by the council?	Choose an item.	

2. Profile of Community Organisation

2.1 Overview of your community organisation (no more than 300 words)				
2.2 Objectives of the community organisation (as outlined in your constitution)				
2.3 Does your community organisation meet these statements? Planned is based on being in place at the point of the transfer.	yes	planned	no	Please give details if the answer is no:
We are a Woking based community organisation or have a track record of providing social benefit in the borough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
We are appropriately constituted e.g. registered charity, community interest company or charitable incorporated organisation, non-for-profit organisation, co-	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

operative or cooperative and community benefit society.				
Our constitution allows for the management of assets to operate for public good resulting in social, economic or environmental benefits to the local community in the borough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
We have the capacity to manage the asset and have directors, committee members or staff who have the necessary experience and skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Our organisation complies with relevant equal opportunities legislation in its work and recruitment/ employment of staff - embraces diversity and works to improve community cohesion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
We comply with requirements of our regulatory body e.g. Charity Commission and/or Companies House.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
We have safeguarding policies in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

3. Proposition for CAT

3.1 Please give an outline of plans for the asset including capital refurbishment (max 400 words).	
3.2 Outline what is the basis of your plans including public engagement with summary of consultation data (max 300 words, and attached findings from consultation).	
3.3 State how the CAT support the development plans and ambitions of the community organisation (max 300 words).	
3.4 How the asset complements other services or assets in the neighbourhood, evidenced by supporting letters (max. 200 words).	
3.5 If the asset and its planned activities will compete with other services please explain why the provision is needed. Include n/a if not relevant. (max 200 words).	
3.6 Outline the reason for freehold request or the reason for the period of leasehold (max 300 words).	
Choose an item.	
3.7 Council Objectives of CAT	How the proposition meet the council's objectives for CAT? (max. 100 words for each section)
CATs will be a route to sustaining valued community assets and enabling locally run services to thrive and flourish independent of council funding.	

CATs will be a vehicle for enabling and empowering community organisations to directly operate assets and to support the growth and development of the third sector.	
CATs will foster social and economic benefit for the local area, focusing on social inclusion and be environmentally considerate.	

4. How the CAT will be managed and operated

4.1 Describe how the asset will be managed on a day-to-day basis, e.g. arrangement for site management, including staffing and tenants (max 400 words).	
4.2 Outline the governance of the CAT e.g. the management board and strategic decision making (max 300 words).	
4.3 Provide details of key activity and how will people get involved (max 400 words, can include a programme of activity as supporting evidence).	
4.4 Summarise the engagement plan to retain existing users and new audiences, including engaging difficult to reach groups (max 400 words, can include an engagement plan as supporting evidence).	
4.5 The outcomes and impacts of the CAT.	Key performance indicators for measuring success (next to the outcomes and impacts).

5. Financial Forecasts

Please provide complete the below summary revenue tabled reflective of the cashflow attached; and a capital income and expenditure, again supported by more a more detailed attachment.

5.1 Summary revenue		Year 1 £,000	Year 2 £,000	Year 3 £,000	Year 4 £,000	Total
Revenue Costs	Cost 1:					
	Cost 2:					
	Cost 3:					
	Cost 4:					
	Cost 5:					
	Cost 6:					
Total cost						
Revenue Income (inc.	Income 1:					
	Income 2:					

savings)	Income 3:					
	Income 4:					
	Income 5:					
	Income 6:					
Total income						
Net surplus/loss (cost less income)						

5.2 Summary capital		Year 1 £,000	Year 2 £,000	Year 3 £,000	Year 4 £,000	Total
Capital Costs (inc. investment)	Cost 1: Choose an item.					
	Cost 2: Choose an item.					
	Cost 3: Choose an item.					
	Cost 4: Choose an item.					
	Cost 5: Choose an item.					
	Cost 6: Choose an item.					
Total cost						
Capital Income (inc. grant status)	Income 1: Choose an item.					
	Income 2: Choose an item.					
	Income 3: Choose an item.					
	Income 4: Choose an item.					
	Income 5: Choose an item.					
	Income 6: Choose an item.					
Total income						
Net capital cost (cost less income)						

5.1 Note on revenue income and expenditure (max 300 words).
5.2 Notes on capital income and expenditure (max 300 words).

6. Additional Information

Please Outline key risks and mitigation in operating the CAT.

Risk	Likely	Impact	Mitigation	Revised likely	Revised impact
	Choose an item.	Choose an item.		Choose an item.	Choose an item.
	Choose an item.	Choose an item.		Choose an item.	Choose an item.
	Choose an item.	Choose an item.		Choose an item.	Choose an item.
	Choose an item.	Choose an item.		Choose an item.	Choose an item.

Woking Council is committed to equality in line with the Equality Act as well as recognising other inequalities relating to our county and council commitments. Please consider how the initiative will have a negative or positive impact on our community.

Community	Positive impact	Negative	Mitigation against the negative
Equality based on age			
Equality based disability			
Equality based gender			
Equality based pregnancy and maternity			
Equality based race and ethnicity			
Equality based sexual orientation			
Equality based marriage and civil partnerships			
Low income households			

7. Authorisation and Attachments

Authorities by the chairperson (or equivalent) of the board of trustees to agree to the submission of this business case for CAT.

Name of chairperson or equivalent:	
Role within the Community Organisation:	
Email contact:	
<input type="checkbox"/>	I have read Woking Borough Council's CAT policy and agree to the points within it
<input type="checkbox"/>	I agree that the organisation I represent meets the community organisation criteria
<input type="checkbox"/>	I agree to the draft lease agreement

The following information is provided to support the business case.

<input type="checkbox"/>	The community organisation constitution (required)
<input type="checkbox"/>	Results on consultation (if relevant)
<input type="checkbox"/>	Programme of activity (if relevant)
<input type="checkbox"/>	Engagement plan (if relevant)
<input type="checkbox"/>	Cashflow forecast (required)
<input type="checkbox"/>	Capital budget (if relevant)
<input type="checkbox"/>	Latest set of management accounts / or bank account details if a new organisation (required)
<input type="checkbox"/>	Supporting letters
	Other information (please list):

Community Broker

Role: The post holder will play a pivotal role in delivering the council's policy on community asset transfers (CAT). This will involve being a broker between the council and community organisation to progress CAT to the requirements of both parties. Therefore, a key task will be to work with the community organisation at different steps and stages to ensure they are ready for the CAT and produce a quality business case for the council to consider.

Activity:

To consider assets (buildings and land) suitable for a community transfer and present as an option to the CAT board.

To respond to queries from the public and council members on an asset of interest for a CAT, and investigate if feasible in liaising with colleagues at the council to check the viability of an asset for CAT (including planning, property and finance).

Manage a mechanism for consulting services across the council on the current and future use of assets which have the potential as a CAT.

Meet with the community enterprise at different steps and stages to ensure they know the requirements of the policy and objectives of the council.

Provide advice and guidance on the community organisations' readiness as an organisation to take-on a CAT.

Provide the first response to a CAT proposal, giving advice to the community organisation on the requirements and interests of the council.

Review and make recommendations to the community organisation for improvements on their submission of expression of interest and business case.

Provide sign-posting to the community organisation of where they can access additional advice and support (though not legal signposting or advice which they need to source independently).

Manage / approve any expenditure allocated to the community group to cover their costs within the parameters of the CAT policy and agreed budget.

Work with the community enterprise and council to agree a timeline for the CAT submission and approval process, and liaise with parties to ensure the timeline is on track.

