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

You are hereby summoned to attend a meeting of the Executive to be held on Thursday, 7 February 2019 at **7.30 pm** in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

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

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

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

The agenda for the meeting is set out below.

RAY MORGAN
Chief Executive

AGENDA

PART I - PRESS AND PUBLIC PRESENT

1. Minutes

To approve the minutes of the meeting of the Executive held on 13 December 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 A Azad, Councillor Mrs B A Hunwicks and Councillor C S Kemp have declared a non-pecuniary interest in Agenda Items 7, 8, 9, 10, 15 and 16 arising from their positions as Directors of the Thamesway Group of Companies.

In accordance with the Members' Code of Conduct, Councillor D J Bittleston has declared a non-pecuniary interest in Agenda Items 7, 9, 10, 11, 15 and 16 arising from his position as a Director of Victoria Square Woking Limited.

In accordance with Officer Employment Procedure Rules, the Deputy Chief Executive, Douglas Spinks, and Head of Democratic and Legal Services, Peter Bryant, have declared an interest in Agenda Items 7, 8, 9, 10, 15 and 16 arising from their positions as Directors of the Thamesway Group of Companies.

In accordance with Officer Employment Procedure Rules, the Deputy Chief Executive, Douglas Spinks, and Head of Democratic and Legal Services, Peter Bryant, have declared an interest in Agenda Items 7, 9, 10 and 15 arising from their positions as Directors of Woking Necropolis and Mausoleum Limited, Brookwood Park Limited and Brookwood Cemetery Limited.

In accordance with Officer Employment Procedure Rules, the Deputy Chief Executive, Douglas Spinks, has declared an interest in Agenda Items 7, 9, 15 and 16 arising from his position as a Director of Export House Limited.

In accordance with Officer Employment Procedure Rules, the Head of Democratic and Legal Services, Peter Bryant, and the Finance Director, Leigh Clarke, have declared an interest in Agenda Items 7, 9, 10, 15 and 16 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 Recommendation

6. Petition - Ice-Cream Van in Woking Park EXE19-008 (Pages 5 - 16)
Reporting Person – Douglas Spinks
7. General Fund, Service Plans, Budgets and Prudential Indicators 2019-20 EXE19-001 (Pages 17 - 124)
Reporting Person – Leigh Clarke
8. Housing Revenue Account Budgets 2019-20 EXE19-002 (Pages 125 - 136)
Reporting Person – Leigh Clarke
9. Investment Programme 2018-19 to 2022-23 EXE19-003 (Pages 137 - 170)
Reporting Person – Leigh Clarke

10. Capital, Investment and Treasury Management Strategies EXE19-005 (Pages 171 - 228)
Reporting Person – Leigh Clarke
11. Car Park Management System EXE19-026 (Pages 229 - 234)
Reporting Person – Douglas Spinks

Matters for Determination

12. Woking College 3G Artificial Turf Pitch and Pavilion EXE19-007 (Pages 235 - 244)
Reporting Person – Douglas Spinks
13. Citizens Advice Woking - Business Plan EXE19-009 (Pages 245 - 274)
Reporting Person – Douglas Spinks
14. Woking Blackhawks Basketball Club - Application for Financial Assistance EXE18-081
(Pages 275 - 282) - An oral report will be given at the meeting.
Reporting Person – Douglas Spinks

Performance Management

15. Performance and Financial Monitoring Information
Please bring to the meeting your copy of the Performance and Financial Monitoring Information (Green Book) December 2018.
16. Monitoring Reports - Projects EXE19-004 (Pages 283 - 304)
Reporting Person – Douglas Spinks

AGENDA ENDS

Date Published - 30 January 2019

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 – 7 FEBRUARY 2019

PETITION – ICE-CREAM VAN IN WOKING PARK

Executive Summary

The Council received a petition seeking action by Woking Borough Council to replace the Café in the Park with Mr Carlos, an ice cream van. In accordance with Woking Borough Council's arrangements for petitions, the matter was referred for consideration by the Council on 6 December 2018. The report to Council is attached at Appendix 1. At December Council it was resolved that consideration of the petition be referred to the Executive for recommendation to a subsequent meeting of the Council. This was in order to provide an opportunity to discuss the request of Mr Joe Bellanca, operator of the Mr Carlos ice-cream van, to operate in Woking Park in addition to the Café with Freedom Leisure.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

- (i) **Mr Bellanca be offered a licence to trade in Woking Park at the location identified near to the bandstand from 1 March – 31 October 2019 under the same terms as in previous years;**
- (ii) **Mr Bellanca be also offered a licence to trade in Goldsworth Park Recreation Ground from 1 April – 30 September 2019 under the same terms as in previous years; and**
- (iii) **Officers be authorised to review these licence terms and put in place a process for interested parties to express an interest in operating mobile food vans at suitable venues owned by the Council from 2020 onwards.**

Reasons for Decision

Reason: To agree a response to the petition and to formalise arrangements for the future.

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

Background Papers: None.

Reporting Person: Douglas Spinks, Deputy Chief Executive
Email: douglas.spinks@woking.gov.uk, Extn: 3440

Petition – Ice-Cream Van in Woking Park

Contact Person: Arran Henderson, Green Infrastructure Development Officer
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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: 1 February 2019

1.0 Introduction

- 1.1 Following the discussion at Council on 6 December 2018 about the petition to reinstate Mr Carlos Ice Cream at Woking Park, Officers were asked to clarify two points in order to ascertain whether permitting an additional food vendor in the Park would be a viable option in principle:
 - 1) Does the licence to operate the kiosk with Freedom Leisure provide them with any exclusive rights to trade in Woking Park
 - 2) What is Freedom Leisure's position on permitting another ice cream vendor to trade in Woking Park
- 1.2 Officers can confirm that the licence with Freedom Leisure to operate the kiosk in Woking Park does not grant any exclusive rights to trade in the Park that would prevent the Council from granting licences to other food vendors to operate.
- 1.3 Having met with Freedom Leisure, their understanding of the licence was that there would be no direct competition to the kiosk. However, they have kindly suggested that in this instance they would be flexible and given that the Park is a large entity, if a suitable position could be found that they would not oppose it.
- 1.4 In consideration of the above Officers have put together the following suggestions for Members to consider.

2.0 Location

- 2.1 Officers have consulted both Freedom Leisure and Mr Bellanca (Mr Carlos Ice Cream) for their views and suggestions for a suitable alternative location for an additional vendor in Woking Park.
- 2.2 Considering the location of the kiosk, which provides a service to visitors at the front end of the Park near to the car park and play area, Officers would suggest a location somewhere in the centre of the Park, to serve people enjoying the facilities in the areas behind Pool in the Park and around the cricket field.
- 2.3 Consideration of possible locations also needs to include safe and secure access routes, suitable ground conditions and impact on other facilities / assets (e.g. trees).
- 2.4 These considerations were discussed with Mr Bellanca, who suggested a location on the 'bandstand field' behind Pool in the Park would be the most viable location in this part of the Park (see area shaded red on attached plan in Appendix 2).
- 2.5 This area can be safely accessed along the main maintenance access road around the side of Pool in the Park and is large enough that the exact pitch could move slightly every other week to reduce the impact on any particular area of grass. The exact location would also need to be agreed as not to impact on root protection areas.
- 2.6 A location near to the bandstand would also serve people enjoying the Council's Summer Sounds programme over the summer months.
- 2.7 Mr Bellanca did indicate a preference to another location on the other side of the play area (marked on the attached plan with a red pin). However, this area can only be accessed via a bonded gravel pedestrian footpath (not designed for vehicles), through an un-secured gap in the existing bollards, which are in front of the disabled parking bays nearest to the Leisure Centre.

2.8 Officers would suggest that this location is not practical as it would require the removal of two disabled parking bays near to the Leisure Centre entrance in order to provide guaranteed access.

3.0 Terms

3.1 When the kiosk opportunity became available, this was advertised to give all interested parties a fair and equal opportunity to submit a proposal.

3.2 In the past the Council has received regular enquires from other local mobile ice cream vendors, resulting in criticism for issuing a licence to trade in Woking Park and Goldsworth Park Recreation Ground to the same person without advertising the opportunity to others.

3.3 In order to provide a fair and equal opportunity for all, Officers propose putting in place a process that will allow all ice cream, and potentially other food vendors, to express their interest in trading at Council owned venues.

3.4 In the meantime, it is suggested that Mr Bellanca is offered a licence to trade in Woking Park, at a location near to the bandstand as mentioned above, and at Goldsworth Park Recreation Ground, for 2019 only.

3.5 It is suggested that each licence is issued under the same terms as in previous years.

4.0 Implications

Financial

4.1 Mr Bellanca would be required to pay a licence fee to trade from the identified pitch in Woking Park. Based on the agreement from previous years, this would be £210+VAT per month, from 1 March – 31 October, resulting in additional income of £1,680+VAT for that period.

4.2 Subject to the recommendations in this report being approved, Officers will prepare a process for interested parties to express an interest in operating mobile food vans at suitable locations in the Council owned venues from 2020 onwards that is fair and transparent.

Human Resource/Training and Development

4.3 There are no human resource / training and development needs arising from this report.

Community Safety

4.4 There are no community safety issues arising from this report.

Risk Management

4.5 There are no risk management issues arising from this report.

Sustainability

4.6 There are no sustainability issues arising from this report.

Equalities

4.7 There are no equality issues arising from this report.

Safeguarding

4.8 There are no safeguarding issues arising from this report.

5.0 Consultations

5.1 The Portfolio Holder, Freedom Leisure and Mr Bellanca have all been consulted during the preparation of this report.

REPORT ENDS

COUNCIL – 6 DECEMBER 2018

PETITION – ICE CREAM VAN IN WOKING

Executive Summary

The Council has received a petition seeking action by Woking Borough Council to replace the Café in the Park with Mr Carlos, an ice cream van. In accordance with Woking Borough Council's arrangements for petitions, the matter has been referred for consideration by the Council.

Recommendations

The Council is requested to consider the petition and determine accordingly.

The Council has the authority to determine the recommendation set out above.
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Background Papers: Online petition.

Reporting Person: Douglas Spinks, Deputy Chief Executive
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Contact Person: Frank Jeffrey, Democratic Services Manager
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Arran Henderson, Green Infrastructure Development Officer
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Portfolio Holder: Councillor Colin Kemp
E Mail: cllrcolin.kemp@woking.gov.uk

Date Published: 28 November 2018

1.0 Introduction

1.1 A petition has been received seeking action by Woking Borough Council to remove the café in the park in Woking park and allow the 'Mr Carlos' ice cream van to operate in the Park. The e-petition contains 1,145 'signatures'.

1.2 The number of signatures exceeds the threshold required for a petition to be referred to a meeting of Full Council and accordingly the Petitioner or their nominee has been invited to present the petition at Council. The Petitioner has confirmed that the petition will be presented on their behalf by the owner of the ice cream van, Mr Bellenca.

1.3 The petition has been submitted in the following terms:

"Bring back Carlos (the ice cream men) and remove the "cafe in the park" at Woking Park - Woking Borough Council.

We the undersigned petition Woking Borough Council to Bring back Carlos (the ice cream men) and remove the "cafe in the park" at Woking Park.

The Mr Carlos ice cream van is a father and son business that had been operating in Woking Park for as long as I can remember. Recent changes the Council have made has resulted in them being booted out of Woking Park and being replaced with a "cafe in the park" which is just a terrible selfish way the Council are trying to make more money for themselves . I want to bring back the loyal father and son business which has always put a smile on everyone's face!"

1.4 The petition went live on 13 September 2018 and the Petitioner formally asked for it to be closed on 12 October 2018.

2.0 Petitions Scheme

2.1 As the number of signatories exceeds 400, the petition falls to be debated at full Council. In accordance with the Council's scheme for dealing with petitions, the petitioner has been invited to attend the meeting and present the petition. The presentation of a petition is limited to not more than three minutes, and should be confined to reading out, or summarising, the purpose of the petition, indicating the number and description of signatories, and making supporting remarks relevant to the petition.

2.2 Following the presentation, Members will have the opportunity to ask questions of the petitioner. Thereafter, the Council will discuss the petition and determine what action, if any, is to be taken.

3.0 Officer Comments

3.1 Historically the ice cream van pitch in Woking Park has been let on a simple annual licence, with the licence renewed each year upon request by the ice cream vendor (Mr Carlos ice creams).

3.2 In 2014 the same vendor requested a pitch at Goldsworth Park Recreation Ground, which was agreed and has been operating under the same principle since.

3.3 During the public consultation exercises related to Woking Park play area in 2012 and 2013, comments received from members of the public suggested that there was demand for an outdoor catering facility that offered a greater range of snacks and refreshments than was currently on offer.

Petition – Ice-Cream Van in Woking Park

- 3.4 In light of these comments the provision of an outdoor catering kiosk was included as the project proposal for the play area refurbishment, which was approved by the Executive on 16 January 2014.
- 3.5 Over recent years several other ice cream vendors and other caterers have approached the Council about applying for the mobile catering van pitch in Woking Park (and some for Goldsworth Park Recreation Ground too). This resulted in some criticism that these mobile catering pitches are not advertised to give all a fair opportunity to apply.
- 3.6 After discussions with the Council's Legal and Estates team, it was agreed that the kiosk opportunity would be advertised as a commercial lease opportunity, giving all interested parties the opportunity to apply.
- 3.7 The existing ice cream vendor was made aware of the proposal to replace the mobile ice cream van pitch with a static kiosk and advised that he would be able to submit a proposal to run the kiosk when the opportunity was advertised.
- 3.8 The Council advertised the opportunity to lease the kiosk in October 2017, with interested parties invited to submit proposals based on the information provided in the advert (attached). A more detailed service specification was also made available on request.
- 3.9 Seven proposals were received, including one from the existing ice cream vendor.
- 3.10 These proposals were assessed against the specification which resulted in this commercial lease opportunity being awarded to Freedom Leisure. The agreed term of the lease was for seven years, expiring 1 November 2025.
- 3.11 The kiosk unit was installed by the Council and fitted out by the new leaseholder ready to open over the Easter weekend 2018.
- 3.12 Subsequent conversations were held between the former ice cream vendor and the Council's Chief Executive to explore alternative opportunities for him. However, following discussions with relevant officers within the Council, it was determined that an alternative catering pitch in Woking Park, that would be in direct competition with the kiosk, would not be appropriate.
- 3.13 Given that the term of the agreement for the kiosk will not expire until 2025 (though with mutual break options at the end of the 3rd and 5th years), the Council would not be able to remove the kiosk at this time, as requested in the petition.

REPORT ENDS

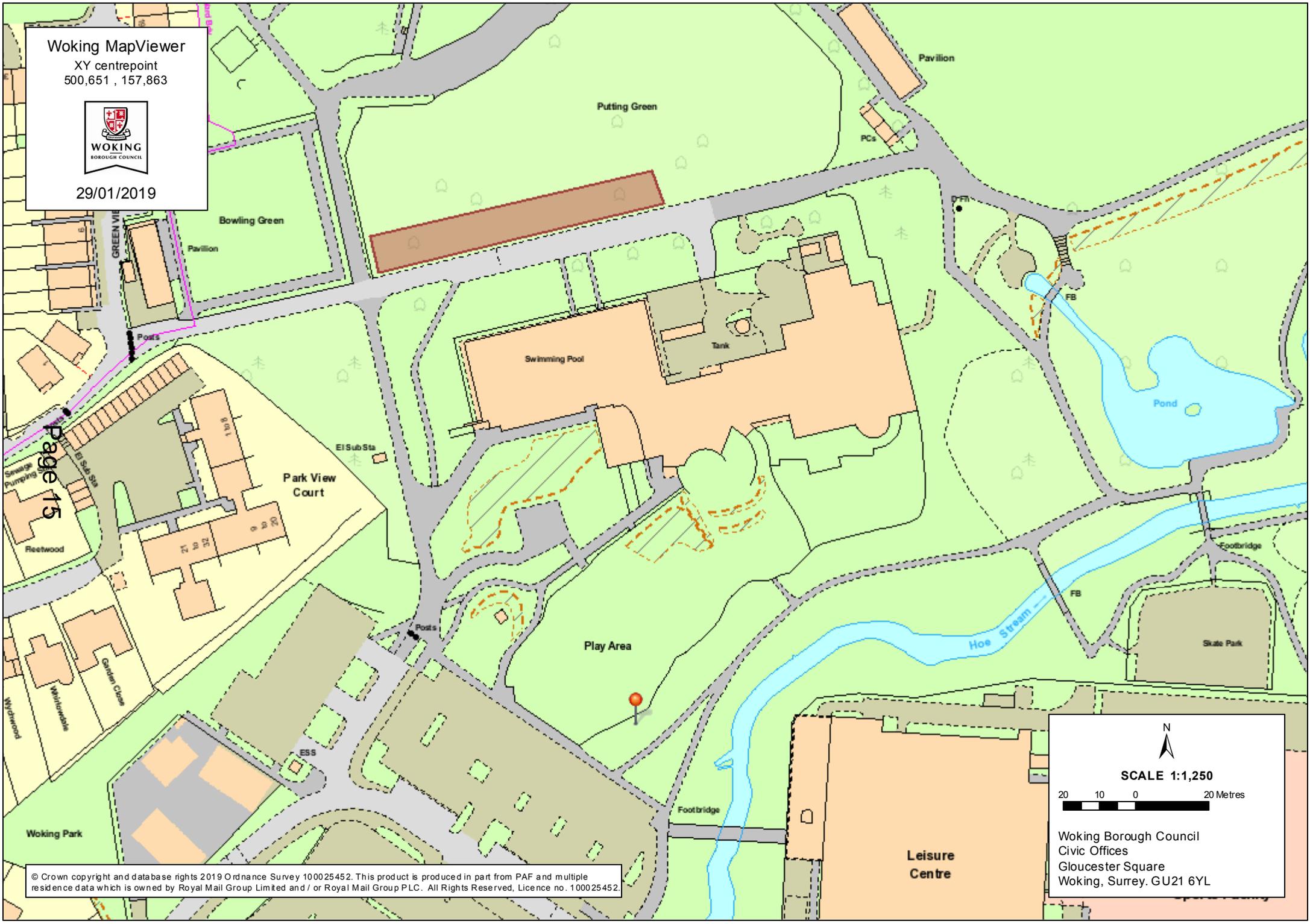
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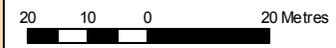


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SCALE 1:1,250



Woking Borough Council
Civic Offices
Gloucester Square
Woking, Surrey, GU21 6YL

EXECUTIVE – 7 FEBRUARY 2019

GENERAL FUND, SERVICE PLANS, BUDGETS AND PRUDENTIAL INDICATORS 2019-20

Executive Summary

The Service Plans and Estimates for 2019/20 are presented for recommendation to Council.

The final local government settlement was announced on 29 January 2019. Allocation of local authority funding by Revenue Support Grant (RSG) and retained Business Rates have been confirmed for just 2019/20. These base allocations are consistent with the figures provided in February 2016 when the Council accepted the multi-year settlement.

As proposed in the autumn consultation, the negative RSG has been removed, saving the Council £1m in 2019/20. The levels of government funding from 2020/21 onwards remain uncertain and it may be that the negative RSG will be incorporated into base funding levels under the new arrangements. Therefore the benefit in 2019/20, which may be one-off, has been transferred to reserve and will be used to mitigate any future funding changes. The additional transfer to reserves is £1.3m for 2019/20. It is likely the future funding position will not be known until autumn 2019.

Unfortunately the Surrey Business Rate Pilot bid for 2019/20 was not successful. Whilst it had been hoped that the 2018/19 pilot could continue, the government had announced that there would be fewer pilots and there would be less benefit on offer for each. Only £200k of annual income from Business Rate growth, pooling or pilot arrangements has previously been included in annual revenue budgets. This will be maintained for 2019/20 and funded from retained surpluses from previous years if growth is not achieved. The benefit from the 2018/19 pilot will be calculated at the end of the year and will be available to fund economic development projects as set out in the bid.

The draft General Fund Budget for 2019/20 recommended for approval has been prepared with minimal impact on citizen outcomes.

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

The MTFS will be updated in March to incorporate the budget changes, reflect the cumulative impact of project decisions, update assumptions and assess any further actions which may be required over this period.

The current MTFS, reported in October 2018, indicated a further requirement of £3.3m to 2022/23. The uncertainty of proposed changes in funding mechanisms and potential reductions of funding make forecasting over this period very difficult. These years are also a critical period for the Council with the town centre improvements potentially affecting the Council's income streams. On completion of the Victoria Square development there will also be a transitional period while activity increases to a steady state. It will be important to maintain reserves to provide support, if necessary, during these years.

The net budget for the General Fund is £10m and the resulting Band D Council Tax figure for 2019/20 of £240.46, an increase of £7.00 (3%) compared to 2018/19. The increase is within the referendum limit of 3% set by the Government in December 2018. When assessing the resources

General Fund, Service Plans, Budgets and Prudential Indicators 2019-20

available to the Council the government assumes that Council tax is increased by the maximum amount.

To encourage empty homes to be brought back into use the government has passed legislation to enable councils to charge a long-term empty premium of up to 100% on top of the council tax payable, in respect of domestic properties that have been left empty and substantially unfurnished for two years or more. It is proposed that the Council implement this premium with effect from 1 April 2019. It is also proposed that the current council tax discount available for vacant properties be reduced from 1 month to 7 days with effect from the same date.

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

The draft budget position will be discussed at the Finance Task Group on 31 January 2019 and any matters raised will be brought to the Executive as appropriate.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

- i) the Revenue Estimates and Human Resource requirements for 2019/20 be approved;**
- ii) a Band D Council Tax for the Borough of Woking for 2019/20 of £240.46 be approved;**
- iii) a long-term empty premium of 100% be added to the Council Tax payable for properties empty and substantially unfurnished for 2 years or more and the exemption available for unfurnished vacant properties be reduced to 7 days;**
- iv) the Prudential Indicators at Appendix 3 to the report be approved, subject to any changes arising from consideration of the Investment Programme, revenue budgets and Final Government Settlement;**
- v) the Surrey County Council element of the land charges fee be set at £38 plus VAT for Con29R and 19.20 plus VAT for Con29O from 1 April 2019;**
- vi) the Finance Director, in consultation with the Portfolio Holder, submit responses to the 'Business Rates Retention Reform' and 'Review of; Local Authorities' Relative Needs and Resources' funding consultations;**
- vii) the Service Plans for 2019/20 at Appendix 4 to the report be approved; and**
- viii) the Food Safety Plan and Health and Safety Plan at Appendix 4a and 4b to the report be approved.**

Reasons for Decision

Reason: To recommend that Council approves the resources necessary to implement its Service Plans and objectives and raises the necessary revenue through

General Fund, Service Plans, Budgets and Prudential Indicators 2019-20

the determination of Council Tax for 2019/20.

The items above will need to be dealt with by way of a recommendation to Council.

Background Papers: None.

Reporting Person: Leigh Clarke, Finance Director
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Portfolio Holder: Councillor Ayesha Azad
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Shadow Portfolio Holder: Councillor Deborah Hughes
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Date Published: 1 February 2019

General Fund, Service Plans, Budgets and Prudential Indicators 2019-20

1.0 Introduction

- 1.1 This paper sets out the draft General Fund budgets and reserves (Appendices 1-2), Service Plans (Appendix 4) and Prudential Indicators for 2018/19 (Appendix 3).
- 1.2 Section 2 of this report sets out the impact of the government settlement, other government announcements and policy changes.
- 1.3 Sections 3 to 12 set out the main assumptions made in preparing the budget. These sections also consider the most significant areas of risk within the 2019/20 budget and going forward. A savings target of £100,000 continues to be included in the annual budget as proposed in the Medium Term Financial Strategy (MTFS). Given the identified risks, uncertainties and financial pressures, the draft budget also retains a risk contingency of £250,000.
- 1.4 Sections 13 and 14 of this report consider the MTFS and the level of the Council's reserves. Due to investments in group companies and the acquisition of strategic properties it is possible to transfer £1.3m to the MTFS reserve in 2019/20. However it is possible that this annual surplus will be lost following introduction of the new funding arrangements in 2020/21. With minimal time available to manage the 2020/21 budget position it is important that the Council has these funds available to manage any reduction in support from the funding review. To protect services, other sources of income must continue to be maintained during 2019/20.
- 1.5 The net budget for the General Fund is £10m and the resulting Band D Council Tax figure for 2019/20 is £240.46, £7 more than in 2018/19, and a 3% increase in Council Tax.
- 1.6 The draft General Fund Budget for 2019/20 recommended for approval has minimum impact on citizen outcomes.

2.0 External Finance - Local Government Settlement Funding Assessment

- 2.1 The 2016/17 final settlement included a 4 year funding offer which has provided some certainty over the level of government funding for the last 2 years. Whilst the reductions in funding were not attractive, and amounted to a reduction of 67%, the alternative was the risk of potential further reductions in support.
- 2.2 The provisional Business Rates and Revenue Support Grant (RSG) figures for 2019/20 announced on 13 December 2018 were consistent with those previously published, with the Business Rates allocations adjusted for inflation. These are as shown in the table below:

Government Funding

	4 year settlement - Updated January 2019			
	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
Business Rates	1,954	1,993	2,053	2,099
RSG	588			
Transition Grant	137	112		
Tariff adjustment			-	991
Tariff adjustment removed 19/20				991
	2,679	2,105	2,053	2,099
Reduction(-)/Increase in funding	- 730	- 574	- 52	46

General Fund, Service Plans, Budgets and Prudential Indicators 2019-20

- 2.3 The most important change for the Council was the removal of the negative RSG in 2019/20 which the provisional settlement confirmed. The Council has also been allocated an additional £32k due to the redistribution of previous years Business Rates surpluses. This means that instead of a reduction of £1m, the funding settlement compared to 2020/21 is actually an increase of £79,000. On 28 January one-off funding to support Brexit preparations was announced. The Council will receive £35,000 to be paid over 2018/19 and 2019/20.
- 2.4 As set out in the sections below, the government funding position is incredibly uncertain after 2019/20, with several changes expected from 2020:
- A Spending Review, to set budgets across government departments, is expected at some time during 2019 and will be effective from April 2020. Some departments will have funding levels protected and the government has committed to additional funding for the NHS. This puts pressure on the remaining departments.
 - A 'Fair Funding' review of relative needs and resources across local government is due to determine the funding required by individual local authorities. A technical consultation on the latest work in this area was published with the provisional settlement.
 - A new system for the allocation of Business Rates income and growth will be introduced. This will retain 75% of Business Rates growth within the sector (50% under the current system, 100% in the 2018/19 Pilot). A further consultation on the latest work on this was published with the provisional settlement.
- 2.5 Both the 'Needs and Resources' and the 'Business Rates Retention' consultations are technical in nature, and will be reviewed at the Finance Task Group on 31 January. Work is ongoing within the sector to consider the proposals, the impact on local government as a whole, specifically for District Councils (Society of District Council Treasurers) and for Surrey (Surrey Treasurers). It is proposed that the Finance Director prepares and submits the Council response, in consultation with the Portfolio Holder, by the deadline of 21 February 2019.
- 2.6 Further consultations are expected later in 2019 to determine the final schemes, prior to initial indicative figures being available. Until this modelling has been completed it is difficult to determine the impact of many areas of the proposals on any individual authority.

Business Rate Retention (BRR)

- 2.7 The government originally intended to introduce 100% retention of business rates by local government by the end of this Parliament. Following the 2017 general election the Local Government Finance Bill was dropped and the government will now implement the Business Rates changes, doing as much as can be done without primary legislation. The result is a proposed system of 75% retention from 2020/21.
- 2.8 The retained percentage relates to the amount of Business Rates income collected which is retained by local government. It also reflects the amount over the baseline level, which is retained locally.
- 2.9 Currently the government operates a system of 50% localisation of Business Rates. The government receives 50% of the total income with Woking and Surrey County Council sharing the remaining income 40%/10% respectively. Woking is required to pay a tariff out of its allocation and a levy is paid at 50% of any income over the baseline level. If income is at the baseline level, as assumed by the government, just 4.4% is retained locally, equivalent to the £2m funding from business rates shown in the table in paragraph 2.2.

General Fund, Service Plans, Budgets and Prudential Indicators 2019-20

- 2.10 Pooling enables all of the 50% local share to be retained locally, with no levy payable. The Council was part of the Surrey Business Rates Pool in 2015/16 and 2016/17. In the Surrey Pilot (2018/19) 100% of the growth is retained in Surrey.
- 2.11 It had been hoped that the Surrey Pilot could continue into 2019/20, however the bidding process sought fewer Pilots and each with less of a benefit than in the current year (75% retention rather than 100%). Surrey was not one of the areas selected to be a pilot in 2019/20. The Council is not one of the better placed Surrey Districts for 2019/20 so will not be in the pool formed as an alternative. The benefit of the 2018/19 Pilot will be reported once final figures are available at the end of the year. Any income in excess of that which would have been retained under the 50% system and pooling, will be allocated for economic development schemes as set out in the bid.
- 2.12 All properties subject to business rates were revalued by the Valuation Office with new charges coming into force for 2017/18. The government also introduced a new system for appeals from 1 April 2017, referred to as 'Check, Challenge, Appeal'. The intention was to reduce the number of speculative appeals, making the process more efficient and ensuring genuine cases were resolved more quickly.
- 2.13 The Valuation Office provides the Council with information on appeals and very few are currently at each stage of Check, Challenge and Appeal. Given the time since the revaluation the Council can now be more confident that the system changes have been successful in reducing the number of speculative appeals.
- 2.14 During 2017 there were a number of rating adjustments as a result of the ongoing works in the Town Centre. At 31 March 2018 a provision was made for additional adjustments, however most of these appear to have now been corrected.
- 2.15 If no further information is received to suggest additional potential liabilities before the end of the year, it is likely that the provision for appeals and valuation corrections can be reduced at 31 March 2019.
- 2.16 The base budget for 2018/19 includes a £200,000 surplus of business rates over baseline levels. Whilst the Council is not in a pool in 2019/20 this would be funded from previous years surpluses if not achieved through growth in the year.

New Homes Bonus

- 2.17 The New Homes Bonus (NHB) scheme provides funding for new homes and property in the Borough brought back into use.
- 2.18 Since 2017/18 the scheme pays for four rather than six years and property increases only qualify if they exceed a baseline level. The final settlement for 2019/20 has not introduced any changes to the scheme and has retained the baseline at 0.4%. The grant awarded for 2019/20 is £1.18m, £137,000 less than assumed in the November draft budget. The 2019/20 element of the allocation was reduced as the increase in new homes, was offset by an increase in empty homes.
- 2.19 The table below sets out the assumed income from NHB in future years. As the transition to 4 years of payment, and reduced levels of award, work through the system it has been forecast the stabilised funding will fall to £600,000.

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New Homes Bonus

Year of Delivery

Year of Payment

Cumulative Payments	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
2011/12 Allocation	310	310	310	310					
2012/13 Allocation	304	304	304	304					
2013/14 Allocation	254	254	254	254	254				
2014/15 Allocation		441	441	441	441				
2015/16 Allocation			219	219	219	219			
2016/17 Allocation				515	515	515	515		
2017/18 Allocation					391	391	391	391	
2018/19 Allocation						261	261	261	261
2019/20 Allocation							14	14	14
2020/21 Forecast								150	150
2021/22 Forecast									150
Total Allocation	868	1,309	1,528	2,043	1,820	1,386	1,181	816	575
Used in Base Budget	614	804	504	1200	1200	1000	600	600	600
Balance to NHB Reserve	254	505	1,024	843	620	386	581	216	-25

2.20 The 2018/19 budget assumed a use of £1m from NHB to support service delivery. The Medium Term Financial Strategy (MTFS) had allowed for a £200k reduction in this in-year reliance until 2020/21. Given the reduction in NHB funding this year, it is proposed that the in-year use of NHB is reduced to £600,000 for 2019/20. This will be reviewed again as part of the 2020/21 budget process and may need to be reduced further, however, New Homes Bonus is another element of government funding which is under review so the future indicative allocations are likely to be calculated on a revised basis.

2.21 The Executive has agreed that surplus New Homes Bonus is transferred into the New Homes Bonus reserve. These funds will have repaid the funds loaned by Enterprise M3 towards the Sheerwater Access Road project by the end of 2018/19. Given the limited resources in the NHB reserve it is proposed that the Sheerwater Social Support work now be funded from the Investment Strategy. The reserve is currently forecast to be overcommitted from 2022. Once future levels of NHB, or its successor scheme are understood, it may be necessary to fund the continued investment in Brookwood Cemetery from an alternative reserve.

3.0 Budget setting 2019/20

3.1 The General Fund Summary at Appendix 1 summarises the proposed budget and Council Tax levels. Appendix 2 details the general budget pressures and specific service budget changes across the 'People, Place and Us' service areas. The Service plans in Appendix 4 set out the detailed budgets for each activity.

3.2 The proposed budget is based on the 2018/19 approved budget updated for contractual inflation, changes in funding and forecast income, agreed service changes and the impact of the draft investment programme which is also on this agenda.

3.3 Variances identified through in-year monitoring and the impact of Council decisions during the current year have been incorporated where appropriate. The 2019/20 Budget is due to be discussed at the Finance Task Group on the 31 January. Any matters raised will be reported to the Executive to consider in making the final budget decisions.

4.0 Staffing

- 4.1 The Executive has agreed that for budgeting purposes, the salaries budget will be controlled within two parameters of cost and average number of full time equivalent staff.
- 4.2 The draft Budget received by the Executive in November set out the pressures on the employees budget from previous pay progression, changes to structures and external funding. An increase in the control total of £625,000 was included in the November draft budget to meet some of these pressures.
- 4.3 The final position is shown in the table below.

Pressures on staffing budgets	£'000
Reverse 2018/19 deflation	730
In year pay progression and structure changes	152
Woking Market Team	174
Reduction in Investment Programme funding	53
Additional external funding	-117
Allowance for 2019/20 pay award	300
Total pay pressures	1,292

- 4.4 It is proposed that the control total be increased by the base amount of £400,000, plus £175,000 to cover the costs of the market staff now employed directly, and £210,000 towards reducing the vacancy management saving built into the base position. The control total in the draft budget therefore increases by £785,000 for 2019/20.
- 4.5 There remains pressure within the salary budgets of £507,000 (3%) of the total fully funded staffing structure. This is less than the 5% vacancy factor in the 2018/19 budget, and closer to the target included in 2017/18 (2.7%). The 2018/19 staffing budget is currently forecasting a slight overspend, however there is a saving for the Housing Revenue Account offset by an overspend in General Fund areas. Salary budgets will continue to be monitored closely during the year and if necessary additional management action will be taken to control recruitment.
- 4.6 The following table shows the budgeted staffing costs (in cash terms) and numbers since 2012/13.

Year	Budget (in cash terms) £m	Average Number of FTE Staff
2012/13	12.845	350
2013/14	13.000	350
2014/15	12.400	335
2015/16	12.500	335
2016/17	12.600	335
2017/18	13.000	335
2018/19	13.575	340
2019/20	14.360	350

- 4.7 The adjusted control total applies to the salary budget net of any external funding which may be received to support a post, and any salaries which are allocated to capital projects. It is the net cost which is allocated to General Fund and HRA revenue budgets.

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- 4.8 Accounting rules require that these costs are allocated out to individual services to show the full cost of the service. A full review of these allocations was completed as part of the 2018/19 budget process. This has resulted in a reduction in the overheads allocated to the HRA and an increase to the General Fund.
- 4.9 The total Management and Administration budget includes salaries, and other overhead costs which need to be allocated across services such as ICT and expenditure relating to the Civic Offices. In total for 2019/20 the full Management and Administration budget is £19.8m which is allocated as set out in the table below.

	2019/20		2018/19		Difference	
	£'000	%	£'000	%	£'000	%
General Fund	17,779	86.2	17,051	85.8	728	0.4
HRA	2,801	13.6	2,704	13.6	97	0.0
Other (capital/reserves)	42	0.2	108	0.5	-66	-0.3
TOTAL	20,622	100.0	19,863	100.0	758	0.0

- 4.10 The total increase in costs between years represents the increase in the Control Total, £785,000, together with a net £57,000 reduction in other management and administration budgets due to additional rental income from the Civic Offices and a reduction in Facilities Management costs.
- 4.11 Following the review in 2018/19, the General Fund is now bearing a higher percentage of the overheads. This allocation of overheads will be kept under review in future years, in particular following any restructure of 'People' services which may impact on where resources are directed.

5.0 Pensions

- 5.1 The triennial actuarial review of the pension fund was completed for the position of the fund at 31 March 2016. The results set the employer's ongoing pension contributions and annual lump sum payment towards the pension fund deficit for 2017/18 to 2019/20. The deficit funding and ongoing contributions were held at previous levels.
- 5.2 The next review is due as at 31 March 2019 and will set the contributions from 2020/21 onwards. The latest indication from the actuary is that the fund is in a good position and almost 100% funded. This is positive and it is hoped that the valuation will not result in a change in contribution levels.

6.0 Fees and Charges 2019/20

- 6.1 Council agreed the Fees and Charges for 2019/20 in December 2018 and the changes to the income budgets are incorporated into the budgets and detailed service plans. The increase in yield included in the Fees and Charges report was £139,000. New income has been included from the interpretation and translation service now included as a direct Council service.
- 6.2 Since setting the charges, Surrey County Council (SCC) have increased their element of the land charges fee. There is no need to change the income budget set for this increase as the charge is passed through to SCC, however the Council is requested to approve the revised fee.

7.0 Commercial Rents 2019/20

- 7.1 Over recent years the Council has had an increasing portfolio of commercial properties. The performance of property acquired for strategic purposes since 2016/17 is reported monthly on the Strategic Properties page of the Green Book.
- 7.2 New income is assumed to reflect the MTFS approach approved by Council in December 2018. The financing and repayment costs are included in the interest costs reported separately in the General Fund Summary (Appendix 1). The full year effect of the decisions approved is an additional £1.6m towards supporting Council services in 2019/20.
- 7.3 In addition to the new properties acquired, the commercial rents budget for 2019/20 has also been increased to include rental income from the market which was brought back into direct Council management during 2018/19. The employee costs are included in the salary budgets reported separately.
- 7.4 Whilst some properties have vacant space the income budgets are generally kept at full occupancy to reflect the income which should be achievable from the asset. A number of reserves are available, some specific to particular properties, to mitigate any budget variance as a result of vacancies. In some instances it has been agreed to reduce budgeted income to enable funds to be set aside for future investment.
- 7.5 Further information on the Council's approach to Strategic Property Investment can be found in the Capital and Investment Strategies, which are new requirements for 2019/20.

8.0 Investment Programme

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

9.0 Thamesway Group

- 9.1 The Thamesway Group of companies provides direct service benefit as well as financial benefit to the Council. The financial benefit arises in a number of ways. There is a benefit from the loans and shares invested in the Thamesway group. Investment in Thamesway Housing Ltd is at a margin of 1.5% over the Council's borrowing costs. Investment in Thamesway Energy Ltd for the new Poole Road Energy Centre is at a margin of 1% over the cost of borrowing.
- 9.2 In addition, as part of the funding for Milton Keynes, the Council receives a 1% loan arrangement fee. Thamesway Ltd receives a project fee for its intellectual property in Milton Keynes of 4% of the capital expenditure on works in any one year. The project fee is being used to support energy and environmental initiatives in Woking. Utilising the companies can provide efficient ways of procuring services.

10.0 Robustness of the 2019/20 Budget and Risks

Savings Target and Risk Contingency

- 10.1 A £100,000 savings target has been included in the budget as set out in the MTFs. Whilst it has been difficult to secure significant savings there continues to be a need to review the Council's services for productivity and procurement efficiencies. The funded Risk Contingency has been kept at £250,000, the same level as in 2018/19. In addition to the areas already considered in this report, the following are identified as risks or pressures within the proposed budget for 2019/20.

Car Park income

- 10.2 It has been necessary to close the red town centre car park while it is rebuilt as part of the Victoria Square regeneration. Analysis has shown that it should be possible to manage normal car park activity through use of the remaining car parks, however, it is possible that the reduced capacity will result in a reduction in car park income in the year. Activity assumptions have been reduced in budgeting for 2019/20, and parking income will be closely monitored.

Town Centre and other Commercial Income

- 10.3 The Council has an increasing portfolio of commercial assets mostly located in the Town Centre. There is a risk that rental income will reduce if there is a slow down in the economy and it becomes difficult to attract tenants to these properties. There is also a risk of business failure leading to rents not being recoverable. This is particularly relevant with the current uncertainty due to Brexit.
- 10.4 Whilst the redevelopment of the Town Centre, through the Victoria Square regeneration project, and Integrated Transport works, will affect the ability to attract tenants in the short term, the works are expected to improve the rental value of properties in the Town once completed. The Council will need to be able to withstand a period of transition with potential shortfalls in rental, car park and business rates income during the works. Reserves will continue to be held to mitigate the risks.

Egley Road Leisure facilities

- 10.5 An estimate of the operational costs of running the Egley Road Leisure facilities was included in the budget in 2018/19. It may be that actual costs vary from these estimates but it is too early to assess this. Any variation in year will be reported in the Green Book, and it may be that future budgets need to be adjusted.

Timing of Investment Programme and interest costs

- 10.6 The Council's investment programme has a number of high value projects where the timing may change. This will affect both the financing costs and potentially any income generated as a result of the investment. Slippage of the schemes will reduce the impact of financing deferring the costs into future years. Advances to group companies are based on the Thamesway Business Plans and reflect the best estimates of timing. Where advances are due to be made in year the margins on Thamesway Housing loans are included in the base budget. Other loans are budgeted to just cover costs so there is no net impact of slippage.

Loss of External Funding

- 10.7 Surrey County Council contributes to a number of the services within the Council's People Service Plans as well as environmental maintenance and recycling. The County has experienced significant cost pressures and has an ongoing program to review service

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provision to generate substantial savings. Funding reductions have been incorporated where known for 2019/20 and the MTFSS assumes further reductions in income.

- 10.8 Where funding is withdrawn the Council's approach has been to continue to maintain the service while it is reviewed to identify efficiencies or new ways of provision. The Council may be required to reduce services which have previously been funded if no sustainable alternative solution can be found. There could also be increased demand on our own services as services elsewhere are closed.

Universal Credit and Welfare Reform

- 10.9 The roll out of Universal Credit started in Woking in 2016/17. As the introduction has been very gradual, it is not expected that this will have a significant impact on the budget in 2019/20.

Energy

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

General Risks

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

11.0 Service Plans

- 11.1 The draft Service Plans are set out in Appendix 4. The Service Plans are organised under the thematic headings of People, Place and Us to reflect the way the Council is structured.

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

- 11.3 The 2019/20 budget includes a £80,000 allowance to provide grant funding for the Women's Support Centre. The centre provides a 'Transforming Women's Justice' service which had grant funding as a pilot and has proven very successful. Grant funding has ceased and this increase will enable the service to continue.

- 11.4 The Service Plans will be published before the 30 June 2019 statutory deadline.

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

12.0 Council Tax 2019/20

- 12.1 The amount to be raised from Council Tax, based upon the draft revenue estimates, and after taking account of the Revenue Support Grant Settlement and Collection Fund surplus, is £9,936,686. The recommended Band D Council Tax for 2019/20 for Woking Borough Council is £240.46, an increase of £7 or 3%. The referendum level for District Councils in

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2019/20 is 3% and in assessing the Council's core resources the government assumes that the maximum Council Tax increase is applied.

- 12.2 This proposal enables the Council to maintain its service outcomes and provides for some service development.
- 12.3 To encourage empty homes to be brought back into use, and to generate additional income to support the services of the County Council, the Police and Woking Borough Council, the following changes are proposed to the Council Tax scheme.

Long Term Empty Properties

- 12.4 The government has passed legislation this year to enable councils to charge a long-term empty premium of up to 100% on top of the council tax payable, in respect of domestic properties that have been left empty and substantially unfurnished for two years or more.
- 12.5 It is proposed that the Council implements these changes from 1 April 2019 which means that if a property is empty and unfurnished for two years or more, council tax would be charged at 200% from 1 April 2019.
- 12.6 Further legislation has been passed to allow councils to charge a higher rate when properties are left empty and substantially unfurnished for longer periods from April 2020.

Premium rate	Properties affected	Date from
100%	Properties empty for between two and five years	April 2019
200%	Properties empty for between five and ten years	April 2020
300%	Properties empty for over ten years	April 2021

Council Tax Exemptions

- 12.7 Vacant properties are currently exempt from Council Tax for the first month. It is proposed that the 30 days exemption from Council Tax is reduced to 7 days. This allows time for a change in tenant for rented properties whilst maintaining the charge payable by each property in the Borough.

13.0 Medium Term Financial Strategy

- 13.1 The Medium Term Financial Strategy (MTFS) was last approved by the Council in October 2018. It set out the likely cost pressures and changes to income over the period from 2018/19 to 2022/23. It was forecast that £3.2m of savings would need to be achieved by 2022/23.
- 13.2 An investment strategy was proposed to meet this budget deficit through investment in strategic commercial property and housing. The Investment Programme includes additional investment in Thamesway Housing £130m which seeks to achieve £2m net income (at 1.5% margin). £25m in each of 2019/20 and 2020/21 has been added to the MTFS Investment Strategy budget, which at 2% would achieve a further £1m.
- 13.3 Detailed budget workings now replace the MTFS for 2019/20 and it has been possible to increase the transfer into reserves by £250,000 compared to the forecast. There are also a number of factors which are now incorporated into the base 2019/20 budget which were not included when the MTFS was prepared.

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- 13.4 A full analysis will be prepared for the update of the MTFS in March 2018. This will include an assessment of the assumptions incorporated.
- 13.5 As in previous versions of the MTFS it has been assumed that reductions in funding will continue under the new funding arrangements. This assumption will be continued to be reviewed, but is prudent whilst the Council retains an allocation of funding through the settlement (see para 2.2). At 2022/23 just £544,000 remains, it is considered that a reduction beyond zero is unlikely and continued reductions at previous rates would be unsustainable in the medium term.

14.0 Reserves

- 14.1 Forecasts of the Investment Strategy Reserve and the total Reserves are shown in Appendix 2B.
- 14.2 The 2018/19 budget has been closely managed throughout the year and variations have been reported in the Green Book. The December reporting shows a projected underspend of £129,000 after taking into account the risk contingency remaining. This forecast outcome is reflected in the revised 2018/19 reserves position.
- 14.3 An annual transfer is made to the Investment Strategy reserve which for 2019/20 is £1.3m. As described above, it is forecast that an additional £1.3m can be transferred to the MTFS reserve to mitigate against future risks.
- 14.4 Some items in the General Fund Summary (Appendix 1) are covered by the Council's revenue reserves. These tend to be variable or one off items which would otherwise cause the Council Tax requirement to vary significantly year on year.
- 14.5 The management structure will continue to be reviewed during 2019/20 where opportunities arise. An allowance of £250,000 to be met from reserves has been made for any resulting Management of Change costs.
- 14.6 Transfers are made from the Investment Strategy reserve to a number of specific reserves, for example the Group Company reserve, Community Fund and Wolsey Place reserves as shown in Appendix 2B. The reserves are used by the Council to manage and develop its ambitions as well as enabling one off investment.
- 14.7 The Council has a target to manage the Investment Strategy reserve to £3 million. The balance of this reserve is forecast to be slightly below this level between 2019/20 and 2021/22, with a balance of £2.4m at 31 March 2022. However this is considered acceptable given the other revenue reserves available and the potential to reduce the impact of projects if necessary.
- 14.8 Management of the level of reserves will also be considered as part of the Medium Term Financial Strategy. At 31 March 2018 it was possible to create a new reserve with £1m to support the transition on completion of the town centre car parks, while income increases to meet financing costs. Further consideration will be given to reserve levels following closure of the accounts at 31 March 2019.
- 14.9 The forecast reserves position shows overall revenue reserve of £29 million at 31 March 2019 which are being used in support of the business objectives of the Council. The current forecast level of reserves is adequate.

15.0 Prudential Indicators

- 15.1 The Treasury Management, Capital and Investment Strategies elsewhere on this agenda set out the borrowing limits and the policies and practices to be followed in managing the

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Council's debts, capital spend and investments. The reports incorporate the Prudential Indicators which relate to borrowing and investment.

- 15.2 Allowance has been made in the borrowing limits for borrowing associated with the approved Thamesway Business plans. The limits allow for up to half of the following years Thamesway Housing Ltd (THL) allowances, as set out in the Investment Programme, to be drawn down in advance. The whole Victoria Square project cost, is allowed in the Prudential Indicators immediately to enable flexibility of funding.
- 15.3 Prudential Indicators for approval by the Council are set out in Appendix 3. These Prudential Indicators will be updated if necessary in the light of the Council's consideration of the Investment Programme and revenue budgets.

16.0 Chief Finance Officer

- 16.1 Taking into account all of the factors set out in this report and in accordance with the Local Government Act section 25, the Chief Finance Officer has confirmed that the 2019/20 estimates included within this paper are robust, and the level of reserves and provisions are adequate and will enable the Council to maintain a sound financial position.
- 16.2 The Chartered Institute of Public Finance and Accountancy has published a draft 'Resilience Index' which aims to provide an early warning of sustainability issues. Further work is required on the index to provide a useful and meaningful measure, however the draft version has been made available for authorities to consider as part of the budgeting process this year.
- 16.3 The detail for Woking is shown in Appendix 2C. There are only 2 areas which are highlighted as a potential risk:
- Unallocated reserves – for this, the analysis has taken the £1m General Fund balance held by the Council. All other revenue reserves, including the Investment Strategy Reserve are shown as 'Earmarked Reserves'. The level of Earmarked reserves is considered low risk, as are the remaining reserves indicators.
 - Retained income from Rate Retention/Net Expenditure – this reflects the fact that compared to the level of net service costs the Council retains a smaller proportion of Business Rates than some other local authorities. This will have been affected by an increase in Business Rates appeals in 2017/18 due to the town centre works. The funding system will change from 2020/21 and it is not known how this indicator will be affected, however the Council is planning for further future reductions.

- 16.4 Whilst no substantive issues are raised by this process, it should be recognised that the index is based on figures from the 2017/18 financial statements, so backward looking. It does not consider future financial projections, plans or funding changes. The Resilience Index will be considered further as it develops and alongside future review of the MTFS and annual budget.

17.0 Implications

Financial

- 17.1 The financial implications are explicit in the report.

Human Resource/Training and Development

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

Community Safety

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

Risk Management

17.4 Risks to budgets have been identified throughout the year and reported in the Performance and Financial Monitoring Information booklet (the "Green Book"). Draft budgets have been adjusted in appropriate cases. One-off or short term variances will be monitored against, and met from, the Risk Contingency during the year. Specific risks have been set out in the report.

