



COMMUNITIES AND HOUSING SCRUTINY COMMITTEE

You are hereby invited to attend a meeting of the Communities and Housing Scrutiny Committee to be held on Tuesday, 8 October 2024 at 7.00 pm in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

The agenda for the meeting is set out below.

Richard Carr

Chief Executive

NOTE: Filming Council Meetings

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

AGENDA

1 Election of Chair

The Members of the Committee are invited to elect a Chair for the remainder of the 2024/25 Municipal Year. In the event that the incumbent Vice-Chair is elected, an election shall be held to appoint a replacement.

2 Apologies for Absence

To receive any apologies for absence.

3 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.
- (i) 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.
- (ii) 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.
- (iii) 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.

4 Minutes (Pages 7 - 12)

To approve the minutes of the meeting of the Committee held on 30 July 2024 as published.

5 Urgent Business

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

Matters for Determination

6 Work Programme CHSC24-010 (Pages 13 - 34)

To review the Committee's work programme, the draft Executive forward plan, and the recommendations and actions tracker.
Also included is the Directorate's risk register.

6a Changes to Committee Calendar CHSC24-011 (Pages 35 - 36)

The Committee to consider proposals to add and amend future meetings.
Reporting Person: Toby Nash

Matters for Scrutiny

7 Performance Management Report CHSC24-009 (Pages 37 - 60)

Please refer to your electronic copy of the most recent Performance Management Report.

8 Housing Improvement Programme: Update for Communities and Housing Scrutiny Committee CHSC24-006 (Pages 61 - 72)

Reporting Person: Katherine Hiscock

9 Community Asset Transfer Policy and Progress CHSC24-007 (Pages 73 - 110)

Reporting Person: Riëtte Thomas

10 Housing Revenue Account Business Plan Progress RFSC24-008 (Pages 111 - 118)

Reporting Person: Louise Strongitharm

Agenda Ends

Date Published: 30 September 2024

Contact Officer: Toby Nash, Scrutiny & Democratic Services Officer, Ext 3056, Email toby.nash@woking.gov.uk

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	Brookwood Park Limited
Woking Necropolis and Mausoleum Limited	

MINUTES
OF A MEETING OF THE
COMMUNITIES AND HOUSING SCRUTINY COMMITTEE

held on 30 July 2024

Present:

Cllr S Greentree (Chair)
Cllr D Jordan (Vice-Chair)

Cllr A Aslam Cllr F Mumtaz
Cllr T Bonsundy-O'Bryan Cllr M Sullivan

Also Present: Councillor I Johnson

Absent: Councillor S Mukherjee

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Mukherjee.

Apologies were also received from Cllr Nicholson, who would have attended as Portfolio Holder.

2. DECLARATIONS OF INTEREST

No declarations of interest were received from Members.

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 Louise Strongitharm could advise the Committee on those items.

The interests of Strategic Director – Corporate Resources, Kevin Foster, and the Head of Transformation, Digital, and Customer, Adam Walther, were referred to in the agenda but it should be noted that neither were present at the meeting.

3. MINUTES

RESOLVED

That the minutes of the meeting of the Communities and Housing Scrutiny Committee held on 20 May 2024 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.

5. WORK PROGRAMME CHSC24-004

The Committee reviewed the work programme.

RESOLVED

That the report be noted.

6. PERFORMANCE MANAGEMENT REPORT CHSC24-005

In response to a query, Louise Strongitharm explained that the Homelessness Elimination Plan had been formed in conjunction with the then Department for Levelling Up, Housing, and Communities (DLUHC). The Homelessness Elimination Plan had been developed to improve the Council's approach.

Feedback from DLUHC had highlighted that the Council's private sector lettings (Let's Rent) was a strength of the service provision. In contrast, the Council needed to reduce the number of families in temporary accommodation. The Council struggled to move those in temporary accommodation into permanent accommodation. An Officer specialising in temporary accommodation had been appointed to tackle this.

Louise Strongitharm noted the difficulties in finding properties for larger families, often relocating them outside the Borough, which was disruptive to the family.

The Council did follow up with former community meals customers to understand why they had stopped using the service. No customers stopped due to the increased costs. Rather, most had to a care home or had passed away.

The Strategic Director of Communities noted improvements in housing services, particularly in repairs, which had improved significantly following insourcing the landlord services in April 2022. Co-locating the repairs contractor, Mountjoy, with the Council's landlord services and procuring a specialist gas contractor were key drivers of the improvement. Void turnover, rent collection, and compliance had also improved. Resident engagement had greatly improved through the appointment of Rosalynn Funnell, Resident Engagement Team Leader.

7. HOUSING IMPROVEMENT PROGRAMME: UPDATE FOR COMMUNITIES AND HOUSING SCRUTINY COMMITTEE CHSC24-001

Louise Strongitharm introduced the item. In July 2023, the Council recognised that it was not able to meet the decent home standard and therefore self-referred to the Regulator of Social Housing. It was subsequently recognised that carbon monoxide and fire detection could not be evidenced for every property.

The Corporate Leadership Team determined that a strategic focus was needed to improve the Council's housing services. A fifth theme was added to [the Improvement and Recovery Programme](#), the Housing Recovery and Improvement Programme (HRIP). The HRIP was being delivered within existing resources and was composed of seven workstreams:

1. Data and insight
2. Finance

3. Homes and safety
4. Resident engagement and consultation
5. Staffing and developing culture
6. Tenants and communities
7. Tools and ways of working

Most progress had been registered in the homes and safety workstream. There had also been notable progress in other workstreams:

- Finance: Consultants had been commissioned to advise on the Council's 30-year housing revenue account business plan.
- Resident engagement and consultation: All complaints procedures had been reviewed and updated.
- Resident engagement and consultation: The results of the tenant satisfaction survey were being analysed and tenant engagement sessions planned.

Cllr Johnson, Portfolio Holder for Housing, noted that the Council had become aware of a substantial backlog of repairs following the insourcing of housing services in April 2022 and that these were being addressed.

On performance indicators, Louise Strongitharm noted that the capturing of tenant satisfaction measures, a report on which was being presented at item 9 of the agenda, would provide an excellent baseline. Further work on reporting compliance to scrutiny committee was needed.

It was emphasised that, when considering expenditure, the Council had to prioritise safety and could not always replace fittings with the regularity that residents would wish.

Craig Humphrey considered that it was important to monitor the accessibility of the Council's services and consideration needed to be given to Officers being present in the community.

The Council was due to begin a stock condition survey in August. Craig Humphrey noted that there had been a delay in starting the survey whilst the template was confirmed. The survey was due to begin week beginning 5 August and was still expected to be completed in December 2024 as per the original timeline.

RESOLVED

That the report be noted.

8. FIRE REMEDIAL ACTIONS PROGRESS - JULY 2024 CHSC24-002

Craig Humphrey introduced the item and explained that the data was presented in the format provided to the Regulator of Social Housing.

New software was being initiated to monitor the completing of actions which would improve reporting.

The Committee discussed the storage of mobility scooters in communal blocks. Craig Humphrey explained that they posed a significant fire risk and as such the Council could not allow them to be kept within blocks. This approach was supported by Surrey Fire and Rescue.

Whilst fire-rated storage could be considered, the Council's financial situation prohibited this approach being used, unless it was practical and affordable.

There remained 1,600 outstanding fire remedial actions to fulfil, from an initial 3,700. The Council had prioritised the highest risk items. Some lower risk items were relatively simple to complete, such as evidencing electrical safety certification.

The Council did not have a regime for proactive inspections and lacked the resources to introduce such.

The acting Head of Housing explained that cladding risks were present in 14 blocks, related to the building design and the position of the cladding. The risks differed from those associated with high-rise blocks reported in the media. Most other fire safety risks were fire door replacements, loft compartmentalisation, and publicising fire safety policies. Housing management needed to monitor communal areas to ensure they were kept clear.

The draft Fire Safety Policy was discussed. It had been reviewed with the support of external consultants over the preceding 6 months as the Council's understanding of its building risks and overall fire risk assessments developed. Craig Humphrey confirmed that the approach was largely based on regulation, best practise, and compliance.

Surrey Fire and Rescue had not been involved in creating the policy and were not expected to be. However, Officers had incorporated insights from previous work with Surrey Fire and Rescue.

RESOLVED that

- (i) the report be noted; and
- (ii) the draft Housing Fire Safety policy be endorsed.

9. TENANT SATISFACTION MEASURES CHSC24-003

Rosalynn Funnell introduced the item. The Regulator of Social Housing set both consumer and economic standards by which the Council had to operate. Tenant satisfaction measures were part of the consumer standards. The Council would be required to report to the Regulator in June of each year.

A tenant survey conducted using a census approach, showed relatively poor performance in complaints handling and response to anti-social behaviour compared with other Boroughs. However, the Council's repairs response was rated better than that of other Boroughs. These findings matched feedback from other residents.

It was requested that in future reports include absolute data (raw numbers) and narrative to contextualise the relative data (percentages). Additionally, it was requested that full details of data be given, rather than summary and derived figures. Combined, it was considered that this would enhance the Committee's ability to scrutinise.

Rosalynn Funnell explained that the Council had mandatory timeframes both to acknowledge and handle housing complaints. All stage one complaints were required to be acknowledged within five working days and handled within 10 working days. Stage 2 complaints should be acknowledged within 5 working days and handled within 20 working days. If the complaint was not resolved in stage 2 the complainant could raise the complaint with the housing ombudsman. Complaints training had been carried out with all housing staff. The Committee requested copies of the material from the training.

Feedback indicated that the survey was lengthy. Rosalynn Funnell confirmed that the survey was emailed and posted to residents and could also be completed online and via the phone. For the 2024/25 survey, it should start several months earlier than the 2023/24 survey was begun.

The Council was reviewing how it could use technology to improve the interactions that residents had with it. It had been highlighted by residents that receiving a response from Council was key.

The Committee discussed the planned tenant engagement sessions, and it was requested which ones Councillors could attend. The Marketing and Communications team was due to publish the schedule shortly. Councillors were welcome to attend the summer events and panels, but the focus groups were intended only for residents.

The Committee discussed the potential for tenant representatives to be involved with the Committee.

Officers agreed to provide Councillors with details of the groups that could be set up by tenants.

There were currently 11 tenant volunteers involved with the Resident and Landlord Partnership Panel.

RESOLVED That

- (i) The report and results are noted; and
- (ii) The proposed actions and improvements are supported.

The meeting commenced at 7.00 pm
and ended at 8.34 pm.

Chair: _____

Date: _____



Scrutiny Work Programme

Woking Borough Council runs three Scrutiny Committees: Communities & Housing Scrutiny Committee, Environment & Place Scrutiny Committee, and Resource and Finance Scrutiny Committee.

Each Committee is composed of seven Councillors. Any Councillor may sit on a Scrutiny Committee apart from members of the Executive.

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

- A forward plan of items to be received at future meetings of the three Scrutiny Committees and the expected meeting at which each item will be received.
- Suggested items for the Forward Plans.
- Any Scrutiny Review Topics proposed by Members of the Council and reviewed by the Chair and Vice-Chair of the respective Committee.
- A tracker of the recommendations and actions made by any of the Committees.
- The draft forward programme for the Executive.
- Details of any current Task and Working Groups set up by any of the Scrutiny Committees.

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

Communities & Housing	Environment & Place	Resource & Finance
Chair:	Chair:	Chair:
Vacant	Cllr John Morley	Cllr Amanda Boote
Vice-Chair:	Vice-Chair:	Vice-Chair:
Cllr Daryl Jordan	Cllr Chris Martin	Cllr Leslie Rice
Members:	Members:	Members:
Cllr Attia Aslam Cllr Bonsundy-O'Bryan Cllr Mukherjee Cllr Mumtaz Cllr Spenser Cllr Sullivan	Cllr Akberali Cllr Graves Cllr Kuipers Cllr Leach Cllr Raja	Cllr Cosnahan Cllr Javaid Cllr Morley Cllr Oades Cllr Pandher Cllr Pearce
Meeting Dates:	Meeting Dates:	Meeting Dates:
30 July 2024 8 October 2024 7 January 2025	18 July 2024 (cancelled) 5 September 2024 3 December 2024 4 March 2025	9 July 2024 10 September 2024 5 November 2024 4 February 2025 6 March 2025

Recommendations

The Committee is requested to:

RESOLVE That the report be noted.

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

Background Papers: None.

Reporting Person: The Chair

Contact Person: Toby Nash, Scrutiny and Democratic Services Officer

Email: toby.nash@woking.gov.uk, Extn: 3056

Date Published: 30 September 2024

Forward Plans of the Scrutiny Committees

As well as items listed below for each Committee, there shall be a number of standing items for consideration. These include, but are not limited to:

- Scrutiny Work Programme
- Recommendation & Action Tracker
- Performance Management Information
- Task or Working Group Updates

Communities & Housing Scrutiny Committee

30 July 2024 | 8 October 2024 | 7 January 2025

Meeting Date	Item	Added	Item Owner
8 October 2024	Housing Improvement Programme	WPS*	Strategic Director of Communities
8 October 2024	CAT Policy and Update	WPS	PMO Project Manager
8 October 2024	Housing Revenue Account Business Plan	WPS	Strategic Director of Communities
7 January 2025	Housing Complaints	WPS	Resident Engagement Team Leader
7 January 2025	Fees and Charges for Discretionary Services	WPS	Strategic Director of Communities
7 January 2025	Report from Tenant Panel	WPS	Resident Engagement Team Leader

Environment & Place Scrutiny Committee

18 July 2024-(cancelled) | 5 September 2024 | 3 December 2024 | 4 March 2025

Meeting Date	Item	Added	Item Owner
3 December 2024	Local Plan – Timeframe	WPS	Planning Policy Manager
3 December 2024	Environmental Health Service Plans: Food Safety, Health and Safety, and Housing Standards	WPS	Head of Environmental Health
3 December 2024	Invitation to Thames Water	EPSC (5/09/2024)	Scrutiny and Democratic Services Officer
4 March 2025	Emergency Planning and Business Continuity	Officers	Interim Strategic Director of Place
4 March 2025	UKSPF Projects Update	Officers	Interim Strategic Director of Place
4 March 2025	Approach to Retender of Waste Contract	Officers	Head of Environmental Services

Resource & Finance Scrutiny Committee

9 July 2024 | 10 September 2024 | 5 November 2024 | 4 February 2025 | 6 March 2025

Meeting Date	Item	Added	Item Owner
5 November 2024	Insourcing of Facilities Management	WPS	Head of Property Services
5 November 2024	Management of Assets	WPS	Head of Property Services
5 November 2024	Companies Governance Overview	WPS	Strategic Director of Corporate Resources
2025	Overview of Internal Audit	WPS	Head of Commercial, Corporate Strategy, and Performance Service
6 March 2025	Financial Management Information	WPS	Section 151 Officer
6 March 2025	Items for consideration on the 2025/26 Work Programme	RFSC (10/09/24)	Scrutiny Officer

Suggested Items for the Forward Plans

Set out below are topics suggested for a future meeting of the Scrutiny Committees along with proposer, proposal date, and officer comment.

At the end of the 2023/24 Municipal Year the Council reconstituted its single Overview & Scrutiny Committee into three, directorate-specific Scrutiny Committees.

Key: O&S – Overview & Scrutiny Committee | CHSC – Communities & Housing Scrutiny Committee | EPSC – Environment & Place Scrutiny Committee | RFSC – Resource & Finance Scrutiny Committee |

Topic	Proposed by	Date	Intended Committee	Officer Comment
Biannual Overview of Complaints Report	Chair and Vice-Chair	2021/21 Municipal Year	RFSC	Following the meeting of the Committee on 21 February 2022 it was expressed by Members that the possibility of having this report appear at the Committee twice a year, as opposed to once a year would be beneficial.
Invite Commissioners	O&S Chair & Committee	2023/24 Municipal Year	CHSC EPSC RFSC	Invite the DLUHC-appointed Commissioners to a future meeting of the Committee.
Scrutiny of definitions of statutory and non-statutory services	O&S Chair & Committee	2023/24 Municipal Year	RFSC	The Committee is interested in considering how Officers determined statutory and non-statutory services.
Review of Member Development	O&S Committee	2023/24 Municipal Year	RFSC	At its meeting on 28 February 2024 the Committee requested a report on Member development.
St Johns Footbridge	O&S Committee	2023/24 Municipal Year	EPSC	The Chair and Vice-Chair agreed to put onto the Work Programme consideration of inviting Network Rail to discuss plans to replace the St Johns Footbridge.
Treasury Management Mid-Year Review	Officers	August 2024	RFSC	To scrutinise the treasury management. Target meeting: 5 November 2024.
Risk Register	RFSC Committee	10 September 2024	RFSC	Requested by the Committee for a future meeting. A preferred meeting to be agreed with the Chair.

Scrutiny Topic Review Requests

Councillors, residents, and those employed or that study in the Borough may submit scrutiny topic review requests to one of the Scrutiny Committees. Each topic request will be considered at first stage by the Chair and Vice-Chair of the respective Committee in consultation with the Proper Officer and Scrutiny Officer. If it is not clear to which Committee the topic pertains it shall be considered by the Chairs' Forum and directed on. Scrutiny topic review requests may not be progressed to publication if, when considered at the first stage, the topic is rejected. Full details on why a topic would be rejected may be found in the Council's Constitution.

| Key: O&S – Overview & Scrutiny Committee | CHSC – Communities and Housing Scrutiny Committee | EPSC – Environment & Place Scrutiny Committee | RFSC – Resource & Finance Scrutiny Committee |

Topic	Submission Date	Submitter	Date of First Stage Review

Recommendations and Actions Tracker

The Recommendations and Actions Tracker allows the scrutiny committees to monitor responses, actions and outcomes against their recommendations or requests for further action. The tracker is updated following each meeting. Once an action has been completed, it will be removed from the tracker following the next meeting.

Key: CHSC – Communities & Housing Scrutiny Committee | EPSC – Environment & Place Scrutiny Committee | RFSC – Resource & Finance Scrutiny Committee

Topic	Meeting Date/ Item	Target Committee/ Member/ Officer	Response	Status (target date)
Status of Finance training for Officers.	09/07/2024 Item 5 RFSC	Section 151 Officer		Open
Add sections on potential impact of delaying or not undertaking a project to the template project mandate.	09/07/2024 Item 6 RFSC	Commercial, Corporate Strategy and Performance	Already included in the project workbook. Can be added to the project mandate pending approval from CLT.	Open
A review of what is considered to be a project be undertaken.	09/07/2024 Item 6 RFSC	Commercial, Corporate Strategy and Performance	Project definition will be added to the Council's intranet to provide guidance for Officers.	Open
Review the Council's approach to risk appetite	09/07/2024 Item 7 RFSC	Commercial, Corporate Strategy and Performance	Pino Mastromarco to raise at future Assurance meetings with CLT to enable risk appetite to be reviewed and adjusted as necessary.	Open
Absolute value be included for certain performance indicators.	09/07/2024 Item 8 RFSC	Commercial, Corporate Strategy and Performance	Both percentages and raw numbers can be added to certain performance indicators	Open

The Scrutiny Work Programme

A performance indicator that captured the substance of complaints be developed.	09/07/2024 Item 8 RFSC	Monitoring Officer	This is being developed and will be reported on in due course.	Open
Performance indicators for staff turnover and vacancies be included.	09/07/2024 Item 8 RFSC	Commercial, Corporate Strategy and Performance	Officers will look to add numbers to the percentages in current key performance indicators where appropriate. Vacancies fluctuate frequently throughout each reporting period and Officers consider this may not be a useful metric.	Open
An age analysis of past dues for Council Tax and Rateable Value (Business Rates) be produced)	09/07/2024 Item 8 RFSC	Strategic Director of Corporate Resources	This is being reviewed by Officers.	Open
Complaints handling training material for Officers be shared with Members	30/07/2024 Item 9 CHSC	Resident Engagement Team Leader		Open (08/10/2024)
The Committee discussed the planned tenant engagement sessions, and it was requested which ones Councillors could attend	30/07/2024 Item 9 CHSC	Resident Engagement Team Leader	<p>Email was sent out to councillors. At present, Councillors can attend the community events and public events held.</p> <p>The focus groups are not for any other WBC staff or councillors to be attending (apart for resident engagement team), this ensures responses are honest and the meeting is open.</p> <p>The RLP is currently being restructured through the resident engagement strategy and its terms of reference reviewed, we would hope for councillors to be able to attend, when required, in future. Any changes need to be confirmed with tenants/leaseholders through consultation and the formation of the resident engagement strategy.</p>	Open (08/10/2024)
The Committee discussed the potential for tenant representatives to be involved with the Committee.	30/07/2024 Item 9 CHSC	Resident Engagement Team Leader	Meeting held – the RLP structure is being reviewed and a representative will be reviewed	Open (08/10/2024)