Address any tensions in the relationship between the council and the community organisation, looking at solutions that satisfy both parties.

Look to solve barriers and bottlenecks within the council that might hinder and delay the CAT, including co-ordinating and chairing internal meetings.

Be the secretariate for the CAT board, setting agendas and facilitating papers for the boards consideration; to also provide an update to the CAT board on the progress of CATs, and report outcomes of decisions to relevant community organisations.

Prepare formal governance reports with recommendations for considerations by senior officers and members.

Monitor the progress of the individual CATs after transfer and provide support if community enterprises face challenges.

Facilitate any change request the community organisations might require from the council, and aid the cessation of the CAT if that is the ultimate resolution.

Ensure council members are aware of the progress of CATs in their ward, and provide updates on CATs to senior officers and members forums.

Promote the CAT programme internally including awareness / training to officers and members, and externally through social media, media releases, and talks directly to community forums.

Experience	Essential	Desirable
In the last three years have led on community development work that facilitates support to not-for-profit organisations	x	
Providing advice and guidance to community organisations	x	
Involved in CAT projects as the broker between a community organisation and a local authority		x
Involved in the management or overseeing of property in a community setting	x	
Detailed knowledge of property management from a service view or role within the community		x
Understanding of business cases including budget and target setting	x	
Cross council working, liaising between different services in the council to broker solutions.		x
In the last year produce reports, action plans and minutes	x	
Skills		
Facilitations and negotiation skills to create consensus between parties	x	
Problem solving and finding creative ways to address a challenge	x	
Financial management including budget setting and monitoring		x
Project management, keeping schemes on time and to budget	x	
Knowledge of CAT and property issues		x
Able to communicate effectively and concisely to a range of audiences, including in reports and presentations	x	
Work well as a team member, as well as ability to work independently being responsive when making decisions	x	

EXECUTIVE – 18 JANUARY 2024

UK SHARED PROSPERITY FUND (UKSPF)

Executive Summary

In April 2022 the Government launched the UK Shared Prosperity Fund (UKSPF) with the aim of helping local places to build pride in place and increase life chances.

Woking Borough Council received £1m of the UKSPF plus an additional £20,000 in investment plan preparation and reporting budget. An investment plan was submitted to DLUHC and approved in October 2022.

Spend to date, £134,517, has focussed on Green Infrastructure and in particular, improvements at Horsell Moor and Oakfield play areas. A £50,000 commitment to the Surrey decarbonisation programme has also previously been agreed and will be taken forward in 2024/25 as part of the overall previously agreed allocation of £349,000 for Green Infrastructure. However, in the light of a key project, the Digital Centre of Excellence, not proceeding, consideration needs to be given to how this now uncommitted £601,000 may be used in 2024/25. A number of projects have been put forward and these have been assessed against both UKSPF criteria and Woking's own Commercial Protocol, both of which are set out below. Six priority projects have been identified, with an additional three projects which could benefit from allocation of funding should the priority schemes not be progressed.

Once the priority projects have been agreed, a change request will be submitted to DLUHC to formally agree the proposed replacement projects.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the priority projects listed in the report be confirmed;
- (ii) on the basis of the agreed projects, a change request be submitted to DLUHC; and
- (iii) authority be delegated to the UKSPF Group, in consultation with the S.151 Officer, to authorise the reallocation of funding to the additional projects listed in the report should the priority schemes not be bought forward within the required timeframe.

Reasons for Decision

Reason: The priority projects meet the UKSPF criteria for the funding available, which, in accordance with the Memorandum of Understanding with DLUHC, required the local authority must have been spent within this funding period.

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

Background Papers: None.

Reporting Person: Beverley Kuchar, Acting Strategic Director – Place
Email: beverley.kuchar@woking.gov.uk, Extn: 3473

Contact Person: Beverley Kuchar, Acting Strategic Director – Place
Email: beverley.kuchar@woking.gov.uk, Extn: 3473

Portfolio Holder: Councillor Dale Roberts
Email: cllrda.le.roberts@woking.gov.uk

Date Published: 10 January 2024

1.0 Introduction

- 1.1 In April 2022 the Government launched the UK Shared Prosperity Fund (UKSPF) with the aim of helping local places to build pride in place and increase life chances. Woking Borough Council received £1m of the UKSPF plus an additional £20,000 in investment plan preparation and reporting budget. An investment plan was submitted to DLUHC and approved in October 2022.
- 1.2 This agreed plan included Green Infrastructure improvements, Surrey County Council decarbonisation loan scheme, and the creation and management of a green innovation hub (renewable energy/ green tech) titled “The Digital Centre of Excellence”. The latter project is not being taken forward. The provider is longer able to meet the requirements of the service and the obligations on them as a provider.
- 1.3 To date, £134,517 (Y1 & Y2 allocation) has been spent (contracted works) leaving a balance of unspent funds of £865,483, and this is set out in the table below, including the balances for those previously agreed projects.

SPF Project	2022/23	2023/24	2024/25	Total
Digital Centre of Excellence			£601,000	£601,000
Green Infrastructure	£44,839	£89,678	£214,483	£349,000
SCC Loan Scheme			£50,000	£50,000
Total	£44,839	£89,678	£865,483	£1,000,000

- 1.4 In the light of the Digital Centre of Excellence not proceeding, consideration needs to be given to how this uncommitted £601,000 may be used in 2024/25. A number of projects have been put forward and these have been assessed against both UKSPF criteria and Woking’s own Commercial Protocol, both of which are set out below. Once the priority projects have been agreed, a change request will be submitted to DLUHC to formally agree the proposed replacement projects.

2.0 Assessment Criteria

- 2.1 UKSPF has 41 interventions across three topic areas. The full list and detail of these interventions can be found at [Interventions list for England - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/collections/interventions-list-for-england). For the purposes of this report, only the detailed interventions associated with priority projects are specifically referred to expanded on. However, the three topic areas and broad objectives for each of these areas are set out below.

2.2 Communities & Place:

- Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.

- Building resilient, safe and healthy neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the built environment and innovative approaches to crime prevention.

2.3 Supporting local business:

- Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to local retail, hospitality and leisure sector facilities.
- Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.
- Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.

2.4 People & Skills:

- Boosting core skills and support adults to progress in work, by targeting adults with no or low level qualifications and skills in maths, and upskill the working population, yielding personal and societal economic impact, and by encouraging innovative approaches to reducing adult learning barriers.
- Reducing levels of economic inactivity through investment in bespoke intensive life and employment support tailored to local need. Investment should facilitate the join-up of mainstream provision and local services within an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers.
- Expected cohorts include, but are not limited to people aged over 50, people with a disability and health condition, women, people from an ethnic minority, young people not in education, employment or training and people with multiple complex needs (homeless, care leavers, ex/offenders, people with substance abuse problems and victims of domestic violence).
- Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support, including access to basic skills.
- Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.

3.0 Recommended Priorities

- 3.1 A total of 15 projects were initially put forward and assessed against the agreed framework above. The following projects have been identified as meeting the criteria and funds have been provisionally allocated funding. These are listed below with no's 1-6 being officer recommended priorities and no's 7-9 as potential additional options should the agreed projects not come forward. A further 6 projects were assessed as not meeting the criteria and so are not included below.