Sustainability

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

Equalities

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

Safeguarding

17.7 There are no specific safeguarding issues arising from this report.

18.0 Consultations

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

REPORT ENDS

GENERAL FUND SUMMARY

	ESTIMATE 2018/19 £	ESTIMATE 2019/20 £
TOTAL PROGRAMME REQUIREMENTS	5,810,060	-2,430,535
MTFS savings requirement	-100,000	-100,000
PROGRAMME REQUIREMENTS AND SAVINGS TARGETS	5,710,060	-2,530,535
Management of Change	250,000	250,000
Risk Contingency	250,000	250,000
New Homes Bonus	-1,386,037	-1,317,017
Business Rates Surrey Pool/Pilot	-200,000	-200,000
PFI Unitary Charge and management	175,000	175,000
Investment Programme items funded from revenue	289,000	419,000
NET COST OF SERVICES	5,088,023	-2,953,552
<u>INTEREST AND OTHER ITEMS</u>		
- Interest costs	28,806,189	42,361,356
- Interest and Investment Income	-18,662,586	-25,098,320
NET OPERATING EXPENDITURE	15,231,626	14,309,484
<u>USE OF RESERVES/BALANCES</u>		
- Contribution to Investment Strategy Reserve	1,345,805	1,362,257
- Use of/contribution to MTFS Reserve	-308,911	1,307,221
- New Homes Bonus transferred to Reserve	386,037	717,017
- Contribution from Wolsey Place reserve	-1,003,347	-1,003,347
- Contribution from Capital Reserves	-3,339,020	-3,887,860
- Contribution from Reserves - Management of Change	-250,000	-250,000
- Contribution from Reserves - IP items funded from revenue	-289,000	-419,000
AMOUNTS TO BE MET FROM LOCAL TAXATION AND GOVERNMENT GRANTS	11,773,190	12,135,772
EXTERNAL FINANCE - SETTLEMENT FUNDING ASSESSMENT	-2,057,592	-2,100,403
- Transition Grant	0	0
PRECEPT ON COLLECTION FUND	9,715,598	10,035,369
<u>FORECAST COUNCIL TAX LEVEL</u>		
Precept on Collection Fund (from above)	9,715,598	10,035,369
Working share of Collection Fund Surplus(-)/Deficit	-136,734	-98,683
	9,578,864	9,936,686
Council Tax Taxbase	41,030	41,323
Council Tax Requirement (£)	£233.46	£240.46
Year on year increase (£)	£6.75	£7.00
Year on year increase (%)	2.98%	3.00%

SUMMARY OF VARIATIONS

	People £	Place £	Us £	Total £
Original Estimate 2018/19	9,459,075	-9,251,410	5,602,395	5,810,060
<u>General Budget Pressures</u>				
Changes in Management and Administration costs	186,056	340,234	201,507	727,797
Changes in Capital Charges	72,073	435,153	0	507,226
Contractual Inflation	28,800	24,648	0	53,448
Changes in Facilities Management Contract	51,796	66,198	0	117,994
Changes in Energy Costs	47,290	52,378	0	99,668
Business Rates Changes	1,681	15,187	0	16,868
Changes in Insurance	0	51,960	0	51,960
Changes in Fees and Charges	-123,046	-12,637	-5,575	-141,258
Other Minor Variations	75,350	33,862	-4,885	104,327
<u>Specific Service Issues</u>				
Women's Support Centre administration costs	80,000			80,000
Community Engagement Interpretation services	51,000			51,000
Consolidation of Grants to Organisations	1,630			1,630
Lakeview Community Action Group Grant	35,218			35,218
Annual indexation of Leisure Management Contract	-206,219			-206,219
Other running costs for The Sportsbox (net of income)	-3,109			-3,109
Community Transport Grant changes	-16,920			-16,920
Changes In Grounds Maintenance	-1,221			-1,221
Changes in Temporary Accommodation Income\Costs	2,786			2,786
Changes in Private Sector Leasing Scheme Income\Costs	-5,776			-5,776
Selective Licensing Financial Penalties	177,304			177,304
Housing Bed & Breakfast Rent Income Profiling	33,500			33,500
Transfer of CRB Mental Health Grant to central Grants service	-5,280			-5,280
Brockhill Cleaning Costs	9,646			9,646
Meals Service Provisions	39,030			39,030
Careline Equipment	20,571			20,571
Homelink Surrey County Council Funding	12,550			12,550
Homelink Contributions - Services Provided to Other Authorities	-25,502			-25,502
Environmental Maintenance - reduction in SCC funding		125,494		125,494
Waste contribution reduction from Surrey County Council		86,052		86,052
Increase in Building Control income target		-30,000		-30,000
Havering Farm Land Management Costs		44,000		44,000
Commercial Properties rent and maintenance adjustments		-30,784		-30,784
Income from new Market arrangements (offset by staffing costs)		-173,797		-173,797
Dukes Court Insurance recharge (offsets Insurance cost above)		-58,000		-58,000
Income from new Strategic Properties		-10,221,189		-10,221,189
Increase in Development Control income target		-50,000		-50,000
Reduction in Wolsey Place rents		307,000		307,000
Parking card handling fees		10,800		10,800
Freedom of the Borough Service			20,000	20,000
Members Allowances			2,031	2,031
Reduction in Housing Benefit Admin subsidy			15,000	15,000
Original Estimate 2019/20	9,993,843	-18,254,851	5,830,473	-2,430,535

INVESTMENT STRATEGY RESERVE

APPENDIX 2B

	2018/19 Original £'000	2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Balance Brought Forward	4,274	4,099	3,569	2,544	2,257
<u>Source of Funds</u>					
Planned contribution from General Fund	1,346	1,346	1,362	1,470	1,470
New Homes Bonus	386	386	717	216	-25
Transfer from Town Centre Management Reserve	150	150	150	150	150
2018/19 Forecast underspend (December Green Book)		129			
Total Available Funds	6,156	6,110	5,798	4,380	3,852
<u>Use of Funds</u>					
Management of Change (GF only)	-250	-250	-250	-250	-250
Use of Selective Licensing Surplus			-180		
Financing IP Revenue Items	-289	-418	-340	-240	-190
Celebrate Woking	-150	-150	-150	-150	-150
Flood Prevention schemes	-750	-371	-750	-400	
Best Bar None	-18	-18			
Sheerwater Social Support	-125	-125	-125	-125	-125
Community Meals Office Relocation		-29			
Repairs to Road Outside St John's Church		-15			
Queen Elizabeth Gardens Drainage, Landscaping & Lighting		-37			
Total Use of Funds	-1,582	-1,413	-1,795	-1,165	-715
<u>Transfer to Other Revenue Reserves</u>					
Transfer to Wolsey Place reserve	-300	-300	-300	-300	-300
Transfer to New Homes Bonus Reserve	-386	-386	-717	-216	
Transfer to Equipment reserve	-50	-50	-50	-50	-50
Transfer to Town Centre Management Account Reserve	-92	-92	-92	-92	-92
Transfer of On-street Parking to Surrey	-116	-116	-116	-116	-116
Transfer to Community Fund	-174	-174	-174	-174	-174
Transfer to Provision for Flexibility	-10	-10	-10	-10	-10
Total Transfer to Other Revenue Reserves	-1,128	-1,128	-1,459	-958	-742
Balance Carried Forward	3,446	3,569	2,544	2,257	2,395

INVESTMENT STRATEGY RESERVE

	2018/19 Original £'000	2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
<u>Group Company reserve</u>					
balance b/f	750	750	750	750	750
in year movement	0	0	0	0	0
balance c/f	<u>750</u>	<u>750</u>	<u>750</u>	<u>750</u>	<u>750</u>
<u>Wolsey Place reserve</u>					
balance b/f	5,402	5,915	5,082	4,364	3,616
Contribution to reserve	300	300	300	300	300
Under-recovery of rents/service charges	-1,003	-1,003	-1,003	-1,003	-1,003
Refurbishments	-330	-346	-200	-200	-200
Subtotal	<u>4,369</u>	<u>4,866</u>	<u>4,179</u>	<u>3,460</u>	<u>2,713</u>
Interest (included in GF Summary - Interest costs)	195	216	185	156	127
	<u>4,564</u>	<u>5,082</u>	<u>4,364</u>	<u>3,616</u>	<u>2,840</u>
<u>New Homes Bonus reserve</u>					
balance b/f	670	1,239	130	347	63
In year income	386	386	717	216	0
Sheerwater Access Road reserve repayment of loan funding	-400	-400			
Grant to Brookwood Cemetery	-500	-1,051	-500	-500	-500
West Byfleet Play Area		-35			
Developing a Favourable Conservation Status Licence		-9			
balance c/f	<u>156</u>	<u>130</u>	<u>347</u>	<u>63</u>	<u>-437</u>
<u>Insurance reserve</u>					
balance b/f	477	453	453	453	453
balance c/f	<u>477</u>	<u>453</u>	<u>453</u>	<u>453</u>	<u>453</u>
<u>Equipment reserve</u>					
balance b/f	330	330	360	390	416
Contribution to reserve	50	50	50	50	50
Planned use of reserve	-20	-20	-20	-24	-24
balance c/f	<u>360</u>	<u>360</u>	<u>390</u>	<u>416</u>	<u>442</u>

INVESTMENT STRATEGY RESERVE

	2018/19 Original £'000	2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
<u>Business Rates Equalisation Reserve</u>					
balance b/f	1,349	6,002	2,475	2,475	2,475
Grant timing adjustments		-3,527			
Contribution to reserve - pooling/pilot benefit					
balance c/f	<u>1,349</u>	<u>2,475</u>	<u>2,475</u>	<u>2,475</u>	<u>2,475</u>
<u>Local Council Tax Support Scheme Hardship Fund</u>					
balance b/f	48	48	48	48	48
Contribution to reserve	0	0	0	0	0
Planned use of reserve					
balance c/f	<u>48</u>	<u>48</u>	<u>48</u>	<u>48</u>	<u>48</u>
<u>Town Centre Management Account Reserve (TCMA)</u>					
balance b/f	280	232	174	116	58
Contribution to reserve	92	92	92	92	92
Planned use of reserve	-150	-150	-150	-150	-150
balance c/f	<u>222</u>	<u>174</u>	<u>116</u>	<u>58</u>	<u>0</u>
<u>Medium Term Financial Strategy Reserve (MTFS)</u>					
balance b/f	2,056	3,444	2,885	4,192	4,192
Contribution to/(Use of) reserve to support MTFS	-309	-309	1307	0	0
School place provision		-250			
balance c/f	<u>1,747</u>	<u>2,885</u>	<u>4,192</u>	<u>4,192</u>	<u>4,192</u>
<u>Victoria Square Reserve</u>					
balance b/f	1,609	796	1,301	2,725	4,186
Contribution to reserve 1% arrangement fee from 1 January 2017	1,190	905	1,824	1,461	
#WeAreWoking	-100	-400	-400		
balance c/f	<u>2,699</u>	<u>1,301</u>	<u>2,725</u>	<u>4,186</u>	<u>4,186</u>

CIPFA\ Financial Resilience Index

Tier Group

UPPER



LOWER

Authority

Woking

Ranked

Comparator Group

Non Metropolitan Districts

Methodology

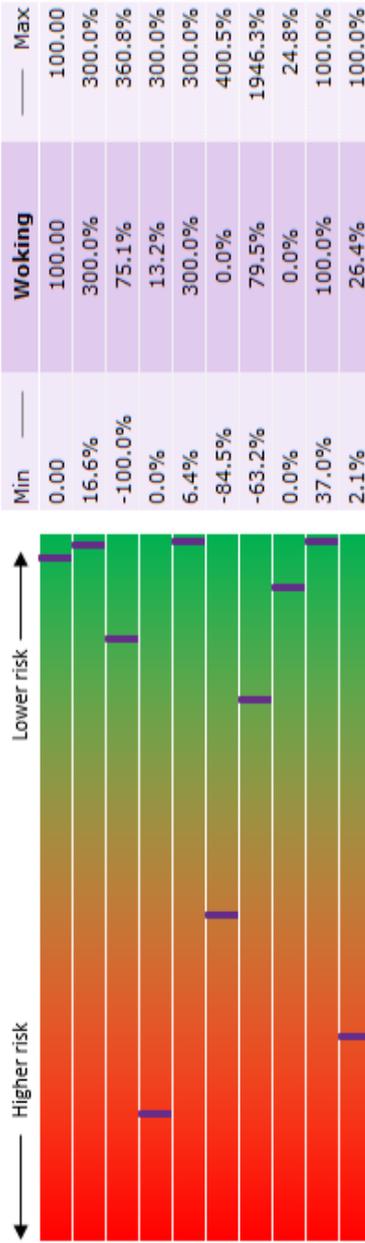
Year

2017-18



Results Breakdown

Indicators of Financial Stress



Unqualified

- Reserves Depletion Time
- Level of Reserves
- Change in Reserves
- Unallocated Reserves
- Earmarked Reserves
- Change in Unallocated Reserves
- Change in Earmarked Reserves
- Grants to Expenditure Ratio
- Council Tax Requirement / Net Revenue Expenditure
- Retained Income from Rate Retention / Net Expenditure

- Auditors Vfm Assessment

PRUDENTIAL INDICATORS FOR 2018/19 TO 2022/23**1 Investment Programme Expenditure**

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Non - Housing Revenue Account	428,563	304,050	297,373	77,968	21,037
Housing Revenue Account	109,225	100,285	87,456	30,798	141,517
Total	537,788	404,335	384,829	108,766	162,554

2 Ratio of Financing Costs to Net Revenue Stream

	2018/19	2019/20	2020/21 £'000	2021/22 £'000	2022/23 £'000
Non - Housing Revenue Account	51%	107%	120%	148%	155%
Housing Revenue Account	47%	47%	49%	50%	50%

3 Capital Financing Requirement

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Non - Housing Revenue Account	569,068	635,084	729,761	761,718	769,483
Housing Revenue Account	128,273	144,867	153,526	153,526	153,526
Total excluding group company & external loans	697,341	779,951	883,287	915,244	923,009
Group company & external loans	594,875	847,565	1,067,169	1,088,145	1,223,604
Total including group company & external loans	1,292,216	1,627,516	1,950,456	2,003,389	2,146,613



2019/20 Service Plans

Towards Tomorrow Today

Foreword

Welcome to Woking Borough Council's Service Plans for 2019/20. The aim of this document is to provide clear information about our plans for continuous improvement in the quality and value of our services for the coming year.

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

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

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

Monitoring the performance of the Council

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

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

PEOPLE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Community Support	Ray Morgan	Centres for the Community: Area Manager Centres and Community Meals Community Engagement: Senior Community Engagement Officer Community Safety: Community Safety Manager Family Support Programme: Family Support Programme Team Manager Community Development: Community Development Manager	TBC

Service Plan Overview (Key Functions) 2018/19
<p>The Community Support Service Plan is divided into 5 main sections:</p> <p>Centres for the Community There are four centres for the community managed directly by the Council, and three other centres across the Borough which are grant-aided. All offer a range of services and programmes of activities to underpin the health and wellbeing of the community – including addressing such issues as social isolation. The venues also facilitate lettings and events that are designed to meet local people’s needs and aspirations across a whole-life age range.</p> <p>Community Engagement Community engagement work by the Council provides support to individuals and voluntary sector organisations in the Borough to build ongoing relationships for improved health and wellbeing of all the residents of Woking; examples of such work include our support for interfaith dialogue, military/civilian integration and targeted Asset Based Community Development (ABCD).</p> <p>Community Safety This service is responsible for co-ordinating the Council’s response to its statutory duties under the Crime and Disorder Act 1998 and other relevant legislation. Working in partnership with Surrey County Council, Surrey Fire and Rescue Service, Health, Surrey Police, the National Probation Service and Kent, Surrey and Sussex Community Rehabilitation Company, the main aim is to co-operate on strategies to maintain the low level of crime and disorder in the Borough. The service supports multi-agency groups, such as the Community Harm and Risk Management Meeting (CHaRMM) that supports victims of Anti-social Behaviour and targets problem individuals or families and the Joint Action Group (JAG) that targets problem locations and series crime.</p>

Family Support Programme

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

Community Development

This service empowers the voluntary community, not-for-profit and faith sectors to develop required services within the community. This includes providing training, helping organisations to find funding and supporting them to deliver their objectives. This service also includes the Community Matters Partnership Project which encourages and enables community to business and business to community participation and engagement.

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
CC1	To review the service offer, in conjunction with partners, to ensure that the offer in the Community Centres is 'fit for purpose' now and into the future.	31/03/20	<ul style="list-style-type: none"> Centralise service provision where appropriate; Services are provided that are relevant and appropriate to the needs of the community going forward; Health and wellbeing activities within the Centres will be enhanced. 	<ul style="list-style-type: none"> Clients, staff and partners do not engage in the review process fully; Funding cuts from Health and Adult Social Care impact on the service; The review outcomes are not supported.
CC2	Conduct a strategic review of Community Centre operations (to include review of assets, buildings and staffing levels) to ensure that provision is properly resourced and correctly located within the Borough to best serve the local community.	31/03/20	<ul style="list-style-type: none"> Centralise service provision where appropriate; Services are provided that are relevant and appropriate to the needs of the community going forward; Health and wellbeing activities within the Centres will be enhanced. 	<ul style="list-style-type: none"> Ability to redirect resources and/or relocated Centres if findings suggest that this is required; Choosing wrong levels of staffing to meet community need.

CC3	To continue to analyse and monitor the performance of the Centres to enable informed service decisions to be made based on trends and usage.	31/03/20	<ul style="list-style-type: none"> We have the correct information available to make strategic decisions; Use data to attract new customers and identify the best way of delivering services in line with the Corporate Health and Wellbeing Plan. 	<ul style="list-style-type: none"> Lack of resources; Staff / Service Users are resistant to change.
CE1	Continue to work with the Sheerwater community to achieve better Health and Wellbeing outcomes for residents.	31/03/20	<ul style="list-style-type: none"> Better engagement with the community and organisations based in Sheerwater; Develop the Sheerwater Together Community Group to formalise the group and have defined objectives; Facilitate community groups to deliver improved and targeted services; Improve health & wellbeing of residents. 	<ul style="list-style-type: none"> Disengagement / lack of engagement with Sheerwater residents; Lack of resources.
CE2	To plan and implement Armed Forces Covenant work. Including a service at the Muslim Burial Ground Peace Garden and a Freedom of the Borough Parade.	31/09/19	<ul style="list-style-type: none"> Raising multi-cultural awareness within the community; Improved links with the Armed Forces; Raising the profile of Woking both nationally and internationally. 	<ul style="list-style-type: none"> Having sufficient resources in place to enable the programme to be planned; Availability and attendance of Armed Forces personnel and US / Pakistan embassy representatives.
CE3	To develop and implement an annual action plan on interfaith/intrafaith work in collaboration with Woking People of Faith.	30/09/19	<ul style="list-style-type: none"> Faith and cultural engagement with residents and faith institutions in the Borough; Improved resilience and cohesion in the community. 	<ul style="list-style-type: none"> Lack of resource to deliver programmes; Lack of institutional cooperation.
CS1	Undertake a review of the way in which WBC delivers Anti-Social Behaviour activities.	30/09/19	<ul style="list-style-type: none"> An action plan that will list activities to be completed resulting from the review – e.g. an updated Anti Social Behaviour Strategy, Council website updated. 	<ul style="list-style-type: none"> Review may be delayed if staff resource does not have capacity.
CS2	Deliver Domestic Abuse and Anti Social Behaviour community safety awareness campaigns.	30/06/19 31/07/19	<ul style="list-style-type: none"> Raise awareness amongst the public and agency staff about Domestic Abuse and Anti Social Behaviour and where help and support are available. 	<ul style="list-style-type: none"> Campaigns may not run if there are insufficient resources.

CS3	To run a Junior Citizen Scheme for around 1,000 year 6 pupils from primary schools across the Borough.	31/03/20	<ul style="list-style-type: none"> • Practical demonstrations and interactive workshops to show children how to stay safe in everyday situations; • Children better equipped to deal with possible hazardous situations; • Partnership working with other agencies. 	<ul style="list-style-type: none"> • The scheme may not run if one or more agencies withdraw support.
FS1	Provide intensive support to at least 100 families within the Borough of Woking.	31/03/20	<ul style="list-style-type: none"> • Holistic family Assessments and Action Plans can be implemented; • Improvements in the lives of families regarding parenting, education, employment, crime and anti-social behaviour, health and domestic abuse; • Family progress defined and tracked. 	<ul style="list-style-type: none"> • Adequate number of referrals need to be received; • Referrals need to be eligible for Payment by Results claims; • Unforeseen changes to staffing.
FS2	To work with Surrey County Early Help Leads to ensure that Family Support Programme is fully embedded in the wider Early Help offer.	01/06/19	<ul style="list-style-type: none"> • Families can easily access support services in their local areas; • Woking's Early Help services are closely networked across its key geographical areas; • Professionals in Family Partnership Networks are fully aware of processes and pathways for support; • Families and professionals feedback improved service outcomes. 	<ul style="list-style-type: none"> • Wider Early Help changes may delay progress due to increased pressures; • Ofsted inspections may influence more changes to the Early Help agenda; • Should there be conflicting priorities between partners.
FS3	To complete high quality Early Help Assessments for families in the Family Support Programme.	30/03/20	<ul style="list-style-type: none"> • Families receive high quality assessments that include all family members and 'significant others' that play a role in family life; • The voice of the child is always captured including professionals' observations when children are too young to share their views; • All assessments are shared with the Early Help Hub; • Assessments are jargon-free, holistic and cogent; • Action Plans include SMART targets so progress is measured. 	<ul style="list-style-type: none"> • Further changes to assessment templates and guidance; • Unforeseen changes to staffing; • Changes to supervisory staff who are qualified to gatekeep assessments; • Prioritising time for local quality assurance.

FS4	To oversee the management of the Vulnerable Persons Relocation Scheme (VPRS) and resettle families as per the Council's pledge.	31/12/19	<ul style="list-style-type: none"> • Accommodation to be secured that is stable and within LHA rates; • Practice is both targeted and safe; • Refugee families have increased access to support and local services to enhance their integration and are safe, valued and independent; • The Home Office Statement of Requirements is fully adhered to. 	<ul style="list-style-type: none"> • Lack of suitable accommodation; • Unforeseen issues with families that create extra work, for example with anti-social behaviour; • Public backlash and potential hate crime.
FS5	To create additional English for Speakers of Other Languages (ESOL) provision for families using qualified volunteers.	30/06/19	<ul style="list-style-type: none"> • ESOL levels rise and students pass exams and progress into mainstream ESOL classes; • Mothers with babies have more accessible ESOL support; • ESOL support can commence within one month of arrival rather than waiting for the term to start; • Volunteers are DBS checked and trained in cultural awareness and safeguarding; • Volunteers receive group supervision and support from the Senior Family Coordinator; • ESOL trained volunteers meet with families and individuals weekly; • Practice is safe. 	<ul style="list-style-type: none"> • Lack of volunteers who are ESOL trained; • Additional staff time to ensure volunteers are safety checked, trained and matched to a family; • If volunteers start to get too involved with families rather than focussing on ESOL provision.
FS6	To complete Family Outcome Stars for all refugee families to track their progress and independence.	30/06/19	<ul style="list-style-type: none"> • Three checklists will be developed to indicate if families have low / moderate / high independence; • Outcome Star charts with SMART Action Plans will be used with refugee families in months 3, 9 & 12 in year 1 and a minimum of annually in years 2-5; • Families see progress. 	<ul style="list-style-type: none"> • Complex family needs take up staff time; • Unforeseen changes to staffing; • Language barrier.

CD1	To agree the Community, Development and Engagement Strategic Plan.	30/06/19	<ul style="list-style-type: none"> • Create strategy document that details how service will accomplish strategic goals; • Strategy to ensure services are tailored to encompass the wider priorities within the health and wellbeing agenda, and to put local people and communities first; • Strategy approved by Senior Managers and Councillors, as appropriate. 	<ul style="list-style-type: none"> • Changing priorities mean that strategy no longer a key priority.
CD2	Begin to implement the Community, Development and Engagement Strategic Plan.	31/03/20	<ul style="list-style-type: none"> • Objectives from the strategy begin to be implemented. 	<ul style="list-style-type: none"> • Strategy not approved for implementation; • Changing priorities mean that strategy no longer a key priority.
CD3	Community Matters Partnership Programme – to continue to develop the project in accordance with the overall ambitions of the programme.	31/03/20	<ul style="list-style-type: none"> • Increased number of businesses commit to the programme; • Events are delivered in a professional and timely manner; • Community accesses grants available through the programme for local benefit; • Arrange, facilitate and offer regular member networking opportunities. 	<ul style="list-style-type: none"> • Capacity issues; • Buy-in to the concept by businesses; • Businesses continuing to support the scheme by re-joining; • Sustainability of the Programme.
CD4	To develop an internal process which facilitates the proactive search and identification of grant funding for specific projects.	31/03/20	<ul style="list-style-type: none"> • Grants Officer is able to give advice on grants available (Grantfinder.co.uk & other sources); • Increased applications for external funding are made; • Relevant colleagues are notified of potential funding available; • Opportunities for accessing funding are enhanced. 	<ul style="list-style-type: none"> • Staff capacity to develop applications for external funding.
CD5	Encourage organisations in voluntary community to form partnerships to undertake joint funding applications.	31/03/20	<ul style="list-style-type: none"> • Host networking events between voluntary organisations with similar goals to promote partnership working. 	<ul style="list-style-type: none"> • Not enough organisations engage to make scheme sustainable.

WBC Service Plans 2019/20

CD5	Woking Interpretation and Translation Service (WITS) – to explore the opportunity for expansion of the service to meet needs of partners.	31/03/20	<ul style="list-style-type: none"> • Needs of partners are more widely understood; • Identify and implement suitable ways to increase client base; • Develop a suitable database; • Service is reviewed and developed to meet needs. 	<ul style="list-style-type: none"> • Capacity of health, social care, education and other partners to engage proactively with review.
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COMMUNITY SUPPORT**REVENUE ESTIMATES**

	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
<u>Expenditure</u>		
Employees	1,906,001	1,890,405
Premises	235,486	257,860
Transport	3,680	3,680
Supplies & Services	1,044,207	1,222,055
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges	109,306	109,180
GROSS EXPENDITURE	<u>3,298,680</u>	<u>3,483,180</u>
<u>Income</u>		
Government Grants		
Other Grants		
Sales	-6,950	-6,950
Fees & Charges	-146,129	-119,865
Rents	-35,000	-42,332
Other Income	-818	-88,674
NET EXPENDITURE	<u>3,109,783</u>	<u>3,225,359</u>

SUMMARY OF VARIATIONS

Original Estimate 2018/19	3,109,783
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	-15,596
Changes in Capital Charges	-126
Contractual Inflation	0
Changes in Facilities Management Contract	0
Changes in Energy Costs	14,092
Business Rates Changes	666
Changes in Insurance	0
Changes in Fees and Charges	-61,592
Cost Reductions	0
Other Minor Variations	10,284
	<u>-52,272</u>
<u>Specific Service Issues</u>	
Women's Support Centre administration costs	80,000
Community Engagement Interpretation services	51,000
Consolidation of Grants to Organisations	1,630
Lakeview Community Action Group Grant	35,218
Original Estimate 2019/20	<u>3,225,359</u>

PEOPLE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Health & Wellbeing and Cultural Development	Ray Morgan	Arts, Heritage and Events: Community Development Manager Youth Development: Family Support Programme Team Manager Health & Wellbeing (Physical, Mental Health, Safeguarding): Home Independence Manager Leisure Services: Sports Development Officer and Client Officer Sports Development: Community Development Manager	TBC

Service Plan Overview (Key Functions) 2018/19
<p>The Leisure and Cultural Development Service Plan is divided into 5 main sections:</p> <p>Arts, Heritage and Events The strategic management and implementation of arts, heritage and events across the Borough. This service will include the planning and delivery of the Celebrate Woking programme, the development of projects that support the heritage of Woking, and working with partners such as Dance Woking, Ambassadors and the Lightbox to deliver a broad range of cultural activities.</p> <p>Youth Development The strategic management and implementation of youth development across the Borough. This will include the delivery of Woking’s integrated Youth Strategy and Youth Support Service, as well as increasing involvement with the County’s Early Help agenda.</p> <p>Health & Wellbeing (Physical, Mental Health and Safeguarding) To take a strategic approach to improving and sustaining the health and wellbeing of residents in Woking. The service will include working in association with appropriate Health and Social Care partners to deliver and raise awareness of the personal benefits that are designed to encourage and improve overall levels of health and wellbeing participation within the community.</p> <p>Leisure Services The aim of this service is to develop and deliver a wide range of sporting, leisure and recreational activities both on a community and commercial basis which meets community need. Much of this service offer is managed in partnership with Greenwich Leisure Limited and</p>

Freedom Leisure (the on-site operator) through the use of numerous venues including the Pool in the Park, Woking Leisure Centre, Woking Park, Sports Pavilions, Hoe Valley Leisure Facilities (due to open 1 September 2018) playing fields and other community facilities.

Sports Development

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

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
AHE 1	Deliver a successful Celebrate Woking 2019 programme and pre-plan for 2020 Programme.	31/03/20	<ul style="list-style-type: none"> • Successful delivery of main/partner events; • Reduction in staff resource across the organisation to deliver the programme; • 2020 theme and outline programme agreed in autumn. 	<ul style="list-style-type: none"> • Partners don't deliver agreed input; • Sponsorship monies don't come to fruition; • Inclement weather adversely impacts; • Infrastructure failure.
AHE 2	Identify the gaps in the Arts offer in Woking and begin working with partners to develop suitable projects to meet the need.	31/03/20	<ul style="list-style-type: none"> • Review the current Arts offer and identify which current services are still required and other services that are needed; • Begin working with partners to develop ways of delivering desired services. 	<ul style="list-style-type: none"> • Staff capacity; • Lack of relevant data to inform decisions on services needed.
AHE 3	Looking at best practice, undertake a programme use review of The Rhoda McGaw Theatre to maximise efficiency and financial viability of the Theatre.	31/03/20	<ul style="list-style-type: none"> • Allocation of space for use by Community Arts, Drama and Dance groups is programmed more effectively; • A quality standard for Community Productions is established to assist with audience development; • Opportunity to promote the Rhoda for use by professional and commercial artistes / touring groups is maximised. 	<ul style="list-style-type: none"> • Lack of engagement by community arts groups; • Insufficient resource is provided by Ambassadors Theatre Group to the review; • Outcomes of the review aren't considered viable to introduce.

YD1	In view of Surrey County Council reduction in funding and approach to Early Help, review the Integrated Youth Strategy for Woking.	31/06/19	<ul style="list-style-type: none"> • Young people and Youth Practitioners understand the Early Help Offer and resultant impacts; • Community Youth Work Service provision is jointly recommissioned. 	<ul style="list-style-type: none"> • Lack of clarity about what Early Help Offer is; • Insufficient resources available from all partners to proceed; • Reduction in service offer.
YD2	To work with partners to develop the Woking Early Help Offer including Local Family Partnerships.	31/03/20	<ul style="list-style-type: none"> • Enhanced Integrated Early Help Offer / working is taking place within Woking; • Co-located Early Help Teams are based in Civic Offices; • Improved Early Help outcomes for families; • Local Family Partnerships are established. 	<ul style="list-style-type: none"> • Lack of buy-in from partners; • Offer is not seen as being reflective of local Woking need; • Early Help Offer results in unacceptable service impacts.
HW1	Woking Health & Wellbeing Plan is reviewed, updated and resourced to reflect local need. Realign Woking's Health and Wellbeing priorities to reflect the revised Surrey County Council priorities.	01/06/19	<ul style="list-style-type: none"> • Refreshed Woking Health & Wellbeing Plan; • Partner buy-in to shared actions resulting in co-ordinated outcomes; • Enhanced community wellbeing. 	<ul style="list-style-type: none"> • Partners don't engage with updating plan; • Differing priorities result in plan not being agreed; • Insufficient resources to progress; • Insufficient resource and funding.
HW2	To progress becoming a Dementia Friendly Borough.	31/03/20	<ul style="list-style-type: none"> • Encourage and assist with the creation of business / area based Action Alliances; • Co-ordinate and develop the Woking Borough Dementia Action Alliance to act as the umbrella organisation for all other Action Alliances; • Run DFC & Champion training; 	<ul style="list-style-type: none"> • Alzheimer's project resource is limited; • Businesses / areas do not engage; • Lack of resources; • Competing pressures; • Ward/locality does not engage.
HW3	Continue to embed the Social Prescribing model within healthcare professional networks, not limiting to only GPs, and increase referral opportunities.	31/03/20	<ul style="list-style-type: none"> • Social Prescription is extended to increased number of GP surgeries; • Referrals increase; • North West Surrey Clinical Commissioning Group positively evaluate outcomes; • Sustainable funding is secured. 	<ul style="list-style-type: none"> • Demand exceeds available programme resources; • Insufficient resource to sustain the programme.
HW4	Sign up to and launch the Herbert Protocol joint venture with Surrey Police to aid the police in finding missing persons with dementia.	31/03/20	<ul style="list-style-type: none"> • Support those living with dementia and their carers; • Enable the police to find missing persons more easily. 	<ul style="list-style-type: none"> • Capacity for all partners to actively contribute; • Competing pressures; • Lack of staff resources.

HW5	Sign Up to the Young Carers Pledge.	31/03/20	<ul style="list-style-type: none"> • Support the identification, recognition and registration of Young Carers; • Staff become aware of the needs of young carers; 	<ul style="list-style-type: none"> • Capacity for all partners to actively contribute; • Competing pressures; • Lack of staff resources.
HW6	Evaluate Living Well week to ensure that there is provision of a sustainable year round programme of support.	20/06/19	<ul style="list-style-type: none"> • Revitalised programme of activities; • Ensure sustainability of service offer; • Create strong partnership working. 	<ul style="list-style-type: none"> • Capacity for all partners to actively contribute; • Competing pressures; • Lack of staff resources.
LS1	To develop and implement as agreed investment proposals with the Council's Leisure Operator for service improvements across the Leisure Management Contract.	31/03/20	<ul style="list-style-type: none"> • Refurbished flumes are in place; • Investment schemes for replacement changing room upgrades are agreed and delivered; • Removal of Woking Park Tennis Courts from Leisure Contract; • Service offer remains fresh and relevant. 	<ul style="list-style-type: none"> • Insufficient funding to proceed; • Variation to contract cannot be agreed; • Flume tower structural issues at Pool in the Park; • Encountering further issues with implementing upgrades at the Leisure Centre and Pool in the Park; • Heating and cooling issues at Pool in the Park and Leisure Centre effect service offer.
LS2	Subject to approval, Leisure Provision and Provider for Sheerwater (BDB) project are agreed in principle, with ongoing work to agree contractual terms and operating arrangements between all parties.	31/03/20	<ul style="list-style-type: none"> • Leisure provision is designed to meet need; • Management Agreement agreed between all parties; • Greenwich Leisure Limited / Freedom Leisure are secured as leisure provider. 	<ul style="list-style-type: none"> • Leisure Provision at Sheerwater does not receive approval / is delayed.
SD1	Outdoor Facilities Strategy Action Plan is progressed with partners.	31/03/20	<ul style="list-style-type: none"> • Priority actions for Phase 1 of the Action Plan (Yrs. 1 & 2) are delivered; • Plans for Phase 2 are finalised; • External funding resources are secured. 	<ul style="list-style-type: none"> • Resources are unavailable from various sources to progress the Action Plan.

SD2	Develop a funding bid for projects, including disability swimming.	31/12/18	<ul style="list-style-type: none"> • Increased used of resources and partners to deliver; • Increased participation in sport by people living with disabilities and physical activity; • Jointly work with partners on related funding bids and initiatives. 	<ul style="list-style-type: none"> • Target market does not engage; • Same individuals rather than 'non-sporty' individuals take-up offer; • Funding bids are unsuccessful.
SD3	Surrey Youth Games, including trials, are delivered successfully and have continuing legacy for participants.	30/06/19	<ul style="list-style-type: none"> • Woking enters Teams in all sport categories in Surrey Youth Games; • More children and young people participate in the Surrey Youth Games trials as well as main event; • More participants continue to engage in sport through club environment; • More sport volunteers / coaches and officials are developed. 	<ul style="list-style-type: none"> • Resource constraints result in smaller event being run – reducing opportunities; • Sponsorship for the County event is not forthcoming; • Venues for trials are not available.
SD4	Facility Development in Tennis and Cycling is progressed for the Borough.	31/03/20	<ul style="list-style-type: none"> • Tennis Development Plan for Woking Park with nominated provider is in place; • Funding bid to Lawn Tennis Association is made for floodlights and subject to approval is installed; • Cycling Plan for Borough is developed. 	<ul style="list-style-type: none"> • Resources for floodlights are not forthcoming; • Tennis provider withdraws; • Cycling partners do not engage.
SD5	Ensure the range of sports development activities supported by the Council encompassed the needs of all residents.	31/03/20	<ul style="list-style-type: none"> • Review the current Sports offer and identify which current services are still required and other services that are needed; • Begin working with partners to develop ways of delivering desired services. 	<ul style="list-style-type: none"> • Staff capacity; • Lack of relevant data to inform decisions on services needed.

HEALTH AND WELLBEING AND CULTURAL DEVELOPMENT**REVENUE ESTIMATES**

	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
<u>Expenditure</u>		
Employees	683,441	823,853
Premises	1,666,963	1,802,907
Transport	400	
Supplies & Services	1,061,670	1,061,220
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges	<u>229,492</u>	<u>321,709</u>
GROSS EXPENDITURE	<u>3,641,966</u>	<u>4,009,689</u>
<u>Income</u>		
Government Grants		
Other Grants	-1,000	-3,150
Sales	-100,000	-100,000
Fees & Charges	-42,410	-20,550
Rents		
Other Income	<u>-473,615</u>	<u>-707,334</u>
NET EXPENDITURE	<u>3,024,941</u>	<u>3,178,655</u>

SUMMARY OF VARIATIONS

Original Estimate 2018/19	3,024,941
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	140,412
Changes in Capital Charges	73,232
Contractual Inflation	28,800
Changes in Facilities Management Contract	50,719
Changes in Energy Costs	23,635
Business Rates Changes	1,600
Changes in Insurance	0
Changes in Fees and Charges	5,020
Cost Reductions	-4,440
Other Minor Variations	<u>60,984</u>
	379,962
<u>Specific Service Issues</u>	
Annual indexation of Leisure Management Contract	-206,219
Other running costs for The Sportsbox (net of income)	-3,109
Community Transport Grant changes	-16,920
Original Estimate 2019/20	<u>3,178,655</u>

PEOPLE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Housing	Ray Morgan	Housing Needs (Options, Homelessness & Allocations): Housing Needs Manager Housing Standards: Senior Housing Standards Officers Housing Strategy and Enabling: Housing Strategy and Enabling Team Leader	TBC

Service Plan Overview (Key Functions) 2018/19

The Housing Service Plan is divided into 3 main sections:

Housing Needs (Options, Homelessness and Allocations)

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

Housing Standards

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

Housing Strategy and Enabling

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

Focus for the coming year – Service Plan Objectives and Priorities				
Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
HN1	As part of the Sheerwater Regeneration project, continue to work closely with the Project Team to allocate properties to applicants who wish to or need to move through the phases of the project, including applicants in temporary accommodation.	31/03/20	<ul style="list-style-type: none"> Families able to be relocated to enable the Sheerwater project to go ahead; Minimal disruption to displaced residents. 	<ul style="list-style-type: none"> Project doesn't go ahead; Project is delayed; Not enough properties to move people into.
HN2	Monitor effects of the Homelessness Reduction Act.	31/03/20	<ul style="list-style-type: none"> Ensure additional resources/staff are in place within Housing Options/Housing Needs Teams; Monitor new IT software for Government data to ensure it is fit for purpose. 	<ul style="list-style-type: none"> Unable to recruit.
HN3	Continue to work with Thamesway Housing Limited (THL) To provide affordable housing for Woking's Housing Register applicants and homeless households.	31/03/20	<ul style="list-style-type: none"> Permanent housing provided for homeless residents. 	<ul style="list-style-type: none"> THL unable to find suitable properties.
HN4	To investigate "The Customer Journey" in order to place Woking's residents at the heart of our service.	31/03/20	<ul style="list-style-type: none"> To ensure our services are easily accessible to our most vulnerable customers; To streamline Housing systems; To implement new OPENhousing IT system. 	<ul style="list-style-type: none"> Not enough resources to implement; System not fit for purpose.
HN5	To continue to work with partners to provide the INDIGO Project, which supports new rough sleepers with mental health issues.	31/03/20	<ul style="list-style-type: none"> Additional support for Rough Sleepers; Decrease in number sleeping on streets. 	<ul style="list-style-type: none"> Lack of funding or support for the project; Unable to recruit staff.

HS1	Undertake 100 proactive inspections of private rented dwellings during the year and instigate action to remedy health and safety hazards.	31/03/20	<ul style="list-style-type: none"> Property inspections completed; Enforcement action instigated; Dwellings improved. 	<ul style="list-style-type: none"> Retention of existing staffing resources. Failing to recruit suitable staff.
HS2	Identify unlicensed private rented properties and ensure compliance with selective licensing scheme.	31/03/20	<ul style="list-style-type: none"> Financial penalty notices served or prosecution proceedings instigated in respect of unlicensed properties. 	<ul style="list-style-type: none"> Retention of existing staffing resources; Failing to recruit suitable staff.
HS3	Identify unlicensed private rented properties and ensure compliance with mandatory licensing scheme.	31/03/20	<ul style="list-style-type: none"> Financial penalty notices served or prosecution proceedings instigated in respect of unlicensed properties. 	<ul style="list-style-type: none"> Retention of existing staffing resources; Failing to recruit suitable staff.
HSE 1	Deliver 'Let's Talk' events for private sector landlords and letting agents.	31/03/20	<ul style="list-style-type: none"> Events arranged to coincide with legislative change or Council initiatives; Improved networking opportunities. 	<ul style="list-style-type: none"> Limited support from private sector landlords and letting agents.
HSE 2	Review and replace the Council's Housing Strategy.	31/03/20	<ul style="list-style-type: none"> Strategy drafted to reflect current housing needs in the Borough and the current and future housing environment; Strategy adopted by Council. 	<ul style="list-style-type: none"> Staffing resources; Delays in obtaining adoption of the Strategy.
HSE 3	Deliver 40 private rented sector offers to homeless households to discharge our housing duty (as amended by the Homelessness Reduction Act).	31/03/20	<ul style="list-style-type: none"> Promotion of schemes to property owners and investor landlords; 40 new tenancies facilitated. 	<ul style="list-style-type: none"> Limited support for new schemes by private landlords and property investors.
HSE 4	Deliver a regular forum between the Council and registered providers operating in the Borough.	31/03/20	<ul style="list-style-type: none"> Improve the delivery of affordable homes in the Borough despite challenging market conditions; Forum aims to improve joint working. 	<ul style="list-style-type: none"> Limited engagement from Registered Providers; Change in Governmental policy relating to affordable housing; Change in financial environment for Registered Providers.
HSE 5	Deliver courses to help residents access and sustain tenancies in the private and social rented housing sectors.	31/03/20	<ul style="list-style-type: none"> Residents trained around financial hardship issues resulting from the on-going welfare reforms; Investigate delivering courses with key organisations. 	<ul style="list-style-type: none"> Limited engagement from residents wishing to attend course; Withdrawal of support from partner agencies; Staff capacity.

WBC Service Plans 2019/20

HSE 6	Delivery of additional Housing Revenue Account homes.	31/03/20	<ul style="list-style-type: none"> • Additional HRA properties are built; • Street properties are purchased and brought into the HRA as maybe appropriate; • Existing HRA properties where appropriate and feasible are adapted to create additional units / homes. 	<ul style="list-style-type: none"> • Insufficient suitable sites are identified • Limited developers in the marketplace to deliver appropriate schemes within standards and funding envelope; • Sufficient resources.
HSE 7	Produce an Empty Homes Assistance Policy.	31/03/20	<ul style="list-style-type: none"> • Policy drafted to outline assistance available to empty home owners; • Increase in empty homes brought back in to use. 	<ul style="list-style-type: none"> • Staffing resources; • Delays in obtaining adoption of the policy.

HOUSING**REVENUE ESTIMATES**

	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
<u>Expenditure</u>		
Employees	1,640,511	1,610,512
Premises	421,123	414,807
Transport	95	95
Supplies & Services	1,143,989	1,081,467
Third Party Payments		
Transfer Payments	124,359	124,359
Support Services		
Capital Charges	712,743	711,710
GROSS EXPENDITURE	4,042,820	3,942,950
<u>Income</u>		
Government Grants	-346,998	-346,998
Other Grants		
Sales		
Fees & Charges	-545,296	-310,463
Rents	-25,199	-20,056
Other Income	-519,968	-472,423
NET EXPENDITURE	2,605,359	2,793,010

SUMMARY OF VARIATIONS

Original Estimate 2018/19	2,605,359
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	-29,999
Changes in Capital Charges	-1,033
Contractual Inflation	0
Changes in Facilities Management Contract	0
Changes in Energy Costs	9,000
Business Rates Changes	0
Changes in Insurance	0
Changes in Fees and Charges	7,470
Cost Reductions	0
Other Minor Variations	900
	-13,662
<u>Specific Service Issues</u>	
Changes In Grounds Maintenance	-1,221
Changes in Temporary Accommodation Income\Costs	2,786
Changes in Private Sector Leasing Scheme Income\Costs	-5,776
Selective Licensing Financial Penalties	177,304
Housing Bed & Breakfast Rent Income Profiling	33,500
Transfer of CRB Mental Health Grant to central Grants service	-5,280
Original Estimate 2019/20	2,793,010

PEOPLE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Independent Living	Ray Morgan	Brockhill Extra Care: Home Independence Manager Careline: Home Independence Manager Community Meals Service: Area Manager Centres and Community Meals Homelink and Handy Person Service: Home Independence Manager Home Support: Home Independence Manager	TBC

Service Plan Overview (Key Functions) 2018/19

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

Brockhill Extra Care

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

Careline

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

Community Meals Service

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

Homelink and Handy Person Service

Homelink, the Council’s home improvement agency, supports elderly vulnerable and disabled residents to remain independent in their homes through provision of disabled adaptations, advice and support. Homelink offers a handyperson service which provides minor adaptations like handrails and bannister rails and DIY repairs to customers who may otherwise be unable to have the works completed. Both services assist with

hospital discharge through the Homesafe Plus scheme.

Home Support

This is a service provided to elderly, disabled or vulnerable residents in need of support which includes the creation of support plans for individuals to ensure their independence is maintained, and regular home visits to check on the health and wellbeing and to support them as required.

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
BH1	Review the use and cost effectiveness of the TUBs bathing offer at Brockhill.	31/05/19	<ul style="list-style-type: none"> Consolidated Borough approach to bathing service provision. 	<ul style="list-style-type: none"> Residents wish to retain service at Brockhill; Competing pressures; Lack of available resources.
CL1	Work with Surrey County Council and other Districts and Boroughs to introduce a countywide telecare contract for Adult Social Care clients.	31/03/20	<ul style="list-style-type: none"> A countywide approach to telecare services; Cost for telecare services met by Surrey County Council. 	<ul style="list-style-type: none"> Willingness of Authorities to work together; Possibility of other Districts and Boroughs pulling out of the contract Inadequate funding to progress; Competing pressures; Lack of available staff resources.
CL2	Consider the introduction of a Falls Responder Service through our telecare provider to reduce the need to call ambulances for none medical calls.	31/03/20	<ul style="list-style-type: none"> Introduce a paid service linked to Careline offer which enables residents to be assisted more quickly than waiting for ambulances; Less medical complications as a result of waiting on the floor for an ambulance; Reduce stress and anxiety for the resident and carers. 	<ul style="list-style-type: none"> Cost of service; Completing pressures; Client “buy in”; Lack of available resources.

CM 1	In light of increasing funding pressures, explore and make recommendations on different business models of operation, which continue to deliver a service that meets customer needs but in an increasing sustainable manner.	31/03/20	<ul style="list-style-type: none"> • Recommendations on most appropriate business model of operation; • A clear plan for the future sustainability of the service. 	<ul style="list-style-type: none"> • Lack of Capacity to undertake review; • Uncertainly around funding changes; • Possible financial implications; • Any proposed service changes may not be supported by service users.
CM 2	In the light of continuing funding pressures, assess the Centre Meal and Coffee Bar service provision to ensure that that the offer is fit for purpose and aligns to our health choices agenda.	31/03/20	<ul style="list-style-type: none"> • Recommendations regarding how to deliver a sustainable service; • Centre catering services that are effective and sufficient to meet customer's needs and demand; • An improved menu offering that will provider healthier options. 	<ul style="list-style-type: none"> • Lack of resources.
CM 3	Expand the Community Meals menu offering to give customers a wider and healthier choice.	31/03/20	<ul style="list-style-type: none"> • Greater choice for customers; • Increased revenue; • Offering a daily full meal provision; • Home delivery services that are effective and sufficient to meet customer needs and demand. 	<ul style="list-style-type: none"> • Risk that cost exceeds income.
CM 4	Actively promote and market the Community Meals service to increase business and meet latent demand.	31/03/20	<ul style="list-style-type: none"> • Improved service for customers; • Increased levels of activity during week and weekend; • Additional income. 	<ul style="list-style-type: none"> • Lack of resources; • Lack of demand for new rounds; • Costs exceed income.
CM 5	Work with Estate Management to install a kitchen service to support the delivery of the Old Woking Independent Living Scheme.	31/03/20	<ul style="list-style-type: none"> • Fully staffed kitchen to match need of occupancy; • A fit for purpose and well equipped facility; • Customer expectations will be met and dietary needs will be catered for. 	<ul style="list-style-type: none"> • Difficulty recruiting high quality staff; • Excessive installation costs; • Availability of parking for staff and access for deliveries.

WBC Service Plans 2019/20

HL1	Introduce and monitor the Homesafe Plus home from hospital service and consider any potential extension to the service offer.	01/03/20	<ul style="list-style-type: none"> • Improve service offer for residents being discharged from hospital; • Six week care service and monitoring from date of discharge. 	<ul style="list-style-type: none"> • Willingness of Authorities to work together; • Possibility of other District and Boroughs pulling out of the contract • Inadequate funding to progress; • Competing pressures; • Lack of available resources.
HL2	Review the Housing Assistance Policy in light of good practice, changing legislation, NW Surrey Home Improvement Agency partner policies and funding availability.	31/03/20	<ul style="list-style-type: none"> • Speed up adaptation process; • Clarity in service offer • Increase ability to spend Better Care Fund grant. 	<ul style="list-style-type: none"> • Competing pressures; • Lack of resources; • Lack of agreement between all District and Boroughs; • Reduced or removed SCC grant funding.
HS1	Review the Home Support Service to ensure that the most vulnerable residents of the Borough, regardless of tenure, are appropriately assisted.	01/06/19	<ul style="list-style-type: none"> • Better use of resources; • Prioritising resources to those in most need; • Provision of a tenure neutral service. 	<ul style="list-style-type: none"> • Inadequate funding to progress; • Competing pressures; • Lack of available resources.

INDEPENDENT LIVING

REVENUE ESTIMATES

	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
<u>Expenditure</u>		
Employees	1,135,746	1,226,985
Premises	89,215	99,434
Transport	57,336	62,702
Supplies & Services	207,603	280,980
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges		
GROSS EXPENDITURE	<u>1,489,900</u>	<u>1,670,101</u>
<u>Income</u>		
Government Grants		
Other Grants	-54,750	-42,200
Sales	-318,973	-320,933
Fees & Charges	-256,193	-304,660
Rents	-13,457	-13,624
Other Income	-127,535	-191,865
NET EXPENDITURE	<u>718,992</u>	<u>796,819</u>

SUMMARY OF VARIATIONS

Original Estimate 2018/19	718,992
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	91,239
Changes in Capital Charges	0
Contractual Inflation	0
Changes in Facilities Management Contract	1,077
Changes in Energy Costs	563
Business Rates Changes	-585
Changes in Insurance	0
Changes in Fees and Charges	-73,944
Cost Reductions	0
Other Minor Variations	<u>3,182</u>
	21,532
<u>Specific Service Issues</u>	
Brockhill Cleaning Costs	9,646
Meals Service Provisions	39,030
Careline Equipment	20,571
Homelink Surrey County Council Funding	12,550
Homelink Contributions - Services Provided to Other Authorities	-25,502
Original Estimate 2019/20	<u>796,819</u>

PLACE

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

Service Plan Overview (Key Functions) 2018/19

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

Building Control

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

Building Services

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

Emergency Planning

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

Environmental Health

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

Environmental Maintenance

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

Waste & Recycling

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

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
BC1	To improve Building Control efficiency through partnership working.	31/01/20	<ul style="list-style-type: none"> Formation of a West Surrey Building Control partnership. 	<ul style="list-style-type: none"> Politics of neighbouring boroughs with differing goals.
BC2	Maintain a viable Building Control service.	31/04/19	<ul style="list-style-type: none"> Building Control maintains market share against private inspectors for lucrative commercial work. 	<ul style="list-style-type: none"> Increased commercial competition; Retention / recruiting qualified staff.
BC3	To meet new Building Standards for Woking’s high risk residential buildings.	31/04/19	<ul style="list-style-type: none"> Formation of a joint compliance authority (JCA) with Building control, Surrey fire and HSE 	<ul style="list-style-type: none"> Emerging risks will become apparent based on the aims of the Hackett report.
BS1	To maximise parking provision at Victoria Way car park.	31/03/20	<ul style="list-style-type: none"> Refurbished / extended carpark to provide an increase in spaces and an improved safe environment for users (increased lighting and CCTV coverage); Increased income to the Council from additional parking charges. 	<ul style="list-style-type: none"> Unforeseen costs of the redevelopment (ground and structural concrete conditions); Planning Approval may not be granted.

