



TO THE CHAIRMAN AND MEMBERS OF THE **EXECUTIVE**

You are hereby summoned to attend a meeting of the Executive to be held on Thursday, 12 July 2018 at 7.00 pm in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

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

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

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

The agenda for the meeting is set out below.

RAY MORGAN
Chief Executive

AGENDA

PART I - PRESS AND PUBLIC PRESENT

1. Minutes

To approve the minutes of the meeting of the Executive held on 28 June 2018 as published.

2. Apologies for Absence

3. Urgent Business

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

4. Declarations of Interest

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

In accordance with the Members' Code of Conduct, the Leader of the Council, Councillor D J Bittleston, Councillor Mrs B A Hunwicks and Councillor C S Kemp have declared a non-pecuniary interest in Agenda Items 6 and 8 arising from their positions as Directors of the Thamesway Group of Companies.

In accordance with Officer Procedure Rules, the Chief Executive, Ray Morgan, the Deputy Chief Executive, Douglas Spinks, Strategic Director, Sue Barham and Head of Democratic and Legal Services, Peter Bryant, have declared an interest in Agenda Items 6 and 8 arising from their positions as Directors of the Thamesway Group of Companies.

In accordance with Officer Procedure Rules, the Chief Executive, Ray Morgan, has declared an interest in Agenda Items 6 and 8 arising from his position as a Director of Victoria Square Woking Limited.

In accordance with Officer Procedure Rules, the Deputy Chief Executive, Douglas Spinks, and Head of Democratic and Legal Services, Peter Bryant, have declared an interest in Agenda Items 6, 8 and 11 arising from their positions as Directors of Woking Necropolis and Mausoleum Limited, Brookwood Park Limited and Brookwood Cemetery Limited.

In accordance with Officer Procedure Rules, the Chief Executive, Ray Morgan, and the Deputy Chief Executive, Douglas Spinks, have declared an interest in Agenda Items 6 and 8 arising from their positions as Directors of Export House Limited.

In accordance with Officer Procedure Rules, the Chief Executive, Ray Morgan, and the Head of Democratic and Legal Services, Peter Bryant, have declared an interest in Agenda Items 6 and 8 arising from their positions as Directors of Dukes Court Owner T S a r l.

Questions

5. To deal with any written questions submitted under Section 3 of the Executive Procedure Rules. Copies of the questions and draft replies will be laid upon the table.

Matters for Determination

6. Equalities Annual Report - 2018 (Pages 5 - 26)
Reporting Person – Ray Morgan
7. Woking Park Tennis Court Improvements (Pages 27 - 56)
Reporting Person – Sue Barham

Performance Management

8. Monitoring Reports - Projects (Pages 57 - 82)
Reporting Person – Ray Morgan

Exclusion of the Press and Public

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

“That the press and public be excluded from the meeting during consideration of items 10 and 11 in view of the nature of the proceedings that, if members of the press and public were present during these items, there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, to the Local Government Act 1972.

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

PART II – PRESS AND PUBLIC EXCLUDED

Matters for Recommendation

10. Land Management - Westfield Avenue (Pages 83 - 222)

Reporting Person – Ray Morgan

Matters for Determination

11. Brookwood Cemetery (Pages 223 - 226)

Reporting Person – Ray Morgan

AGENDA ENDS

Date Published - 4 July 2018

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



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EXECUTIVE – 12 JULY 2018

EQUALITIES ANNUAL REPORT - 2018

Executive Summary

This annual report seeks to inform the Executive of progress on the equalities agenda. It covers the period April 2017 to March 2018. The Equality Act 2010 brought together, harmonised and in some cases extended previous equality law. The aim of the legislation is to make it more consistent, clearer and easier to follow in order to make society fairer. The Act also sets out the Public Sector Equality Duty, which came into force on 5 April 2011. The Equality Duty ensures that all public bodies, including local authorities, play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The Equality Duty covers the following protected characteristics; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Duty requires the Council to have 'due regard' to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected characteristic and people who do not share it.

Having 'due regard' means consciously thinking about the three aims of the Equality Duty as part of the process of decision making. This means that consideration of equality issues must influence the decisions reached by the Council, e.g. how it acts as an employer, how it develops, evaluates and reviews policies, how it designs, delivers and evaluates services and how it commissions and procures from others.

Recommendations

The Executive is requested to:

RESOLVE That

the report be received.

Reasons for Decision

Reason: To meet the requirement to report on annual progress on the equality agenda.

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

Background Papers: [Corporate Equality Scheme](#)
Sustainability Impact Assessment
Equalities Impact Assessment

Reporting Person: Ray Morgan, Chief Executive
Email: ray.morgan@woking.gov.uk, Extn: 3333

Contact Person: Refeia Zaman, Senior Policy Officer
Email: refeia.zaman@woking.gov.uk, Extn: 3479

Portfolio Holder: Councillor David Bittleston
Email: clldavid.bittleston@woking.gov.uk

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

Date Published: 4 July 2018

1.0 Introduction

- 1.1 Woking Borough Council believes that the diversity of its population and workforce is one of its greatest strengths. Equality of opportunity and freedom from discrimination is a fundamental right and this Council has a duty to exercise leadership to promote this right. The Council intends to promote equality and prevent discrimination through its roles as:
- service provider;
 - employer; and
 - community leader
- 1.2 The Council will follow best practice in all equality areas and work to:
- eliminate unlawful discrimination, harassment and victimisation;
 - advance equality of opportunity between people who share protected characteristics and those who do not; and
 - foster good relations between people who share a protected characteristic and those who do not.
- 1.3 From April 2011 the Equality Act 2010 brought together all previous equality legislation and gave full protection to eight protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Some aspect of the legislation also covers marriage and civil partnership.
- 1.4 Success in mainstreaming equalities in the organisation is measured by The Equality Framework for Local Government, which was adopted by the authority in March 2009. The Framework is based on three levels of achievement, developing, achieving and excellent. The Council has been successfully verified by external assessment at 'Achieving' level.

2.0 Progress

- 2.1 The Public Sector Equality Duty (specific duties) requires all public bodies to:
- Annually publish information that shows how they have complied with the Equality Duty. This was published on the Council website in January.
 - Set equality objectives for the organisation. Overarching objectives have been developed which are relevant to each of the equality groups covered by the Equality Act. They relate back to the General Duty and are designed to ensure a holistic approach to tackling inequality and promoting equality through the organisation and Borough. (attached Appendix 1)
- 2.2 The Equality and Wellbeing Working group met quarterly, monitoring progress on the equality and wellbeing agenda. An annual Wellbeing Week is held in September, which promotes healthy lifestyles, physical and mental wellbeing.
- 2.3 A comprehensive programme of Equality awareness has taken place over the year, covering issues such as homophobia, mental health awareness and National Walking Month. In partnership with People Services, work was done to raise awareness about Dementia Action Week and Carers Week. This included displays around the building, information on ewok+ and emails. Feedback has been very positive and the more subtle approach has definitely stimulated conversations, hopefully achieving our longer term objective of informing hearts and minds.

- 2.4 In addition monthly health and wellbeing themes have also been highlighted on ewok+, offering helpful advice and tips on how to look after yourself and effectively manage life and work. Themes have included healthy heart, benefits of walking, diabetes awareness and staying safe in the sun. Advice is also provided on how to achieve good mental health and wellbeing, including dealing with stress and obtaining a better work-life balance.
- 2.5 The equality agenda has been successfully mainstreamed throughout the organisation and the Council's priority is to ensure accessible services are available to the vulnerable sections of the local communities. Highlights for the year include the provision of support for Syrian refugees through Thamesway Housing Limited (THL) and The Family Support Service, continued support to vulnerable families via the Family Support Service; further development of services for people with dementia at the Wellbeing Centre (e.g. advice sessions, creative lunch and carers choir); continued work with the Woking Dementia Action Alliance (DAA) where the Council is working with a variety of stakeholders and partners to make the Borough Dementia Friendly (see Appendix 2).
- 2.6 Working relationships with community groups, providing support to those protected by equality legislation, continue to be developed. Outline, a local support group for the Lesbian, Gay, Bisexual and Transgender community, were supported in putting together an engagement event at Surrey History Centre to mark International Day against Homophobia; Alzheimer's Society held some dementia awareness sessions for staff and Liaise Women's Centre actively participated in events such as Party in the Park and Refugee Week.
- 2.7 Equality monitoring figures are produced annually for employment, looking at areas such as workforce profile, appointments, training, promotion and discipline and grievance issues. These are broken down according to race, gender, disability, age, sexuality and religion and belief. These are detailed in Appendix 3.
- 2.8 From 6 April 2017 employers in Great Britain with more than 250 staff are required by law to publish annually its gender pay gap (mean and median averages) and the proportion of men and women in each quartile of the organisation's pay structure.
- 2.9 The Council's first year report showed that the organisation has a mean gender pay gap of 22.5% and a median gender pay gap of 15.6%. The mean gender pay gap nationally is now 17.4% according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures. The figure is 17.7% for public sector employees. The median gender pay gap for the public sector is 19.4%. The main reason for Woking's gap is an imbalance of male and female colleagues across the organisation, the roles in which men and women work within the organisation and the salaries that these roles attract. The full report can be accessed at
- <https://www.woking.gov.uk/test/viewourdata/genderpay>
- 2.10 The Council is committed to reducing its gender pay gap and is looking at how best to achieve this, including carrying out further analysis of pay, reviewing recruitment processes, promoting flexible working options and development opportunities.

3.0 Future Plans

- 3.1 Across the organisation a huge amount of work is done to address the needs of the most vulnerable sections of the local communities and the equalities agenda has successfully been mainstreamed into service plans. In the current climate of scarce resources, partnership working with the statutory and voluntary sectors is increasingly important. Building the capacity of local voluntary and community organisations to support this is an essential part of ensuring this happens.

4.0 Implications

Financial

- 4.1 Equality work is mainstreamed into annual Service Plans and budgets allocated accordingly. In addition external funding is identified for specific projects as and when required.

Human Resource/Training and Development

- 4.2 Equality Training is provided through Surrey Learn, a partnership of all Surrey local authorities. Internal awareness campaigns take place throughout the year. A Member awareness session is held annually.

Community Safety

- 4.3 As a crosscutting issue equalities impacts on all areas of the Council's work, including community safety. Work on areas such as community cohesion, anti-social behaviour, domestic violence and preventing extremism all contribute towards the community safety agenda.

Risk Management

- 4.4 The Council has statutory responsibilities to drive forward the equalities agenda, promote equality and eliminate discrimination. In the current economic climate partnership working, with the statutory and voluntary sectors is essential in delivering on these priorities. Continual progress in equalities will enable the Council to achieve its goal of helping the most vulnerable sections of the local community.

Sustainability

- 4.5 Sustainability Impact Assessment attached.

Equalities

- 4.6 Equality Impact Assessment attached.

Safeguarding

- 4.7 During the year, the Council updated its corporate Safeguarding Policy. Due consideration has been given to such revised Policy when undertaking the Council's equalities agenda.

5.0 Consultations

- 5.1 Narrowing equality gaps and improving the life chances of different groups will require a pooling of evidence, resources and action planning. Working in partnership with the statutory, voluntary and community sectors will become increasingly important. Building and supporting the capacity of the voluntary/community sectors to enable this will be essential. The Council will have to become smarter at involving communities of interest in decision making, service and workforce planning, particularly groups who may experience disadvantage and inequality.

REPORT ENDS

Equality Objectives:

Overarching objectives that have been developed for the Council's Corporate Equality Scheme which are relevant to each of the nine equality groups covered by the Equality Act, relate back to the General Duty and are designed to ensure a holistic approach to tackling inequality and promoting equality through the organisation. The overarching objectives are to:

Tackle victimisation, harassment and discrimination

Take reasonable steps to ensure that residents, service users and employees are not unlawfully discriminated against and take appropriate action to prevent & tackle victimisation and harassment.