The Scrutiny Work Programme

<p>Officers agreed to provide Councillors with details of the groups that could be set up by tenants.</p>	<p>30/07/2024 Item 9 CHSC</p>	<p>Resident Engagement Team Leader</p>	<p>Housing Resident Engagement have our own set groups which will be being formed in the Resident Engagement Strategy development and through social housing tenant/leaseholder consultation.</p> <p>If residents want to set up their own groups e.g. Resident Action Groups, they are able to, this is not to be managed by the council and is managed by the residents themselves. If residents are unsure on how to set up groups or would like to discuss – they can do so by contacting the resident engagement team, we can advise the documentation required and look at supporting, if this supports our resident engagement strategy.</p>	<p>Open (08/10/2024)</p>
<p>Council housing stock without confirmed electrical certification and smoke detection.</p>	<p>05/09/2024 Item 6 EPSC</p>	<p>Strategic Director of Communities</p>		<p>Open (03/12/24)</p>
<p>The effectiveness of the mobile CCTV cameras in reducing fly tipping.</p>	<p>05/09/2024 Item 6 EPSC</p>	<p>Head of Environmental Services</p>		<p>Open (03/12/24)</p>
<p>Pass on praise for the marked increase in users of leisure services to the Strategic Director of Communities.</p>	<p>05/09/2024 Item 6 EPSC</p>	<p>Strategic Director of Communities</p>		<p>Open (03/12/24)</p>
<p>Ongoing concern from the previous Overview and Scrutiny Committee on bin collections.</p>	<p>05/09/2024 Item 6 EPSC</p>	<p>Head of Environmental Services</p>	<p>A meeting with the Head of Environmental Services.</p>	<p>Open (03/12/24)</p>
<p>It was requested whether handling of allergens was part of food premises inspections.</p>	<p>05/09/2024 Item 6 EPSC</p>	<p>Head of Environmental Health</p>	<p>Allergens are part of food hygiene inspections, checking for cross-contamination risks present The Council provides advice to businesses about allergen information for customers. Surrey County Council Trading Standards carry out enforcement</p>	<p>Open (03/12/24)</p>

The Scrutiny Work Programme

			for allergens however, and complaints are passed to them for investigation	
It was queried why there were five complaints about exhumation and public burial.	05/09/2024 Item 6 EPSC	Head of Environmental Health	These were service requests, as opposed to complaints. The Council receives a statutory notice from the coroner requiring that it organise a funeral where no family / friends are present to make arrangements for the deceased. The cemetery, requiring a licence from the Ministry of Justice, notifies the Council that an exhumation is to be conducted. The Council is required to attend to ensure there is no public health risk	Open (03/12/24)
Draft terms of reference for Task and Finish Group to determine the priorities of the new 123 List	05/09/2024 Item 7 EPSC	Scrutiny Officer		Open (03/12/24)
Officers undertook to hold a conversation with UK100 representatives on the potential benefits of its support	05/09/2024 Item 8 EPSC	Interim Strategic Director of Place		Open (03/12/24)
A review date be added to the Climate Change Strategy, to be set 5 years from the start of the Government intervention at Woking Borough Council.	05/09/2024 Item 8 EPSC	Executive	The Executive considered the recommendation at its meeting on 12 September 2024 and endorsed it as a recommendation onto Council.	Closed (12/09/24)
Officers be requested to amend the committee report template to include 'environment and climate change' as an implication.	05/09/2024 Item 8 EPSC	Executive	The Executive considered the recommendation at its meeting on 12 September 2024 and endorsed it as a recommendation onto Council.	Closed (12/09/24)
A report on the overview of complaints be brought to the next meeting of the Committee.	10/9/2024 Item 5 RFSC	Monitoring Officer		Open (05/112024)

The Scrutiny Work Programme

<p>The Local Government Association's publication on statutory services be brought a future meeting of the Committee.</p>	<p>10/9/2024 Item 5 RFSC</p>	<p>Democratic Services</p>		<p>Open (05/11/2024)</p>
<p>An update on a request to ensure greater awareness amongst Councillors of treasury management jargon be brought to the next meeting.</p>	<p>10/9/2024 Item 5 RFSC</p>	<p>Section 151 Officer</p>		<p>Open (05/11/2024)</p>
<p>A list of items to be considered by the Committee for the 2025/26 Municipal Year be presented at the last Committee meeting of the Municipal Year.</p>	<p>10/9/2024 Item 5 RFSC</p>	<p>Scrutiny Officer</p>	<p>This has been added to the Work Programme.</p>	<p>Open (06/03/2025)</p>
<p>The six-monthly review of the Council's risk register prepared by Officers be brought to future meetings of the Committee and be added to the work programme</p>	<p>10/9/2024 Item 5 RFSC</p>	<p>Scrutiny Officer</p>	<p>This has been added to the Work Programme. Preferred meeting date to be agreed with the Chair of the Committee.</p>	<p>Open (05/11/2024)</p>
<p>Amend the Recommendations and Action Tracker of the Scrutiny Committees' Work Programmes to include target date for action update or completion and change the responsible parties to services and job titles.</p>	<p>10/9/2024 Item 5 RFSC</p>	<p>Scrutiny Officer/ CHSC/ EPSC/ RFSC</p>	<p>The Tracker has been altered and the views of each Committee will be sought.</p>	<p>Open (08/10/2024) (05/11/2024) (03/12/2024)</p>
<p>The Committee members to discuss scrutiny of the performance of existing contracts outside of Committee.</p>	<p>10/9/2024 Item 7 RFSC</p>	<p>RFSC</p>		<p>Open (05/11/2024)</p>

The Scrutiny Work Programme

<p>The Committee to receive the Commercial Protocol at a future meeting once it has been revised.</p>	<p>10/9/2024 Item 8 RFSC</p>	<p>Strategic Director of Corporate Resources</p>		<p>Open (05/11/2024)</p>
<p>Officers to review the content of the Improvement and Recovery Plan Progress Update to provide quantifiable analysis of the work of the Improvement and Recovery Programme and detail on how progress was tracked.</p>	<p>10/9/2024 Item 9 RFSC</p>	<p>Transformation</p>		<p>Open (06/03/2025)</p>

The Draft Executive Forward Plan

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

Executive – 17 October 2024

Matters for Consideration	Decision Type
1) Working for All Strategy	Rec to Council
2) Update on General Fund and Housing Revenue Account Budgets 2025-26	Executive Resolve
3) UK Shared Prosperity Fund (UKSPF)	Executive Resolve
4) Asset Disposal	Executive Resolve
5) Asset Disposal (PART II)	Executive Resolve

Executive – 14 November 2024

Matters for Consideration	Decision Type
1) Review of Fees and Charges 2025-26	Rec to Council
2) Calendar of Meetings 2025-26	Rec to Council
3) Draft Housing Revenue Account Budget Update 2025-26	Executive Resolve
4) Draft Capital Programme 2024-25 to 2028-29	Executive Resolve
5) Sheerwater Land Transfer	Executive Resolve
6) Asset Disposal	Executive Resolve
7) Grant Thornton Remuneration	Executive Resolve
8) Performance Management Report	Executive Resolve
9) Budget Monitoring Q2 2024-25	Executive Resolve
10) Asset Disposal (PART II)	Executive Resolve

Executive – 5 December 2024

Matters for Consideration	Decision Type
1) Draft Medium Term Financial Strategy (MTFS) and General Fund Budget 2025-26	Executive Resolve
2) Investment Debt Repayment and Standstill 2024-25 and 2025-26	Executive Resolve
3) 30 Year Housing Revenue Account (HRA) Business Plan	Executive Resolve
4) Asset Disposal	Executive Resolve
5) New Local Plan Project Timescales – Local Development Scheme (LDS)	Executive Resolve
6) Project Monitoring Report	Executive Resolve
7) Asset Disposal (PART II)	Executive Resolve
8) Investment Debt Repayment and Standstill 2024-25 and 2025-26 (PART II)	Executive Resolve

Executive – 16 January 2025

Matters for Consideration	Decision Type
1) Asset Disposal	Executive Resolve
2) Asset Disposal (PART II)	Executive Resolve

Executive – 13 February 2025

Matters for Consideration	Decision Type
1) General Fund Budget 2025-26	Rec to Council
2) Housing Revenue Account Budgets 2025-26	Rec to Council
3) Capital Programme 2024-25 to 2028-29	Rec to Council
4) Capital, Investment and Treasury Management Strategies and MRP Statement	Rec to Council
5) Asset Disposal	Executive Resolve
6) Performance Management Report	Executive Resolve
7) Budget Monitoring Q3 2024-25	Executive Resolve
8) Asset Disposal (PART II)	Executive Resolve

Executive – 13 March 2025

Matters for Consideration	Decision Type
1) Improvement and Recovery Plan Progress	Rec to Council
2) Regulation of Investigatory Powers Act 2000 – Annual Monitoring Report	Executive Resolve
3) Write off of Sundry Debts	Executive Resolve
4) Asset Disposal	Executive Resolve
5) Project Monitoring Report	Executive Resolve
6) Asset Disposal (PART II)	Executive Resolve

Current Working and Task Groups Responsible to the Committee

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

Finance Working Group	
Remit:	<p>The Finance Working Group has been established to review financial issues as identified either by itself or the Scrutiny Committees. The Working Group will receive financial information, including reports to the Executive, to enable it to undertake effective scrutiny of the financial performance of the Council.</p> <p>The Working Group will receive reports on areas such as Treasury Management, Budget Process and Financial Forecast, Statement of Accounts, Investment Programme, Review of Fees and Charges, General Fund Budget, Update on Commercial Rents, Update on Irrecoverable Debt, and matters arising from the Green Book. Its Work Programme will be received at each Working Group meeting.</p>
Membership:	Cllrs Boote (Chair), Rice (Vice-Chair), Greentree, Morley, Oades, Pandher
Resources:	Officer and Councillor time.
Date Established:	25.05.06

Identification and Classification of Risk									Controlling / Managing the Risk								
Risk No	Section	Risk Classification and Appetite	Threat (Cause)	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation / Mitigation	Comment/update on progress since last review (tbc)	Risk Owner	Target Date	Revised Probability	Revised Severity	Revised Score	Risk within agreed appetite level?
1	Housing	Service Delivery Risk - Moderate Appetite (up to 9)	Affordable housing is a key priority of WBC but the delivery of affordable units can sometimes be hard to accomplish due to a range of competing issues i.e. strategic, political, market, economy, fall in S106 receipts, over-reliance on one provider etc. There is a risk that for these reasons housing needs will not be met due to insufficient levels of affordable housing being delivered.	<ul style="list-style-type: none"> Residents living in B&B and temporary accommodation for long periods (potentially breaching 6 week limit for families), leading to welfare issues. Extra strain on services. May only be able to offer options which are expensive and not fit for purpose (such as B&Bs or temporary accommodation). Unable to provide residents with appropriate service/support. Increased numbers/time on Housing register waiting list. Affordable housing targets are not met. 	<ul style="list-style-type: none"> Working closely with private sector landlords to secure houses to rent: PSL scheme; Empty Homes work; Let's Rent. Maximise best use of existing stock. Housing Strategy developed; other strategies and policies under review. Fair, reliant tender process used to appoint partners. Ongoing conversations with prospective partners (i.e. housing associations). 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Continue to work with Planning to implement and monitor Core Strategy. Continue to work with partners to deliver affordable housing schemes (such as, Sheerwater, Egley Road, Portugal Road). Continue to develop relationships with partners to explore possibilities of delivering affordable housing on smaller sites around the borough. Take advantage of new government initiatives and funding as available (i.e. LAHF). Developing 'downsizing' project to increase movement on the housing register. 	<ul style="list-style-type: none"> Continue to work with Planning to implement and monitor Core Strategy. Development underway on Portugal Road to deliver 72 affordable units through Abri Housing Association. Affordable homes under construction in Sheerwater and Egley Road. 	Louise Strongitharm	Ongoing	3: Possible	4: High	12	No
2	All	Service Delivery Risk - Moderate Appetite (up to 9)	Well trained staff who have the relevant experience and skills are essential to effectively undertake the range of tasks required across Housing and Communities Services. It is possible that due to illness, travel problems and other such issues that insufficient numbers of trained staff would be available to run the service, which will impact on service quality and resilience. The Housing Improvement Programme is highlighting gaps in staffing capacity and capability to deliver key improvements.	<ul style="list-style-type: none"> Poor services to customers. Not meeting the legislative and regulatory requirements. Impact on staff case loads and staff morale. Impact on residents and wrongly assigned priorities. WBC reputation and high levels of complaints. 	<ul style="list-style-type: none"> Regular management meetings to assess caseloads and resource issues. Reporting and escalation process in place. Staff and culture workstream within Housing Improvement Programme. 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> Continue to review workloads. Recruit effectively and retain staff. Work with HR to offer training and support to staff. Undertake housing improvement programme. Input to corporate Organisational Development work, including Pulse survey. 	<ul style="list-style-type: none"> Monitoring the new structure following Fit for the Future. Housing All Service Staff Meetings in place 	Louise Strongitharm	Ongoing	2: Unlikely	3: Moderate	6	Yes
3	Health & Wellbeing	Service Delivery Risk - Moderate Appetite (up to 9)	The running of Meals, Careline, Home Support, Leisure Services and Community Centres is dependent on a mix of direct funding from external bodies (such as Health and SCC), as well as discretionary funding from WBC and fees and charges. There is a risk that external funding will be reduced or removed, which would have a negative impact on the services provided and there ongoing provision.	<ul style="list-style-type: none"> Services might need to be reduced or removed. Vulnerable residents will not have the necessary support they need. Impact on staffing levels, work and morale. Less joined up working between social care agencies, health and local authorities, particularly on prevention. 	<ul style="list-style-type: none"> Appropriate senior manager attending partnership forums in particular the North West Surrey Integrated Care Partnership Board to influence/feed into the decision making process. Awareness of alternative funding sources to be targetted. Ongoing monitoring of impacts of higher charges on service demand. 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Work is required to examine the implications of funding cuts to explore other ways of delivery and/or the impact of removing services that are less of a priority. Explore innovative methods of joined up service delivery. Actively contribute and engage with the North West Surrey integrated care partnership. 	<ul style="list-style-type: none"> Considered as part of Gateway process. Have identified Fit For Future savings across services, which are being implemented. Revisited external funding to make sure it covers full on-costs of funded staff. 	Julie Meme / Tim Fleming	Ongoing	2: Unlikely	3: Moderate	6	Yes
4	All	Health & Safety Risk - Low Appetite (up to 4)	The Council has lone working policies/procedures in place to ensure that staff are not put at adverse risk when working alone in buildings, working remotely, and/or home visiting. There is a risk that staff will not always anticipate the need for lone working precautions or adhere to the corporate arrangements in place or not routinely use appropriate systems (i.e. FSP using Skyguard for Home Visiting).	<ul style="list-style-type: none"> Dangerous situation resulting in injury or even death, traumatised staff members. Negative impact to WBC reputation. Police involvement, legal proceedings and/or cost implication to Council. Systems not updated to reflect negative outcome and therefore not safeguard future lone working WBC staff or other public services i.e. Fire services, Doctors etc. 	<ul style="list-style-type: none"> Diaries are updated with visit details. Lone workers contact own team to register when accessing, indicating the duration, and exiting the visit so that wellbeing is verified for each visit. Emergency button can be activated and conversation recorded by Skyguard. Training is completed by all staff whose role requires lone-working. Incidents are escalated to line managers and recorded in systems for future reference. Depending on agreed action - Caution letter / other appropriate action is notified to the offender. 	2: Unlikely	3: Moderate	6	Treat	<ul style="list-style-type: none"> Management overseeing all visits. Options considered - Joint visits with other organisations or in pairs, at a public location, at Council offices. Refresher training recorded against staff member and monitored. HR led working task group. 	<ul style="list-style-type: none"> Policy and procedure under review. 	Louise Strongitharm	Ongoing	1: Remote	3: Moderate	3	Yes
5	Housing	Legal / Regulatory Risk - Low Appetite (up to 4)	A review of the Council's property portfolio (corporate and housing buildings) has indicated that certain assets are in poor condition. There is a risk that current pressures on capital/revenue programmes will mean that sufficient funds will not be available to invest in the assets and they will continue to deteriorate, with some key assets facing potential closure if not fit for purpose.	<ul style="list-style-type: none"> Residents living in poor property conditions, impacting their health and wellbeing. Referral to Regulator of Social Housing (RSH). Breach of Statutory regulations and legislation. Increased costs to revenue budget. Poor reputation. Increased complaints to WBC and even to Ombudsman. Legal prosecution and disrepair claims. 	<ul style="list-style-type: none"> Stock Condition Surveys. Repairs Contract. Skilled Staff within HAT. Increased priority to damp and mould cases. 30-year HRA Business Plan under development. 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> Produce 5 - 30 year capital forecast through stock condition surveys. Implement works programmes. Develop 30-year HRA Business Plan. Procure contracts in advance of works needing to commence. 	<ul style="list-style-type: none"> New Stock Condition Surveys commenced in August 2024. Increased budgets provided for 2024/25 to meet the Decent Homes minimum standard and to progress Fire Safety Works. 30-year HRA Business Plan being developed. Procurement of Contracts for Fire Safety and Decent Homes works on track. 	Craig Humphrey	Ongoing	3: Possible	3: Moderate	9	No

Risk No	Section	Risk Classification and Appetite	Threat (Cause)	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation / Mitigation	Comment/update on progress since last review (tbc)	Risk Owner	Target Date	Revised Probability	Revised Severity	Revised Score	Risk within agreed appetite level?
6	Family Services	Service Delivery Risk - Moderate Appetite (up to 9)	Risk that the additional demands to support Ukrainian refugees in the borough will lead to a possible increase in homelessness. WBC are funded for the scheme and this ring-fenced monies needs to be allocated appropriately for the Ukraine homeless need. However, there is a risk that demand/need will outstrip funding which will lead to a possible increase in homelessness.	<ul style="list-style-type: none"> Limited stock, increased demands put strain on an already pressured service. Families being made homeless and being accommodated in emergency accommodation for extended periods. Budget pressures 	<ul style="list-style-type: none"> Grant income received and monitored through regular budget monitoring. Team of dedicated staff supporting families and hosts to prevent homelessness where ever possible. Secured Local Authority Housing Fund (LAHF) grant to provide extra temporary accommodation for this cohort. 	3: Possible	2: Low	6	Treat	<ul style="list-style-type: none"> Monthly updates to ensure Housing and Resettlement staff are aware of figures and prevent homelessness. Prioritise supporting host families to maintain the placements as long as possible. 	<ul style="list-style-type: none"> 5 LAHF properties delivered in Round 1. £880k of LAHF Round 3 funding secured. 	Catherine Butler	Ongoing	2: Unlikely	4: High	8	Yes
7	Housing	Legal / Regulatory Risk - Low Appetite (up to 4)	Risk that the Council fails to meet its statutory obligations regarding provision of temporary accommodation and length of time families with children stay in B+B accommodation. There is a legal requirement to reduce the use of Bed & Breakfast stays for families with children, particularly where stay exceeds 6 weeks. Due to current challenges around suitable provision, there is a risk the Council fails to meet its statutory obligations regarding provision of temporary accommodation.	<ul style="list-style-type: none"> Families living outside the Borough in unsuitable accommodation. Fines or penalties can be levied against WBC. Staff pressures with increase in case loads and the number of approaches from homeless households. Few and fewer settled homes available for our client group, therefore spend longer in B & B. Landlords are selling, supply of rented properties is decreasing which increases the rent and the demand. 	<ul style="list-style-type: none"> Delivery of Let's Rent scheme and working closely with housing associations, although not enough options to meet current housing need. Monitoring B & B daily, trying to move people out before they hit the 6 week mark, into temporary accommodation and using our own stock. Developed B&B Elimination Plan. 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> Appointed to a new post for managing temporary accommodation. Cleaning up the data for HCLIC. Monitoring B & B on a daily basis, placements into B & B is signed off by a manager. Working with MHCLG Homelessness Team to implement B&B Elimination Plan. 	<ul style="list-style-type: none"> Developed B&B Elimination Plan. 	Catherine Butler	Ongoing	3: Possible	3: Moderate	9	No
8	All	Health & Safety Risk - Low Appetite (up to 4)	Risk that the Council does not comply with safeguarding, statutory audits and health and safety requirements. A safeguarding policy is in place across the Council to provide a framework for all services to adhere to. However, the risk remains that the Council does not comply with safeguarding requirements, including statutory audits and health and safety requirements.	<ul style="list-style-type: none"> Residents become unsafe under WBC jurisdiction. Risk to WBC reputation. Reputational damage. Prosecution, fines etc. 	<ul style="list-style-type: none"> A functioning safeguarding officers group. Designated Safe Guarding Lead, Caldicott guardian, and person in a position of trust. Safeguarding policy. Mandatory safeguarding audits for adults. 	2: Unlikely	3: Moderate	6	Tolerate	<ul style="list-style-type: none"> Existing controls have produced robust outcomes historically. Safeguarding lead must continue to attend Countywide briefings and updates. 	N/a - new risk.	Julie Meme	Ongoing	2: Unlikely	2: Low	4	Yes
9	All	Service Delivery Risk - Moderate Appetite (up to 9)	Risk of folding voluntary sector services causing an increase in service demand for WBC. Due to the current economic challenges and lack of available funding facing the voluntary sector, along with increasing costs and demands, plus the Community Grant withdrawal - local organisations are under greater pressure to remain financially sustainable. It is likely that some organisations will be forced to close and there is a risk that this will lead to increased service demand for WBC.	<ul style="list-style-type: none"> Vulnerable residents receive less support. Greater demand on Council services including housing, health and wellbeing, family services and wider community services. Council unable to support our most vulnerable residents. Reputational damage 	<ul style="list-style-type: none"> Working Wellbeing Group to monitor this need. Hardship funding to Citizens Advice Woking for 2024/25. Advice and support is available to the voluntary sector from the Community Foundation for Surrey and Volunteer Woking. 	3: Possible	2: Low	6	Tolerate	<ul style="list-style-type: none"> Pragmatic solutions amongst the wider voluntary sector to support vulnerable residents. Signposting to other services. 	<ul style="list-style-type: none"> Ongoing monitoring in place. UKSPF funding to CAW and Lightbox. 	Julie Meme	Ongoing	3: Possible	2: Low	6	Yes
10	Housing	Legal / Regulatory Risk - Low Appetite (up to 4)	Risk that housing standards, compliance, and regulatory issues will not be met. To comply with legislation and the Regulatory Standards, Council is required to ensure buildings that are owned and managed by them are safe and kept in good condition with consideration to factors such as gas audit, mould, damp, fire safety. Failure to comply with such standards increases the potential risk to the health and safety of WBC residents and the wider public and if these prescribed standards are not met, WBC will be at risk of litigation from Statutory Authorities and the Regulator for Social Housing.	<ul style="list-style-type: none"> Impact to Health and Safety of WBC residents and wider public. Potential enforcement action being taken against WBC. Council reputational and financial risk. Risk of disrepair claims. Failure in one or more areas should the service be audited. Regulatory intervention 	<ul style="list-style-type: none"> Gas contract in place. Fire Risk Assessment (FRAs) completed Damp and Mould plan in place. Electrical Testing programme in place. Specialist consultants employed. Asset Management Strategy pending. Housing Improvement Programme in place Monthly engagement meeting with Regulator. 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> Suitable ICT system required. Increased pool of skilled staff or consultants necessary. Review of budgets Compliance Review 	<ul style="list-style-type: none"> Compliance review underway. Capital programme focused on fire safety remedial actions. 	Craig Humphrey	Ongoing	4: Probable	3: Moderate	12	No
11	Housing	Supplier, Contractor, Partnership Risk - High Appetite (up to 12)	Risk of main repairs contractor failure due to underperformance / insolvency. If the main contractors contract is terminated or they enter into insolvency there will be a period of delay in completing repairs. This will prove detrimental to the overall condition of the housing stock, will reduce customer satisfaction and due to the need to reprocure a new contract will significantly increase procurement and delivery costs.	<ul style="list-style-type: none"> Customers not provided with repairs service. Need to reprocure a new contract. Depleted housing stock. Unable to deliver statutory services. Income loss from poor void performance. Increased procurement costs. Resident satisfaction reduces. Disrepair claims increase. Loss of reputation for WBC. 	<ul style="list-style-type: none"> Regular Contract Meetings. Financial checks. Regular Commercial Meetings. 	2: Unlikely	3: Moderate	6	Treat	<ul style="list-style-type: none"> Annual Finance Checks. Annual insurances to be provided. 	No change.	Craig Humphrey	Ongoing	2: Unlikely	2: Low	4	Yes