BS2	To reduce energy consumption and improve the internal environment (heating / cooling) at Pool in the Park and the Leisure Centre.	30/06/19	<ul style="list-style-type: none"> Reduction in energy consumption whilst providing an improved environment for users and staff at the Pool in the Park and Leisure Centre; Reduction in Carbon Reduction Commitment Payments. 	<ul style="list-style-type: none"> Costs of upgrade measures might be prohibitive with budgets not available.
EP1	Address all recommendations arising from Emergency Planning Audit undertaken in late 2018.	30/09/19	<ul style="list-style-type: none"> Greater resilience of Council's Emergency plans. 	<ul style="list-style-type: none"> Availability of staff resources to complete resulting works.
EP2	Prepare and deliver specific training for core members of the Emergency Planning Operational Team.	Ongoing	<ul style="list-style-type: none"> Improved resilience and confidence to deal with emergency incidents; Emergency Planning procedures better embedded within the organisation. 	<ul style="list-style-type: none"> Availability of staff to attend training.
EH1	Maintain and enhance the existing arrangements for the joint management of the Environmental Health Service in Woking and Surrey Heath BC's, continuing to seek improvements, efficiencies and other possible areas for further joint working.	31/03/20	<ul style="list-style-type: none"> Recommendations will be reported to Senior Management; Improved efficiencies, resilience and staff motivation; Improved staff development opportunities. 	<ul style="list-style-type: none"> Recommendations will need Senior Management approval; Working with various stakeholders.
EH2	Reduce the number of food premises that are rated 0,1 and 2 in the national food hygiene rating scheme by directing resources into visiting and coaching those businesses to seek better compliance.	31/03/20	<ul style="list-style-type: none"> Better compliance with food hygiene legislation will provide safer food establishments for residents and visitors to the Borough; It will also preserve reputation of food businesses and therefore promote positive economic development. 	<ul style="list-style-type: none"> Lack of take up by food business; Increased time resource of staff.
EH3	Participate in the Surrey Air Quality exercise to determine levels of PM _{2.5} across the Borough.	31/03/20	<ul style="list-style-type: none"> Will allow us to get a better measure of air quality in the Borough enabling actions for improvement if necessary. 	<ul style="list-style-type: none"> Resource will be required to employ consultants to complete this modelling; Delays to outcome due to reliance on external stakeholders.

EH4	Implement the new animal welfare licensing regime, introduced by new legislation on 1 st October 2018.	31/12/19	<ul style="list-style-type: none"> Improved conditions for animals being sold, exhibited, hired, boarded and bred; Increased confidence for customers and residents; Increased revenue to more accurately reflect the licensing and enforcement duties of the Council. Improved staff development and competence. 	<ul style="list-style-type: none"> Competing priorities / staff resource.
EM1	Proactive management of the Council's Environmental Maintenance services contract.	Ongoing	<ul style="list-style-type: none"> Continued high standard of Environmental Maintenance service provision in the Borough; Emergency and Community support. 	<ul style="list-style-type: none"> Sustained periods of extreme weather; Loss of key staff.
EM2	Prepare plans for improvements to Woking Park ponds.	08/09/19	<ul style="list-style-type: none"> Enhanced ponds for local wildlife and park visitors; Longer term environmental benefits. 	<ul style="list-style-type: none"> Ability to secure required financing.
WR1	Continue to support the Joint Waste Team managing Waste Collection services.	Ongoing	<ul style="list-style-type: none"> Waste collection services provided to a high standard. 	<ul style="list-style-type: none"> Performance of contractor.

ENVIRONMENTAL QUALITY**REVENUE ESTIMATES**

	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
<u>Expenditure</u>		
Employees	1,964,947	1,955,110
Premises	3,878,384	3,908,516
Transport	28,000	28,000
Supplies & Services	362,191	375,551
Third Party Payments	2,000,768	2,000,768
Transfer Payments		
Support Services		
Capital Charges	405,645	747,097
GROSS EXPENDITURE	8,639,935	9,015,042
<u>Income</u>		
Government Grants		
Other Grants		
Sales	-12,240	-12,240
Fees & Charge	-1,271,922	-1,302,078
Rents	-17,597	-25,472
Other Income	-648,619	-437,073
NET EXPENDITURE	6,689,557	7,238,179

SUMMARY OF VARIATIONS

Original Estimate 2018/19	6,689,557
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	-9,837
Changes in Capital Charges	341,452
Contractual Inflation	-13,533
Changes in Facilities Management Contract	5,842
Changes in Energy Costs	1,838
Business Rates Changes	145
Changes in Insurance	0
Changes in Fees and Charges	-6,446
Cost Reductions	0
Other Minor Variations	47,615
	367,076
<u>Specific Service Issues</u>	
Environmental Maintenance - reduction in SCC funding	125,494
Waste contribution reduction from Surrey County Council	86,052
Increase in Building Control income target	-30,000
Original Estimate 2019/20	7,238,179

PLACE

Service Plan:	CMG Member:	Manager:	Portfolio Holder:
Place Making	Douglas Spinks	Development Management: Development Manager Estate Management: Strategic Asset Manager Green Infrastructure: Green Infrastructure Manager Infrastructure Delivery: Assistant Director Planning Policy: Planning Policy Manager	TBC

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

Infrastructure Delivery

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

Planning Policy

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

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
DM1	To engage with external stakeholder groups via targeted workshops, to establish potential areas for service improvements.	31/03/20	<ul style="list-style-type: none"> A service which is more responsive to user requirements; An action plan of possible improvements; Improved efficiency; Better awareness of the needs and expectations of customers. 	<ul style="list-style-type: none"> Service improvements are necessarily constrained by legislative provisions, available resources and national and local policy requirements.
DM2	To engage with staff via internal workshops, to review existing ways of working and to establish if improvements to service delivery can be made.	31/03/20	<ul style="list-style-type: none"> A service which is more responsive to user requirements; An action plan of possible improvements; Improved efficiency; Possible cost savings; 	<ul style="list-style-type: none"> Current high volume of planning applications means there is limited capacity to divert staff time to service improvements; Limitations of IT infrastructure.
DM3	To respond to 90% of enforcement enquiries within 10 working days.	31/03/20	<ul style="list-style-type: none"> To contribute towards a responsive Planning Service. 	<ul style="list-style-type: none"> Small team at greater risk of being impacted by periods of staffing absence due to leave, sickness or departure of staff.
EM1	Debt levels do not increase beyond December 2018 levels.	31/03/20	<ul style="list-style-type: none"> Income security. 	<ul style="list-style-type: none"> Staff resources; Competing priorities.
EM2	Void properties maintained at less than 5% of total income.	31/03/20	<ul style="list-style-type: none"> Securing income and reducing liabilities for void properties. 	<ul style="list-style-type: none"> State of the economy; External market forces; Condition of asset.

EM3	Secure adoption by Council of Asset Management Plan.	31/06/19	<ul style="list-style-type: none"> Better and more efficient management of corporate assets; More strategic and transparent approach to asset management. 	<ul style="list-style-type: none"> Plan not adopted; Staff capacity to implement the plan.
EM4	Increase income at Brookwood Cemetery from 2018 levels.	31/12/19	<ul style="list-style-type: none"> Increased income; More sustainable asset; Opportunity to reinvest for further improvements. 	<ul style="list-style-type: none"> Competition from elsewhere; Legislative challenges; State of the local economy.
GI1	Promote, encourage and report performance on ongoing adaptation to climate change.	31/03/20	<ul style="list-style-type: none"> Preparation and publication of 2018/19 report on the Council's energy usage and greenhouse gas/carbon footprint; Delivery of the actions of the rolling three year Woking 2050 action plan. 	<ul style="list-style-type: none"> Staff capacity; Access to all necessary data.
GI2	Progress Favourable Conservation Status (FCS) pilots and support for other species.	31/03/20	<ul style="list-style-type: none"> Year 4 winter 2018 Great Crested Newts (GCN) habitat improvement works at Westfield Common and results monitoring; Agreement of year 5 GCN works and future management and FCS regimes; Progress delivery of further FCS project(s). 	<ul style="list-style-type: none"> Partner organisations' priorities and resources; Availability of capital funding; Staff capacity.
GI3	Seek enhancements to the Borough's biodiversity and green infrastructure, directly and indirectly.	31/03/20	<ul style="list-style-type: none"> Successful progress of environmental projects to green Woking Town Centre; Delivery of the actions of the rolling three year Natural Woking action plan. 	<ul style="list-style-type: none"> Partner organisations' priorities and resources; Agreement of other land owners; Availability of capital funding; Staff capacity.
GI4	Provide green infrastructure advice to relevant corporate and other planned schemes and services.	31/03/20	<ul style="list-style-type: none"> Effective green space, arboricultural, biodiversity and sustainability input into the ongoing planning and development of schemes, and provision of services, as required. 	<ul style="list-style-type: none"> Staff capacity.
GI5	Progress the rainwater gardens pilot.	31/03/20	<ul style="list-style-type: none"> Design and commence the first site(s) in the Maybury Sheerwater pilot; Respond to public enquiries regarding the rainwater gardens community guide (published autumn 2018). 	<ul style="list-style-type: none"> Staff capacity; Partner organisations' agreement, priorities and resources; Availability of capital and/or grant funding.

GI6	Continued efforts to minimise the use of single-use plastics and support public well-being.	31/03/20	<ul style="list-style-type: none"> • Successful development of Refill Woking (fill your water bottle for free) project in Woking Town Centre, with potential to roll out to the wider Borough; • Installation of bottle filling stations and/or drinking water fountains in appropriate locations. 	<ul style="list-style-type: none"> • Staff capacity; • Partner organisations' agreement, priorities and resources; • Availability of capital and/or grant funding.
GI7	Through Thamesway (including Action Surrey), deliver agreed projects for 2019/20, to be confirmed in light of relevant Thamesway business plans.	31/03/20	<ul style="list-style-type: none"> • Continue to progress the Swifts in Woking project. • Further outcomes to be identified once the Thamesway business plan has been agreed. 	<ul style="list-style-type: none"> • Take up of projects amongst targeted audience.
GI8	Support car share initiatives and electric vehicle (EV) use in the Borough.	31/03/20	<ul style="list-style-type: none"> • Respond to public enquiries regarding the EV position statement; • Once national policy direction is clearer, research, develop and progress implementation of future costed options for EV. 	<ul style="list-style-type: none"> • Availability of capital funding; • Staff capacity.
GI9	Support for local community groups and organisations on environmental projects.	31/03/20	<ul style="list-style-type: none"> • Successful progress of current and new Woking Local Action 21 projects, including Incredible Edible, Woking Biodiversity Partnership (WBP), wildflower planting and Operation Owl; • Support to other nature conservation community volunteers working on the Council's green spaces. 	<ul style="list-style-type: none"> • Volunteer and staff capacity; • Availability of capital funding.
GI10	Continuing improvement of the Council's green spaces.	31/03/20	<ul style="list-style-type: none"> • Successful handover and management of newly adopted green space assets; • Improvements to formal and informal recreation facilities such as play areas and tennis courts; • Improved management approaches to the Council's countryside sites; • Improved public accessibility to the green space network; 	<ul style="list-style-type: none"> • Availability of capital funding; • Agreement of other land owners; • Staff capacity.

			<ul style="list-style-type: none"> Heightened promotion of the use of green assets, through a variety of mediums. 	
GI11	Implement Woking Borough Tree Strategy and Tree Management Policies.	31/03/20	<ul style="list-style-type: none"> Implementation of the Tree Strategy and Tree Management Policies (published November 2018), providing strategic policy context and guidance for day to day decision-making and proactive management of trees and woodland. 	<ul style="list-style-type: none"> No risks identified.
GI12	Continuous development of the use of Idox/ Uniform software systems to support efficient service delivery by user teams throughout the Council.	31/03/20	<ul style="list-style-type: none"> Council information for related functions will be stored in a central, accessible environment; Progress towards mobile and future paperless working. 	<ul style="list-style-type: none"> Availability of capital funding; Staff capacity.
GI13	Continuous development of the Local Land and Property Gazetteer (LLPG) and Street Naming and Numbering (addressing) service for internal and external customers.	31/03/20	<ul style="list-style-type: none"> Publish a Street Naming and Numbering Policy for Woking Borough. 	<ul style="list-style-type: none"> No risks identified.
GI14	Continuous development of Geographical Information Systems (GIS) services for internal and external customers.	31/03/20	<ul style="list-style-type: none"> Continued development of interactive map on the Council's new website to make helpful spatial data available to the public; Support Council teams to use mobile data capture; Annual review of progress against in-house GIS Action Plan. 	<ul style="list-style-type: none"> Staff capacity.
ID1	Continued preparation for the delivery of the Flood Alleviation and Environmental Improvement schemes. To include securing funding, obtaining consents, committee authorisation, procurement etc.	31/09/19	<ul style="list-style-type: none"> Reduced flood risk; Increased bio-diversity; Improved water quality; Delivery of wetland study centre. 	<ul style="list-style-type: none"> The success of external funding bids and the necessary consents will be essential for the project to progress.
ID2	Effective and proactive operation of the Town Centre Maintenance Agreement.	Ongoing	<ul style="list-style-type: none"> High standard of maintenance; Proactive management of Town Centre. 	<ul style="list-style-type: none"> Continued need for liaison with the Town Centre Redevelopment Team and Surrey County Council partners.

PP1	To prepare submission documents, submit to the Secretary of State and undertake Examination of the Site Allocations DPD.	30/06/19	<ul style="list-style-type: none"> • Recommendations reported to the LDF Working Group and Council; • To submit a DPD that the Council considers sound; • An adopted Site Allocations DPD to enable the delivery of the Core Strategy. 	<ul style="list-style-type: none"> • The nature and number of representations could impact on the timetable for preparing the DPD; • It could also lead to additional work that had not been planned for; • Availability of staff resources to undertake the work.
PP2	Publish, consult, and analyse representations received on the Regulation 19 consultation on the Site Allocations Development Plan Document.	30/06/19	<ul style="list-style-type: none"> • Consultation outcomes reported to the Working Group and Council; • A Site Allocations Development Plan Document that the Council is confident to submit to the Secretary of State for Examination. 	<ul style="list-style-type: none"> • The nature and number of representations could have implications on the timetable; • Lack of public support for the release of Green Belt land for development could lead to insufficient land being identified to meet future development needs and to ensure the enduring permanence of the Green Belt boundary; • Availability of staff to undertake the work due to staff turnover.
PP3	Undertake a programme for reviewing the existing Supplementary Planning Documents (SPD) and Supplementary Planning Guidance (SPG) to ensure that they remain pursuant to the development plan for the area.	31/03/20	<ul style="list-style-type: none"> • Ongoing confidence in the robustness of the SPD's and SPG's; • An up to date set of SPDs and SPGs to help inform the purposes of development management decision. 	<ul style="list-style-type: none"> • Work on the Site Allocations DPD could be prioritised over the work on the SPDs/SPGs; • Availability of staff resources to undertake the work due to staff turnover.
PP4	Support the development of Neighbourhood Plans in Byfleet and Brookwood.	31/03/20	<ul style="list-style-type: none"> • Neighbourhood Plans will help to determine day to day planning applications in the Neighbourhood Areas. 	<ul style="list-style-type: none"> • The likelihood of plans not being prepared to meet the basic conditions and legal requirements; • Likelihood of plans being rejected at the referendum by local residents.
PP5	To make sure Section 106 Agreements data and CIL database are up to date. Undertake an on-going programme to recover outstanding S106/CIL contributions.	31/03/20	<ul style="list-style-type: none"> • Will help the delivery of infrastructure to support development. 	<ul style="list-style-type: none"> • Availability of staff resources to undertake the work due to staff turnover.

PLACE MAKING

REVENUE ESTIMATES

	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
<u>Expenditure</u>		
Employees	2,262,539	2,554,768
Premises	3,089,889	3,340,388
Transport		
Supplies & Services	482,555	436,645
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges	56,165	161,006
GROSS EXPENDITURE	<u>5,891,148</u>	<u>6,492,807</u>
<u>Income</u>		
Government Grants		
Other Grants		
Sales	-2,000	-40,000
Fees & Charges	-786,906	-1,031,255
Rents	-16,547,701	-26,526,074
Other Income	-412,894	-472,552
NET EXPENDITURE	<u>-11,858,353</u>	<u>-21,577,074</u>

SUMMARY OF VARIATIONS

Original Estimate 2018/19	-11,858,353
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	292,229
Changes in Capital Charges	104,841
Contractual Inflation	22,382
Changes in Facilities Management Contract	0
Changes in Energy Costs	41,725
Business Rates Changes	-8,626
Changes in Insurance	51,960
Changes in Fees and Charges	-552
Cost Reductions	-20,000
Other Minor Variations	-19,910
	<u>464,049</u>
<u>Specific Service Issues</u>	
Havering Farm Land Management Costs	44,000
Commercial Properties rent and maintenance adjustments	-30,784
Income from new Market arrangements (offset by staffing costs)	-173,797
Dukes Court Insurance recharge (offsets Insurance cost above)	-58,000
Income from new Strategic Properties	-10,221,189
Increase in Development Control income target	-50,000
Reduction in Wolsey Place rents	307,000
Original Estimate 2019/20	<u>-21,577,074</u>

PLACE

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

Service Plan Overview (Key Functions) 2018/19

The Sustaining the Local Economy Service Plan is divided into 3 main sections:

Business Liaison

The aim is to enhance the vitality and image of Woking as a place, helping to retain existing jobs and businesses, create new jobs, and attract new businesses and people to the Borough.

H. G. Wells

The H. G. Wells Conference and Events Centre team manage the sales and operations for all types of events including corporate meetings and conferences, concerts, dinners, exhibitions, community events, private parties and weddings and is a revenue generating business for Woking Borough Council.

Parking Services

The Parking Services team is responsible for delivering on and off street parking services across the Borough. Managing over 4,000 off street spaces, 3 Controlled Parking Zones and yellow line restrictions as agents of Surrey County Council.

Focus for the coming year – Service Plan Objectives and Priorities				
Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
BL1	To work with colleagues to deliver agreed priorities of the Economic Strategy (2017-2022).	31/03/20	<ul style="list-style-type: none"> • Delivery of priority actions as identified by the Economic Development Task Group; • Clarity for businesses and other interested stakeholders as to what the plans and aspirations of the Council are; • Businesses supported to grow and prosper and contribute to the development of the local economy. 	<ul style="list-style-type: none"> • Resources to adequately carry out objectives; • Business not engaging with us to deliver objectives.
BL2	To design and deliver the Woking Works activity plan for 2019/20.	31/03/20	<ul style="list-style-type: none"> • To directly engage with 200 businesses and indirectly engage with 800 businesses; • Delivery of 10 corporate events (5 with corporate partners). 	<ul style="list-style-type: none"> • Businesses might not be willing to engage in the process.
BL3	To create and then implement actions from the Digital Strategy (as part of the Economic Strategy 2017-22).	31/03/20	<ul style="list-style-type: none"> • Realise a return on investment; • The service will be more sustainable; • Provide better connectivity for businesses. 	<ul style="list-style-type: none"> • Speed of delivery; • Return on investment not as high as expected.
BL4	To raise £50,000 in sponsorship to support the 2019 Celebrate Woking Programme.	01/07/19	<ul style="list-style-type: none"> • Costs of delivering the Party in the Park & The Food Festival will be lowered; • The programme will be more sustainable. 	<ul style="list-style-type: none"> • Organisations might not be interested in sponsoring the programme; • Programme costs increase.
BL5	To manage, alongside colleagues in Community Engagement, the development of an educational package to promote the Mosque, Peace Garden and Brookwood Cemetery as borough heritage sites.	31/12/19	<ul style="list-style-type: none"> • Attract a wider visitor audience; • Visitors and schools will be more aware of the relevance of these heritage sites; • The potential of heritage sites in the borough will be maximised. 	<ul style="list-style-type: none"> • Decreasing audience levels; • Lack of take up; • Available resources.

WBC Service Plans 2019/20

HG1	To reduce financial risk to the Council by increasing income in specific sectors whilst reducing Council funded events.	31/03/20	<ul style="list-style-type: none"> Maintain corporate income at 25% of total income). Accredited user and WBC income to decrease by 3% and 2% (14% and 16% respectively). 	<ul style="list-style-type: none"> Lack of corporate business would result in a reduced income thus increasing the reliance on Council funded events.
PS1	To maximise the financial surplus to the Council from parking revenues.	Ongoing	<ul style="list-style-type: none"> Monthly monitoring through Green Book; Support the Town Centre development programme and the creation of additional parking spaces in the town. 	<ul style="list-style-type: none"> Success or not of local business and Town Centre Shopping Centres can impact upon car park activity; The ongoing programme of Town Centre development will impact upon car park activity.
PS2	Specify and procure new public facing car parking equipment and operating systems.	31/06/19	<ul style="list-style-type: none"> Specifications in place to embrace all available technology for a first class customer service and resilient operations; Individual schedules for all car parks. 	<ul style="list-style-type: none"> Availability of resources to assist in the tender process; Suitability of potential suppliers to assist with the implementation.
PS3	Extend On Street Parking Enforcement to include Surrey Heath.	Ongoing	<ul style="list-style-type: none"> Seamless transition from Surrey Heath to Woking management; Consistent and proactive on street enforcement. 	<ul style="list-style-type: none"> Staff retention following TUPE process.
PS4	Management of Bus Lane enforcement for bus lane contraventions as agent for Surrey County Council.	Ongoing	<ul style="list-style-type: none"> Improved traffic management and pedestrian safety in the town centre. 	<ul style="list-style-type: none"> Changing policy from Surrey County Council regarding the management arrangements.

SUSTAINING THE LOCAL ECONOMY

REVENUE ESTIMATES

	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
<u>Expenditure</u>		
Employees	1,418,186	1,476,028
Premises	2,241,598	2,342,508
Transport	14,484	14,984
Supplies & Services	982,264	1,093,592
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges	802,033	790,893
GROSS EXPENDITURE	<u>5,458,565</u>	<u>5,718,005</u>
<u>Income</u>		
Government Grants		
Other Grants		
Sales	-16,000	-22,000
Fees & Charges	-9,449,499	-9,528,280
Rents	-53,680	-53,680
Other Income	-22,000	-30,001
NET EXPENDITURE	<u><u>-4,082,614</u></u>	<u><u>-3,915,956</u></u>

SUMMARY OF VARIATIONS

Original Estimate 2018/19	-4,082,614
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	57,842
Changes in Capital Charges	-11,140
Contractual Inflation	15,799
Changes in Facilities Management Contract	60,356
Changes in Energy Costs	8,815
Business Rates Changes	23,668
Changes in Insurance	0
Changes in Fees and Charges	-5,639
Cost Reductions	0
Other Minor Variations	6,157
	<u>155,858</u>
<u>Specific Service Issues</u>	
Parking card handling fees	10,800
Original Estimate 2019/20	<u><u>-3,915,956</u></u>

US

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

Service Plan Overview (Key Functions) 2018/19
<p>The Democratic Services Service Plan is divided into 3 main sections:</p> <p>Civic Functions and Expenses This service is based around maintaining a distinctive civic profile for the Borough and its Mayoralty and to encourage participation in public life. This includes support for the Mayor and to organise civic events that the Council carries out as a civic/corporate body. Other elements of the service include Town Twinning and the Civic Award Scheme.</p> <p>Corporate Management and Members' Services This function manages the Committees of the Council which includes administering the meetings, agenda preparation, attendance, preparation of minutes and ensuring that action is taken following meetings. It also provides support for the Borough Councillors, including induction/training and the delivery of development programmes. Support is also provided to Corporate Management Group and the Elections service as required.</p> <p>Elections and Electoral Registration This function administers all aspects of local and national elections and referenda within Woking. This includes postal voting, recruiting and training staff for polling stations, publicity and the compilation of the Electoral Register.</p>

Focus for the coming year – Service Plan Objectives and Priorities				
Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
CFE 1	To plan and deliver key Civic events including the Remembrance Day Service and the Mayor's Ball.	31/03/20	<ul style="list-style-type: none"> Development of Woking's pride of place. 	<ul style="list-style-type: none"> Staff capacity.
CM MS 1	To fully adopt the Audit recommendations following the review of the Community Grants Scheme.	31/12/19	<ul style="list-style-type: none"> Improved processes put in place; Greater robustness; Greater transparency. 	<ul style="list-style-type: none"> Staff capacity; Changes in the Council's policy towards funding local organisations.
CM MS 2	Develop systems to manage Environmental Information requests (EIR).	31/08/19	<ul style="list-style-type: none"> Improved monitoring of EIRs; Greater consistency of responses; Clearer system for Officers. 	<ul style="list-style-type: none"> Staff capacity.
EER 1	Plan and implement the 2019 Borough elections, working with the Cabinet Office to participate in the Electoral Integrity Pilots.	02/05/19	<ul style="list-style-type: none"> All electors contacted to advise of type of ID required for voting; All poll cards delivered at end of March; All postal votes dispatched mid April, to ensure voters have sufficient time to complete and return them; All electors provide ID at polling stations to cast their vote; The count is completed successfully, with 10 Borough Councillors being elected. 	<ul style="list-style-type: none"> Electors not aware of requirement to provide ID; Availability of staff to support the election (postal vote issue/opening, polling station staff and count staff); Preparation for other electoral events (e.g. General Election), if announced during the lead up to the Borough elections.
EER 2	Conduct the 2019 annual canvass, investigating the use of tablets to improve canvasser efficiency and reduce canvass costs.	01/12/19	<ul style="list-style-type: none"> Local residents update their details online; 90%+ return of canvass forms. 	<ul style="list-style-type: none"> Additional electoral events (e.g. General Election) may divert resources from canvass activities.

DEMOCRATIC SERVICES

REVENUE ESTIMATES

	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
<u>Expenditure</u>		
Employees	3,565,026	3,649,905
Premises	140,750	140,750
Transport	41,265	41,265
Supplies & Services	668,591	690,622
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges		
GROSS EXPENDITURE	<u>4,415,632</u>	<u>4,522,542</u>
<u>Income</u>		
Government Grants		
Other Grants		
Sales	-12,000	-12,000
Fees & Charges		
Rents	-137,966	-142,851
Other Income		
NET EXPENDITURE	<u>4,265,666</u>	<u>4,367,691</u>

SUMMARY OF VARIATIONS

Original Estimate 2018/19	4,265,666
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	84,879
Changes in Capital Charges	0
Contractual Inflation	0
Changes in Facilities Management Contract	0
Changes in Energy Costs	0
Business Rates Changes	0
Changes in Insurance	0
Changes in Fees and Charges	0
Cost Reductions	0
Other Minor Variations	<u>-4,885</u>
	79,994
<u>Specific Service Issues</u>	
Freedom of the Borough Service	20,000
Members Allowances	2,031
Original Estimate 2019/20	<u>4,367,691</u>

US

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

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

Financial Services and Audit

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

Information Communication Technology

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

Legal Services

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

Marketing Communications

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

Focus for the coming year – Service Plan Objectives and Priorities

Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
BI1	Complete the deletion of the F and Y drives.	31/03/20	<ul style="list-style-type: none"> All documents on the F and Y drives deleted or moved to SharePoint; A cleaner environment that will support GDPR requirements; SharePoint will be better utilised which will help to realise a return on investment; Council information will be more accessible and structured efficiently. 	<ul style="list-style-type: none"> Availability of resources from across the Council to support the review; Busy periods such as end of year impacting on the ability to meet deadline.

BI2	Subject to approval, introduce item number limits and/or retention rules for emails.	31/03/20	<ul style="list-style-type: none"> • A cleaner environment that will support GDPR requirements; • Possible cost and/or efficiency savings relating to storage and email system performance; • Council information will be more accessible and structured efficiently. 	<ul style="list-style-type: none"> • Approval not received; • Staff reluctance to engage; • Lack of corporate support.
BI3	Undertake a systematic review of appropriate Council functions to identify if any process improvements can be made.	31/03/20	<ul style="list-style-type: none"> • Efficiency gains in the way that teams and/or individuals work; • Reduction in duplication of effort; • Reduction in hard copy documents; • Possible cost savings; • A leaner more efficient organisation. 	<ul style="list-style-type: none"> • Availability of resources from across the Council to support the review; • Staff do not buy-in to the reviews i.e. lack of willingness to change and adopt new ways of working.
BI5	Assist with the upgrade to Office365.	31/03/20	<ul style="list-style-type: none"> • Establish requirements for organisation; • Explore how compatible existing ICT systems are with Office365; • Plan devised for implementation. 	<ul style="list-style-type: none"> • Office365 incompatible with key ICT systems; • Office365 not compatible with WBC security requirements.
BI6	Assist with the delivery of Woking Integrated Transport project.	31/03/20	<ul style="list-style-type: none"> • Delivery of a range of town centre transport infrastructure improvements; • Increased investment in the town centre; • Improved town centre public realm. 	<ul style="list-style-type: none"> • Continuation of Internal and external support to deliver the project.
BI7	Review Starters and Leavers process.	31/03/20	<p>Process created that:</p> <ul style="list-style-type: none"> • Facilitates communication between departments; • Ensures all necessary equipment and security access provided by the time new starters arrive; • Ensures staff information on ICT systems and organisational structure is up to date; • Enables a clear process for leavers that 	<ul style="list-style-type: none"> • Reluctance of staff to engage in review; • Lack of corporate support.

			ensures that all equipment is returned to WBC.	
CU1	Review of the Open Housing system in respect of changing procedures for client side management of NVH, and repairs contractors.	31/07/19	<ul style="list-style-type: none"> Ensure that the information relating to repairs, stock condition and compliance information is held within the Open Housing system or available to the Council for future upload / reference. 	<ul style="list-style-type: none"> The Council does not have up to date information relating to the Housing stock.
CU2	Renewal of Corporate Gas Contract	31/10/19	<ul style="list-style-type: none"> Procure new contract for Gas Energy supply. 	<ul style="list-style-type: none"> Costs increase as supply comes out of contract.
CU3	Assist with the preparatory work to determine the delivery options for Housing Management Services post the NVH contract.	31/10/19	<ul style="list-style-type: none"> Housing Management Services are maintained through contracted out or in house service provision. 	<ul style="list-style-type: none"> The Housing Management Services fail to be delivered effectively.
CU4	Establish consolidated billing for Council water bills.	31/3/20	<ul style="list-style-type: none"> Improved process for managing multiple water bills and tender for water supplier if a cost saving is anticipated. 	<ul style="list-style-type: none"> Multiple bills requiring individual processing received by the Council.
CE1	To update the Workforce Strategy.	30/04/19	<ul style="list-style-type: none"> Resources required by the Council to achieve its short and long term objectives are identified. 	<ul style="list-style-type: none"> Objectives not fully identified or resources unavailable.
CE2	Following consultation, implement review of allowances.	30/09/19	<ul style="list-style-type: none"> Inconsistencies with regard to payments removed and agreed changes implemented. 	<ul style="list-style-type: none"> No agreement reached on a way forward.
CE3	Successful completion of Investors in People 3 year review.	31/10/19	<ul style="list-style-type: none"> Sliver accreditation achieved as a minimum; Continuous improvement in processes demonstrated successfully. 	<ul style="list-style-type: none"> Unexpected negative impact on processes or employee relations prior to assessment.
CE4	Comprehensive review of key HR policies.	31/12/19	<ul style="list-style-type: none"> Policies kept in line with legal requirements and latest thinking. 	<ul style="list-style-type: none"> Increased workload in areas of greater priority.

CE5	Manage the employee relations aspects of organisational transformation.	31/12/19	<ul style="list-style-type: none"> • Employees feel well informed; • Unison is fully engaged; • Successful outcomes for the organisation. 	<ul style="list-style-type: none"> • Disputes requiring formal processes to resolve.
CE6	To oversee a comprehensive management development programme.	30/09/19	<ul style="list-style-type: none"> • Leadership programme offered to all managers; • Improved skill and knowledge; • Improved awareness of impact on teams; • Network building. 	<ul style="list-style-type: none"> • Availability of managers.
CE7	Increase health and safety awareness and knowledge amongst all staff.	31/10/19	<ul style="list-style-type: none"> • Ensure that all of CMG and Senior Managers attend certificated health and safety training courses; • Roll out a programme of online health and safety eLearning to all staff. 	<ul style="list-style-type: none"> • Availability of CMG/Senior Managers.
CE8	Ensure the Council is getting value for money for its insurance portfolio.	29/09/20	<ul style="list-style-type: none"> • Start insurance tender process in Q3 of 2019/20 so new terms start from 30/9/20. 	<ul style="list-style-type: none"> • Market prices.
FS1	To assist in the preparation and implementation of the Medium Term Financial Strategy.	31/12/19	<ul style="list-style-type: none"> • Facilitate the production of a balanced budget in 2019/20 and succeeding years; • To provide the financial framework to facilitate the Council meeting its service objectives. 	<ul style="list-style-type: none"> • Funding reductions instigated by Central Government.
FS2	To upgrade financial systems in order to comply with regulatory changes, improve efficiency, enhance financial information provision and facilitate electronic document storage.	31/12/19	<ul style="list-style-type: none"> • Increased purchase order compliance to facilitate improved financial monitoring and control; • To test and evaluate the multi-company facilities in the financial information system; • Implement upgrades to financial systems to comply with regulatory changes, improve efficiency, usability and monitoring. 	<ul style="list-style-type: none"> • Availability of resources from across the Council to cooperate in implementing the improvements; • Outcomes are dependent on the performance of suppliers in delivering fit-for-purpose software and training; • Availability of information in respect of changes in the regulatory framework.

FS3	To bring forward the completion of the 2018/19 statement of accounts and associated government returns and to assist in the completion of the external audit by the new external auditors by 31 July 2019.	31/07/19	<ul style="list-style-type: none"> To bring forward deadlines to build scope (contingency) for unforeseen difficulties; To release resources sooner to focus on the new financial year; To build resilience in the team by further cross-training; To implement ways to spread work in order to reduce work load peaks; To facilitate the transition to the new external audit team. 	<ul style="list-style-type: none"> Availability of resources from across the Council to cooperate in implementing the new arrangements; Outcomes are dependent on the performance of suppliers in delivering fit for-purpose software and managed services; External pressures/priorities on Financial Services team to meet other Council objectives; Potential changes in approach from new external auditors.
ICT1	Implement self service modules for back-office applications.	31/03/19	<ul style="list-style-type: none"> Increased digital interactions with Council Tax, Benefits and Housing systems. 	<ul style="list-style-type: none"> The cost of the software upgrades is prohibitive; Staff time to support the project; Partners time to support this project.
ICT2	Improve and increase mobile working capabilities.	30/09/19	<ul style="list-style-type: none"> Increased access to data when off network; Ability to collect data when off network to assist business processes. 	<ul style="list-style-type: none"> Staff time to support the project; Restrictions placed by suppliers on Back Office systems; Security and Data Protection.
ICT3	Upgrade Capita Academy system to Capita Open Housing and implement Open Access.	31/03/20	<ul style="list-style-type: none"> Migrate the Academy system to Capita Open Housing. Including property related modules. 	<ul style="list-style-type: none"> Data Migration issues; Interface issues with other associated applications.
ICT4	Review the Microsoft roadmap for Cloud services to define the Council ICT Strategy following the Microsoft Enterprise Licencing Agreement renewal in August. Implementation program to start September 2019.	31/08/19	<ul style="list-style-type: none"> An agreed strategy and implementation timetable for the ICT Infrastructure and Microsoft services. 	<ul style="list-style-type: none"> Too many essential upgrades required within the ICT environment to set a baseline for moving forwards; Third party application suppliers not updating systems to be compatible with latest Microsoft versions in required timelines .
ICT5	Work with business areas to implement print to mail with an external supplier.	31/03/20	<ul style="list-style-type: none"> Printed output from applications to be redirected to external supplier for mailing. 	<ul style="list-style-type: none"> Services to continue to be provided by internal staff at a higher cost.

ICT6	Review of Telephony within the office environment in conjunction with objective ICT4.	31/08/19	<ul style="list-style-type: none"> Unified communications platform implemented for voice and data integration; Reduction in number of desktop phones. 	<ul style="list-style-type: none"> Fail to take advantage of latest available technologies.
ICT7	Review / upgrade the ICT Service Desk software.	31/12/19	<ul style="list-style-type: none"> To improve the user interface; To increase the software and hardware asset management capabilities. 	<ul style="list-style-type: none"> Retain existing system, which is not considered user friendly by the business areas.
ICT8	Review Council WiFi network infrastructure.	31/03/20	<ul style="list-style-type: none"> Review of the Council network infrastructure supporting Council WiFi. 	<ul style="list-style-type: none"> Maintenance costs will increase with the age of the equipment; Latest technologies may not be available.
ICT 9	Compliance with ICT standards such as Public Sector Networks and Pay Card Industry Data Standards.	31/03/20	<ul style="list-style-type: none"> Review the requirements through health checks and monitoring. 	<ul style="list-style-type: none"> Restricted access to Government systems; Increased charges / penalties for payment card transactions.
ICT 10	Review Corporate contact management solution with a view to upgrade or replace.	31/03/20	<ul style="list-style-type: none"> Drive improvements in processing and customer services. 	<ul style="list-style-type: none"> Current system may not support business requirements; Costs increase for no appreciable benefits.
MC 1	Implement a redesign of The Woking Magazine and review of content	31/03/20	<ul style="list-style-type: none"> Contemporary magazine design; Magazine remains relevant in today's cluttered free publications marketplace; Increase in readership; Increase in advertising income generation; Deliver greater online presence. 	<ul style="list-style-type: none"> Cost of redesign and resources available to drive project forward; Readers dislike changes to content; New design does not attract new advertisers.
MC 2	Review current corporate branding, including all printed and digital communications, and develop refreshed branding	31/03/20	<ul style="list-style-type: none"> A consistent 'look and feel' to all Council communications; Raise brand awareness amongst stakeholders; Resources available to drive project 	<ul style="list-style-type: none"> Roll out across all relevant communications could be difficult to identify and schedule; Cost of redesign and resources; Gaining consensus from internal

			<ul style="list-style-type: none"> forward; Costs associated with review and development of brand. 	<ul style="list-style-type: none"> stakeholders; Residents dislike new design; Existing workloads.
MC 3	Plan and implement second phase of website development	31/12/19	<ul style="list-style-type: none"> Determine and roll-out web management protocol – ownership, management and development; Develop ‘find my nearest’, ‘contact us’, and news hub functionality; Form audit – identify pdfs and transfer to eforms; Webchat trial with Customer Services. 	<ul style="list-style-type: none"> No ‘existing’ owner or management procedures; Mixed engagement with departments; Resources – financial and people; Knowledge – limited specialist user experience; Existing workloads.
MC 4	Develop weekly media monitoring reports for Councillors, CMG and colleagues using media monitoring software	31/08/19	<ul style="list-style-type: none"> Better informed councillors and colleagues of Council media activity; Understanding of perceived reputation of Council within local community; Identify trends and misconceptions; Understand value of public relations. 	<ul style="list-style-type: none"> Dissemination of regular negative media activity may effect staff moral.
MC 5	Introduce resident e-communications service	31/12/19	<ul style="list-style-type: none"> Better informed residents; Cost effective way to regularly communicating directly with residents; Invites better engagement with communities; Improved perception of Council. 	<ul style="list-style-type: none"> Lack of take-up within the community; Does not streamline with new website; Software cost; Limited resources.
MC 6	Review all internal communications and implement identified improvements	31/03/20	<ul style="list-style-type: none"> Better informed colleagues; Improved communication across organisation; Build and develop shared values within the organisation. 	<ul style="list-style-type: none"> Possible conflict with other departments; Cost of improvements; Staff resources.
MC 7	Develop and implement communications strategy for the delivery of Voter ID pilot project	03/05/19	<ul style="list-style-type: none"> Awareness that electors require photographic identification to vote; Accurate identification brought to polling stations and Local Elector Cards obtained by residents that need 	<ul style="list-style-type: none"> Delay in signing of Order impacting on quality of campaign and length; Disenfranchisement of voters leading to poor turnout; Negative social media and

			<p>them;</p> <ul style="list-style-type: none"> • Work with Elections colleagues to ensure knowledgeable polling station staff to mitigate the risk of errors on Election Day; • Prove to Cabinet Office that we have received good value for money from the campaign. 	<p>sensationalist press impacting on Council's ability to deliver accurate information to those who need it;</p> <ul style="list-style-type: none"> • People do not get the message and don't turn up with the right ID; • Errors by poll staff or elections officials leading to integrity of vote being questioned.
MC 8	Provide communications support for Celebrate Woking events and activities, specifically Party in the Park and Woking Food and Drink Festival	31/12/19	<ul style="list-style-type: none"> • Ensure members of the community are kept abreast of community events and activities; • Improve relationships with local community and voluntary organisations; • Raise profile of Borough across region; • Improve perceptions. 	<ul style="list-style-type: none"> • Lack of engagement by communities; • Poor public attendance at events; • Emergency incident that has detrimental impact on Council reputation.
MC 9	Continue to develop the Council's social media and operations to support engagement with all stakeholders.	31/03/20	<ul style="list-style-type: none"> • Greater presence on the Council's established social media sites; • Provide platform to disseminate; Council-related news and information at no cost; • Greater two-way communication between stakeholders and Council, as well as quicker identification of community issues; • Improved communication with younger generation of residents and the Council; • Reduced use of more expensive traditional methods of communications with Council; • Customer Services to lead on services-related messages. 	<ul style="list-style-type: none"> • Restricted access to social media sites; • Information is out-of-date and of little interest to stakeholders; • Internal agreement as to responsibility for social media interaction with customers; • Customer Services unwilling to take responsibility for social media.

MC 10	Provide communications support to the Woking Integrated Transport Project.	31/03/20	<ul style="list-style-type: none"> • Share the Council's aspiration and vision of the project with businesses and the general public; • Promote ongoing benefits of development and transformation of town; • Ensure members of the community are kept abreast of developments. 	<ul style="list-style-type: none"> • Construction delays which lead to additional road closures and local discontent; • Local businesses experience reduction in footfall leading to complaints.
MC 11	Support external advertising agency to deliver and manage the #WeAreWoking place marketing campaign.	31/03/20	<ul style="list-style-type: none"> • Ensure members of the community are kept abreast of developments; • Share the Council's aspiration and vision of Woking's future; • Promote ongoing benefits of development and transformation of town; • Positively engage local businesses and community through #WeAreWoking campaign; • Ensure Woking remains 'open for business' during construction works. 	<ul style="list-style-type: none"> • Lack of engagement work by external advertising agency; • Business and community apathy towards campaign; • Construction issues have adverse affect on campaign; • Visitor footfall reduces during construction phase.
MC 12	Lead communications for the Sheerwater Regeneration Scheme	31/03/20	<ul style="list-style-type: none"> • Ensure members of the community are kept abreast of developments; • Share the Council's aspiration and vision of Sheerwater's future; • Promote ongoing benefits of development and transformation of Sheerwater; • Provide clear communication to residents directly affected by regeneration plans. 	<ul style="list-style-type: none"> • Use of CPOs to obtain residential properties; • Construction delays leading to resident discontent; • Resident complaints of lack of information/miscommunication.

<p>MC 13</p>	<p>Provide communications support for the A320 proposals</p>	<p>31/03/20</p>	<ul style="list-style-type: none"> • Ensure local businesses and residents are kept abreast of developments; • Share the Council’s aspiration and vision for the town centre highway network; • Promote ongoing benefits of development and transformation of town; • Provide clear communication to businesses and residents directly affected by the proposals. 	<ul style="list-style-type: none"> • Direct action by local businesses that delay project; • Use of CPOs to obtain business premises; • Feedback from public consultation not considered; • Construction delays which lead to additional road closures and local discontent; • Local businesses experience reduction in footfall leading to complaints.
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CORPORATE SERVICES

REVENUE ESTIMATES

	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
<u>Expenditure</u>		
Employees	192,173	201,733
Premises		
Transport	1,926	1,926
Supplies & Services	171,922	171,922
Third Party Payments		
Transfer Payments		
Support Services		
Capital Charges		
GROSS EXPENDITURE	<u>366,021</u>	<u>375,581</u>
<u>Income</u>		
Government Grants		
Other Grants		
Sales		
Fees & Charges	-25,000	-25,000
Rents		
Other Income	-22,000	-22,000
NET EXPENDITURE	<u>319,021</u>	<u>328,581</u>

SUMMARY OF VARIATIONS

Original Estimate 2018/19	319,021
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	9,560
Changes in Capital Charges	0
Contractual Inflation	0
Changes in Facilities Management Contract	0
Changes in Energy Costs	0
Business Rates Changes	0
Changes in Insurance	0
Changes in Fees and Charges	0
Cost Reductions	0
Other Minor Variations	0
	<u>9,560</u>
<u>Specific Service Issues</u>	
Original Estimate 2019/20	<u>328,581</u>

US

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

Service Plan Overview (Key Functions) 2018/19

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

Customer Services

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

Housing Benefit and Council Tax Support

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

Licensing

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

Local Land Charges and Searches

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

Revenue Collection (Council Tax and Business Rates)

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

Focus for the coming year – Service Plan Objectives and Priorities				
Ref	Objective	Target date	Expected outcomes	Risks that might impact outcome
CS1	Train customer service staff to process more complex Council tax changes at first point of contact as part of a drive to remove double handling of work.	31/12/19	<ul style="list-style-type: none"> Revenue training officer to provide training for staff over coming months; Increase the volume of Council tax processes dealt with by customer service staff. 	<ul style="list-style-type: none"> Availability of training or staff.
HB1	Manage the impact of Universal Credit (UC) migration over next few years.	31/03/20	Benefit staff to receive training on: <ul style="list-style-type: none"> Digital Support for UC claimants; Personal Budgeting Support for UC claimants; Use of Discretionary Housing Payments to mitigate impacts; Reduction of Housing Benefit claims. 	<ul style="list-style-type: none"> Inadequate funding from central Government; Staff and claimants not provided with enough detail early enough. UC claims administered by Department of Work and Pensions not the local authorities, so access to data limited for staff
HB2	Implement DWP software changes for automatic notification of earnings & Pension changes (VEP).	31/03/20	<ul style="list-style-type: none"> Less reliance on customers to report changes, reduction in fraud & error 	<ul style="list-style-type: none"> Inadequate funding from DWP to provide user friendly system
L1	Ensure that the Taxi and Private Hire Licensing Handbook is up to date to take account of new legislation and best practice.	31/03/20	<ul style="list-style-type: none"> Document will outline the processes, practices, legislation and official stance of WBC Licensing Authority; Information will be correct and up to date. 	<ul style="list-style-type: none"> No risks impacting outcome.
L2	To update the Gambling Policy in line with the requirements of the Gambling Commission.	31/03/19	<ul style="list-style-type: none"> Document to provide clarity on gambling policy; Document in line with the latest changes to the Gambling Commissions activities. 	<ul style="list-style-type: none"> No risks impacting outcome.
L3	Assist Business Liaison team with the continuation of the Best Bar None Scheme, ensuring that improvements are made following the completion of the first year.	31/03/20	<ul style="list-style-type: none"> Work alongside Economic Development team to assist in the continuation of the Best Bar None scheme and build upon the first years successes. 	<ul style="list-style-type: none"> Lack of interest from local premises may reduce success of event or result in the event not happening; Priority must be given to Statutory Functions of the Licensing Authority.

L4	Encourage attendance from Borough Premises to the local Pubwatch Scheme.	31/03/20	<ul style="list-style-type: none"> • A safer Town Centre; • Opportunity to meet with partners and establish ongoing relationships with local publicans and businesses. 	<ul style="list-style-type: none"> • Pubwatch may potentially cease of its own decision (not WBC controlled) due to lack of attendance; • Lack of commitment from local venues.
L5	Introduce an inspection rota to increase the number of inspections of licensed premises and vehicles.	31/03/20	<ul style="list-style-type: none"> • Increased staffing patrols of Taxi Ranks and Private Hire Operator areas; • Increased night-time/weekend inspections; • Increased premises inspections; • More structured approach to service. 	<ul style="list-style-type: none"> • Lack of staff time to commit to rota; • Lack of staffing numbers; • Other priority work, such as statutory requirements, taking precedent.
RC1	Implement new Capita software modules purchased to promote self-service and simplify processes.	31/12/19	<ul style="list-style-type: none"> • The new software modules will remove a number of manual processes and streamline others. Will allow further self-service and increase the number of processes that Customer Service staff can assist with. 	<ul style="list-style-type: none"> • Modules not installed into live due to other ICT priorities.
RC2	Expand the implementation of Proprint software to improve printing options.	31/12/19	<ul style="list-style-type: none"> • All revenue and benefit documents to print through Proprint software to eventually allow printing to be processed off site. 	<ul style="list-style-type: none"> • ICT and Proprint supplier do not implement new software.

CUSTOMER SUPPORT SERVICES

REVENUE ESTIMATES

	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
<u>Expenditure</u>		
Employees	2,368,129	2,475,197
Premises		
Transport	80	80
Supplies & Services	70,945	70,945
Third Party Payments		
Transfer Payments	29,289,505	29,289,505
Support Services		
Capital Charges		
GROSS EXPENDITURE	<u>31,728,659</u>	<u>31,835,727</u>
<u>Income</u>		
Government Grants	-29,625,822	-29,610,822
Other Grants		
Sales		
Fees & Charges	-556,953	-562,528
Rents		
Other Income	-528,176	-528,176
NET EXPENDITURE	<u>1,017,708</u>	<u>1,134,201</u>

SUMMARY OF VARIATIONS

Original Estimate 2018/19	1,017,708
<u>General Budget Pressures</u>	
Changes in Management and Administration costs	107,068
Changes in Capital Charges	0
Contractual Inflation	0
Changes in Facilities Management Contract	0
Changes in Energy Costs	0
Business Rates Changes	0
Changes in Insurance	0
Changes in Fees and Charges	-5,575
Cost Reductions	0
Other Minor Variations	0
	<u>101,493</u>
<u>Specific Service Issues</u>	
Reduction in Housing Benefit Admin subsidy	15,000
Original Estimate 2019/20	<u>1,134,201</u>

WOKING BOROUGH COUNCIL FOOD SAFETY SERVICE PLAN 2019/2020

1. Service Aims and Objectives

1.1. Aims and Objectives

1.1.1. The objectives of the food safety service are:

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

1.2. Links to Corporate Objectives and Plans

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

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

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

2. Background

2.1. Profile of the Borough of Woking

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

2.1.2. The Borough is a major employment centre and Woking town a substantial and developing shopping, commercial and entertainment centre. The town centre is surrounded by a number of smaller village centres hosting a range of food businesses.

2.2. Organisational Structure

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

2.3. Scope of the Food Safety Service

2.3.1. The food safety service provides the following:-

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

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

2.4. Demands on the Food Safety Service

2.4.1. There are 810 food premises in the Borough (figures as at 1st April 2018). The break down by primary food hygiene activity is shown below.