Improve access to services

Take reasonable steps to ensure that services are inclusive, responsive to risk, physically accessible and provided through the most efficient and effective channels available.

Close the gap in outcomes for citizens

Take reasonable steps to improve life chances for citizens by reducing outcome gaps that may exist within the Borough as well as those that may exist between the Borough and elsewhere.

Increase understanding and mutual respect between communities

Take reasonable steps to build stronger communities and promote good relations, both within and between communities.

Increase participation and engagement

Take reasonable steps to remove barriers that may exist to engagement and help residents (especially those who are under-represented) to participate in local decision making and influence local decisions.

Ensure equitable employment policies and practices

Provide equality of opportunity for all Council staff by ensuring all employment policies and practices, (concerning recruitment, retention, promotion, training and discipline), are designed to reflect and attract the communities that Woking serves.

Equality actions/achievements: 2017/18:

Wellbeing prescription service being offered to GP surgeries to support vulnerable people and those who need help in a more social than medical way in order to benefit their general health and wellbeing.

This Girl Can Woking – encouraging more women & girls to be more active. Activities include swimming, yoga, cricket & football.

Living Well Week October 2017

Diwali, which took place in November, with over 500 people taking part in the parade and 400 at the after party. The York Road project were also involved making a big participatory lantern for the parade in a workshop with artist Imogen Andrews.

Worked with a number of SEN groups for Party in the Park, including The Park School, Freemantles, LinkAble and Surrey Choices on Celebrate Woking programme including Party in the Park.

As part of the Elections ID pilot promotions, the council worked with the York Road project to register 11 homeless electors, and also issued them with local elector cards. As a result, these electors now have photo ID, which will enable them to access universal credits.

Syrian Refugee Resettlement Programme – supporting 19 families, including areas such as access to housing, benefits, education and employment.

Parking Standards Supplementary Planning Document (SPD) – The SPD sets out specific standards for disabled parking provision to serve various types of development.

Site Allocations Development Plan Document (DPD) – The DPD seeks to allocate specific sites to meet the accommodation needs of Travellers.

As part of the Sheerwater regeneration project a project team has been established. Part of their role includes visiting vulnerable people within the regeneration area, providing advice and support as they explore the housing needs of those households. An additional equalities assessment is being carried out for each household, to feed into a larger equalities impact report.

Consideration is given to vulnerable people when serving fixed penalty notices as part of the Council's enforcement for littering and smoke free, eg. mental health, underage and hardship.

Carers Awareness Training held for front line employees and e-learning available for all employees, including specific course for managers. All HR policies reviewed to ensure friendly to those balancing work and caring responsibilities. Carer's prescription successfully introduced. Event held for Carers Week.

Established Community Matters Partnership Project - an exciting, innovative business to community partnership project, run, driven and funded by local companies who want to support the health, happiness and wellbeing of local people in their community.

Equalities Monitoring Data for the period 1/4/2017 – 31/3/2018

1. *Breakdown of all employees by:

*These figures are based on 379 employees; this includes all employees all on the payroll including casual employees who may only work very occasionally.

a) *Ethnic background*

Asian/ Asian British	31
Black/Black British	8
Chinese/Other	4
Mixed	0
White	295
Gypsy/Traveller	1
Romany Gypsy	0
Irish Traveller	0
Other (please specify)	29
Not Known	7
Prefer not to say	4

b) *Gender*

Male	137
Female	242
Transgender	0
Prefer not to say	0
Not Known	0

c) *Declaration of Disability*

Yes	12
No	350
Prefer not to say	17

d) *Age*

Under 25	14
25 - 34	62
35 - 44	92
45 - 54	100
55 - 64	94
Over 65	17

e) *Sexual orientation*

Heterosexual/Straight	333
Bisexual	2
Gay or Lesbian	6
Prefer not to say	16
Not Known	22

f) Religion

Christian	190
Buddhist	1
Hindu	10
Jewish	1
Muslim	22
Sikh	1
No Religion	114
Other (Please specify)	5
Not Known	3
Prefer not to say	32

2. How many people belonging to each group applied to the Council for employment during the period?

a) Ethnic background

Asian/ Asian British	134
Black/Black British	67
Chinese/Other	4
Mixed	30
White	466
Gypsy/Traveller	0
Romany Gypsy	0
Irish Traveller	0
Other (please specify)	132
Not Known	11
Prefer not to say	15

b) Gender

Male	358
Female	481
Transgender	0
Prefer not to say	9
Not specified	11

c) Declaration of Disability

Yes	28
No	813
Not known	17
Prefer not to say	1

d) Age

Under 25	55
25 - 34	145
35 - 44	118
45 - 54	72
55 - 64	36
Over 65	0
Not known	433

e) Sexual orientation

Heterosexual/Straight	785
Bisexual	10
Gay or Lesbian	10
Prefer not to say	40
Not Known	14

f) Religion

Christian	324
Buddhist	5
Hindu	36
Jewish	2
Muslim	107
Sikh	8
No Religion	292
Other (Please specify)	21
Not Known	12
Prefer not to say	52

3. How many people belonging to each group applied for/received training during the period?

a) Ethnic background

BME	22
White	95
Prefer not to say	0

b) Gender

Male	47
Female	70
Transgender	0

c) Declaration of Disability

Yes	5
No	112
Prefer not to say	0

d) Age

Under 25	6
25 - 34	30
35 - 44	31
45 - 54	30
55 - 64	20
Over 65	0

4. How many people belonging to each group were promoted during the period?

a) Ethnic background

BME	1
White	4

b) Gender

Male	2
Female	3
Transgender	0

c) Declaration of Disability

Yes	0
No	5

d) Age

Under 25	0
25 - 34	3
35 - 44	0
45 - 54	2
55 - 64	0
Over 65	0

5. How many people belonging to each group "benefited or suffered detriment as a result of formal performance assessment procedures"?

There were no formal assessment procedures carried out during the period.

6. How many people belonging to each group were involved in grievance procedures?

a) Ethnic background

BME	0
White	1

b) Gender

Male	1
Female	0
Transgender	0

c) Declaration of Disability

Yes	0
No	1

7. How many people belonging to each group were the subjects of disciplinary procedures?

a) Ethnic background

BME	0
White	3

b) Gender

Male	2
Female	1
Transgender	0

c) Declaration of Disability

Yes	0
No	3

d) Age

Under 25	0
25 - 34	0
35 - 44	0
45 - 54	1
55 - 64	2
Over 65	0

8. How many people belonging to each group ceased employment with the Council during the period?

a) Ethnic background

Asian/ Asian British	3
Black/Black British	4
Chinese/Other	0
Mixed	2
White	44
Not Known	4
Gypsy/Traveller	0
Romany Gypsy	0
Irish Traveller	0
Other (please specify)	6
Prefer not to say	3

b) Gender

Male	29
Female	37
Transgender	0

c) Declaration of Disability

Yes	4
No	56
Prefer not to say	4
Not known	2

d) Age

Under 25	9
25 - 34	27
35 - 44	4
45 - 54	4
55 - 64	15
Over 65	7

Flexible Working Requests	
Number received:	14
Number agreed:	14
Success rate %:	100

Return to Work from Maternity	
Number returned:	tbc
Success rate %:	

Carers	10
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Equality Impact Assessment

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

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

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

The purpose of the Equality Impact Assessment is to improve the work of the Council by making sure it does not discriminate against any individual or group and that, where possible, it promotes equality. The assessment is quick and straightforward to undertake but it is an important step to make

sure that individuals and teams think carefully about the likely impact of their work on people in Woking and take action to improve strategies, policies, services and projects, where appropriate. Further details and guidance on completing the form are [available](#).

Sustainability Impact Assessment

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

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

EXECUTIVE – 12 JULY 2018

WOKING PARK TENNIS COURT IMPROVEMENTS

Executive Summary

This report describes a current proposal to improve the Tennis Courts at Woking Park as part of a joint exercise with the Lawn Tennis Association (LTA). The project will be completed in two phases;

Phase 1 will be developed throughout 2018 for implementation in Spring 2019. It will include resurfacing of 5 courts in Woking Park, the installation of a sophisticated access system, online booking functionality and a variety of community based tennis products.

Phase 2 will be developed and implemented throughout the summer/autumn of 2019. This will include floodlight installation and increased product offering.

The project is being driven by the Council's 2017 Playing Pitch and Outdoor Facilities Strategy which identified the need for improved tennis facilities in the Borough and the LTA's mission to have 'More people playing tennis, more often.'

The improvements are expected to positively impact Woking's local community with improved tennis facilities which are open longer hours, an easy to use booking system, casual pay and play, affordable Household Memberships and coaching sessions.

The attached Project Workbook describes the current offering, the changes recommended and the total estimated cost of the project at £235,440. Funding from the LTA has already been secured for 50% of Phase 1 of the project at a total of £72,000. Initial conversations with the LTA for further part funding for Phase 2 have been favourable however this cannot be confirmed until spring/summer 2019.

The Project is included within the Council's Investment Programme, with funding earmarked to be from grant/contribution. In order to progress the project and to not lose the LTA's funding it is considered appropriate to fund the remaining requirement for the entire project at this stage by borrowing. This would equate to 50% of Phase 1 and potentially all funding required for Phase 2 (subject to planning). Any grant received from the LTA for Phase 2, potentially £46,000, would reduce the need to borrow. Additionally it may be that S106 funding can be identified in due course which would further reduce the borrowing required. Approval is therefore sought to access funding via the PWLB upto a maximum of £164,000 recognising that should the LTA agree funding for Phase 2, the borrowing required will reduce to £118,000. Assuming a 10 year life the annual financing and repayment cost for the full proposed borrowing is £20,000.

The project will firmly place Woking Park's Tennis Courts into an elite majority. Out of 600+outdoor courts in the South East only 79 currently have floodlights.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) Phase 1 and Phase 2 (subject to planning consent) of the project to be part funded by borrowing up to a maximum of £164,000;

Woking Park Tennis Court Improvements

- (ii) Officers be authorised to pursue planning permission and external funding for Phase 2 of the project from the Lawn Tennis Association (LTA); and
- (iii) the Strategic Director (People Services) be delegated authority, in consultation with the Portfolio Holder, to agree the fees and charges to apply for the use of the facilities once the works have been completed.

Reasons for Decision

Reason: A decision is sought to allow the Woking Park Tennis Court Improvements project to progress to the next stage of development.

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

Background Papers:	2017 Playing Pitch and Outdoor Facilities Strategy
Reporting Person:	Sue Barham, Strategic Director Email: sue.barham@woking.gov.uk, Extn: 3810
Contact Person(s):	Emma-Louise Webb, Sports Development Officer Email: emma-louise.webb@woking.gov.uk, Extn: 3804 Michelle Melia, Corporate Client and Procurement Officer Email: michelle.melia@woking.gov.uk, Extn: 3801
Portfolio Holder:	Councillor Colin Kemp Email: cllrcolin.kemp@woking.gov.uk
Shadow Portfolio Holder:	Councillor Ian Eastwood Email: cllrian.eastwood@woking.gov.uk
Date Published:	4 July 2018

Appendix Title

Tennis in Woking Park Workbook Final 27 March 18

WBC Project Workbook

Project Reference	20076
Project Name	Woking Park Tennis Court Improvements
Project Sponsor	Sue Barham
Project Manager	Michelle Melia/Emma-Louise Webb
Strategic Score	

Introduction

This workbook has been designed to provide a standard, easy to use route through which all projects must travel. By working through the sections, answering the questions and completing the templates, the detail of the project will be identified in a step-by-step approach, thereby providing a blueprint for the project as a whole and ensuring that appropriate aspects are considered from start to finish.