Risk No	Section	Risk Classification and Appetite	Threat (Cause)	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation / Mitigation	Comment/update on progress since last review (tbc)	Risk Owner	Target Date	Revised Probability	Revised Severity	Revised Score	Risk within agreed appetite level?
12	Leisure Services	Supplier, Contractor, Partnership Risk - High Appetite (up to 12)	Risk that the Leisure Management contract retender is unsuccessful or delayed (due 1 December 2025). All industry providers have raised concern around their financial position post-Covid. There have been vacancies within the WBC team that mean the reprocurement programme is short.	<ul style="list-style-type: none"> Reduced management fee income to WBC. Reduction or gap in service provision. Failure to secure the best operator for the Borough. 	<ul style="list-style-type: none"> Appointed to vacant Head of Leisure & Communities post. Secured external procurement support. 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Secure external legal and procurement support. Set up project board. 	<ul style="list-style-type: none"> Executive approved reprocurement in July 2024 SLC appointed to help with procurement process. New Head of Service in post. 	Tim Fleming	Ongoing	3: Possible	4: High	12	Yes
13	Housing	Legal / Regulatory Risk - Low Appetite (up to 4)	Risk that Housing does not meet requirements in relation to the WBC complaints policy and the Housing Ombudsman code of guidance. All social landlords are expected to comply with the Ombudsman code of guidance and review it's complaints policy and complete an annual self-assessment against said code. There is a risk that due to current financial challenges and resource pressures, that the Council will not meet its requirements in relation to its complaints policy and the Ombudsman code of guidance.	<ul style="list-style-type: none"> Poor customer care. Adverse findings from the Ombudsman. Compensation payments. Reputational damage and failings published on the Ombudsman website. 	<ul style="list-style-type: none"> Council complaints policy. Responding to Ombudsman enquiries. Senior Manager currently overseeing complaints. Complaints being monitored weekly by service managers. 	3: Possible	3: Moderate	9	Treat	<ul style="list-style-type: none"> Recruitment of customer care and engagement manager. Update Housing complaints policies and procedures. Training for all staff. Carry out self-assessment. 	<ul style="list-style-type: none"> Self-assessment complete and compliant. New Housing Complaints Procedure in place. Mandatory staff training delivered in May 2024. 	Rosalynn Funnell	Ongoing	2: Unlikely	3: Moderate	6	No
14	Housing	Legal / Regulatory Risk - Low Appetite (up to 4)	Risk that not maintaining the housing and community and associated compliance work in Sheerwater could lead to health and safety issues. The current development phases in Sheerwater have the potential for an increase in ASB, vandalism, fly tipping and illegal occupation. This risk highlights the need to address this thus ensuring that the council housing and surrounding community in Sheerwater is safe and compliant.	<ul style="list-style-type: none"> Condition of community, communal areas, and individual blocks deteriorating. Increase in ASB, theft of pipework, fly tipping and drug use. Fire risk assessment undertaken for all blocks in redline area. Not meeting statutory requirements. Residents/family health and well-being/social impact. 	<ul style="list-style-type: none"> Health and Safety risk assessment undertaken and being monitored. Walkabouts in community to look at communal areas, blocks and wider community. Regular reporting and transparent visibility of issues at Sheerwater Regeneration Officer Group. 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> Continue monitoring and risk assessing. Improved management and visibility of housing team. 	<ul style="list-style-type: none"> H & S audit of occupied and unoccupied buildings. 	Craig Humphrey	Ongoing	3: Possible	3: Moderate	9	No
15	Health & Wellbeing	Service Delivery Risk - Moderate Appetite (up to 9)	Risk that suitable housing cannot be found for the remaining tenants at Brockhill. The Brockhill Extra Care Scheme is in the process of being decommissioned. However a number of tenants are still living on site. Keeping the site open is leading to significant cost to the HRA due to fire risk, which has resulted in external Fire Evacuation Officers being on site 24/7. The site cannot be fully decommissioned or disposed of until all tenants have been re-housed. As the building is vacated, it provides a lonely and isolating environment for remaining residents.	<ul style="list-style-type: none"> Significant cost to the HRA resulting from 24/7 presence of Fire Evacuation Officers. Delay in decommissioning process and disposal of asset. Uncertainty for tenants and staff. 	<ul style="list-style-type: none"> No properties are currently being re-let within the building. A new fire alarm system has been installed to mitigate some of the fire risk. Personal evacuation plans focusing on individual resident needs. Negotiation with tenants and other providers is ongoing. 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Decommissioning strategy to be agreed. Targeted relocation discussions ongoing with tenants. Ongoing communication strategy for residents and staff. 	<ul style="list-style-type: none"> Tenants have been assessed for support needs, fire risk, and preferences for moving. Negotiation with tenants and other providers is ongoing. 4 tenants still to be rehoused. Brockhill site being marketed for redevelopment. 	Julie Meme	Ongoing	3: Possible	4: High	12	No
16 NEW	Leisure Services	Service Delivery Risk - Moderate Appetite (up to 9)	Risk that the Community Asset transfers fail. There is a risk that an organisation takes over the running of the asset but does not succeed in running the venture or asset do not draw any expression of interest due to future (5 -10 years hence) maintenance costs. There is also a risk that some assets will not receive a viable proposition from a community group and need to close.	<ul style="list-style-type: none"> Reputational damage. Possible legal challenges. Possible closure of assets. 	<ul style="list-style-type: none"> Community Asset Transfer (CAT) Policy CAT project board. 	3: Possible	3: Moderate	9	Treat	<ul style="list-style-type: none"> CAT Policy being followed. Resources made available to monitor and manage. CATs widely publicised to maximise interest. Robust evaluation of business cases. 	<ul style="list-style-type: none"> CAT working group with Terms of Reference in place All assets will listed until the 31/07/24 with all assets having some interest shown. Expressions of interest evaluated in August 2024. 	Riette Thomas	Mar-25	3: Possible	3: Moderate	9	Yes

Proposal - Changes to Committee Calendar

Meeting: Communities and Housing Scrutiny Committee

Date Of Meeting: 8 October 2024

Report Author(s): Toby Nash

Lead Officer: Suki Binjal | Suki.Binjal@woking.gov.uk

Date Published: 30 September 2024

1.0 Purpose of Proposal

- 1.1 To seek approval from the Committee for changes to the meetings of the Communities and Housing Scrutiny Committee.
- 1.2 Rather than this be proposed verbally at the meeting, this report has been produced to provide notice to the Committee on Officer proposals.

2.0 Recommendations

The Committee is requested to:

RESOLVE THAT

- i. an additional meeting be held on 26 November 2024; and
- ii. the meeting of the Committee due to be held on 7 January 2025 be moved to 21 January 2025.

3.0 Proposal and Outcome

26 November 2024 Meeting

- 3.1 The additional meeting is requested so that Officers can report on the following items:
 - i. Housing Revenue Account Business Plan
 - ii. Fees and Charges 2025/26: Leisure Services
 - iii. Fees and Charges 2025/26: Health and Wellbeing
- 3.2 Officers request the additional meeting for scrutiny to input the items. The items are not available for an earlier meeting and Council is due to determine the items prior to the next scheduled meeting of the Committee on 7 January 2025.

7 January 2025 Meeting

- 3.3 Officers suggest that the Committee agree to move the 7 January 2025 meeting to 21 January 2025. This will allow Officers to provide more recent updates which would otherwise be impacted by bank holidays at the end of December and by Officer leave.

4.0 Background

4.1 It has been recognised by Officers that the schedule of meetings prevents certain items being scrutinised. To rectify this, alterations to the meetings are recommended.

5.0 Options Considered

5.1 It was considered whether the items in 3.1 would not go before Scrutiny. However, Officers consider it beneficial that the items are scrutinised.

5.2 By moving the 7 January 2025 meeting to 21 January 2025, it would allow Officers to include more up to date information in reports, in the order of an extra month.

6.0 Implications

Legal

6.1 There are no known legal implications due to the decisions requested in this report.

Resources (including finance)

6.2 An additional meeting will have a small resource impact. It is considered that the impact will have no consequence on Officer time.

6.3 Postponing a meeting will reduce Officer burden over the December-end period.

Consultation, Equality Impact Assessments

6.4 The Corporate Leadership Team has been consulted.

Risks and Mitigation

6.5 There are no known risks arising from the decisions requested in this report.

Environment and Climate Change

6.6 There are no known environmental, sustainability, or Climate Change implications arising from the decisions in this report.

Version Control

Version Number	Author	Changes
0.1	Toby Nash	Report drafted for consideration by CLT.
1	Toby Nash	Final report produced.

REPORT ENDS

Woking Borough Council

Performance Management Report

Q1. 2024/25

Shaping the *future*
of our borough



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1. CHIEF EXECUTIVE'S SUMMARY – RICHARD CARR

The Quarter 1 Performance Report reflects the evolving nature of this important management tool in Woking. As the directorate summaries reflect, the range of performance measures used to monitor a number of service areas are being extended, either to provide a better picture of what is being delivered or to help us understand the impact of new models of delivery or of increased charges.

Several teams are still working through how best to manage their workloads with a reduced staffing base. This reinforces the importance of being ever clearer about our priorities at any given point in time and of increasing operational efficiency, including through investment in technology.

Data collection continues to be a challenge which impacts on the capacity available to analyse what the performance data is really telling us. In any event, especially where performance looks to have deteriorated, the data should be used to help us ask questions to deepen our understanding of the underlying issues, in order that we can identify appropriate interventions.

Work is underway to refresh the Woking For All Strategy (WFAS), which is a document that will set out the Council's vision and objectives for the next two financial years. The WFAS will be an important step in prioritising what we do, not only to ensure we meet the needs of our residents, but also to provide a focus around how the Council can continue to improve the delivery and management of services. There will be strong emphasis on performance management, and the relationship between the WFAS and this performance report will be developed to provide a clear account of how we are progressing.

Richard Carr – Chief Executive

2. CORPORATE KEY PERFORMANCE INDICATORS (KPI's)

The Council uses a variety of KPI's to monitor how well our services are performing in meeting the needs of our residents. We monitor and publish our performance quarterly in this document to ensure that we remain focused on our priorities and can promptly deal with underperformance wherever necessary. Work is also underway to develop benchmarking statistics across the sector; this will enable greater insight as to how Woking is performing compared to other Local Authorities.

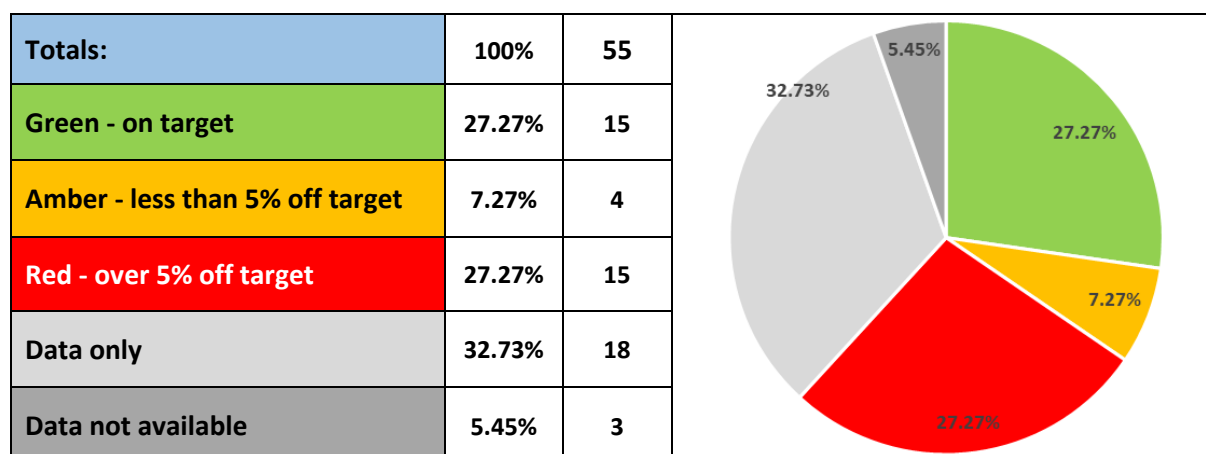
Each KPI is marked with a colour coded status based on the following criteria:

KPI RAG Status	RAG Rating Criteria
Grey	Indicator either: (a) does not have a target (due to the nature of the data or KPI outside of direct control) (b) data is not yet available (c) monitoring of the activity is paused/suspended.
Green	Indicator has performed on or above target, no area of concern to note.
Amber	Indicator is up to 5% off target: Officers determine the reason(s) for underperformance and confirm if improvement action is required.
Red	Indicator is more than 5% off target: Officers determine the reason(s) for underperformance and confirm if improvement action is required.

The table below provides an overview of all directorate and corporate level KPI's to illustrate how the Council is performing overall. The full detail of each KPI will sit under each specific area.

OVERVIEW OF QUARTERLY COUNCIL KPI'S

The table below provides a status overview of all KPI's reported in this document. There is a total of **55** KPI's being tracked and monitored across all directorates. The breakdown of KPI's per directorate is as follows: Corporate Health **6**, Communities **26**, Corporate Resources **5**, Place **18** Specific detail relating to each KPI can be found in the respective section below.



3. CORPORATE HEALTH INDICATORS

WBC staff are critical to delivering the Council’s immediate priorities and for ensuring that the organisation is able to respond to the opportunities and challenges ahead. The following indicators provide an overview of key workforce information.

Human Resources – Amanda Jeffrey							
KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
WF1	Average number of working days lost per employee to short-and long-term sickness absence. Rolling 12-month figure. Lower outturn is better.	5.69	5.83	5.99	6.03	4.62	Data only
	Using the Local Government Association workforce survey 2021-22 (published November 2023), the average days lost due to sickness is 8.7 days. The Council is currently performing well against this target, however further work is required to validate the integrity of this data – this will be picked up as part of an Internal Audit review of ‘Sickness Absence Management’ on track for August/September 2024.						
WF2	Average number of working days lost per employee to short term sickness absence (less than 4 weeks absence). Rolling 12 months. Lower outturn is better.	4.07	4.21	4.48	4.52	3.45	Data only
	Using the Local Government Association workforce survey 2021-22 (published November 2023), the average days lost due to sickness is 8.7 days. The Council is currently performing well against this target, however further work is required to validate the integrity of this data – this will be picked up as part of an Internal Audit review of ‘Sickness Absence Management’ on track for August/September 2024.						
WF3	Percentage of staff leaving voluntarily over rolling 12-month period. Lower outturn is better.	22.77%	19.69%	21.07%	19.42%	17.56%	14% (New)
	Using the Local Government Association workforce survey 2021-22 (published November 2023), the median turnover rate across the sector is 14%. The Council turnover rate is currently higher than this target, however it is recognised that the S.114 notice served, and the recent restructure programme has impacted this indicator. The expectation is that the percentage will decrease over the next 12 months. <i>Please note a new target has been applied to this KPI from Q1 2024/25 - previous quarters have not been retrospectively RAG rated.</i>						
Corporate Complaints (excluding Housing complaints which are managed elsewhere) - Gareth John							
CC1	Number of complaints received via the formal Council complaint process. Data only.	15	15	17	30	13	Data only
	The Council tracks and monitors all complaints that are received via the formal process. The 13 complaints received in Q1. relate to the following areas: Planning/Development (3), Parking (2), Revenues/Benefits (3), Housing Needs (3), Elections (2). The figures within this KPI do not include complaints related to Housing Management and Housing Asset Management – these are tracked and monitored via separate processes and feature under the Communities Directorate section. The complaint process is being reviewed to ensure that the nature, frequency, and root cause of repeat complaints is better understood to drive continuous improvement with services. The outcomes of this review will be prioritised and reported in September 2024.						

KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
CC2	Percentage of complaints received via Council complaint process concluded within 20 working days. Higher outturn is better.	67%	60%	71%	97%	76%	100% (New)
	Although there have been fewer complaints in Q1., the Local and General Election diverted staff resource resulting in fewer complaints being completed within the 20-day target (10 out of the 13 completed on time). One Planning complaint is at stage 2. <i>Please note a new target has been applied to this KPI from Q1 2024/25 - previous quarters have not been retrospectively RAG rated.</i>						
CC3	Percentage of formal Council complaints that have breached the 20-working day completion target. Lower outturn is better.	33%	40%	29%	3%	24%	0% (New)
	Three complaints (24%) breached the 20-days completion target but were all completed within 30 days. <i>Please note a new target has been applied to this KPI from Q1 2024/25 - previous quarters have not been retrospectively RAG rated.</i>						

4. KEY CORPORATE STRATEGIC RISKS

The Council recognises that risk management is an integral component of good management and corporate governance and should be at the heart of robust decision making. A Strategic Risk Register is owned and maintained by CLT, which contains the key strategic risks which could affect the delivery of significant Council objectives and targets.

There is an underlying risk around capability and capacity across the Council given the significant pace of change, however the items below represent the highest scoring risks (score of 16) that sit outside of the Councils appetite and tolerance thresholds.

	What is the Risk	Mitigation / Progress in reporting period
1	<p>Risk that General Fund and the HRA budgets are not balanced in the Medium Term.</p> <p>The Council's General Fund had a budget shortfall for 2023/24 and potentially for 2024/25. These figures do not include the full impact of the debt issue, which is reliant on Government support. This support will mitigate the position in 2024/25 but significant financial challenges will remain in the budget due to the reliance on commercial estate and car park income. The Housing Revenue Account is balanced in 2024/25 but stock investment requirements mean the funding challenge remains in the medium-term.</p>	<ul style="list-style-type: none"> • Maintain controls on spending. • Clear understanding of financial monitoring / forecasts process and budget envelopes. • Continue to review Capital Programme. • Complete Asset Rationalisation & Disposal Strategy. • Develop a clear approach to the management of group companies and their impact on the overall debt position of the Council. • Seek different delivery models. • Commercial and Financial workstreams of Improvement Recovery Plan now better defined. • The MTFs presented to Executive.