2.4.2. Profile of food premises in the Borough

Primary Food Hygiene Activity	Total
Distributors/Transporters	4
Importers/Exporters	2
Manufacturers/Packers	8
Restaurants and other caterers	603
Retailers	156
Mobile Food Unit	37
Total	812

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

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

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

uses several means including correspondence in several languages and in cases with severe communication difficulties, interpreters are used.

2.5 Enforcement Policy

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

3 Service Delivery

3.1 Food Premises Primary Inspections

- 3.1.1 There is a documented food inspection procedure in accordance with the FSA COP. The programme of food premises primary inspection is based on the priority risk rating and inspection frequencies set out in the FSA COP. Inspection records are maintained in a part computerised and part hard copy system which enables past records to be retrieved. In 2017/2018 99.8% of the 409 primary inspections due were carried out against targets set by the service of 100%. One food business was not inspected by its due date because it was an ice cream van that was not open due to seasonal trading.
- 3.1.2 In 2018/2019, 333 primary inspections are due, and as in previous years approximately 20% will require revisits. The target for inspection in 2018/19 is 100% of high and low risk premises and it is expected that this will be met.

3.2 Food Complaints

- 3.2.1 There is a documented food complaint investigation procedure in accordance with the FSA COP.
- 3.2.2 In 2017/2018, 113 food complaints and complaints about food premises were received. These complaint levels are likely to be similar in 2018/2019 and 2019/2020.

3.3 Primary Authority Partnership (PAP)

- 3.3.1 The Council has a PAP with Kentucky Fried Chicken (KFC) which covers food safety and health and safety in both their owned and franchised outlets. The PA Scheme entitles any businesses or organisations to ask for a Partnership with a Local Authority (LA). Those businesses are expected to work closely with the LA to ensure they comply with the Regulations that apply to them. This is expected to lead to greater compliance by the business, but also greater consistency and co-ordination of regulatory enforcement by LAs. A central register is maintained of all businesses with a PAP. We are expected to consult with other LAs before undertaking any enforcement work when a business has a PAP. This will have an impact on the service both as an enforcing authority needing to consult with other LA's before undertaking enforcement interventions in businesses within Woking, and as an authority with a PAP.
- 3.3.2 The PAP was launched in January 2011 following an existing Home Authority Partnership. Woking has a good working relationship with KFC, who have their head office in the Borough. During 2017/18 regular meetings have taken place to keep both parties updated on new legislation, new company procedures or initiatives and any LA contacts made. Other LA's need to consult with us before undertaking enforcement action within KFC's in their areas. We continue to provide advice to KFC on food safety matters and liaise with them regarding enquiries made by other LA's

on issues that affect the business on a national level. This will improve consistency of enforcement and propagate good practice.

- 3.3.3 During 2014/15 we agreed a Memorandum of Understanding with Surrey County Council Trading Standards (SCCTS) which sets out how we will work together in future to offer a PAP package to businesses which would allow them to receive advice in both Environmental Health and Trading Standards. To date the Association of Convenience Stores, a national retail trade association with over 30,000 members, Innovate, which provides catering in schools, The Caravan Club Limited, Graham White & Co, National Caravan Council and most recently the Hummingbird Bakery, a chain of bakeries across London, have signed up to a PAP with SCCTS and Woking Borough Council. Businesses are charged for this service.

3.4 Advice to Businesses

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

3.5 Food Sampling

- 3.5.1 There is a documented sampling policy in accordance with the FSA COP and an annual sampling programme is produced. The programme includes participation in the PHE National Sampling Protocols, as well as sampling as part of the investigation of food complaints and food poisoning and the inspection of high risk food premises.
- 3.5.2 A sampling service level agreement has been drawn up with the PHE Food, Water and Environmental Microbiology Network, based in Porton Down, Salisbury. Samples for microbiological analysis can be taken by officers to the laboratory directly or via use of a courier service from the Civic Offices depending on the urgency and likelihood of enforcement action. Public analyst services are provided by Eurofins Laboratories in Acton, and samples are taken there by staff by train, or by courier, as required.
- 3.5.3 Each year a quota is given to each LA to cover the cost of food sample analysis. In 2017/2018 a total of 42 food samples were taken, the cost of which was within our allocation. Should the number of samples taken cause us to exceed the allocation we would be required to fund the difference.
- 3.5.4 Samples of drinking water may be taken and analysed by the PHE Food, Water and Environmental Microbiology Network when necessary.

3.6 Control and Investigation of Outbreaks and Food Related Infectious Disease

- 3.6.1 There is a documented infectious disease investigation procedure. Notifications of gastroenteritis, dysentery, food poisoning, leptospirosis, listeria, cryptosporidiosis, gardia lamblia, typhoid, paratyphoid and e-coli 0157 are routinely investigated. Campylobacter notifications are reviewed by the officers and investigated further if

there is potential for cases to be connected, or a food source is implicated or a person who is at a high risk of spreading the infection is affected. An investigation letter and Campylobacter fact sheet is sent to all cases. The investigations of outbreaks are carried out in accordance with the PHE Outbreak Control Plan.

- 3.6.2 In 2017/2018 176 infectious disease notifications were received by the service. The number received is likely to be similar in 2018/2019 and 2019/2020.

3.7 Food Safety Incidents

- 3.7.1 There is a documented Food Alert procedure covering the issue of a warning arising from an incident within the Borough and the response to warnings issued by the FSA. This has been drawn up in accordance with FSA COP. Food Alerts may comprise Food Alerts For Action, Product Recall Information Notices, Withdrawal Information Notices and Updates on Food Alerts. Alerts are reviewed immediately on receipt by the officers and an appropriate course of action decided on. Alerts received by the service for which action is taken are logged as service requests and the action taken documented. Where appropriate, local press coverage will be sought. Often, coordination between WBC and SCCTS is necessary to ensure appropriate enforcement action is carried out.
- 3.7.2 In 2017/2018 44 food alerts and 90 allergy alerts were received. All food alerts require a decision to be made on what action is appropriate. Approximately 5% of food alerts necessitate some type of action which may include press releases as well as visits, letters and telephone advice to premises. These figures are likely to be similar in 2018/2019 and 2019/2020.

3.8 Liaison with other Organisations

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

3.9 Food Safety Promotion

- 3.9.1 Resources are focused on meeting our statutory food safety functions and therefore any promotional activities are limited. However the value of promotional work is recognised and events will be selected to ensure maximum impact with minimum use of resources.
- 3.9.2 During 2018/19 an officer attended the Community Safety Day held at Woking History Centre where they were able to offer advice on food safety to members of the public. Officers from the Environmental Health Service also carried out food hygiene advisory and compliance checks during the Woking Party In The Park event and Woking's Food and Drink Festival.

4 Resources

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

4.2 Financial Allocation

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

4.3 Staffing Allocations

- 4.3.1 There are currently 1.95 Full Time Equivalent (FTE) posts working on food law enforcement and related matters. They are appropriately qualified for the work undertaken in accordance with FSA COP. These posts are as follows:
- EHM – Competent and authorised to carry out all official controls (0.3 FTE in total)
 - Deputy EHM - Competent and authorised to carry out all official controls (0.4 FTE in total)
 - 2 x Senior EHO – Competent and authorised to carry out all official controls (0.9 FTE in total)
 - Environment Officer – Competent and authorised to investigate infectious diseases and deal with Food Alerts (0.1 FTE in total)
 - Business Support Officer - Provides administrative support to the food safety service (0.25 FTE)

4.4 Staff Development Plan

- 4.4.1 All members of staff are subject to ongoing appraisal with their line manager via the Performance Development Review (PDR) process, which includes discussions on personal and professional development. This provides the opportunity to identify any training needs and the arrangements can then be made to meet those needs. A record of training will be made on SharePoint or the record of Continuing Professional Development of the member of staff.
- 4.4.2 Staff that carry out any official food control duties must be assessed against the FSA COP, Chapter 4, to ensure that they are fully qualified and competent. The RDNA (Regulators Development Needs Assessment) tool has been used to assess competency and experience, and identify areas of further development need or training. This has been done across Surrey LA's and it is hoped common training needs may be addressed as a county with low cost training courses where possible.
- 4.4.3 Team meetings held on a fortnightly basis provide an ongoing opportunity for staff development to be discussed and training to be delivered. There is an adequate budget for staff training for the food safety team and attendance on external courses will be arranged as appropriate to maintain officer competency. Training provided by FSA, Chartered Institute of Environmental Health (CIEH) and other LA's is recognised as usually good value for money and such courses are most likely to be attended. Woking Borough Council holds the Investors in People Award.
- 4.4.4 A reference library for officers is maintained which contains the relevant legislation, COPs, Best Practice Guidance, Industry Guides and other reference material. Officers also have access to online reference material including the FSA website.

5 Quality Assessment

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

- on-going staff PDR
- fortnightly team meetings
- document review by EHM
- accompanied inspections
- statistical performance monitoring e.g. inspection and complaint numbers
- peer review benchmarking activities co-ordinated by the Surrey Food Study Group and participation in the FSA national consistency exercises
- customer complaints procedure – No complaints about the food safety service have been made in 2018/2019 to date.

5.2 Customer service satisfaction questionnaires are sent to all food business operators following a food hygiene inspection. The outcome of monitoring activities is fed back to staff to ensure that any appropriate corrective action is taken. Where possible the outcome and action taken is documented.

6 Review

6.1 Review Against the Service Plan

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

6.2 Identification of any variation from the Service Plan

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

6.3 Ongoing Improvements to the Service

6.3.1 Computer software is used to hold the food premises register and database. The Idox Uniform system also facilitates the completion of statutory returns to the FSA (Local Authority Enforcement Monitoring System (LAEMS)). The accuracy of the premises database is constantly reviewed as the business map of Woking evolves, and this will be continued through the coming year. We have recently taken part in a FSA Data Cleansing Exercise to improve consistency for consumers using the FHRS website and expect further similar exercises to take place in future.

6.3.2 We operate the FSA National Food Hygiene Rating Scheme (FHRS). This is a scheme whereby the risk rating following a food hygiene inspection is translated into a score which is then published on-line. Members of the public are then able to look at the score of a food business before they choose where to eat out. As well as being a good service to the public, it has also been shown to be an effective incentive for food business operators to improve food hygiene and safety in order to improve their scores. In January 2019, 88% businesses of those rated were rated 5 (very good)

and 97.3% were rated 3 or better. This PI is now included within the Green Book and reported quarterly.

- 6.3.3 Food safety work is included in 2 National Indicators (NI); as part of NI182 which is the satisfaction of businesses with LA Services and NI184 the number of food establishments broadly compliant with food hygiene law. A questionnaire has been produced to capture data relating to businesses satisfaction. Survey results from 2018/2019 so far indicate a high proportion of businesses feel they have been treated fairly and the contact with the Environmental Health Service has been helpful. For the latter NI, the current number of food establishments broadly compliant with food hygiene law is 97%.
- 6.3.4 An informal arrangement is in place between Surrey Heath Borough Council, Epsom & Ewell Borough Council, Guildford Borough Council and Woking Borough Council to assist and support each other where Lead Food Officers are absent through sickness or holiday etc. Food Officers from other LA's may phone and seek advice on enforcement action, or ask for assistance if they are not authorised and competent, for example, to serve a Hygiene Emergency Prohibition Notice (HEPN). This year training has been provided by WBC to food officers and legal colleagues in Surrey Heath BC on HEPN procedures and experiences. It is hoped this will be extended to other Surrey LA's in the coming year. The arrangement also includes review where an appeal by a business has been made against the Lead Food Officer's risk rating scoring following an inspection, which has led to a low FHRS rating. It is envisaged that this resilience will be developed even further between ourselves and Surrey Heath BC with our current arrangement of joint management of the two Environmental Health Services.
- 6.3.5 The Food Information Regulations 2014 were introduced in December 2014. Food allergen and food labelling advice is provided by SCCTS, although 2nd tier local authorities have also been given the power to enforce this legislation. An agreement has been made between Surrey LA's and SCCTS that officers from each organisation will advise businesses on compliance with these Regulations, however, complaints and incidences will be directed to SCCTS for enforcement action. Officers have received training and advice will be given during our routine food hygiene inspections or through direct enquiries to the Environmental Health Service where possible.
- 6.3.6 In 2018 we will be introduced a charge for re-inspections requested under the food hygiene rating scheme. This is where a rating of less than 5 has been achieved and the business has made improvements and wishes to be rated again. This will not affect officer revisits following an inspection where it is necessary to check that serious non-compliances have been actioned.
- 6.3.7 During 2018 the FSA have been reviewing official food controls as part of their 'Regulating Our Future' programme. It is anticipated that a centralised national food registration scheme will be introduced during 2019/20. This may require a review of how we process new food business registrations.
- 6.3.8 Although at this stage we are not sure of the implications of Brexit, it should be acknowledged that legislation, food importation / exportation and provision may be affected when the UK leaves the EU, where all our current food legislation has been formed. This may place extra burden on resources for the food safety service during the coming year.

(January 2019)

WOKING BOROUGH COUNCIL HEALTH AND SAFETY SERVICE PLAN 2019/2020

1. Service Aims and Objectives

1.1. Aims and Objectives

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

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

1.2. Links to Corporate Objectives and Plans

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

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

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

1.3. Statement of Commitment

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

1.3.2 This means we will;

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

2. Background

2.1. Profile of the Borough of Woking

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

2.2. Organisational Structure

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

2.3. Scope of the Health and Safety Service

2.3.1. The health and safety service provides the following:

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

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

2.4. Demands on the Health and Safety Service

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

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

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

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

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

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

2.5. Enforcement Policy

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

3. Service Delivery

3.1. Health and Safety Inspections

- 3.1.1 Enforcement in the form of planned interventions must be targeted in specific risk areas in accordance with the National Code. This will be at those premises where activities give rise to the most serious risk and are known to be least well controlled, with the aim of ensuring dutyholders effectively manage and control the risks of their work activities. We must focus resources on those premises most likely to cause working days lost and public injury, ill health or sickness absence and where dutyholders seek economic gain or advantage from non-compliance (e.g. rogue traders). The overall aim is targeted intervention involving the right people in businesses and the activities which present the greatest risk, and therefore maximise impact in improving health and safety outcomes.
- 3.1.2 The National Code makes it clear that proactive inspections must only be used to target high risk activities which are set out in Annex 1 of the Code. LA's have a range of other interventions available to them to ensure a business is managing its risks effectively and guidance is provided in LAC 67/2 (revision 6) Targeting Local Authority Interventions. It is important that LA's are able to justify any inspection they undertake and the National Code requires that we use national and local intelligence to inform priorities. LA's must be able to deal reactively with matters of evident or potential major health and safety concern, especially when visiting premises for other reasons, e.g. food safety intervention.
- 3.1.3 We will liaise with other Surrey LAs through the Health and Safety Study Group and gather local intelligence to identify areas of high risk activities in Surrey. We have always benefited from participating in group project work. During 2017/18 we have worked with Surrey LA's to complete a project on skin piercers and in the process have managed to revisit most of our registered skin piercers making sure they are compliant in health and safety and infection control, as well as updating our records on registered operators.
- 3.1.4 In 2017/18, 137 health and safety interventions were carried out. This is 68.5% of the 200 interventions due. (Interventions are contacts with businesses and include inspections.) Inspection records are maintained in a part computerised and part hard copy system which enables past inspection records to be retrieved.
- 3.1.5 A target of 200 proactive inspections / interventions was set for 2018/2019.
- 3.1.6 In 2019/2020 inspections / interventions will continue to include providing advice to businesses on compliance (and taking enforcement action where necessary) under the smoke free legislation.

3.2. Reactive Services for Health and Safety

- 3.2.1 All complaints about health and safety conditions within workplaces for which the Council is the enforcing authority are investigated. Reactive complaint work takes priority over programmed visits to ensure that requests for service are dealt with effectively. Requests for information about health and safety standards and

legislation will also be met. In some cases, complaints will trigger a full health and safety inspection of the premises. Service requests and complaints are dealt with in accordance with the Policy and Procedure for Responding to Service Requests and Complaints about Health and Safety at Work Conditions.

- 3.2.2 In 2017/18, 59 service requests relating to health and safety, and 6 relating to non-compliance with smoke free legislation, were received. The number of health and safety service requests has reduced considerably from the previous year. A similar number of health and safety and smoke free complaints are expected to be received during 2018/19 and 2019/20.

3.3 Investigation of Accidents, Dangerous Occurrences and Occupational Ill Health

- 3.3.1 Notifications of accidents at work made under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 are investigated in accordance with the Policy for Responding to Reported Accidents and the Accident Notification and Investigation Procedure. Although the policy states that not all accident notifications will be investigated, in practice, the vast majority of those received meet the criteria for investigation. Non-reportable notifications are not usually investigated, but are acknowledged by means of a standard letter.
- 3.3.2 In 2017/18, 33 accident notifications were received and investigated, the same number as last year. A similar number are expected during 2018/19 and 2019/20.

3.4 Primary Authority Partnership (PAP)

- 3.4.1 Woking Borough Council has a PAP with Kentucky Fried Chicken (KFC) which covers health and safety and food safety. The PAP Scheme entitles any business or organisation to ask for a Partnership with a Local Authority (LA). Those businesses will be expected to work closely with the LA to ensure they comply with the Regulations that apply to them. This is expected to lead to greater compliance by the business, but also greater consistency and co-ordination of regulatory enforcement by LAs. A central register is maintained of all businesses with a PAP. We are expected to consult with other LAs before undertaking any enforcement work when a business has a PAP. This will have an impact on the service both as an enforcing authority needing to consult with other LA's before undertaking enforcement interventions in businesses within Woking, and as an authority with a PAP.
- 3.4.2 The PAP was launched in January 2011 following an existing Lead and Home Authority Partnership. Woking has a good working relationship with KFC, who have their head office in the Borough. During 2017/18 regular meetings have taken place to keep both parties updated on new legislation, new company procedures or initiatives and any LA contacts made. Other LA's need to consult with us before undertaking enforcement action within KFC's in their areas. We continue to provide advice to KFC on health and safety matters and liaise with them regarding enquiries made by other LA's on issues that affect the business on a national level. This will improve consistency of enforcement and propagate good practice.
- 3.4.3 During 2014/15 we agreed a Memorandum of Understanding with Surrey County Council Trading Standards (SCCTS) which sets out how we will work together in future to offer a PAP package to businesses which would allow them to receive advice in both Environmental Health and Trading Standards. To date the Association of Convenience Stores, a national retail trade association with over 30,000 members has signed up to a PAP with SCCTS and Woking Borough Council and we have provided assured advice on food hygiene and health and safety to the organisation and their members. The Caravan Club and The Hummingbird Bakery have also entered into a PAP agreement with Woking Borough Council and SCCTS. Businesses are charged for this service.

3.5 Support to Businesses

- 3.5.1 The Council's approach to enforcement includes offering advice to businesses in the first instance to assist them in achieving a satisfactory standard of compliance

with health and safety law, where this does not compromise the safety of workers or the public.

- 3.5.2 In addition to the advice that is provided during inspections, revisits and investigatory visits to premises, advice is available to businesses on request at any time. The Environmental Health service also works with trade groups such as Woking Chamber of Commerce, Business Link and Asian Business Forum. Advice to businesses is also provided by means of our webpages, direct mailings and press releases on particular health and safety issues and new legislation. On occasion, free seminars are held for local businesses on new legislation/developments where there is a benefit in reaching a wider audience or to target a particular business sector to address a particular need.

3.6 Health and Safety Promotion

- 3.6.1 Resources are focused on meeting our statutory health and safety functions and therefore any promotional activities are limited. However, the value of promotional work is recognised, and events are selected to ensure maximum impact with minimum use of resources. During 2018 officers from the Environmental Health Service attended the Woking Party In The Park and Woking's Food and Drink Festival events to carry out advisory and compliance health and safety checks at these venues.

3.7 Liaison with other Organisations

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

4. Resources

4.1 Financial Allocation

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

4.2 Staffing Allocations

- 4.2.1 There are currently 1.15 Full Time Equivalent (FTE) posts working on Health and Safety. The officers are appropriately qualified for the work undertaken. These posts are as follows:
- Environmental Health Manager - Competent and authorised to inspect all categories of Health and Safety premises, investigate complaints and accidents (0.2 FTE)
 - Deputy Environmental Health Manager - Competent and authorised to inspect all categories of Health and Safety premises, investigate complaints and accidents (0.15 FTE)
 - Senior EHO x 2 - Competent and authorised to inspect all categories of Health and Safety premises, investigate complaints and accidents (0.4 FTE)
 - Environment Officer x 2 - Competent and authorised to investigate complaints and accidents (0.2 FTE).

- Business Support Officer - Provides administrative support to the Health and Safety service (0.2 FTE)

4.3 Staff Development Plan

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

4.4 Quality Assessment

- 4.4.1 Monitoring activities are documented in a Quality Monitoring Procedure and include:-
- ongoing staff PDR
 - fortnightly team meetings
 - document review by EHM
 - accompanied inspections
 - statistical performance monitoring e.g. service request, accident notifications, inspection and intervention numbers
 - Peer Review exercises co-ordinated by the Surrey Health and Safety Study Group as part of the requirements of the National Code are conducted at quarterly meetings of the Group
 - customer satisfaction surveys following health and safety inspections, in accordance with National Indicator (NI) 182
 - customer complaints procedure.
- 4.4.2 No complaints against the health and safety service were received in 2017/18. No complaints have been received in 2018/19 to date. The outcomes of monitoring activities are fed back to staff to ensure that any appropriate corrective action is taken and this is documented where possible.

5. Review

5.1. Review Against the Service Plan

- 5.1.1. Performance will be monitored against the objectives and standards set in the Service Plan and supporting policies and procedures at team meetings. A full review of performance against the plan will take place annually when the next year's plan is being drafted. Where variance from the plan is identified, the reasons for this will be investigated and corrective action taken as required. All policies and procedures will be reviewed annually.

5.2. Ongoing Areas of Improvement

- 5.2.1. The introduction of the National Code and LAC 67/2 (rev4) has had significant impact on the provision of the health and safety service. LA's must reduce the burden on businesses and must not visit a business unless they have good reason. This makes the service more heavily weighted on the side of reactive work rather than carrying out proactive inspections based on previous inspection risk ratings. Any planned work must be done in consideration of the National Code and visits justified. This has an impact on service planning as well as reporting of work via the LAE1. The LAE1 Return is completed and submitted annually.
- 5.2.2. As fewer proactive inspections are being carried out and therefore less risk rating assessments as a result, there is a concern that the quality of up to date premises information within our database will be reduced. This is something that we need to remain aware of and efforts made to keep records updated where workloads and intelligence gathering allows.
- 5.2.3. The Surrey LA's have a flexible warranting arrangement where officers are able to assist and support each other when necessary, eg, where a serious incident has taken place and more resources are needed to help take witness statements etc, where another LA may have specialist knowledge in an area, eg, workplace related death investigation and where competent and authorised officers are absent eg, holiday / sickness, and less experienced staff are required to take enforcement action. We have agreed to participate in this. During 2017/18 a member of staff assisted the Health & Safety Officer at Surrey Heath BC to investigate a fatality at a leisure establishment. The investigation is on-going but experience has been invaluable for the WBC staff member and their development, but also useful for the officer at Surrey Heath BC as investigations can be very time consuming and the resilience on this case was appreciated. It is hoped that this resilience will be developed even further between ourselves and Surrey Heath Borough Council with our current arrangement of joint management of the two Environmental Health Services.
- 5.2.4. During 2019/20 we will receive training on event safety and control following the investigation by HSE into the collapsing of an inflatable slide at the Rotary fireworks display in Woking Park in November 2018. Due to a number of similar incidences across the UK in the last few years it is expected that inflatables' safety will be specified in the Health & Safety Executive National Plan Annex for priority targeted proactive interventions. We will therefore take action accordingly which may mean inspections of inflatables at events run on WBC owned land and also any private events where the organisers provide inflatable equipment.

(January 2019)

EXECUTIVE – 7 FEBRUARY 2019

HOUSING REVENUE ACCOUNT BUDGETS 2019-20

Executive Summary

Social landlords were required to reduce housing rents by 1% a year for four years from 2016/17. This is a move away from the former guidance of increasing rents by CPI + 1%. 2019/20 will be the final year of this four year period and this 1% reduction requirement has been incorporated into the 2019/20 budget. As discussed later in the report the Government have announced this rent reduction period will end in 2020 and rent increases will return to CPI + 1%.

As detailed in the report the HRA Borrowing Cap has been removed from 2018/19 onwards. This provides the flexibility to carry out new build housing developments through the HRA at a social rent. As these social rents are 40% to 60% of market levels most developments will be provided at a net cost to the HRA. The cost pressures of; the new developments, the final year of the rent reduction, and the future impact of the Sheerwater Regeneration Project need to be considered when setting the 2019/20 budget. The combination of the cost pressures detailed in this report will mean a reserves contribution is likely to be required to maintain the HRA surplus in the early years of the Sheerwater Redevelopment.

The working balance per property is forecast to be £150 at 31 March 2020. £100-£150 balance per property is considered to be necessary for prudent financial management.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

- (I) the Housing Revenue Account budget for 2019/20 as set out in Appendix 1 to the report be approved; and**
- (II) with effect from 1 April 2019, rents be increased by 3.4% for Shared Ownership properties and be reduced by 1% for all other tenancies.**

Reasons for Decision

Reason: To recommend that the Council approves the resources necessary to implement its objectives and to enable the Council to determine charges to tenants for 2019/20.

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

Housing Revenue Account Budgets 2019-20

Background Papers: None.

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Date Published: 1 February 2019

1.0 Introduction

- 1.1 This paper sets out the Council's draft Housing Revenue Account (HRA) budgets (Appendix 1) for 2019/20.
- 1.1 Detailed explanations of the changes and pressures within the different elements of the budget are set out in the sections below. As detailed later in the report, rents are proposed to be increased by 3.4% for Shared Ownership properties and reduced by 1% for all other tenancies. The budgeted surplus for the year is £107,000, and a working balance per property of £150 is maintained. The balance per property is at the top end of the range of £100 to £150 per property considered prudent.
- 1.2 Included in the Budget is a £732,000 revenue contribution to capital outlay which can be invested in affordable housing, including carrying out improvements to the stock to bring it towards the decent homes standard.

2.0 Forecast Outturn

- 2.1 Adjustments to the revised estimates for 2018/19 have been made to reflect variations as reported in the December Green Book.
- 2.2 When HRA properties within the Sheerwater Red Line become void they are being held as vacant to facilitate the commencement of the Sheerwater Project. The estimated full year effect of these properties remaining vacant to the financial year end is £361,000.
- 2.3 New Vision Homes are forecasting an estimated under spend of £100,000 on responsive repair costs. Capital investment in the stock over recent years has allowed repairs/enhancements to be carried out on a planned rather than reactive basis. A review of the schedule of rates applied under the contract has also contributed to this under spend. The under spend is being used to fund additional enhancements under the New Vision Homes Asset Management Plan in the current year.

3.0 Approach to Budget Setting 2019/20

Assumptions

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

Management and Administration

- 3.2 Salary and other central costs have been allocated to the HRA in accordance with normal accounting rules to show the full cost of the service. The budgets are set and monitored in a pre-allocated format to make it possible to see the overall impact rather than just a proportion of the overall cost/variance which may be allocated to an individual service.

4.0 Rents and Other Charges

- 4.1 In May 2014 the DCLG published amended guidance on rents for social housing from April 2015. This guidance recommended annual rent increases of CPI + 1% and the Government indicated this rent policy would apply for ten years from 2015/16. However the Welfare Reform and Work Act prescribed that rents in social housing be reduced by 1% a year for four years resulting in a 12% reduction in average rents by 2020-21. We will be entering into the final year of this four year period and rents will be reduced by 1% with effect from 1st April 2019. Applying the 1% reduction results in an estimated average weekly rent of £101.07.

- 4.2 On the 4th October 2017, the Department for Communities and Local Government (DCLG) and the Prime Minister's Office, announced that social housing rents will be increased by Consumer Price Index (CPI) plus 1% for 5 years from 2020. This provides assurance that the duration of the 1% rent reduction period will only be four years as originally envisaged. Rent increases will then return to the level prescribed prior the rent reduction. However these will still be less than those calculated under the self-financing settlement under which the Council was required to pay the Government £98 million to buy itself out of the housing subsidy system.
- 4.3 Every six to seven years 53 Mondays fall in a financial year and this will be the case in 2019/20. As rent debits are raised on Mondays this means that the HRA ordinarily benefits from an 'extra' week's rent when there are 53 Mondays in a year. It is estimated this additional week will generate approximately £339k in extra income (in 2019/20 only). However on the 4th January 2019 the LGA issued guidance which raised the following issues:
- A 53 week rent year can't be charged as the total rent charged in 2019/20 would not be 1% lower than those levied in 2018/19. This would conflict with the 1% reduction prescribed by the Welfare Reform Act.
 - The Universal Credit is paid monthly and tenants in receipt of this benefit will find themselves a week in arrears under the 53 week rent year.
- 4.4 However HRA rents are calculated and charged on a weekly basis not annual. Moreover the individual tenancy agreements refer to a weekly rent. Therefore the issues outlined above appear to be a problem with the Universal Credit calculation and a lack of foresight when determining the detail of the Welfare Reform Act.
- 4.5 Further guidance is expected clarifying the legal position of these requirements and the additional 53rd week income has been included in the 2019/20 budget. If this guidance determines that the 1% rent reduction should be calculated based on the annual rent, not weekly, then the rent for the year can be accounted for on a daily basis. This would mean 2/7th of the benefit of the additional week would be accounted for in the 2019/20 financial year and 5/7th in 2020/21. This would comply with the rent reduction requirement but also achieve the additional income (albeit spread over two financial years).
- 4.6 The 53 week rent year has no impact on tenants in receipt of Housing Benefit but would affect those in receipt of Universal Credit. This problem could be solved by the Government introducing a statutory instrument to recognise 53 weeks rent in the universal credit annual assessments. Some local authorities have started lobbying the Government to encourage this approach. If a statutory instrument is not issued then New Vision Homes will work with tenants to mitigate the impact where there is a benefit shortfall. This could include setting up arrangements for tenants to 'catch up' the rent over a period of time and writing off debts where it is not possible to do this. Alternatively a rent free week could be granted but this will mean the HRA will have an estimated £339,000 less to invest in improvements to the stock and additional affordable housing. It is estimated that 110 applications for universal credit have been made by HRA tenants to date.
- 4.7 The Budget includes 53 weeks rental income for 2019/20 and no additional provision for bad debt has been assumed. This position will be monitored through the year and any changes will be reported through the Green Book.

Recovery of Charges

- 4.8 Service charges, including energy charges, are based on the cost of the service being provided. Council resolved on 10 December 2009 that authority be delegated to the Chief Finance Officer to vary service charges in line with external factors.
- 4.9 Energy charges are levied on a per block basis based on cost. This allows energy costs to be recharged to tenants on a more detailed basis. Energy charges will be reviewed to incorporate fluctuations in energy prices.

Implementation Date

- 4.10 The new rents will be applied from the first Monday in April (i.e. 1 April 2019) and the service charge uplift with effect from 5 August 2019.

5.0 Prudential Borrowing

- 5.1 The HRA requires certainty and accuracy of costs wherever possible especially following government policy changes, rent reductions, and the potential impact of the Sheerwater regeneration project. HRA interest charges for pre 2016/17 borrowing are fixed at the Council's average borrowing rate at 31 March 2016. Future HRA borrowing will be charged at the annual average 50 year borrowing rate. This ensures that General Fund investment decisions made by the Council do not impact the HRA.
- 5.2 These HRA interest costs are forecast to be £4,831,849 in 2018/19 and £5,147,975 in 2019/20. These costs include the borrowing taken on to fund the new build development schemes discussed later in the report.
- 5.3 The 2019/20 Draft Budget makes no allowance for repayment of the debt taken on for Self-Financing or for the repayment of the borrowing relating to the new build developments.

6.0 Robustness of the Budget and Risks

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

Welfare Reform

- 6.2 Welfare Reform continues to increase the risk of bad debt within the HRA. The benefit cap, introduced under the act, was reduced from 7 November 2016 placing further pressure on tenant's household income. No increase in the bad debt provision has been built into the draft budget but income collection will be closely monitored by WBC Officers with New Vision Homes.

HRA Borrowing Cap

- 6.3 The introduction of self-financing for the HRA in April 2012 was accompanied by a limit on the amount of housing debt that each authority could hold. This cap has restricted local authorities from providing additional housing and Woking had no headroom within this cap when it was first introduced. However on 3 October 2018, Theresa May announced at the Conservative Party Conference that "solving the housing crisis is the biggest domestic policy challenge of our generation" and that "it doesn't make sense to stop councils from playing their part in solving it". To reflect this, she announced the scrapping of the Government cap. The Chancellor subsequently removed the cap in the budget on the 29 October. As detailed in the sections below this will give WBC the ability to carry out further new build development through the HRA.

Retained One for One Replacement Receipts

- 6.4 Local Authorities can retain an element of Right to Buy receipts locally to be used on one for one replacement housing. These receipts can currently be used to fund up to 30% of the cost of the replacement housing and must be used within 3 years or passed to the Government with interest charged at 4% above the base rate. A consultation proposing to alter these arrangements was issued on 14th August 2018. The proposals maintain the principle of the receipts only being able to part finance a scheme as well as the requirement to use the receipts within a certain amount of time. The outcome of the consultation has not yet been published.
- 6.5 As Woking previously had no headroom within the HRA borrowing cap Council determined on the 6 April 2017 that going forward these receipts should be passed back to the Government rather than being retained locally. However the removal of the borrowing cap now gives the HRA the flexibility to finance the remaining 70% of the replacement housing spend and earlier this year the Chief Finance Officer determined to 'switch on' receiving receipts with effect from 1st April 2018.
- 6.6 The developments detailed in the section below will utilise all of the existing retained one for one receipts balance and there is a risk the HRA will not be able to build up enough receipts to fully finance 30% of the scheduled developments at the time of construction. Officers will need to discuss with the MHCLG whether any shortfall can be funded by WBC on an interim basis and future retained receipts replace this interim financing once received. Officers will also discuss whether the receipts passed back to the Government in 2017/18 can be reclaimed.

HRA New Build Developments

- 6.7 As detailed in the Affordable Housing Expenditure Update report, which went to the October Executive, Officers have reviewed the land assets held by the authority, and other potential development sites around the Borough, to identify suitable new build affordable housing sites in order to utilise the retained one for one receipts and increase the local affordable housing supply.
- 6.8 The Draft Housing Investment Programme Report elsewhere on the agenda lists these new build development schemes. The Draft Budget has been prepared on the basis that the Rydens Way Development will complete in 2018/19 and the Hawthorne Road, Lockwood Path, and Bonsey Lane schemes will complete mid-way through 2019/20. The Housing Investment Programme also includes £3.4m for the purchase of 26 properties from the Southern Housing Group which are located within the Sheerwater Regeneration Red Line. This purchase is expected to complete by the end of the current financial year.
- 6.9 If the above timings slip then the rental income from the new properties will be deferred. The impact on the 2019/20 budget would be limited as the interest relating to the borrowing to finance the construction cost would be capitalised against the project.
- 6.10 It is proposed that the new units will be let at social rent in order to assist those with housing need as much as possible. Social rents are estimated to be 40% to 60% of market rents and the additional rental income generated is unlikely to cover the management, maintenance, and interest costs attributable to the dwellings. The net cost of these developments will therefore be subsidised by HRA surpluses. The table below summarises the estimated net cost of these schemes (the rents are at the top end of the social rent level).

Housing Revenue Account Budgets 2019-20

Development	Weekly Rent	Rent Per Annum less 1% Voids	Mgt & Maintenance	Surplus Per Unit	No Of Units	Surplus	Borrowing Cost	Net Surplus(+) / Cost (-)
Rydens Way	£151.83	£7,816	-£2,334	£5,482	7	£38,377	-£55,478	-£17,101
Hawthorne Road	£159.82	£8,228	-£2,334	£5,894	5	£29,469	-£40,198	-£10,729
OWSHS	£135.85	£6,994	-£2,334	£4,660	57	£265,610	-£415,587	-£149,977
Monument Way	£135.85	£6,994	-£2,334	£4,660	54	£251,631	-£341,140	-£89,509
Eden Grove Road	£151.83	£7,816	-£2,334	£5,482	2	£10,965	-£13,798	-£2,833
Lockwood Path	£159.82	£8,228	-£2,334	£5,894	4	£23,575	-£25,043	-£1,468
Bonsey Lane	£139.85	£7,199	-£2,334	£4,866	14	£68,121	-£77,952	-£9,831
Total					143	£ 687,749	-£969,198	-£281,449

6.11 The borrowing costs and net rental income for those developments expected to complete in 2018/19 and 2019/20 is included in the draft budget.

6.12 The support costs for the High Street Old Woking Scheme need to be determined when the final details of the scheme are known. The budget assumes additional support costs will be rechargeable to tenants however consideration will need to be given to ensure the overall rental charge is affordable.

Housing Related Support

6.13 Up to 31st March 2018 Surrey County Council fully subsidised the Housing Related Support charges for council tenants in receipt of a means tested benefit. This £130,000 funding ceased in 2017/18. However since this date the service has continued with the cost being met from the HRA. The 2019/20 Draft Budget has been prepared on the basis that the current arrangements will continue. Officers are investigating options to extend the scope of this service making it available across all tenures.

Major Repairs Contribution & Depreciation

6.14 As per the 1 April 2017 Item 8 Determination, depreciation is to be charged to the HRA with effect from 1st April 2017 in accordance with proper accounting practices. The depreciation replaces the Major Repairs Contribution and is transferred to the Major Repairs Reserve to be used on capital works to the stock or repaying debt. HRA depreciation is calculated by dividing the total asset value of Council Dwellings by their average useful economic life. Based on the 31st March 2018 asset value the depreciation amount is estimated to be £3,933,000 in 2019/20 (compared to a Major Repairs Contribution of £3,982,000 in 2018/19 as shown in Appendix 1).

Repairs, Maintenance, and Management

6.15 As reported in the October Green Book a £100,000 under spend is forecast on responsive repairs in 2018/19. This trend is expected to continue into 2019/20 and the budget has been reduced by this amount. This is offset by a £41,185 increase on repairs, maintenance, and voids carried out outside of the New Vision Homes contract.

6.16 To reflect best practice NVH are carrying out statutory inspections over a 5 year programme rather than 10 years. For 2018/19 these additional inspections have been treated as a revenue project and are included under the Renovations and Improvements section of the Housing Investment Programme. The ongoing annual expenditure from 2019/20 has now been incorporated into the HRA Operating Account at an additional cost of £256,000 in the next financial year. Due to the profiling of the inspections the level of spend varies from year to year and this spend is expected to increase by a further £66,000 in 2020/21.

NVH Contractual Inflation

- 6.17 The New Vision Homes contract is inflated each year by a combination of the CPI and BCIS Maintenance indices less a 1% savings target. A 2.4% rate has been assumed for the budget.

Sheerwater Regeneration Scheme

- 6.18 On the 5th April 2018 Council authorised a loan facility of £26m, on terms previously approved by Council, to enable Thamesway Developments Limited (TDL) to implement the approved Leisure and Recreational facilities as a first stage of the full regeneration of Sheerwater. However the final phasing of the full project is not yet finalised and no implications relating to the Sheerwater Project are accounted for in the 2019/20 Budget.
- 6.19 Under the Sheerwater Regeneration approximately 406 HRA dwellings will be demolished. The vacant land will be transferred to Thamesway Developments Ltd and the replacement affordable housing dwellings transferred to Thamesway Housing Ltd. The HRA will therefore lose the rental income from these 406 dwellings. This will place pressure on the HRA and an annual transfer from reserves may be required in order to sustain the HRA in the earlier years of the regeneration (as discussed in the HRA Medium Term Financial Strategy which went to the October Executive).

Reserves and Balances

- 6.20 The HRA is budgeted to make an additional Revenue Contribution to Capital Outlay (RCCO) of £1,120,000 in 2018/19. This RCCO is optional and is essentially using the HRA surplus for the year on additional investment in the stock. As shown in the HRA Operating Account (Appendix 1) this will need to be reduced by £388,000 in 2019/20 in order to mitigate cost pressures such as the rent reduction. Under the Sheerwater project the RCCO will be reduced to nil in order for the HRA to mitigate the lost income from the demolition of the dwellings.

7.0 Conclusion

- 7.1 In the final year of the rent reduction period the HRA is forecast to make a surplus of £107,000 which includes the additional one off income from the 53 week rent year. The Government have confirmed that rent increases of CPI + 1% will be applied from 2020/21 onwards which will help alleviate the pressure on the annual surplus. However the financial pressures of the net cost of the new build developments, the lost rent from the demolition of the red line dwellings and the right to buy, and increased service costs are likely to require a contribution from reserves to maintain the HRA surplus in the early years of the Sheerwater Redevelopment.
- 7.2 It is estimated that the HRA will make an RCCO of £732,000 in 2019/20. The working balance per property will remain at £150 as at 31 March 2020. A working balance per property of £100 to £150 is considered necessary for prudent financial management.

8.0 Implications

Financial

- 8.1 The financial implications are explicit in the report.

Human Resource/Training and Development

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

Community Safety

8.3 No community safety implications noted.

Risk Management

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

Sustainability

8.5 No sustainability implications noted.

Equalities

8.6 No equalities implications noted.

Safeguarding

8.7 No safeguarding implications noted.

9.0 Consultations

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

REPORT ENDS

HOUSING REVENUE ACCOUNT

<u>EXPENDITURE</u>	ORIGINAL ESTIMATE 2018/19 £	ORIGINAL ESTIMATE 2019/20 £
SUPERVISION & MANAGEMENT		
Estate Management	5,004,923	5,175,701
Rent Accounting/Collection	-26,461	-41,265
Home Support Service	905,123	940,415
Tenant Participation	12,506	12,499
Repairs Admin	29,861	54,686
Democratic Process	927,054	941,669
	6,853,006	7,083,705
DEPRECIATION	3,982,000	3,932,544
MAINTENANCE		
Day to Day Repairs	770,751	686,808
Revenue Voids	434,925	446,815
Planned Maintenance	893,747	1,153,142
	2,099,423	2,286,765
Debt Management Expenses	36,000	36,000
TOTAL EXPENDITURE	12,970,429	13,339,014
INCOME		
GROSS RENTS & SERVICE CHARGES	18,990,503	19,015,675
53 Week Rent Year		339,219
INTEREST COUNCIL HOUSE MORTGAGES	1,149	1,149
TOTAL INCOME	18,991,652	19,356,043
NET (COST)/SURPLUS OF SERVICES	6,021,223	6,017,029
Interest Payable and Similar Charges	4,825,683	5,147,975
Amortisation of Premiums and Discounts	29,817	29,817
Revenue Contribution to Capital Outlay	1,120,000	732,000
Surplus (Deficit) for Year	45,723	107,237
WORKING BALANCE STATEMENT		
Surplus (Deficit) brought forward	504,895	501,085
Surplus (Deficit) for Year	45,721	107,237
Interest on Working Balances	469	518
Surplus (Deficit) carried forward	551,085	608,840
TRANSFER TO (FROM) RESERVES (HIP Reserve)	50,000	105,000
Surplus (Deficit) carried forward	501,085	503,840
No. of Dwellings @ 31 March	3,347	3,367
WORKING BALANCE PER PROPERTY	150	150

EXECUTIVE – 7 FEBRUARY 2019

INVESTMENT PROGRAMME 2018-19 TO 2022-23

Executive Summary

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

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

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

- (i) **the Investment Programme 2018/19 to 2022/23 be approved subject to reports on projects where appropriate;**
- (ii) **the proposed financing arrangements be approved; and**
- (iii) **capital and revenue grants for Brookwood Cemetery for 2019/20 and 2020/21 be approved.**

Reasons for Decision

Reason: To recommend to the Council that it approves the capital resources for 2018/19 onwards considered necessary to support its service plans and objectives.

The items above will need to be dealt with by way of a recommendation to Council.

Background Papers: None.

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Date Published: 1 February 2019

1.0 Introduction

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

2.0 Overview of the Investment Programme

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

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

2.3 The following appendices are attached to this report

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

3.0 General Fund Investment Programme

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

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

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

4.0 Housing Investment Programme

- 4.1 Works on the Council's housing stock are managed by New Vision Homes (NVH) and NVH's Asset Management Plan through to 2022/23 is reflected in the Housing Investment Programme.
- 4.2 The breakdown of the Woking Borough Council Homes Section of the Housing Investment Programme (Appendix 3) is illustrative and priorities will be agreed between WBC Officers and NVH. The NVH Asset Management Plan is based on stock condition surveys and NVH continually review and develop the Asset Management Strategy for the stock.
- 4.3 The total New Vision Homes Asset Management Plan budget is £4,665,000 for 2019/20. This is funded by a £3,933,000 Major Repairs Contribution and a £732,000 Revenue Contribution to Capital Outlay (RCCO). This level of expenditure will need to be reviewed in future years and any financial implications arising from the Sheerwater Regeneration Project will need to be considered. As detailed in the HRA Budget Report elsewhere on the agenda the HRA will not be able to maintain the RCCO following the demolition of the dwellings within the regeneration red line.
- 4.4 The Housing Investment Programme includes a Communal Heating and Hot Water System upgrade project. As reported to the Executive on 15th October 2015 these works were previously delivered as part of the New Vision Homes AMP. To avoid the New Vision Homes 18% overhead and profit management fee these works are now procured directly through Thamesway Maintenance Services Ltd (TMSL).
- 4.5 The Mandatory Disabled Facilities Grants (DFG) item on the Housing Investment Programme is funded by a £1,093,000 grant provided as part of the Department of Health's Better Care Fund. Demand for DFGs is high and the Government have awarded a further £196,000 in grant in 2018/19.

Provision of New Housing

- 4.6 Local Authorities can retain an element of Right to Buy receipts locally to be used on one for one replacement housing. Currently these receipts can be used to fund up to 30% of the cost of the replacement housing and must be used within 3 years or passed to the Government. In the past it has been challenging to utilise these receipts as the HRA borrowing cap has limited the Council's ability to fund the remaining 70% of the housing. However, as discussed in the 2019/20 HRA Budget Report elsewhere on the agenda, the Government have now scrapped the Borrowing cap.
- 4.7 As detailed in the October Executive's Affordable Housing Expenditure Update Report Officers have reviewed the land assets held by the authority, and other potential development sites around the Borough, to identify suitable new build affordable housing developments. The Housing Investment Programme lists these schemes which are to be funded by 30% retained receipts and 70% HRA\General Fund Borrowing.

Sheerwater Regeneration

- 4.8 The loan facilities to Thamesway Housing Ltd (THL) and Thamesway Developments Ltd (TDL) for the full construction costs of the Sheerwater Regeneration scheme have not been included in the Investment Programme. Once TDL have come back with the detailed information on the tenders for the scheme the Programme will be amended to reflect these commitments. The following costs relating to the implementation of the Sheerwater Regeneration have been included:-

- On 5 April 2018 the Council approved a loan facility of £26m to enable TDL to construct the leisure and recreational facilities at the Bishop David Brown site.

Investment Programme 2018-19 to 2022-23

- £42m is included for acquiring the privately owned dwellings within the red line and £1.4m for assisted purchases. These costs are incurred by TDL as part of the Sheerwater Project cost but are funded through WBC loans to Thamesway.
- Hyde Housing Association owned 26 properties within the Sheerwater Red Line. £3.4m is included in the Housing Investment Programme to acquire these properties bringing them into the HRA as secure tenancies. These will then be transferred to the project when the relevant phase commences

4.9 An arrangement fee is charged on the loan facilities provided to TDL and the income generated is set aside in the Sheerwater Regeneration Reserve. The direct costs to the Council relating to the Scheme (including staff costs, removal costs, and an equalities survey) are to be financed by this reserve.

4.10 The Sheerwater Community Charter requires the Council to pay Home Loss and Disturbance payments to tenants being rehoused due to the scheme. The Council is also required to offer Mortgages of Last Resort to those homeowners who cannot secure a mortgage in order to purchase a new property within Woking Borough.

5.0 Reserves Forecast and Resources Statements (Appendices 2-4)

5.1 The Reserves section of the Investment Programme shows the effect of the spending on HIP and GF Committed projects on the Council's reserves. Subject to maintaining sufficient reserves to meet contingencies, it is in the Council's interest to use sources of funding other than borrowing rather than to incur the cost of borrowing.

5.2 The Wolsey Place reserve covers any shortfall in income or increase in the running costs at Wolsey Place and Export House. A number of capital projects have been identified which can be recovered from tenants through the service charge over time. It is proposed that these improvements (detailed in Appendix 6a) are funded by borrowing and any contributions set aside for the repayment of that borrowing when received. This protects the funds held within the Wolsey Place reserve.

5.3 The Investment Programme contains some projects which are of a revenue nature. In accounting terms these projects do not produce an asset and so they cannot be funded from capital sources such as capital receipts or borrowing. The cost of these projects fall on revenue sources and are included in the Investment Strategy Reserve (General Fund) and HIP Reserve (Housing Revenue Account). Detail of the General Fund and HRA impacts are included in other reports on the agenda.

5.4 All of the costs relating to the Investment Programme are built into the General Fund and Housing Revenue Account estimates. However, given the ongoing pressures on revenue reserves and the current economic uncertainty, the Council's financial position will be considered before projects commence, and delaying starting projects remains an option.

6.0 Priorities

6.1 The projects are included within the Investment Programme to support the Council's key objectives and priorities:

- Decent and Affordable Housing
- Economic Development
- The Environment
- Health and Wellbeing

- 6.2 Prioritisation of the use of capital resources has regard to the Council's service priorities, as determined at least annually as part of the budget process.
- 6.3 Resources are also allocated for the following priority areas:
- Schemes that are essential to comply with Health and Safety or security obligations;
 - Schemes that are essential to enable the Council to carry on its business with economy, efficiency and effectiveness, including electronic service delivery; and
 - Schemes that are for essential maintenance of assets.
 - Economic Development
 - The Environment

7.0 Reporting of Project Progress

- 7.1 The Executive receives a quarterly report of progress on projects. The report focuses on active projects and shows the project progress and assesses overall project risk as well as the total cost of projects (including costs incurred in previous years).
- 7.2 When a project is planned, a project mandate is prepared and these mandates are used to update the Investment Programme. Spending should only commence on a project once it has been through an authorisation process and the budget released.
- 7.3 The supporting detail for projects presented in Appendix 6 is generated from project data on SharePoint and provides further information on the project objectives. The inclusion of the project reference also enables cross reference to the quarterly progress report.

8.0 New schemes included within the Financed Investment Programme

- 8.1 The Investment Programme includes the following new schemes which have been added since the Investment Programme was approved in February 2017. The items added to the programme are indicated below and further details can be found in Appendix 7. Project reference numbers have been indicated where available for ease of reference:
- Woking Park Tennis Courts Improvements (20076)
 - Land Assembly at Brookwood Lye (TMP11)
 - Community Meals Office Relocation (20184)
 - Alternative Premises Plan (20169)
 - Hostel Feasibility (TMP51)
 - Woking Sustainable Transport Package (TMP8)
 - Repairs to Road Outside St John's church (20189)
 - Loan to Rutland – Robin Hood Pub (n/a)
 - Kestrel Way Industrial Units (TMP4)
 - Land Acquisitions (TMP6)
 - School Place Provision (20195)
 - Syrian Refugee Resettlement Programme (TMP17)
 - Redevelopment of YPod (TMP21)
 - New Hostel Provision (TMP52)
 - Sythwood Residential Units (TMP53)
 - Victoria Arch and Integrated South Side Works, including Network Rail (TMP9)

- Canal Boat Basin (TMP22)
- Woking Cinemas (TMP7)
- Victoria Way Car Park Extension (20165)
- Housing Infrastructure Fund (HIF) Land Acquisition Strategy (TMP10)
- Fibre Network (20197)
- Woking Park: Mechanical Upgrade Works at Pool in the Park and Woking Leisure Centre (20177)
- Wolsey Place Residential Main Staircase, Common Corridor and New Entrance Decoration (TMP39)
- Review of Cloud/Hosting services (TMP48)

Brookwood Cemetery

- 8.2 The Investment Programme includes capital and revenue grants to Brookwood Cemetery to fund backlog maintenance as well as capital improvements. It is proposed to keep the allowance at £1m capital grant and £500k revenue grant each year through the programme, and to confirm both 2019/20 and 2020/21 grants as part of the 2019/20 process which will enable the works to be committed.