Rather than having to complete and maintain several smaller documents, the workbook will mean that all project information will be located in one place, avoiding duplication and making it easier to update and apply version control. The workbook will contain all of the primary information of the project from the justification of the project to how and when it will be delivered, through to what actions have to be completed following closure.

The workbook has been split into four sections to reflect the stages outlined in the project methodology. They should be completed in order. They are:

SECTION 1: Start-Up
SECTION 2: Initiation
SECTION 3: Execution
SECTION 4: Closure

- Please note that you **do not** have to complete every heading within this workbook. Some headings in certain sections may not be applicable to the project you are working on. In this instance it is ok to skip the heading as long as it is clearly marked with N/A to indicate that due consideration has been given.
- If the project has resource implications for other staff and/or areas within the Council, it is strongly recommended that prior to the completion of every section, all of the relevant parties are consulted to ensure that they are aware of, and in agreement with, any reference made to them. The finance section should also be consulted where appropriate.

SECTION 1: PROJECT START-UP

The purpose of this section is to provide initial information about the proposed project to allow an informed decision to be made as to whether it should progress, be refined, or be abandoned. This section is mandatory for all projects although the level of detail will vary.

1. Background information & current situation

The Lawn Tennis Association have identified Woking as a priority area for tennis development in the South-East due to its demographic and potential to expand and improve existing facilities. Woking Park was specifically identified as a site that had potential to develop, given its multi court provision, central location, local demographic and latent demand, as well as the recent development of a park tennis coaching programme on site involving Woking Park Tennis (in partnership with Woking Lawn Tennis & Croquet Club).

Woking Park currently has 5 macadam tennis courts, situated in two separate blocks; one of two courts (courts 1-2) and one of three courts (courts 3-5). Courts 1-2 have not been resurfaced since original construction, in excess of 12 years, courts 3-5 were resurfaced in 2008 however there are signs of considerable wear and tear.

The court bookings are currently managed by Freedom Leisure. Freedom undertakes the court maintenance and Woking Park Tennis operate a small coaching programme on courts 3-5 during the summer months.

The courts are manually unlocked at the start of each day when Freedom is aware of a booking, this relies on a member of staff from the Pool in the Park locking and unlocking the courts each day. In practice, the courts are often left unlocked and unattended for long periods and as such we are not capturing accurate usage data, or capitalising on potential income.

None of the 5 courts are floodlit and therefore the coaching programme and community usage is predominantly limited to the months of April – September. In addition to this the courts are poorly signposted from all entrances to the park.

The LTA commissioned a feasibility study of the five tennis courts at Woking Park to establish the upgrades that would be required to create an all year round coaching and community tennis programme. This study has determined the scope of the project.

2. What are the factors driving the project?

The project is predominately driven by the 2017 Playing Pitch and Outdoor Facilities Strategy, which identified the need for improved sports facilities in the Borough. The strategy evidences that there is significant latent demand for tennis in Woking, with an estimated 2,014 adults who would like to participate or participate more in tennis, representing a potential increase in participation of over 100%. The LTA also suggests a high degree of latent demand and it has identified Woking as a priority area, with the main emphasis upon increasing usage and developing the use of park courts. The strategy finds that there is sufficient casual use and demand to invest in improvements to non-club courts in Woking, to support the network of smaller groups, leagues and coaches who require access to good quality courts throughout the year outside the club structure (and membership fees). The priority is on protecting and enhancing existing provision, to ensure that the facility provision does not decrease. The LTA recommends the exploration of operating models across each of the local authority sites in Woking – particularly Woking Park - to promote a greater level of sustainability.

Another factor driving it, is the feasibility study commissioned by The LTA in 2015 and again in 2017 recommended the need for all 5 courts to be resurfaced given their current condition and the fact that The LTA recommends that macadam courts are resurfaced every 8-12 years. In addition to this the court fencing needs repairing for the courts to remain secure and safe to use.

Currently there is no sophisticated access system that would allow the operator to efficiently capture

court usage / monitoring data. A controlled access system would by its nature ensure greater control of usage and assist in generating the projected income the site has the capability of delivering.

Matt Glazier the Council's previous Sports Development Officer, consulted with existing sports clubs and groups, who were all supportive of sports and recreational improvements at Woking Park. One of the key user groups of the tennis courts at the site, Woking Park Tennis (in partnership with Woking Lawn Tennis & Croquet Club), have evidenced demand for a 12 month park tennis programme, with 100 active players at the start of the 2017 season, with indoor tennis facilities in the Borough either unavailable or cost prohibitive at peak times, the current coaching programme (and usage of the courts in general) is predominately limited to the months of April-September.

Adding floodlights to the courts is another aim of the project. Floodlights will not only serve the local tennis community but also serve the local netball clubs, increasing the year round provision in the Borough. Consequently, the project will provide wide community benefits, serving the needs of existing and potential new tennis and netball clubs, as well as local residents.

This project will be concluded in two phases.

Phase 1 will:

- Remove the tennis courts from the current Leisure Contract. It has been agreed with Freedom that there are no implications to the management fee for this as income generated did not outweigh their maintenance responsibilities
- Agree an arrangement with a local club such as Woking Park Tennis to operate a coaching programme for an agreed fee
- Improve the surface standards of the courts and install new gates and a gate access system
- Install the ground electric works for the floodlights which will be completed at the same time as the court resurfacing
- The management of the Tennis Courts will fall under the Council's Sports Development Officer. A new household membership will be introduced where residents of Woking can sign up for an annual fee of £35.00 per household.
- Line markings for tennis and lines for mini tennis and netball on some courts.

Phase 2 will:

- Install the floodlights to enable evening play. This will require planning permission and a further funding request to the LTA.

It is envisaged Phase 1 is sustainable, however from financial appraisal it is even more viable if Phase 2 is developed. Positive conversations are ongoing with the LTA re Phase 2 funding.

3. Project Objectives

- Provide an improved park tennis facility with a more sustainable operating model to meet the demand evidenced from the 2017 Playing Pitch and Outdoor Facilities Strategy.
- To provide high quality and safe park tennis courts in Woking Park that can be enjoyed by the local community for coaching courses but also casual use.
- To remove the tennis courts from the Leisure Contract and work towards a facility that allows the creation of an all year round park tennis programme.
- Increase tennis participation within the Borough and service the latent demand as evidenced by Sport England's market segmentation data.
- The improved courts will allow the existing park tennis programme to develop, allowing more courses and sessions to be hosted, creating a new community tennis inclusive offer that is different to one that is currently on the market within the Borough.
- Create a facility that is more attractive, inviting and aesthetically pleasing to the local residents, who are therefore more likely to take ownership of the facility and make better use of them.
- Provide a facility that allows residents to take part in physical activity all year around, thus improving their health and well-being.
- Create an operating model that allows income to be maximised and usage data to be efficiently collected.

4. Project Benefits

The project will provide five newly resurfaced, fit for purpose tennis courts enclosed by a safe and secure fence. The installation of a new gate access system that will provide players with a pin code to access the court, either on a pay and play basis or a season ticket option per household, will allow WBC to monitor usage but also generate income.

The project will provide customers with access to book courts online using the LTA's ClubSpark Booking System. Clubspark is an online venue management tool which has been designed to keep bookings, memberships and marketing of a venue as simple but effective as possible.

The project will help to service the latent demand for tennis participation in the Borough from the 2017 playing pitch strategy and evidenced local demand from Woking Park Tennis.

It will improve the quality of sports provision in the Borough, with a greater number of quality, floodlit tennis courts in the Borough.

It will also improve the health and well being of the local community.

The project will create a sinking fund (or something similar) to ensure regular improvement and maintenance of the tennis courts in Woking Park. This ensures the courts will be kept to a high standard. The sinking fund is a requirement of the Lawn Tennis Association to approve the funding.

The project will support a working partnership with the Lawn Tennis Association

5. Timetable

The anticipated start date for the project is September 2018 and the anticipated finish date of phase one is, November 2018.

Phase 2 would be completed in 2019/20

6. What are the implications of NOT implementing the project?

If this project is not implemented, the site will not benefit from improved sports facilities, and will prevent the facility capitalising on the Borough's latent demand for tennis participation, restrict growth of the park tennis offer and restrict the implementation of a sustainable community operational model.

The Council will also loose out on the LTA funding to improve the site.

The Council would need to meet all the costs for refurbishing the courts as a minimum.

7. Does this project contribute to the Councils key priorities?

The project will contribute towards the Council's Health and Well-being priority through provision of improved sports and recreational facilities at the site. The new facilities will enable the existing user groups to develop and expand their programme uptake, while also attracting new users to the site. It is anticipated that there will be increased participation in sports, both casual recreational use and formal coaching / match use.

The Environment – the project will protect and improve the environment at Woking Park Tennis Courts.

8. Does this project relate to any of the Councils strategies and/or Improvement Plans?

The project will assist implementation of the Council's Green Spaces Development Plan, Playing Pitch and Outdoor Facilities Strategy, Sports Development Plan and Community Health and Well Being Plan.

9. Community Safety, Equalities and Sustainability issues

The new court perimeter fencing and gate access system will provide community safety benefits, reducing unauthorised usage of the courts and associated anti-social behaviour.

The project and associated facility improvements will facilitate a new operating model that will allow courts to be booked and accessed online, increasing current income.

A sinking fund (or similar) will be generated to ensure the courts income is used to renovate them on a 12 year cycle.

10. Project Approach

A random selection of contractors was made from the SAPCA (Sports and Play Construction Association) schedule of approved Contractors.

4 responses were received of which ETC responded with the most financially advantageous quote.

ETC can be instructed to ensure that works are carried out in a staged approach allowing one set of courts (e.g. courts 1&2) to be used whilst the others (3-5) are being completed. Once the first sets of courts are completed, works will begin on the second set.

Colleagues from the Council's Asset Management Team will oversee the works with a specialist consultant (Lee West, Director of Sports Facility Planning and Design) who is recommended by the LTA, carrying out periodic checks and offering advice throughout key stages of the build.

WBC will work with Freedom Leisure Colleagues to remove the tennis courts out of the current Leisure Contract. An agreed approach will be implemented to protect Freedom Leisure Members and clubs who use the courts currently.

The Council will continue to offer pay and play but will also introduce a Household membership which will allow use at any time (subject to availability) for £35.00 a year.

A balanced programme will be created which will allow:

- Casual use
- Member use
- Group use for tennis and netball
- Club organised coaching and events

A licence (or similar) will be implemented with a tennis coaching club to provide them with regular agreed slots of use for the year.

The LTA have worked with various other authorities in setting up similar schemes. Table 2 provides Sales of Access Systems in park redevelopment projects (July 2015). All open for minimum of 1 year.

Table 2

Partnership Authority	Local	No of Courts	Household Access Sales	Average per court
Poole		9	1141	126.77
Bournemouth		20	1101	55.05
Dorchester		4	189	47.25
Swindon		10	356	35.60
Cirencester		4	185	46.25

11. Scope of the project

Phase 1 of the project will involve the resurfacing and re-marking of five macadam tennis courts, ground installation for the electric supply for the floodlights, fencing and installation of two new gates with associated pin number access system in the first phase.

It will also include the removal of the tennis courts from the Leisure Contract with GLL and FL and the introduction of a new arrangement with a local tennis provider, such as Woking Park Tennis, to operate a year round coaching programme

A new programme of usage will be created. This will include;

- A household membership will be introduced. Customers can choose to buy household court access at a cost of £35 per annum. This will allow courts to be booked online, with gate access code provided on booking. Lights will switch on at times courts are booked. (Note: the cost maybe marginally reduced until the floodlights are installed and working in Phase2).
- Casual court bookings and block bookings
- Coaching/competition bookings which will be managed by a local tennis provider.