2	<p>Risk that Council companies do not have sufficiently robust cashflow forecasting and management arrangements in place.</p> <p>The Council has made significant long-term investments in a number of Group Companies. The Council's medium-term budget is heavily dependent on the performance of the Group Companies given the scale of recent investment. Should any of the Companies fail for whatever reason, the ability to repay loans to the Council may be compromised, as will any projected income that the Council might have received.</p>	<ul style="list-style-type: none"> • Asset advisers to be appointed by companies. • Progress work to consolidate company structure. • Continued dialogue between company directors and WBC in respect of funding and concerns. • Ongoing review of Thameswey and Victoria Square Business Plans. • Additional resources approved to strengthen client-side stakeholder advisory capacity and capability. • Engagement with Government on Council debt structure and affordability is underway.
3	<p>Risk that the Council is not able to retain a resilient and motivated workforce.</p> <p>As with any organisation, the Council is reliant on a workforce that can demonstrate a range of skills and understanding of key processes, systems, and projects. The Council is implementing a significant change agenda, and a dependable/stable workforce is key to future success. The effective delivery of service objectives and the IRP is central to Council activity, but there is a risk that workforce resilience, capability and capacity is not sufficient to meet these ambitions.</p>	<ul style="list-style-type: none"> • Ensure that managers have a forum to escalate capability/capacity issues. • Undertake a refresh of the Working For All Strategy to review the scope and number of objectives to ensure ambition aligns with Council capacity. • Develop an Organisational Development Strategy and Recruitment & Retention Strategy. • Continued engagement with staff. • Considerable attention being given to staff communication in respect of budget shortfalls and mitigation measures. • Reviewed and implemented new management engagement structures in the form of ELT and Senior Managers.
4	<p>Risk that the Council fails to meet its statutory and regulatory requirements in respect of housing.</p> <p>The Council has a number of statutory and regulatory requirements that fall within the remit of housing. New regulatory standards came into effect from 1st April 2024 which result in inspections every 4 years by the Regulator for Social Housing. There is a risk that the Council will fail to meet these requirements due to budget pressures, (both General Fund and HRA), lack of historic investment, and poor systems/processes. The viability of the HRA is of particular concern in relation to the delivery of services and future capital investment.</p>	<ul style="list-style-type: none"> • Stock condition survey due to commence. • Decent homes work for 2024/25 underway. • Housing Improvement Programme Board in place. • Initial HRA 30 yr. business plan model received. • HRA Working Group established. • Assess options for disposals to fund investment. • Implement systems to track progress with fire safety actions. • Ongoing engagement with Regulator. • Undertaken self-assessments against new regulatory standards. • Implement regular estate inspections in Sheerwater. • Devise plan for the refurbishment of homes in Sheerwater and disposal of development parcels.

COMMUNITIES DIRECTORATE – LOUISE STRONGITHARM

The Communities Directorate is comprised of the following functions:

Leisure & Communities: (Arts & Culture, Community Centres, Community Safety, Leisure Services).

Living Well: (Careline, Community Meals, Extra Care, Handy Person, Homelink, Independent Support, Social Prescribing, Volunteer Development, Refugee Resettlement, Family Services).

Housing: (Housing Assets, Housing Service Improvement, Housing Solutions, Resident Services, Sheerwater Regeneration, Strategic Housing & Development).

5. COMMUNITIES DIRECTORATE – STRATEGIC DIRECTOR SUMMARY

For 2024/25, a number of new KPIs have been introduced for Communities to reflect the strategic priorities for the service. In particular, it is important that housing safety is monitored corporately in light of the Housing Regulatory Notice received in 2023.

There has been a significant improvement in housing compliance performance across the board in the first quarter, reflecting the increased focus on this area, including through monthly engagement meetings with the Regulator of Social Housing and the Housing Improvement Programme Board. As part of the programme, a small Decent Homes programme has now commenced and continued progress is being made in closing out fire safety remedial actions.

In June 2024, the Council submitted its first set of Tenant Satisfaction Measures (TSMs) to the Regulator of Housing which will allow us to benchmark ourselves with similar local authorities and to measure the impact of our improvement work. The TSMs included the results of the tenant satisfaction survey undertaken early in 2024. With only 55.7% of tenants being satisfied with the overall service, there is clearly significant room for improvement, particularly around complaint handling and dealing with anti-social behaviour. Results of the TSMs will be discussed with tenants through a series of monthly focus groups and resident engagement events over the summer.

Additional KPIs have also been added for a number of the Council's highly valued discretionary services. Given the financial challenges faced by the Council, it is imperative that these can be fully self-funding. This has necessitated higher fees and charges for services such as community meals, Careline, and our leisure facilities. It is important that the impact of these price rises on demand is tracked. Leisure participation figures have been included in this report for the first time and it can be seen that use of our leisure facilities remains strong despite the increased prices. There has been some decline in use of Careline and Community Meals, but feedback suggests this is unrelated to the price increases. We will need to continue to monitor these trends closely.

The implementation of the Community Asset Transfer policy is now in full swing with final expressions of interest from community groups interested in running the community centres and sport pavilions being invited up to the end of July. There has been strong interest in all of these facilities, which is encouraging. UK Shared Prosperity Funding has been secured to support the community asset transfer process, which has included appointing a Community Broker to support community groups in developing their proposals.

6. COMMUNITIES DIRECTORATE – KEY PERFORMANCE INDICATORS

Homelessness & Allocations – Catherine Butler							
KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
SO-018a	Number of new homeless households placed in B&B during the quarter. Lower outturn is better.	29	29	46	57	40	Data only
	Q1. outturn is significantly lower than Q4. because weather over the period has naturally improved and the Severe Weather Emergency Protocol (SWEP) has not had to be initiated. The figures are higher than the same period last year due to a local and national increase in homelessness.						
SO-085a	Total number of households in B&B at the end of the quarter. Lower outturn is better.	40	42	47	30	36	Data only
	Individual requirements are taken into consideration when homeless households present themselves to the Council. Q1. has seen an increase in homeless households in B&B due to the need to accommodate significant additional needs which cannot always be accommodated quickly.						
SO-085b	Total number of households in other emergency accommodation (temporary and non-secure) at the end of the quarter. Lower outturn is better.	175	177	183	192	190	Data only
	Q1. outturn is broadly similar with previous quarterly trends. These households are waiting to place bids on Council property, which is limited. The households are placed in emergency temporary accommodation until they can be placed in more settled housing.						
SO-080a	The average length of stay of homeless households in B&B accommodation (weeks). Lower outturn is better.	14	10	9	10	9	6 (New)
	The average length of stay for all households tends to be lower due to single-households being housed more quickly than families. This is because there are more single-person accommodation available and wider options e.g., supported accommodation and single rooms. Families need larger homes which are more difficult to find. <i>Please note a new target has been applied to this KPI from Q1 2024/25 - previous quarters have not been retrospectively RAG rated.</i>						
SO-080b	The average length of stay of homeless households in other emergency accommodation (temporary and non-secure) - weeks. Lower outturn is better.	102	110	98	110	114	Data only
	There is a slight downturn in Q1. compared to Q4., with an additional 4 weeks stay for homeless households in temporary and non-secure accommodation over the period. This is due to a lack of settled accommodation being available to move into. This is a national trend and other Surrey Boroughs are experiencing similar trends.						

KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target												
SO-080c	Priority KPI: The number of families with children in B&B for more than 6 weeks. Lower outturn is better.	10	12	8	5	9	0 (New)												
	<p style="text-align: center;">The number of families with children in B&B for more than 6 weeks</p> <table border="1"> <caption>Data for B&B Families Chart</caption> <thead> <tr> <th>Quarter</th> <th>Number of Families</th> </tr> </thead> <tbody> <tr> <td>Q1 23/24</td> <td>10</td> </tr> <tr> <td>Q2 23/24</td> <td>12</td> </tr> <tr> <td>Q3 23/24</td> <td>8</td> </tr> <tr> <td>Q4 23/24</td> <td>5</td> </tr> <tr> <td>Q1 24/25</td> <td>9</td> </tr> </tbody> </table>							Quarter	Number of Families	Q1 23/24	10	Q2 23/24	12	Q3 23/24	8	Q4 23/24	5	Q1 24/25	9
	Quarter	Number of Families																	
Q1 23/24	10																		
Q2 23/24	12																		
Q3 23/24	8																		
Q4 23/24	5																		
Q1 24/25	9																		
<p>PRIORITY KPI: It is recognised nationally that the use of B&B accommodation is generally not suitable for families with children because of the impact of such housing on children’s development, education, and well-being. An Elimination Plan has been developed with DLUHC to assist in eliminating the use of B&B for this group. The Elimination Plan is monitored daily by the Housing Options team and by DLUHC on a regular basis to ensure we prioritise any vacancies for those families with children nearing the 6-week deadline.</p> <p>The above graph illustrates the beneficial impact of the plan during the last two quarters of 2023/24. However, in Q1. 2024-25 there has been an increase in the number of families presenting themselves as homeless due to varying reasons including the cost-of-living crisis, rent arrears, cost of private rental increases etc. The up-turn shown here is partly due to the fact housing stock does not meet the current demand for 2, 3 or 4-bedroom accommodation. To remedy this situation, offers of short-term alternative sized accommodation are being put into place – the Council’s one-bedroom accommodation is being used as temporary accommodation for families with children to prevent more of this group being placed into B&B. <i>Please note a new target has been applied to this KPI from Q1 2024/25 - previous quarters have not been retrospectively RAG rated.</i></p>																			
Strategic Director – Louise Strongitharm																			
CO-001	Cumulative number of affordable homes delivered. Higher outturn is better.	0	0	5	75	0	102												
	The Council’s Housing Strategy 2021-2026 commits to a total delivery of at least 510 new affordable homes, averaging a target of 102 per year. However, delivery levels can fluctuate significantly from year to year. The forecast for 2024/25 is 108 affordable housing completions on 2 schemes, but these are not anticipated until between December 2024 and March 2025. <i>Please note being a cumulative target, this KPI only has RAG rating applied for Q4.</i>																		

KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
Housing Landlord Services – Mick Collyer							
IM1	Rent & service charge income collected for properties managed by the housing service. Higher outturn is better.	97.99%	97.09%	98.11%	100%	97.37%	99%
	The Q1. collection rate is down on the year end stats for 2023-24 (100%) and slightly down in comparison to Q1 2023-24 (97.99%). Q1. is a difficult month for rent collection as significant time is spent dealing with Universal Credit verifications for rent increases. Q1. has also been impacted by resource issues resulting from staff leaving and the on-boarding of new staff, both of which has contributed to the temporary reduction in collection rates.						
IM3	Average number of days taken to re-let properties managed by the housing service - days. Lower outturn is better.	86.02	62.49	70.47	74.88	64.97	30 (New)
	Whilst the Q1. outturn remains below target, improvements have been achieved across the board on voids. Consistent co-ordination and monitoring of all elements of the process, alongside improved turnaround times from contractors, have contributed to the improvement. Further work to improve turnaround time to meet the target is planned, this will include enhancing arrangements around the allocation and sign-up processes. <i>Please note a new target has been applied to this KPI from Q1 2024/25 - previous quarters have not been retrospectively RAG rated.</i>						
RR1	Emergency repairs carried out in properties managed by the housing service (attended within 4 hrs and made safe/completed within a further 4 hrs). Higher outturn is better.	93%	91%	95%	95%	96.65%	90% (New)
	Data for this KPI has been provided directly by our main general repairs' contractor Mountjoy. Data provided since November 2023 will not contain information regarding repairs for heating and hot water provision as these services now sit with Smith & Byford and data has not yet been made available for their performance against these measures. The figures from Mountjoy show a significant improvement in performance throughout the year. <i>Please note a new target has been applied to this KPI from Q1 2024/25 - previous quarters have not been retrospectively RAG rated.</i>						
RR2	Urgent repairs carried out in properties managed by the housing service (repairs due for completion within 24 hrs). Higher outturn is better.	84%	77%	81%	93%	88.89%	80% (New)
	Data for this KPI has been provided directly by our main general repairs' contractor Mountjoy. Data provided since November 2023 will not contain information regarding repairs for heating and hot water provision as these services now sit with Smith & Byford and data has not yet been made available for their performance against these measures. The figures from Mountjoy show an overall improvement in performance throughout last year however, there has been a reduction in Q1. but output is still above target. <i>Please note a new target has been applied to this KPI from Q1 2024/25 - previous quarters have not been retrospectively RAG rated.</i>						
RR3	Routine repairs carried out in properties managed by the housing service (repairs due for completion within 10 working days). Higher outturn is better.	62%	75%	88%	84%	86.19%	75%

	Data for this KPI has been provided directly by our main general repairs' contractor Mountjoy. Data provided since November 2023 will not contain information regarding repairs for heating and hot water provision as these services now sit with Smith & Byford and data has not yet been made available for their performance against these measures. The figures from Mountjoy show an overall improvement in performance throughout the year.						
KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
Housing Management and Housing Asset Management Complaints – Mick Collyer							
HC01	Number of Stage 1 Housing complaints received. Data only.	11	17	7	24	17	Data only
HC02 New	Number of Stage 1 Housing complaints closed. Data only.	11	18	8	19	12	Data only
HC03 New	Percentage of Stage 1 complaints closed within relevant timescales. Higher outturn is better.	45.5%	82.3%	71.4%	58.3%	58.3%	100%
HC04	Number of Stage 2 complaints received. Data only.	4	5	1	1	3	Data only
HC05 New	Number of Stage 2 Housing complaints closed. Data only.	7	5	4	1	2	Data only
HC06 New	Percentage of Stage 2 complaints closed within relevant timescales. Higher outturn is better.	0%	40%	0%	100%	100%	100%
	Stage 1 complaints are down in Q1 (17) compared to the previous quarter. Of these 58% have been responded to within target. The stage 1 complaints received in Q1. relate to the following areas: Income Recovery (1), Asset Management (2), Cleaning (1), General (2), Housing Management (5), Housing Needs (1), Day to Day Repairs (3), Gas Service Repairs (2). Stage 2 complaints received in Q1. relate to the following areas: Income Recover (1), Housing Management (1), Day do Day Repairs (1). New system processes have been applied to bring our working practices in line with the Ombudsman Code of Practice for 2024-25. The complexity involved in getting everything running smoothly within the new guidelines has led to some technical issues causing delays in responding within the relevant timeframes. <i>Please note a new target has been applied to HC07 from Q1 2024/25 - previous quarters have not been retrospectively RAG rated.</i>						
Living Well - Julie Meme							
	Average number of Community Meals clients. Higher outturn is better.	162	158	151	140	127	Data only
HW1	Client number reductions in Q1. is due to clients moving to care homes or having sadly passed. Cost of service has not been reported as a factor. Income received in Q1. was £77,593 which is in-line with expectations and will mean the service is on track to cover its full operating costs by the end of the financial year if performance is maintained. Work continues to implement efficiencies to ensure the service remains viable, the most recent example of this being the reduction in the number of daily rounds to four. A new marketing campaign is being launched to promote the service and attract new clients.						
	Average number of Careline clients. Data Only.	1400	1367	1376	1334	1299	Data only
HW2	In Q1. Careline welcomed 55 new clients but 88 left the service primarily due to moves to care homes or having sadly passed. Q1. income was £58,051 which is in-line with expectations and will mean the service is on track to cover its full operating costs by the end of the financial year. The future provision of Careline and options for delivery is currently under review.						

KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
Leisure Services – Louise Strongtharm (interim until new appointment in place)							
LS01 New	Total visits to Council leisure facilities. Higher outturn is better.	296,777	327,549	293,176	330,321	332,504	Data only
	Despite the price increases, participation levels at all our leisure facilities remains strong in Q1. The price increase has driven a small number of customers to take-up memberships rather than ad hoc visits.						
Housing Compliance – Craig Humphrey							
HC01 NEW	Priority KPI: Percentage of domestic gas assets with valid certificate. Higher outturn is better	99.52%	98.47%	96.98%	97.5%	99.52%	100%
	11 out of 2,277 properties (99.52%) were without a valid gas safety certificate at the end of Q1 due to access issues. These properties are now within our follow up and legal processes to gain entry.						
HC02 NEW	Priority KPI: Percentage of communal boiler assets with valid gas certificate. Higher outturn is better.	98.61%	100%	100%	100%	100%	100%
	All 73 communal boilers had an up-to-date gas safety certificate at the end of Q1.						
HC03 NEW	Percentage of Council homes with valid electrical testing certificate. Higher outturn is better.	93.19%	88.50%	87.17%	93.93%	95.1%	100%
	The Q1. figure is based on evidence available to officers - actual data may be different as a number of updates from contractors have not filtered through to our databases. Discussions with contractor to improve sharing of data is underway.						
HC04 NEW	Percentage of Council homes with smoke detection. Higher outturn is better.	n/a	n/a	83.71%	88.48%	92.8%	100%
	This figure is based on the evidence available to officers at the end of Q1. It is believed that 100% of properties have smoke detection, but we currently have a number of properties where this cannot be verified. A programme of works is in place to evidence the remaining properties.						
HC06 NEW	Priority KPI: Percentage of up-to-date fire risk assessments. Higher outturn is better.	66.94%	100%	100%	100%	100%	100%
	100% of all communal blocks/areas had up to date fire risk assessments in place at the end of Q1.						

CORPORATE RESOURCES DIRECTORATE – KEVIN FOSTER

The Corporate Resources Directorate is comprised of the following functions:

Corporate Strategy: (Business Continuity, Performance Management, Project / Risk Management).

Customer Services: (Contact Centre, Land Charges, Reception, Statutory Reporting).

Democratic Services: (Democratic Services, Management Support, Elections, Mayoral & Civic Events)

Finance: (Budget Management, Business Support, Cash Management, Debtors/Creditors, Treasury).

Human Resources: (Health and Safety, Human Resources, Insurance, Payroll Services).

ICT: (Application Services, Cyber Security, Disaster Recovery, Infrastructure Services, Service Desk).

Legal Services: (Legal, Procurement).

Marketing Communications: (Community Engagement, Website Content, Project Communications).

Property Services: (Asset and Commercial Management, Capital Projects, Facilities Management).

Revenues & Benefits: (Business Rates, Council Tax, Fraud Investigation, Housing Benefits).

7. CORPORATE RESOURCES DIRECTORATE – STRATEGIC DIRECTOR SUMMARY

Implementing and monitoring the savings delivered and the impact these are having on the demand for services, workloads for staff, and overall service performance are a key focus for quarters 1 and 2 of 2024/25. In this respect the key headline challenges in managing within the budgets established for 2024/25 are:

- Performance of the Council's investment property estate and the current level of turnover of leases and void tenancies.
- Managing workloads with fewer staff, whilst also focusing on modernising services.

There will need to be a focus for some time on developing a stronger corporate approach to how the Council operates and is managed, ensuring it embraces a culture of continuous improvement and being insight driven to inform decision making. A relentless focus on the Improvement and Recovery Plan which encapsulates much of the activity and priorities for Corporate Resources will be a feature for the coming years, however this must balance against delivering the core business of a borough council. Equally we will need to ensure that the workforce is brought along with the significant changes taking place in the Council and the impact this has.

The KPI's and financial monitoring analysis present a mixed picture of performance with a number of indicators achieving performance just below the targets set. This performance needs to be considered in the context of:

- The new performance management regime is still forming and has involved a considerable degree of reviewing and re-establishing data criteria to ensure what is captured is representative of corporate performance.
- There is a significant level of change being undertaken within Corporate Resources and the wider Council, all of which sits alongside business-as-usual service delivery.
- The range of performance indicators need to better represent the services delivered within Corporate Resources, and key measures of success for these services need to be developed.
- New indicators that add strategic value will be developed and added to future publications to ensure that this document evolves alongside the needs of the Council.

Key achievements over the last quarter have been:

- Production of a draft Asset Rationalisation Plan (ARP). This work has progressed quickly following the appointment of a Strategic Assets Consultant. This document sets out the approach to asset rationalisation over the next 36 months, to realise the maximum beneficial capital investment return from the Commercial Investment Portfolios.
- All of the Council’s investment assets have gone through a commercial appraisal of their performance to identify whether holding the asset and selling the asset provides the greatest financial return on investment. The next step is to appoint and work with advisors to determine the best way of approaching the packaging and marketing assets for disposals to the market.
- The Shareholder Executive Committee held its first meeting in June and considered performance reporting from companies against the Commercial Governance Framework. Furthermore the 2024/25 Business Plan for Victoria Square Woking Limited was reviewed. The ThamesWey group Business Plan is due at the July meeting of the Shareholder Executive. This new model will ensure the appropriate distinction between the Council and its companies is in place, alongside greater accountability, and transparency.
- Commenced recruitment for an independent chair and independent member of the Audit Committee and independent member of the Shareholder Executive Committee.

In respect of other priorities within the Directorate, good progress is being made on establishing a fit for purpose response to supporting the challenges and opportunities facing the Council. This includes:

- The development of business partnering – aligning Corporate Resources services and reporting to the needs of the business.
- Improving performance reporting to provide a better oversight of overall Council performance – this report and the new financial monitoring arrangements are good examples of this.
- Focussing on controls and management of risk – both of which have been enhanced through the operation of a Financial Control Panel and corporate risk register reporting.
- Enhancing Health and Safety reporting and oversight.
- Developing profit and loss account reporting for investment assets and establishing strategic asset management principles and systems.

One of the key aims of Corporate Resources is to enable other services within the Council to function effectively. We must continue to make progress on collaborative working across all directorates and with Councillors to ensure that the support we provide is focussed on the needs of the services the Council delivers. We must be responsive to these needs and not limited by a silo view of the organisation.