St John's Scouts New Headquarters

- 8.3 A site to enable the development of a new headquarters for St John's Scouts has been acquired at the end of St John's Lye. Plans will be prepared and a report will then be submitted to the Executive with a proposal for development of this site.

We Are Woking

- 8.4 The We are Woking campaign aims to ensure the town is seen as 'open for business' during development works as well as attracting new commercial, visitor and local interest in the Borough. The Executive agreed in November that the programme be maintained at the current level to enable the publicity activity to continue, and that a budget of £400k be approved for 2018/19 and 2019/20.

8.5 Car Parks

- 8.6 The Investment Programme includes allowance for investment in both Victoria Way and Heathside car parks as well as the new car park asset developed as part of the Victoria Square regeneration. Following the need to replace the Shoppers Red Car Park it is proposed to delay the creation of additional spaces at Heathside. The timing of any extension to Victoria Way Car Park will be kept under review. The Investment Programme also includes the introduction of new Car Park Management systems costing circa £2 million.

Countryside Management

- 8.7 On 26 November 2018 the Overview and Scrutiny committee received an initial report on establishing a formal programme for the maintenance of the Borough's heathlands. Following consideration of the proposals by the committee and the Climate Change Working Group during 2019/20, recommendations will be made on the resource which should be allocated. In the meantime a £75,000 allowance from reserves will be made in 2019/20 to enable some initial works to be completed.

Medium Term Financial Strategy (MTFS) Requirement

8.8 The Medium Term Financial Strategy identified a savings requirement of £3.3m to be identified in the period to 2022/23. Further investments in housing and strategic properties would be sought to achieve this target income. The Investment Programme includes £256m for MTFS strategic properties and £130m for Housing MTFS.

9.0 Schemes in excess of £1 million

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

- Victoria Square Phase 2 – Loan to Victoria Square Woking Ltd (n/a)
- Wolsey Place Refurbishments (n/a)
- Opportunity Purchases (n/a)
- Town Centre Property Acquisition – Dukes Court (TMP2)
- Strategic Property Acquisition – The Clockhouse (TMP3)
- MTFS Investment Strategy (n/a)
- Land Acquisitions (TMP6)
- Woking Cinemas (TMP7)
- Woking Integrated Transport Package (20124)
- Woking Sustainable Transport Package (TMP8)
- Victoria Arch and Integrated South Side Works including Network Rail (TMP9)
- Land Assembly at Brookwood Lye (TMP11)
- River Wey Flood Prevention – Byfleet (10917)
- River Wey Flood Prevention – Old Woking (10918)
- Hoe Valley Flood Alleviation and Prevention Scheme (10916)
- Hoe Valley School and Community Leisure Facilities (20040)
- School Place Provision (20195)
- Victoria Way Car Park Extension (20165)
- Heathside Crescent Car Park Extension (20099)
- Acquisition of Car Parks from Victoria Square Woking Ltd (TMP14)
- Infrastructure Investment – Power Networks (TMP15)
- Fibre Network (20197)
- Syrian Refugee Resettlement Programme (TMP17)
- All Weather Pitch – Woking Football Club/Woking College (20052)
- Playing Pitch and Outdoor Facility Strategy Action Plan (20081)
- Woking Gymnastics Centre (TMP20)
- New Hostel Provision (TMP52)
- Sythwood Residential Units (TMP53)
- Redevelopment of YPod (TMP21)
- Canal Boat Basin (TMP22)
- Civic Offices – Upgrade of Heating and Ventilation Systems (TMP24)

- CCTV Infrastructure Upgrade and Formation of Town Centre Control Room (20122)

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

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

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

10.0 Schemes not yet taken account of

10.1 As set out in paragraph 4.8 the Investment Programme does not yet include the full construction costs of the Sheerwater Regeneration project.

11.0 Release of funding

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

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

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

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

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

12.0 Implications

Financial

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

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

Human Resource/Training and Development

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

Community Safety

12.4 This report has no specific community safety implications.

Risk Management

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

Sustainability

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

Equalities

12.7 This report has no specific equalities implications.

Safeguarding

12.8 This report has no specific safeguarding implications.

13.0 Consultations

13.1 No general public consultations have been undertaken in connection with this report. The Investment Programme have been reviewed by Managers, Corporate Management Group, Portfolio Holders and Finance Task Group.

REPORT ENDS

**INVESTMENT PROGRAMME SUMMARY
2018/19 - 2022/23**

APPENDIX 1

	APPENDIX & PAGE REFERENCE	PLANNED EXPENDITURE				
		18/19	19/20	20/21	21/22	22/23
		£'000	£'000	£'000	£'000	£'000
General Fund	Appendix 4	428,563	304,050	297,373	77,968	21,037
Housing Investment Programme	Appendix 3	109,225	100,285	87,456	30,798	141,517
Total Investment Programme		537,788	404,335	384,829	108,766	162,554

**INVESTMENT PROGRAMME SUMMARY
2018/19 - 2022/23**

APPENDIX 2

		FINANCING SUMMARY												
		CHARGE TO GEN. FUND (Revenue) £'000	BORROWING			CAPITAL RECEIPTS £'000	RESERVES					COMMUNITY FUND £'000	GRANTS & CONTRIBS £'000	TOTAL
		GENERAL FUND £'000	HRA £'000	TO FUND EXTERNAL LOANS £'000	IT RESERVE £'000		HIP RESERVE £'000	GENERAL RESERVE £'000	MAJOR REPAIRS £'000	SECTION 106 £'000				
Page 148	2018/2019	418	310,432	4,979	191,769	1,197	180	1,922	3,476	4,156	8,658	100	10,502	537,788
	2019/2020	340	72,617	16,594	254,395	9,838	180	3,883	2,810	3,927	0	100	39,651	404,335
	2020/2021	240	101,881	8,659	221,418	5,268	180	728	2,064	3,937	0	100	40,354	384,829
	2021/2022	190	40,665	0	25,900	1,032	180	733	1,640	3,932	0	100	34,394	108,766
	2022/2023	190	16,700	0	137,500	190	180	733	1,598	3,932	0	100	1,431	162,554

**RESERVES FORECAST
2018/19 - 2022/23**

APPENDIX 3

AT 31 MARCH	2018	2019	2020	2021	2022	2023
	£'000	£'000	£'000	£'000	£'000	£'000
REVENUE RESERVES						
Investment Strategy Reserve	4,099	3,569	2,544	2,257	2,395	2,395
Housing Investment Programme Reserve	6,897	6,145	3,099	3,103	3,098	3,102
Medium Term Financial Strategy Reserve	3,444	2,885	4,192	4,192	4,192	4,192
Provision for Flexibility Reserve	108	108	108	108	108	108
Leased Car Relief Vehicle Reserve	7	7	7	7	7	7
Freda Ebel Bequest	12	12	12	12	12	12
Community Fund	354	354	354	354	354	354
Insurance Fund	453	453	453	453	453	453
Parking Reserve	138	138	138	138	138	138
Environmental (CO2) Reserve	35	35	35	35	35	35
Wolsey Place Reserve	5,915	5,082	4,364	3,616	2,840	2,840
New Homes Bonus Reserve	1,239	130	347	63	437	437
Group Company Reserve	750	750	750	750	750	750
Woking Palace Reserve	36	36	36	36	36	36
Equipment Reserve	330	360	390	416	442	442
Peer grant Reserve	38	38	38	38	38	38
Business Rates Equalisation Reserve	6,002	2,475	2,475	2,475	2,475	2,475
Local Council Tax Support Scheme Hardship Fund	48	48	48	48	48	48
Westfield Common Reserve	52	52	52	52	52	52
PFI Reserve	2,753	2,753	2,753	2,753	2,753	2,753
Town Centre Management Agreement Reserve	232	174	116	58	-	-
Victoria Square Reserve	796	1,301	2,725	4,186	4,186	4,186
Sheerwater Reserve	118	118	118	118	118	118
Off Street Parking Reserve	1,000	1,000	1,000	1,000	1,000	1,000
Syrian Refugee Reserve	371	371	371	371	371	371
Homelessness Support Reserve	203	203	203	203	203	203
Dukes Court Reserve	841	841	841	841	841	841
	36,271	29,438	27,569	27,683	26,508	26,512
CAPITAL RESERVES & OTHER RESOURCES						
Usable Capital Receipts	3,848	4,515	0	0	0	0
Set Aside Capital Receipts	44,951	46,479	48,100	49,821	51,542	53,263
Major Repairs Reserve	174	0	5	0	0	0
Development Contribution Reserve	14,418	5,760	5,760	5,760	5,760	5,760
	63,391	56,754	53,865	55,581	57,302	59,023
WORKING BALANCES						
GF Working Balance	1,000	1,000	1,000	1,000	1,000	1,000
HRA Working Balance	498	498	498	498	498	498
	1,498	1,498	1,498	1,498	1,498	1,498
TOTAL RESERVES	101,160	87,690	82,932	84,762	85,308	87,033

**INVESTMENT STRATEGY RESERVE
2017/18 - 2020/21**

APPENDIX 4

	2018/19 Original £'000	2018/19 Revised £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Balance Brought Forward	4,274	4,099	3,569	2,544	2,257
<u>Source of Funds</u>					
Planned Contribution from General Fund	1,346	1,346	1,362	1,470	1,470
New Homes Bonus	386	386	717	216	-25
Transfer from Town Centre Management Reserve	150	150	150	150	150
2018/19 Forecast underspend (December Green Book)		129			
Total Available Funds	6,156	6,110	5,798	4,380	3,852
<u>Use of Funds</u>					
Management of Change (GF only)	-250	-250	-250	-250	-250
Use of Selective Licensing Surplus			-180		
Financing IP including Revenue Items	-289	-418	-340	-240	-190
Sheerwater Social Support	-125	-125	-125	-125	-125
Celebrate Woking	-150	-150	-150	-150	-150
Community Transport - Replacement Vehicles (now in Community Fund)					
Flood Prevention Schemes	-750	-371	-750	-400	
Best Bar None	-18	-18			
Community Meals Office Relocation		-29			
Repairs to Road Outside St John's Church		-15			
Queen Elizabeth Gardens Drainage, Landscaping and Lighting		-37			
Transfer to Wolsey Place Reserve	-300	-300	-300	-300	-300
Transfer to New Homes Bonus Reserve	-386	-386	-717	-216	0
Transfer to Equipment Reserve	-50	-50	-50	-50	-50
Transfer to Town Centre Management Account Reserve	-92	-92	-92	-92	-92
Transfer of On-Street Parking to Surrey County Council	-116	-116	-116	-116	-116
Transfer to Community Fund	-174	-174	-174	-174	-174
Transfer to Provision for Flexibility	-10	-10	-10	-10	-10
Total Use of Funds	-2,710	-2,541	-3,254	-2,123	-1,457
Balance Carried Forward	3,446	3,569	2,544	2,257	2,395

**HOUSING INVESTMENT PROGRAMME
2018/19 - 2022/23**

APPENDIX 5

DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
	£'000	£'000	£'000	£'000	£'000
Provision of New Homes					
Affordable Housing - Thamesway Housing Ltd					
Provision of New Homes	59,080	37,721	50,969	21,432	5,000
Medium Term Financial Strategy Additional Provision					130,000
Total Thamesway Housing Ltd	59,080	37,721	50,969	21,432	135,000
Sheerwater Implementation Costs					
Capital Expenditure Funded By WBC Borrowing:					
Sheerwater Regeneration - Loan to Thamesway Developments Ltd	3,000	13,000	13,000		
Red Line Properties Acquired By Thamesway Using WBC Loan Finance	30,784	11,287			
Assisted Purchases & Additional Properties By Thamesway Using WBC Loan Fin	1,037	380			
Project Management/Revenue Expenditure Financed From The Sheerwater Regen Reserve:					
Sheerwater Regen Staff Costs	278	323	323	323	323
Removal Costs	42	42	42	42	
Equalities Survey	28	28	28	28	28
Miscellaneous Costs	48	48	48	48	48
Other Regeneration Expenditure:					
Southern Housing Group Property Purchase (26 Properties at Henessey Court)	3,400				
Mortgages Of Last Resort	1,215	326			
Home Loss and Disturbance Payments (to be recharged to Thamesway)	778	1,772			
Total Sheerwater Implementation Costs	40,610	27,206	13,441	441	399
General Fund Housing Developments					
Hostel Feasibility (funded from revenue)	65				
New Hostel Provision (funded from capital receipts/borrowing)		2,000	2,808	2,807	
Sythwood Residential Units (funded from capital receipts/borrowing)		1,750	1,750		
1 for 1 Receipts Passed to TVHA (Knaphill Former Ambulance Station Developm	330	770			
Total General Fund Housing Developments	395	4,520	4,558	2,807	0

**HOUSING INVESTMENT PROGRAMME
2018/19 - 2022/23**

APPENDIX 5

DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
	£'000	£'000	£'000	£'000	£'000
Total Non HRA Homes	100,085	69,447	68,968	24,680	135,399
HRA Housing Developments:					
Rydens Way	937				
Hawthorne Road	714	713			
Old Woking Independent Living Scheme	326	7,034	7,640		
Monument Way	175	10,174	4,523		
Eden Grove Road Development	103	411	103		
Lockwood Path		1,118			
Bonsey Lane		3,480			
Corner Of Rydens Way\ Sundridge Road		417	104		
Total HRA Homes	2,255	23,347	12,370	0	0
Total Provision of Homes	102,340	92,794	81,338	24,680	135,399

**HOUSING INVESTMENT PROGRAMME
2018/19 - 2022/23**

APPENDIX 5

DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
	£'000	£'000	£'000	£'000	£'000
Renovation & Improvements					
Woking Borough Council Homes					
<u>New Visions Homes AMP</u> (Illustrative breakdown, report paragraph 5.3 refers)					
Communal Works	1,029	1,367	1,367	1,367	1,367
Lifecycle Dwelling Investment	2,027	1,138	1,138	1,138	1,138
Disabled Adaptations/Extensions	313	236	236	236	236
Works Arising From Cyclical Inspections	773	1,282	1,282	1,282	1,282
Capitalised Responsive Enhancements	222	53	53	53	53
Energy Reduction Programme	25	354	354	354	354
Development Projects	200	35	35	35	35
Fees & Consultancy	150	200	200	200	200
Statutory Inspections	432	0	0	0	0
<u>Clientside Renovation & Improvements Projects</u>					
Communal Heating and Hot Water Systems	45	1,373			
Sub Total - Woking Borough Council Homes	5,216	6,038	4,665	4,665	4,665

**HOUSING INVESTMENT PROGRAMME
2018/19 - 2022/23**

APPENDIX 5

DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
	£'000	£'000	£'000	£'000	£'000
Private Sector Homes					
Mandatory Grants					
Mandatory Disabled Facilities	939	743	743	743	743
Fast Track Disabled Adaptation Grant	300	300	300	300	300
Palliative Care/end of Life Assistance	50	50	50	50	50
Discretionary Grants					
Discretionary Disabled Facilities Grant	80	80	80	80	80
Disabled Facilities Top-Up Grant	50	50	50	50	50
Moving Home Grant	20	20	20	20	20
Safe At Home Assistance	50	50	50	50	50
Warm At Home Assistance	100	100	100	100	100
Empty Homes Assistance	20	20	20	20	20
Sub Total - Private Sector Homes	1,609	1,413	1,413	1,413	1,413
Total Renovation & Improvement	6,825	7,451	6,078	6,078	6,078
Other Items					
Housing Needs Research	40	40	40	40	40
Housing Strategy (Allocation Of Staff Salaries)	0	0	0	0	0
Housing Stock Condition Survey	20				
TOTAL OTHER ITEMS	60	40	40	40	40
TOTAL HOUSING INVESTMENT PROGRAMME	109,225	100,285	87,456	30,798	141,517

INVESTMENT PROGRAMME 2018/19 - 2022/23
GENERAL FUND PROJECTS
(Finance cost included in revenue budget)

APPENDIX 6

REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
			£000	£000	£000	£000	£000
		Group/External Loans and Share Capital					
C	n/a	Loans to Thameswey Central Milton Keynes	2,750	2,700	2,700	2,300	2,500
C	n/a	Poole Road Energy Centre - Loan to Thameswey Energy Ltd	1,100	6,505	8,674	2,168	
C	n/a	Victoria Square Phase 2 - Loan to Victoria Square Woking Ltd	90,538	182,427	146,075		
C	20146	Loan to Freedom Leisure - Flumes and Beach Area	800				
C	20104	Loan to Freedom Leisure - Pool Changing Rooms	630	75			
C	n/a	Loan to Freedom Leisure - Leisure Centre Dry Change	50	300			
C	n/a	Loan to Rutland - Robin Hood Pub	2,000				
			97,868	192,007	157,449	4,468	2,500
		Woking Borough Council					
		Place					
C	Appendix 4(a)	Asset Management Plan - Wolsey Place/Export House (funded by borrowing/Wolsey Place Reserve)	1,748	950	140		
C	n/a	Wolsey Place Refurbishments (funded from Wolsey Place Reserve)	200	200	200	200	200
C	TMP1	Wolsey Place Mall Refurbishments (funded by VSWL)	250				
C	n/a	Opportunity Purchases (funded by borrowing) *	3,000	3,000	3,000	3,000	3,000
C	TMP2	Town Centre Property Acquisition - Dukes Court (funded by borrowing) *	569	2,000	2,500		
C	TMP3	Strategic Property Acquisition - The Clockhouse (funded by borrowing) *	7,000				
C	TMP4	Kestrel Way Industrial Units (funded by borrowing)	350	2,800	350		
C	n/a	MTFS Investment Strategy (funded by borrowing) *	205,741	25,000	25,000		
C	TMP5	Property Acquisition - Victoria Gate (funded by borrowing)	43,200				
C	TMP6	Land Acquisitions (funded by borrowing) *	22,000				
C	TMP7	Woking Cinemas (funded by borrowing)		2,500	2,500		
R	10297	Local Development Framework (funded by revenue)	50	150	50		
C	10207	Special Protection Area - Brookwood CP/White Rose Lane Incl SANGS (S106 funded)	142				
C	20124	Woking Integrated Transport Package (funded from S106 and grant)	12,483				
C	TMP8	Woking Sustainable Transport Package (funded from grant/contribution)	400	2,000	2,000		
C	TMP9	Victoria Arch and Integrated South Side Works including Network Rail (funded from grant)		26,000	26,000	26,750	
C	TMP10	Housing Infrastructure Fund (HIF) Land Acquisition Strategy (funded by borrowing) *	16,250				
C	TMP11	Land Assembly at Brookwood Lye (funded by borrowing)	2,000				
C	20189	Repairs to Road Outside St John's Church (funded from reserves)	15				
C	10889	Town Centre Planned Maintenance (funded from reserves)	150	150	150	150	150
C	20048	Export House Lift Refurbishment (funded from Wolsey Place Reserve)	7				
C	AF535011	Export House 1st, 3rd and 4th Floor Capital Contribution (funded from Wolsey Place Reserve)	9				
C	10917	River Wey Flood Prevention - Byfleet (funded by borrowing/reserves/grant)	0	200	400	10,000	
C	10918	River Wey Flood Prevention - Old Woking (funded by borrowing/reserves/grant)	0	500	9,500		
C	10916	Hoe Valley Flood Alleviation and Enhancement Scheme (funded by borrowing/reserves/grant)	371	5,200	5,000		

INVESTMENT PROGRAMME 2018/19 - 2022/23
GENERAL FUND PROJECTS
(Finance cost included in revenue budget)

APPENDIX 6

REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
			£000	£000	£000	£000	£000
R	20042	Sutton Green Flood Alleviation Study (funded from general fund risk contingency)	5				
C	TMP12	Westfield Common Management (funded from reserves)	330				
R	20067	Developing a Favourable Conservation Status Licence (funded from New Homes Bonus)	9				
C	20054	Hoe Valley School - Temporary Site and Woking Park Improvements (funded from grant/borrowing)	202				
C	20040	Hoe Valley School and Community Leisure Facilities Development (grant/contributions, interim borrowing)	2,807	105			
C	TMP13	Hoe Valley School Leisure Facilities Equipment Fit Out (funded by borrowing)	150				
R/C	20195	School Place Provision (funded from reserves/borrowing) *	250	10,000	10,000		
C	20165	Victoria Way Car Park Extension (funded by borrowing) *		10,000	7,500		
C	20099	Heathside Crescent Car Park Extension (funded by borrowing) *	0	0			11,000
C	TMP14	Acquisition of Car Parks from Victoria Square Woking Ltd (funded by borrowing)			29,000	29,000	
C	TMP15	Infrastructure Investment - Power Networks (funded by borrowing)	121				
R	TMP16	We Are Woking (funded from VSWL/Victoria Square reserve)	400	400			
R	20041	Brookwood Cemetery - Revenue Grant for Backlog Maintenance & Repairs (funded by New Homes Bonus/Investr	1,051	500	500	500	500
C	20041	Brookwood Cemetery - Grant for capital works (funded by borrowing)	1,301	1,000	1,000	1,000	1,000
C	20120	Rainwater Gardens Project (funded by borrowing)	50	73	377		
C	20171	Queen Elizabeth Gardens Drainage and Landscaping (funded from reserves)	22				
C	20168	Queen Elizabeth Gardens Lighting Column Replacement (funded from reserves)	15				
C	20197	Fibre Network (funded by grant)		2,500	2,500		
R	20180	Best Bar None (funded from revenue reserves)	18				
C	TMP17	Syrian Refugee Resettlement Programme (funded by grant)	685	1,052	934	551	338
		People					
R	n/a	Community Fund Projects	100	100	100	100	100
C	10206	Playground Improvements Phase 4 (S106 & grant funded)	124				
C	10923	Woking Park Play Area (funded by S106/New Homes Bonus)	33				
C	20052	All Weather Pitch - Woking Football Club/Woking College (S106, grant and borrowing funded)	1,323	700			
C	20142	The Wyne Surgery Extension (funded by borrowing) *	0	650			
C	20143	Sheerwater Dentist Surgery - Provision of new surgery building (funded by borrowing) *	0	600			
C	10542	Lakeview Community Centre refurbishment (funded from GF reserves and HRA AMP)	84				
C	20184	Community Meals Office Relocation (funded from General Reserve)	29				
C	AF43176	Community Transport - Replacement vehicles (funded from reserves)	74	74	74	74	74
R	20158	Celebrate Woking (funded from reserves)	150	150	150	150	150
C	10874	Rhoda McGaw Theatre Refurbishment (funded by borrowing)	80	30			
C	10874	Rhoda McGaw Theatre Minor Items (funded by borrowing)	10	10	10	10	10
C	20081	Playing Pitch and Outdoor Facility Strategy Action Plan (funded from grant/contribution)	784	1,000	1,000		
C	20076	Woking Park Tennis Court Improvements (funded from grant/borrowing)	145	90			
C	20177	Woking Park - Mechanical Upgrade Works at Pool in the Park and Woking Leisure Centre (funded by borrowing)		600			
R/C	Various	Personalisation and Prevention Fund - Over-arching project (funded from grant)	169				
R	TMP18	Sheerwater Social Support (funded from reserves - Investment Strategy Reserve)	125	125	125	125	125

INVESTMENT PROGRAMME 2018/19 - 2022/23
GENERAL FUND PROJECTS
(Finance cost included in revenue budget)

APPENDIX 6

REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
			£000	£000	£000	£000	£000
C	20045	Horsell Allotment and Amenity Facilities (funded from grant)	31				
C	20150	West Byfleet Play Area (funded from New Homes Bonus/grant)	60				
R	20149	Play Area and Skate Park Repairs (funded from revenue contingency)	88				
C	TMP19	Community Meals - Kitchen Equipment Replacement (funded from equipment reserve)	20	20	24		
C	TMP20	Woking Gymnastics Centre (funded by borrowing)	0	2,916	3,000		
C	TMP21	Redevelopment of YPod (funded by borrowing/grant/contributions) *		1,250			
C	TMP22	Canal Boat Basin (funded by borrowing) *		1,000	4,000		
		Us					
C	n/a	Asset Management Plan (funded by borrowing/revenue)	1,250	1,250	1,000	1,000	1,000
C	Appendix 4(b)	IT Programme (funded by borrowing)	1,359	1,128	650		
C	10615	IT Infrastructure (funded 180k from IT reserve)	180	180	180	180	180
R	n/a	Provision for Feasibility Studies (funded by revenue)	50	50	50	50	50
C	10881	Civic Offices Accommodation Strategy - Workstyle (funded by borrowing)	252				
C	20018	Civic Suite Refurbishment (funded by borrowing)	24				
C	TMP23	Civic Offices - Front Elevation Enhancements (funded by borrowing)	0	500			
C	TMP24	Civic Offices - Upgrade of heating and ventilation systems (funded by borrowing)	0	900	300		
C	20122	CCTV Infrastructure Upgrade and Formation of Town Centre Control Room (funded by borrowing/grant)	300	1,780			
C	TMP25	Capitalised salary costs for projects (funded by borrowing)	500	660	660	660	660
			330,695	112,043	139,924	73,500	18,537
		Total	428,563	304,050	297,373	77,968	21,037

* Capitalisation/other mitigation of interest costs to apply

INVESTMENT PROGRAMME 2018/19 - 2022/23
GENERAL FUND PROJECTS
(Finance cost included in revenue budget)

APPENDIX 6a

REVENUE/ CAPITAL	PROJECT REF NUMBER	DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
			£000	£000	£000	£000	£000
		Asset Management Plan - Wolsey Place/Export House					
		<u>Export House</u>					
C	* TMP26	Secondary Means of Escape and Staircases - Finishes	0	50			
C	* TMP27	External Window Cleaning Cradle	0	80			
C	* TMP28	External Concrete Cladding	0		60		
C	TMP29	Windows (Value to be confirmed following inspection)					
C	* TMP30	Main Roof	0		80		
C	20060	Fire Alarm	120				
C	* TMP31	Building Management System	0	55			
C	20129	Repair of High Voltage Equipment	0	160			
C	20182	Refurbishment of Floors 3, 5, 11, 12, 13, 15	130				
		Export House Sub-total	250	345	140	0	0
		<u>Wolsey Place</u>					
C	* TMP32	Switch room and switchboard - back of house and lift supplies	0	65			
C	* 20066	Replacement generator	0	55			
C	TMP33	Former LL Stores including kitchen and WC facilities	0	35			
C	* TMP34	Common Area - Floor Finish	0	110			
C	* TMP35	Smoke Vents - Mall	0	30			
C	* TMP36	Spalling and Concrete Damage	0	40			
C	* 20082	Central Square - Lighting and Ceiling Finishes and Door Heaters in Wolsey Walk East (f	100				
C		Wolsey Place Sub-total	100	335	0	0	0
		<u>Residential</u>					
C	* TMP37	Lift Replacement	0	110			
C	* TMP38	Balcony Finish	0	100			
C	TMP39	Main Staircase, Common Corridor and New Entrance Decoration		20			
C	* TMP40	Spalling and Concrete Damage	0	40			

**INVESTMENT PROGRAMME 2018/19 - 2022/23
GENERAL FUND PROJECTS
(Finance cost included in revenue budget)**

APPENDIX 6a

REVENUE/ CAPITAL	PROJECT REF NUMBER	DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
			£000	£000	£000	£000	£000
		Residential Sub-total	0	270	0	0	0
		<u>Contingency</u>	0	500			
		Total	350	950	140	0	0

* Detailed costings are yet to be carried out. Accordingly a contingency has been included to cover the possibility of increased costs.

** To be recovered through service charge.

INVESTMENT PROGRAMME 2018/19 - 2022/23
GENERAL FUND PROJECTS
(Finance cost included in revenue budget)

APPENDIX 6b

REVENUE / CAPITAL	PROJEC T REF NUMBER	DETAILS OF PROJECT	18/19	19/20	20/21	21/22	22/23
			£000	£000	£000	£000	£000
		IT Programme					
C	10323	Direct Public Pages (Self Service for back office systems)	100	50			
C	10865	Sharepoint/Records Management/Transformation	25				
C	20172	Open Housing Implementation	393	107			
C	10717	BYOD/Mobile Working	40	60			
C	20034	Integra upgrade/bring back in house	0		50		
C	20075	Web Redevelopment	44				
C	20035	Shikari Development/Replacement	30				
C	20101	Firewall and Remote Access - Netscaler Remote Access Equipment		101			
C	TMP41	Unified Communications		100			
C	TMP42	Central Post Opening/Scanning	0		100		
C	TMP43	Telephony Upgrade	0	150	100		
C	TMP44	Network Upgrade	0	200			
C	20169	Alternative Premises Plan	23				
C	TMP45	PCI Compliance	20				
C	TMP46	Kbox Replacement	0	60			
C	20187	Woking Park Wi-fi Installation	250				
C	20193	Egress/Secure Emails/File transfer	60				
C	20170	GDPR software upgrades/additional requirements	50	50			
C	TMP47	Contact Relationship Management			200		
C	TMP48	Review of Cloud/hosting services		200	200		
C	TMP49	Print to Mailout Services		50			
C	TMP50	Replacement for IPF Estate Management System (value to be confirmed)					
		Total	1,035	1,128	650	0	0

SUPPORTING DETAIL FOR INVESTMENT PROGRAMME PROJECTS

APPENDIX 7

Title	Project Reference	Project Description	Project Manager
Playground Improvements Phase 4	10206	The primary aim of this project is to improve the quality and safety of 10 Council owned playgrounds, to increase enjoyment of users and to increase levels of use of play areas.	Arran Henderson
SPA Interim Strategy	10207	The project is to implement site improvements to Brookwood Country Park and White Rose Lane Site of Nature Conservation Interest in line with the details of the SPA Interim Strategy.	Arran Henderson
Local Development Framework	10297	The Council has a statutory responsibility to produce a Local Development Framework (LDF) which will comprise a suite of documents to guide future development within the Borough. This project will facilitate the delivery of all of these documents.	Ernest Amoako
Mobile Working and Network and Telephony Upgrade	10717	This project will establish the framework to allow Officers to access systems and data remotely and look at how the telephony and network can be upgraded to support the business requirements in a resilient manner over the next 3-5 years.	Jamie Archer
SharePoint Implementation	10865	The objective of the project is to implement SharePoint 2010 to provide joined-up solution to electronic records management, application development and intranet upgrade.	Pino Mastromarco
Rhoda McGaw Theatre Refurbishment Phase 1	10874	The objective of this project is to undertake a refurbishment of Rhoda McGaw Theatre against a prescribed list of equipment / building works required as agreed with the Ambassadors Theater Group and Rhoda McGaw Theatre User Group.	David Loveless
Civic Offices Accommodation Strategy	10881	To provide improved utilisation of the Civic Offices to allow collocation with other statutory and voluntary organisation service providers.	Amanda Jeffrey
Goldsworth Park Rec and Wetland Improvement	10883	To provide additional wetland/open water at Goldsworth Park Recreation Ground alongside improved recreational facilities.	Arran Henderson

Title	Project Reference	Project Description	Project Manager
Town Centre Planned Maintenance	10889	As part of a wider Town Centre management agreement with Surrey County Council it is proposed to complete a planned maintenance programme to upgrade key pedestrian routes through the Town.	Geoff McManus
River Wey Flood Protection- Byfleet	10917	To remove properties from the risk of flooding and enhance the environment and bio-diversity and public accessibility of green space to the south and east of Byfleet.	Geoff McManus
River Wey Flood Protection- Old Woking	10918	To remove properties from the risk of flooding and enhance the environment and bio-diversity and public accessibility of Mill Moor.	Geoff McManus
Woking Park Play Area	10923	To Rebuild the Play Area at Woking Park.	Arran Henderson
Sheerwater Regeneration Project	20000	The objective of this project is to plan and deliver enhancements to the area of Sheerwater to enable the regeneration of the area.	Mark Rolt
Civic Suite Refurbishment	20018	Refurbishment of the Council Chamber and Committee Rooms 1a & b. Formation of a new meeting room within the area currently allocated to the members lounge. Formation of a new member's facility within the area currently allocated to Committee Room 2.	David Loveless
Integra Upgrade	20034	Upgrade Integra finance system.	Chris White
Personalisation and Prevention Partnership Fund	20035	The project will implement a range of initiatives for older people and people with learning difficulties to keep them healthy, active and independent.	Jade Buckingham
Hoe Valley School	20040	Provision of four form entry secondary school, leisure facilities and athletics track at Egley Road.	Ian Tomes

Title	Project Reference	Project Description	Project Manager
Sutton Green Flood Alleviation Investigation	20042	The project consists of investigating the existing surface water flood risk in Sutton Green along New Lane and Sutton Green Road and prepare a suite of options to rectify the existing situation.	Katherine Waters
Horsell Allotment Amenity Hut	20045	Provide a new site amenity building at Horsell Allotments in Bullbeggars Lane.	David Loveless
All Weather Pitch WFC and Woking College: Phase 1	20052	To assist Woking Football Club (on behalf of 'Cardinals in the Community') in association with Woking College to undertake a feasibility exercise and submission of planning application for installation of a 3G Pitch at Woking College together with new changing, office, club room/teaching pavilion; re-configuration of existing grass pitches and additional car parking spaces.	Sue Barham
Export House Replacement Fire Alarm	20060	Replacement of fire alarm system comprising panel, detectors, sounders and wiring.	David Loveless
Developing a Favourable Conservation Status Licence	20067	Woking Borough Council and Natural England (NE) to work together to develop a new development licensing policy to trial a licence for "Favourable Conservation Status".	Tracey Haskins
Corporate Website Redevelopment	20075	Project to redevelop the Corporate Website to encourage more residents to access information and services online.	Andrew Gresham
Woking Park Tennis Court Improvements	20076	Resurfacing of two tennis courts and floodlighting four courts, 50% of the cost of the project will be applied for via the Lawn Tennis Association.	Michelle Melia

Title	Project Reference	Project Description	Project Manager
Wolsey Place Heating and Lighting Improvements	20082	The lighting to Central Square is poor. It is proposed to replace defective and poor flourescent and incandescent fittings with new LED lights to both improve the lighting levels and reduce running costs. Poor and tired decorations to steelwork and and plasterboard soffits to be improved and decorated to Central square There is a cold draught issue in Wolsey walk east, a 'door heater' is to be installed at the lobby adjacent Paperchase and Starbucks.	Ian Tomes
Heathside Car Park- Additional Parking Provision	20099	Extension to provide additional parking decks.	David Loveless
Pool in the Park- Changing Room Upgrades	20104	Refurbishment of the changing rooms-WCs and teaching pool viewing area	David Loveless
Rainwater Gardens	20120	Project to develop a rainwater gardens guide for householders and some pilot works to help reduce the flow of surface water after heavy rain in key locations in Woking town centre reducing flood risk to people and property	Lara Beattie
CCTV Upgrade and New Control Room	20122	Replacement of the public realm CCTV system and construction of a new Town Centre Control Room and ARC Facility	David Loveless
Woking Integrated Transport	20124	This project will deliver multi modal transport improvements, improving the public realm and unlocking areas that are necessary for the delivery of the Victoria Square project. The infrastructure works resulting from this project will enable this to happen.	Faouzi Saffar
Export House - Replacement of High Voltage Switchgear	20129	Replacement of the High Voltage Equipment including Associated Remedial Works	David Loveless

SUPPORTING DETAIL FOR INVESTMENT PROGRAMME PROJECTS

APPENDIX 7

Title	Project Reference	Project Description	Project Manager
Leisure Centre - Building Management System Upgrade	20135	Replacement of failed elements of the building management system	David Loveless
The Vyne - Surgery Extension	20142	Extension to existing surgery to provide additional consultation rooms and increased reception area	David Loveless
Construction of New Dentist Surgery	20143	Construction of new building to accommodate treatment rooms reception and back of house facilities	David Loveless
Leisure Lagoon Modernisation	20146	Installation of new play structure within the lagoon, replacement of main control panel, and upgrade of water feature plant. Removal of existing flumes installation of two new flumes and upgrade of pumps to improve operational efficiency	David Loveless
Play Area and Skate Park Repairs	20149	To undertake essential repair work at Woking Park and Lakeview skateparks and replace fencing at Boundary Road Goldsworth Park and Wheatsheaf Recreation Grounds	Arran Henderson
West Byfleet Play Area Improvements	20150	West Byfleet Play Area Improvements	Arran Henderson
Sheerwater Regeneration Implementation	20167	Implementation phase of the Sheerwater Regeneration scheme	
Queen Elizabeth Gardens Lighting Column Replacement	20168	There are four concrete lighting columns in Queen Elizabeth Gardens Horsell which have developed cracks near their bases and are showing signs of spalling. This means that they are weak and prone to falling in high winds making them a health and safety risk. The project will involve removing these four concrete columns and replacing them with four new columns and lanterns in a similar style.	Arran Henderson

Title	Project Reference	Project Description	Project Manager
Alternative Premises Plan	20169	Project to set up an alternative premises at the Leisure Centre to be used if there is ever an emergency that means that we don't have access to the Civic Offices	Pino Mastromarco
GDPR Compliance	20170	Project to bring the organisation in line with the new GDPR legislation	Robert Bishop
Queen Elizabeth Gardens drainage and landscaping	20171	This project will address drainage and erosion issues on the embankment and informal recreation area at the back of the scout hut at QE Gardens in Horsell	Arran Henderson
Open Housing Implementation	20172	Open housing implementation	Alison Cornacchia/ Adele Devon
Pool in the Park Mechanical Upgrade Works	20177	Replacement of defective pipework fan coil units and radiators	David Loveless
Celebrate Woking 2018-19	20179	A project to deliver various events across the borough including Party in the Park and the Food Festival	Riette Thomas
Best Bar None 2018	20180	Best Bar None 2018	Chris Norrington
Refurbishment of 6 floors at Export House	20182	The project will be broken down into 3 phases. Phase 1 will be based on the subdivision of the 5th floor of Export House to create three separate demises. Phase 2 will encompass the refurbishment of floors 11, 12, 13 and 15. Phase 3 will be the refurbishment of the 3rd floor.	Ian Tomes
Community Meals Office Relocation	20184	To relocate the meals service team from the 1st floor in Brockhill to a ground floor location. To then move a SCC care provider into the vacated space on the 1st floor.	Stephen Petford

SUPPORTING DETAIL FOR INVESTMENT PROGRAMME PROJECTS

APPENDIX 7

Title	Project Reference	Project Description	Project Manager
Woking Park- CCTV Installation	20186	Installation new CCTV system within Woking Park covering the main entrances and pedestrian routes	David Loveless
Woking Park- WiFi Installation	20187	Installation of free to use public access WiFi within Woking Park.	David Loveless
Repairs to road outside St Johns Church	20189	The objective of this project is to resurface the entire section of road outside St Johns Church with a bituminous overlay to reduce the danger to highway users	George Chisenga
Old Woking Independent Living	20191	The construction of approximately 60 independent living units at 63-65 High Street Old Woking The scheme will consist of one-bed units and 3 to 5 two-bed units Each unit will comprise 1 bedroom bathroom small kitchen and living room	Ian Tomes
Egress Implementation	20193	Egress Implementation	Jamie Archer
Local Full Fibre Networks Bid	20197	To procure a specialist consultant to produce a bid document suitable for submission to the third wave of bids offered by the Local Full Fibre Network Challenge, Department for Digital, Culture, Media & Sport.	Chris Norrington
Duke's Court Plaza	20209	The project involves the redesign of the area to the front of Duke's Court to create a pedestrianised "plaza", an open space which will provide a connection between the town centre and the building complex, from all directions. The plaza is also to include the provision of a new 2500 sq ft restaurant space.	Vanessa Tabner
Celebrate Woking 2019-20	20212	A project to deliver various events across the borough, including Party in the Park and the Food Festival.	Riette Thomas

INVESTMENT PROGRAMME - GLOSSARY OF TERMS

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

APPENDIX 8

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

EXECUTIVE – 7 FEBRUARY 2019

CAPITAL, INVESTMENT AND TREASURY MANAGEMENT STRATEGIES

Executive Summary

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

New requirements for 2019/20 require the Council to also approve a Capital Strategy and Investment Strategy. These provide detail on the Council's activities, the reasons for and types of investments undertaken and the risk exposure as a result of these decisions. The intention is to provide a more comprehensive and transparent picture of the Council's position which links into the Council's overall corporate plans and objectives.

Recommendations

The Executive is requested to:

RESOLVE That

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

RECOMMEND TO COUNCIL That

- (ii) the Capital and Investment Strategies for 2019/20 be approved;
- (iii) from 2018/19 the funding of Thameswey Housing Ltd to be amended from the existing combination of loan and shares with an equivalent margin of 1.5% to loan only at 1.5% margin over the Council's borrowing costs; and
- (iv) the Treasury Management Prudential Indicators set out in table 1 of Section 4 of the Treasury Management Strategy and the MRP policy set out in Appendix A be approved, subject to any changes arising from consideration of the Investment Programme, revenue budgets and Revenue Support Grant Settlement.

Reasons for Decision

Reason: To determine the Council's Treasury Management Strategy for 2019/20 and to recommend to Council the Capital and Investment Strategies, Treasury Management Prudential

Capital, Investment and Treasury Management Strategies

Indicators and MRP Strategy to be adopted.

The Executive has authority to determine recommendations (i) above; (ii) to (iv) will need to be dealt with by way of a recommendation to Council.

Background Papers:	None.
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Shadow Portfolio Holder:	Councillor Deborah Hughes Email: cllrdeborah.hughes@woking.gov.uk
Date Published:	1 February 2019

Capital, Investment and Treasury Management Strategies

1.0 Introduction

- 1.1 In December 2017 the Chartered Institute of Public Finance and Accountancy (CIPFA) published an updated Prudential code for Capital Finance in Local Authorities (Prudential Code) and Treasury Management in the Public Services Code of Practice.
- 1.2 The Updated Prudential code included the requirement to produce a Capital Strategy. However given the timing, late in the budget cycle for 2018/19, it was recognised that it was likely that this would not be in place until 2019/20.
- 1.3 The government also consulted on new Statutory guidance on Local Government Investments in November/December 2017 and published updated guidance in February 2018. This was applicable from 1 April 2018 and requires disclosure of additional information within an annual Investment Strategy.
- 1.4 There is overlap between the new Capital and Investment Strategies, and the Council's existing Treasury Management strategy. Therefore from 2019/20 the three strategies will be presented together enabling the links to be highlighted whilst minimising duplication. A suite of appendices are included which can be referred to from any of the core strategies.
- 1.5 As the Capital Strategy and Investment Strategy are new documents, they will be developed further in future years to continue to support the understanding of the Council's capital investments and long term plans. It is intended that these strategies will continue to integrate with the Council's other long term plans and the Medium Term Financial Strategy to provide an overall picture of the Council's activity.

2.0 Capital Strategy

- 2.1 The Capital Strategy has a wide scope covering the Council's overall approach to capital investment. It demonstrates how the Council takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability.
- 2.2 The purpose of the capital strategy is to give a clear and concise view of how the Council determines its priorities for capital investment, decides how much it can afford to borrow and sets its risk appetite. It includes references to elements of the Investment Strategy, Treasury Management Strategy and the Council's Investment Programme.
- 2.3 The Capital Strategy sets out the Council's long term approach in line with the long term nature of capital and investment decisions. There is a direct link to the Council's Local Plan, place shaping activities and other long term strategies.
- 2.4 Group activities and joint ventures are also included in the Capital Strategy, including the processes for ensuring effective due diligence and defining the authority's risk appetite.
- 2.5 The guidance requires that proportionality, in respect of overall resources, is also considered.

3.0 Investment Strategy

- 3.1 The Investment Strategy provides a better explanation of investment activities, explaining 'why' as well as 'what' investments are made. A range of indicators and disclosures are recommended in the guidance.
- 3.2 Investments held for treasury management purposes are covered by the Treasury Management Strategy (see below), with the focus of the Investment Strategy being other investments such as loans, shares and property.

Capital, Investment and Treasury Management Strategies

- 3.3 The Council has historically set aside funds for repayment of borrowing (MRP) associated with shares over 100 years. Updated government guidance now recommends that shares should be repaid over 20 years. Whilst the Council's MRP policy retains flexibility over the repayment period, it is proposed that from 2018/19 existing approved investment in Thamesway Housing be through loan finance instead of a combination of loans and shares. The overall margin over the Council's cost of investment remains the same at 1.5%.
- 3.4 Whilst the Council has a significant and increasing property portfolio, these assets are not held solely for investment purposes. Each acquisition has a strategic purpose with a direct link to Council objectives or services. Shares and Loans are also used to support the Council's objectives. Property, loans and shares are treated as capital expenditure and financed as with other Investment Programme projects. However these items are disclosed as assets held as investments on the Council's balance sheet and so the guidance has been applied.

4.0 Treasury Management Strategy

- 4.1 The Treasury Management Strategy (TMS) is in a similar format to previous years. The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. The Act requires the Council to set out its treasury strategy for borrowing and to prepare a strategy setting out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 4.2 Treasury Management refers to the management of cash balances through borrowing and investment. Whilst the definition of investment has been qualified in the latest version of the Treasury Management Code, to include non-financial assets held primarily for financial returns, the Treasury Management Strategy remains focussed on financial investments.

5.0 Future Developments

- 5.1 CIPFA have announced that they will shortly publish further guidance on borrowing to invest in commercial properties and have reminded Councils that they must not borrow to invest purely for profit.

6.0 Chief Finance Officer

- 6.1 Taking into account the factors set out in the Capital, Investment and Treasury Management Strategies the Chief Finance Officer (CFO) has confirmed that the Council's investment plans are affordable and that there are sufficient reserves in place to manage the medium term risk associated with the plans.

7.0 Implications

Financial

- 7.1 The financial implications are set out in the three strategy reports.

Human Resource/Training and Development

- 7.2 Training and development are covered in each of the strategy reports. Where additional needs are identified the Council will provide specific, focussed training.

Community Safety

- 7.3 No community safety implications have been identified.

Capital, Investment and Treasury Management Strategies

Risk Management

- 7.4 Each strategy sets out the risks involved in the Council's activities. The new Investment Strategy and Capital strategies seek to improve transparency and understanding of the total exposure to risk and mitigating factors. Risk is also considered in every investment and capital decision and reported regularly through the Council's monthly reporting (Green Book), Medium Term Financial Strategy (MTFS) and annual budget reports.

Sustainability

- 7.5 No specific sustainability implications have been identified. The Council's financial sustainability is considered as part of the annual budget process.

Equalities

- 7.6 No equalities implications have been identified.

Safeguarding

- 7.7 No safeguarding implications have been identified.

8.0 Consultations

- 8.1 There have been no specific consultations in relation to this report.

REPORT ENDS

CAPITAL STRATEGY REPORT 2019/20

1.0 Introduction

- 1.1 This capital strategy is a new report for 2019/20, giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services together with an overview of how associated risk is managed and the implications for future financial sustainability.
- 1.2 Capital expenditure is focussed on the Council's priorities and is long term investment to secure long term improvements for the community. It is linked to the Council's long term strategies and vision in developing a sustainable future for the Borough. The Council's priorities areas are:
 - Decent and Affordable Housing
 - Economic Development
 - The Environment; and
 - Health and Wellbeing
- 1.3 Other important areas for capital investment are where there is a Health and Safety issue identified, or a need to make improvements to the Council's assets.

2.0 Capital Expenditure and Financing

- 2.1 Capital expenditure is where the Council spends money on assets, such as property or equipment, which will be used for more than one year. This includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.
- 2.2 Projects which involve capital expenditure are usually included in the Council's Investment Programme which is approved annually as part of the budget process. Financing costs in the General Fund and Housing Revenue Account budgets reflect the costs of implementing the Investment Programme.
- 2.3 It is possible that revenue (operational) budgets could be used for capital purposes however, there is not sufficient flexibility within service budgets to incur significant capital spend. The Council's Investment Programme includes both capital and revenue projects. Revenue projects such as feasibility studies are shown within the Investment Programme as they are one-off in nature. There is also often flexibility in timing as projects may be deferred if funding cannot be secured. Revenue budgets comprise operational costs and income which is expected to recur each year.
- 2.4 In 2019/20, the Council is planning Investment Programme expenditure of £404m as summarised below:

Table 1: Investment Programme February 2019

	2017/18 Actual £m	2018/19 Forecast £m	2019/20 Budget £m	2020/21 Budget £m	2021/22 Budget £m	2022/23 Budget £m
General Fund	188	429	304	297	78	21
Housing (Including Council Housing)	60	109	100	87	31	142
TOTAL	248	538	404	385	109	163

2.5 The main General Fund capital projects in 2019/20 are:

- Victoria Square – regeneration project creating new residential properties, hotel and retail space in Woking Town Centre (£182m)
- Poole Road Energy Centre – creating a new energy centre to supply Victoria Square and other town centre properties (£6.5m)
- Victoria Arch and Integrated South Side Works (HIF bid) – highway improvements and replacement of Victoria Arch unlocking housing sites (£26m)
- School Place Provision – project to enable the provision of additional school places to meet local need (£10m)
- Hoe Valley Flood Alleviation and Enhancement Scheme – project to protect against flooding in the Hoe Valley (£5m)
- Victoria Way Car Park Extension – to increase town centre car park capacity (£10m)
- Woking Gymnastics Club – provision of a new facility for the Gym Club (£3m)

2.6 Other significant projects in 2019/20 include enhancements to the public realm at Dukes Court, development of industrial units at Kestrel Way, Woking cinema improvements, provision of Fibre Network, redevelopment of the YPod, and CCTV infrastructure update.

2.7 There is a £25m allowance in 2019/20 for the acquisition of strategic commercial investments and a £3m budget for 'Opportunity Purchases'. The Opportunity Purchases budget enables the acquisition of small sites or properties which are of use to the Council if they become available. In some instances these assets will be disposed of if the use is only temporary. Opportunity purchases are reported during the year in the Council's monthly performance and financial monitoring (Green Book).

2.8 The Investment Programme includes annual provision for works to the Council's assets (The Asset Management Plan) and development/replacement of ICT systems.

2.9 The Housing Investment Programme (HIP) sets out the Council's housing related projects. Some of these are General Fund housing, for example relating to private sector housing provision or homelessness. Other expenditure is on the Council's own housing stock and is financed through the Housing Revenue Account (HRA). The HRA is a ring-fenced account separating the income and expenditure relating to council housing from other Council activities.

2.10 The main HIP projects in 2019/20 are:

- Provision of new homes by Thamesway Housing Ltd (£38m)

- Sheerwater Regeneration scheme – project which will improve the Sheerwater area with new housing and leisure facilities (£27m)
- Provision of new HRA properties using retained Right to Buy receipts (£23m)
- Improvement works to existing HRA properties (£6m)

2.11 Other areas of HIP spend include Disabled Facilities grants, provision of a new hostel and support for the development of residential units by other housing providers.

2.12 Projects may be initiated by Service managers, Councillors, Corporate Management Group (CMG) or be the result of an external source or opportunity. A project manager is appointed and will prepare a short summary of the project for consideration by CMG. If CMG are supportive, the project manager will complete a more detailed workbook which covers the objectives of the project, the costs, funding and risks. If necessary a report will be presented to the Executive or Council to approve use of resources.

2.13 Project progress reports are prepared for the Executive and highlight any issues relating to the timescale or budget of a project as well as providing a high level update. Variations to project timescales or budgets are submitted to CMG to be considered. If necessary these will be reported to the Executive.