Finally signage and marketing will be increased to raise awareness of the courts, available activities and how to access them.

Phase 2 of the project will involve installation of floodlights to the courts to allow peak time tennis all year round.

12. Constraints

N/A

13. Interfaces

Council's Building Services Team and Serco Ltd. to be consulted as part of project.
 Lawn Tennis Association
 Woking Park Tennis
 Greenwich Leisure/Freedom Leisure
 ETC Sports Ltd
 Sports Facility Planning & Design Ltd

14. Contract requirements

An agreement will be made between Woking Borough Council and a local Tennis Club (such as Woking Park Tennis) to secure an agreed amount of usage of courts for an annual payment. Woking Park Tennis will run a coach managed tennis programme and will support the Council in administering and marketing the casual and membership programme.

15. Training needs

Council officers will require training on 'ClubSpark' the LTA's online booking management system

16. Assumptions

An agreement on usage and payment between Woking Park Tennis and Woking Borough Council

The administration in managing the scheme does not warrant any extra resource.

There is an assumption that planning permission will be provided for the floodlight installation and that any extra funding from the LTA will be approved for Phase 2 of the project.

17. Permissions and Approvals

N/A

18. Change Management

N/A

19. Alternatives / Feasibility Study

The alternative is for the courts to remain in their current state, with low levels of year round use and the existing operating model to continue.

20. Project Risk Summary

There are no significant risks associated with the project.

21. Supporting Evidence

Matt Glazier received letters of support for the implementation of the project from sports clubs and groups based in Woking Park, including Woking Park Tennis, Woking Tennis League, Freedom Leisure, The Lawn Tennis Association, Woking's 50+ club.

The Council has received quotations for the works and ongoing maintenance

The Lawn Tennis Association believe tennis in Woking is underdeveloped and there is sufficient demand to make this scheme viable.

22. Additional Comments

Not at this stage.

Financial Section

23. Funding

50% of the total cost (upto £144,000) of Phase 1 has been agreed with the LTA; this will fund a good proportion of phase 1 of the project.

In 2019 the same will be sought from the LTA for phase 2 of the project.

This request is to borrow the money to meet the shortfall in project costs for Phase 1 which was originally in the Council's Investment Programme and also borrow the total amount for Phase 2 of the project. Should funding be received from the LTA for phase 2 capital requirements will be reduced accordingly.

Funding secured from the LTA will be released in stages as work is completed and invoiced.

24. Project Cost

Phase 1

Contractual resurfacing courts & new fencing to courts

TOTAL £82,019

Extra over items include:

Elongation of programming £559.00 (If phased approach allowing some courts usage whilst others are improved)

As Built Drawings £250.00

Remote access system / gate control (Cts 1 and 2) £5,124.00

Remote access system / gate control (Cts 3, 4 and 5) £5,124.00

TOTAL £11,057.00

Trunking and connection of the electricity supply for the floodlights

TOTAL £3,000.00

Whilst optional, the LTA have strongly recommended we also provide 150mm of a compacted depth non-frost susceptible aggregate sub base material as extra protection to courts 1 & 2. This is only recommended on courts 1 & 2 as the current sub-base material is predominantly made up of Ash and Clinker. Ash and Clinker is a frost susceptible material, which gives rise to problems with settlement and displacement. Given the lack of any other material below the courts, the LTA believe that the extra 150mm is an essential item going forward as this will reduce the risk of displacement occurring in the next year.

TOTAL £26,413.00

Improved Signage to the Tennis Courts

TOTAL £5000

Sports Facility Planning & Design Ltd consultancy to oversee the project's key stages

TOTAL £2950.00

A contingency will be set aside

TOTAL £15,000

TOTAL COST £145,439 plus VAT

Phase 2

Floodlights installed

Estimated £80,000 plus VAT

A contingency will be set aside

TOTAL £10,000

TOTAL COST £90,000 plus VAT

TOTAL PROJECT COST £235,439 plus VAT

25. Ongoing Revenue Costs

What is the estimated life expectancy of the works?

8-12 years for the courts. The fences should be good for over 15-20 years

Is the life of these works the same as the main asset?

Yes

	Year 1	Year 2	Year 3	Year 4	Year 5
Additional Revenue Costs					
<i>Gate Maintenance & Wi-Fi</i>	£1200	£1200	£1200	£1200	£1200
<i>LTA Registration Fee</i>	£200	£200	£200	£200	£200
<i>Sinking Fund (including maintenance)</i>	£6000	£6000	£6000	£6000	£6000
Total Expenditure	£7400*	£7400*	£7400*	£7400*	£7400*
Additional Income					
<i>Pay and Play income (500 bookings in year 1 @ £7.00 casual pay and play)</i>	£3500*	£4000*	£5000*	£5000*	£5000*
<i>Household Membership (100 members in year 1 @ £35.00 a year)</i>	£3500*	£4000*	£4500*	£4500*	£4500*
<i>Licence Fee (Tennis Club)</i>	£1500	£2000*	£2500*	£3000*	£3000*
Total Income	£8500*	£10000*	£12000*	£12500*	£12500*
Net Expenditure					
Profit	£1100*	£2600*	£4600*	£5100*	£5100*

*Please note these figures are subject to change

** Please note the projected increase from year 2 onwards is due to the installation of the floodlights

***An agreement will be made between the tennis club and WBC for floodlight fees once the floodlights have been in operation for one year.

Note: the above figures do not include the cost of borrowing.

27. Cash Advance

None

28. Investment Programme Project Costs

	Year 1	Year 2	Year 3	Year 4	Total
Project Costs	2018/19	2019/20			
<i>Phase 1 Development costs (funding from the LTA)</i>	72,000				
<i>Phase 1 Development costs (including £15,000 contingency)</i>	73,439				
<i>Phase 2 Development costs (potential for part-funding from LTA yet to be agreed, including £10,000 contingency)</i>		90,000			
Total Project Costs	145,439	90,000	0	0	0

29. Investment Programme Project Information

The section must be completed in conjunction with Financial Management.

Scoring Category Classification: 8. Enhancement

Fixed Asset Classification: AOLL Other Land & Buildings

VAT Implications:

1. Can exempt everything WBC are not receiving income for doing this. E.g. apart from the grant no one else is paying WBC to do this.
2. This needs to come out of the Leisure Contract otherwise the risk is the whole of the Leisure Management Contract will count towards the council's partial exemption calculation.
3. Sports Facilities are now exempt, therefore this will count towards the partial exemption calculation but can be contained.
4. Authorities have a choice to tax or exempt Sports Facilities. The council will lose its Leisure Claim if it opts to tax – therefore will remain exempt.

Project Code: [To be allocated and entered on authorisation of Section 2](#)

SECTION 2: PROJECT INITIATION

Section 2 of the Project Workbook is designed to (a) identify and plan the detail of the project so that the Project Sponsor and Budget Owner can give full and final commitment and (b) act as a base against which all project stakeholders can assess progress.

1. Project Organisation

Project Sponsor: Sue Barham / Woking Borough Council

Project Manager: Michelle Melia & Emma-Louise Webb / Woking Borough Council

Project Team Member: David Loveless / Woking Borough Council

Project Team Member: Lee West, Director of Sports Facility Planning & Design Ltd

2. Financial Control

Michelle Melia & Emma-Louise Webb [Woking Borough Council] will be responsible for budget management.

Funding will be released by The LTA in stages, following payment to the contractor at significant milestones in the project.

3. Management of Project Outputs

Management of project outputs will be the responsibility of the Project Managers.

4. Post Project Review

The project will not require a post-project review

5. Project Stakeholders and Communications

At this stage it is important to identify everyone who has an interest in the project. This can include individuals, groups, the users, regulatory bodies etc. Describe the quality concerns that are most important to each of the stakeholders so a full picture of the project can be achieved. It is also important to define the key communications that must occur, and with whom, throughout the project. This should include communication plans with stakeholders as well as project management communications such as regular reports to the project sponsor and/or board.

Stakeholder	Interest in the project / Quality Concerns	Nature of Communication / Frequency
Woking Park Tennis	Hirer of existing tennis courts and future users of proposed improved facilities.	Regular verbal/written contact
The Lawn Tennis Association	National Governing Body for Tennis and Grant funding body	Regular verbal/written contact
Woking Tennis Leagues	Hirer of existing tennis courts and future users of proposed improved facilities.	Regular verbal/written contact
Serco Ltd	Current and potential future maintenance of all courts	Regular verbal/written contact
Freedom Leisure	Currently manage bookings of tennis courts and hire to community groups / members. This would no longer occur with new operating model, but Community groups' usage would be protected.	Regular verbal/written contact
Woking Borough Council Finance	VAT implications	Regular verbal/written contact
Woking Borough Council Legal	Removal of Tennis from Leisure Contract	Regular verbal/written contact
ETC	Development of the Courts and potential future maintenance of the courts	Regular verbal/written contact
Lee West, Director Sports Facility Planning & DesignLtd	Specialist consultant for overseeing project works	Regular verbal/written contact

6. Equality Impact Assessment

The purpose of this assessment is to improve the work of the Council by making sure that it does not discriminate against any individual or group and that, where possible, it promotes equality. The Council has a legal duty to comply with equalities legislation and this template enables you to consider the impact (positive or negative) a strategy, policy, project or service may have upon the protected groups. For further information or guidance please contact Refeia Zaman on ex: 3479.

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated?(action) This section needs to be completed as evidence of what the positive impact is or what actions are being taken to mitigate any negative impacts.
		Eliminate discrimination	Advance equality	Good relations			
Gender	Men					√	
	Women					√	
Gender Reassignment						√	
Race	White					√	
	Mixed/Multiple ethnic groups					√	
	Asian/Asian British					√	
	Black/African/Caribbean/Black British					√	
	Gypsies / travellers					√	
	Other ethnic group					√	
Disability	Physical					√	
	Sensory					√	

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

7. Sustainability Appraisal

Sustainability is one of the Council's 'cross-cutting themes' and the Council has made a corporate commitment to address the social, economic and environmental effects of activities across all service areas. The purpose of this appraisal is to record any positive or negative impacts this project is likely to have on each of the Council's Sustainability Themes. For further information regarding the appraisal refer to section 7.7 of the project methodology.

Theme (Potential impacts of the project)	Positive Impact	Negative Impact	None identified	What is the nature of the impact?
Use of energy, water, minerals and materials			√	
Waste generation / sustainable waste management			√	
Pollution to air, land and water			√	
Factors that contribute to Climate Change			√	
Protection of and access to the natural environment			√	
Travel choices that do not rely on the car			√	
A strong, diverse and sustainable local economy			√	
Meet local needs locally	√			
Opportunities for education and information			√	
Provision of appropriate and sustainable housing			√	
Personal safety and reduced fear of crime			√	
Equality in health and good health			√	
Access to cultural and leisure facilities	√			
Social inclusion / engage and consult communities	√			
Equal opportunities for the whole community			√	
Contribute to Woking's pride of place	√			

8. Product / Milestone List

The purpose of this template is to identify, list in order and briefly describe the products that will be required in your project. A product is an item that the project has to create as part of the requirements. This is an important first step in working out exactly what needs to be created, changed or procured in order for the project to be a success. A project can be broken down into many products which, when pulled together, will equate to the project as a whole.

Product / Milestone	Purpose and Description
Feasibility Study	Feasibility study for the development of natural turf sports pitches (already completed)
Funding application	Completed
Tender and Quotation	Completed
Implementation of works	Resurfacing of 5 courts, erect new fencing, access control gate
Change to operating model	Remove Tennis Courts from Freedom Leisure Contract
Change to operating model	Agree Lease arrangement with Woking Park Tennis
On-going maintenance	Appoint Serco or ETC to carry out maintenance
Start work on phase 2	Apply for part funding and planning permission
Implementation of works	Installation of floodlights

9. Measuring Objectives and Benefits

At Section 1 of this Workbook (Start-Up) you will have documented the objectives of this project as well as the benefits that the project is intending to deliver. In order to demonstrate if the project has been successful, it is important to state here how all of the objectives and benefits will be assessed and measured on completion. The objectives and benefits will be measured and recorded at Section 4 of this workbook (Closure) to determine the overall success of the project.