8. CORPORATE RESOURCES DIRECTORATE – KEY PERFORMANCE INDICATORS

Financial Services – Lorraine Elford							
KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
CO-021	Invoices paid within 30 days or within supplier payment terms – cumulative. Higher outturn is better.	90.70%	93.60%	93.00%	93.17%	91.50%	97.00%

	Performance in Q1. is slightly lower compared to the previous quarter due to competing priorities around completion of whole Year End process on Integra, resource implications arising from staff supporting election duties, and the fact that there were three bank holidays during the period.						
KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
Revenues & Benefits – David Ripley							
EC-011	Council Tax Collected (cumulative target Q1. 30.10%, Q2. 57.60%, Q3. 85.00%, Q4. 98.40%). Higher outturn is better.	29.64%	57.50%	85.28%	97.89%	29.45%	30.10%
	Q1. performance is slightly below target due to challenges around natural staff movement and training. Please note targets change depending on the quarter.						
EC-012	Business Rates Collected (cumulative target Q1. 32.33%, Q2. 57.61%, Q3. 87.52%, Q4. 98.46%). Higher outturn is better.	32.81%	57.86%	85.40%	97.14%	33.69%	32.33%
	This KPI is performing well with Q1. outturn exceeding the stated target of 32.33%.						
NI 181	Average time (days) taken to process Housing Benefit and Council Tax Support claims. Lower outturn is better.	6.79	6.99	7.01	5.28	7.14	8.00
	Outturn for Q1. is performing above target but there has been a slight increase in the average the time taken (days) compared to the previous quarter due to key system outages. It is anticipated that this increase will also be reflected in Q2. whilst the backlog is cleared.						
SO-004	Benefit Overpayments Recovered Higher outturn is better.	118%	125%	90.16%	67.48%	93.57%	75%
	The amount of benefit overpayments identified in this quarter has been relatively low whilst recovery has remained consistent - this accounts for the significant percentage increase.						

PLACE DIRECTORATE – BEVERLEY KUCHAR

The Place Directorate is comprised of the following functions:

Planning & Building Control: (Arboricultural Services, Building Control, Development Management, Enforcement, Planning Policy).

Car Parking: (Off-Street Parking, Permits).

Environmental Health: (Air Quality, Food Safety, Pollution Control, Licensing, Housing Standards).

Neighbourhood Services: (Environmental Maintenance, Neighbourhood Officers, Waste & Recycling, Climate Change, Green Spaces, Biodiversity & Habitats, GIS, Street Name and Numbering).

9. PLACE DIRECTORATE – INTERIM STRATEGIC DIRECTOR SUMMARY

This quarter is the first time we are reporting our planning application statistics to include the applications where ‘extensions’ of time’ have been agreed. As with most local planning authorities, these extensions, which are allowed for in legislation and which take the determination period for an application beyond the statutory 8 or 13 weeks, are agreed with the applicant and used to secure amendments to schemes to allow them to be approved rather than refused and then appealed. These figures will provide an area of focus over the coming months as we review processes, resourcing, and IT, with benchmarking with other authorities, to improve the percentages.

It is important to note that the statistics we currently report on nationally remain on target. In relation to the backlog of applications yet to be determined, with the help of MHCLG funding to provide an additional resource for the team, the backlog this year has reduced by almost 30%.

Environmental health has concentrated on completing food inspections for the most high risk and historically non-compliant businesses that are due, as well as inspecting newly registering businesses which are providing high risk foods. This has resulted in carrying out official control work with the Food Standards Agency’s National Food Crime Unit, resulting in seizing illegal meat products to remove them from sale to the public.

Environmental Health has also closed 2 food businesses which operated with an imminent risk to health. Although this means the team appears behind in completing inspections due, the focus is always on ensuring our residents and visitors are safe when consuming and purchasing food within the Borough. It is anticipated this area will catch up by the end of the year. In addition, the team has dealt with 402 service requests, 27 housing standards complaints, 12 accident reports and 52 infectious diseases.

The way in which grounds maintenance and street cleaning services are delivered has moved from an output specification to a frequency-based specification. As a result, Officers have worked with its contractor, Serco, to develop frequency-based programmes. Performance is being tracked at regular Contract Monitoring Meetings with Serco, who are successfully delivering works to these agreed new schedules. The procurement of a new grounds maintenance and street cleaning contractor has progressed to the original timetables. The process is now at the final evaluation stage, with a recommendation for award due to be reported in September, with mobilisation running from October to March ready for the next contract to commence on 1 April 2025.

Joint Waste Solutions continue to manage the household waste collection contract with Amey on behalf of the Council. Officers continue to liaise with JWS regards to the delivery of Surrey wide and local recycling projects aimed to achieve a recycling target of 57% for 2024/25.

10. PLACE DIRECTORATE – KEY PERFORMANCE INDICATORS

Neighbourhood Services – Mark Tabner							
KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
EN-101	The quarterly % of household waste reused, recycled, and composted. Higher outturn is better.	61.3%	55.0%	54.90%	49.50%	57.20	57.0%
	Suez collates direct tipping data from various sources before uploading to the Intelligent Waste Disposal Data Management System and then further analysis is undertaken. This process impacts with the availability of the final KPI information and therefore is only available 5-weeks after collation. The service has suffered some disruption this quarter due to the combined impact of vehicle breakdowns and tipping access issues. Collection rates would typically be higher in Q1. as the warmer weather normally results in an increase in garden waste tonnage, usually contributing to a higher overall recycling rate. However, a wetter and colder Spring meant this was less impactful on the recycling rate, as less garden waste was being generated (and collected) than usual. <i>Please note that the target for this KPI has been amended from 61% to 57% from Q1. 2024/25 - previous quarters have not been retrospectively RAG rated.</i>						
EN-101a	The cumulative % of household waste reused, recycled, and composted. Higher outturn is better.	61.3%	57.3%	56.7%	56.6%	57.20	57.0%
	Suez collates direct tipping data from various sources before uploading to the Intelligent Waste Disposal Data Management System and then further analysis is undertaken. This process impacts with the availability of the final KPI information and therefore is only available 5-weeks after collation. The Q1. recycling rate is lower than the same quarter in the previous year, but the cumulative recycling rate has recovered in comparison to Q4. Joint Waste Solutions continues to seek improvements on communication and long-term behaviour changes with residents. This is delivered as part of the Woking Recycling Rate Recovery Project. <i>Please note that the target for this KPI has been amended from 61% to 57% from Q1. 2024/25 - previous quarters have not been retrospectively RAG rated.</i>						
EN-093a	The number of missed collections per 100,000 collections of household waste. Lower outturn is better.	47	33	33	31	40	80
	Suez collates direct tipping data from various sources before uploading to the Intelligent Waste Disposal Data Management System and then further analysis is undertaken. This process impacts with the availability of the final KPI information and therefore is only available 5-weeks after collation. There have been consistently low numbers of missed collections over the period. In Q1, there were 40 missed collections per 100,000 of household waste.						
NI-196	Cumulative Number of Fly Tipping Incidents. Data only.	328	608	984	1282	326	Data only
	The Q1. figures are comparable with the same period last year. The Council has two deployable CCTV cameras which are moved around the Borough to hot spot fly tipping areas - there is currently one fixed CCTV camera deployed, however incidents continue to remain consistent.						

KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
NI-196a	Cumulative Number of Fly Tipping Enforcement and Investigation Actions. Data only.	314	614	1030	1321	310	Data only
	WBC housing sites remain fly tipping hot spots – joint investigations with Housing Officers are conducted and where evidence exists, Fixed Penalty Notices (FPN's) are issued. Four FPNs have been issued in Q1., and there were two successful prosecutions for non-payment of FPN's.						
Development Management – Beverley Kuchar							
EN-013	Major Planning Applications decided in 13 weeks or an agreed time extension. Higher outturn is better.	100%	100%	50%	100%	100%	60% (New)
EN-013a New	Major Planning Applications decided in 13 weeks <i>discounting</i> an agreed time extension. Higher outturn is better.	New KPI for 2024/25				50%	60%
A key change from Q1. 2024/25 is that performance is now monitored against applications that have been decided in 13 weeks with agreed time extensions (EN-013), and also against applications that have been decided in the same period but with extensions of time discounted (EN-013a). This will provide more accurate processing times but will have a significant impact on performance. Performance when time extensions have been discounted drops by 50% and is below the Government target of 60% - this is due to time required to address concerns and the consequent need for additional statutory consultations and neighbour notifications. Please note that the target for EN-013 was previously 66% but has been reduced to 60% to reflect the (former) Government's criterion for designating poorly performing authorities in respect of 'major development'.							
EN-014	Minor Planning Applications decided in 8 weeks or an agreed time extension. Higher outturn is better.	92%	86%	81%	79%	71%	70% (New)
EN-014A New	Minor Planning Applications decided in 8 weeks <i>discounting</i> an agreed time extension. Higher outturn is better.	New KPI for 2024/25				32%	70%
A key change from Q1. 2024/25 is that performance is now monitored against applications that have been decided in 8 weeks with agreed time extensions (EN-014), and also against applications that have been decided in the same period but with extensions of time discounted (EN-014a). This will provide more accurate processing times but will have a significant impact on performance. Performance remains above target for EN-014 however when the extension of time is removed this drops to 32% which is significantly below the Government target of 70% - this is due to processing time required to address concerns and the consequent need for additional statutory consultations and neighbour notifications. Please note that the target for EN-014 was previously 65% but has increased to 70% to reflect the (former) Government's criterion for designating poorly performing authorities in respect of 'non-major' developments.							
EN-015	Other Planning Applications decided in 8 weeks or an agreed time extension. Higher outturn is better.	82%	79%	73%	80%	77%	70% (New)

KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
EN-015a NEW	Other Planning Applications decided in 8 weeks <i>discounting</i> an agreed time extension. Higher outturn is better.	New KPI for 2024/25				34%	70%
<p>A key change from Q1. 2024/25 is that performance is now monitored against other planning applications that have been decided in 8 weeks with agreed time extensions (EN-015), and also against applications that have been decided in the same period but with extensions of time discounted (EN-015a). This will provide more accurate processing times but will have a significant impact on performance. Performance remains above target for EN-015 however when the extension of time is removed this drops to 34% which is significantly below the Government target of 70% - this is due to processing time required to address concerns and the consequent need for additional statutory consultations and neighbour notifications. Please note that the target for EN-015 was previously 80% but has increased to 70% to reflect the (former) Government's criterion for designating poorly performing authorities in respect of 'non-major' developments. <i>Previous quarters have not been retrospectively RAG rated the new target.</i></p>							
EN-016	Appeals allowed against the decision to refuse planning applications. Lower outturn is better.	50%	50%	27%	25%	25%	10% (New)
	<p>In Q1. a total of 3 appeals were allowed and 5 dismissed. The target for this KPI was previously to have no more than 35% of appeals against the Council's decision to refuse planning permission upheld by the Secretary of State. From Q1. the target has been reduced to 10% to reflect the (former) Government's criterion for designating poorly performing authorities in respect of quality of decisions. <i>Previous quarters have not been retrospectively RAG rated against the new target.</i></p>						
NI 154	Cumulative total Net Additional Homes Provided. Higher outturn is better.	49	74	120	268	118	292
	<p>Total dwellings delivered in 2022/23 (650) was significantly higher than in most years as a result of the completion of the residential element of Victoria Square. This has more than outweighed the cumulative undersupply against our housing requirements over past years. The slightly below target number of net additional homes for 2023/24 (268) is thought to be due to economic challenges which caused a drop in planning applications; that drop is now feeding through the system to completions. Most of the completions occurred at Sheerwater (Red and Copper phases). The completions total for the first quarter of 2024/25 of 118 is above the pro rata target. <i>Please note being a cumulative target, this KPI only has RAG rating applied for Q4.</i></p>						
P006	Cumulative Net Additional Affordable Homes Provided. Higher outturn is better.	0	5	7	60	0	102
	<p>Of the two developments which saw most of the dwelling completions registered this quarter (indicator NI154 above), one was a site where the on-site affordable housing had already been delivered, and the other was a site which successfully demonstrated non-viability of affordable housing at permission stage (although an overage clause did allow this to be re-assessed later, which led to the developer making a financial contribution towards affordable housing). The remainder were small developments where the Council is not allowed to require affordable housing contributions. For these reasons there were no affordable completions in the quarter. <i>Please note being a cumulative target, this KPI only has RAG rating applied for Q4.</i></p>						

KPI	Description	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25	Target
Environmental Health – Emma Bourne							
EN-073	Inspecting food premises – cumulative planned visits plus adjustments resulting from new sites opening, closing, inspection findings, and requests for paid re-inspections. Higher outturn is better.	28%	38%	67%	99%	78%	100%
	Performance in Q1. is below target due to officers having to concentrate on high-risk and non-compliant premises, and new business inspections. Capacity to complete programmed inspections has also been reduced due to prioritised enforcement action around the emergency closure of two food businesses as well as the seizure of illegally imported meat from a further two businesses.						
EN02	Percentage of completed inspections (YTD) for overdue D and E rated food businesses. Higher outturn is better.	13%	16%	6%	29%	14%	25%
	Performance in Q1. is below target due to officers having to prioritise due inspections and newly registering businesses which tend to be higher risk, to ensure compliance and therefore public safety. Reactive enforcement has also been undertaken to close two food businesses and seize illegally imported meat from a further two businesses this quarter. It is anticipated we will still meet 100% completion by the end of the year and in accordance with the agreed FSA action plan.						
E03	Percentage of food businesses with a food hygiene rating of 3 or better. Higher outturn is better.	95%	94%	94%	93%	94%	Data only
	A food hygiene rating is given in accordance with compliance with food hygiene law following each food inspection. This figure shows the percentage of businesses that have achieved ratings of 3, 4 and 5 and are therefore considered 'broadly complaint'.						
EH01	Total number of Environmental Health complaints (i.e., food, health and safety, animal welfare, statutory nuisance, pollution, etc). Data only.	495	436	368	376	402	Data only
	The total number of complaints for this quarter are typical of those expected for this time of year. The 402 complaints received in Q1. relate to the following areas: Planning / Licensing consultations (128), Noise (67), Food (44), Pest Control (39), Health & Safety (30), Pollution (23), Dogs and animals (17), Refuse / fly-tipping (8), Public health funeral / exhumation (5), Filthy and Verminous Premises (2), Other (39).						

11. COMMUNITY INFRASTRUCTURE LEVY (CIL) FUNDING AVAILABLE BY AREA

CIL is a charge levied on new developments to contribute towards infrastructure delivery. A proportion of the money received from this charge is allocated to Wards or Neighbourhood Areas where the development occurred, to be used for local community projects. Ward Councillors can apply for this funding and work with providers and resident groups to deliver identified community projects. The above table sets out the proportion of the CIL income that has been earmarked for the various Wards and Neighbourhood Areas as at June 2024, noting there is an overspend of £3,785.78 for Byfleet and West Byfleet Ward.

Area	Funding Receipts (£)	Funding Commitments yet to be Paid (£)	Money Paid (£)	Available Funding (Receipts less Commitments) (£)
Brookwood Neighbourhood Area	£16,065.24	£0.00	£0.00	£16,065.24
Byfleet and West Byfleet Ward	-£3,785.78	£0.00	£16,452.22	-£3,785.78
Canalside Ward	£358,405.27	£70,554.74	£72,122.82	£287,850.53
Goldsworth Park Ward	£2,149.81	£281.87	£6,615.69	£1,867.94
Heathlands Ward	£97,099.61	£0.00	£0.00	£97,099.61
Hoe Valley Ward	£48,344.80	£3,500.00	£0.00	£44,844.80
Hook Heath Neighbourhood Area	£108,882.03	£35,669.00	£3,331.00	£73,213.03
Horsell Ward	£58,160.35	£9,000.00	£6,969.84	£49,160.35
Knaphill Ward	£44,222.19	£2,000.00	£720.74	£42,222.19
Mount Hermon Ward	£163,283.53	£0.00	£13,100.00	£163,283.53
Pyrford Neighbourhood Area	£73,305.26	£0.00	£22,189.65	£73,305.26
Pyrford Ward	£5,860.82	£0.00	£0.00	£5,860.82
Pyrford Ward within West Byfleet Neighbourhood Area	£2,630.77	£0.00	£0.00	£2,630.77
St Johns Ward	£34,734.07	£118.00	£8,314.36	£34,616.07
West Byfleet Neighbourhood Area	£1,031,593.51	£3,312.32	£83,829.32	£1,028,281.19
Total	£2,040,951.48	£124,435.93	£233,645.64	£1,916,515.55

INDICATORS – Q4. ANNUAL REPORTING

This document reports strategic KPI's that require quarterly monitoring. This frequency enables key services to be reviewed at regular intervals and ensures action can be taken if performance significantly differs from targets. Corporate indicators that require less frequent reporting are also monitored and are included in this expanded Q4. publication at the end of each financial year

12. DIRECTORATE Q4. INDICATORS

KPI	COMMUNITIES
NI-158	Annual Percentage of non-decent Council homes
SO-015	Number of Rough Sleepers (Annual)
SO-071	Annual Energy efficiency of Council owned homes
E004	Number of noise complaints
E005	Number of construction noise related complaints received.
E006	Prior Consent Notices served.
E007	Number of S60 Notices served.
E007a	Number of dust complaints received.
EH02	Number of Infectious Disease notifications.
EH03	Number of Accident Reports.
EH04	Number of Housing Standards service requests and complaints received.
CORPORATE RESOURCES	
EC-002	Percentage of Adult Population on the Electoral Register
EC-003	Percentage of rising 18-year-olds on the Electoral Register
EC-004	Percentage of those on the Electoral Register who voted
EC-005	Percentage of people who voted by post
EC-007	Percentage of clerical errors recorded at the last election
EC-008a	Rolling Registration Alterations - Creations
EC-008b	Rolling Registration Alterations - Deletions
EC-008c	Rolling Registration Alterations - Amendments
EC-008	Number of Postal Votes Issued (due after the election)
EC-009	Number of Postal Votes Received (due after the election)
E-010	Percentage of Postal Votes Returned (due after the election)
CO-001	Top 5% of earners who are women
CO-001a	Top 5% of earners who are disabled
CO-001b	Top 5% of earners who are BME
CO-006	Leavers – early retirement
CO-008	Percentage of disabled staff employed the Council
CO-009	Percentage of ethnic minority staff employed at the Council
PLACE	
EN-084	Abandoned Vehicles investigated in 24 hours
EN-085	Abandoned Vehicles removed in 24 hours

Housing Recovery and Improvement Programme Update (October 2024)

Meeting: Communities and Housing Scrutiny Committee

Date Of Meeting: 8 October 2024

Report Author(s): Katherine Hiscock

Lead Officer: Louise Strongitharm | Louise.Strongitharm@woking.gov.uk

Portfolio Holder: Councillor Ian Johnson | CllrIan.Johnson@woking.gov.uk

Date Published: 30 September 2024

Will the decision be open for call in?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

1.0 Purpose of Report

1.1 The purpose of this report is to update on progress against the Housing Improvement Programme and to provide an opportunity to scrutinise the actions being taken. The desired outcome is that through increased scrutiny and oversight, residents will benefit from an improved service and the risks around building safety will be reduced.

2.0 Recommendations

2.1 The Committee is requested to:

RESOLVE THAT the report be noted.

3.0 Proposal & Outcome

3.1 The Committee is invited to note the update on progress against the Housing Improvement Programme since the last report in July 2024.

3.2 The desired outcome is that through regular scrutiny and oversight, residents will benefit from an improved service and the risks around building safety will be reduced.

4.0 Background

4.1 Following the statutory government intervention and the issuing of a Section 114 Notice, the Council had established an Improvement and Recovery Plan. In response to the Housing Regulatory Notice issued in December 2023, the Executive approved a fifth theme to focus on Housing recovery and improvement.

4.2 The objective of the Housing Recovery and Improvement theme is to ensure the service is compliant with all the housing regulatory standards, delivering an efficient, reliable, and modern service that meets our statutory requirements, and supports strong neighbourhoods and communities for our residents.

4.3 The programme is made up of seven workstreams:

- Homes and Safety
- Finance
- Tenants and Communities

Housing Improvement and Recovery Programme Update (October 2024)

- Data and Insights
- Resident Engagement and Consultation
- Tools and Ways of Working
- Staff and Developing Culture

5.0 Options Considered

- 5.1 Following the decision by the Executive in December 2023, the Housing Improvement Programme is an established workstream forming part of the Council's Improvement and Recovery Plan (IRP).
- 5.2 The Housing Improvement Programme could be reported to the Committee less frequently. However, given the importance of this area of work and the risks around non-compliance, regular progress updates to the Committee are considered the most appropriate option.

6.0 Process

- 6.1 A Housing Improvement Programme Board has been established, which is chaired by the Strategic Director – Communities and attended by workstream leads and the lead commissioner for the Housing Improvement Programme, Mervyn Greer. The first programme board was held in February 2024 with meetings held monthly.
- 6.2 Highlight reports are presented monthly to the Council's Improvement and Recovery Board. The two workstreams of most significance for Improvement and Recovery Board oversight are Homes and safety, following referral to the regulator, and Finance, due to the importance of the Housing Revenue Account (HRA) in whole Council budget setting.
- 6.3 In addition, since the Regulatory Notice was issued, senior officers have been meeting monthly with the Regulator of Social Housing. Each month, officers provide the Regulator with an update on progress in completing the fire safety actions, monthly key performance information on compliance (August 2024 figures included as Appendix 2 to this report) and the monthly highlight report.

7.0 Progress Update

- 7.1 Understandably, programme delivery so far has prioritised the highest risk area of building safety as part of the '**Homes and Safety**' workstream. Many projects in this workstream continue to see good progress, with the status remaining at Amber.
- 7.2 There has been a particular focus and progress on remedial actions highlighted in the Fire Risk Assessments (FRA). The Council has one contractor underway with remedial works at the Council's sheltered housing schemes and 25 general needs blocks. A number of housing management actions to reduce fire safety hazards have also been completed. The Council has now appointed a consultant, Bailey Partnership to project manage and quality assure the fire safety remedial works, including the procurement of contractors to complete the remaining remedial works. The procurement of suitably qualified contractors has been slower than anticipated and therefore, further contractors are unlikely to be mobilised until early in 2025. This will slow down completion of remedial works and reduce associated capital expenditure in 2024/25 with the works expected to extend into 2025/26.
- 7.3 A new compliance system, C365, has now been rolled out to track completion of fire safety actions and potentially other areas of compliance. This will now ensure that delivery of fire safety actions is auditable and assurance data can be provided. As at 17 September 2024, there were 1,611 outstanding fire safety remedial actions, compared to 3,790 original actions in 2023.