Priority projects

1. Transfer of sports pavilions to community groups. **Allocation £150,000.** The funding would be for assisting with the transition of pavilion ownership to sports organisations and the costs involved with maintenance and utilities. This will give additional time to complete the asset transfers required to ensure grassroots sports clubs do not fold due to the pavilion closures. This is in line with the UKSPF intervention E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.
2. Transfer of Community Centres to the community. **Allocation £140,000.** The funding would be assisting with the transition of community centre ownership (Moorcroft, St. Mary's, The Vyne and Parkview) to community groups as well as costs involved with maintenance and utilities. This will give additional time to complete the asset transfers required to ensure community groups are not immediately burdened with financial pressures. This is in line with UKSPF intervention E11: Investment in capacity building and infrastructure support for local civil society and community groups.
3. Parks and Play areas. **Allocation £101,000.** The funding would be to support the most urgent works where the Council has a legal duty (as landowner) to maintain a condition to ensure health & safety for users, Works will reduce the ongoing maintenance burden and pressure on existing / future budgets by bringing the facility into a better condition. Specific works will include replacement and refurbishment of safety surfacing and equipment, works to footpaths and car park areas. This is in line with UKSPF intervention E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.
4. Support for arts and culture. **Allocation £130,000.** This would enable the establishment of a new community based model for The Lightbox that secures alternative funding - a commercially viable operating model, shop, café, venue hire, renting creative studio space that underpins the community, well-being outreach work. This is in line with Intervention E6: Support for local arts, cultural, heritage and creative activities.
5. Supporting Economic Growth and Local Businesses. **Allocation £50,000.** The funding would be to support economic growth across Woking to bring together businesses to work collaboratively as a "Place Board" to ensure the economic success of the Borough. This funding would facilitate that collaboration, driving a programme of work that supports growth, attracts new business, promotes our strong cultural offer and seeks to retain business as well as talent and skills. This is in line with intervention E8: Funding for the development and promotion of wider campaigns and E23: Strengthening local entrepreneurial systems and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.
6. Citizen's Advice - securing our volunteer base. **Allocation £30,000.** The funding would support Citizen's Advice Woking to move to a more sustainable business model, and secure funding from alternative sources. This funding links to E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.

UK Shared Prosperity Fund (UKSPF)

SPF Project	2024/25	Total
Green Infrastructure (already agreed)	£214,483	£349,000
SCC Loan Schemes (already agreed)	£50,000	£50,000
E11 - Transfer of community centres	£140,000	
E10 - Transfer of sports pavilions	£150,000	
E6 – Support for arts and culture	£130,000	
E3 – Parks and Play areas	£101,000	
E8 and E23 – Supporting economic growth and local businesses	£50,000	
E9 – Citizen’s Advice Woking	£30,000	
Total	£865,483	£1,000,000

Additional projects which could be supported should funding become available, but not currently part of the priority list.

7. Street lighting and landscaping enhancements to the area where Church Street East meets Chertsey Road. It is proposed that the area between Church Street East and Chertsey Road is allocated for public realm improvements comprising landscaping, planting, pedestrian paving, and street furniture improvements. This is in line with Intervention E5: Design and management of the built and landscaped environment to ‘design out crime’.
8. Renew the digital inclusion project with a subsidy/ grant. The current digital inclusion project, managed by Alex Pullin is currently funded until March 2024 by a grant from the NHS. So extending this would be in line with Intervention E36 Intervention to increase levels of digital inclusion, with a focus on essential digital skills, communicating the benefits of getting (safely) online, and in-community support to provide users with the confidence and trust to stay online.
9. Rural Access tracks. Most urgent works where the Council has a legal duty (as landowner) to maintain a condition to ensure health & safety for users. Where applicable this has been risk assessed against a relevant industry specific standard. Works will reduce the ongoing maintenance burden and pressure on existing / future budgets by bringing the facility into a better condition. This is in line with Intervention E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities’ resilience to natural hazards, such as flooding. This could cover capital spend and running costs.

3.2 In accordance with the governance arrangements set out in the Terms of Reference for the UKSPF Group agreed by the Executive on 14 September 2023, these priorities are supported by the UKSPF Group, and accordingly are now reported to the Executive for decision.

4.0 Options

4.1 Agree the projects outlined above for completion in 2024/25 (recommended).

4.2 Agree different projects, presented in the additional list above.

5.0 Corporate Strategy

5.1 The delivery of the recommended projects would be consistent with all four priority outcomes with the Corporate Strategy: Healthier communities, Engaged communities. Greener communities, and Prospering communities.

6.0 Implications

Finance and Risk

6.1 There are no specific risks associated with the receipt of the grant. Where funding is not spent by the end of 2024/25 it must be paid back. Therefore, it is important that any projects are capable of being delivered in-year. As funding ceases in March 2025 all projects must end by the end of March 2025. It will be necessary to ensure that there is no expectation that funding will continue after this date. As plans become more developed then risks associated with the individual projects will be identified and controlled.

Equalities and Human Resources

6.2 Equality implications will be considered as part of each project plan in order to ensure that any implications (positive or negative) are understood and managed effectively.

Legal

6.3 While there are no specific legal implications associated with the receipt of the funding (other than the requirement for this to be used within the parameters set by Government), there will undoubtedly be legal implications associated with each of the individual projects, both in terms of scope and in terms of the grant conditions (for example regarding monitoring and potential recovery in whole or part).

7.0 Engagement and Consultation

7.1 Engagement and consultation will take place on individual projects as needed, once priorities are agreed.

REPORT ENDS

EXECUTIVE – 18 JANUARY 2024

DEVELOPMENT OF LOCAL PLAN

Executive Summary

A new Local Plan for the Borough of Woking will be required from 2027. This report sets out a timetable and associated outline of the work programme to produce a new Local Plan for the Borough.

The Local Development Framework (LDF) Woking Group will consider the scope and timeline of the new Local Plan at its meeting on 10 January 2024.

Recommendations

The Executive is requested to:

RESOLVE That

the timeline set out in the report be noted with the caveat that it is subject to minor change as the details for the new system of plan-making are published.

Reasons for Decision

Reason: To set out a timetable and associated outline of the work programme in order to produce a new Local Plan for the Borough of Woking.

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

Background Papers: None.

Reporting Person: Beverley Kuchar, Acting Strategic Director - Place
Email: beverley.kuchar@woking.gov.uk, Extn: 3473

Contact Person: Jill Peet, Planning Policy Manager
Email: jill.peet@woking.gov.uk, Extn: 3499

Portfolio Holder: Councillor Liam Lyons
Email: cllrliam.lyons@woking.gov.uk

Date Published: 10 January 2024

1.0 Introduction

- 1.1 Members will already be aware of the resolution of Council at its meeting on 12 October 2023 to commence work on a new local plan for Woking. It was agreed that *Officers bring forward a timetable and associated outline of the work programme to produce a new Local Plan for the Borough of Woking* ([link to 12 October 2023 Council report](#)).
- 1.2 The government carried out a consultation on plan-making reforms in late summer/ autumn this year. Much of what is proposed can be brought into effect through amendments to existing legislation and guidance. A timetable and outline work programme can be prepared to a degree but cannot be finalised until this detail is forthcoming from central government. Therefore, the table in paragraph 3.5 of this report should be considered a 'working document' as it will evolve over time as the detail needed comes forward from central government.
- 1.3 The Government's recent plan-making reforms consultation that finished in October set out a new timeline for preparing a local plan of 30 months from start to finish. Through the consultation, concerns have been raised that this timeline is unachievable. Under the new plan-making system, local planning authorities are required to 'give notice' of the start of their plan making. This formally starts the clock ticking, and the start of the '30 month' timeline. In the absence of the necessary secondary legislation and detail, it is unlikely any local planning authority will be able to 'give notice' until late summer/ early autumn of 2024. There is plenty of work that can be done now to prepare for the formal commencement of the plan that will increase our chances of delivering a new local plan within the 30-month timeframe. This includes a variety of technical studies and the preparation of a communications strategy, for internal use, to ensure robust engagement and governance.