Project Objective / Benefit	How will it be assessed / measured?
Improve health and well being.	Health and well being indicators.
Increase tennis participation as evidenced from the 2017 Playing Pitch and Outdoor Facilities Strategy	User reports
To provide a facility that allows the creation of an all year round park tennis programme in partnership with Woking Lawn Tennis and Croquet Club, The Lawn Tennis Association, Woking Borough Council and Freedom Leisure.	Varied programme
With an improved community programme, more attractive facilities, and a greater buy in from the local tennis provider, there will be an increased awareness of the courts in Woking Park, increasing casual use of the courts.	User reports and feedback

SECTION 3: PROJECT EXECUTION

Section 3 is concerned with handling the day-to-day management of the project and is mainly based around creating and implementing the products that have been identified in section 2 above with a view to achieving the overall objectives of the project.

This Project Workbook is designed to provide a framework for the overall direction of the project, particularly the justification, planning and closure stages. This stage is about the delivery of the project and the project manager is free to undertake this in the most appropriate way available. General guidelines on the areas to consider at this point are contained within the methodology but for the main, the Project Manager should engage the project in line with the information contained within the Workbook.

Please note, therefore, that you **DO NOT** have to obtain authorisation at any point in this section. You should have already obtained full and final commitment from the Project Sponsor and Budget Owner at the end of section 2 and authorisation will not be required now until project closure (Section 4). In the interim, control and awareness of the project will be primarily informed by the following mechanisms:

Project Status: Project status should be reported and discussed at set intervals dependent on the size and scope of the project (typically on a monthly or quarterly basis). The homepage of the project's space on SharePoint displays the project status.

Project logs and Documents: Throughout this stage please ensure that all project information is saved within the Projects area on SharePoint. High emphasis should also be placed on recording all risks and issues within the respective logs.

SECTION 4: PROJECT CLOSURE

A defining feature of a project is that it is finite. Formally closing a project avoids the tendency to drift into operational management. It also provides an opportunity to ensure that any unachieved goals are identified so that these can be addressed in the future.

It is recommended at this point that the Project Manager and the Project Team meet as part of the project closure review meeting. The purpose of the meeting would be to pool information and ideas with a view to completing this section of the Workbook and specifically to (a) capture and record any unfinished business (b) measure the relative success of the project by determining whether or not it has met/delivered its original objectives and proposed benefits and (c) assess other general aspects of the project to obtain an all round understanding of what worked well and what could be improved.

In addition to the completion of the templates located within this section, it is important that the Project Manager updates the project's space on SharePoint to ensure that the project is in a suitable position to be reclassified as closed on the system. This includes making documents that need to be retained into records and deleting all other documents.

Mark the following checklist to confirm that all aspects of closure have been completed:

CHECKLIST FOR PROJECT CLOSURE	COMPLETE
Have lessons learned been recorded on SharePoint?	
Have risks been recorded and closed on SharePoint?	
Have issues been recorded and closed on SharePoint?	
Are all project documents saved in the document library?	
Have all documents that need to be retained been made records?	
Have all documents that do not need to be retained been deleted?	
Are all project authorisation forms saved in the document library?	
Have Contract Final Accounts been checked by a Business Support Manager?	
Has the Project Sponsor confirmed no further action regarding variations?	
Final payments have been made and project expenditure has been checked?	

Once complete, this section of the project workbook will need to be reviewed and signed off by the Project Sponsor before the project can be formally closed. Agreement by the Project Sponsor to close the project will be recorded in the Section 4 Authorisation E-Form which should be accessed from ewokplus. The completed form should be saved within SharePoint as a formal record of the project. All other interested parties should be notified when the project is closed.

1. Contract Final Accounts

This section should be completed as part of project closure if your project resulted in the formation of a contract. A separate template should be completed for each contract that was produced during the life of the project. If the contract will continue after closure of the project, this template should be completed to reflect the status of the contract at the point of project closure.

1. Contract Name	
2. Contractor Name	
3. Start Date / End Date	
4. Contract Manager	
5. Contract Register Ref	
6. Cost Code	
7. Initial Contract Amount Released	
8. Variations issued by budget manager (include a value and date of approval and explanation for each variation)	
9. Final Contract Payments (i.e. total amount paid, including variations)	
10. Difference between approved and actual contract expenditure (7 + 8 - 9)	
11. Explanation for any difference between approved and actual	

2. Follow-on Actions / Recommendations

Use this form to record any unfinished business, recommendations or follow-on actions at project closure. This can include aspects such as remaining risks, issues and change requests that have been deferred and any ongoing problems with the project. It should be passed on to those with responsibility/authority to action.

Importance H/M/L*	Situation	Action Required	Action Owner
*Importance: H = High, M = Medium, L = Low			

3. Project Overview

This section examines a number of general aspects and records the areas of the project that worked well as well as those that could be improved. Please mark the aspects that are not relevant to your project with N/A to indicate that due consideration has been given. Please add additional rows and aspects if required.

Aspect to be examined	What worked well? / What areas could be improved?
The use of the Project Workbook	
The Project Planning techniques	
The Equalities Impact assessment	
The use of the Sustainability Appraisal	
The use of E-Forms for authorisation	
Estimating: (costs, duration, resources)	
The implementation of the project	
Managing change during the project	
Managing issues during the project	
Managing risk during the project	
Managing the quality of the project	
Managing communication / expectations	
Project Team effectiveness	
Working with Stakeholders	
The use of SharePoint for managing the project	
Other comments	

4. Objectives and Benefits Assessment

As part of project closure it is important that the project is properly assessed against its original objectives and proposed benefits. This table is designed to record whether or not an objective/benefit has been achieved having been assessed against the measures detailed in section 2 of the Workbook. The estimates for the total cost and time spent on the project should also be recorded as an original objective. It is likely that some of the objectives and/or benefits will not be realised until well after the end of the project so please ensure that you revisit this template to record the outcome as soon as is applicable.

Project Objective / Benefit	Outcome (having measured the objective/benefit)	Has it been achieved?

Appendix 1: Project Cost

Use this template to record the planned and costs of the project. This template builds on the initial estimates identified in the mandate. It is important that this worksheet is continually updated throughout the life of the project (unless a separate financial spreadsheet is maintained) so that a full understanding of the budget and resources used in the project can be gained.

Person or Supplier	Item e.g. Equipment, Supplies, Labour	Planned	Actual	Variance
ETC	Resurfacing courts & New fencing to courts	£82,019		
	Contingency	£15,000		
	Extra over items	£11057		
	Trunking and connection of the electricity supply for the floodlights	£3000		
	Extra protection of courts 1 & 2	£26,413		
	Improved signage to courts	£5000		
	Sports Facility Planning & Design Ltd consultancy to oversee the project's key stages	£2950		
	Total Cost:	£145439		

EXECUTIVE – 12 JULY 2018

MONITORING REPORTS - PROJECT

Executive Summary

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

This report details the status of projects as at the end of April 2018, incorporating capital and revenue projects, and is attached at Appendix 1.

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

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

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

Recommendations

The Executive is requested to:

RESOLVE That

the report be received.

Reasons for Decision

Reason: To monitor the position of active projects on SharePoint.

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

Background Papers: None.

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Date Published: 4 July 2018

1.0 Introduction

- 1.1 Attached at Appendix 1 is the report on projects at the end of April 2018 (produced from the SharePoint system).
- 1.2 All active projects continue to be included in the report for completeness. Members will note a number of projects are listed as showing delays in project being closed. This is to reflect the requirement that evaluation and closure of the project is necessary after it has been completed (normally after the defect period, which may be some time from completion of the actual delivery).
- 1.3 Projects completed during the period are included at the end of Appendix 1. These projects will be removed from the schedule next time it is published, as no further reporting is required as they are within the spend parameters of financial regulations.

2.0 Exceptional items

- 2.1 In accordance with Financial Regulations, the following projects are being reported to the Executive because project costs exceed the original or approved revised budget by the greater of £10k or 5%.
- 2.2 Project No. 10680. Horsell Village Improvements- Implementation Stage. No change since the exception report at 13/07/17 Executive.
- 2.3 Project No. 10785. Leisure Management Contract Investment Scheme. No change since the exception report at 20/11/2014 Executive.
- 2.4 Project No. 10801. Wolsey Place Town Square Extension. No change since exception the report at 20/11/2014 Executive.
- 2.5 Project No. 10897. Redevelopment of Unit 21 – 27 Commercial Way. No change since the exception report at 5/02/2015 Executive.
- 2.6 Project No. 10906. Sheerwater Link Road. No change since the exception report at the 21/07/2016 Executive.
- 2.7 Project No. 10911. Goldwater Lodge Fire Reinstatement Works. No change since the exception report at the 21/07/2016 Executive.
- 2.8 Project No. 10929. Muslim Burial Ground Peace Garden (Phase 2). No change since first on the exception report at 10/09/2015 Executive.
- 2.9 Project No. 10930. Goldsworth Park Rec Public Toilets. No change since first on the exception report at 4/02/2016 Executive.
- 2.10 Project No. 20139. 18-19 High Street Refurbishments. No change since first on the exception report at 13/07/17 Executive.
- 2.11 Project No. 20152. Leisure Centre External Doors and Windows Rear Balcony. No change since first on the exception report at 01/20/2018 Executive.
- 2.12 Project No. 20158. Celebrate Woking 2017-18. The project is over budget due to the purchase of a Food Festival online booking system and promotional banners.

3.0 Implications

Financial

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

Human Resource/Training and Development

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

Community Safety

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

Risk Management

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

Sustainability

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

Equalities

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

Safeguarding

- 3.7 Other than those projects with a safeguarding aspect there are no issues.