Housing Improvement and Recovery Programme Update (October 2024)

- 7.4 An overall review of all areas of compliance has been undertaken by Ark Consultancy with findings and recommendations currently under review.
- 7.5 A programme of Decent Homes work is underway for 2024/25 with all workstreams being on track to deliver this year. A 100% stock condition survey has commissioned from Ridge and Partners with site inspections commencing in August 2024. This will give the Council more up-to-date and robust data on the future investment needs of its housing stock and associated cost, which will support longer-term planning. The results and analysis are expected in March 2025. As at 18 September 2024, surveys had been completed on 11% of the Council's housing stock (353 properties) with 39 visits where there was no access (on first attempt) and 9 cases where the contractor was refused access.
- 7.6 The '**Finance**' workstream has been focused on developing the 30-year Housing Revenue Account (HRA) Business Plan, covered elsewhere on the agenda. Consultants, Housing Finance Associates Ltd, have provided an initial HRA Business Plan model and work has commenced to review different scenarios to achieve a viable long-term plan. The HRA Business Plan will be presented to Council in December 2024 for consideration. An HRA working group has been established internally with agreed workstreams, including the capital programme, recharges, and service charge recovery.
- 7.7 As part of the '**Resident Engagement and Consultation**' workstream, the focus has been on holding a number of summer drop in engagement events in the community throughout August to inform the development of a Resident Engagement Strategy. Future focus remains on strengthening our tenant volunteers and focus group offering and preparation for 2024/25 TSM collection, including the next tenant satisfaction survey.
- 7.8 The '**Tenants and Communities**' workstream continues to be impacted by challenges in terms of staffing vacancies. Nevertheless, there has been continued improvement in terms of rent collection and void turnaround times. A working group is in place to review and develop new policies and procedures and this work is planned over the next 6-9 months. A detailed review of service delivery against regulatory standards is planned over the coming months. A rent standard review has taken place and subsequent data cleansing close to completion with a Rent Setting Policy being drafted. This review identified some small-scale overcharging, but key activities are in place to rectify these by March 2025. In recognition of the continued challenges around staffing vacancies, the status of this workstream has moved to Red.
- 7.9 The '**Data and insights**' and '**Tools and Ways of working**' workstreams have to date delivered the C365 compliance system and are now moving into the Capita upgrade phases with phase 1 beginning in October 2024. The review of existing data and processes continues as part of this project to ensure the new system meets current needs. Work has begun on developing a performance dashboard and benchmarking with peers via Housemark. There is an increased focus on performance reporting within the service to support service delivery and meet regulatory standards.
- 7.10 The '**Staffing and Culture**' workstream has focused on building engagement with staff on where they want the service to be in the next year. Monthly all housing staff meetings continue to take place and staff have been consulted on future content and feel. The workstream continues to focus on improvements and contributing towards delivery of policies and procedures which will directly impact on efficiencies, empower staff to deliver quality services and ensure compliance with regulatory standards.
- 7.11 The full highlight report for the Housing Improvement Programme for August 2024 is included as Appendix 1 to this report.

8.0 Implications

Legal

8.1 None arising from this report.

Resources (including finance)

8.2 A full-time Housing Improvement Programme Lead has been appointed to oversee delivery of the programme. There are no further resource implication arising from this report.

Consultation, Equality Impact Assessments

8.3 This programme includes a workstream for Resident Engagement and Consultation as described above.

8.4 The results of the recent Tenant Satisfaction Survey will be used as a baseline for measuring the effectiveness of the programme, with surveys to be conducted annually.

8.5 The Resident and Landlord Panel also receives regular verbal updates on the programme.

Risks and Mitigations

8.6 The risks associated with delivering the Housing Improvement Programme are monitored monthly through the board with the 'top 5' risks reported to the Improvement and Recovery Board.

8.7 A risk-based approach has also been used to prioritise the focus of resource and activity across and within workstreams.

9.0 Supporting Documents

Appendices

9.1 Appendix 1 provides the August Highlight Report.

9.2 Appendix 2 covers the monthly Key Performance Information (KPIs) reported to the Regulator for Social Housing.

Background Documents

9.3 None

Version Control

Version Number	Author	Changes
0.1	KH	First draft (18/09/24)
0.2	LS	Updated draft (24/09/24)

REPORT ENDS

Housing Recovery and Improvement Highlight Report

Reporting period	5 September to 26 September 2024	Senior Responsible Owner summary This theme is now established and continues to make good progress in a number of areas. Several Resident engagement events were held over the summer with resident feedback informing the development of a Resident Engagement Strategy. The HRA working group continues to work towards the 30-year HRA business plan and address historical issues. Stock condition surveys have begun on site with 11% of properties surveyed. This will provide robust data on the condition of our stock to inform future planning. There continues to be delays in commissioning the additional remedial fire safety works and Bailey Partnership continues to oversee the procurement of contractors. SRO: Louise Strongitharm
Reporting to	Improvement and Recovery Board	
Lead Commissioner	Mervyn Greer	
Senior Responsible Owner	Louise Strongitharm	
Project Manager	Katherine Hiscock	
Report date	26 September 2024	

Workstream Summary

Workstream	Workstream aim	Aug RAG	Sept RAG	Progress last month	Priorities next month
Homes and Safety 2024 09 03	Demonstrate compliance with the regulatory standards, leading to homes for our tenants that are safe and fit for purpose. Design and deliver the capital investment programme and asset management strategy.	A	A	High Risk sections of cladding now fully removed. Plans are developing in terms of cladding replacement with works expected to start in Q3 for the high-risk sections. Meetings will be held with Planning and Building Control. Commercial Gas contract negotiations are ongoing. Repairs contract extension is pending sign off by CLT. FRA works with Beechwood are making good progress with no complaints from residents and good quality being reported on site. Some progress in procuring additional Fire Safety remedial works contractors led by Bailey Partnership. Decent Homes works are on track. Stock Condition Surveys have commenced with 11% of stock surveyed to date. Building Safety Surveyor due to start 30.9.24. Ark Compliance Report (DRAFT) received and under review prior to sign off. Final circulation due late September.	Lakeview Cladding Resident Event and resulting outcomes. Commence localised cladding replacement works. Commence procurement of additional Fire Safety Contractors. Install Fire Action Notices to all sites. Develop an action plan and response to the Compliance Report. Issue fire safety comms documentation to residents. Continue with Stock Condition Surveys and Decent Homes works. Complete Mountjoy Contract extension and Commercial gas contracts. Identify Compliance contracts that require procurement and agree contract specifications.

Workstream	Workstream aim	Aug RAG	Sept RAG	Progress last month	Priorities next month
Finance	Ensure the Council has a sustainable Housing Revenue Account (HRA) 30-year Business Plan that can adequately deliver services to tenants and support its capital investment requirements.	A	A	Scenario testing has been taking place which will feed into the HRA Business Plan. Work underway to review and smooth capital expenditure over a 30-year period. Working group continues to meet fortnightly to monitor progress against agreed actions and work towards the production of the 30-year business plan. HRA legacy adjustments completed including fuel cell.	Review refreshed capital budgets. Complete scenario testing. Report on progress to Communities and Housing Scrutiny Committee. Consultants to refresh business plan with 24/25 baseline and new scenarios. Draft Rent Setting Policy to be completed ready for internal approval.
Data and insight	Improve all housing services through the greater use of performance data, benchmarking data and resident feedback.	A	A	Housemark annual datasets 50% complete, including financial data. Further work being done to review performance monitoring requirements with focus on improving reporting on homelessness stats and void stats. Creation of full Asset register has begun with initial priority for collation of data concentrating on compliance information. Advert out for Systems & Data Quality Officer vacancy. Impact assessment of rent standard review has been completed - cases for amendment have been identified to be completed by March 2025.	Submit all Housemark data sets. Continue performance framework review. Continue to work on asset register. Complete recruitment of Systems & Data Quality Officer post. Start work on actioning rent standard review cases.
Tenants and communities	Comply with the regulatory standards, build strong communities and neighbourhoods and increase tenant and leaseholder satisfaction across all parts of the service.	R	R	Staffing issues remain an issue for this workstream. Recruitment and retention of staff is key to improving the service. Meetings in place to look at Housing Management service and identify any potential gaps in resource. Two policies partially drafted (ASB and Domestic Abuse).	Continue recruitment and identify service needs. Discussion needed around self-assessment against regulatory framework. Complete outstanding actions on Income Audit. Further planning day for Policy work. Urgent review of tenancy agreement as well as standard documentation.

Workstream	Workstream aim	Aug RAG	Sept RAG	Progress last month	Priorities next month
Resident engagement and consultation	Build the Council's relationship with its tenants and leaseholders and increasingly involve and seek their views in shaping its service offer.	G	A	<p>Summer Events took place and have been successful, with a number of tenants interested in volunteering, information provided and surveys about engagement completed.</p> <p>Focus Groups continuing and first actions from these have been reviewed.</p> <p>Demo of Survey System for TSMs took place and Business Case in production.</p> <p>Lakeview Focus Group occurred (12 attendees).</p> <p>Successful Website Focus group with Invuse completed.</p> <p>Resident Landlord Partnership met with a really good focus on the stock condition surveys.</p> <p>August was the highest amount of volunteering hours produced (48 hours), due to the volunteers attending the August summer events. There has been an additional 4 Tenant Volunteers signed up. Volunteer management strategy and resident engagement strategy is currently being worked on. The complaint policy is being reviewed with corporate.</p> <p>Progress made with Housing Call loop review and the Housing Customer Service calls, project to record and review option 2.</p> <p>Due to the amount of progress made with engagement this month, there is a concern that the complaints administration is falling behind and there is a risk, without resources that it will be non-compliant. There is more work that needs to be focused on in complaints, such as the complaint action plan to ensure progress is made before the next self-assessment.</p>	<p>TSM development - survey system and getting this set up.</p> <p>Recruitment in the team (Customer Service Officer and Resident Engagement Officer).</p> <p>Communications to all tenants '1 year on' fire safety stickering and winter repair info.</p> <p>Fire safety event at Lakeview.</p> <p>Focus group at Lakeview.</p> <p>Focus group at West Byfleet.</p> <p>Progress with IT service desk room, filing system and the housing calls.</p>

Workstream	Workstream aim	Aug RAG	Sept RAG	Progress last month	Priorities next month
Tools and ways of working	Modernise tools and practice across the housing service, including digital tools, upgrades, and channel shift to online applications and information.	A	A	<p>Project board agreed project plan with Capita for Phase 1 - Upgrade Open Housing to One Housing. Test servers set up by ICT - Capita to start installation of test environments 23.09.2024. Review of test plans started.</p> <p>Project Manager secured through Gravitas for period of 6 months to work primarily on Phase 2 of Capita project - One Asset implementation - due to start on 30 September 2024.</p> <p>Review of Housing Management processes and creation of 'as is' process maps 85% complete.</p>	Kick-start Phase 1 of Capita upgrade project. Make decisions on introducing additional elements of the project including moving the software to a hosted environment.
Staffing and developing culture	Deliver the cultural change across the housing service to deliver the Housing Improvement Programme and achieve compliance with all regulatory standards.	G	G	<p>Began reviewing and implementing feedback received about Housing All Staff Sessions, including more team spotlight events to increase knowledge of other housing teams. Regular "special" events to be held every few months which will focus on one key service area and deliver training/upskilling, test knowledge and deliver key messages and process changes in an engaging interactive way. The first of these specials will be in October and will focus on repairs as we move into the winter months.</p> <p>Looking at off site Housing All Staff session perhaps in December.</p> <p>Policy and procedure working group continuing to make progress. Q3 and Q4 priorities have been agreed as well as leveraging colleague expertise from across the council to support this work.</p> <p>Housing colleagues have been briefed on One Housing implementation/upgrade, including training and UAT requirements and need to begin engaging volunteers to support with UAT as well as workshops to be arranged to review processes/system requirements.</p>	<p>Holding "Repairs Special" All Staff Housing Session</p> <p>Managers Away day – agree quick wins, "ways of working" across department and agree improvements required. Focus on culture and behaviours.</p> <p>Continue to progress Q3 policy work with intention to bring forward policies for scrutiny in January 2025.</p>

Theme risks

	Risk description	Level	Mitigation
1	Risk that the Housing property portfolio will continue to deteriorate without sufficient investment.	High	See finance risk below, New Stock Condition Surveys planned for 2024/25.
2	Risk that new regulatory standards may not be met.	High	Self-assessment planned for Autumn, Compliance ICT System being procured.
3	Risk that there are insufficient numbers of staff with the necessary skills and capacity to deliver Housing Improvement Programme.	High	Monitor workloads, engage external specialist support when required, appoint programme lead.
4	Risk that Housing Revenue Account remains in a precarious position with limited reserves. There is a continuing concern around the viability of the HRA and its ability to fund revenue and capital to achieve regulatory compliance.	High	30-year HRA Business Plan work commissioned 100% stock condition survey commissioned (to complete November 2024), which will give up-to-date information and costings of future investment needs. Lobby on future Government rent policy. Look for ways to reduce costs and increase income, including bringing Sheerwater properties back into use. Strategic asset management, including disposal of poor performing and/or high value stock.
5	Risk that not maintaining the housing and community and associated compliance work in Sheerwater could lead to health and safety issues.	Medium	H&S audit of occupied and unoccupied buildings, increased staffing and monitoring of risks. Transfer of site to developer

Impact and evidence to demonstrate the delivery of desired outcomes:

Success Measure	Evidence
A balanced Housing Revenue Account and a sustainable Housing service	<ul style="list-style-type: none"> HRA 30-year business plan model: Consultants have produced an initial 30-year HRA forecast based on current circumstances, which presents an extremely challenging picture. Urgent and significant action will be required to deliver a viable HRA position. The consultants have provided some suggested actions, but the implications of these need to be worked through to understand the impact on tenants and property conditions. HRA oversight: The HRA working group has been established to plan, track and manage workstreams within the project. The HRA working group will be meeting fortnightly to review progress and discuss barriers, risks and outcomes.
A high quality housing service, underpinned by a single plan, which meets the regulatory requirements for the service	<ul style="list-style-type: none"> Housing Improvement Programme: The Council has established a Housing Improvement Programme, comprising of 7 workstreams, to improve the

Housing Service and ensure regulatory compliance. This is overseen by a Programme Board that meets monthly, along with monthly engagement meetings with the Regulator of Social Housing.

- Tenant Satisfaction Measures (TSMs): The Council submitted its first set of Tenant Satisfaction Measures to the Regulator of Social Housing in June 2024. These included the results of the tenant survey undertaken in early 2024. Whilst these highlighted significant room for improvement, the TSMs provide a good baseline upon which to develop and measure progress.
- Resident Engagement: Strong progress has been made with resident engagement, including building the Tenant and Landlord Partnership Board and running a number of summer events and focus groups to capture the views of tenants.

Compliance KPI's 2023/24						
Compliance description	Description	APRIL	MAY	JUNE	JULY	AUG
Domestic Gas	No. of assets due certification (properties)	2280	2279	2277	2279	2280
	No. of valid certificates issued on time	2238	2266	2266	2266	2272
	Percentage of valid certificates	98.16%	99.43%	99.52%	99.43%	99.65%
Communal Boiler LGSR	No. of assets due certification	72	72	72	72	72
	No. of valid certificates issued on time	72	71	72	70	72
	Percentage of valid certificates	100.00%	98.61%	100.00%	97.22%	100.00%
Smoke detection	No. of assets due certification (properties)	3133	3133	3133	3133	3133
	No. of valid certificates issued on time	2780	2795	2909	2922	2922
	Percentage of valid certificates	88.73%	89.21%	92.85%	93.27%	93.27%
CO detection	No. of assets due certification (properties)	2094	2094	2094	2094	2094
	No. of valid certificates issued on time	2019	2022	2077	2078	2079
	Percentage of valid certificates	96.42%	96.56%	99.19%	99.24%	99.28%
Electrical Testing (domestic)	No. of assets due certification	3338	3347	3347	3342	3342
	No. of valid certificates issued on time	2939	3153	3184	3179	3175
	Percentage of valid certificates	88.04%	94.20%	95.13%	95.12%	95.00%
	Outstanding Remedial Actions	20	2	0	1	0
Electrical Testing (communal)	No. of assets due certification	211	211	211	211	211
	No. of valid certificates issued on time	210	210	209	207	208
	Percentage of valid certificates	99.53%	99.53%	99.05%	98.10%	98.58%
	Outstanding Remedial Actions	0	0	0	2	2
Fire Risk Assessments	No. of assets due certification	191	191	188	188	188
	No. of valid reports issued on time	191	191	188	188	188
	Percentage of valid certificates	100.00%	100.00%	100.00%	100.00%	100.00%
Legionella Risk Assessments (communal)	No. of assets due certification	34	34	34	34	34
	No. of valid reports issued on time	29	29	32	33	33
	Percentage of valid certificates	85.29%	85.29%	94.12%	97.06%	97.06%
	Outstanding Remedial Actions	70	59	60	67	67
Asbestos (communal)	No. of assets due certification	169	169	169	169	169
	No. of valid certificates issued on time	157	157	162	163	167
	Percentage of valid certificates	92.90%	92.90%	95.86%	96.45%	98.82%
	Outstanding Remedial Actions	112	112	112	113	113
Emergency Light Test (monthly)	No. of assets due certification	164	162	162	162	162
	No. of valid certificates issued on time	164	144	147	150	152
	Percentage of valid certificates	100.00%	88.89%	90.74%	92.59%	93.83%
	Outstanding Remedial Actions	47	42	22	10	7
Emergency Light Test (annual)	No. of assets due certification	164	162	162	162	162
	No. of valid certificates issued on time	164	162	122	148	152
	Percentage of valid certificates	100.00%	100.00%	75.31%	91.36%	93.83%
Passenger lift inspections	No. of assets due certification	19	19	19	16	16
	No. of valid certificates issued on time	19	18	15	14	14
	Percentage of valid certificates	100.00%	94.74%	78.95%	87.50%	87.50%
	Outstanding Remedial Actions	2	2	0	0	3
Stair lift inspections	No. of assets due certification	94	95	96	97	98
	No. of valid certificates issued on time	87	91	91	91	92
	Percentage of valid certificates	92.55%	95.79%	94.79%	93.81%	93.88%
Fire AlarmTesting	No. of assets due certification	71	71	69	69	68
	No. of valid certificates issued on time	71	71	69	68	68
	Percentage of valid certificates	100.00%	100.00%	100.00%	98.55%	100.00%
	Outstanding Remedial Actions	0	0	3	3	2
PAT testing	No. of assets due certification	17	17	17	17	17
	No. of valid certificates issued on time	17	17	17	17	17
	Percentage of valid certificates	100.00%	100.00%	100.00%	100.00%	100.00%
Damp and Mould Live Cases	No of live cases in period	9	11	6	12	11

Community Asset Transfer Policy and Progress

Meeting: Communities and Housing Scrutiny Committee

Date Of Meeting: 8 October 2024

Report Author(s): Riëtte Thomas | Riette.Thomas@woking.gov.uk

Lead Officer: Louise Strongitharm | Louise.Strongitharm@woking.gov.uk

Portfolio Holder: Councillor Steve Greentree | CllrSteve.Greentree@woking.gov.uk

Date Published: 30 September 2024

Will the decision be open for call in?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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1.0 Purpose of Report

1.1 Following the adoption of the Community Asset Transfer (CAT) Policy in early 2024, the purpose of this report is to update on progress in rolling out CATs across the Borough and to provide an opportunity to scrutinise the process and application of the policy.

2.0 Recommendations

2.1 The Committee is requested to:

RESOLVE THAT the report be noted.

3.0 Proposal & Outcome

3.1 The Committee is invited to note the progress to date in applying the Community Asset Transfer (CAT) policy to the transfer of community centres and sport pavilions.

3.2 The desired outcome is that through early scrutiny and oversight of the CAT scheme, the Council can refine its process to support future community asset transfers (as appropriate).

4.0 Background

4.1 Due to the serious financial situation faced by the Council, a Community Asset Transfer (CAT) policy was adopted at Full Council in February 2024.

4.2 By transferring a council-owned asset, the aim is for the community facility to be sustained and revitalised beyond the means of the Council at a time of increased budget pressures. This enables the community to take control in running assets to best meet local needs and supports the voluntary and community sector to meet their growth ambitions.

4.3 The community organisations 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.

4.4 As the Council went through the 2024/25 budget setting process, a number of assets were identified for transfer to the community to ensure cost savings in future. This included five community centres and thirteen sports pavilions/ changing rooms/ storage units.

4.5 The Centres for the Community to be transferred are:

- St Mary's, located in Byfleet
- Moorcroft, located in Westfield
- The Vyne, located in Knaphill
- Parkview, located in Sheerwater
- Maybury Centre, located in Woking town centre.