2.0 Work in advance of formal 'give notice'

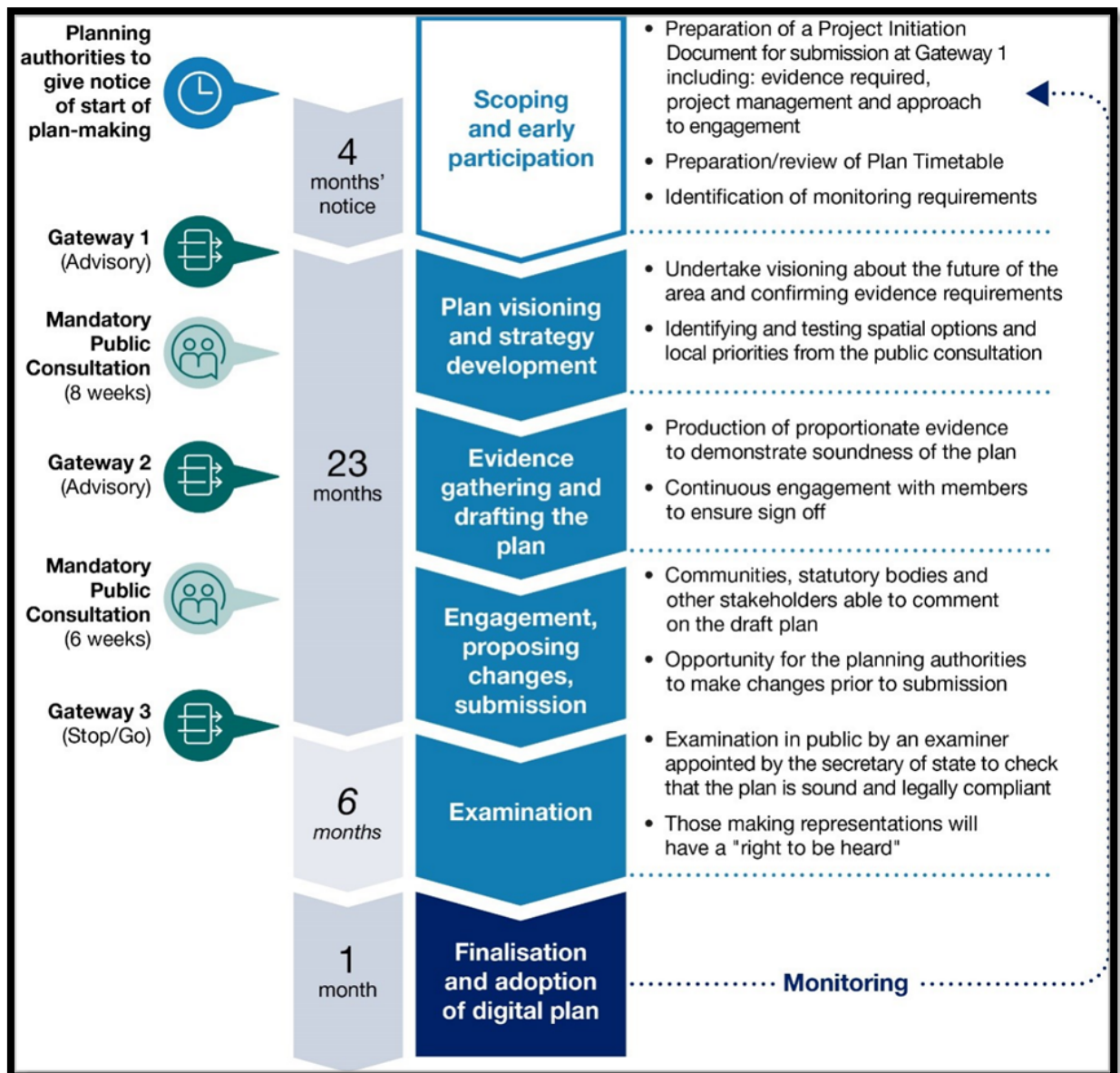
- 2.1 The principles of plan-making under the new regime remain the same, i.e. that local plans should have a clear vision and a strategy to deliver that vision. This should be based on a robust identification of the development needs of the local authority area and the capacity to deliver those needs. Work is already underway on the preparation of a new corporate strategy and the new local plan will seek to deliver the spatial objectives of that strategy. Some sites were promoted to the Council during 2022 and a 'Call for Sites' will be carried out in 2024. All sites will be assessed for their suitability and this will be reported in due course. In tandem to this, work will be carried out to determine the Local Housing Need (LHN) for the new plan period. The revised National Planning Policy Framework (NPPF) was published in late December and includes the detail of how the government will require local planning authorities to calculate housing need. Given this now allows for a less rigid approach, it would be prudent to consider the use of specialist consultants to assess whether or not there are exceptional circumstances for Woking to justify a specific approach in calculating Local Housing Need. Given the usual controversies surrounding housing numbers in a local plan, being in a strong position to justify the Council's approach upfront is sensible.
- 2.2 Specialist consultants will need to be appointed to undertake studies to determine specific development needs for commercial and employment land. A study to determine the characteristics of future housing need is also required. This will look at the size, tenure and type of housing needed including for older people and affordable housing. A Gypsy and Traveller Accommodation Assessment Needs study; transport evidence and green infrastructure study, and open space strategy are other significant evidence reports that will need to be prepared.
- 2.3 With regards to Woking town centre, there is already a strong body of evidence that will support the new local plan. This includes all of the background work undertaken to support the town centre master plan and the master plan itself. Work completed on design matters within the town centre area have the added advantage of informing the Borough-wide design code that will also need to be delivered. Evidence to support the new local plan will be prepared in

accordance with best practice and will comply with national policy and guidance. Members will need to have an opportunity to review the evidence presented to them. It would be time well spent to consider options for dealing with evidence reporting and publishing within the context of committee cycles and lead in times.

- 2.4 The new plan-making system includes two separate consultation stages with the expectation that the consultation comments will be assessed within a matter of weeks, identifying the main issues raised and how the emerging local plan will address those issues.
- 2.5 The government expects new local plans to be fully digital in the way they are prepared and presented. This may require the use of additional software which will need to be investigated and explored and this will, of course require resources from both planning policy and ICT.
- 2.6 Other early and ongoing work will include preparing a consultation and communications strategy. It is also likely that there will be a plethora of consultations and new regulations and guidance. The planning policy team will need to be aware of these and ensure a strong knowledge and understanding of these proposals. It is likely that there will also need to be training for Members although this might be best delivered from the Planning Advisory Service (part of the LGA). The team will continue to monitor opportunities for training and support as we progress through this process and volunteer for pilot status which is likely to result in support from DLUHC.

3.0 Working timeline for the new local plan

- 3.1 The diagram below is taken from the formal plan-making reforms consultation and illustrates the various stages as proposed in the consultation and forms the basis of the proposed timeline for delivering a new local plan for Woking. This is presented with a small health warning as the details are not finalised and there could be some changes to the process.



3.2 Although Council has formally resolved to commence preparation of a new local plan, under the new plan making system, the Council will need to formally 'give notice' to the Planning Inspectorate of the Council's intention to start plan making and then to develop a detailed programme that can be fully prepared within the requirements of the new system, provided the information needed is available. This is, in effect the mechanism for starting the clock on plan preparation. As there is a void in terms of the formal guidance needed, it is not possible or practical to formally 'give notice' but proceed with preparing and organising evidence so that when the time comes, the Council will be ready to progress at pace.