4.0 Consultations

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

REPORT ENDS

Project Report (as at 30th April 2018)

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10206	Playground Improvements Phase 4	Amber	The Play Strategy has been agreed and priorities for improvements and refurbishments of play areas have been determined. There is a risk that there will be further delays as funding releases rely on receipt of section 106 agreements. <u>The project is amber for budget as there was a slight overspend for additional works at Willow Way park.</u>	Amber	Green	Amber	Green	Arran Henderson	Sue Barham	01/08/2007	30/04/2009	30/09/2018	£473,155	£475,720
10207	SPA Interim Strategy	Amber	Work is complete at Horsell Common under remit of Horsell Common Preservation Society. Footpath and boardwalk construction at White Rose Lane will now be considered under the Hoe Valley Flood Alleviation Scheme. All works at Brookwood Country Park have been completed, except interpretation boards, which will be completed once signage for White Rose Lane has also been approved. Project now needs to be closed down with final outputs delivered through other projects. <u>Project is amber as this work has not yet been completed.</u>	Green	Green	Green	Amber	Arran Henderson	Sue Barham	01/01/2007	01/12/2008	01/12/2017	£1,194,632	£1,046,739

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10221	Private Finance Initiative	Amber	Financial close was achieved on 15th November 2013 when the various contracts were entered into between Kier, Thames Valley, Surrey County Council and Woking. The Homes and Communities Agency has now confirmed the level of PFI Credits granted to be £36.5m. Kier started on site on 18 November 2013. Procurement of the contract is now complete and the project has now entered the operational phase. All of the 224 PFI houses are now occupied by families nominated from the Council's housing register. The 147 private sale homes are continuing to be built and sold and are expected to be completed by July 2018. <u>Project is amber for budget as while the construction is ongoing, advisors are still required for the various land and title transactions for the outstanding phases. The project is over schedule as the early completion of the private sale wasn't achieved. The project is amber for risk as the Government announcement on Right to Buy may have an impact on the project.</u>	Amber	Green	Amber	Amber	Paola Capel-Williams	Ray Morgan	02/01/2005	31/12/2010	31/03/2018	£4,420,000	£4,482,894

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10297	Local Development Framework	Green	The timetable for the Development Plan Documents (DPD) has been agreed by Council in adopting the Local Development Scheme. The Development Management Policies DPD has now been adopted and is now part of the Development Plan for the area. Discussions are ongoing to review the timetable for the site allocations DPD to take into account further work requested by members of the Local Development Framework (LDF) Working Group. The portfolio holder has issued a press statement indicating that the DPD will be published for regulation 19 consultation in October 2018. The LDS will be updated to reflect this timetable.	Green	Green	Green	Green	Ernest Amoako	Douglas Spinks	01/04/2010	01/12/2014	31/03/2019	£389,550	£372,755
10614	H.G.Wells Replacement Cash System	Amber	Tills are installed and operational. <u>Project is amber due to delays caused by the supplier, staff availability and compatibility issues between the till software and citrix.</u> These have now been resolved. Project now needs to be closed.	Amber	Amber	Green	Amber	Chris Norrington	Douglas Spinks	01/06/2010	01/10/2010	31/12/2016	£25,000	£19,569
10840	Goldsworth Park Recreation Ground and Lake Improvements-Feasibility Study	Red	Following the Playing Pitch Strategy it has been decided that there will no longer be additional football pitches included as part of the proposed improvements. Local residents through the Goldsworth Park Community Association have proposed a community led project to enhance the North Meadow where the pitches were originally proposed to go. The project team are currently awaiting a more detailed proposal before proceeding with the rest of the design proposal. <u>Project is red as over schedule due to changes in scope.</u>	Green	Green	Green	Red	Arran Henderson	Geoff McManus	01/01/2015	31/07/2015	31/07/2017	£11,434	£2,095

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10865	SharePoint Implementation	Amber	The project to upgrade SharePoint is progressing well. The new environment has been mapped, built and tested and the migration is underway which will release significant enhancements. <u>Project is amber as the scope has been increased to include additional enhancements. Schedule extension request will be submitted.</u>	Green	Green	Green	Amber	Pino Mastromarco	Adele Devon	01/08/2012	28/09/2013	31/12/2017	£845,145	£790,934
10867	Gresham Mill SANG Proposal	Amber	Landscape architects have produced a draft site master plan in line with Natural England's Suitable Alternative Natural Green Space (SANG) guidelines. <u>Project is on hold while awaiting further details regarding incorporating flood alleviation elements into the project. This is why the project is amber. Project will be reviewed following the approval of plans for the flood alleviation.</u>	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	01/09/2012	01/12/2013	01/12/2017	£14,000	£10,789
10881	Civic Offices Accommodation Strategy	Amber	The initial scope of the project has been achieved. All staff have now been relocated around the Civic Offices following the Corporate Restructure. This project is now ready to close. <u>The project is over schedule and slightly over budget as there was an increase in scope to include some work at the Community Centres.</u>	Green	Green	Amber	Amber	Amanda Jeffrey	Douglas Spinks	01/10/2012	31/08/2013	31/03/2017	£275,000	£276,748

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10916	Hoe Valley Flood Alleviation and Enhancement Appraisal	Amber	A contractor has been appointed and outline design work has been completed. The Consultation began on the 18th September 2017, and closed on 30th October 2017. <u>The project is amber as the hydraulic model for the Hoe Stream has had to be updated to allow the flood risk to be better understood and the scheme to be designed appropriately. This work will cause a delay, the project manager will apply for a time extension.</u>	Green	Amber	Green	Green	Katherine Waters	Geoff McManus	01/04/2016	31/10/2017	31/05/2018	£600,000	£429,129
10923	Woking Park Play Area	Amber	Park is complete and opened in December 2014. Project is amber as <u>there are some outstanding issues that need to be resolved. Work has begun to address these issues with further works due during 2018.</u> The final element of the project, delivery of a Kiosk, is now in place.	Green	Amber	Green	Green	Arran Henderson	Geoff McManus	01/05/2014	30/09/2014	31/05/2018	£650,000	£605,973
20017	Parking Notice Processing and Permit System Procurement	Amber	The new system is now live. <u>The project is amber due to delay in closure, the project is now ready to close.</u>	Green	Green	Green	Amber	Geoff McManus	Douglas Spinks	20/10/2015	30/03/2016	31/03/2018	£17,500	£0
20019	Heather Farm SANG	Green	Land has been leased to the Council and leased back to Horsell Common Preservation Society to manage site as a Suitable Alternative Natural Green Space (SANG). All the financial and legal requirements have been completed. The SANG opened in January 2016, but the delivery of the SANG proposals will continue for the next five years.	Green	Green	Green	Green	Ernest Amoako	Douglas Spinks	31/10/2014	31/10/2019	N/A	£1,749,856	£1,707,071
20027	MWE Depot Boiler Replacement	Amber	Due to delays in preparation of the specification, this project had to be pushed back to be completed after winter 2017/18. <u>Project is amber due to this delay.</u>	Green	Green	Green	Amber	David Loveless	Douglas Spinks	19/06/2015	30/10/2015	30/10/2017	£50,000	£1,806

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20034	Integra Upgrade	Amber	The majority of the implementation has now been completed. Further enhancements such as streamlining of paper based processes and the provision of online Dashboards and Management Information are now being considered and implemented as appropriate within the original budget. <u>The project is amber as over schedule while incorporating these enhancements.</u>	Green	Green	Green	Amber	Chris White	Leigh Clarke	01/04/2015	30/09/2015	31/03/2018	£110,000	£101,503
20035	Personalisation and Prevention Partnership Fund	Green	The Personalisation and Prevention Partnership Fund (PPPF) project is working to keep local residents over 50 independent and living in their own homes as long as possible as well as enhancing their general wellbeing. Several initiatives are underway including; Seated Dance session and Living Well week. In partnership with the Clinical Commissioning Group we are now offering a wellbeing prescribing referral service, currently with 8 GP practices.	Green	Green	Green	Green	Jade Buckingham	Sue Barham	31/12/2012	31/12/2017	31/03/2019	£690,000	£598,289
20040	Hoe Valley School	Green	Project is progressing well - works are on programme and within budget. School, grounds and sports facilities are moving into the final stage of construction. Testing and commissioning is now nearing completion and handover is expected on schedule.	Green	Green	Green	Green	Ian Tomes	Ray Morgan	01/06/2015	31/05/2018	31/05/2018	£44,680,000	£42,714,426
20042	Sutton Green Flood Alleviation Investigation	Green	The investigation is now complete and preferred alleviation option has been selected. This project will be closed and another project will be opened to implement the scheme.	Green	Green	Green	Green	Katherine Waters	Geoff McManus	31/10/2014	31/12/2016	30/04/2018	£40,200	£39,971

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20067	Developing a Favourable Conservation Status Licence	Green	The project is working closely with Natural England. Annual habitat improvement winter works and spring surveys began in 2017 and continue at Westfield Common. In Autumn 2017, planning permission was granted to create additional ponds and a year one review report prepared. Year two habitat improvement works completed in January 2018. Surveys in progress May 2018. The Council's Organisational Licence, issued by Natural England, is to be renewed.	Green	Green	Green	Green	Tracey Haskins	Ray Morgan	31/08/2015	31/03/2021	N/A	£105,000	£90,541
20076	Corporate Website Redevelopment	Amber	The project team have finalised the information architecture of the site and the site has been built by the suppliers. The next stage is to agree and write the content for each section of the site. This work is currently in progress and should be completed by the end of the summer. <u>The project is amber as there was a delay while hiring a contractor to assist with creating the content for the site.</u>	Green	Green	Green	Amber	Andrew Gresham	Adele Devon	01/11/2016	31/07/2017	31/03/2018	£94,375	£28,333
20085	Digitisation of Planning Records	Green	This is a project to scan WBC's microfiche records and, where possible, make the scanned documents available for public access. The scanning portion of the project is nearly complete and due to finish in the summer.	Green	Green	Green	Green	Harriet Emery	Douglas Spinks	01/05/2017	31/10/2018	N/A	£80,000	£52,096

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20093	The Vyne Back Up Hot Water System	Red	After completing a survey and reviewing the existing electricity capacity there is not a sufficient supply to support back up immersion heaters. This project will be closed and the extension to The Vyne doctors surgery will include these works. <u>This project is overschedule while reviewing all possible solutions.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/12/2015	31/03/2016	31/08/2016	£20,000	£0
20113	SIP Trunks Implementation	Red	The objective of this project is to install a SIP trunk into Export House data centre in order to reduce the number of ISDN lines used to manage calls from five to one, and then to install a further SIP trunk into the secondary data centre. All outgoing calls from the Council now go through the new SIP trunk; which has significantly reduced the cost of phone calls. Final testing has been completed and the project can now close. <u>Project is red due to delay in closure.</u>	Green	Green	Green	Red	Jamie Archer	Adele Devon	27/06/2016	31/10/2016	30/09/2017	£26,000	£19,230
20117	Secondary Data Centre at the Leisure Centre	Red	The networking equipment has now been installed. <u>Project is red due to delay resulting from existing issues in the fibre network.</u> The solution to this has now been implemented. The final piece of work, to install the backup internet link, should be completed in the next few months.	Green	Amber	Green	Red	Jamie Archer	Adele Devon	01/12/2016	01/12/2016	30/09/2017	£137,500	£135,438

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20118	Bats Conservation	Green	A project meeting has been held to discuss project objectives with Natural England. Planning colleagues have also been consulted. A project stakeholder meeting has been held with partners and feedback is now being used to inform next steps. This will include modelling of local bat populations which will help shape a local bat conservation strategy.	Green	Green	Green	Green	Lara Beattie	Ray Morgan	01/11/2017	31/12/2020	N/A	£145,000	£0
20123	Implementation of Moderngov	Red	Moderngov went live in April and this project is now ready to close. <u>Project is red as more work was required than expected after issues with the system were identified and needed to be rectified.</u>	Green	Green	Green	Red	Frank Jeffrey	Peter Bryant	08/01/2017	31/01/2018	N/A	£19,000	£17,700
20124	Woking Integrated Transport	Green	The project is progressing well. The stats and utilities diversions are now complete and the link road has been developed and was opened to the public in early June 2017. The electricity sub-station and gas-governor relocations are complete. Phase 3, which includes the Bedser Bridge Bus Stop and link road footway works will commenced in January 2018.	Green	Green	Green	Green	Louisa Calam	Ray Morgan	01/06/2016	31/12/2020	N/A	£23,444,000	£12,359,982
20126	Leisure Centre - Upgrade of external cladding	Red	The specification for the project is being prepared and tender returns are currently being reviewed. <u>Project is red due to delay in approval.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/2016	31/03/2017	31/10/2017	£50,000	£0