4.6 The sports pavilions/changing rooms/storage units to be transferred are:

- Alpha Road
- Brookwood Country Park
- Brookwood Farm
- Byfleet
- Goldsworth Park
- Kingshead Lane
- Sheets Heath, Brookwood
- St Peters
- The Vyne Playing Fields
- Waterers Park
- West Byfleet
- Wheatsheaf Pavilion
- Woking Park

4.7 In January 2024, the Council's Executive agreed to re-allocate UK Shared Prosperity Funding (UKSPF) to six priority projects, which will directly benefit Woking residents. A total of £290,000 was agreed to implement the CAT Project to support the transition of community centres and pavilions to community organisations. The funding is being allocated to a fixed-term community broker post, condition surveys, critical and urgent repairs under health and safety, ensuring work is done on utility meters and securing additional resources to put in place lease agreements, etc.

5.0 Options Considered

5.1 The Community Asset Transfer (CAT) policy was adopted by Council in February 2024. Therefore, this is the agreed approach taken by the Council.

5.2 The 2024/25 budget setting process also identified that the community centres and sports pavilions would be subject to the CAT scheme. Additional assets could have been added to the CAT scheme (i.e. public toilets). However, given the number of assets already listed, the new process and the limited resources, it was agreed that these would need to come forward in a future phase.

Governance Process

5.3 Part of the process of implementing the Community Asset Transfer Scheme is to set up a Community Asset Transfer (CAT) Working Group to ensure the appropriate governance is in place. This group comprises of different expertise from across the council to focus on transferring Council owned assets to community groups. To adhere to the CAT process and transparency of the scheme, this group consists of representatives from Property Services, Legal, Finance and Marketing and Communication (when needed), plus relevant directorate representatives. The group meets fortnightly.

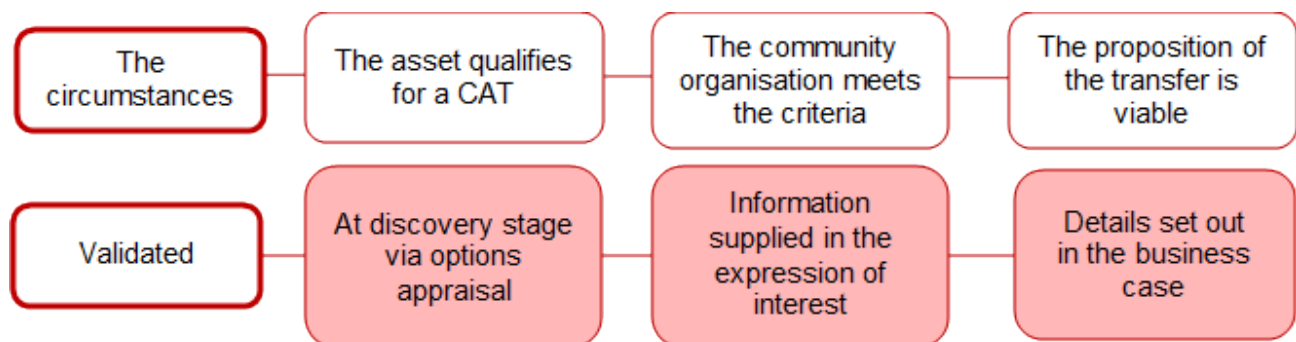
5.4 The decision to transfer an asset will be made by a member of the Executive or relevant Portfolio Holder based on recommendations from Officers once the business case has been agreed through due process. Council Members will not be involved in any aspects of the

negotiation process to transfer assets to ensure impartiality (see paragraph 6 in the CAT Policy).

5.5 As the CAT process is new to the Council, support was secured from Local Partnerships to ensure the policy and process is implemented in a transparent way. The brief given to Local Partnerships was to:

- Work with the CAT working group to troubleshoot some of the queries in process and delivery, resolving the best course of action and next steps.
- Provide objective evaluation criteria for expressions of interests and business cases. This will be especially useful when more than one bidder is involved and support transparency of decisions.
- Read through submissions to highlight any issues and considerations at evaluation.
- Support/chair the evaluation panels to reach a determination on the expressions of interests and business cases (and in so doing provide skills development on asset transfers to the panel)
- Identify the next steps from the panel meetings
- Allow for completely independent and objective advice on Woking’s CAT process drawn from experience of supporting similar schemes within in the UK.

5.6 A CAT will only proceed once it satisfies the following three circumstances and validation steps:



6.0 Discovery Stage

6.1 The Community Asset Transfer Policy was adopted to ensure a transparent and consistent process was followed and to ensure community organisations had all the information needed to make informed decisions before a transfer can take place. It also ensures that the Council achieves its objectives to protect the facilities for community benefit, whilst also being viable and sustainable in the long-term.

6.2 Work was undertaken by the Head of Leisure and Communities to identify Council-owned assets for transfer in Autumn 2023 with a report submitted to the Executive in February 2024.

6.3 The Discovery phase took much longer due to staff changes and gathering of data, including historical issues dating back to when the assets were built, and the way utilities are set up. There were also gaps in the data as well as lease agreements or covenants that could not be found. As a result of this, some of the discovery phase has run concurrently with the Expression of Interest phase.

6.4 The following information has been gathered to provide community organisations with an information pack, once they were successful in the Expression of Interest phase.

- Mapping identified assets across the borough.

- Identifying Neighbourhood Community Infrastructure Levy (CIL) money available in each ward.
- Reviewing the current usage of the assets.
- Reviewing current hire or lease agreements and covenants in place.
- Assessing current and future needs of the current hirers.
- Assessing the running cost of each asset.
- Assessing the condition of each asset and the suitability of the asset to be transferred.
- Identifying remedial work to be done before assets can be transferred, including up-to-date Energy Performance Certificates (EPC's) and Fire Risk Assessments.
- Working with partners/stakeholders and internal colleagues to provide additional information about the assets (i.e. Freedom Leisure, Green Spaces and Estates management).
- Colleagues from the WBC finance team and Freedom Leisure followed a robust process in providing accurate financial data on each asset.
- The CAT working group explored and identified funding opportunities available to support the transfer of assets to secure the future of these community buildings (i.e. Surrey Football Association, Surrey Cricket Foundation, Community Interest Levy Funding and Surrey Fund).

7.0 Expression of Interest Stage

- 7.1 Press releases and social media promotion of the assets available for transfer were launched in March 2024 and the deadline for submissions was 31 July 2024.
- 7.2 The Council provided an Expression of Interest (EOI) template for completion (Appendix B). Officers also provided guidance to the community organisations on completing the EOI form. It was followed up with a telephone call, email, or face-to-face discussion if more information was needed.
- 7.3 Following conclusion of the first phase of the Community Asset Transfer (CAT) scheme, a total of 45 expressions of interest were received from local community, charity, and voluntary groups. All the listed assets received interest with 21 received for Centres for the Community and a further 24 for sports pavilions.
- 7.4 Review of Expression of Interest applications took place on the following dates:
- 6 August 2024 – Evaluation of 21 EOI applications for Community Centres
 - 20 August 2024 – Evaluation of 24 EOI applications for Pavilions
- 7.5 An independent chair/ moderator from Local Partnerships convened the panel meetings with Council officers representing legal, estates, communities, and leisure.
- 7.6 The panel also invited experts to the evaluation panel to provide insight and advice on the assets. They did not score the applications.
- 7.7 Each member of the panel used an Evaluation Scoring template (Appendix C) to assess each expression of interest application individually ahead of the panel meeting.
- 7.8 The panel then used the CAT Policy guidelines (section 4.1 - 4.4) to discuss and agree the outcome for each asset, including:
- That the community organisation meets the criteria to operate the asset. (Section 4.2 of the policy)
 - When the asset would not be transferred to a community group (Section 4.4 of the policy)

- Whether to proceed to the business case phase or not.
- The reasons for not proceeding to the business case phase.
- Further information required from the organisation to reach a decision to move to the business case phase.

7.9 In line with the Council's CAT policy, it is the delegated authority of the CAT panel to take forward EOIs they feel meet the criteria outlined in the policy. The panel's decision was reported to the Corporate Leadership Team on:

- 19 August 2024 – Community Centres
- 28 August 2024 – Pavilions

7.10 On 28 August 2024, the outcome was also reported to the Commercial Board.

7.11 On 2 September 2024, the Expression of Interest Applicants were informed of the outcome.

8.0 Business Case Phase

8.1 Meetings were set up by the Community Broker with all applicants between 2 September and 24 September 2024 to discuss the outcome and set a start date for the Business Case phase.

8.2 An Information Pack was provided to assist them in completing the Business Case Template. It included the following:

- The background of the asset, where it is situated, and current usage of the venue. It also includes the running costs, compliance costs and condition survey, as well as current income;
- A floor plan;
- Census information for Woking;
- The building condition survey;
- Funding opportunities;
- Business Case template;
- Budget template (Appendix D).

8.3 Under the CAT policy, the Business Case phase has an agreed timescale of 4 months from the agreed start date. The start and end dates will be the same for all community organisations for each individual asset. Where there is only one applicant for an asset, the CAT working group will try to fast-track cases where appropriate.

9.0 Next Steps

9.1 Over the coming months, the Community Broker will be available to clarify any questions and support the community groups through the business case phase. They will have one opportunity to submit a draft business case for comments before submitting a final business case.

9.2 It is anticipated that the evaluation of Business Cases for Community Centres will be in mid-January 2025 to ensure the lease agreements can be completed as close to the end of March 2025.

9.3 The CAT transfer will need to be agreed through formal governance with a published report and finalised legal agreements and monitoring regime.

9.4 With the current leisure contract running to 30 November 2025, there is more time to transfer the pavilions. This will provide officers with additional time to ensure the community groups

benefit from funding opportunities to find the best economical solutions to manage these assets in future.

10.0 Implications

Legal

10.1 None arising from this report.

Resources (including finance)

10.2 A total of £290,000 UKSPF funding was agreed to implement the CAT Project to support the transition of community centres and pavilions to community organisations. The funding is being allocated to a fixed-term community broker post, condition surveys, critical and urgent repairs under health and safety, ensuring work is done on utility meters and securing additional resources to put in place lease agreements, etc.

10.3 The UKSPF funding must be used by 31 March 2025. Therefore, there is a risk to resourcing the process beyond this date where the CAT's have not completed by this date. Both the Project Manager and Community Broker are on fixed-term contracts to this date.

Consultation, Equality Impact Assessments

10.4 During Autumn 2023, the Council consulted on the future of its discretionary services, including giving community groups the opportunity to show interest in running these assets.

10.5 Equality Impact Assessments were undertaken on the decision to cut funding to discretionary services, with the CAT process being one mitigation.

Risks and Mitigation

10.6 The main risks and mitigation around the Community Asset Transfer scheme are set out in the table below.

Risks	Mitigation
The community organisation and the council cannot reach agreements on the terms of the transfer.	Both parties operate in an open and collaborative manner with early and regular dialogue. External legal support commissioned. Information pack containing as much information as possible so that expectations are clear.
No community organisation comes forward with a viable and/or sufficiently robust business case for an asset.	Officer support in developing a detailed business case. Alternative options for assets to be considered where no viable alternative.
The Council does not have sufficient capacity to support the CAT transfer and monitoring given the UKSPF funding ends on 31 March 2025.	Early discussions with Ministry of Housing, Communities & Local Government (MHCLG) to see if extension to UKSPF can be granted to complete the project.

Risks	Mitigation
A CAT is unsuccessful – for example, the asset is not maintained or the group folds.	Due diligence through the CAT process, including ensuring insurance is in place and financial checks/review.

11.0 Supporting Documents

Appendices

- 11.1 Community Asset Transfer Policy – Appendix A
- 11.2 Community Asset Transfer Expression of Interest Form – Appendix B
- 11.3 Community Asset Transfer EOI - Evaluation form– Appendix C
- 11.4 Community Asset Transfer Business Case Form Template – Appendix D

Background Documents

11.5 None

Version Control

Version Number	Author	Changes
0.1	RT	First draft 25/09/24
1.0	LS	Final, following review 27/09/24

REPORT ENDS



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

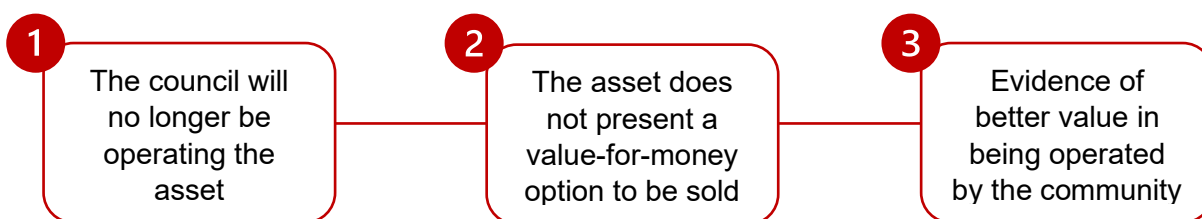
As part of its commitment to CATs the council will:

- 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:

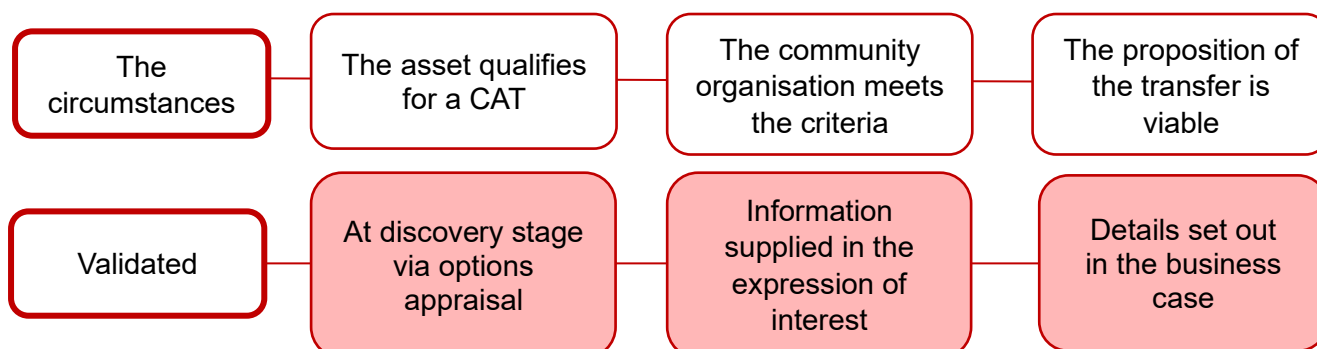
- Providing an opportunity for community organisations to grow and meet their ambitions
- Creating opportunities for income and funding to reinvest in the asset to support its sustainability
- Securing the asset to meet the community need and aspirations in line with the purpose of the community organisation.

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 demonstratable 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

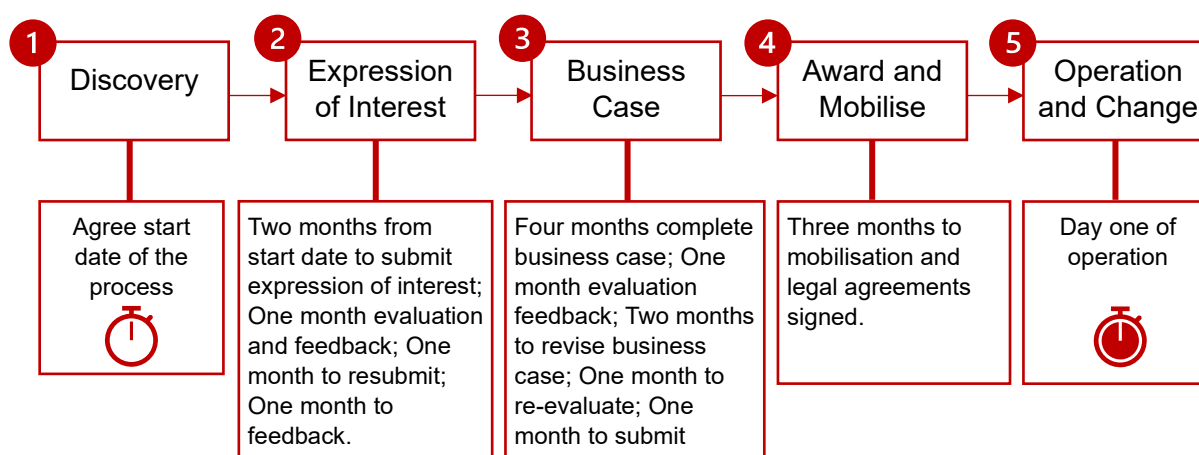
The purpose of this stage is to run the community asset transfer and agree change if needed.

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.



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.



Express of Interest

Name of the asset subject to CAT:		Ref no:	
Name of the community organisation:			
Name of assessor:			
Date completed by assessor:			

Guidance notes

Evaluation of the expression of interest should be completed by no less than 3 assessors, ideally representing finance, property and the service. In the first instance the assessors will score the expression of interest individually and then come together as a panel to agree the final score.

Page 99
All the information required to complete the evaluation should be contained in the expression of interest submitted by the community group (and follows the same order of questions). If a decision can not be made because of lack of information this should be noted and the community group can resubmit (they have one opportunity to make a resubmission). When evaluating the expression of interest consider the size of the asset transfer in proportion to the expectation – this is reflected in the evaluation scoring.

Remember this is only the expression of interest and the community group will provide more detail if they proceed to the next stage of preparing a business case.

Section 1 is a quick checklist that relevant information has been received; whilst section 2 (mandatory questions) is based on criteria that the community group need to meet. If any of the responses are “no”, then the expression of interest is rejected.

Section 3 (scoring) is for each assessor to complete for each expression of interest – scoring is based on the closest answer to the statement scored at 1, 5 or 10 and no inbetween numbers. The results will form the evidence of why the council has made the decision to advance to the business case stage (or not) and there might be more than one community group interested in the same asset. For this section:

1. The assessors individually score the expression of interest using the evaluation table
2. The assessors submit the completed evaluation form to the lead officer who co-ordinates the scores – in no less than three working days prior to the evaluation meeting

3. The evaluation meeting takes place with the lead officer and the assessors – a chairperson should be agreed upon between the three assessors, and if there is a disagreement on the score, they will have the casting vote
4. Notes are taken to form a summary sheet, which is shared with the community group (they also may ask and receive the evaluation from the individual assessors).

1. Checklist

<input type="checkbox"/>	All relevant sections of the expression of interest have been completed.
<input type="checkbox"/>	The expression of interest has been signed by the person with the relevant authority.

2. Mandatory Requirements

	The community group should meet the following requirements. Any no response will lead to a rejection of the transfer. A “planned” response is accepted based on requirements being in place at the point of the transfer.	no	yes	planned	Comments/evidence
Page 100	The community group applying for the transfer is based in Woking or has a track record of providing social benefit in the borough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	The community group are registered with a recognised and/or registered with a relevant body e.g. charity commission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Which:
	The group has a constitution.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Their constitution allows for assets to operate for public good resulting in social, economic and/or environmental benefits to the local community in the borough.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	The group has 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"/>	
	Their constitution includes relevant equal opportunities relating to its work, recruitment/employment of staff, embraces diversity and aims to improve community cohesion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Track record of compliance with its regulatory body, e.g. Charity Commission and/or Companies House.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Any outstanding issues:

The community group should meet the following requirements. Any no response will lead to a rejection of the transfer. A “planned” response is accepted based on requirements being in place at the point of the transfer.	no	yes	planned	Comments/evidence
Evidence of safeguarding policies in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

3. Evaluation Scoring

Statement	Score: 1	Score: 5	Score: 10	Notes	Score
Plans for the asset are clearly outlined, and are both realistic whilst making improvements.	There is very little information on the plans for the asset once transferred.	There has clearly been thought as to the future use of the asset which is proportionate to its scale.	The plans are well thought out and have ambition for its future use which gives confidence on achievability.		
The plans for the asset complement other services or assets in the neighbourhood.	There is little demonstration of need in the area in providing services that support the community.	There is clear evidence of need for the service that supports the community.	There is clearly a gap in provision for the service based on data provided with strong evidence of needs for targeted community services.		
The asset and its planned activities will compete with other services.	The asset is at risk of competing with other providers in the borough, which will lead to lack of sustainability or take use away from existing provision.	Though there is a degree of competition with other activities and services, this has been addressed through a strong rationale.	There is no competition with other services, and will provide a vital function.		
Council objective: CATs will be a route to sustaining valued community assets and enabling locally run services to thrive and flourish independent of council funding.	It is not clear how the asset will be sustained in the long term independent of council funding.	The statement shows that some thought has gone into the sustainability of the asset independent of the council funding.	It is clear how the asset will be sustained in the long term, managed by the community without council funding.		