3.3 As the front runners are expected to be ready to 'give notice' in the autumn of 2024, the proposal is for Woking to work to the same timescale. However, it is worth pointing out that if Woking are not a front-runner there is a possibility the Council may be asked to wait. Any information related to this will be brought to Members at the earliest opportunity.

Development of Local Plan

3.4 In broad terms, the timetable is set out in the table below. As details of the new system are forthcoming, the programme will be refined. In the meantime, this should be treated as a 'living document'.

Stage	Notes	Dates
Give notice of start of plan making	This triggers the start of the formal process of plan preparation with the Planning Inspectorate. This stage focusses on the scoping of the local plan content and early participation. The Council will then be required to prepare a Project Initiation Document for submission at Gateway 1. This will include identifying the suite of evidence required, project management and our approach to engagement. A detailed Plan timetable will be prepared along with identifying the monitoring requirements.	October 2024 Complete associated tasks by end of February 2025
Gateway 1 (advisory)	This advisory meeting will provide a 'critical friend' assessment of the PID, timeline and project management and evidence identified but is not binding	Details are not yet available, but this would need to be completed within a short timeframe to keep the plan making on track. Likely to be March 2025
Plan visioning and strategy development	This involves visioning work about the future of the area and confirming the evidence needed. Given the proposed work over the next 18 months or so, this stage is likely to take around 10 weeks as it will involve the pulling together of existing strands and engaging with Members. It will need to be done at this stage to ensure the process is followed. A consultation document will need to be presented to Members as part of this, ready for formal consultation with the community so reporting deadlines need to be included within this stage	10 weeks including a report to members. (April/ May/ June/ July 2025)
Mandatory public consultation (8 weeks)	Consultation on spatial vision and strategy options	September to November 2025
Evidence preparation	The diagram above shows that the evidence base should be prepared within the 23 month period between Gateway 1 meeting and Gateway 2 meeting. In reality, this is not workable because some of the evidence is needed in sequence and there is a risk that there are insufficient resources available within the team to procure all the evidence streams required.	Ongoing but with a main focus on this being done in the run up to the plan policies and proposals being prepared so that it is as up to date as possible and demonstrably informs plan content. February 2025 to January 2027

Development of Local Plan

Local Plan drafting	Along similar lines as the evidence preparation because once evidence has been completed it is possible to have a discussion about the findings, the impacts for the borough and the policy choices available. This can be done as and when and inform plan content. That said, given the desire to engage with stat consultees, a clear 6 months needed.	November 2025 to May 2026
Gateway 2 (advisory)	This advisory meeting will provide a 'critical friend' assessment of the work done so far and making sure the evidence prepared is adequate to support a sound plan and direction of travel for the policies and proposals.	Details are not yet available but this would need to be completed within a short timeframe to keep the plan making on track. Sometime between November 2025 and May 2026
Mandatory public engagement (6 weeks)	Consultation on the draft plan	June/ July 2026
Getting 'submission ready'	Taking on board any comments/ concerns raised at consultation stages, making any amendments as necessary, especially regarding stat consultee comments.	September/ October/ November 2026
Gateway 3 (Stop/ Go)	Mandatory meeting to determine whether plan will be considered sound	Late October/ November 2026
EXAMINATION	Estimated time of 6 months from submission	Submit in December 2026 and conclude Examination in March/ April 2027
ADOPT PLAN	One month for finalisation and digitisation	June 2027

4.0 Corporate Strategy

- 4.1 Work on a new corporate strategy is underway and the new local plan will deliver the objectives that have a spatial element. Without a new local plan in place, the spatial objectives set out in the corporate strategy will not be delivered.

5.0 Implications

Finance and Risk

- 5.1 The new process includes the requirement for a 'Project Initiation Document at the start of plan preparation and 'gateway' meetings throughout the process to support local planning authorities to identify and manage risks to ensure greater surety around delivering a sound plan. In addition to this, the Council's corporate risk management processes are engaged as part of the project management process.

- 5.2 A budget has already been approved to support the delivery the new local plan and will be managed and monitored.

Equalities and Human Resources

- 5.3 The new local plan will be subject to an Equalities Impact Assessment but within the context of this report, no equalities and human resources impacts have been identified.

Legal

- 5.4 The new local plan will be prepared within the statutory and regulatory framework but within the context of this report, no legal impacts have been identified.

6.0 Engagement and Consultation

- 6.1 The proposed timeline is not a matter for engagement or consultation but the new local plan itself will include two separate public consultations stages lasting a minimum of 8 weeks and 6 weeks respectively.

REPORT ENDS

EXECUTIVE – 18 JANUARY 2024

PROPERTY MANAGEMENT

Executive Summary

This report sets out the proposal for the Council to accept a surrender of the occupational leasehold interest in Victoria Gate, Chobham Road, for a payment to WBC with a simultaneous sale of the Freehold interest with full vacant possession to Surrey County Council.

Recommendations

The Executive is requested to:

RESOLVE That

the Council agrees to accept a surrender of the occupational leasehold interest with a simultaneous sale of the freehold interest within Victoria Gate.

Reasons for Decision

Reason: The combined disposal and lease surrender receipts will generate a return that exceeds the recent market sale valuations of Victoria Gate as either a standing investment or with full vacant possession.

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

Background Papers:	None.
Reporting Person:	Kevin Foster, Strategic Director - Resources Email: kevin.foster@woking.gov.uk, Extn: 3198
Contact Person:	Mike Sudlow, Strategic Assets Consultant Email: mike.sudlow@woking.gov.uk
Portfolio Holder:	Councillor Dale Roberts Email: clrdaledale@woking.gov.uk
Date Published:	10 January 2024

1.0 Introduction

1.1 In order to rationalise the existing Investment Portfolio and to commence the exercise of site disposals to create capital revenue for repayment of the current PWLB borrowing a number of assets have been identified for consideration for disposal. The first of these assets is Victoria Gate, Chobham Road, Woking GU21 6JD.

2.0 Outline of Transaction

2.1 The proposal is to accept a surrender from McLaren of their occupational leasehold interest in Victoria Gate for a payment to WBC with a simultaneous sale of the Freehold interest with full vacant possession to Surrey County Council.

2.2 By combining the surrender payment with a concurrent sale of the freehold it is considered that as vendors WBC will receive a payment which exceeds the open market value and enable the authority to begin a programme of rationalisation of its property holdings.

2.3 The transactions have a number of additional benefits which will have a positive effect on the town centre.

2.4 At the current time the building is held leasehold by McLaren Technology Holdings who no longer occupy the space having relocated to other holdings within the Borough. Two floors only are under temporary occupation by McLaren Applied, who are now a stand-alone company with no direct financial association with McLaren.

2.5 Given McLaren Technology Holdings have already vacated 40,000 sq. ft of the building up to December 2023 they had been marketing the space through retained agents. As vendors they have been offering competitive deals upon the surplus space, undercutting the wider market. Through removing Victoria Gate from the market, other WBC buildings will benefit by having a greater chance to attract new tenants. This will include the potential (which is currently in negotiation) to transfer McLaren Applied to a WBC owned building.

2.6 SCC propose to transfer 600 staff to the building which will generate needed additional Town Centre footfall alongside additional retail, leisure and catering spending.

2.7 In addition, terms have been agreed to lease c.250 car parking spaces to SCC at the Councils agreed rate for local authority partners creating both additional income and bringing a currently underused asset into occupation.