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20127	Pool in the Park - Treatment of external structural elements	Red	During the specification process further issues were identified with the beams and additional specialist investigations were required. The investigation work has been undertaken and consideration is being given to recommendations before implementing the project further. <u>Project is red due to this delay.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/2016	31/03/2017	31/10/2017	£75,000	£0
20131	Wolsey Place Shopping Centre - Replacement Roofs	Amber	Updated tenders have been obtained, these are currently being reviewed with the contractors to ensure they are within the original project budget. <u>Project is amber as the project cost is likely to increase as there was a delay in approving the project.</u>	Amber	Green	Green	Green	David Loveless	Douglas Spinks	01/10/2016	01/03/2017	28/09/2018	£260,000	£0
20133	Pool in the Park - Replacement Roof Phase 3	Red	The specification for the project has been prepared. This project is now linked to an mechanical & electrical upgrade, the design of which needs to be finalised prior to this project commencing. <u>Project is red due to delays caused by this issue.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/2016	30/04/2017	31/10/2017	£125,000	£0
20134	Pool in the Park - Replacement Roof Phase 4	Red	The specification for the project has been prepared. This project is now linked to an mechanical & electrical upgrade, the design of which needs to be finalised prior to this project commencing. <u>Project is red due to delays caused by this issue.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/2016	01/10/2016	31/10/2017	£75,000	£4,550
20140	Woking Gateway	Amber	The procurement process is complete and Council have approved signing a development agreement with Co Plan Estates Ltd. The agreement is currently being reviewed by solicitors. <u>The project is over schedule due to this review process. Project is amber due to a small over spend.</u>	Green	Green	Amber	Amber	Chris Norrington	Douglas Spinks	01/10/2016	31/07/2017	28/02/2018	£75,000	£84,913

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20146	Leisure Lagoon Modernisation	Amber	Works are progressing on site, the new control panel is to be installed in May, with the flumes being delivered mid June and installation due to finish by the middle of August. The start of the project was delayed due to a delay in loan terms being agreed between WBC and Freedom Leisure. <u>The project is amber as the terms of the loan have not yet been agreed.</u>	Green	Amber	Green	Green	David Loveless	Sue Barham	01/06/2017	30/04/2018	N/A	£800,000	£0
20149	Play Area and Skate Park Repairs	Amber	Skate Park repairs and play area fencing replacement have been completed. Removal of redundant play equipment at Byfleet Rec due in the summer. <u>Project is amber as further repairs to the skate parks are now required.</u> A budget extension will be submitted in due course.	Green	Amber	Green	Green	Arran Henderson	Geoff McManus	01/05/2017	31/07/2018	N/A	£77,000	£55,480
20150	West Byfleet Play Area Improvements	Amber	Final specification for original proposal has been developed in consultation with local parents. <u>There has been a slight delay as the full scope is under review - project is amber for this reason.</u> Project will commence once a way forward been agreed.	Amber	Green	Green	Green	Arran Henderson	Geoff McManus	01/05/2017	31/10/2017	31/07/2018	£35,000	£0
20158	Celebrate Woking 2017-18	Red	A range of successful events were delivered over 2017. <u>The project is over budget due to the purchase of a Food Festival online booking system and promotional banners.</u> The project is over schedule due to a delay in closure.	Green	Green	Amber	Red	Riette Thomas	Sue Barham	01/01/2017	31/03/2018	N/A	£125,000	£139,503
20159	Turf and Drainage Improvements at St Johns Lye Cricket Pitch	Green	An ecological survey will be undertaken to determine any mitigation required before altering drainage linked to the pond. Cricket outfield work will take place over Spring/Summer.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	25/03/2018	31/10/2018	N/A	£21,225	£0

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20162	Loop Road Car Park Resurfacing	Green	Contractor has been appointed and work was due to start in May following the end of the football season. Unfortunately the contractor is unable to complete the work then, so this work will now start in July.	Green	Green	Green	Green	George Chisenga	Geoff McManus	03/12/2017	17/12/2017	28/06/2018	£48,000	£48,000
20168	Queen Elizabeth Gardens Lighting Column Replacement	Amber	Project is progressing well. Quotes have been appraised and contractor has been appointed. Works will commence in May. <u>Project is amber due to delay in receiving quotes.</u>	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	01/08/2017	31/03/2018	N/A	£15,000	£0
20169	Alternative Premises Plan	Green	Project is progressing well. Modifications to the Upper Gallery are now complete and equipment has been installed. Final testing of the environment is imminent after which the project can be closed.	Green	Green	Green	Green	Pino Mastromarco	Adele Devon	01/04/2018	31/05/2018	N/A	£16,428	£320
2017	Queen Elizabeth Gardens drainage and landscaping	Green	Currently awaiting final quote from Serco to enable works to be commissioned. Project will commence once the quote has been received and actioned.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/03/2018	31/07/2018	N/A	£21,500	£625
20180	Best Bar None 2018	Green	The Best Bar None scheme is a designed to reduce alcohol related crime and improve public health. The scheme is being launched on 8th May. The awards event is scheduled for October 2018.	Green	Green	Green	Green	Chris Norrington	Douglas Spinks	01/03/2018	30/11/2018	N/A	£17,500	£1,200
20182	Refurbishment of 6 floors at Export House	Green	Work is currently out to tender. Project is on schedule.	Green	Green	Green	Green	Ian Tomes	Douglas Spinks	15/02/2018	30/09/2018	N/A	£260,000	£11,094
20183	Business Incubator Kitchen Improvements	Green	Detailed technical proposals are in the process of being agreed. The project has been delayed by ongoing discussions between WBC, the contractor and the Business Incubator. There will be a further delay to the original time scale as a specialist part needs to be made.	Green	Green	Green	Green	Tom Bardsley	Chris Norrington	01/11/2017	31/05/2018	N/A	£25,930	£208

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20185	Careers Fair	Green	The Careers Fair took place in April, there were 48 exhibitors promoting career opportunities in the borough. We had 325 attendees.	Green	Green	Green	Green	Chris Norrington	Douglas Spinks	01/01/2018	30/04/2018	N/A	£12,920	£0
20186	Woking Park-CCTV Installation	Green	Contractors were on site at the end of April installing the CCTV.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/12/2018	31/05/2018	N/A	£235,000	£17,877
20187	Woking Park-WiFi Installation	Green	Contractors were on site at the end of April installing the ground works.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/12/2017	31/05/2018	N/A	£250,000	£0
20188	Community Matters Partnership Project	Amber	The Project is progressing well. There was a successful launch event in January and there are now 11 partners involved in the Community Matters Partnership (CMP). A steering group has been set up and is being chaired by a local business. The website launched in February. The CMPs first Give and Gain day is soon to be scheduled. The project is amber as over budget due to a contractor being required for longer than planned.	Green	Green	Amber	Green	Sylvie Marshall	Sue Barham	01/05/2017	31/03/2021	N/A	£16,700	£18,052
20189	Repairs to road outside St Johns Church	Red	Road repairs are now complete. <u>Project is amber as was delyed by the bad weather this winter. Additional spending was needed as the site had deteriorated more than expected due to the snow falls and subsequent flooding in Jackmans Lane. Additional repairs were also completed in Jackmans Lane.</u>	Green	Green	Amber	Red	George Chisenga	Geoff McManus	15/01/2018	28/02/2018	N/A	£15,000	£18,169

Projects at practical completion:

10316	Youth Play Provision	Green	Works have been completed on site and facilities are now in use. This project is now finished and will be closed shortly.	Green	Green	Green	Green	Arran Henderson	Sue Barham	01/01/2007	31/03/2009	N/A	£200,000	£199,670
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Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10621	Ditch Restoration Smarts Heath	Green	The ditch restoration work is complete and all associated works were finished by December 2010. The final monitoring report has been submitted to Natural England who will sign off project once on going maintenance has been agreed.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	24/05/2010	30/11/2010	31/12/2010	£35,000	£34,621
10634	Hoe Valley Main Scheme Construction Phases	Green	The defect and maintenance period has now expired on the Hoe Valley and the project has now entered the 12 year liability period and the Environment Agency has taken over the liability for the flood defence maintenance. The general park area is now included within the Council's public realm contracts.	Green	Green	Green	Green	Mark Rolt	Ray Morgan	06/07/2010	31/12/2015	N/A	£43,700,000	£23,830,014
10680	Horsell Village Improvements-Implementation Stage	Red	All the landscape and construction work has been completed and is now fully operational. There are ongoing issues associated with the original construction work to the community buildings which is now being dealt with under defect liability at the contractor's own cost. <u>The project is red due to these schedule and budget implications.</u>	Amber	Amber	Red	Red	Mark Rolt	Sue Barham	01/07/2012	01/12/2013	31/08/2014	£2,530,000	£2,911,861
10785	Leisure Management Contract Investment Scheme	Red	All works complete. Currently defects are being addressed following the 12 month retention period. <u>Project is red as WBC and Freedom leisure are currently in discussions about what proportion of the project they should pay.</u>	Green	Green	Red	Green	David Loveless	Sue Barham	01/11/2011	30/04/2013	N/A	£1,565,047	£1,664,753
10805	Muslim Burial Ground Renovation	Amber	The renovation works and final inspection have now been completed. Completion certificate has been issued. <u>The project is amber as over budget due to additional works, i.e. restoration of the structure, that were not originally included in the budget.</u> Project can now be closed.	Green	Green	Amber	Amber	Zafar Iqbal	Sue Barham	12/03/2012	31/03/2014	30/09/2015	£166,786	£166,863

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10874	Rhoda McGaw Theatre Refurbishment Phase 1	Amber	All works are complete. <u>Project is amber due to an overspend.</u> Discussions with the consultant and contractor are underway to establish the specifics.	Green	Green	Amber	Green	David Loveless	Sue Barham	01/01/2013	01/12/2013	N/A	£328,000	£340,122
10886	St Johns Memorial Hall	Amber	Hall has been delivered to stakeholders. Snagging in progress and final account being agreed. <u>Remains amber due to timescale for snagging.</u>	Green	Green	Green	Amber	Mark Rolt	Sue Barham	01/07/2012	30/04/2013	31/05/2014	£1,727,132	£1,688,805
10897	Redevelopment of Units 21-27 Commercial Way	Red	Project is now complete and in retention. <u>Project is currently red as the original project related to a smaller scheme; but following the decision of the Executive on 20 March 2014 it was expanded to include a larger redevelopment of the Wolsey Place Shopping Centre.</u> The budget was revised to £4.75m in accordance with the Executive approval for the revised scope. However the project is still shown as red for the budget as all projects are compared back to the original approval for RAG flag status.	Green	Green	Red	Green	Vanessa Tabner	Ray Morgan	02/09/2013	01/04/2014	31/03/2015	£746,000	£5,364,970
10901	Export House 2nd Floor Refurbishment	Green	Project was completed at the end of March 2013. Tenants occupied July 2013. The building is 95% full. Project will now be closed.	Green	Green	Green	Green	Sam Marshall	Mark Rolt	01/10/2012	31/03/2013	N/A	£425,000	£424,904
10905	Relocation of Monument Way East Industrial Units	Red	Project is now complete. Project has relocated industrial units as per the project plan. This has enabled the full works to commence on the Sheerwater Link Road. <u>Project is red due to the delay resulting from the settling of the final account.</u> Project is also slightly over budget. Project is in retention.	Green	Green	Amber	Red	Pino Mastromarco	Ray Morgan	01/12/2012	31/08/2013	N/A	£2,250,000	£2,267,149

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10906	Sheerwater Link Road	Red	Project is complete and the road was open to traffic in December 2013. Project is red due to delay in completion of the main snagging items. Project is also over budget due to unforeseen remediation works. Project is now in retention.	Green	Green	Red	Red	Pino Mastromarco	Ray Morgan	01/08/2012	31/10/2013	N/A	£5,500,000	£5,912,573
10909	Alexander House	Green	Project is now complete and in retention. Project now needs to be closed down.	Green	Green	Green	Green	Vanessa Tabner	Ray Morgan	01/11/2013	01/11/2014	30/09/2015	£3,400,000	£3,224,791
10911	Goldwater Lodge Fire Reinstatement Works	Red	All works are now complete and project is in retention. Project is red as it finished over schedule due to an issue with the power supply serving the Goldsworth Park Community Associations Demise. Project is over budget due to a number of issues including a consultant providing an incorrect specification for the power supply and failing to include a soft play area. Other budget overspends were due to the discovery of unforeseen works including additional damage to steel frames and masonry.	Green	Green	Red	Red	David Loveless	Douglas Spinks	01/01/2014	30/09/2014	N/A	£1,865,000	£2,101,248
10929	Muslim Burial Ground Peace Garden- Phase 2	Red	Completion certificate was issued on 14/07/2015. Project is red as over budget due to a change of scope that has resulted in CCTV and services being included in the project. Project can be closed.	Green	Green	Red	Amber	Zafar Iqbal	Sue Barham	01/04/2014	30/06/2015	N/A	£213,168	£281,144