2.14 Some projects, due to their scale and importance to the Council, will have specific project governance assigned. For example there are Officer and Member working groups for the Sheerwater regeneration project, and a Member Oversight panel for the Victoria Square development. Projects which have been subject to detailed consideration by the Executive or Council may not also follow the project management mandate and workbook process if the relevant information has been reported and approved by Committee. Progress reporting in these cases will be as deemed appropriate for the individual project.

2.15 Projects are consolidated into the Investment Programme on an annual basis and presented to the Executive/Council in budget papers. Where relevant the debt financing and repayment costs of the Investment Programme are incorporated into the General Fund and Housing Revenue Account budgets, and reflected in the Prudential Indicators approved by Council. New projects may be approved during the year subject to the impact on the revenue budget being assessed and affordable.

2.16 The Investment Programme approved in February 2019 can be found here: [\[LINK\]](#)

2.17 All projects within the Investment Programme are financed either from grants or contributions (external sources), reserves or capital receipts (internal sources) or borrowing (including leasing/Private Finance Initiative). Table 2 shows the financing of the February 2019 Investment Programme.

Table 2: Investment Programme Funding February 2019

	2017/18 Actual £m	2018/19 Forecast £m	2019/20 Budget £m	2020/21 Budget £m	2021/22 Budget £m	2022/23 Budget £m
Borrowing	201	507	344	332	67	154
Grants & Contributions	23	19	40	40	34	1
Reserves & Capital Receipts	24	11	21	13	8	7
TOTAL	248	538	404	385	109	163

- 2.18 The Council must make provision for the repayment of any borrowing used to finance capital expenditure. This is normally through the annual charge to the revenue budget known as the 'minimum revenue provision' (MRP). The Council has a policy for the calculation of MRP which can be found at Appendix A.
- 2.19 Where borrowing has been used to advance loans, the loan repayments are set aside as MRP for the future repayment of the underlying borrowing. If borrowing has been used as a temporary funding source, capital receipts, developer contributions or grant may be applied to reduce the outstanding debt. For property acquisitions funded by borrowing, the MRP is charged on an annuity basis comparable to the principle repayments on an underlying annuity loan.
- 2.20 Planned set aside for the repayment of underlying Council borrowing (MRP) is shown in Table 3 below.

Table 3: MRP

	MRP (excluding loan repayments) £'000	Loan repayments set aside £'000	Total MRP £'000
2017/18 Actual	4,062	1,843	5,905
2018/19 Forecast	3,523	1,528	5,050
2019/20 Budget	6,601	1,705	8,306
2020/21 Budget	7,204	1,814	9,018
2021/22 Budget	8,708	4,924	13,633
2022/23 Budget	8,936	2,041	10,977

- 2.21 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces as funds are set aside to repay debt. The CFR is expected to increase by £336 during 2019/20. Based on the Council's Investment Programme the estimated CFR is as shown in Table 4 below:

Table 4: Estimate of Capital Financing Requirement (CFR)

	2017/18 Actual £m	2018/19 Forecast £m	2019/20 Budget £m	2020/21 Budget £m	2021/22 Budget £m	2022/23 Budget £m
General Fund Services	291	569	635	730	762	769
Council Housing (HRA)	123	128	145	154	154	154
Capital Investments	405	595	848	1,067	1,088	1,224
TOTAL CFR	819	1,292	1,628	1,950	2,003	2,147

Asset Management

- 2.22 To ensure that capital assets continue to be of long-term use, the Council includes an annual Asset Management Plan (AMP) allowance in the Investment Programme. This is used to improve the Council's existing assets. The planned use of the Asset Management Plan budget for 2019/20 is shown in an appendix to the Investment Programme [\[LINK\]](#).
- 2.23 If improvement works are required which cannot be met by the annual AMP budget a specific analysis will be prepared in order for the investment to be approved. Revenue

budgets include allowance for day to day repairs and maintenance. Some works on commercial properties are the responsibility of the tenant. Other works may be recharged to tenants as part of the service charge either in-year or over a period of time.

Asset Disposals

- 2.24 If an asset is not needed the Council may sell it generating a capital receipt. The capital receipt can be used for capital purposes such as to fund alternative capital investment, or to repay debt (MRP).
- 2.25 Repayments of capital grants, loans and investments also generate capital receipts. Where funded by borrowing the Council allocates these repayments as MRP for the repayment of the underlying debt.
- 2.26 When council houses are sold under the Right to Buy scheme the Council retains an element of the sale proceeds to be put towards replacement council housing. These receipts are held within the Council's capital receipts reserves but are separately identified due to the restrictions on use. If not spent within 3 years these receipts must be returned to the government with interest.
- 2.27 The Council is not actively holding assets for sale so a significant level of capital receipts is not expected to be available over the period of the Investment Programme.

Table 5: Capital Receipts

	2017/18 Actual £m	2018/19 Forecast £m	2019/20 Budget £m	2020/21 Budget £m	2021/22 Budget £m	2022/23 Budget £m
Asset Sales	10.8	0.0	1.6	0.0	0.0	0.0
Right to Buy Sales	4.0	1.9	1.8	1.8	1.8	1.8
Loan Repayments	1.8	1.5	1.7	1.8	4.9	2.0
TOTAL	16.6	3.4	5.2	3.7	6.8	3.9

3.0 Treasury Management

- 3.1 The Council's Treasury Management Strategy sets out how the Council manages cash balances. Surplus cash may be invested until required, while a shortage of cash will be met by borrowing.
- 3.2 Minimal cash balances are held as the balances would earn little return due to the current low interest rates. The Council's reserves are instead used to reduce the overall borrowing undertaken which delays the Council incurring external financing costs for the capital investment. Each year the annual budget assumes that the Council draws down the total level of borrowing required to fund the Investment Programme. Any under borrowing results in a saving against the interest cost budget.
- 3.3 The Council may take short term borrowing which is currently cheaper than long term borrowing. This provides a saving in the short term but if the financing is needed for a long term use, there is a risk that when it is repaid rates for replacement borrowing may be higher. Borrowing for long term assets is therefore mostly financed through long-term loans, however flexibility is maintained to use short term borrowing to manage short term cash flows, to manage the timing of long term decisions and to generate in-year interest savings.

- 3.4 Borrowing and treasury investments are reported in the Council's monthly performance and financial monitoring (Green Book).
- 3.5 Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities, leases are shown below, compared with the capital financing requirement. Statutory guidance is that debt should remain below the CFR except in the short term. This demonstrates that borrowing is only being taken to meeting capital financing needs.

Table 6: Gross Debt & Capital Financing Requirement

	2017/18 Actual £m	2018/19 Forecast £m	2019/20 Budget £m	2020/21 Budget £m	2021/22 Budget £m	2022/23 Budget £m
Debt (including PFI & leases)	840	1,285	1,628	1,950	2,003	2,147
Capital Financing Requirement	819	1,292	1,628	1,950	2,003	2,147

Authorised and Operational borrowing limits

- 3.6 The Council is legally obliged to set an affordable borrowing limit known as the authorised limit each year. External debt must not exceed the authorised limit. A lower operational limit is also set which acts as a warning and requires a report to Council if breached.
- 3.7 The Authorised and Operational limits are set by full Council and reported on the Treasury pages of the Green Book each month so that actual borrowing can be assessed in the context of these limits.
- 3.8 The limits are calculated with reference to the planned Investment Programme, allowing scope for those projects funded by borrowing to proceed. When the Council approved the Victoria Square regeneration project the limits were increased to accommodate the full project cost from project commencement. This enabled flexibility to secure borrowing in at preferential rates, if available, in advance of cashflows.
- 3.9 The Treasury Management Strategy sets out the Authorised and Operational borrowing limits for 2019/20.

Treasury Management Strategy

- 3.10 Treasury Management is concerned with making investments of surplus cash and borrowing to manage delay in cash flows. Investments made for service reasons or for not generally considered to be part of treasury management.
- 3.11 The Council's Treasury Management Strategy is to prioritise security and liquidity over yield for treasury management investments. Cash is invested securely with the Council's own bank, in diversified money market funds, or with other local authorities. The primary focus is on minimising risk rather than maximising returns.
- 3.12 Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Finance Director and finance team who follow the Treasury Management Strategy approved by the Executive. Treasury Management practices are in place which provide day to day guidance for treasury officers. The Green Book monthly monitoring report includes details of all investment and borrowing taken in the month and shows the overall position at the month end. A Treasury Management report

is presented to the Executive after the end of the year detailing the activity for the year and the Overview and Scrutiny Committee receives a mid-year report.

4.0 Investments for Service Purposes

- 4.1 The Council uses different mechanisms and investment structures to secure capital developments for the Borough. This includes the use of its group companies through the Thameswey group, and joint ventures for example Victoria Square Woking Ltd, and enables the Council to take a longer term view than would otherwise be possible.
- 4.2 Investment in shares and loans to these entities is treated as capital investment and is financed within the Council's Investment Programme. Whilst these investments are made to secure service objectives, not for profit, the Council still plans to at least break even. The margins on loans made for service purposes have provided an additional income stream for the Council and have enabled services to continue despite reductions in government funding.
- 4.3 The Thameswey group present detailed business plans to the Council for approval ahead of the start of the group financial year (1 January). A Member briefing is held to report on the achievements to date and plans for the future. There is monthly reporting in the Green Book and a set of protocols which govern the practices of the group. Decision making for other loans and investments follows the processes for the Investment Programme.
- 4.4 Investment for service purposes also includes the acquisition of commercial property. In recent years the income from new property which has a service purpose and strategic importance to the Council, has supported continued service provision. The strategic significance of these properties is generally in supporting the economic development and place making objectives of the Council. They may also protect future service opportunities and growth while in the short term providing income.
- 4.5 Commercial properties are not acquired purely for income and are treated as capital expenditure with the associated financing and capital repayment (MRP) costs included in the Council's budgets.
- 4.6 With the exception of lower value property acquired using the Council's opportunity purchases budget, new property acquisitions will be the subject of Executive or Council approval. As a service investment the decision is not solely based on the income stream and margin over Council borrowing achieved. Details of the income stream, quality of tenancies and vacant space is provided, together with the future opportunities the acquisition of the property will provide for the Council. Reserves are held to mitigate lost income and to allow the Council time to adjust to a lower income base if an adjustment is permanent. Performance of strategic property acquired since 2016/17 is reported monthly in the Green Book.
- 4.7 Further details on service investments can be found in the Investment Strategy.

5.0 Liabilities

- 5.1 In addition to the borrowing considered in the sections above, and the Treasury Management Strategy, the Council is committed to making future payments to cover its pension fund deficit valued at £62m at 31 March 2018.

- 5.2 The Council has a Private Finance Initiative (PFI) scheme which provides 224 houses at social rents for 25 years. The liability associated with the repayment of the liability through the unitary charge is assessed as £28.6m at 31 March 2018.
- 5.3 Decisions on incurring new discretionary liabilities are taken in the same way as other Council expenditure and will be the subject of Executive/Council decisions if not covered by approved budgets.
- 5.4 Further details on liabilities can be found in of the Council's statement of accounts published in draft by 31 May following the end of the financial year, with a full audited version published by 31 July.

6.0 Revenue Budget Implications

- 6.1 Capital expenditure is not charged directly to the revenue budget, instead the financing and capital repayment (MRP) is charged in year. The costs net of investment income are shown as net financing costs in the table below. The table compares the net financing costs to the net revenue stream (amount funded by Council Tax, business rates and RSG).
- 6.2 This indicator has increased substantially over recent years due to two factors:
- Net financing costs do not include the income generated from assets acquired or developed, for example commercial property, car park provision.
 - Net revenue stream has steadily reduced through government funding cuts to government funding and restrictions on Council Tax increases

Table 7: Proportion of Financing Costs to Net Revenue Stream

	2017/18 Actual £m	2018/19 Forecast £m	2019/20 Budget £m	2020/21 Budget £m	2021/22 Budget £m	2022/23 Budget £m
Financing Costs (£m)	4.6	8.1	17.3	18.5	22.5	23.4
Net Revenue Stream (£m)	16.1	15.9	16.1	15.4	15.2	15.1
Proportion of Net Revenue Stream	29%	51%	107%	120%	148%	155%

- 6.3 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure and will extend up to 50 years into the future. The Council links the use of long term borrowing to capital expenditure where the benefits are also expected to extend into the long term. In particular spend on the transformation and regeneration of the town centre will have a long term impact and infrastructure works are hoped to attract further private investment into the Borough.
- 6.4 The Finance Director is satisfied that the proposed capital programme is prudent, affordable and sustainable, and that the revenue impacts of the projects included have been recognised in the budget for 2019/20. The Medium Term Financial Strategy sets out the impact and pressures on the Council over the next 4 years and the net cost of subsequent decisions has been assessed separately and will be consolidated in the March 2019 update. The 2019/20 budget position is an improvement on the MTFS assumptions and it is expected that during 2019 future government funding will become clear. The Council has sufficient reserves to manage either a short term downturn in

income, or to allow time to manage budgets to accommodate a permanent reduction in resource.

7.0 Knowledge and Skills

- 7.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Finance Director, Financial Services Manager and senior members of the Finance team are qualified accountants with many years' experience. The Council has a Strategic Asset Manager and Estates Management team with experience in managing properties, and valuation. The Council also has an in-house legal team led by the Head of Democratic and Legal Services (Monitoring Officer).
- 7.2 External advisors and consultants are used where the Council does not have the technical knowledge, experience or skills required. They are also used to supplement the internal resource if Council staff do not have the capacity to manage the Council's requirements.
- 7.3 The Council supports training towards professional qualifications and for staff to attend relevant training courses for continued professional development. A management training programme is also being completed by senior members of staff. There is a Members' development programme and the Council has the Charter mark for Member Learning and Development. Specific training and briefing sessions are organised on subjects or projects as needs are identified.

INVESTMENT STRATEGY REPORT 2019/20

1.0 Introduction

- 1.1 This investment strategy is a new report for 2019/20, meeting the requirements of statutory guidance issued by the government in February 2018. It focuses on non-cash investments as shown in the table below.

Type of Investment	Strategy
Day to day investment of surplus cash balances – Treasury Management Investments	Treasury Management Strategy
Loans and acquisition of shares in wholly owned companies, joint ventures and other organisations for service purposes	Investment Strategy
To earn investment income	Investment Strategy

2.0 Treasury Management Investments

- 2.1 The Council holds cash balances for day to day use, to make payments to suppliers, contractors and payroll. Balances arise as there are timing differences between Council Tax and Business Rates collected and distributed, and between other income generated and the associated service or debt management costs. The timing of long term borrowing will be determined depending on the interest rates available which may mean that funds are held for a short period before they are required. The Council also holds reserves for future expenditure.
- 2.2 The consequential cash surpluses are invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA). The balance of treasury management investments is expected to fluctuate between £0m and £50m during the 2019/20 financial year. Higher cash balances will be held if long term borrowing rates fall and funds are secured for ongoing projects.
- 2.3 Cash surpluses are invested to ensure security, liquidity and some income generation from these Council resources in line with the Treasury Management Code.
- 2.4 Treasury Management Investments are reported each month in the Council's Performance and Financial Monitoring report, the 'Green Book', available on the Council's website. The Council's Treasury Management Strategy for 2019/20 can be found here: [\[LINK\]](#).

3.0 Loans for Service purposes

- 3.1 The Council lends money to its subsidiary companies and joint ventures, suppliers, local businesses and charities, other local service providers, local residents and its employees to support local public services and stimulate local economic growth.
- 3.2 These loans are treated as capital expenditure and are financed by borrowing or other available resources. Where capital expenditure is funded by borrowing Minimum Revenue Provisions (MRP) are set aside for repayment of the borrowing. This MRP

may be calculated to match the repayment of the funds advanced as loans by the Council.

- 3.3 The most significant loans are to the Thamesway Group (wholly owned subsidiary) and Victoria Square Woking Ltd. At 31 December 2018 the Council had made £155m of loans to Thamesway Housing to provide housing in the Borough, £44m to Thamesway Energy and Thamesway Central Milton Keynes, to further the Council's energy efficiency policies, £76m to Thamesway Developments Ltd, and £174m to Victoria Square Woking Ltd for the town centre regeneration project.
- 3.4 Other loans have been advanced to the Peacocks to enable the improvement of the shopping centre, and Woking Hospice to enable the development of the new hospice site.
- 3.5 The main risk when making loans is that the borrower will be unable to repay the principal lent and/or the interest due. Loans are generally secured against assets and the business case for the underlying investment is considered before funds are loaned.
- 3.6 The table below sets out the loans for service purposes, as at 31 March 2018, together with commitments for loans for service purposes included in the February 2019 Investment Programme. It is considered that, this remains an acceptable level given the diversification of loans advanced and the asset backed nature of loans. These total advances are the upper limits on the outstanding loans to each category of borrower approved by the Council and any additional loan advances would have to be subject to further consideration by the Council.
- 3.7 To facilitate the delivery of housing the Council allows for 50% of the following years Thamesway Housing approved budget to be drawn in advance. This ensures delivery of new properties is not constrained by changes in the timing of project costs.

Table 1: Loans and Loan Commitments for Service Purposes

Category of Borrower	Actual 31/03/2018 £'000	Investment Programme February 2019				
		2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Subsidiaries						
Thamesway Energy Ltd	14,718	1,100	6,505	8,674	2,168	
Thamesway Central Milton Keynes Ltd	29,496	2,750	2,700	2,700	2,300	2,500
Thamesway Housing Ltd	103,476	59,080	37,721	50,969	21,432	135,000
Thamesway Solar Ltd	1,462					
Thamesway Developments Ltd	56,250					
Thamesway Developments (Sheerwater)	2,000	3,000	13,000	13,000		
Thamesway Housing (Sheerwater)	10,174	31,821	11,667			
Dukes Court Owner T-Sarl	59,354					
Victoria Square Woking Ltd	105,921	90,538	182,427	146,075		
Rutland Woking		2,000				
Peacocks	6,350					
Woking Hospice	8,036					
Tante Marie	1,709					
Byfleet Scouts	100					
Woking Football Club	135					
Local Residents (Mortgages)	284					
Freedom Leisure		1,480				
Other	114					
TOTAL	399,579	191,769	254,020	221,418	25,900	137,500

- 3.8 If loans are expected not to be repaid in full, accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts from 2018/19 onwards will be shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.
- 3.9 The Council assesses the risk of loss before entering into, and whilst holding, service loans and undertakes further work where necessary to assess:
- who the loan is to be made to - with appropriate enquiries to fully understand the entity where the entity is not already known/associated with the Council
 - the revenue stream associated with the loan to be made
 - the loans will be secured against capital assets where possible to ensure the Council receives the assets in the event of non-repayment. Covenants or legal bonds may be taken against capital assets
- 3.10 Credit ratings are not routinely used for known associated entities, but would be used for supplier loans.

4.0 Shares for Service Purposes

- 4.1 The Council may invest in the shares of its subsidiaries, its suppliers, local businesses and organisations and other jointly owned public sector led activities, to support local services and stimulate local economic growth.
- 4.2 All investment in shares is treated as capital expenditure and is financed by available resources or borrowing. Where capital expenditure is funded by borrowing Minimum Revenue Provisions (MRP) are set aside for repayment of the borrowing which may be calculated to match asset life, or over a shorter period in line with the Council's MRP policy (Appendix A).
- 4.3 Shares have been used to provide subsidy into Thameswey Housing Ltd. As the shares do not have interest payable on them, the company is able to provide rents at sub market rates. The shares in Woking Necropolis and Mausoleum Ltd relate to the acquisition of the Cemetery. Whilst the cemetery business generates some income it would not be sufficient to meet financing costs associated with the purchase.
- 4.4 The shares in Dukes Court were the result of the acquisition of the company which owned the Dukes Court office building in 2017. The asset has since been transferred into the Council, and the company will be liquidated. The shares will be offset against loans outstanding to the company so will no longer be held once the liquidation is complete.
- 4.5 The Council has also invested in shares to support activity where the funding could otherwise have been through provision of a grant. The Municipal Bonds Agency (Local Capital Finance Company) is one example of this, where the Council has supported a sector wide initiative. The Credit Union investment is another example. In some circumstances it may be beneficial, for service and partnership reasons, to acquire an interest in the organisation as well as providing financial support.
- 4.6 If shares were being held as an investment, to achieve dividend income and for future sale, a fall in value whereby the initial outlay may not be recovered would be a risk. However, since the Council's investments in shares have been financed with any

associated borrowing being repaid over time, it is not considered that this is a significant risk.

Table 2: Shares for Service Purposes

Investment	Actual 2017/18 £'000	Investment Programme February 2019				
		2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Thameswey Ltd	31,193	No further share capital planned in Investment Programme February 2019				
Woking Necropolis & Mausoleum Ltd	6,000					
Victoria Square Ltd	14					
Dukes Court Owner T-Sarl	12,001					
Local Capital Finance Company	50					
Boom Credit Union	50					
Woking Town Centre Management	1					
TOTAL	49,309	-	-	-	-	-

- 4.7 The Authority assesses the risk of loss before entering into and whilst holding shares depending on the long term objective of the funding provided.
- 4.8 As shares are treated as capital expenditure, rather than investments for the purpose of financial income, investments in shares are not considered to be liquid in nature. That is, they cannot be readily converted back to cash through sale.
- 4.9 The Authority does not invest in any non-specified investment types. The government defines a non-specified Investment as a financial investment that is not a loan and does not meet the criteria to be treated as a specified investment. See Appendix D for definitions of specified and non-specified investments. Shares are treated as capital investment and therefore do not meet this definition.

5.0 Strategic Property Investments

- 5.1 The Ministry of Housing, Communities & Local Government (MHCLG) defines property to be an investment if it is held primarily or partially to generate a profit. The Council's Strategic Property portfolio, including assets held for future redevelopment are included in this category.
- 5.2 As the Council does not currently have significant levels of funds for long term investment, the Council does not invest in property as an Investment Strategy solely to achieve financial income.
- 5.3 The Council does invest in property if there is a strategic reason for the acquisition. Strategic property assets may be affordable to hold in the long term if they also generate a profit that can be spent on local public services. Strategic properties may be held for a variety of reasons including:
- Proposed redevelopment of the site or surrounding area
 - Future potential redevelopment of a site or surrounding area
 - To influence commercial use of a site
 - Consolidation of interests in a site
 - To acquire part of a site for an alternative use
 - To maintain a property with an existing use, or to make it available for an alternative use

- As a result of a relationship with a strategic partner, other public sector body or business within the Borough

5.4 The Council's commercial property portfolio has been acquired over time and comprises office, retail and industrial assets within Woking.

5.5 Since 2016/17 the Council has allocated borrowing to secure specific strategic property within the Borough. The financial position of these assets is reported in the Green Book each month. Properties are held for long term strategic purposes and are treated as capital expenditure with the financing interest and repayment costs charged to revenue budgets.

Table 3: Strategic Property acquired since 2016/17 and held partially for investment purposes
(For financial performance see monthly Green Book reporting)

Property	Date of Acquisition	Net Income (December 2018) £'000	Acquisition Costs £m	Accounts 31.3.2018	
				Gains or Losses £m	Value in Accounts £m
Cleary Court	2016/17	138	3.6	-0.1	3.4
Morris House	2016/17	-114	4.7	-0.8	3.9
6 Church St West	2016/17	186	11.5	-5.3	6.3
Orion Gate	2016/17	914	22.7	-1.5	21.2
Dukes Court	2017/18	2,287	71.4	0.0	71.4
The Clocktower	2018/19	199	Acquired during 2018/19		
CMS House	2018/19	48			
Victoria Gate	2018/19	478			

5.6 Within the base commercial rent base acquired prior to 2016/17, the most significant assets were the Council's interests in the Wolsey Place and Peacocks shopping centres, industrial estates across the borough and town centre office buildings.

5.7 The government guidance considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs. Valuations vary depending on many factors including the local, national and global economic climate. For property investments the valuation is directly related to the rental income achieved, a vacant area may therefore have a significant impact on the valuation. Whilst it is important to monitor the property valuations, the Council has treated these acquisitions as capital expenditure and appropriately funded these assets. Repayment of the costs is being provided on an annuity basis. The property assets are not being held for sale as a means to repay borrowing, the intention is for them to be held for the long term.

5.8 All properties are valued on an annual basis to provide a fair value for the preparation of the Council's accounts. Any impact of a change in valuation will be reported following the completion of the annual accounts.

5.9 The Council assesses the risk of loss before entering into and whilst holding property investments. Consideration is given to the operational service or strategic benefit/opportunity provided by acquisition of the asset set against the risk of loss of income to service the capital expenditure. In each case the Council/Executive will receive information on the tenancies and likely income to be achieved from any vacant areas. Investment is in the context of the long term development plans and vision for

Woking, the Medium Term Financial Strategy and level of reserves to mitigate any downturn.

- 5.10 Property is held as a long term strategic asset and not a short term financial asset. It is funded as capital expenditure and it is not therefore being held with a view to being able to convert to cash at short notice, as a treasury investment would be. Where funding is by borrowing, the borrowing is long term to correspond with the long term nature of the asset. The Council's policy for repayment of the borrowing (MRP) can be found at Appendix A and determines that repayment is on an annuity basis for commercial property. This ensures that there is sufficient resource set aside to repay the borrowing as it becomes due. As borrowing is repaid, the debt associated with the asset reduces.

6.0 Proportionality

- 6.1 The Council has been able to increase service activity and support to the local community in recent years through use of the income generated from investments in group companies and strategic commercial income. Without this income, services would have had to be reduced at a time when they have been needed most as other support for the vulnerable is under pressure.
- 6.2 Income has also supported the Council's long term redevelopment of Woking Town Centre, achieving a better offer for local people, attracting businesses and employers to the Borough and contributing towards housing needs. This is a long term vision and the development continues with further town centre improvements to assets and infrastructure which in the long term aims to achieve a sustainable place.
- 6.3 The Council is dependent on profit generating investment activity to maintain this level of regeneration whilst achieving a balanced revenue budget. Table 4 below shows the balance between expenditure planned to meet the service delivery objectives and/or place making role of the Authority, interest costs on borrowing and investment/commercial rental income.

Table 4: Proportionality of Investments

	2017/18 Actual £m	2018/19 Forecast £m	2019/20 Budget £m	2020/21 Budget £m	2021/22 Budget £m	2022/23 Budget £m
Gross Service Expenditure (GSE)	69.0	69.0	71.1	72.2	73.6	74.2
Interest & Repayment (MRP) costs	22.4	31.6	49.1	58.9	65.9	69.2
Treasury Investment Income	-13.1	-18.2	-25.1	-32.9	-37.2	-39.9
Commercial Rental Income	-11.2	-15.9	-25.9	-26.5	-27.1	-27.1
(Treasury + Commercial income)/GSE	-35%	-49%	-72%	-82%	-87%	-90%

- 6.4 The Council has reserves in place to mitigate temporary reductions in rental income, and to provide time for any long term adjustment in rents to be managed. Should there be a significant permanent reduction in income, service provision would need to be reviewed. Despite the government reductions in funding it has been possible to maintain and increase services to the community.

7.0 Capacity, Skills and Culture

- 7.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Finance Director, Financial Services Manager and senior members of the Finance team are qualified accountants with many years' experience. The Council has a Strategic Asset Manager and Estates Management team with experience in managing

properties, and valuation. The Council also has an in-house legal team led by the Head of Democratic and Legal Services (Monitoring Officer).

- 7.2 External advisors and consultants are used where the Council does not have the technical knowledge, experience or skills required. They are also used to supplement the internal resource if Council staff do not have the capacity to manage the Council's requirements.
- 7.3 The Council supports training towards professional qualifications and for staff to attend relevant training courses for continued professional development. A management training programme is also being completed by senior members of staff. There is a Members' development programme and the Council has the Charter mark for Member Learning and Development. Specific training and briefing sessions are organised on subjects or projects as needs are identified.

8.0 Investment Indicators

- 8.1 The Authority has set the following quantitative indicators to provide information on the Authority's total risk exposure as a result of its investment decisions.

Total risk exposure and funding

- 8.2 Total risk exposure is the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down.

Table 5: Total Investment Exposure

	31.3.2018 Actual £m	31.3.2019 Forecast £m	31.3.2020 Forecast £m
Total Investment Exposure			
Treasury Management including Money Market Funds and Bank balance	48	2	2
Service Investments: Loans	396	588	842
Service Investments: Shares	49	49	49
Commercial Investments: Property (at valuation)	168	444	458
TOTAL Investments	662	1,083	1,351

- 8.3 At 31 March 2018 the Council was approximately £50m underborrowed. This means that the Council's reserves and working capital balance was being used to reduce the actual borrowing taken. This has been the Council's approach for some years as current low interest rates mean that funds held in reserve as treasury investments would not achieve a significant return. Instead those funds enable the Council to delay drawing and paying the interest costs on long term borrowing. In setting the annual revenue budget it is assumed that the underborrowing position is corrected and that long term borrowing is taken to re-instate those reserves temporarily used.

Rate of return

- 8.4 This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested.

Table 6: Investment Rate of Return (net of all costs)

	2017/18 Actual £m	2018/19 Forecast £m	2019/20 Budget £m
Investments net rate of Return			
Treasury Management Investments	0.23%	0.65%	0.9%
Service Investments: Loans	0% - 2%		
Service Investments: Shares	Nil - do not expect any return on shares		
Strategic Property Investments since 2016/17	1.5%	1.5%	1.5%

Consideration of Other Indicators

- 8.5 The Capital Strategy and Treasury Management Strategy include additional focussed indicators which are not replicated here.
- 8.6 Monthly reporting through the Green Book enables performance to be assessed during the year and for the up to date position to be tracked. The Strategic Property performance shows the current status of newly acquired assets.
- 8.7 Consideration will be given to further performance indicators, to be included in future years, which would complement the information included in this report.

TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2019-20

1.0 Introduction

- 1.1 The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 1.2 The Act requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act) (included as section 12); this sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 1.3 Revised reporting is required from 2019/20 onwards due to revisions of the MHCLG Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes include the introduction of a capital strategy, to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011.
- 1.4 Updated versions of the Prudential Code for Capital Finance in Local Authorities (Prudential Code) and Treasury Management in the Public Service Code of Practice and Cross-Sectoral Guidance Notes (Treasury Management Code) were issued in December 2017. Both of these codes are effective for the 2018/19 financial year.
- 1.5 There has been no change in the definition of Treasury Management in the Treasury Management Code, but the term "investments" has been specifically qualified to include non-financial assets which are held primarily for financial returns, such as investment property portfolios. The revised codes (in contrast to the draft codes on which the consultations were based) draw a clearer separation between treasury and non-treasury investments and the role of the treasury management team. In as much as the treasury management team are now clearly recognised as being unlikely to have specialist skills in such areas as property investment, reporting will focus solely on treasury (financial) investments, therefore the Treasury Management Strategy will not include any level of detail on non-treasury investments; the Council's overall Investment Strategy is contained in a separate appendix alongside this report.
- 1.6 New guidance on the Minimum Revenue Provision (MRP), which essentially covers the setting aside of revenue to cover repayments of borrowing, comes into effect from April 2019, with some elements being effective from April 2018. Although the new guidance continues to provide significant flexibility in approach, there are some areas which the council will need to give further consideration to, particularly around the application of MRP to shares.

2.0 Treasury Management Strategy 2019/20

- 2.1 The suggested strategy for 2019/20 in respect of the following aspects of the treasury management function is based upon the Treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury advisor. The strategy covers:
 - treasury limits in force which will limit the treasury risk and activities of the Council;
 - Prudential Indicators;
 - the current treasury position;

- the borrowing requirement;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- borrowing rescheduling;
- the investment strategy;
- creditworthiness policy;
- policy on use of external service providers;
- the MRP strategy; and
- Council loans to Group Companies

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

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

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

3.0 Treasury Limits for 2019/20 to 2022/23

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

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

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

3.4 In setting the Authorised and Operational limits, it should be noted that the limits in 2018/19 cover the full project costs for Victoria Square to enable borrowing to be taken in advance of need if borrowing rates are sufficiently advantageous.

3.5 The Treasury limits also include an allowance above the planned long term borrowing requirement for the year. This enables short term cashflow requirements to be covered and provides some flexibility to facilitate borrowing in advance for known future requirements at

advantageous interest rates. The allowance is particularly important considering the potential cashflow implications of the current economic climate.

4.0 Prudential Indicators for 2018/19 to 2022/23

4.1 The prudential indicators in table 1 below are relevant for the purposes of setting an integrated treasury management strategy. Non-treasury management prudential indicators are set out in Appendix 3 to the General Fund Service Plans, Budgets and Prudential Indicators report elsewhere on this agenda.

PRUDENTIAL INDICATOR	2018/19	2019/20	2020/21	2021/22	2022/23
TABLE 1 - TREASURY MANAGEMENT PRUDENTIAL INDICATORS	£'000	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate	Estimate
Authorised limit for external borrowing - Non - HRA					
Borrowing	£1,287,922	£1,745,230	£1,869,667	£1,950,383	£2,026,106
Other long term liabilities	£27,373	£25,770	£24,676	£23,482	£22,242
Total Non - HRA	£1,315,295	£1,771,000	£1,894,343	£1,973,865	£2,048,348
HRA					
Borrowing	£117,646	£144,867	£153,526	£153,526	£153,526
Other long term liabilities	£0	£0	£0	£0	£0
Total HRA	£117,646	£144,867	£153,526	£153,526	£153,526
Total authorised limit for external borrowing	£1,432,941	£1,915,867	£2,047,869	£2,127,391	£2,201,874
Operational boundary for external borrowing - Non - HRA					
Borrowing	£1,277,922	£1,735,229	£1,859,667	£1,940,383	£2,016,106
other long term liabilities	£27,373	£25,770	£24,676	£23,482	£22,242
TOTAL Non - HRA	£1,305,295	£1,760,999	£1,884,343	£1,963,865	£2,038,348
HRA					
Borrowing	£117,646	£144,867	£153,526	£153,526	£153,526
other long term liabilities	£0	£0	£0	£0	£0
Total HRA	£117,646	£144,867	£153,526	£153,526	£153,526
Total operational boundary for external borrowing	£1,422,941	£1,905,867	£2,037,869	£2,117,391	£2,191,874
Housing Revenue Account Limit on Indebtedness *	£124,261	n/a	n/a	n/a	n/a
Upper limit for fixed interest rate exposure	100%	100%	100%	100%	100%
Upper limit for variable rate exposure	70%	70%	70%	70%	70%
Upper limit for total principal sums invested for over 365 days (per maturity date)	£3,000	£3,000	£3,000	£3,000	£3,000

* The Housing Revenue Account Limit on Indebtedness (the 'Debt Cap') was scrapped by the Chancellor in the 2018 Autumn Budget.

Maturity structure of new fixed rate borrowing during 2019/20	upper limit	lower limit
under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

PRUDENTIAL INDICATOR	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate	Estimate
Gross Borrowing : Capital Financing Requirement					
<u>External Borrowing</u>					
Borrowing at 1 st April	£755,393	£1,285,275	£1,627,517	£1,950,547	£2,003,389
Expected change in borrowing	£502,130	£315,581	£297,373	£28,559	£120,090
Other long term liabilities	£28,678	£27,752	£26,661	£25,567	£24,373
Expected change in other long term liabilities	£-926	£-1,091	£-1,094	£-1,194	£-1,240
Gross Borrowing at 31 st March	£1,285,275	£1,627,517	£1,950,457	£2,003,389	£2,146,612
<u>Capital Financing Requirement at 31st March *</u>	£1,292,217	£1,627,517	£1,950,457	£2,003,389	£2,146,612
Under/(over) borrowing	£6,942	£0	£0	£0	£0

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

5.0 Current Treasury Position

5.1 The Council's position at 31st December 2018 is set out overleaf.

	Principal		Ave. rate
	£m	£m	%
Borrowing			
Long term borrowing:			
Fixed rate funding	PWLB	873.5	3.10
	Market	39.5	3.72
		<u>912.0</u>	3.13
Variable rate funding	PWLB	0.0	-
	Market	0.0	-
		<u>0.0</u>	
Other long term liabilities (PFI)		28.0	3.13
Total long term borrowing		<u>940.0</u>	3.13
Short term borrowing		64.0	0.90
Total Borrowing		<u>1,004.0</u>	2.99
Investments			
External Cash deposits			
- Long term on advice of TUK		0.0	-
- Short term on advice of TUK		0.0	
		<u>0.0</u>	
- Short term WBC Treasury		47.0	0.73
Long term investments in Group/External Companies		460.2	3.83
Total Investments		<u>507.2</u>	3.54

6.0 Borrowing Requirement

	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate	Estimate
New borrowing – Non – HRA	515,315	330,652	317,036	53,466	154,541
New borrowing – HRA	4,979	16,594	8,659	0	0
Replacement borrowing	0	5,000	0	5,000	0
TOTAL	520,294	352,246	325,695	58,466	154,541

- 6.1 The borrowing requirement includes borrowing for the Investment Programme, Invest to Save schemes and advances to group companies and joint ventures, including the Victoria Square Development.
- 6.2 The replacement borrowing indicates the years in which the Council's loans mature and may need replacing. Replacement borrowing may also be required when LOBOs (Lender Option Borrower Option) reach a step up date, if circumstances dictate and the Council chooses to repay the LOBO.

7.0 Prospects for interest rates

- 7.1 The Council has appointed Link Asset Services as treasury adviser to the Council and part of their service is to assist the Council to inform our view on interest rates. Appendix B

draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates.

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

- 2018/19 – 0.75%
- 2019/20 – 1.25%
- 2020/21 – 1.50%
- 2021/22 – 2.00%

8.0 Borrowing Strategy

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

	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Mar-21	Mar-22
Bank rate	0.75%	1.00%	1.00%	1.00%	1.25%	1.50%	2.00%
5 yr PWLB rate	2.10%	2.20%	2.20%	2.30%	2.30%	2.60%	2.80%
10 yr PWLB rate	2.50%	2.60%	2.60%	2.70%	2.80%	3.00%	3.20%
25 yr PWLB rate	2.90%	3.00%	3.10%	3.10%	3.20%	3.40%	3.60%
50 yr PWLB rate	2.70%	2.80%	2.90%	2.90%	3.00%	3.20%	3.40%

8.2 The timing of new long term borrowing will depend on the borrowing requirements, the cost of carrying long term funding compared to short term borrowing; and the projections on interest rates. 3.00% will be used as a suitable trigger point for considering fixed rate long term borrowing during 2019/20.

8.3 As short term borrowing rates will continue to be cheaper than longer term rates, there are likely to be opportunities to generate savings by undertaking short term borrowing. However, this approach will need to be considered in the light of the short term nature of the savings and the risk of adverse interest rate movements prior to refinancing.

8.4 Variable rate borrowing is expected to be cheaper than long term borrowing but given that interest rates are expected to rise in the medium to longer term, fixed rate borrowing is the Council's preferred option. In making a decision on the borrowing term and type of loan, consideration will be given to the purpose for which the borrowing is being taken and the market conditions at that time. Where a scheme being funded is relatively short term or tied to a specific funding decision, the borrowing will normally reflect this.

8.5 When undertaking new borrowing, the Council looks to spread its loan maturity profile and this strategy will continue during the year ahead. Consideration will be given to taking annuity loans for commercial assets. The current maturity profile is shown in Appendix I.

8.6 Consideration will be given to borrowing fixed rate market loans at 25 – 50 basis points below PWLB target rate.

8.7 It is possible that the Municipal Bond Agency will offer loans to local authorities in the future. The Council will review the options available through the Municipal Bond Agency for possible borrowing in the future if and when information is available.

8.8 **Sensitivity of the forecast** – In normal circumstances the main sensitivities of the forecast are likely to be the two scenarios below. The Council Treasury Officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following approaches to changing circumstances:

- if it was felt that there was a significant risk of a sharp fall in long and short term rates, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- If it was felt that there was a significant risk of a much sharper rise in long and short term rates than currently forecast, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still relatively cheap, whilst taking into account the cost of carry of the borrowing until it is required.

9.0 External Borrowing v Investments

Comparison of gross and net borrowing positions at year end	2018/19	2019/20	2020/21	2021/22	2022/23
	£'000 Latest	£'000 Estimate	£'000 Estimate	£'000 Estimate	£'000 Estimate
External borrowing – Non-HRA	1,163,944	1,482,650	1,796,931	1,849,862	1,993,086
External borrowing – HRA	128,273	144,867	153,526	153,526	153,526
Total external borrowing	1,292,217	1,627,517	1,950,457	2,003,388	2,146,612
Cash Balances (incl short term investments)	2,000	2,000	2,000	2,000	2,000
Net Borrowing	1,294,217	1,629,517	1,952,457	2,005,388	2,148,612

9.1 The Council has a difference between gross and net borrowing (gross borrowing after deducting cash balances including short term investments) of £53.8m as at 31 December 2018.

9.2 Treasury officers will monitor the interest rate market and report any decisions in the Monthly Performance and Monitoring Information ('Green Book').

10.0 Policy on borrowing in advance of need

10.1 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance for known requirements will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of funds.

10.2 In determining whether borrowing will be undertaken in advance of need the Council will;

- ensure that there is a clear link between the investment programme and maturity profile of the existing portfolio which supports the need to take funding in advance of need;
- ensure the on going revenue liabilities created, and the implications for future plans and budgets have been considered, including the cost of carry of the borrowing until it is needed;
- evaluate the economic and market factors that might influence the manner and timing of any decision to borrow;

- consider the merits and demerits of alternative forms of funding; and
- consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.

11.0 Borrowing Rescheduling

11.1 The introduction by the PWLB in 2007 of a spread between the rates applied to new borrowing and repayment of borrowing means that PWLB to PWLB restructuring is currently much less attractive. This was compounded in October 2010 by a considerable further widening of the difference between new borrowing and repayment rates as part of the Comprehensive Spending Review, through the addition of a 1% premium on the cost of borrowing. In particular, consideration would have to be given to the costs which would be incurred by prematurely repaying existing PWLB loans and it is very unlikely that these could be justified on value for money grounds if using replacement PWLB refinancing. However, some interest savings may still be achievable by using LOBO (Lenders Option Borrowers Option) loans and other market loans in rescheduling exercises rather than using PWLB borrowing as the source of replacement financing.

11.2 The reasons for any rescheduling to take place will include:

- The generation of cash savings and / or discounted cash flow savings;
- Enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

11.1 Should market conditions indicate there is an advantage to rescheduling borrowing, Officers will call a meeting of the Treasury Management Panel to consider the proposals. Any rescheduling will be reported to the Executive in the Monthly Performance and Monitoring Information ('Green Book').

12.0 Annual Investment Strategy

Investment Strategy

12.1 The Council's in house managed funds are mainly cash flow derived. Investments will accordingly be made with reference to cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Any core balance of funds up to £10 million will be available for investment over a 0-5 year period. It is these funds that would be managed on the advice of Tradition UK.

12.2 The Council currently holds no investments for which the remaining time to maturity is in excess of one year.

12.3 Bank Rate increased from 0.50% to 0.75% in August 2018. Link Asset Services' Bank Rate forecast as shown in paragraph 8.1 shows the rate is forecast to rise further from June 2019.

12.4 The Council will avoid locking into longer term deals while rates are at historically low levels unless attractive rates are available which make longer term deals worthwhile.

12.5 For its cash flow generated balances, the Council will seek to utilise its Lloyds business reserve account, money market funds and short-dated deposits (overnight to three months) using secure counterparties in order to benefit from the compounding of interest.

12.6 The Council will receive monthly reports on its investment activity in the Green Book, an annual monitoring report to the Overview and Scrutiny Committee and at the end of the financial year as part of its Annual Treasury Report.

Investment Policy

12.7 The Council will have regard to the MHCLG's Guidance on Local Government Investments ("the Guidance") issued in February 2018, CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the CIPFA TM Code") and the CIPFA Treasury Management Guidance Notes 2018.

12.8 The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is low – the Council's investment priorities will be security first, liquidity second and then return.

12.9 The borrowing of monies purely to invest or on-lend to external parties to make a return is unlawful and this Council will not engage in such activity. This excludes lending to group companies and other organisations which is carried out in order to achieve the Council's strategic objectives.

12.10 Part of the Council's investments may be managed on the advice of Tradition UK (TUK) and will reflect TUK's views of market and the future for interest rates. Subject to the availability of funds, TUK may be asked to manage up to £10m. TUK are the only external fund manager involved in the management of the Council's funds, although no funds are held with them at the present time.

12.11 All investments of the Council's funds will comply with the Annual Investment Strategy. The arrangements between the Council and TUK additionally stipulate guidelines and duration and other limits in order to contain and control risk.

12.12 Investment instruments identified for use in the financial year are listed in Appendix D under the 'Specified' and 'Non-Specified' Investments categories (determined by level of risk). Counterparty limits will be as set through the Council's Treasury Management Practices Schedules. The limits shown are maximum levels. The Chief Finance Officer in consultation with Treasury Officers has the scope to reduce these limits (below those shown) to minimise the level of cash at risk in the light of market conditions. As Money Market Funds (MMFs) are diversified by nature and AAA rated, the Chief Finance Officer, in consultation with Treasury Officers, will vary the limits of these funds in order to manage cash flows. These limits will be updated in the Treasury Management Practices.

12.13 When the Council has funds in excess of normal limits that it is not possible or economical to invest with a suitable counterparty, these will remain on deposit with Lloyds Bank, the Council's banker.

Credit Worthiness Policy

12.14 The Council uses Fitch ratings to derive its investment criteria (used in the table Appendix D). Where a counterparty does not have a Fitch rating, the equivalent Moody's rating will be used. The Council is alerted to all credit rating changes on a daily basis through its use of the Link Asset Services creditworthiness service. If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.

12.15 The Link Asset Services creditworthiness service uses a modelling approach with credit ratings from all three rating agencies – Fitch, Moodys and Standard and Poors, forming the

core element. However, it does not rely solely on the current credit ratings of counterparties but also uses credit watches, credit outlooks and other information in a weighted scoring system. The end product is a series of colour code bands which indicate the relative creditworthiness of counterparties and give a recommended duration for investments.

- 12.16 When placing investments Treasury Officers will take account of this information, although it is not followed entirely such as in the use of building societies.
- 12.17 Treasury officers are of the view that credit rating agencies and Link Asset Services have underestimated the level of support within the building society sector. Consequently the Council will continue to use Building Societies based on asset value and market sentiment indicating that the risk is acceptable.
- 12.18 This Council will not use the approach suggested by CIPFA of using the lowest rating from all three rating agencies to determine creditworthy counterparties as this would leave the Council with few financial institutions on its approved lending list. The Link Asset Services creditworthiness service does use ratings from all three agencies, but by using a scoring system, does not give undue preponderance to just one agency's ratings.
- 12.19 The Council's credit limits have historically been set at a sufficiently high level that none of the institutions that have not been able to meet their commitments in recent times, have been on the Council's lending list, or those that have got into difficulties have received government support. Similarly none of the building societies in which the Council has invested have failed to meet their commitments. On this basis the Council will continue to use Link Asset Services' creditworthiness service, credit ratings and asset value (for building societies) for determining eligibility for the lending list. As indicated in paragraph 12.8, the risk appetite of the Council is low, and the priority for investment is security, followed by liquidity, then return.

Country Limits

- 12.20 The Council will only use approved counterparties from the UK and countries with a minimum sovereign credit rating of AA+ from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). The list of countries that qualify using this criteria are shown in Appendix E. This list will be added to or deducted from by officers should ratings change in accordance with this policy.
- 12.21 The Executive resolved in June 2016 that the UK be excluded from the sovereign rating criteria, as it is not felt that there is additional risk to undertaking investments in the UK.
- 12.22 Should the level of the Council's investments increase it will seek to avoid a concentration of investments in too few counterparties or countries (although a concentration in the UK is not considered to be undesirable).

13.0 Use of External Service Providers

- 13.1 As previously stated the Council uses Link Asset Services as its external treasury management advisors in order to acquire access to specialist skills and resources. The services provided include the following:-
- Provision of interest rate forecasts and advice on borrowing and investment strategies;
 - Regular updates on economic and political changes;
 - Forecasts of movements in Public Works Loan Board rates;
 - Advice on debt rescheduling, funding policy, volatility and maturity profile analysis;
 - Advice on investment counterparty creditworthiness;

- Provision of annual template documents and advice on the various Treasury Management reports; and
- Treasury Management training.

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

14.0 MRP Policy

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

15.0 Council Loans to Group Companies

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

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

15.3 Where the Council finances loans to Group Companies by external borrowing, these external loans are taken account of in setting the borrowing limits. The limits set out in this report take into account the requirements set out in the approved Group Business Plans. The borrowing limits will need to be reviewed if the Council approves taking additional borrowing to fund new group company projects in the future. Borrowings by the Group Companies themselves do not count against the Council's borrowing limits.

REPORT ENDS

Annual Minimum Revenue Provision Report and Policy Statement

Introduction

A statement on the Council's policy for setting aside funds for repayment of borrowing, its annual Minimum Revenue Provision (MRP), must be submitted to the full Council for approval before the start of the financial year to which the provision will relate.

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

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

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

The following Policy Statement is therefore recommended for adoption.

MRP Policy Statement

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

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

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

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

The Council also determines that available resources for financing capital expenditure, such as capital receipts, will be applied to new expenditures in a manner that is considered appropriate

in any financial year. For example, it will not be considered imprudent to apply such resources in the first instance to expenditures that have a shorter estimated lifespan.

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

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

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

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

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

To the extent that expenditures are not on the creation of an asset, and are of a type that are subject to estimated life periods that are referred to in the Guidance, these periods will generally be adopted by the Council. However, in the case of long term debtors arising from loans or other types of capital expenditure made by the Council which will be repaid under separate arrangements (such as long term investments), there will be no Minimum Revenue Provision made. The Council are satisfied that a prudent provision will be achieved after exclusion of these capital expenditures from the MRP requirements. From 2009/10 the Council has made a Minimum Revenue Provision on investments in shares based on a 100 year life; the new Guidance suggests 20 years for shares, however the Council may use up to 100 years depending on the underlying asset base.

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

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

INTEREST RATE FORECASTS

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

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

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

Link Asset Services Interest Rate View													
	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%
Bank Rate													
Link Asset Services	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
Capital Economics	0.75%	1.00%	1.25%	1.50%	1.70%	1.75%	2.00%	2.00%	-	-	-	-	-
5yr PWLB Rate													
Link Asset Services	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
Capital Economics	2.03%	2.15%	2.40%	2.65%	2.70%	2.75%	2.80%	2.85%	-	-	-	-	-
10yr PWLB Rate													
Link Asset Services	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
Capital Economics	2.43%	2.55%	2.80%	3.05%	3.05%	3.05%	3.05%	3.05%	-	-	-	-	-
25yr PWLB Rate													
Link Asset Services	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
Capital Economics	2.96%	3.08%	3.33%	3.58%	3.53%	3.48%	3.43%	3.38%	-	-	-	-	-
50yr PWLB Rate													
Link Asset Services	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%
Capital Economics	2.78%	2.90%	3.15%	3.40%	3.40%	3.40%	3.40%	3.40%	-	-	-	-	-

Link Asset Services' View on the Economic Background

GLOBAL OUTLOOK

World growth has been doing reasonably well, aided by strong growth in the US. However, US growth is likely to fall back in 2019 and, together with weakening economic activity in China and the eurozone, overall world growth is likely to weaken.

Inflation has been weak during 2018 but, at long last, unemployment falling to remarkably low levels in the US and UK has led to an acceleration of wage inflation. The US Fed has therefore increased rates nine times and the Bank of England twice. However, the ECB is unlikely to start raising rates until late in 2019 at the earliest.