3.0 Option to Occupy 4th and part 5th Floors

3.1 As a condition of the transaction WBC has secured an option to occupy the 4th and part of the fifth floors of Victoria Gate.

3.2 Whilst a review of the Civic Town Centre Campus is currently in hand to establish the optimum revised footprint and civic requirements going forward the results of this work are unlikely to provide a clear strategic approach until early/mid 2024.

3.3 Although it is not currently considered a likely scenario in order to ensure all possibilities remain in play WBC has therefore secured the ability to share occupation of the building by triggering an option to do so any time up to three months post completion of the sale.

3.4 The terms of any occupation by WBC will be either on a capital payment based on the square footage occupied divided into the purchase price giving an equivalent figure per square foot for a long leasehold interest/virtual freehold or alternatively, occupation may be agreed on a rental basis at terms to be negotiated at the time.

4.0 Corporate Strategy

- 4.1 The recommended transactions meet the objectives of the Corporate Plan 2022-2027.
- 4.2 The realisation of value meets the requirement to reduce PWLB borrowing and to seek a measured restructuring of the property portfolios.

5.0 Implications

Finance and Risk

- 5.1 Please refer to the Part 2 paper for additional information.

Equalities and Human Resources

- 5.2 None arising from this report.

Legal

- 5.3 There are no legal implications beyond those outlined in this report.

6.0 Engagement and Consultation

- 6.1 None arising from this report.

REPORT ENDS

EXECUTIVE – 18 JANUARY 2024

MONITORING REPORTS - PROJECTS

Executive Summary

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

This report provides an update of progress in relation to the Council's project management arrangements, assurance, and processes.

A monitoring report detailing the status of every Council project (as at the end of October 2023), incorporating both capital and revenue projects, is attached at Appendix 1. The monitoring report provides a status update, and an assessment against project risks, issues, schedule, and budget.

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

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the report be received; and
- (ii) the detailed project monitoring recorded in Appendix 1 to the report be approved.

Reasons for Decision

Reason: To monitor progress on development to the Council's project management approach.

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

Background Papers: None.

Reporting Person: Kevin Foster, Strategic Director – Corporate Resources
Email: kevin.foster@woking.gov.uk, Extn: 3198

Contact Person: Pino Mastromarco, Corporate Strategy Manager
Email: pino.mastromarco@woking.gov.uk, Extn: 3464
Dawn George, Business Improvement Officer
Email: dawn.george@woking.gov.uk, Extn: 3407

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

Date Published: 10 January 2024

1.0 Introduction

- 1.1 The undertaking of projects is an integral part of Woking Borough Council business delivery, and a significant amount of Council resources are allocated to their successful completion. Project management processes have therefore been developed and maintained to bring consistency to how projects are managed, and to aid the project manager in delivering projects on time, to budget, and to the desired standard.
- 1.2 The process has been structured to be flexible and user friendly so it can meet the specific needs of the Council. It has been designed to add value to officers who are leading on projects and support the development of a common standard and capability. Every WBC project, regardless of size or type, is required to follow the corporate process.
- 1.3 In line with the Woking For All Strategy outcome 'A high performing Council', the developing Medium Term Financial Strategy, and in response to peer reports and learning from best practice, we are developing our project management practices so that we continually improve, use resources wisely, and deliver benefits from our investment into project activity.
- 1.4 It has been highlighted to the Executive that the Medium-Term Financial Strategy (MTFS) contains a number of unknowns and assumptions within its financial forecasting that pose a risk to its delivery. The MTFS also highlights the associated prudent and responsible approach it is taking to manage these risks through its Financial Resilience Strategy. The risk that this represents for the delivery of projects has not been reflected on each project assurance line but is instead reported in this introduction to represent a generic issue that may have an impact on the delivery of the portfolio of projects.

2.0 Progress Update

- 2.1 The key activity since the last report to the Executive has been:
 - The Project Support Office has met with every project manager to discuss project progress and assess performance.
 - Project portfolio reports have been produced and presented to CLT as part of the quarterly Corporate Programme Board meetings.
- 2.2 Detailed project status is contained within the project monitoring report at Appendix 1. The key points to note from the monitoring report are:
 - There are 30 projects in delivery and at practical completion, of which:
 - 80% (24) projects are green.
 - 7% (2) projects are amber.
 - 13% (4) projects are red.
 - There are 8 projects that have been closed in the period. Projects that have been closed during the period are not RAG (Red, Amber, Green) rated as this rating relates to projects in delivery. Projects that have been closed in the reporting period are highlighted with blue shading where the project has exceeded the end date and/or where actual project costs exceeded planned project costs.

3.0 Financial Exception items

- 3.1 In accordance with Financial Regulations, there are no project(s) being highlighted because actual spend exceeds the approved budget by the greater of £10k or 5%.

4.0 Items of Note

4.1 None.

5.0 Corporate Strategy

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

6.0 Implications

Finance and Risk

6.1 There are no financial implications arising from this report.

Equalities and Human Resources

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

Legal

6.3 There are no legal implications arising from this report.

7.0 Engagement and Consultation

7.1 None.

REPORT ENDS

Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
Playground Improvements Phase 4	Green	→	The Play Strategy has been agreed and priorities for improvements and refurbishments of play areas have been determined. Funding has been agreed for the remaining three play areas at Horsell Moor, Oakfield and Sutton Green. Works at Horsell Moor and Oakfield play areas were completed and reopened in August 2023. Refurbishment of Sutton Green Play Area is currently on hold pending a review of the Council's play area provision and updated investment programme.	Green	Green	Green	Green	Arran Henderson	Beverley Kuchar	01/08/2007	30/04/2009	31/03/2024	£883,000	£693,155	£689,908
Local Development Framework	Green	→	The Development Management Policies (DPM) has been adopted and is now part of the Development Plan for the area. The Site Allocations DPM has also been adopted. The original programme is completed and the core strategy has been reviewed in line with the end date of the five year review. In October Council accepted a recommendation that: Officers bring forward a timetable and associated outline of the work programme to produce a new Local Plan for the Borough of Woking, this would be a new project. Project is in the process of being closed.	Green	Green	Green	Green	Jill Peet	Beverley Kuchar	01/04/2010	01/12/2014	31/10/2023	£389,550	£689,550	£636,513
Sheerwater Regeneration	Amber	↑	The leisure and recreational facilities in the grounds of Bishop David Brown were completed in September 2021. Eastwood Leisure Centre was officially opened in October 2021. The purple phase of the project was completed in September 2021. Red and the copper phases are nearing completion. Yellow phase is under construction. Confirmation of the Compulsory Purchase Order has been agreed by the Secretary of State. In July 2023, Council agreed that the Development Agreement with Thamesway be brought to an end after the phases currently under construction. Following submission of Thamesway's business case funding is being drawn down to complete the red, copper and yellow phases. A further report was taken to October 2023 Council to agree the refurbishment of circa 100 homes (financed by Capital Receipts) and the sale of residual land for redevelopment. <u>Project is amber whilst the rescopeing of the project is undertaken, part of which will be resetting the budget to reflect the revised scheme.</u>	Amber	Amber	Amber	Green	Paola Capel-Williams	Louise Strongitharm	22/07/2018	30/09/2027	None.	£491,657,023	£491,657,023	£221,536,575
Heather Farm SANG	Green	→	Land has been leased to the Council and leased back to Horsell Common Preservation Society to manage the site as a Suitable Alternative Natural Green Space (SANG). All the original financial and legal requirements are complete. The site opened in January 2016. The Council has provided funding for the expansion of car parking spaces to support the increasing use of the SANG. The Heather Farm management plan sets out certain infrastructure items to be delivered as part of the maintenance of the SANG. The project end date enables those works to be carried out during these first ten years of its operation. Project now needs to be closed.	Green	Green	Green	Green	Tracey Haskins	Beverley Kuchar	31/10/2014	31/10/2019	31/12/2025	£1,719,856	£1,850,039	£1,800,206
Developing A Favourable Conservation Status Licence	Green	→	The project was established working closely with Natural England (NE). Habitat improvement works were completed in 2020. Surveys are undertaken periodically. Joint working with NE to share best practice is ongoing and learning between the Woking pilot and the national district level licensing roll out by NE continues. The Council's Strategic Organisational Licence from NE was renewed in March 2023. Scoping has been started to inform future steps.	Green	Green	Green	Green	Tracey Haskins	Beverley Kuchar	31/08/2015	31/03/2021	31/12/2023	£50,000	£181,000	£147,789
Rainwater Gardens	Red	→	First pilot rain garden completed successfully in Blackdown Close, Sheerwater, in February 2019. Alpha Road rain garden is also now complete. <u>Project status is red as the project in its current form will be closed once final accounts have been settled. A new project will be initiated and led by SCC.</u>	Red	Red	Red	Red	Faouzi Saffar	Beverley Kuchar	01/06/2018	31/03/2019	31/05/2025	£50,000	£50,000	£44,711
CCTV Upgrade And New Control Room	Green	→	The Control Room has been constructed. The Public Space CCTV has been operating from this control room for approximately 18 months. The next phase is to migrate the Woking Car Park Team to the new Control Room (due mid-Nov) and continue working with Virgin Media in regards the fibre-network and to finish the CCTV upgrades. However, these works are currently being considered in line with the Council's Fit for the Future savings review.	Green	Green	Green	Green	Trevor Kimber	David Loveless	24/06/2019	31/03/2020	31/03/2024	£2,175,000	£2,175,000	£1,574,800