Statement	Score: 1	Score: 5	Score: 10	Notes	Score
Council objective: 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.	It is not clear how the transfer of the asset will support the community sector in the borough.	The statement shows that some thought has gone into enabling and empowering the growth/sustainability of the community group.	The transfer will support the development of the third sector, including the group itself and the sector more widely.		
Council objective: CATs will foster social and economic benefit for the local area, focusing on social inclusion and be environmentally considerate.	The statement does not show how the asset transfer will foster social and economic benefits.	The statement demonstrates the asset transfer intends to foster social and economic benefit.	The plans for social and/or economic benefit are relevant to the asset being transferred, with reference to social inclusion and environmental considerations.		
Total score					



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 your group managing the Asset 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 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. Transparency information

Woking Borough Council is a public body and must adhere to the highest standards of public decision making which includes objectivity and transparency and it must avoid any conflicts of interests. The Council must be aware of all relevant facts which may affect its decision making therefore please answer the following questions:

	yes	planned	no	Please give details if the answer is yes or planned:
Financial Interests: Does your organisation or any of your committee members/trustees or their family members have any financial interests or other personal interests (e.g. employment) linked to the Council?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Political Activities: Does your organisation have any publicly stated affiliations towards a particular Political party?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Committee or Trustee Members: Does your organisation have any Elected Members (Borough/County/Member of Parliament) or their family members on your Committee or Trustee Board?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Legal Matters: Is your organisation currently involved or may have future involvement in any legal proceedings that could create conflicts of interest with the Council as a public body?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Public Statements: Has your organisation made any public statements that could create the perception of any conflicts of interest with the Council as public body?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Educational/Religious Activities: Does your organisation promote or participate in any religious/educational activities that could create conflicts of interest with the Council as a public body?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other Conflicts of Interest: Does your organisation have any other conflicts of interest that you have not disclosed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

8. 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:	
Date of Submission:	
<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 for 3 years (required)
<input type="checkbox"/>	Capital budget (if relevant)
<input type="checkbox"/>	Latest set of management accounts (required)
<input type="checkbox"/>	Supporting letters
	Other information (please list):

Housing Revenue Account (HRA) Business Plan

Meeting: Communities and Housing Scrutiny Committee

Date Of Meeting: 8 October 2024

Report Author(s): Louise Strongitharm

Lead Officer: Louise Strongitharm | Louise.Strongitharm@woking.gov.uk

Portfolio Holder: Councillor Ian Johnson | CIrIan.Johnson@woking.gov.uk

Date Published: 30 September 2024

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

1.0 Purpose of Report

- 1.1 The purpose of this report is to update the Committee on the approach and progress being made in developing a 30-year Housing Revenue Account (HRA) Business Plan. The HRA Business Plan will set out the Council's strategy for spending and borrowing to maintain its housing stock and operate services for its tenants and leaseholders. As with any other business plan, it must show that the council has clear proposals for achieving its objectives and that these are financially viable in the short, medium and long term.
- 1.2 By bringing this update through Scrutiny at an early stage, the Committee will better prepared to scrutinise to draft Business Plan when it comes through the Committee in November 2024.

2.0 Recommendations

- 2.1 The Committee/Council is requested to:

RESOLVE THAT the report be noted.

3.0 Proposal and Outcome

- 3.1 The Committee is invited to note the approach being taken and progress being made in developing a 30-year Housing Revenue Account (HRA) Business Plan.
- 3.2 The desired outcome is that through early involvement in the business planning process, the Committee will be able to more effectively scrutinise the draft HRA Business Plan when it comes forward later this year.

4.0 Background

- 4.1 The Local Government and Housing Act 1989 requires stock holding councils to operate a Housing Revenue Account (HRA) which records separately to any other Council services operated within the General Fund, the income and expenditure on services which are provided primarily for the benefit of the Council's own tenants.
- 4.2 The Localism Act 2011 introduced a new way for local authorities to develop and maintain their council housing. Self-financing arrangements came into effect from March 2012, doing away with the previous system of government grants, to allow councils to keep all their tenants' rent – the Housing Revenue Account (HRA) – and pay for the upkeep of their homes. The

Housing Revenue Account Business Plan

Settlement Payments Determination 2012 introduced a requirement for stock holding local authorities to produce a 30-year HRA business plan.

- 4.3 Having an up-to-date HRA Business Plan based on robust assumptions and an underlying financial model forms the basis of good governance and sound financial management. It demonstrates that the Council is prioritising and spending residents' rent and service charges, and debt secured against these, effectively and achieving value for money.
- 4.4 Whilst the Council historically maintained a 30-year HRA financial model, this was not reported to Council or used to formulate a long-term plan. The Government External Assurance Review (May 2023) identified that "No 30-year business plan exists for the HRA. It is important that the 30-year business plan is prepared and used to assess the long-term viability of the current HRA arrangements. The business plan will need to address the impact of the reduction in housing stock on the longer-term viability of the HRA."
- 4.5 The Government Review Team recommended that the Council "prepare a 30-year Housing Revenue Account (HRA) Business Plan and takes steps to ensure the current HRA is in balance". This work forms part of the Council's Improvement and Recovery Plan (IRP), sitting under both the Finance and Housing Improvement workstreams.

5.0 Options Considered

- 5.1 The HRA Business Plan is an established project forming part of the Council's Improvement and Recovery Plan (IRP). Developing an HRA Business Plan is a requirement both in legislation and the Government intervention. The Council has chosen to secure external specialist consultancy support to aid the development of the HRA Business Plan, but an alternative, could have been to produce this in-house. This was iscounted due to limited capacity within the Finance team, lack of business planning experience in the Council and the need to draw on industry expertise in order to deliver a robust plan.
- 5.2 The Business Plan could have come to the Committee as a finished draft document later in the year. However, given this is a relatively new process for the Council, this report was considered an opportunity to develop the Committee's understanding in advance of consideration of the draft plan.

6.0 Business Planning Process

- 6.1 In February 2024, the Council sought fee proposals from specialist housing finance consultants to deliver a tried-and-tested HRA 30-year financial model. The brief was to:
 - Provide and populate the initial model, using the authority's data.
 - Develop a set of agreed assumptions with council officers.
 - Reconcile the initial short- and medium-term modelling results with council budgets.
 - Carry out officer briefings on the modelling results.
 - Supply the underlying financial model for long-term use by the Council.
 - Familiarise staff and provide training in the use of the model for the authority's finance team.
 - Support undertaking sensitivity and scenario analysis during the project.
 - Provide strategic advice on the risks and opportunities identified through the modelling, using experience, expertise and intelligence from the consultancy team and its wider network.
 - Facilitate participation in relevant user forums discussing improvement that can be made to the model, sharing ideas about creating capacity within the HRA and benchmarking with other local authorities.

Housing Revenue Account Business Plan

- 6.2 The Council received 4 fee proposals which were evaluated by officers from Housing and Finance. Following a demonstration of the model, Housing Finance Associates Ltd (HFA) were appointed in March 2024.
- 6.3 Housing Finance Associates is a specialist consultancy, providing financial modelling and associated support to housing authorities in England. The consultancy works with a wide range of local housing authorities, of all types and sizes and has a team of highly experienced HRA finance consultants. The Housing Finance Associates local authority HRA model (LAHRA) is a leading MS Excel-based financial model, which has been purpose-built to provide dynamic projections that update in real time. It has been designed so that, once implemented, it makes use of standard reports that the authority already produces. This makes it easier for key inputs to be updated – for example, when refreshing income and expenditure projections at the end of the authority's regular financial monitoring process.
- 6.4 Between April and June 2024, the consultants gathered data inputs from the Council, including the 2023/24 draft outturn; 2024/25 budget; forecasts and data on stock condition investment requirements. They have then combined this with official projections (such as, inflation, building costs and interest rates), intelligence from other local authorities and other agreed assumptions. These have included the Council's expectations around voids losses, new build and acquisitions, capital receipts and use of rent flexibility.
- 6.5 The Council has recently commissioned a new 100% stock condition survey, but the data and analysis from this work will not be available until early 2025. This will not be in time for this iteration of the Business Plan, but it will need to be incorporated in the future. Therefore, for the purposes of the Business Plan, older stock condition data (typically from a rolling programme of surveys between 2016-2021) and in-house asset information has been used. This identifies a substantial backlog in capital investment required to the housing stock.
- 6.6 In July 2024, the consultants presented their baseline model to officers and commissioners. The baseline assumes that the capital backlog is largely addressed in a single year (2025/26), resulting in a sharp spike in expenditure and associated debt. It does not include any significant investment in decarbonisation. The initial baseline is clearly unaffordable throughout the period with the HRA falling into deficit in 2027/28. The charts in Appendix 1 show the initial baseline position. This is clearly an unsustainable position and highlights the urgent mitigating action required to improve the financial health of the HRA.
- 6.7 The consultants proposed an affordable alternative scenario, which is also shown in the charts in Appendix 1. In the Affordable model, the consultants have assumed:
- The Council aims to rebuild a healthier minimum balance of £500/unit from 2025/26 (plus inflation), compared to £100-150/unit applied for the last 10 years plus.
 - The Council has historically made minimal use of the permitted rent flexibility. The model proposes rent flexibility is extended to 50% of re-lets from 2025/26. This will require a Rent Policy to set out and justify the circumstances when rent flexibility will be applied, which will be subject to consultation. It would not apply to existing tenancies.
 - Variable costs be introduced to the HRA budget model to reflect stock acquisitions and disposals.
 - Revenue cost savings of 2% per annum be applied for 5 years from 2025/26.
 - The stock investment spike in 2025/26 be smoothed over 9 years and major works investment reduced by £3 million per annum from 2025/26. Whilst this will not address the full backlog, investment levels are still forecast to continue at a significantly higher level than in the past decade.
 - Capital investment in external works be reduced by £0.6 million per annum from 2025/26.
 - The Council gradually increases leaseholder contributions towards capital works by £50,000 per annum for 5 years from 2025/26.

6.8 The affordable model proposed the consultants shows that through the combination of reduced capital investment; lower borrowing and improved revenue performance it is possible to get the HRA on a sound footing. However, delivering the above assumptions would be extremely challenging in practice for the service given its low starting position.

7.0 Next Steps

7.1 An HRA Working Group has been established, chaired by the Strategic Director – Communities, and attended by the Section 151 Officer, Housing and Finance officers and Commissioners. A detailed action plan has been prepared focused on using the consultants' recommendations to develop our own scenarios. The aim is to bring the HRA Business Plan through an additional meeting of this Committee in November and the Executive and Council in December 2024.

7.2 The consultants are currently updating the model with the latest budget forecasts (including the legacy adjustments) and moving the base year to 2024/25 (currently 2023/24). On the request of the working group, the consultants will build in alternative scenarios to the affordable model, including:

- Further smoothing of the capital investment profile as a major works programme in excess of circa £16 million per annum is unlikely to be deliverable or feasible given the small staff team.
- Reduced assumptions around revenue savings. If the service is to improve, there needs to be investment in the capacity and capability of the staff team.
- Modelling an alternative Government rent policy of CPI + 1% continuing for a further 10 years beyond 2025/26. The current model assumes CPI + 1% in 2025/26, followed by CPI only for the remainder of the plan. There have been strong rumours that the Chancellor may apply CPI + 1% for a further 10 years with an announcement expected in the Autumn Spending Review in October. This would significantly help the viability of the HRA.

7.3 Officers are working through the assumptions to understand the implications on services to tenants; compliance with regulatory standards and the condition of the housing stock. It is looking promising that the HRA can be placed on a sustainable and viable path, but it is clear that there will be a continued need to prioritise the limited resources available.

8.0 Implications

Legal

8.1 The Local Government and Housing Act 1989 requires stock holding councils to operate a ringfenced Housing Revenue Account (HRA) which ensures income from tenants is used for their benefit. The Settlement Payments Determination 2012 (under the Localism Act 2011) introduced a requirement for stock holding local authorities to produce a 30-year HRA business plan. The Council does not currently have a plan, so this is critical area of work.

Resources (including finance)

8.2 The gross HRA budget for 2024/25 is £23.7 million. The HRA Business Plan will set out the Council's strategy for spending and borrowing to maintain its housing stock and operate services for its tenants and leaseholders. As with any other business plan, it must show that the council has clear proposals for achieving its objectives and that these are financially viable in the short, medium and long term.

Consultation, Equality Impact Assessments

8.3 An Impact Assessment will be produced on the Draft HRA Business Plan to accompany it through the decision-making process.

8.4 The Council will also need to consult tenants on a Rent Policy to introduce the use of rent flexibility.

Risks and Mitigation

8.5 The viability of the HRA is identified as a significant risk on both the Council's Strategic Risk Register and the Communities Directorate Risk Register. Failure to maintain a viable HRA would have a major impact on services to tenants and our housing stock and the Council would not be able to meet regulatory standards or set a legal budget. The development of the 30-year HRA Business Plan is a critical piece of work for addressing and managing this risk, by providing early warning of risks and opportunities based on what we know now. As set out above, it supports longer-term planning to avoid the HRA falling into deficit.

8.6 Going forward, the HRA model should be regularly updated as circumstances change, so the Council is better prepared to react and address new risks that emerge.

9.0 Supporting Documents

Appendices

9.1 Appendix 1 includes the key initial modelling outputs.

Background Documents

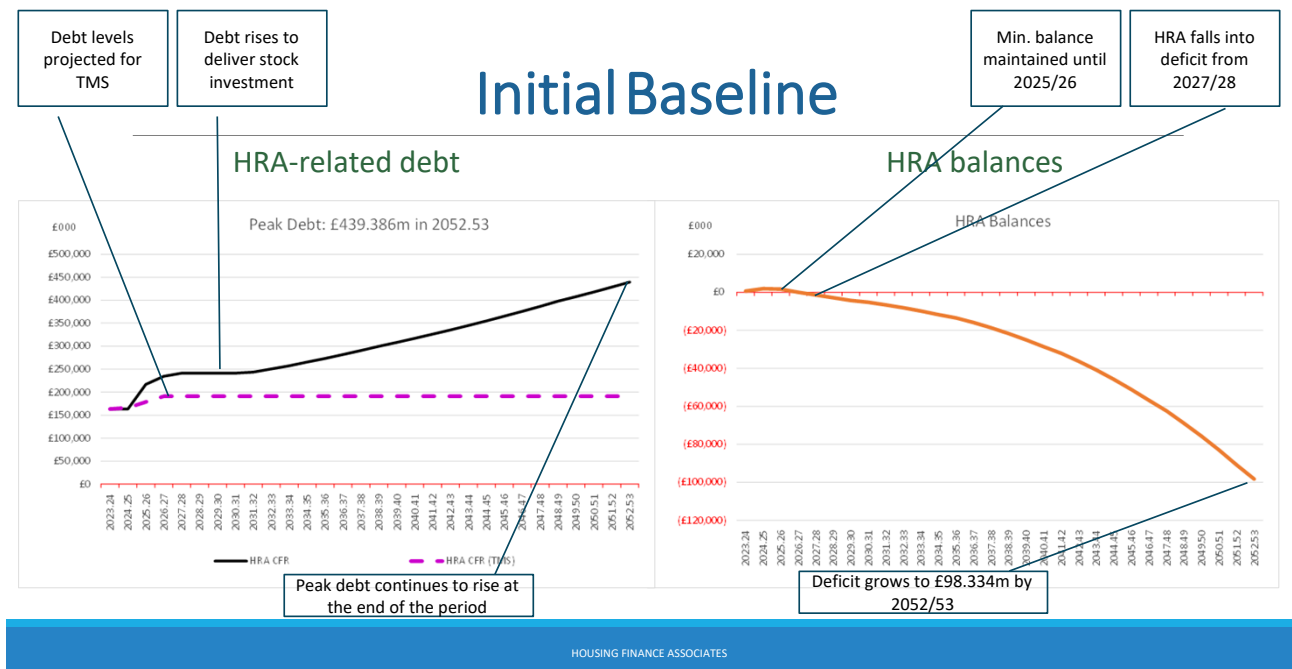
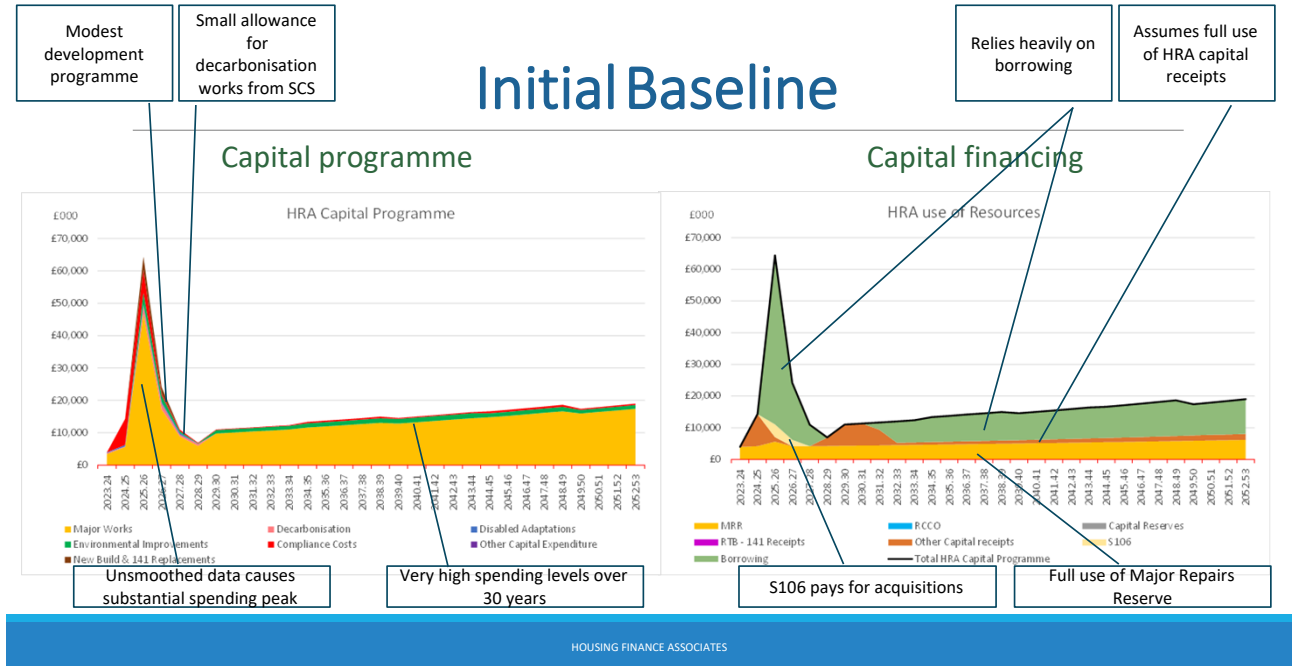
None

Version Control

Version Number	Author	Changes
0.1	LS	First draft (18/09/24)
1.0	LS	Final

REPORT ENDS

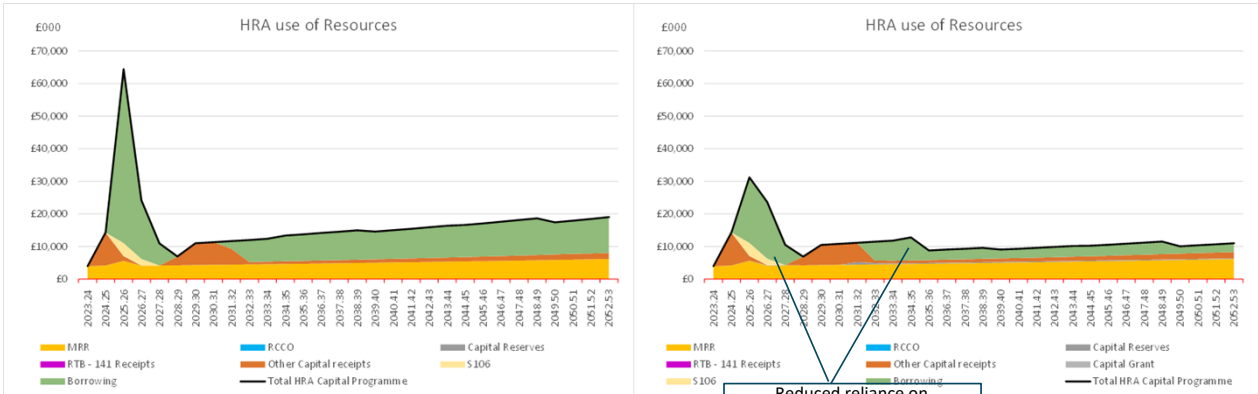
Appendix 1 – Initial Modelling Outputs



Capital Financing Comparison

Initial Baseline

Affordable Scenario (A)



HOUSING FINANCE ASSOCIATES

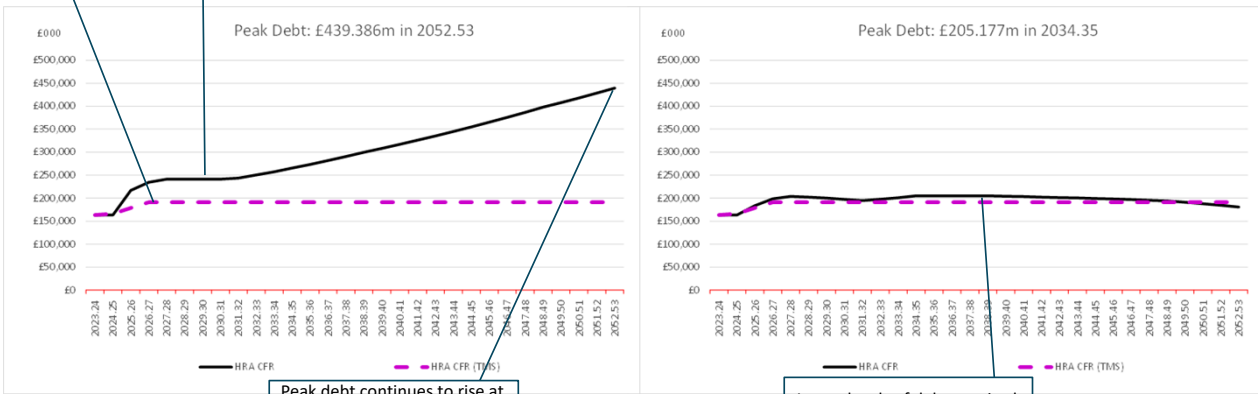
Debt levels projected for TMS

Debt rises to deliver stock investment

HRA Debt Comparison

Initial Baseline

Affordable Scenario (A)



Peak debt continues to rise at the end of the period

Lower levels of debt required

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