KEY RISKS - central bank monetary policy measures

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

The key issue now is that period of stimulating economic recovery and warding off the threat of deflation, is coming towards its close. A new period is well advanced in the US, and started more recently in the UK, of reversing those measures i.e. by raising central rates and, (for the US), reducing central banks' holdings of government and other debt. These measures are now required in order to stop the trend of a reduction in spare capacity in the economy and of unemployment falling to such low levels, that the re-emergence of inflation is viewed as a major risk. It is, therefore, crucial that central banks get their timing right and do not cause shocks to market expectations that could destabilise financial markets. In particular, a key risk is that because QE-driven purchases of bonds drove up the price of government debt, and therefore caused a sharp drop in income yields, this also encouraged investors into a search for yield and into investing in riskier assets such as equities. Consequently, prices in both bond and equity markets rose to historically high valuation levels simultaneously. This meant that both asset categories were exposed to the risk of a sharp downward correction and we did, indeed, see a sharp fall in equity values in the last quarter of 2018. It is important, therefore, that central banks only gradually unwind their holdings of bonds in order to prevent destabilising the financial markets. It is also likely that the timeframe for central banks unwinding their holdings of QE debt purchases will be over several years. They need to balance their timing to neither squash economic recovery, by taking too rapid and too strong action, or, conversely, let inflation run away by taking action that was too slow and/or too weak. **The potential for central banks to get this timing and strength of action wrong are now key risks.** At the time of writing, (early January 2019), financial markets are very concerned that the Fed is being too aggressive with its policy for raising interest rates and is likely to cause a recession in the US economy.

The world economy also needs to adjust to a sharp change in **liquidity creation** over the last five years where the US has moved from boosting liquidity by QE purchases, to reducing its holdings of debt (currently about \$50bn per month). In addition, the European Central Bank ended its QE purchases in December 2018.

UK. The flow of positive economic statistics since the end of the first quarter of 2018 has shown that pessimism was overdone about the poor growth in quarter 1 when adverse weather caused a temporary downward blip. Quarter 1 at 0.1% growth in GDP was followed by a return to 0.4% in quarter 2 and by a strong performance in quarter 3 of +0.6%. However, growth in quarter 4 is expected to weaken significantly.

At their November quarterly Inflation Report meeting, the MPC repeated their well-worn phrase that future Bank Rate increases would be gradual and would rise to a much lower equilibrium rate, (where monetary policy is neither expansionary or contractionary), than before the crash; indeed they gave a figure for this of around 2.5% in ten years' time, but declined to give a medium term forecast. However, with so much uncertainty around Brexit, they warned that the next move could be up or down, even if there was a disorderly Brexit. While it would be expected that Bank Rate could be cut if there was a significant fall in GDP growth as a result of a disorderly Brexit, so as to provide a stimulus to growth, they warned they could also *raise* Bank Rate in the same scenario if there was a boost to inflation from a devaluation of sterling, increases in import prices and more expensive goods produced in the UK replacing cheaper goods previously imported, and so on. In addition, the Chancellor could potentially provide fiscal stimulus to support economic growth, though at the cost of increasing the budget deficit above currently projected levels.

It is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. Getting parliamentary approval for a Brexit agreement on both sides of the Channel will take well into spring 2019. However, in view of the hawkish stance of the MPC at their November meeting, the next increase in Bank Rate is now forecast to be in May 2019, (on the assumption that a Brexit deal is agreed by both the UK and the EU). The following increases are then forecast to be in February and November 2020 before ending up at 2.0% in February 2022.

Inflation. The Consumer Price Index (CPI) measure of inflation has been falling from a peak of 3.1% in November 2017 to 2.1% in December 2018. In the November Bank of England quarterly Inflation Report, inflation was forecast to still be marginally above its 2% inflation target two years ahead, (at about 2.1%), given a scenario of minimal increases in Bank Rate.

The **labour market** figures in November were particularly strong with an emphatic increase in total employment of 141,000 over the previous three months, unemployment at 4.0% at a 43 year low on the Independent Labour Organisation measure, and job vacancies hitting an all-time high, indicating that employers are having major difficulties filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation continued at its high point of 3.3%, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates less CPI inflation), earnings are currently growing by about 1.2%, the highest level since 2009. This increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. This tends to confirm that the MPC was right to start on a cautious increase in Bank Rate in August as it views wage inflation in excess of 3% as increasing inflationary pressures within the UK economy.

In the **political arena**, the Brexit deal put forward by the Conservative minority government was defeated on 15 January. It is unclear at the time of writing, how this situation will move forward. However, our central position is that Prime Minister May's government will endure, despite various setbacks, along the route to reaching an orderly Brexit though the risks are increasing that it may not be possible to get full agreement by the UK and EU before 29 March 2019, in which case this withdrawal date is likely to be pushed back to a new date. If, however, the UK faces a general election in the next 12 months, this could result in a potential loosening of monetary and fiscal policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up.

USA. President Trump's massive easing of fiscal policy is fuelling a (temporary) boost in consumption which has generated an upturn in the rate of strong growth which rose from 2.2% (annualised rate) in quarter 1 to 4.2% in quarter 2 and 3.5%, (3.0% y/y), in quarter 3, but also an upturn in inflationary pressures. The strong growth in employment numbers and the reduction in the unemployment rate to 3.9%, near to a recent 49 year low, has fed through to an upturn in wage inflation which hit 3.2% in November. However, CPI inflation overall fell to 2.2% in

November and looks to be on a falling trend to drop below the Fed's target of 2% during 2019. The Fed has continued on its series of increases in interest rates with another 0.25% increase in December to between 2.25% and 2.50%, this being the fifth increase in 2018 and the ninth in this cycle. However, they did also reduce their forecast for further increases from three to two. This latest increase compounded investor fears that the Fed is over doing the speed and level of increases in rates and that it is going to cause a US recession as a result. There is also much evidence in previous monetary policy cycles of the Fed's series of increases doing exactly that. Consequently, we have seen stock markets around the world falling under the weight of fears around the Fed's actions, the trade war between the US and China and an expectation that world growth will slow.

The tariff war between the US and China has been generating a lot of heat during 2018; it has the potential to significantly damage world growth if an agreement is not reached during the current three month truce declared by President Trump to hold off from any further tariff increases.

Eurozone. Growth was 0.4% in quarters 1 and 2 but fell back to 0.2% in quarter 3, though this was probably just a temporary dip. In particular, data from Germany has been mixed and it could be negatively impacted by US tariffs on a significant part of its manufacturing exports e.g. cars. Current forward indicators for economic growth and inflation have now been on a downward trend for a significant period, which will make it difficult for the ECB to make any start on increasing rates until 2020 at the earliest. Indeed, the issue now is rather whether the ECB will have to resort to new measures to boost liquidity in the economy in order to support growth. Having halved its quantitative easing purchases of debt in October 2018 to €15bn per month, the European Central Bank ended all further purchases in December 2018. In its January 2019 meeting, it made a point of underlining that it will be fully reinvesting all maturing debt for an extended period of time past the date at which it starts raising the key ECB interest rates.

China. Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems. Progress has been made in reducing the rate of credit creation, particularly from the shadow banking sector, which is feeding through into lower economic growth. There are concerns that official economic statistics are inflating the published rate of growth.

Japan - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy. It is likely that loose monetary policy will endure for some years yet to try to stimulate growth and modest inflation.

Emerging countries. Argentina and Turkey are currently experiencing major headwinds and are facing challenges in external financing requirements well in excess of their reserves of foreign exchange. However, these countries are small in terms of the overall world economy, (around 1% each), so the fallout from the expected recessions in these countries will be minimal.

Specified Investments

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

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

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

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

Non-Specified Investments

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

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

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

Guide to Ratings

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

Approved countries for investments

AAA

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

AA+

- Finland
- Hong Kong

Approved countries for investment are based on the Fitch rating.

Note: The UK is excluded from the minimum sovereign rating criteria (report paragraph 12.21 refers).

Treasury Management Policy Statement

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

Treasury management scheme of delegation

(i) Executive

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

(ii) Overview and Scrutiny Committee

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

(iii) Treasury Management Panel

- consideration of proposals to reschedule borrowing.

The treasury management role of the Section 151 officer

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- submitting regular treasury management policy reports
- submitting budgets and budget variations
- receiving and reviewing management information reports
- reviewing the performance of the treasury management function
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensuring the adequacy of internal audit, and liaising with external audit
- appointment of external service providers
- preparation of a capital strategy to include capital expenditure, capital financing and treasury management
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all investments and is in accordance with the risk appetite of the authority.

LONG TERM BORROWING MATURITY PROFILE AS AT 30 JANUARY 2019

	PWLB	LOBO	OTHER	ALL
2018 /2019	13		6	19
2019 /2020	8			8
2020 /2021	5			5
2021 /2022	30		10	40
2022 /2023	5			5
2023 /2024	5			5
2024 /2025	14			14
2025 /2026	13			13
2026 /2027	9			9
2027 /2028	5			5
2028 /2029	6			6
2029 /2030	6			6
2030 /2031	11			11
2031 /2032	11			11
2032 /2033	6			6
2033 /2034	11			11
2034 /2035	17			17
2035 /2036	12			12
2036 /2037	12			12
2037 /2038	10			10
2038 /2039	12			12
2039 /2040	10			10
2040 /2041	13			13
2041 /2042	8			8
2042 /2043	11			11
2043 /2044	8			8
2044 /2045	8			8
2045 /2046	9			9
2046 /2047	9			9
2047 /2048	9			9
2048 /2049	9			9

	PWLB	LOBO	OTHER	ALL
2049 /2050	13			13
2050 /2051	10			10
2051 /2052	10			10
2052 /2053	14			14
2053 /2054	24			24
2054 /2055	26			26
2055 /2056	14	5		19
2056 /2057	27			27
2057 /2058	28			28
2058 /2059	47			47
2059 /2060	53			53
2060 /2061	38			38
2061 /2062	51			51
2062 /2063	21			21
2063 /2064	22			22
2064 /2065	43			43
2065 /2066	33			33
2066 /2067	64			64
2067 /2068	23			23
2068 /2069	12			12
2069 /2070				
2070 /2071				
2071 /2072				
2072 /2073				
2073 /2074				
2074 /2075				
2075 /2076				
2076 /2077		10	10	20
2077 /2078			5	5
2078 /2079				
2079 /2080				

888 15 31 934

* 2018/19 maturities include those paid already as well as due.

EXECUTIVE – 7 FEBRUARY 2019

CAR PARK MANAGEMENT SYSTEM

Executive Summary

This report describes a proposal to procure Car Park Management Systems to include the latest technology for the provision of first class customer service operating over 4,000 off street parking spaces in Woking Town Centre and village centres.

The project will be completed in several stages with the first deadline of September 2020 to equip the new Red car park and the Green car park directly serving the Victoria Square development.

A further programme would then be implemented to serve the remainder of Woking's parking estate over a 12 to 18 month period.

The existing car park equipment is over ten years old and the introduction of new management systems would serve to optimise the movement of vehicles from the highway to available parking, movement through the car parks and provide flexible and convenient payment methods for shoppers, theatre users, local workers, commuters, residents, business clients and one off visitors.

Any new system would also incorporate highway and internal floor signage informing available spaces on the current floor of the car park and spaces available on upper levels.

The estimated cost of the project is £250,000 for Highway signs, £500,000 for the Red and Green car parks with a further £1,230,000 to fit out the remaining car parks. A total of £1,980,000 identified within the Council's Investment Programme.

Recommendations

The Executive is requested to:

RECOMMEND TO COUNCIL That

- (i) the proposal for new car park management systems be agreed with funding from the Council's Investment Programme; and**
- (ii) the Assistant Director (Place) be delegated authority, in consultation with the Portfolio Holder, to procure car park management systems through competitive dialogue.**

Reasons for Decision

Reason: A decision is sought to invest in the Council's car parking operations and to formally commence the procurement process.

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

Car Park Management System

Background Papers: None.

Reporting Person: Douglas Spinks, Deputy Chief Executive
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Portfolio Holder: Councillor Colin Kemp
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Shadow Portfolio Holder: Councillor Ann-Marie Barker
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Date Published: 1 February 2019

1.0 Introduction

- 1.1 It is proposed to procure Car Park Management Systems to include the latest technology for the provision of first class customer service operating over 4,000 off street parking spaces in Woking Town Centre and village centres.
- 1.2 The project will be completed in several stages with the first deadline of September 2020 to equip the new Red car park and the Green car park directly serving the Victoria Square development.
- 1.3 A further programme would then replace equipment in turn starting with the Blue and Yellow car parks which form the existing Shoppers car parks. An indicative programme is shown below.
- 1.4 The existing car park equipment is over ten years old and the introduction of new management systems would serve to optimise the movement of vehicles along the highway and through the car parks, providing flexible and convenient payment methods for shoppers, theatre users, local workers, commuters, residents, business clients and one off visitors.
- 1.5 A particular requirement of the new management system is the flexibility to allow local retailers to discount parking fees locally and consequently tailor promotions directly.
- 1.6 A new system would incorporate new signage for highway users and internal car park signage informing available spaces on the current floor of each car park and spaces available on upper levels.

2.0 Background

- 2.1 Woking Town centre is the major destination in the Borough. There are currently over 5,000 public off street parking spaces, mostly managed by Woking Borough Council, with one car park managed by Network Rail, as well as a limited number of on-street parking spaces.
- 2.2 The provision of this level of parking is key to the commercial success of the town centre, and peak occupancy across the town is normally in excess of 80% during the course of each year, with higher levels of parking activity in the run up to Christmas. However, the town centre is also the part of the Borough best served by public transport, walking and cycling, and there are opportunities to make more use of these modes for a range of journeys.
- 2.3 The centre car parks are used extensively by both long and short stay parkers. Approximately 50% of public spaces are used for all day parking, both by people working in the town and by commuters using the train. At present there is enough parking to meet the needs of both groups. However, the main shopper's car parks are particularly suitable for short stay shopping related parking.

3.0 Procurement Timetable

- 3.1 The first key date is September 2020 when it is proposed to go live with the new Red and Green car parks adjacent to Victoria Square.
- 3.2 A draft timetable is shown below which commences with market engagement to fully update awareness of the latest operational and technological solutions available before a formal procurement process using competitive dialogue to optimise the proposal and associated costing.
- 3.3 Completing the procurement process towards the end of 2019 allows the necessary period to carefully plan the full implementation programme.

4.0 Car Park Management System: Draft Procurement Timetable (Competitive Dialogue Route)

Date	Activity
Pre & Post Christmas 2018	Supplier Engagement - Opportunity for suppliers to meet with WBC officers and present potential car park solutions
February 2019	Issue OJEU contract notice
	Receipt of expressions of interest from bidders — long list
	Issue Selection Questionnaire (SQ)
April 2019	Receipt of SQ responses
	Evaluation and selection of shortlisted bidders
June 2019	Issue Invitation to Participate in Dialogue (ITPD) and Invitation to Submit Outline Solutions (ISOS) as 1st dialogue stage
July 2019	Receipt of Outline Solutions, evaluation and deselection of bidders
August 2019	Invitation to Submit Detailed Solutions (ISDS) – 2 nd dialogue stage
Sept 2019	Receipt of Detailed Solutions and evaluation
Oct 2019	Further competitive dialogue until close of competitive dialogue
Nov 2019	Call for Final Tenders (CFT)
Nov 2019	Receipt of Final Tenders and evaluation
Dec/Jan 2020	Appointment of preferred bidder
	Alcatel standstill period prior to contract award
	Contract award
	Issue contract award notice

5.0 Estimated Costs

5.1 Budget costs have been produced for parking and signage as required in each car park.

Woking Town Centre - Parking Management Systems estimate November 2018

	Parking System	Space Availability Signage
Control Room	£30,000	£20,000
Victoria Square Car Park	£140,000	£80,000
Blue Car Park	£200,000	£80,000
Yellow Car Park	£120,000	£80,000
Red Car Park	£140,000	£80,000
Shoppers Total	£630,000	£340,000
Victoria Way Car Park	£120,000	£80,000
Brewery Road Car Park	£80,000	£40,000
Heathside Car Park	£120,000	£80,000
External Total	£320,000	£200,000
Combined Total	£950,000	£540,000
Quadrant Court	£70,000	£30,000
Highway Signage		£250,000
Contingency	£90,000.00	£50,000.00
	£1,110,000.00	£870,000.00
Overall Total	£1,980,000	

6.0 Implications

Financial

- 6.1 The Executive is requested to recommend to Council that £1.73m is released from the Council's Investment Programme to fund the proposed procurement.

Human Resource/Training and Development

- 6.2 There are adequate project human resources included in the revised proposal.

Community Safety

- 6.3 Parking Management systems will assist the retention of Safer Car Parks awards.

Risk Management

- 6.4 Doing nothing will result in a gradual deterioration and increased unreliability of parking equipment.
- 6.5 There remain usual project risks in taking forward the development and these are regularly reviewed by the Project Team and reported to the Oversight Panel.

Sustainability

- 6.6 No sustainability issues arising from this report.

Equalities

- 6.7 No equality issues arising from this report.

Safeguarding

- 6.8 No safeguarding issues arising from this report.

7.0 Consultations

- 7.1 The Portfolio Holder has been consulted on this proposal.

REPORT ENDS

EXECUTIVE – 7 FEBRUARY 2019

WOKING COLLEGE 3G ARTIFICIAL TURF PITCH AND PAVILION

Executive Summary

The Executive is asked to consider a current proposal to build a new full size 3G Artificial Turf Pitch (ATP) and a new Pavilion at Woking College. The need for this project has arisen following the completion of Woking Borough Council's Playing Pitch Strategy (2017) that identified the lack of suitable training and playing facilities for football in Woking.

The project will provide a full size (60 x 100m) Third Generation Artificial Turf Pitch (3G Artificial Turf Pitch) and associated Pavilion at Woking College on the existing grass playing field. The proposed pitch will be floodlit and designed in accordance with the Football Association (FA) guidance. The Artificial Turf Pitch will be configured so that it can be used for one 11 x 11 aside match, two 9 x 9 and 7 x 7 matches and four 5 x 5 matches. The project will include a pavilion building that will provide six player changing rooms, 2 officials changing rooms, a club/training room, office, small kitchen, storage and toilets to provide a base for delivery of sports and community development activities and to service the existing grass pitches. The building will be modular in construction. The pavilion will provide a suitable area for players during match play and club development training courses.

The facility will be managed on a day to day basis by Cardinals in the Community, an organisation supported by the Council which has experience of delivering football in the community and wider community development initiatives. Cardinals in the Community are currently attached to Woking Football Club; the club has applied for charitable status to become a separate charitable organisation with existing staff and resources transferred to the new organisation. Woking College will have use of the facility during the academic day, and will continue to play their Surrey Sixth Form matches on a Wednesday afternoon. Consultation on the project has taken place with local football clubs across the Borough and a Club forum was held jointly with the Surrey FA in July 2018 at Woking College, the local clubs who attended are referred to as Partner Clubs. A steering group will be established with membership made up of representatives from key partner organisations, this steering group will meet every four months initially to ensure the arrangements for the proposed Artificial Turf Pitch and Pavilion are running smoothly and that user needs and development outcomes are being met.

This project will provide a high quality centre for community football development at Woking College, and provide a base from which a range of community based sports, recreation and community activities can be delivered. The facility will support the health and wellbeing of local residents by providing an additional facility in Woking to increase participation in physical activity and social interaction.

The total project cost is £2,048,330. Finance for the project will come partly from the S.106 equivalent contribution from the Private Finance Initiative part of the Moor Lane development which was set aside for this purpose, partly from grants from the Football Foundation and the London Marathon Trust with the balance being financed from borrowing. To enable the project to progress the Executive is requested to approve borrowing of up to £1,266,000 pending the achievement of grant applications; the borrowing will be reduced if the grant applications are successful.

There will be no ongoing operational costs for the Council. The maximum revenue cost of servicing the maximum borrowing amount £1,266,000 will be £48,000 which has been taken into account in the Medium Term Financial Strategy for financing of the Investment Programme.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the development of the Woking College 3G Football Artificial Turf Pitch and pavilion project in the sum of £2,049,330 be approved;
- (ii) financing for the project from £772,826 of the S.106 equivalent contribution from the Moor Lane Private Finance Project, Grant Contributions, if secured, of up to £614,000 with the balance financed from borrowing up to a maximum of £1,266,000 be approved;
- (iii) the Council enters into a lease with Woking College for the site of the 3G Football Artificial Turf Pitch and pavilion, on terms approved by the Head of Democratic and Legal Services, and to grant a sub lease to Cardinals in the Community on similar terms to administer the facility on its behalf;
- (iv) the Council enters into a construction contract with an approved contractor for the creation and erection of the 3G Football Artificial Turf Pitch and pavilion; and
- (v) the Council enters into all ancillary agreements and consents and takes all appropriate actions considered necessary by the Head of Democratic and Legal Services to give effect to these resolutions and the conditions set out in Planning Permission which was granted on 28 March 2017 [15/0632].

Reasons for Decision

Reason: A decision is sought to allow the Woking College 3G Football Artificial Turf Pitch project to be implemented.

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

Background Papers: None.

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Woking College 3G Artificial Turf Pitch and Pavilion

Portfolio Holder: Councillor Colin Kemp
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Shadow Portfolio Holder: Councillor Ian Eastwood
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Date Published: 1 February 2019

1.0 Introduction

- 1.1 This report describes a current proposal to build a new full size 3G Artificial Turf Pitch (ATP) and a new Pavilion at Woking College to enhance the football and community sport offer in Woking Borough.

2.0 Project Need

- 2.1 The project is to address the shortfall of 3G Football Artificial Turf Pitches and suitable built facilities in the area to support community sport in Woking Borough. The facility will address the needs of local clubs and provide these clubs with an all weather surface training area, changing accommodation, and clubroom facilities for matches and education training.
- 2.2 Woking Borough Council's Playing Pitch Strategy (2017) identified the lack of suitable training and playing facilities for football and the project at Woking College is included in the documentation as a future action.
- 2.3 Therefore this project will address the shortfall of 3G Football Artificial Turf Pitches and suitable built facilities in the area to support community sport in Woking Borough. Further the facility will address the needs of local clubs and provide these clubs with an all weather surface training area, changing accommodation, and clubroom facilities for matches and education training.

3.0 Project Design

- 3.1 The site for the project is the existing playing fields at Woking College. The grounds currently accommodate one grass rugby pitch and two grass football pitches, however the College make limited use of the pitches. Planning Consent has been obtained for the new facility. The facility will address the training needs for local clubs as well as College use.
- 3.2 The project will provide a full size (60 x 100m) third generation artificial turf pitch and associated pavilion at Woking College on an existing grass playing field. The proposed pitch will be floodlit and designed in accordance with FA guidance, to include surround fencing and external hardstanding. The artificial turf pitch will be configured so that it can be used for one 11 x 11 aside match, two 9 x 9 and 7x7 matches, or four 5 x 5 matches.
- 3.3 The project will include a pavilion building that will provide six player changing rooms, 2 officials changing rooms, a club/training room, office, small kitchen, storage and toilets to provide a base for delivery of sports and community development activities and to service the existing grass pitches. The building will be modular in construction. The pavilion will provide a suitable area for players during match play and club development training courses.
- 3.4 As part of the planning consent already granted for the project, additional parking, landscaping and ball stop fencing was required as a planning condition and this forms part of the overall project. In order to compensate for one grass pitch displaced by the artificial turf pitch, an existing area of unused playing field space will also be brought into use for an additional grass pitch.

4.0 Operational Management

- 4.1 The facility will be managed on a day to day basis by Cardinals in the Community, an organisation supported by the Council which has experience of delivering football in the community and wider community development initiatives. Cardinals in the Community are currently attached to Woking Football Club; the club has applied for charitable status to become a separate charitable organisation with existing staff and resources transferred to the new organisation.

Woking College 3G Artificial Turf Pitch and Pavilion

- 4.2 Cardinals in the Community whom have well established links to schools and community organisations, will enhance their current outreach delivery by providing a comprehensive programme of use to support people who have lower levels of physical activity, including women, and unrepresented groups.
- 4.3 Woking College will have use of the facility during the academic day, and will continue to play their Surrey Sixth Form matches on a Wednesday afternoon.
- 4.4 Consultation on the project has taken place with local football clubs across the Borough and a Club forum was held jointly with the Surrey FA in July 2018 at Woking College. Woking Town, Woking Cougars and Goldsworth Park Rangers have all expressed their support for the project and outlined their training and match requirements; subsequent letters of support listing detailed requirements have been submitted.
- 4.5 A steering group will be established with membership made up of representatives from key partner organisations including Woking College, Woking Borough Council, Woking Cardinals, Surrey FA and Woking Town Football Club. This steering group will meet every four months initially to ensure the arrangements for the proposed Artificial Turf Pitch and Pavilion are running smoothly and that user needs and development outcomes are being met.

5.0 Aims and Objectives

- 5.1 The aims and objectives of the project will outline how this facility will develop grassroots community football in Woking, whilst supporting and aligning to the outcomes of the National Football Facilities Strategy that was developed in 2000 by the Premier League, The Football Association (The FA) and the Government Department for Digital, Culture, Media and Sport (DCMS).

Quality

- 5.2 To provide a high quality centre for community football development at Woking College with systems in place for managing and monitoring performance, with the aim of improving levels of user satisfaction with existing site facilities and achieving higher levels of satisfaction with the new facility.

Inclusivity

- 5.3 Inclusivity – To increase levels of participation in football for those groups who are hard to reach including women, girls, and disabled people. This will be achieved by:
 - The promotion and recruitment of playing opportunities for women and girls at this site by providing mini soccer and youth female only participation sessions.
 - Partnership working with FA Charter Standard League clubs to host female matches.
 - Promotion of the SSE Wildcats Girls Football sessions and hosting a girls football festival.
 - The promotion and recruitment of playing opportunities for players with disabilities by facilitating training sessions with qualified coaches.
 - The development of an additional disability youth team and an adult disability team, supported by Partner Clubs and leagues.
 - Hosting disability football sessions and be included as a central venue for Surrey FAs thriving PAN-Disability league - The Surrey Football For All League.

Woking College 3G Artificial Turf Pitch and Pavilion

- Identifying new and to support existing coaches to complete the FA Coaching Disabled Footballers Course.

Sustainability

5.4 To provide a sustainable football hub which will be able to continue to grow to benefit the wider community. This will be achieved through:

- The effective promotion, robust business planning, effective facilities management and sound workforce development.
- Cardinals in the Community achieving charitable status and transferring workforce and resources.
- Surplus income generated from this project will be ring fenced for grassroots football development.
- The regular attendance of the steering group made up of representatives from key partner organisations to ensure the arrangements for the proposed 3G Artificial Turf Pitch and Pavilion are running smoothly and that user needs and development outcomes are being met.

Engagement

5.5 This project will increase opportunities for informal football and to provide a range of community based activities. This will be achieved through:

- The provision of outreach sessions with internal and external partners.
- The promotion of The FA, Surrey FA and other partner recreational football offers.
- The provision recreational playing opportunities for players who cannot commit to playing weekly traditional affiliated football.
- The development of programmes that increase participation across underrepresented groups.
- The provision of opportunities for social inclusion projects to help target disadvantaged people.
- The delivery coaching programmes to increase the effectiveness of the delivery of curricular and extra-curricular football.

Usage

5.6 This project will grow participation and retention across all age groups accessing the site. This will be achieved by:

- Providing holiday courses on the 3G Artificial Turf Pitch and Pavilion facility.
- Hosting home and away fixtures and league matches, and supporting Partner Clubs to apply to the Grow the Game Scheme to increase their number of teams.
- Working with Partner Clubs to retain and grow existing teams, to ensure that all players have a realistic player pathway from youth to adult football.

Woking College 3G Artificial Turf Pitch and Pavilion

- Providing sessions and activities that reach a wide audience of the community, including those from underrepresented groups and disadvantaged backgrounds.
- Providing afterschool coaching sessions with links to Partner Clubs.

6.0 Project Build

6.1 It is proposed that work on site to starts in April 2019 with an anticipated completion date of December 2019, with the site opening in January 2020.

7.0 Project Costs

7.1 Advice has been sought from the Football Foundation and the estimated total cost of the project is £2,048,330, a breakdown of costs can be seen below:

Pavilion	£
(Including teaching area, car park and access etc.)	1,176,080
3G Artificial Turf Pitch	750,000
Project Management Fees	106,500
Consultant Fees	15,750
Total Project Cost	<u>2,048,330</u>

7.2 To support the project costs an application has been made to the London Marathon Trust for £150,000, this application has been successful at the second stage of the process and will be awarded subject to a grant being awarded by the Football Foundation.

7.3 A further application has been submitted to the Football Foundation for £464,000, this application is currently being reviewed by the funding organisation.

7.4 Hire charges for the Artificial Turf Pitch and Pavilion pricing policy has been designed to in keep with the cost of hire on similar local facilities and have been forecasted to increase with inflation. Partner Clubs will receive a discount on hire costs, as will Professional and Charter Standard Clubs. A further reduced hire rate will applied to club matches to allow for club and league match development in the Borough.

7.5 Cardinals in the Community will manage the facility and will offset the costs to run the facility with the hire chargers. There will be no net cost of running this facility to the Council.

8.0 Health and Wellbeing

8.1 This project will provide a high quality centre for community football development at Woking College, and provide a facility from which a range of community based sports, recreation and community activities can be delivered. The facility will support the health and wellbeing of local residents by providing an additional facility in Woking to increase participation in physical activity and social interaction.

9.0 Implications

Financial

9.1 During the development of Moor Lane S.106 equivalent contributions of £772,826 were included in the Private Finance Initiative social housing costs for the provision of sports facilities with a view to that supporting the 3G pitches to be built at Woking College. It is proposed that these funds be applied to the financing of the project leaving a balance of £1,265,504.

Woking College 3G Artificial Turf Pitch and Pavilion

- 9.2 If the Council is successful in securing grant finance from the Football Foundation (£464,000) and the London Marathon Trust (£150,000), a total of £614,000 the balance could be reduced to £641,504.
- 9.3 In order for this project to progress it is requested that it can be part funded by the Council by borrowing up to a maximum of £1,266,000 (effectively the balance of cost after allowing for the S.106 equivalent contribution from Moor Lane). If the grant applications are successful this borrowing requirement could be reduced to £642,000.
- 9.4 The Council will not incur any operating costs. The financing cost, over a 20 year PWLB Annuity, will be a maximum of £48,000 per annum which has been taken into account in the Medium Term Financial Strategy.
- 9.5 Woking College will not pay hire charges to use the facility as the academic institution is providing the land for the project to be built on.
- 9.6 Cardinals in the Community will not pay rent to manage this facility, they will have a full repairing lease as a charitable organisation under the Council's Community organisation rent policy. Income derived from the facility will be used to manage the facility and provide additional community / football development benefits.

Human Resource/Training and Development

- 9.7 Cardinals in the Community will work with Surrey FA and Partner Clubs to develop and deliver a range of football development courses and workshops including coaching, referee and safeguarding workshops to support the development of an inclusive football delivery workforce in Woking.

Community Safety

- 9.8 The 3G facility operating hours will be from 9am – 10pm. The facility will be locked at the end of the evening, it will be the responsibility of Cardinals in the Community to complete this task in accordance to the guidelines set out by Woking College.
- 9.9 The risk of antisocial behaviour and crime will be monitored and action taken to avoid or keep to a minimum.

Risk Management

- 9.10 Risk assessments will be carried out for this site and will form part of the sites Normal Operating Procedures.
- 9.11 Due to the high demand and need for clubs to access 3G Artificial Turf Pitches in the Borough, if a Partner Club no longer wishes to be a part of the project the hours of use will be available for another club whose outcomes are to deliver grassroots football in Woking.

Sustainability

- 9.12 Surplus income generated from this project will be ring fenced for grassroots football development.

Equalities

- 9.13 The design companies working on the facility design have ensured that the 3G Artificial Turf Pitch and Pavilion designs will allow accessibility to the facility.

Woking College 3G Artificial Turf Pitch and Pavilion

9.14 As outlined in the projects aims and objectives this project aims to reach a wide target audience including those from disadvantage backgrounds, women and girls, disabled people, young people.

Safeguarding

9.15 As the proposed facility will be built on an education site a safeguarding policy will be written as part of the Normal Operating Procedures for this site. Safeguarding will be discussed at every Steering Group meeting that will be attended by key partners.

9.16 Further policies such as a 'lost child policy' will be included in the Emergency Operating Procedures for this site.

9.17 All FA qualified football coaches, referees and volunteers are required to attend The FA Safeguarding Children Workshop. FA qualified football coaches, referees and volunteers are also required to renew their training every three years.

10.0 Consultations

10.1 Consultation on the project has taken place with local football clubs across the Borough and a Club forum was held jointly with the Surrey FA in July 2018 at Woking College.

REPORT ENDS

EXECUTIVE – 7 FEBRUARY 2019

CITIZENS ADVICE WOKING – BUSINESS PLAN

Executive Summary

At its meeting on 13 December 2018, the Executive received the applications for financial assistance from local voluntary and charitable organisations as part of the Community Support Scheme 2019/20. One of the applications received was from Citizens Advice Woking and an extract from the minutes of the meeting is set out below:

“13. CITIZENS ADVICE WOKING - APPLICATION FOR FINANCIAL ASSISTANCE EXE18-086

The Executive received a report which recommended that a significant level of support be continued for Citizens Advice Woking during the 2019/20 financial year, equating to £225,500, which was stated to be in addition to estimated rent for the office at Provincial House (£34,000), car park spaces (£18,000) and rate relief (£3,500). Woking Borough Council was stated to provide the highest amount of funding for Citizens Advice in Surrey, with Guildford approving a level equating to around half of Woking's contribution and Waverley agreeing a third. The Leader reported that the recommendation represented a reduction of £38,000 due to the user numbers reducing by 30% over the past year and the level of reserves held by the organisation.

Members of the Executive noted the excellent work undertaken by Citizens Advice Woking, along with the ongoing pressure on local authority budgets, the need for identifying savings, and improving its partnership working with the Council.

Councillor Lyons advised the Executive that the Centre was greatly concerned by the reduction proposed and that the resulting effects could include reducing the opening hours of the Town Centre office, including late night opening hours on Tuesdays; and the possible closure of the Guildford County Court Desk Helpdesk, all of which could require the Council to deal with emergency cases whilst the Centre was closed. Councillor Lyons reported that the funding reduction of £38,000 could require the Centre to lose skilled specialist staff from its payroll and asked for the grant to be approved as applied for.

The Leader summarised the views expressed and stated that Citizens Advice Woking should look to carry out more fundraising, which was undertaken on a larger scale by the other Centres in the County, and develop its working relationship with the Borough Council. Accordingly, it was agreed that the recommendation as set out in the report should be approved. The Leader further proposed that Citizens Advice Woking should be asked to prepare a business plan setting out how it would work more effectively with the Council. The Business Plan was to take into account the comments made by the Executive regarding improved partnership working with the Council and fundraising, and was to be submitted to the Council by Monday, 21 January 2019. The Business Plan would then be received by the Executive at its meeting on 7 February 2019.

The Leader proposed that Citizens Advice Woking should also be requested to submit an update report to the Council setting out its progress against the agreed Business Plan. The Executive would look to receive the update report at its meeting on 28 March 2018 and determine whether there was justification towards awarding the remaining £38,000 of grant funding. In order to ensure the Executive would be in a position to do so, it was recommended that the sum of £38,000 should be ringfenced in the Community Fund.

In addition, the Leader stated that a briefing would be arranged for Citizens Advice Woking on the objectives of the Sheerwater Regeneration Scheme and the benefits it would bring about for local residents.

Finally it was agreed that, in view of the level of support provided, Citizens Advice Woking would in future years be asked to complete the Council's application form with basic information and attach a comprehensive annual business plan setting out its priorities and plans for the year ahead.

RESOLVED

- That (i) core funding of £180,000 be awarded to continue to support the core service of Citizens' Advice Woking in 2019/20;
- (ii) funding of £11,500 be awarded to ensure the continuation of the Financial Capability programme in 2019/20;
- (iii) funding of £2,000 be awarded towards the costs of the Guildford County Court Help Desk in 2019/20;
- (iv) the Council continues to cover the service charge for the accommodation at Provincial House, which for 2019/20 will be circa £32,000;
- (v) Citizens Advice Woking be asked to submit a Business Plan to the Council setting out how it would work more effectively with the Council for consideration at the Executive on 7 February 2019, along with an update on progress against the Business Plan for receipt by the Executive at its meeting on 28 March 2019;
- (vi) the sum of £38,000 be ringfenced in the Community Fund until the Executive has determined whether the extra funding should be awarded to Citizens Advice Woking for the 2019/20 financial year;
- (vii) for future applications to the Community Support Scheme, Citizens Advice Woking be requested to complete the basic information within the Council's application form and attach an annual Business Plan setting out its priorities and plans for the year ahead.

Reason: To enable the organisation to provide its services to the residents of Woking."

On 18 January 2019, Citizens Advice Woking submitted its agreed Business and Development Plan 2018-21, which is attached to this report. In addition, the Organisation has prepared an Action Plan Supplement, as requested by the Executive, which has been produced to expand the Business Plan following the feedback received from the Executive in December 2018, which is also attached.

The Action Plan Supplement contains two appendices setting out firstly the proposed activities, along with who they should be carried out by and appropriate timescales; and secondly supporting data collated over a period of 17 working days setting out the Group's liaison with sections of the Council such as Housing Options, Housing Benefit and Council Tax.

If the action plan is approved by the Executive, Citizens Advice Woking has been requested to provide an update against the Business Plan which would be received by the Executive at its meeting on 28 March 2019, enabling the Executive to determine whether the additional ringfenced sum of £38,000 should be awarded towards the core costs of the Organisation for the 2019/20 financial year.

Recommendations

The Executive is requested to:

RESOLVE That

the action plan be approved.

Reasons for Decision

Reason: To further strengthen relationships between Citizens Advice Woking and Woking Borough Council.

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

Background Papers:	None.
Reporting Person:	Councillor David Bittleston, Leader of the Council Email: cllr david.bittleston@woking.gov.uk
Contact Person:	Sylvie Marshall, Community Development Manager Email: sylvie.marshall@woking.gov.uk , Extn: 3803
Portfolio Holder:	Councillor Ayesha Azad Email: cllrayesha.azad@woking.gov.uk
Shadow Portfolio Holder:	Councillor Liam Lyons Email: cllrliam.lyons@woking.gov.uk
Date Published:	1 February 2019



CITIZENS ADVICE WOKING

BUSINESS AND DEVELOPMENT PLAN 2018 - 2021



EXECUTIVE SUMMARY

Actions to be taken by the Trustee Board, Chief Executive Officer and Operational Manager during 2018 – 2021

- **To undertake to open at least one new outreach centre per annum to enable clients to access advice more conveniently**
- **To ensure two groups of six new volunteers are trained in each financial year**
- **To recruit new volunteers by advertising in the local press and attending community events**
- **To increase the numbers of clients visited at home by a home visiting caseworker**
- **To migrate emails to Office 365 to ensure greater security and accessibility**
- **To seek opportunities for funding for specific projects**
- **To hold two fundraising events a year**



Citizens Advice Woking Business and Development Plan 2018 - 2021

Introductory Summary

CAW is an independent registered charity, a company limited by guarantee and a member of national Citizens Advice. CAW offers an advice service to the residents of Woking and those who work in the Borough. The Borough has a population of more than 105,000 and continues to grow. CAW has prepared a Business and Development Plan to cover a 3 year period from April 2018. The aim is to demonstrate how it will cope with an increased demand for its service by maintaining and expanding the current operation. CAW needs to offer a service which is accessible to anyone who needs help and assistance and this accessibility should be offered in as many different ways as possible.

Statement of Purpose

CAW is committed to the membership of the national organisation and as a member is committed to providing free, independent, confidential and impartial advice to the residents of Woking and those who work in the Borough, on their rights and responsibilities. The aim is to provide advice to those who need it on the problems they face as well as to improve the policies and practices that affect their lives. CAW values diversity, promote equality and challenge discrimination.

CAW is able to provide this independent advice service with the support of its main funder, Woking Borough Council (WBC). CAW is grateful for this support but it is understood by both parties that the policies and practices of CAW are determined by CAW's Trustee Board and not influenced by its main funder. CAW's service is impartial. It is open to everybody, irrespective of ability, age, gender, gender identity, race, religion or belief, sexual orientation and social or economic status. A client can expect to receive advice and help on any subject without any preconceived attitude on the part of any member of staff or volunteer.

CAW is in a unique position to exercise influence both locally and nationally. It collates evidence of poverty, ignorance, injustice or inefficiency of administration which may be acquired through its research and campaigns work. This evidence will continue to be used both locally and nationally to influence change.

Development Aims

We need to expand our service to make sure it is accessible to anyone who needs it. We wish to offer additional outreach sessions in those areas of the Borough where a higher percentage of the population is living in poverty as statistics show more than half of clients prefer face to face advice. There is also an aging population who find it difficult to access the service at all so we are aiming to expand our home visiting service, not only to those who through age are unable to travel, but who may be vulnerable in some way. For those who are comfortable accessing the service in other ways we want to increase the numbers of calls answered through Adviceline as well as through other methods using advances in technology.

CAW has a dedicated team of volunteers and paid staff who work together to provide an excellent service. We need to continue to recruit volunteers if we are going to expand the service and commit to a training programme which will maintain the numbers required. Our team copes with an extremely high caseload and support clients who may have several issues and be very vulnerable. We need to ensure their wellbeing and they are able to cope with the demand.

CAW will not be able to do any of this without funding. The core funding levels from Woking B.C must be sustained but we cannot expect this to cover all our operating costs and development aims. Ways of finding alternative funding partners must be a priority as well as finding third party organisations to work on joint projects.



Action Plan 2018-21

A. Advice Services

Objective 2018-19	Activities	Timescale	Responsible	Monitor	2019/2020	2020/2021
1. Establish a new outreach service at a different location within the borough	1.1 Prepare a report on the most suitable location, incl. benefits of location, costs to CAW and accessibility for all.	April – June 2018	CEO		1 Evaluate the first 6 months of new outreach service 2 Prepare a report on the viability of opening a new outreach service	1 Analyse all outreach services and determine whether additional services are required
	1.2 Seek potential funding sources and prepare appropriate applications.	April – August 2018	CEO			
	1.3 Enter into hire agreement for premises.	August – September 2018	CEO			
	1.4 Recruit and train volunteers to be on the rota.	August – September 2018	Operational Manager			

	1.5 Publicise the new service	August – September 2018	Admin Officer			
	1.6 Open the service	September 2018	All			
	1.7 Monitor and report on the new service.	Trustee Board meetings	CEO			
2. To increase the number of calls answered by Adviceline Page 254	2.1 Prepare an analysis of the raw data of calls from Sept 2017 – Mar 2018 to identify possible trends and needs.	April – June 2018	CEO		1 Analyse the number of Adviceline calls from November 2018 to decide whether to continue with increased resources 2. Analyse whether additional resources should be used to increase access to clients through webchat and email	1 Determine whether additional resources are needed for Adviceline services
	2.2 Prepare training on the new Adviceline Platform	April – June 2018	Operational Manager/ Training Supervisor			
	2.3 Recruit additional volunteers to	April – June 2018	Operational Manager/ ASS			

	answer Adviceline calls.					
	2.4 Update the training programme for all new Trainees	July – October 2018	Operational Manager/ Training Supervisor			
	2.5 Introduce new weekly timetable for Adviceline with one supervisor and two general advisers on rota as identified at times of need.	November 2018	Operational Manager			
Page 295 To recruit and train 12 volunteers per financial year in 2 separate groups to become advisors	3.1 Write a recruitment policy which sets out the application and interview process for volunteers.	April – June 2018	CEO/ Operational Manager		1 Analyse whether recruiting 12 volunteers is feasible and whether there are resources to increase the numbers 2 Continue to recruit and train 12 volunteers 2 times a year	1 Analyse whether recruiting 12 volunteers is feasible and whether there are resources to increase the numbers 2 Continue to recruit and train 12 volunteers 2 times a year
	3.2 Advertise for new volunteers	May – July 2018	CEO/ Admin Officer			
	3.3 Interview	June 2018	CEO/ Operational			

	volunteers	ongoing	Manager/ Trustees			
	3.4 Set timetable for the training of 2 groups to commence training	August 2018	Training Supervisor			
	3.5 Update the Training and Development Plan	April – June 2018	Training Supervisor			
4. To expand the home visiting service Page 256	4.1 Write a home visiting policy to explain which clients can be visited at home and what services are offered	July – September 2018	CEO		1 Report on benefits or otherwise of home visiting service to clients. 2 Decide if levels are sustainable and whether it can be expanded	1 Report on benefits or otherwise of home visiting service to clients. 2 Decide if levels are sustainable and whether it can be expanded
	4.2 Prepare a budget on the cost to CAW of providing an increased service.	July – September 2018	CEO			
	4.3 Seek potential funding sources and prepare appropriate applications.	July – September 2018	CEO			

	4.4 Recruit and train advisers to become home visiting advisers.	September 2018 onwards	Training and Operational Manager			
	4.5 Update lone worker policy	June – July 2018	CEO			
5 To maintain Guildford County Court Help Desk Project	5.1 To seek potential funding sources and complete appropriate applications.	Ongoing	CEO		Seek potential funding sources and prepare appropriate applications.	Seek potential funding sources and prepare appropriate applications.
6. Introduce Ask Routine Enquiry Programme	6.1 Attend Ask Routine Enquiry Programme Training	April 2018	CEO/Operational Manager/Training Supervisor		1 To make CAW BSL friendly 2 make links with local Deaf support groups	Explore possibility of becoming a hate crime centre
	6.2 Arrange training session in house for Advice Session Supervisors	August 2018	CEO/Operational Manager/Training Supervisor			

	6.3 Arrange training session for all paid staff and volunteers	September 2018	CEO/Operational Manager/Training Supervisor			
	6.4 Implement Ask Routine Enquiry Programme into advice delivery service	October 2018	CEO/Operational Manager/Training Supervisor			

B. Research and Campaigns

Year 1 2018 -19	Objective	Action	Timescale	Responsible	Year 2 2019 - 20	Year 3 2020 - 21
Running a Research & campaigns Team	1 To allocate a specific Budget to the R&C Team to promote R&Cs amongst staff, volunteers and the wider community	1.1 Produce a six month budget to be submitted to the Trustee Board for approval to cover training, travel expenses, incentives and publicity	October 2018	Operational Manager	Review the effectiveness of the Budget spent October 18 – March 19 and prepare further 12 month budget proposal for 2019 – 20 by 30 th April 2019	Review the effectiveness of the Budget spent 2019 – 20 and prepare further 12 month budget proposal for 2020 - 21 by 30 th April 2020
Page 259		1.2 Upon receiving Board approval allocate the budget to be spent for the following six months as agreed by the R & C Team	March 2019	Operational Manager		
Evidence & Research	2 Induction Training Programme for Trainees and on-going training for advisers	2.1 Re-write current training programme for trainees	June 2018	Operational Manager and Training Supervisor	Review training programme for trainees June 2019	Review training programme for trainees June 2020
		2.1 Devise early doors training programme to update all advisers on R &Cs locally and nationally and how to write a good EF	October 2018	Operational Manager & Training Supervisor	Review whether any early doors sessions need to be provided during the year April 2019	

	3 Ensure all Advisers and paid staff contribute at least one EF in a 12 month period	3.1 Remind all staff in CAW News, team briefings, staff meetings and appraisals.	December 2018	CEO, Operational Manager and ASS	Ensure all Advisers and paid staff contribute at least one EF in a 12 month period	Ensure all Advisers and paid staff contribute at least one EF in a 12 month period	
Page 260	Campaigns	4 Devise and run a local campaign	4.1 Identify a local “emerging issue” and devise a campaign	June 2018	CEO, Operational Manager and R & C Team	Analyse the effectiveness of the local campaign, report on the results April 2019 Devise and run a local campaign June 2019	Analyse the effectiveness of the local campaign, report on the results April 2019 Devise and run a local campaign June 2020
			4.2 Implement the campaign	September 2018	Operational Manager		
	Involving clients and supporters	5 Ensure that more of our clients are aware of R & C work being done by CAW	5.1 Update website, Facebook and use twitter	Ongoing monthly	Operational Manager	Review effectiveness of social media on raising awareness of R&C work April 2019	
			5.2 Include at least one R & C update in CAW news	Ongoing weekly	Operational Manager		
			5.3 Update posters in waiting room and interview rooms	Ongoing	Operational Manager		
			5.4 Introduce a procedure for advisers to follow when there is	December 2018	Operational Manager		

		a call for evidence by CitA to ensure this is discussed with clients				
Influencing & Networking	6 Complete Stakeholder Analysis	6. 1Use CitA stakeholder tool to produce analysis	September 2018	CEO & Operational Manager	Update the stakeholders analysis April 2019	Update the stakeholders analysis April 2020
		6.2 Analyse the stakeholders to determine which relationships to pursue	December 2018	CEO & Operational Manager		
Communication	7 Improve use of social media	7.1 Update website, Facebook and use twitter	Ongoing monthly	Operational Manager		
Page 261		7.2 Include at least one R & C update in CAW news	Ongoing weekly	Operational Manager		
	8 Improve liaison with local newspapers/radio	8. 1Submit press releases regarding local and national campaigns	Ongoing	Operational Manager		

C Promoting Citizens Advice Working in the Community

Objective 2018-19	Activities	Timescale	Responsible	Monitor	2019/2020	2020/2021
1. To promote CAW in the community by attending one public event a quarter Page 262	1.1 Establish which public events are suitable for CAW to attend	April – May 2018	CEO		To promote CAW in the community by attending one public event a quarter	To promote CAW in the community by attending one public event a quarter
	1.2 Contact the organisers and arrange attendance	April – Ongoing	CEO			
	1.3 Plan what CAW will do at each event	April - ongoing	CEO			
	1.4 Recruit staff and volunteers to attend on behalf of CAW	April - ongoing	Operational Manager			
2. To build a relationship with the local press to report on CAW's work on local and national issues	2.1 Make contact with the Editors of the local newspapers	July – October 2018	CEO		To build a relationship with the local press to report on CAW's work on local and national issues	To build a relationship with the local press to report on CAW's work on local and national issues
	2.2 Submit press releases when there is a local or national campaign	Ongoing	CE/Operational Manager			

D Resources Strategy

i) Funding

Objective 2018-19	Activities	Timescale	Responsible	Monitor	2019/2020	2020/2021
1. To strengthen the partnership with CAW's main funder, Woking B.C, to enable delivery of the current service	1.1 Report quarterly on outcomes achieved by delivery of the service	June, September, December 2018 and March 2019	CEO		To strengthen the partnership with CAW's main funder, Woking B.C, to enable delivery of the current service	To strengthen the partnership with CAW's main funder, Woking B.C, to enable delivery of the current service
2. To secure funding for delivery of the Guildford County Court Help Desk	2.1 Complete and submit applications for funding to – a) Office of Police and Crime Commissioner b) Access to Justice Foundation	April 2018 October 2018	CEO		To secure funding for delivery of the Guildford County Court Help Desk	To secure funding for delivery of the Guildford County Court Help Desk
	2.2 Submit funding requests to Guildford and Woking B.C by providing up to date statistics on numbers of clients and outcome	April 2018	CEO			

	2.3 Explore options for further funding and submit applications as appropriate	Ongoing	CEO				
Page 264	3. To hold 2 fundraising events a year	3.1 Decide which events to hold, date and location	April 2018	Trustee Board/CEO		To hold 2 fundraising events a year	To hold 2 fundraising events a year
		3.2 Trustees to form a Fundraising subcommittee to organise and oversee events	May 2018	Trustee Board/CEO			
	4. To seek funding opportunities	Apply for new contracts where funding is available and where economically beneficial	Ongoing	Trustee Board/CEO		Apply for new contracts where funding is available and where economically beneficial	Apply for new contracts where funding is available and where economically beneficial

ii) People

Objective 2018-19	Activities	Timescale	Responsible	Monitor	2019/2020	2020/2021
1. To safeguard against work related stress caused by high workload and vulnerable clients	1.1 Undertake a risk assessment to identify the causes of work-related stress	April – June 2018	CEO		Determine what areas of support and training are required for staff and volunteers	Determine what areas of support and training are required for staff and volunteers
	1.2 Organise mental health training sessions for all paid staff and volunteers	July 2018	CEO			
	1.3 Arrange an off-site team building day for all paid members of staff to discuss ways to prevent stress and remain healthy.	December 2018	CEO			
2. To implement a plan for the training requirements of all paid staff and volunteers	2.1 Write a workforce development plan	January 2019	CEO/Operational Manager		1 Ensure workplace development plan is being followed 2 Put into action any areas of development required by staff	1 Ensure workplace development plan is being followed 2 Put into action any areas of development required by staff

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iii) Premises, Equipment, ICT

Objective 2018-19	Activities	Timescale	Responsible	Monitor	2019/2020	2020/2021
Page 266 1.To migrate CAW's email to Office 365	1.1 Obtain a proposal from Entegraty for the provision of the service	June 2018	CEO		To migrate further data to the cloud	To decide whether the current IT system is fit for purpose and what changes may be required
	1.2 Report to the Trustee Board and seek approval for the cost of the project	June 2018	CEO			
	1.3 Agree timetable for migration	July 2018	CEO/Operational Manager			
3. Update Health and Safety Executive Policy	3.1 Rewrite HSE Policy where necessary	August 2018	CEO			

E. Contingency Measures

Objective 2018-19	Activities	Timescale	Responsible	Monitor	2019/2020	2020/2021
1. Data to be backed up off site	2.1 Explore options and obtain quotes	June 2018	CEO			
	2.2 Agree on service provider and enter into contract	July 2018	CEO			

Citizens Advice Woking and Woking Borough Council Supplement to Citizens Advice Woking Business and Development Plan 2018 - 21

Introduction and Aims

As a result of feedback from the Leader of Woking Borough Council (WBC) and through further discussion with the President and Chair of Citizens Advice Woking (CAW) this Action Plan (the Plan) has been produced to expand the existing CAW Business and Development Plan 2018 - 2021 (BDP). The overall aims we seek to achieve:

- To further strengthen relationships between CAW and WBC and to detail plans about how it will work more effectively with Officers and Members
- Engage WBC with both the current and future Business Planning of CAW
- Create mutual opportunities to share knowledge about our advice and campaign work (for example the Sheerwater Regeneration Project)
- Report quarterly on the work, usage and value of the services provided by CAW
- Provide an effective means to achieve the additional grant shortfall of £38,000 and better inform future grant applications

As CAW already has a comprehensive BDP including existing relevant action areas this additional Plan has been produced to align with that existing framework and should be read in conjunction with CAW's BDP.