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Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
Woking Integrated Transport	Green	→	The retention period for the main contracted works has expired and payments with this contractor have been settled. Outstanding project works relate to the installation of bollards at Christchurch Way and the road safety audit. Alternative lower cost bollard options are being considered and reviewed with adjoining land owners/tenants who will be affected by this arrangement. It is targeted to complete this review by early 2024.	Green	Green	Green	Green	Louisa Calam	Beverley Kuchar	01/06/2016	31/12/2020	31/03/2024	£24,900,000	£31,023,600	£30,766,000
Housing Infrastructure Fund (HIF) – Woking Town Centre	Red	→	<u>Project is red because of the financial risks and the viability of the scheme. A joint decision between WBC and Homes England to close the project and close out project costs has been reached and this was reported to Executive on the 5th October 2023. The key next step is for WBC to recover project costs incurred to-date from Homes England. The project will be closed once all outstanding actions have been completed.</u>	Red	Red	Red	Red	Louisa Calam	Beverley Kuchar	21/03/2020	15/03/2024	31/03/2027	£115,000,000	£115,000,000	£42,651,549
Car Park Management Systems	Green	→	All town centre car parks are now on the new management system and were delivered within budget. The only remaining work is the installation of the internal variable message signs. This work has been started in the Yellow car park (Victoria Place).	Green	Green	Green	Green	Mark Tabner	Beverley Kuchar	01/11/2020	30/11/2021	31/03/2024	£1,980,000	£1,980,000	£1,712,949
Play Area Repairs	Green	→	The play area resurfacing works commenced in March 2022. Work at eight sites were completed in 2022/23, with further sites to be completed as part of the extended project, subject to funding. A report outlining the approach to future refurbishment was considered by Overview and Scrutiny in January 2023 and supported by Executive in February 2023. The programme of works for 2023/24 included surfacing repair/ refurbishment works at five play areas which have been completed. A list of proposed priorities for 2024/25 are being developed as part of the play area provision review and will be finalised once the budgets for next year are known.	Green	Green	Green	Green	Arran Henderson	Beverley Kuchar	01/09/2021	30/09/2022	31/03/2025	£100,000	£162,512	£114,726
Woking Youth Hub	Green	→	Funding application has been approved by the Department of Work and Pensions (DWP). Following a tender exercise a provider (Surrey Care Trust) has been appointed to end of 2023. The target support group are those aged 16 - 25 and on benefits, who will be mentored and supported to access employment opportunities. Target for 2023/24 is to support 115 young people through this project.	Green	Green	Green	Green	Julie Meme	Louise Strongitharm	01/05/2021	31/05/2024	None.	£197,443	£197,443 (fully funded by DWP)	£197,443
Grounds Maintenance and Street Cleaning Contract Retender	Green	→	This project is to re-tender the Grounds Maintenance and Street Cleaning Contract. A consultant has been recruited to support delivery and work is underway. The contract notice was published on the 7th August 2023 and work is progressing.	Green	Green	Green	Green	Mark Tabner	Beverley Kuchar	16/08/2021	31/03/2023	31/03/2025	£80,000	£80,000	£42,097
Place, Branding and Marketing	Green	→	The stage one/ research phase is now complete. The project is now at stage two which is based around defining the brand creation plus developing brand and inward investment strategies.	Green	Green	Green	Green	Chris Norrington	Beverley Kuchar	18/11/2022	31/03/2024	None.	£100,000	£100,000	£50,000
Midas House Refurbishment (2nd and 3rd Floor)	Green	→	This project relates to the reinstatement (removal of tenants fixtures and fittings) of parts of the second and third floor following the expiry of tenant leases. The previous tenants pay dilapidation to the Council to cover these costs. The third floor tenants have paid the dilapidation sum and the works have been completed. The second floor tenant has now paid the dilapidation costs and next steps in relation to the second floor works are now being reviewed.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/04/2022	31/08/2022	31/03/2024	£300,000	£300,000	£40,846
Midas House Export House District Heat And Cooling	Green	→	This project relates to connecting Midas House and Export House to the town centre district heating and cooling networks with the objective of reducing carbon emissions and improving the properties energy performance rating. The majority of this work was funded by a central government grant. The works have been substantially completed with both buildings being supplied by the district network for the last six months. Ongoing snagging and commissioning works should be completed by Autumn 2023 at which point the project will enter the 12 months retention period.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/03/2021	31/03/2023	31/03/2024	£4,627,689	£4,627,689	£3,604,426

Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
Victoria Place	Red	→	The retail and leisure elements of the Victoria Place development opened in Spring 2022 and now all but three units let (97% by area). The car parks opened at the same time and are operating successfully under WBC's management. The contractual arrangements between WBC and VSWL for the car park are to be resolved based upon a management contract. The Marches residential (build to rent) is managed by Native Residential and has stabilised at over 99% letting since opening in May 2022 with rents and occupancy ahead of business plan. <u>The Hilton Hotel is planned to be open in Summer 2024, however significant risks remain to the outstanding cladding remediation works due to weather events and labour market supply which may disrupt the programme.</u> Regular meetings continue to focus on this key area with senior Sir Robert McAlpine (SRM – the contractor) officers continue with the Chief Executive, Commercial Director, Project Director and the Victoria Square Woking Limited Board. SRM, contractually responsible, is fully engaged with its sub-contractor, Lindner Prater, to conclude the remedial work to the cladding system successfully to enable opening of the Hilton. The financial implications of the hotel delay and the delayed opening of the centre from November 2021 are the subject of ongoing contract discussions as part of final account negotiations. The Council is being allowed to continue to access PWLB borrowing for capital costs to enable the scheme to be fully operational which incorporates the opening of the Hilton hotel. The business case supporting the PWLB borrowing is being reported to 16th November meeting of the Executive.	Red	Red	Green	Green	Kevin Foster	Julie Fisher	01/12/2016	30/04/2021	31/12/2023	£700,000,000	£745,000,000	£710,393,869
Redevelopment Of Garages 1 To 12 Bonsey Lane Westfield	Red	→	The project was initially undertaken by ThamesWey and then reassigned to WBC and NVH to redesign and progress through planning. The project received planning permission in March 2023 and the bid for grant funding was submitted to Homes England shortly after. However, Homes England did not approve the grant application due to significant concerns over project deliverability. <u>The project is no longer viable at the current time hence the red RAG status and project closure remains in progress.</u>	Red	Red	Red	Red	Adam Browne	Louise Strongitharm	01/12/2021	31/12/2023	None.	£2,655,000	£2,655,000	£209,876
Improvement And Recovery Programme – Fit for the Future	Green	→	An Improvement and Recovery Board has been established which has absorbed the former Fit for the Future and Financial Recovery programmes. The Board meets monthly to review the theme highlight reports, issues, and risks. In August, the first 3 month progress report was submitted to the Secretary of State, with the second report due to be submitted in November. The four themes in the IRP cover Organisation and Service Redesign, Governance and Assurance, Commercial, and Financial Recovery. Phase 1 of the staff consultation (senior managers reporting to Strategic Directors) concluded in September, with Phase 2 due to start in November.	Green	Green	Green	Green	Lee Danson	Kevin Foster	06/01/2023	31/03/2025	25/05/2027	£3,517,479	£3,517,479	£1,209,452
EV Charging Points	Green	→	This project will enable payments to be taken for the Electric Charging points currently in the Red Car Park and the Victoria Way Car Park. In addition, the payment operator will now be responsible for charger operations. A contractor has been selected and appointed to operate the payment system. Final commissioning dates are currently being agreed with the contractor and are expected before Christmas 2023. Council officers have undertaken a review to establish a suitable charging rate which will need to be constantly reviewed to take into account fluctuations in energy prices and any maintenance costs incurred.	Green	Green	Green	Green	Kyle Gellatly	David Loveless	01/09/2022	31/01/2023	31/12/2023	£30,000	£30,000	£0
Egley Road Barn Site	Amber	↓	This project relates to obtaining a planning application on the land south of Hoe Valley School on the Egley Road. Consultants have been appointed to develop the application and discussions have been ongoing with Surrey County Council about a potential educational use for part of the site. <u>The project is amber due to the fact that the planning application for the residential development is on hold until the SCC land outcome (for the school) is finalised.</u>	Amber	Green	Green	Green	Tom Bardsley	David Loveless	26/03/2023	31/10/2023	31/05/2024	£130,000	£130,000	£26,765
Former Scout Hut - Residential Planning Application	Green	→	The planning application has been submitted. A decision in regards the planning consent is expected by the end of December 2023.	Green	Green	Green	Green	Tom Bardsley	David Loveless	01/03/2023	31/12/2023	31/03/2024	£25,000	£25,000	£7,050
Westfield Avenue Compound - Residential Planning Application	Green	→	This project is for the preparation and submission of a Planning Application for a residential development of the Westfield Avenue Compound site, which will deliver 9 houses. A public consultation has been completed and the scheme design is now being finalised. The planning application is to be submitted in Autumn 2023.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/03/2023	31/12/2023	None.	£35,000	£35,000	£8,050
Woking Station Secure Cycle Parking	Green	NEW	Project has started and procurement of the secure cycle parking facility is underway.	Green	Green	Green	Green	George Chisenga	David Loveless	01/05/2023	31/05/2024	None.	£40,000	£40,000	£0

Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
Projects at Practical Completion															
Leisure Lagoon Modernisation	Green	➔	Works are complete, the project was in retention until the end of November 2022 whilst in defects period. However a defect with part of the changing room floor has been highlighted which the contractor is working to resolve. The project will be closed once the defects have been addressed.	Green	Green	Green	Green	David Loveless	Beverley Kuchar	01/06/2017	30/04/2018	30/06/2020	£800,000	£1,855,000	£1,797,746
Woking Park- CCTV Installation	Green	➔	Project is now complete. Project closure is being progressed.	Green	Green	Green	Green	Trevor Kimber	David Loveless	01/12/2017	31/05/2018	None.	£235,000	£235,000	£199,700
New Town Centre Signage - Wayfinding	Green	➔	Nine navigational totems are in place. Project is substantially complete and has now been put into retention until 31st May 2024.	Green	Green	Green	Green	George Chisenga	Beverley Kuchar	01/10/2021	31/12/2021	31/05/2023	£250,000	£250,000	£109,126
Goldsworth Park Retail Centre Car Park Works	Green	➔	This project is for repairs, surfacing works and white lining to areas of Goldsworth Park Retail Centre car park. This project was in retention until August 2022. The contractor is required to return to complete a small section of work and once done, the project will be closed.	Green	Green	Green	Green	Vanessa Tabner	David Loveless	01/01/2022	30/04/2022	31/05/2022	£65,505	£65,505	£60,526
Community Meals Relocation To Monument Way	Green	➔	This project is now complete and was delivered within schedule and budget. A defects meeting has been held with the main contractor and final remedial works scheduled. This project will close once the remedial works have been completed.	Green	Green	Green	Green	Pino Mastromarco	Louise Strongitharm	01/11/2021	29/04/2022	31/08/2022	£361,000	£361,000	£359,064
Dukes Court Office Suite Refurbishment	Green	➔	This project relates to the refurbishment of a number of void tenant suites at Dukes Court. Works are funded by dilapidation contributions from previous tenants. Works have included new ceilings, lighting, decoration and carpets plus electrical works to meet current statutory requirements. This project was practically completed on the 15th September 2023 and will be in retention until 14th September 2024.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/04/2022	31/10/2022	29/09/2023	£265,000	£272,212	£271,831

Projects Closed During Reporting Period

Private Finance Initiative	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Paola Capel-Williams	Louise Strongitharm	02/01/2005	31/12/2010	30/06/2022	£3,260,000	£4,490,307	£4,490,307
Hoe Valley Flood Alleviation And Enhancement Appraisal	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	David Loveless	Beverley Kuchar	01/04/2016	31/10/2017	31/07/2023	£600,000	£1,103,205	£772,835
Old Woking Independent Living	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Ian Tomes	Louise Strongitharm	17/12/2017	21/09/2021	12/10/2021	£16,700,000	£16,700,000	£16,498,393
New Temporary Accommodation	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Adam Browne	Louise Strongitharm	01/08/2019	31/12/2020	31/01/2022	£4,567,087	£5,752,063	£5,650,024
The Old Woking Community Centre	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Ian Tomes	Beverley Kuchar	01/05/2021	31/12/2022	15/09/2023	£2,689,134	£3,275,591	£2,225,886
Woking Town Centre Masterplan	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Jill Peet	Beverley Kuchar	01/08/2021	28/02/2023	None.	£100,000	£173,320	£171,316
Monument Way West (G4S Site Planning Application)	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Tom Bardsley	David Loveless	20/03/2023	30/09/2023	31/12/2023	£75,000	£75,000	£5,550
Woking Car Show	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Glenn Thorogood	Chris Norrington	01/06/2023	31/10/2023	30/11/2023	£5,000	£5,000	£546

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

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