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10930	Goldsworth Park Rec Public Toilets	Red	Project is complete. The project is now in retention. Project is red as over budget for a number of reasons; these include the discovery of asbestos materials, additional drainage works and making good works identified following the initial demolition. Overspend will be covered by the contingency sum included within the 2015/16 Asset Management Plan.	Green	Green	Red	Green	David Loveless	Douglas Spinks	31/08/2014	30/11/2014	09/10/2015	£40,000	£59,168
20005	Leisure Centre Roof Refurb Phase 4	Green	Project is now complete and in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	26/01/2015	31/08/2015	N/A	£300,000	£219,722
20008	Fibre Link	Green	Fibre link is now installed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	22/12/2014	31/05/2015	30/11/2015	£285,000	£284,368
20012	Leisure Centre Roof Refurb Phase 3	Amber	Project is now complete and in retention. Project is amber as over budget due to unforeseen deck repairs following removal of old roof.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	18/08/2014	26/06/2015	N/A	£100,000	£105,161
20014	Pool in the Park Replacement Fire Alarm	Green	Project is in retention. Inspection now needs to be done to identify any defects.	Green	Green	Green	Green	David Loveless	Douglas Spinks	29/08/2014	31/03/2015	30/04/2015	£100,000	£54,115
20018	Civic Suite Refurbishment	Green	Project is complete and in retention, and now defects are being addressed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/2014	31/05/2015	N/A	£600,000	£576,918
20023	Lighting Upgrade Works	Amber	Lights have been delivered for all locations except the pool and installation has been completed. Project is amber as was delayed while a decision was made on whether the Pool in the Park lighting would be incorporated into a project to refurbish the changing room. The decision has now been made to include this lighting in the changing room upgrade.	Green	Green	Green	Amber	David Loveless	Douglas Spinks	01/04/2015	31/12/2015	31/08/2016	£55,000	£28,487
20033	Woking Park Replacement Bollards	Green	New bollards have been installed and project is now in retention.	Green	Green	Green	Green	David Loveless	Sue Barham	01/06/2015	30/09/2015	N/A	£16,500	£15,617

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20038	Lift Upgrade Programme	Green	Works are now complete and project is ready to close.	Green	Green	Green	Green	David Loveless	Douglas Spinks	19/06/2015	30/11/2015	30/09/2016	£50,000	£50,000
20039	Leisure Centre Roof Refurb Phase 5	Green	Works are complete and project is in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/2015	31/03/2016	30/09/2016	£125,000	£92,230
20045	Horsell Allotment Amenity Hut	Amber	Project is now complete. Practical completion has been certified and project is now in retention for 12 months. <u>Project is amber as it ran slightly over schedule because of a delayed start on site.</u>	Green	Green	Green	Amber	Tom Bardsley	Geoff McManus	01/12/2015	31/08/2016	31/05/2017	£170,000	£138,655
20056	Maybury Centre Replacement Boilers	Green	Project complete and in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/06/2015	30/11/2015	N/A	£50,000	£26,885
20057	The Vyne Replacement Chiller	Green	Project is complete and project is ready to close.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/06/2015	30/11/2015	31/03/2016	£40,000	£35,360
20058	Wolsey Place Service Decks A and B	Green	All works complete and defects are being addressed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/2016	30/11/2016	N/A	£450,000	£438,163
20061	Export House WC Refurbishment-floors 2-15	Red	Project is complete and defects will be addressed soon. <u>Project is red due to overspend resulting from the need for additional plastering works that were required once the existing wall finishes were removed.</u>	Green	Green	Red	Green	David Loveless	Douglas Spinks	01/09/2016	30/04/2017	N/A	£455,000	£519,391
20064	Civic Offices External Doors Replacement	Green	Project is now complete and ready to close.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/09/2015	31/01/2016	30/06/2016	£16,000	£11,629
20068	Provincial House Ground Floor Refurbishment	Amber	Refurbishment is now complete and was handed over to Cote de Brasserie in April 2016. <u>Project is amber as it is over budget as the scope of this project was increased to include redecoration of all the common parts of the building including the staircase and the entrance hallway. Project is amber due to slight delay in authorisation.</u> This project is now complete and will be closed.	Green	Green	Amber	Amber	Ian Tomes (Mike Sheard, Moyallen)	Douglas Spinks	22/10/2015	31/03/2016	28/02/2017	£1,389,000	£1,414,640

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20070	The Vyne and St Mary's External Works	Green	Works at both sites are now complete and defects are being addressed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/02/2015	31/08/2015	31/12/2015	£35,000	£28,873
20071	Leisure Centre Main Hall Replacement Air Handling Units	Amber	Project is complete and due to close. Project is amber as over budget as a additional vent needed to be replaced.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/09/2015	31/03/2016	N/A	£90,000	£90,978
20074	Leisure Centre Studio and ICT Hub Room Cooling	Green	Project is complete and final inspection has been completed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/09/2015	30/11/2015	N/A	£25,000	£23,056
20082	Wolsey Place Heating and Lighting Improvements	Red	Project is complete and is now in retention. Project is red due to a delay in authorisation.	Green	Green	Green	Red	Ian Tomes	Douglas Spinks	01/03/2016	31/05/2016	N/A	£223,000	£118,298
20084	Leisure Centre Roof Refurbishment - Phase 6	Amber	The roof is complete. Project is amber as over budget due the need to relocated PV panels.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/11/2015	31/03/2016	31/07/2016	£230,000	£236,388
20085	Leisure Centre CCTV Expansion	Green	CCTV cameras have been installed and commissioned.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/12/2016	29/02/2016	31/07/2016	£25,000	£25,000
20089	Leisure Centre Security Fence Expansion	Green	Fence is now complete and project is ready to close.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/2016	31/03/2016	N/A	£12,500	£9,373
20090	Pool in the Park Replacement of External Doors and Windows-Phase 1	Amber	Project is complete and ready to close. The project is amber for budget as when a site survey was completed it revealed a number of additional windows and doors that required immediate replacement.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/12/2015	31/03/2016	31/12/2016	£107,000	£109,468
20091	Brockhill Automatic Lounge and Dining Room Door	Green	All works completed. Doors have been ordered and the new electric supply has been installed. A number of defects have been identified and are being addressed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/12/2015	31/03/2016	31/07/2016	£10,000	£8,164
20092	Fibre Link Phase 2	Green	The installation of the new fibre is now complete. Project is ready to close.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/12/2015	31/03/2016	N/A	£20,000	£20,000
20098	Lift Upgrade-Phase 2	Green	Work is complete and now in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/09/2016	31/03/2017	N/A	£68,000	£67,555

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20100	Civic Offices Ground Floor Refurbishment	Red	Project is complete and in retention. Project is red due to a decision to delay works as the tenant was not due to move in until February 2018.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/12/2016	30/11/2017	N/A	£1,500,000	£1,250,423
20106	Civic Offices Refurbishment of the 2nd Floor and Basement	Red	Work now complete. Project is red due to delays caused by complications with Surrey Police access control and IT systems. The Police moved in in January.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/05/2017	28/09/2017	N/A	£200,000	£153,065
20109	New Entrance for Export House	Green	Project is complete and ready to close.	Green	Green	Green	Green	Ian Tomes	Douglas Spinks	01/07/2016	24/12/2016	21/01/2017	£914,820	£623,352
20121	Leisure Centre Upgrade of the Main Sports Hall Lighting	Green	Work is complete; the new lighting is already generating energy savings and has received positive comments from the public. Waiting to receive final invoice, then project will be closed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/2016	31/10/2016	31/03/2017	£60,000	£48,769
20132	Wolsey Place Shopping Centre Replacement of the Galley Lift	Red	Project is red as there was a delay appointing the contractor and the works could not be commenced and completed before the Christmas retail period. Works commenced in January and are now complete. Project is in retention.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/2016	30/09/2017	N/A	£80,000	£78,377
20135	Leisure Centre - Building Management System Upgrade	Amber	Survey and upgrade of the existing system is complete. Project is amber to minor overspend.	Green	Green	Amber	Amber	David Loveless	Douglas Spinks	01/10/2016	31/12/2016	31/03/2017	£35,000	£35,693
20136	St Marys - Replacement Roof Phase 1	Green	Project is now complete and is in retention. Significant underspend due to detailed investigation works during the design phase highlighting that the roof was not in as poor condition as first thought.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/2016	31/03/2017	N/A	£25,000	£6,988
20137	St Marys - Replacement Windows Phase 1	Green	Windows have been installed. Project is complete and now in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/2016	31/03/2016	31/03/2017	£24,000	£23,814

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20138	The Vyne - Replacement of Commercial Freezer	Green	Freezer has now been installed. Project now needs to be closed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/2016	01/10/2016	28/02/2017	£7,500	£7,097
20139	18-19 High Street Refurbishments	Red	Marjorie Richardson Centre has opened and the project is in retention. <u>Project is over budget and over schedule as there were some additional unforeseen works needed including works to the roof and removal of asbestos.</u> Project is now ready to close.	Green	Green	Red	Amber	Tom Bardsley	Camilla Edmiston	01/05/2016	31/01/2017	N/A	£310,000	£334,737
20151	Pool in the Park Building Management System Works Phase 2	Green	New outstation has been installed and the performance of the system will be monitored over the next six months to ensure all equipment is operating efficiently.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/2017	31/03/2017	N/A	£40,000	£29,909
20152	Leisure Centre External Doors and Windows Rear Balcony	Red	Project is now complete. <u>Project is over budget due to identification of asbestos cladding which resulted in removal costs.</u>	Green	Green	Red	Green	David Loveless	Douglas Spinks	01/01/2017	31/03/2017	N/A	£30,000	£42,106
20153	Leisure Centre Entrance Doors	Green	The new doors and flooring have been installed. Project is now complete and is now in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/2017	10/04/2017	N/A	£25,000	£17,406

Projects Closed During Reporting Period:

10717	Mobile Working and Network and Telephony Upgrade	Red	This project is now complete and closed. <u>The project is red due to a change of scope and any outstanding issues will be reviewed and submitted as separate projects.</u>	Green	Green	Red	Green	Jamie Archer	Adele Devon	01/02/2011	30/09/2012	31/12/2013	£550,000	£486,661
10801	Wolsey Place Town Square Extension	Red	All work to the retail units and public realm space is complete. <u>Project is red due to increase in scope with the addition of certain items which has made the project over budget.</u> Project has now closed	Green	Green	Red	Amber	Vanessa Tabner	Douglas Spinks	01/04/2011	31/07/2012	N/A	£7,300,000	£7,918,264
20155	Pay on Foot Software Upgrade for New £10 Notes	Red	Project is now closed. <u>Project is over schedule due to later than planned release date of new £10 note.</u>	Green	Green	Green	Red	David McKie	Geoff McManus	16/05/2017	31/08/2017	N/A	£9,108	£9,108

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
	KEY													
	Green	Project is progressing according to agreed plans and targets and is within all tolerances.												
	Amber	Project contains areas of concern which are impacting on delivery and may need remedial action.												
	Red	Project is failing in one or more areas and is in need of immediate attention.												
	Revised End	Indicate that the Corporate Management Group has authorised an extension to the schedule of a project. If a project exceeds its budget/timescale and a formal request for an extension to either is agreed, the rag flags will be baseline against the revised budget/timescale.												

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