CAW BDP Highlights

The statement of purpose, aims and development of CAW includes these relevant areas and these are worth stressing in the context of the Plan and the discussions surrounding the Grant Application for 2019/20:

- CAW is committed to providing free, independent, confidential and impartial advice to the residents of Woking and those who work in the Borough, on their rights and responsibilities as well as to improve on the policies and practices that affect their lives
- CAW is able to provide this independent advice service with the support of its main funder, WBC
- CAW's service is impartial and open to everybody, irrespective of ability, age, gender, gender identity, race, religion or belief, sexual orientation and social or economic status

- CAW needs to expand its service to make sure it's accessible to anyone who needs it by offering additional outreach sessions in those areas of the Borough where a higher percentage of residents are facing financial difficulties and expanding home visits to those unable to travel or who may be vulnerable in some way
- Core funding levels from Woking B.C. must be sustained but we do not expect this to cover all of our operating costs and ways of raising additional funding is a priority

Supporting WBC Vision and Values

The overall aims and values of CAW align strongly to those of WBC including:

- achieving things and looking to improve; having a forward-thinking attitude; building on what is good today, and planning and working for the future
- housing as a priority area by the provision of housing caseworkers and Court Desk caseworkers to reduce rent arrears and help prevent homelessness
- providing welfare benefit and employment advice to the many people who both live and work in the Borough to assure their economic livelihoods and make Woking an attractive place to work
- to help improve the quality of life and mental wellbeing of the many residents who may struggle to find alternative means of advice and support

Conclusion

In order to decide what to include in the Action Plan we collected data on the numbers and types of contact with the various departments of WBC for 17 working days. The results of this are found at Appendix Two. This then helped us to produce an overall plan to ensure we achieved the aim of more effective working with the Officers and Members and WBC. This plan is found at Appendix One.

Charles Croker
Chair

Key

CAW Business and Development Plan 2018 – 2021

Action Plan

Appendix One – Relevant Sections of CAW’s BDP and the Action Plan

CAW Business and Development Plan		
D. Resources Strategy		
i) Funding		
Objective	Activities	Achievement to date
<p>1. To strengthen the partnership with CAW’s main funder, Woking B.C, to enable delivery of the current service</p>	<p>1.1 Report quarterly on outcomes achieved by delivery of the service</p>	<ul style="list-style-type: none"> ❖ Trustee Board Minutes and CEO Report submitted to Democratic Services Manager (every 2 months for 2018 – 19) ❖ CAW 2017 – 18 Annual Report circulated to all WBC members and senior Officers in November 2018 ❖ All WBC Members and Senior Officers invited to attend AGM in December 2018 ❖ WBC Member Observers invited to every Trustee Board Meeting, have all documents circulated with an open invitation to attend the CAW office at any time
Action Plan (the Plan)		
Proposed Activity	By Whom	Timescale
1.2 CAW to distribute Trustee Board Meeting Minutes and CEO Report to wider distribution list within WBC.	Leader of Council and WBC Chief Executive Officer to provide list to CAW CEO	List to be provided as soon as practical and before 1 st April 2019
1.3 CAW Chair and Leader of Council to meet every Quarter to discuss Trustee Board Meeting Minutes and CEO Report and other mutual topics	Chair CAW Leader of Council	Dates and times of Meetings to be mutually agreed before 1 st April 2019
1.4 CAW CEO to attend pre full WBC meeting to give a presentation on the work CAW is doing.	CAW CEO	CAW CEO to liaise with the Officer responsible for arranging the pre full WBC meeting
1.5 CAW CEO to be invited by WBC Overview and Scrutiny Committee once every 12 months to report on delivery of service	Chair O & S Committee CAW CEO	Date to be agreed in advance of timetable being set for O & S Committee in 2019/20

1.6 WBC Executive Committee to be invited to attend one or more advice sessions and to meet paid caseworkers to show how the service is delivered	CAW CEO to arrange with Executive Committee	Invitations to be sent by end of January 2019
1.7 To invite an Officer from one of the main departments (including from New Vision Homes) to attend an advice session and to meet with the relevant paid caseworkers to discuss ways of working together	CAW CEO to arrange with Officers and New Vision Homes team	Invitations to be sent by end of January 2019
CAW Business and Development Plan		
D. Resources Strategy		
ii) People		
Objective	Activities	Achievement to Date
2. To implement a plan for the training requirements of all paid staff and volunteers	2.1 Write Workplace Development Plan	Full details of all training courses for all volunteers and paid staff are recorded. Main training courses this year have been for Homelessness Reduction Act 2017, Universal Credit, Mental Health and ASK Re Programme
Action Plan (the Plan)		
Proposed Activity	By Whom	Timescale
2.2 Increase the knowledge of all paid staff and volunteers of key WBC strategic priorities, such as the Sheerwater Regeneration Project	WBC to invite paid staff and volunteers to any training sessions which will be of benefit and/or to arrange training where considered appropriate such training to be organised with CAW CEO	As and when deemed appropriate by WBC Members and Officers

CAW Business and Development Plan		
B. Research and Campaigns		
Influencing and Networking		
Objective	Activities	Achievement to Date
6. Complete Stakeholder Analysis	6.1 Use CitA stakeholder tool to produce analysis 6.2 Analyse the stakeholders to determine which relationships to pursue	Stakeholder Analysis carried out and WBC Members and Officers already identified as stakeholders.
Action Plan (the Plan)		
Proposed Activity	By Whom	Timescale
6.3 Identify key WBC Officers in each of CAW's main	CAW CEO	By the end of February 2019

advice areas to enable relationships to be built with CAW's relevant paid staff.	WBC Department Managers	
6.4 Arrange Quarterly catch up meetings between Officers and relevant paid staff to ensure more effective working	CAW CEO/Paid Staff WBC Department Manager	Dates for 2019 – 20 to be arranged by end of March 2019
6.5 CAW to arrange to undertake a structured approach to survey key WBC Officers and Members in respect of partnership and collaboration work to further develop the effective working between CAW and WBC	CAW CEO	September 2019

Appendix Two – Data collected over 17 working days (17th – 21st December and 2nd – 17th January 2019)

WBC Department			
Housing Options		New Vision Homes (Income Collection)	
Clients referred to CAW by WBC	7	Clients who had received letters from NVH advising them to contact CAW	2
Clients referred to WBC by CAW	2	New Vision Homes (Income Collection) Telephone calls/emails to and from NVH about clients	5
Telephone calls made by CAW to WBC to discuss clients' cases	2	New Vision Homes (Repairs)	3
Housing Benefit		Home visiting Caseworker	
Clients referred to CAW by WBC	1	Careline Referrals	20
Telephone calls made by CAW to WBC to discuss clients' cases	8	Home Independence Team	1
Telephone calls made by CAW to WBC to discuss	8		

clients' cases			
		Other	
Council Tax		Clients advised to contact CAW about variety of issues	6
Telephone calls made by CAW to WBC to discuss clients' cases	5		

Miscellaneous	
1 Housing Standards	Senior Housing Standards Officer contacted Housing Caseworker by email to say she had advised 6 individual tenants of a House in Multiple Occupation to contact her to help them apply for Rent Repayment Orders
2 Housing Options Officer	Officer contacted Housing Caseworker to advise that 2 new members of staff were joining the their team in January 2019 and would she be able to talk them through the eviction process
3 New Vision Homes	All letters sent to tenants who are in arrears say "you can obtain free impartial advice from local citizens advice on 01483 541646 (Court Help Desk telephone number)
4 Family Support Programme	Caseworker from FSP contacted Housing Caseworker about vulnerable family in rent arrears, with benefit problems and multiple debts, to ask if it would be possible to make an appointment for her to bring client to CAW as she needed help to support them
5 Homelink Manager	The newly appointed Homelink manager contacted Home visiting caseworker to ask if her and Julie Meme from WBC could meet with her to discuss joint working

EXECUTIVE – 7 FEBRUARY 2019

WOKING BLACKHAWKS BASKETBALL CLUB – APPLICATION FOR FINANCIAL ASSISTANCE

Executive Summary

The Woking Blackhawks Basketball Club was formed in 1982. The Youth section was formed in 1999 and the Club aims to provide a nurturing, safe but competitive basketball environment in which young people (boys and girls from age 7 to 17) can become the best they can be in terms of skills, fitness, judgement, intellectual and emotional intelligence.

The Club has submitted an application for funding of £8,000, comprising £7,500 capital funding to improve the current website and £500 to cover the cost of hosting the website, its maintenance and IT support for the year. The Club's ambition is to create a website which will provide clear information for visitors that will lead to increased membership, which will help cover their running costs. The new website will be easily accessible via smart phones and tablets, and will provide the Club with valuable Google analytics, a dramatic improvement in communication thus saving countless volunteer hours on responding to routine queries.

The young people who are members are provided with opportunities to engage in a sport that can give them purpose and satisfaction of achievement, and improve skills in teamwork and social situations, as well as handling disappointments or setbacks such as injuries. The Club has become a lifestyle for many families as parents can often become volunteers and their children can develop an ongoing interest in playing basketball.

The Club enables young people to become valuable members of society along with happy memories and lifelong skills. In view of the strong community work undertaken by the Club, it is proposed that the Council provides a one-off capital grant of £7,500 during 2019/20 towards the cost of the new website. The Council would normally limit its support to 50% of the costs of a capital project. In this case, however, it is felt that the project warrants a 100% grant in view of the value the Club brings to the Borough and its financial position. It is recommended that the request for revenue support of £500 is not supported.

The capital funding will be met from the Council's Community Fund.

In considering the application, it is noted that the Club has not registered as a Charity. By law, a Group must be registered with the Charity Commission if it is a charitable incorporated organisation (CIO) or its annual income is more than £5,000. In view of this, it is proposed that a condition is added to the award advising the Group to seek Charitable status. Assistance from Officers at Woking Borough Council will be available if required.

Recommendations

The Executive is requested to:	RESOLVE That funding of up to a maximum of £7,500 be agreed from the Council's Community Fund towards the new website costs for the Woking Blackhawks Basketball Club for 2019/20.
Reason for Decision	To enable the Club to attract new members by improving the accessibility of its website.
Legal Authority	S19 (Misc. Provisions) Local Government Act 1976
Conditions	Accounts. The Organisation must submit audited accounts for the

Woking Blackhawks Basketball Club – Application For Financial Assistance

year in which the grant is awarded, including an income and expenditure account and balance sheet. Please note that accounts for other years may also be required.

Monitoring Information. The Organisation must submit monitoring information as a measure of its achievements. Failure to provide details will jeopardise the award. E-mail requests will be sent to the applicant on a quarterly basis.

Publicity. Where possible, the Organisation is required to publicise the support received from Woking Borough Council, including on all literature and leaflets produced.

Payments. Unless exceptional circumstances exist all invoices must be received quarterly with details of the costs incurred and monitoring information for the previous quarter.

Payment Period. Final quarter claims must be made by the second week in March. Unclaimed awards will not be available at a later date unless exceptional circumstances can be demonstrated to the Council before the end of the award year.

Joint Working. WBC expects the Organisation to engage positively on health and wellbeing multi-agency joint work affecting Woking. Groups which refuse may place their Council support at risk, e.g. grant, concessionary rent and other assistance.

The organisation is to liaise with Woking Borough Councils' Marketing Communications team and positively engage using the hashtag of #WeAreWoking.

Invoices / Receipts. In order to claim an element of the funding, the Organisation must submit paid invoices or receipts relating to equipment purchased or services provided.

Charitable Status. In view of the Club's level of income (above £5,000pa), the Club is advised to apply for charitable status. Assistance will be provided by Woking Borough Council's Community Support team if required.

Venue Hire. Woking Borough Council has a duty to ensure that publicly-owned venues and resources do not provide a platform for extremists and are not used to disseminate extremist views. This duty extends to organisations that work with the local authority so this includes recipients of any grants from Woking Borough Council. If you hire out your venue/s you should ensure you have good processes in place for record keeping and checking if they are an appropriate group to be making the hire arrangements. The following are some of what should be considered:

- Basic details should be recorded to include speakers address, mobile phone number & organisation details.
- Has the identity of the speaker been confirmed & is their organisation bona fide? Are they known to you?
- Is the speaker from the area? Are they UK citizens or from overseas & will they travel specifically for this event?
- Consider checks on the internet to confirm the status of speaker to include website, YouTube or social media sites.
- How many people are likely to attend (check previous or similar

Woking Blackhawks Basketball Club – Application For Financial Assistance

	events either locally or online).
Performance Indicators	Publicity. The Organisation to advise how the Council's support has been publicised over the last quarter. Statement of Use. The Organisation to provide a statement stating the use to which the grant money has been put.

The Executive has authority to determine the above recommendations.

Background Papers:

2019/20 Application Form.

Reporting Person:

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Contact Person:

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Shadow Portfolio Holder:

Cllr Liam Lyons
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Date Published:

1 February 2019

Woking Blackhawks Basketball Club – Application For Financial Assistance

1.0 Summary of Application	
1.1 Status and Aims	The Woking Blackhawks Basketball Club was formed in 1982. The Youth section was formed in 1999 and the Club aims to provide a nurturing, safe but competitive basketball environment in which young people (boys and girls from age 7 to 17) can become the best they can be in terms of skills, fitness, judgement, intellectual and emotional intelligence. There are also pathways into senior teams, regional, national and academies for progression into professional basketball.
1.2 Employees	None.
1.3 Volunteers	40, whose activities include the Chairman, Secretary, Head of Youth, Head of Senior Men, Head of Senior Ladies, Head of Girls, coaches at various levels, team managers, table officials, referees and statisticians.
1.4 Clients/Users	None.
1.5 Members	<p>205, comprising:</p> <ul style="list-style-type: none"> 160 male 45 female 10 disabled 20 ethnic minority 170 resident in Woking 14 aged 6-10 91 aged 11-18 100 aged 19-65 <p>Junior membership fees range from £288 per annum for girls to £508 per annum for boys. Senior membership fees are £432 per annum.</p>
1.6 Sum Requested	<p>£7,500 (Capital)</p> <p>£500 (Revenue)</p>
1.7 Project	<p>The Group wishes to create a new website as the current one has long outlived its capability, due to the Club growing beyond anyone's expectations.</p> <p>Feedback from parents is that they avoid using the current website because the interface does not scale well to tablets or smart phones. Also that it is not easy to navigate and very difficult to find useful information.</p> <p>This results in lost opportunities for new members, which reduces the Clubs presence in the basketball world and deprives them of funds (via annual membership fees – their staple income).</p> <p>They have contacted various providers and the quotes have come in at £6,000, £7,500 and £9,500 for very similar requirements not least adherence to GDPR and other safeguarding measures.</p> <p>The Club considers this to be a capital investment with a 10-year</p>

Woking Blackhawks Basketball Club – Application For Financial Assistance

	<p>depreciation period.</p> <p>There will also be ongoing hosting, maintenance and support costs to the tune of £500pa.</p>
1.8 Cost breakdown:	<p>Website design and development: £7,500</p> <p>First year hosting, maintenance and support: £500</p>
1.9 Community Benefit	<p>Those who benefit are all members and potential basketball players, male, female and disabled, 7 to 49 years old.</p> <p>The Club has created a very healthy community spirit in Woking and with their teams and individuals representing the Borough in various competitions both locally and regionally.</p> <p>The Club reaches out to primary and secondary schools by hosting taster sessions with Club Coaches.</p>

2.0 Financial Background	
2.1 Budget	<p>At the time of the application, the Group held £12,800 in the bank.</p> <p>There are no reserves, however during 2018 it was agreed that 10% of profit from each section of the Club would go into the reserves.</p> <p>The Group has submitted a budget for 2018/19 (the budget for the year the application is for is not available) which shows an income of £51,605 against an expenditure of £50,172, resulting in a surplus of £1,433.</p> <p>The income includes registrations (£2,720), subs (£48,204) and games (£681). Items of expenditure include court hire (£22,970), games (£10,885), equipment (£700), coaching fees (£5,760), kit (£1,190) and training courses (£1,750).</p>
2.2 Accounts	<p>The Group has submitted accounts for 2017/18 which show an income of £66,943 (£68,855 in 2016/17) against expenditure of £59,239 (£69,369 in 2016/17), resulting in a surplus of £7,703 (a deficit of £513 in 2016/17).</p>
2.3 Support over the past five years	<p>The Council has subsidised the court fees once (in 2017).</p>

3.0 Assessment of Application		
3.1 Key Information	<ul style="list-style-type: none"> ○ Constitution ○ Registered Charity ○ VAT Registered ○ Equal Opportunities Policy ○ Safeguarding Policy ○ Reserves Policy 	<p>Yes</p> <p>No</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>

Woking Blackhawks Basketball Club – Application For Financial Assistance

	<ul style="list-style-type: none"> ○ Quality Mark ○ Other funding sources pursued ○ Other support by the Council ○ Fundraising ○ Two quotes ○ Regular monitoring provided previously 	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>N/A</p>
<p>3.2 Consultee Comments</p>	<p><u>Sylvie Marshall, Community Development Manager</u></p> <p>Woking Blackhawks are a competitive basketball club which provides a space in which young people (boys and girls from age 7 to 17) can build skills, fitness, judgement, intellectual and emotional intelligence through sport.</p> <p>The Group has requested funding to create a new website that is easily accessible from tablets and smart phones to make access easier for parents but also to stop this being a barrier to sourcing new members and revenue.</p> <p>In order for the Club to continue to grow, we would recommend that the Community Fund request of £7,500 be granted for the design and build of a new website. However, I do not support the Revenue request of £500 for the on-going maintenance and support costs of the website.</p>	
<p>3.3 Assessment</p>	<p>The Woking Blackhawks Basketball Club was formed in 1982. The Youth section was formed in 1999 and the Club aims to provide a nurturing, safe but competitive basketball environment in which young people (boys and girls from age 7 to 17) can become the best they can be in terms of skills, fitness, judgement, intellectual and emotional intelligence.</p> <p>The Club has applied for a capital grant of £7,500 to improve the current webpage with the ambition on providing clear information for members that will lead to increased membership, which will help cover their running costs. The Club has also applied for revenue funding of £500 to cover the first year's running costs of the website</p> <p>At the moment, there are no figures reported on visitors to the site or what information they try to access. The new website will provide the Club with valuable Google analytics, dramatic improvement in communication thus saving countless volunteer hours on responding to routine queries.</p> <p>The Club works alongside Surrey Scorchers, the professional basketball club playing in the top league in the Country (British Basketball League, BBL), and the Red Star Belgrade, with a few of the Clubs' players attending camps in Belgrade and one of its coaches being invited to Woking camps when financially possible.</p> <p>The applicant has stated that not every child from the Club will become a professional or a Team GB player however the Club does offer opportunities to engage in a sport that will give them purpose and the satisfaction of achievement as well as handling disappointments or setbacks (e.g. injuries) and being useful individuals in team and social situations. The Club has become a lifestyle for many families as it is often for parents to become volunteers and for some, basketball</p>	

Woking Blackhawks Basketball Club – Application For Financial Assistance

players.

The Club prides itself in seeing young people develop into valuable members of the society and providing them with happy memories and lifelong skills.

Woking Blackhawks enables young people to become valuable members of society along with happy memories and lifelong skills. In view of the strong community work undertaken by the Club and its financial position, it is proposed that the Council provides a grant of up to £7,500 for the coming year towards the cost of the new website. It is further recommended that the request for revenue funding of £500 is not supported.

The capital funding will be met from the Community Fund.

It is proposed that a condition is added to the award advising the Group to seek Charitable status. Assistance from Officers at Woking Borough Council will be available if required.

REPORT ENDS

EXECUTIVE – 7 FEBRUARY 2019

MONITORING REPORTS - PROJECTS

Executive Summary

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

This report details the status of projects as at the end of December 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 schedule 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 to do so. 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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Portfolio Holder: Councillor David Bittleston
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Shadow Portfolio Holder: Councillor Ann-Marie Barker
Email: cllrann-marie.barker@woking.gov.uk

Date Published: 1 February 2019

1.0 Introduction

- 1.1 Attached at Appendix 1 is the report on projects at the end of December 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 report next time it is published, as no further reporting is required on projects that have been formally closed.

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. 10897. Redevelopment of Unit 21 - 27 Commercial Way. No change since the exception report at 5/02/2015 Executive.
- 2.5 Project No. 10906. Sheerwater Link Road. No change since the exception report at the 21/07/2016 Executive.
- 2.6 Project No. 10911. Goldwater Lodge Fire Reinstatement Works. No change since the exception report at the 21/07/2016 Executive.
- 2.7 Project No. 10929. Muslim Burial Ground Peace Garden (Phase 2). No change since first on the exception report at 10/09/2015 Executive.
- 2.8 Project No. 10930. Goldsworth Park Rec Public Toilets. No change since first on the exception report at 4/02/2016 Executive.
- 2.9 Project No. 20061. Export House - WC and Lift Lobby Upgrade - Floors 2-14. No change since first on the exception report at 11/02/2018 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. 20162. Loop Road Car Park Resurfacing. The project is over budget firstly because the initial contractor appointed withdrew and another contractor had to be appointed at a greater price. Secondly, once works began the contractors encountered difficult ground conditions which required more earthworks than anticipated at an additional cost.

3.0 Implications

Financial

3.1 No implications. The project listing includes costs related to each project.

Human Resource/Training and Development

3.2 No implications.

Community Safety

3.3 No implications. Community Safety is considered for every project as part of Project Workbook completion.

Risk Management

3.4 No implications. Risk management is considered for every project as part of Project Workbook completion. The SharePoint system also enables risks to be captured and managed by the project manager for each project.

Sustainability

3.5 No implications. Sustainability is considered for every project as part of Project Workbook completion.

Equalities

3.6 No implications. Equalities is considered for every project as part of Project Workbook completion.

Safeguarding

3.7 No implications.

4.0 Consultations

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

REPORT ENDS

Project Report (as at end of December 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	Geoff McManus	1/8/07	30/4/09	31/3/21	£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 alongside signage at Brookwood Farm SANG. <u>Project is amber for schedule as work to complete the signage was delayed while awaiting a decision on Hoe Valley Enhancement Scheme.</u>	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	1/1/07	1/12/08	1/12/17	£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. 147 private sale homes have now been completed. <u>Project is amber for budget as although construction is complete, advisors are still required for outstanding issues. 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	2/1/05	31/12/10	31/3/18	£4,420,000	£4,489,107
10297	Local Development Framework	Green	The Development Management Policies DPD has now been adopted and is now part of the Development Plan for the area. The timetable for the site allocations DPD was approved by Council on the 18th October and is now in the website. The DPD has been considered by the LDF Working Group and Council and was published for regulation 19 consultation, which ended on 17th December 2018. It is anticipated that the DPD will be submitted to the Secretary of State by July 2019 subject to Council considering representations to regulation 19 consultation.	Green	Green	Green	Green	Ernest Amoako	Douglas Spinks	1/4/10	1/12/14	31/3/19	£389,550	£378,704

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10840	Goldsworth Park Recreation Ground and Lake Improvements- Feasibility Study	Green	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 from the Community Association before proceeding with the rest of the design proposal.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	1/1/15	31/7/15	31/3/20	£11,434	£2,095
10865	SharePoint Implementation	Green	The scope of this project has been extended to enable a full upgrade and migration to SharePoint 2016. This has enabled significant enhancements to be made. The migration is now complete.	Green	Green	Green	Green	Pino Mastromarco	Adele Devon	1/8/12	28/9/13	31/12/18	£845,145	£791,672
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	Amber	Green	Amber	Arran Henderson	Geoff McManus	1/9/12	1/12/13	1/12/17	£14,000	£10,789
10881	Civic Offices Accommodation Strategy	Red	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	Red	Amanda Jeffrey	Douglas Spinks	1/10/12	31/8/13	31/3/17	£275,000	£276,751

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	Red	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 red 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.</u> The project manager has applied for a time extension.	Green	Amber	Green	Red	Katherine Waters	Geoff McManus	1/4/16	31/10/17	31/5/18	£600,000	£525,801
10923	Woking Park Play Area	Amber	Park is complete and opened in December 2014. <u>Project is amber for issues as there are some outstanding issues that need to be resolved.</u> Work has begun to address these issues.	Green	Amber	Green	Green	Arran Henderson	Geoff McManus	1/5/14	30/9/14	31/12/19	£650,000	£623,104
20012	Parking Notice Processing and Permit System Procurement	Red	The new system is now live. <u>The project is red as closure has been delayed while waiting for the invoice from the contractors.</u> This invoice has now been received and the project is now ready to close.	Green	Green	Green	Red	Geoff McManus	Douglas Spinks	20/10/15	30/3/16	31/3/18	£17,500	£14,250
20019	Heather Farm SANG	Green	Land has been leased to the Council and leased back to Horsell Common Preservation Society to manage site as a Suitable Alternative Natural Green Space (SANG). All the financial and legal requirements have been completed. The SANG opened in January 2016, but the delivery of the SANG proposals will continue for the next five years.	Green	Green	Green	Green	Ernest Amoako	Douglas Spinks	31/10/14	31/10/19	n/a	£1,749,856	£1,707,071
20027	MWE Depot Boiler Replacement	Red	<u>Project is red as has been delayed due to lack of resources.</u> Project is now delayed until after winter 2018/19.	Green	Green	Green	Red	David Loveless	Douglas Spinks	19/6/15	30/10/15	30/10/17	£50,000	£1,806
20034	Integra Upgrade	Green	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.	Green	Green	Green	Green	Chris White	Leigh Clarke	1/4/15	30/9/15	31/3/19	£110,000	£101,813

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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	Julie Meme	31/12/12	31/12/17	31/3/19	£690,000	£598,289
20042	Sutton Green Flood Alleviation Investigation	Amber	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. <u>Project is amber due to delay in closure.</u>	Green	Green	Green	Amber	Katherine Waters	Geoff McManus	31/10/14	31/12/16	30/4/18	£40,200	£39,971
20067	Developing a favourable Conservation Status Licence	Green	The project is working closely with Natural England. The Council's Strategic Organisational Licence, issued by Natural England, was renewed in autumn 2018. Year three habitat improvement works are commencing in January 2019. Annual surveys have been undertaken.	Green	Green	Green	Green	Tracey Haskins	Ray Morgan	31/8/15	31/3/21	n/a	£105,000	£97,931
20075	Corporate Website Redevelopment	Red	The new website went live on 14th November. Some areas remain that need to be migrated from the old website, this work will be complete in March and the project will then be ready to close. <u>The project is red as overschedule as the migration from the historic website has taken longer than anticipated. This is largely because most teams across the organisation needed to provide information for the migration, and the project team needed to work around their competing priorities.</u>	Green	Green	Green	Red	Andrew Gresham	Adele Devon	1/11/16	31/7/17	31/3/18	£94,375	£73,788
20076	Woking Park Tennis Court Improvements	Red	Works have been completed but there are still a few snagging items remaining. <u>Project is red for schedule as contractors won't be able to paint the lines on the court until after the winter.</u> This will mean that the courts will need to be closed again in April/May 2019. Project manager has applied for a time extension.	Green	Green	Green	Red	Michelle Melia	Emma Louise-Webb	1/9/18	30/11/18	n/a	£143,039	£72,812

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	1/12/15	31/3/16	31/8/16	£20,000	£0
20118	Bats Conservation	Red	Project is red for issues as Natural England have reprioritised and cannot offer full support for the <u>scheme</u> . They are now only able to assist in an advisory role for a more local scheme to be determined by Woking Borough Council. Project Manager is currently working on plans for this.	Green	Red	Green	Green	Lara Beattie	Ray Morgan	1/11/17	31/12/20	n/a	£145,000	£0
20120	Rainwater Gardens	Green	Contractor due to be appointed shortly and works to begin on site in February.	Green	Green	Green	Green	Lara Beattie	Ray Morgan	1/6/18	31/3/19	n/a	£50,000	£540
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> Project is now ready to close.	Green	Green	Amber	Red	Frank Jeffrey	Peter Bryant	8/1/17	31/1/18	n/a	£19,000	£19,700
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 new bust stop and link road footway works, is now complete.	Green	Green	Green	Green	Faouzi Saffar	Ray Morgan	1/6/16	31/12/20	n/a	£23,444,000	£16,946,031
20126	Leisure Centre - Upgrade of external cladding	Red	Works are due to commence at the end of January. <u>Project is over schedule due to delay in getting the project approved.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	1/10/16	31/3/17	31/10/17	£50,000	£2,580
20127	Pool in the Park - Treatment of external structural elements	Red	<u>Project is red for schedule as after this project commenced issues were found with the flume tower project that resulted in a full structural survey of the building. Following this survey this project will be incorporated into a larger structural repair project.</u> This project now needs to be closed.	Green	Green	Green	Red	David Loveless	Douglas Spinks	1/10/16	31/3/17	31/10/17	£75,000	£0

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20133	Pool in the Park - Replacement Roof Phase 3	Red	The existing mechanical plant has been removed from the roof. The roof repair works commence on Monday 21st January and the mechanical plant will be reinstated in March. A mechanical and electrical upgrade design needed to be finalised prior to this project commencing. Project is red due to delays caused by this issue.	Green	Green	Green	Red	David Loveless	Douglas Spinks	1/10/16	30/4/17	31/10/17	£125,000	£3,245
20134	Pool in the Park - Replacement Roof Phase 4	Red	Works began on site in January and will be complete by end of March. This project has been linked to an mechanical & electrical upgrade, the design of which needed to be finalised prior to this project commencing. Project is red due to delays caused by this issue.	Green	Green	Green	Red	David Loveless	Douglas Spinks	1/10/16	1/10/16	31/10/17	£75,000	£4,550
20140	Woking Gateway	Amber	The procurement process is complete and the development agreement has been signed with the developer. Project is amber as over budget as decision was made to increase the spend on the event launch. Project is now due to close.	Green	Green	Amber	Green	Chris Norrington	Douglas Spinks	1/10/16	31/7/17	31/1/19	£75,000	£84,913
20146	Leisure Lagoon Modernisation	Red	Works are progressing on site. Flumes are being installed but installation has been delayed while completing extensive concrete repairs. The project is red for schedule because of the time needed to complete the concrete repairs and a delay in agreeing the terms of the loan between WBC and Freedom Leisure. The terms of the loan have not yet been agreed.	Green	Amber	Green	Red	David Loveless	Ray Morgan	1/6/17	30/4/18	n/a	£800,000	£0
20149	Play Area and Skate Park Repairs	Green	Skate Park repairs, play area fencing replacement and removal of redundant equipment at Byfleet Rec have been completed. Remaining skate park works are due to take place in the spring.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	1/5/17	31/7/18	31/5/19	£127,000	£64,455
20150	West Byfleet Play Area Improvements	Green	Supplier has been selected through a tender process. The proposed scheme was presented to the public week commencing 14th January and comments were invited, this consultation will close on the 27th January. It is anticipated that the works will be completed on schedule.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	1/5/17	31/10/17	30/6/19	£35,000	£0

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20159	Turf and Drainage Improvements at St Johns Lye Cricket Pitch	Green	Initial drainage work completed and further assessment required this winter. Cricket outfield work took place throughout the summer with final works due this spring.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	25/3/18	31/10/18	31/7/19	£21,225	£9,275
20160	Car Park Enhancement	Green	Hardware was installed last year, but this project has been delayed due to available staff resources and work needed to complete the closure of the red car park. Work on this project will begin again shortly and is now due to be completed at the end of the summer. A time extension request has been submitted.	Green	Green	Green	Green	David McKie	Geoff McManus	9/7/18	30/4/19	n/a	£36,250	£0
20168	Queen Elizabeth Gardens Lighting Column Replacement	Red	Project is now complete. <u>Project is red for schedule as lead times for supply of lamp columns were longer than anticipated, and due delay in closure.</u> Project is now due to be closed.	Green	Green	Green	Red	Arran Henderson	Geoff McManus	1/8/17	31/3/18	n/a	£15,000	£7,938
20169	Alternative Premises Plan	Green	Modifications to the Upper Gallery are now complete. Equipment has been installed and tested. This means that the Council has an enhanced level of resilience and can use the Upper Gallery at short notice as a command centre, with full access to data, should the Civic Offices be lost for any reason. The final element of the project that is outstanding is a feasibility study to determine the viability of locating a generator on-site.	Green	Green	Green	Green	Pino Mastromarco	Adele Devon	1/4/18	31/5/18	31/12/18	£16,428	£14,823
20171	Queen Elizabeth Gardens drainage and landscaping	Green	Initial works have been completed. However, some further works are required to properly reinstate the area following the dry summer in 2018. We anticipate that this work will be completed in the Spring.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	1/3/18	31/7/18	31/5/19	£21,500	£10,581
20172	Open Housing Implementation	Green	Project is to replace the Capita Academy Housing System with Capita Open Housing. This will bring all Housing Management data together in one database and increase self service and mobile working. There are several modules included in this work. Work has begun to implement the Housing Management module. 75% of work has been done to gather requirements and map as is processed, and over 50% of system configuration is complete for the module.	Green	Green	Green	Green	Alison Cornacchia/Adele Devon	Ray Morgan	1/8/18	31/3/20	n/a	£500,000	£106,087

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20179	Celebrate Woking 2018-19	Green	All the events were delivered within budget. The Woking Food and Drink Festival has won another award. Planning for the 2019 programme is underway.	Green	Green	Green	Green	Riette Thomas	Douglas Spinks	1/1/18	31/3/19	n/a	£150,000	£62,306
20180	Best Bar None 2018	green	The Best Bar None scheme is complete, with 17 venues gaining accreditation. Project now ready to close.	Green	Green	Green	Green	Chris Norrington	Douglas Spinks	1/3/18	30/11/18	n/a	£17,500	£0
20184	Community Meals Office Relocation	Green	Project substantially complete, and staff are now working from the new location. There is a small amount of ICT work to complete before the project can close.	Green	Green	Green	Green	Stephen Petford	Douglas Spinks	31/8/18	31/10/18	31/12/18	£29,123	£26,025
20185	Careers Fair	Red	The Careers Fair took place in April, there were 48 exhibitors promoting career opportunities in the borough. We had 325 attendees. <u>Project is red due to delay in closure.</u>	Green	Green	Green	Red	Chris Norrington	Douglas Spinks	1/1/18	30/4/18	n/a	£12,920	£12,605
20188	Community Matters Partnership Project	Amber	The project is progressing well. There was a successful launch event in January 2018 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 took place in July at Brockhill. <u>The project is amber as over budget due to a contractor being required for longer than planned</u> . Project is now complete and ready close.	Green	Green	Amber	Green	Sylvie Marshall	Ray Morgan	1/5/17	31/3/21	n/a	£16,700	£18,732
20192	Flexiroute Development	Red	Project is complete. <u>Project is red due to delay in closure.</u>	Green	Green	Green	Red	Stephen Petford	Ray Morgan	29/7/18	31/8/18	30/11/18	£5,705	£5,705
20193	Egress Implementation	Green	Egress is a system that ensures data security on emails. The system is being installed in late January. After that there will be a period of set up and familiarisation before going live before the end of the summer.	Green	Green	Green	Green	Jamie Archer	Adele Devon	20/8/18	31/8/19	n/a	£86,265	£0

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20194	Entitledto Software Implementation	Green	Project is to implement Entitledto software which provides a standardised framework for Officers to confidently and efficiently complete robust affordability assessments for housing customers. System has been purchased and rolled out. The first module started being used at the end of August, and so far the feedback has been very positive. The second and final module is not yet live, but is due to go live in the spring.	Green	Green	Green	Green	Jacqui Dixon	Neil Coles	20/8/18	31/7/19	n/a	£4,100	£4
20196	Remote Working for Uniform	Green	Idox are currently scoping our system to facilitate linking apps to database, software is due to go live at the end of January. Sample hardware devices are being trailed.	Green	Green	Green	Green	David Edwards	Douglas Spinks	17/10/18	31/5/19	n/a	£33,480	£6,475

Projects at Practical Completion

1062	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	24/5/10	30/11/10	31/12/10	£35,000	£34,621
10634	Hoe Valley Main Scheme Construction Phases	Green	The defect and maintenance period has now expired on the Hoe Valley and the project has now entered the 12 year liability period and the Environment Agency has taken over the liability for the flood defence maintenance. The general park area is now included within the Council's public realm contracts.	Green	Green	Green	Green	Mark Rolt	Ray Morgan	6/7/10	31/12/15	n/a	£43,700,000	£23,830,014
10680	Horsell Village Improvements-Implementation Stage	Red	All the landscape and construction work has been completed and is now fully operational. There are ongoing issues associated with the original construction work to the community buildings which is now being dealt with under defect liability at the contractor's own cost. The project is red due to these schedule and budget implications.	Amber	Amber	Red	Red	Mark Rolt	Ray Morgan	1/7/12	1/12/13	31/8/14	£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. Project is red as WBC and Freedom leisure are currently in discussions about what proportion of the project they should pay.	Green	Green	Red	Green	David Loveless	Douglas Spinks	1/11/11	30/4/13	n/a	£1,565,047	£1,664,753

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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. Project can now be closed.</u>	Green	Green	Amber	Amber	Zafar Iqbal	Ray Morgan	12/3/12	31/3/14	30/9/15	£166,786	£166,863
10874	Rhoda McGaw Theatre Refurbishment Phase 1	Amber	All works are complete. Project is amber due to <u>an overspend. Discussions with the consultant and contractor are underway to establish the specifics.</u>	Green	Green	Amber	Green	David Loveless	Rose Blackley	1/1/13	1/12/13	n/a	£328,000	£340,122
10886	St Johns Memorial Hall	Amber	Hall has been delivered to stakeholders. Snagging in progress and final account being agreed. <u>Remains amber due to timescale for snagging.</u>	Green	Green	Green	Amber	Mark Rolt	Ray Morgan	1/7/12	30/4/13	31/5/14	£1,727,132	£1,798,529
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	1/10/12	31/3/13	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. Project is also slightly over budget. Project is in retention.</u>	Green	Green	Amber	Red	Pino Mastromarco	Ray Morgan	1/12/12	31/8/13	n/a	£2,250,000	£2,267,149
10906	Sheerwater Link Road	Red	Project is complete and the road was open to traffic in December 2013. <u>Project is red due to delay in completion of the main snagging items. Project is also over budget due to unforeseen remediation works. Project is now in retention.</u>	Green	Green	Red	Red	Pino Mastromarco	Ray Morgan	1/8/12	31/10/13	n/a	£5,500,000	£5,914,260

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10911	Goldwater Lodge Fire Reinstatement Works	Red	All works are now complete and project is in retention. <u>Project is red as it finished over schedule due to an issue with the power supply serving the Goldsworth Park Community Associations Demise. Project is over budget due to a number of issues including a consultant providing an incorrect specification for the power supply and failing to include a soft play area. Other budget overspends were due to the discovery of unforeseen works including additional damage to steel frames and masonry.</u>	Green	Green	Red	Red	David Loveless	Douglas Spinks	1/1/14	30/9/14	n/a	£1,865,000	£2,101,248
10929	Muslim Burial Ground Peace Garden- Phase 2	Red	Completion certificate was issued on 14/07/2015. <u>Project is red as over budget due to a change of scope that has resulted in CCTV and services being included in the project. Project can be closed.</u>	Green	Green	Red	Amber	Zafar Iqbal	Ray Morgan	1/4/14	30/6/15	n/a	£213,168	£281,144
10930	Goldsworth Park Rec Public Toilets	Red	Project is complete and in retention. <u>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 was covered by the contingency sum included within the 2015/16 Asset Management Plan.</u>	Green	Green	Red	Green	David Loveless	Douglas Spinks	31/8/14	30/11/14	9/10/15	£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	26/1/15	31/8/15	n/a	£300,000	£219,722
20012	Leisure Centre Roof Refurb Phase 3	Amber	Project is now complete and in retention. <u>Project is amber as over budget due to unforeseen deck repairs following removal of old roof.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	18/8/14	26/6/15	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	29/8/14	31/3/15	30/4/15	£100,000	£54,115
20018	Civic Suite Refurbishment	Green	Project is complete and was retention, and now defects are being addressed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/8/14	31/5/15	n/a	£600,000	£576,918

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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	1/4/15	31/12/15	31/8/16	£55,000	£28,487
20033	Woking Park Replacement Bollards	Green	New bollards have been installed and project is now in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/6/15	30/9/15	n/a	£16,500	£15,617
20039	Leisure Centre Roof Refurb Phase 5	Green	Works are complete and project is in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/10/15	31/3/16	30/9/16	£125,000	£92,230
20040	Hoe Valley School	Amber	The school has been handed over and is now operating. Sportsbox commenced operation with our contractor Freedom Leisure in early July. Although the project is showing as amber as over budget, it includes costs for the strategic asset manager which were not part of the original budget. Conversations are ongoing with the Education and Skills Funding Agency about recovering a large proportion of these, which will bring project under budget.	Green	Green	Amber	Green	Ian Tomes	Ray Morgan	1/6/15	31/5/18	n/a	£44,680,000	£44,769,673
20045	Horsell Allotment Amenity Hut	Green	Project is now complete. Final invoice being paid. Project will be closed once this has been completed.	Green	Green	Green	Green	David Loveless	Geoff McManus	1/12/15	31/8/16	31/5/17	£170,000	£138,655
20056	Maybury Centre Replacement Boilers	Green	Project complete and in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/6/15	30/11/15	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	1/6/15	30/11/15	31/3/16	£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	1/8/16	30/11/16	n/a	£450,000	£438,163
20061	Export House WC Refurbishment- floors 2-15	Red	Project is complete and defects will be addressed soon. Project is red due to overspend resulting from the need for additional plastering works that were required once the existing wall finishes were removed.	Green	Green	Red	Green	David Loveless	Douglas Spinks	1/9/16	30/4/17	n/a	£489,302	£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	1/9/15	31/1/16	30/6/16	£16,000	£11,629

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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. This project is now complete and will be closed.</u>	Green	Green	Amber	Amber	Ian Tomes (Mike Sheard, Moyallen)	Douglas Spinks	22/10/15	31/3/16	28/2/17	£1,389,000	£1,414,640
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	1/2/15	31/8/15	31/12/15	£35,000	£28,873
20071	Leisure Centre Main Hall Replacement Air Handling Units	Amber	Project is complete and due to close. <u>Project is over budget as a additional vent needed to be replaced.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	1/9/15	31/3/16	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	1/9/15	30/11/15	n/a	£25,000	£23,056
20082	Wolsey Place Heating and Lighting Improvements	Red	Project is complete and is now in retention. <u>Project is red due to a delay in authorisation.</u>	Green	Green	Green	Red	Ian Tomes	Douglas Spinks	1/3/16	31/5/16	n/a	£223,000	£118,298
20084	Leisure Centre Roof Refurbishment - Phase 1	Amber	The roof is complete. <u>Project is amber as over budget due the need to relocated PV panels.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	1/11/15	31/3/16	31/7/16	£230,000	£236,388
20088	Leisure Centre CCTV Expansion	Green	CCTV cameras have been installed and commissioned.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/12/16	29/2/16	31/7/16	£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	1/1/16	31/3/16	n/a	£12,500	£9,373
20090	Pool in the Park Replacement of External Doors and Windows-Phase 1	Amber	Project is complete and ready to close. <u>The project is amber for budget as when a site survey was completed it revealed a number of additional windows and doors that required immediate replacement.</u>	Green	Green	Amber	Green	David Loveless	Douglas Spinks	1/12/15	31/3/16	31/12/16	£107,000	£109,468
20100	Civic Offices Ground Floor Refurbishment	Red	Project is complete and in retention. <u>Project is red due to a decision to delay works as the tenant was not due to move in until February 2018.</u>	Green	Green	Amber	Red	David Loveless	Douglas Spinks	1/12/16	30/11/17	n/a	£1,500,000	£1,500,803
20106	Civic Offices Refurbishment of the 2nd Floor and Basement	Red	Work now complete. <u>Project is red due to delays caused by complications with Surrey Police access control and IT systems. The Police moved in in January.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	1/5/17	28/9/17	n/a	£200,000	£197,134
20109	New Entrance for Export House	Green	Project is complete and ready to close.	Green	Green	Green	Green	Ian Tomes	Douglas Spinks	1/7/16	24/12/16	21/1/17	£914,820	£639,953

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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	1/8/16	31/10/16	31/3/17	£60,000	£49,953
20131	Wolsey Place Shopping Centre - Replacement Roofs	Green	Project is complete and in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/10/16	1/3/17	28/9/18	£260,000	£202,670
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 2018 and are now complete. Project is in retention.	Green	Green	Green	Red	David Loveless	Douglas Spinks	1/10/16	30/9/17	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 due to a minor overspend.	Green	Green	Amber	Amber	David Loveless	Douglas Spinks	1/10/16	31/12/16	31/3/17	£35,000	£35,693
20136	St Marys - Replacement Roof Phase 1	Green	Project is now complete and is in retention. Significant underspend due to detailed investigation works during the design phase highlighting that roof was not in as poor condition as first thought.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/10/16	31/3/17	n/a	£25,000	£6,988
20137	St Marys - Replacement Windows Phase 1	Green	Windows have been installed. Project is complete and now in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/10/16	31/3/16	31/3/17	£24,000	£23,814
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	1/10/16	1/10/16	28/2/17	£7,500	£7,097
20139	18-19 High Street Refurbishments	Red	Marjorie Richardson Centre has opened and the project is in retention. Project is over budget and over schedule as there were some additional unforeseen works needed including works to the roof and removal of asbestos. Project is now ready to close.	Green	Green	Red	Amber	David Loveless	Camilla Edmiston	1/5/16	31/1/17	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	1/1/17	31/3/17	n/a	£40,000	£29,909
20152	Leisure Centre External Doors and Windows Rear Balcony	Red	Project is now complete. Project is over budget due to identification of asbestos cladding which resulted in removal costs.	Green	Green	Red	Green	David Loveless	Douglas Spinks	1/1/17	31/3/17	n/a	£30,000	£42,106

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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	1/1/17	10/4/17	n/a	£25,000	£17,406
20182	Refurbishment of 6 floors at Export House	Amber	Works are complete and project is now in retention. <u>Project is amber for schedule because the scope of works changed.</u>	Green	Green	Green	Amber	Ian Tomes	Douglas Spinks	15/2/18	30/9/18	n/a	£260,000	£252,077
20183	Business Incubator Kitchen Improvements	Green	All works are complete and project is now in retention.	Green	Green	Green	Green	David Loveless	Chris Norrington	1/11/17	31/5/18	31/7/18	£25,930	£20,153
20186	Woking Park- CCTV Installation	Red	Project is now complete. <u>Project is red for schedule as there were issues with the fibre network which prevented a signal being sent back to Export House.</u> This has now been resolved.	Green	Green	Green	Red	David Loveless	Douglas Spinks	1/12/17	31/5/18	n/a	£235,000	£138,387
20187	Woking Park- Wi-Fi Installation	Red	Project is now complete. <u>Project is red for schedule as there were issues with the fibre network which prevented a signal being sent back to Export House.</u> This has now been resolved.	Green	Green	Green	Red	David Loveless	Douglas Spinks	1/12/17	31/5/18	n/a	£250,000	£138,951

Projects Closed During Reporting Period

10316	Youth Play Provision	Green	Works have been completed on site and facilities are now in use. This project is now closed.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	1/1/07	31/3/09	n/a	£200,000	£199,670
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 is closed. <u>Project is red due to a delay in closure.</u>	Green	Green	Green	Red	Jamie Archer	Adele Devon	27/6/16	31/10/16	30/9/17	£26,000	£19,230
20008	Fibre Link	Green	Fibre link is now installed and project is closed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	22/12/14	31/5/15	30/11/15	£285,000	£284,368
20038	Lift Upgrade Programme	Green	Works are now complete and project is closed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	19/6/15	30/11/15	30/9/16	£50,000	£50,000
20091	Brockhill Automatic Lounge and Dining Room Door	Green	All works completed and project is closed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/12/15	31/3/16	31/7/16	£10,000	£8,164

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20092	Fibre Link Phase 2	Green	The installation of the new fibre to link the Police station CCTV control room to the Council's main fibre network and Export House data centre is now complete and project is closed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/12/15	31/3/16	n/a	£20,000	£20,000
20098	Lift Upgrade- Phase 2	Green	Work is complete and project is closed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	1/9/16	31/3/17	n/a	£68,000	£67,555
10614	H.G.Wells Replacement Cash System	Red	Tills are installed and operational. <u>Project is red due to delays caused by the supplier, staff availability and compatibility issues between the till software and citrix.</u> Project is now complete.	Amber	Amber	Green	Red	Chris Norrington	Douglas Spinks	1/6/10	1/10/10	31/12/16	£25,000	£19,569
10897	Redevelopment of Units 21-27 Commercial Way	Red	Project is now complete and closed <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	2/9/13	1/4/14	31/3/15	£746,000	£5,364,970
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	1/11/13	1/11/14	30/9/15	£3,400,000	£3,224,791
20117	Secondary Data Centre at the Leisure Centre	Red	Project is closed. <u>Project is red due to delay resulting from existing issues in the fibre network.</u>	Green	Green	Green	Red	Jamie Archer	Adele Devon	1/12/16	1/12/16	30/9/17	£137,500	£135,438
20162	Loop Road Car Park Resurfacing	Red	All works are complete and project is now closed. <u>Project is red for budget firstly because the initial contractor appointed withdrew and another contractor had to be appointed at a greater price. Secondly, once works began the contractors encountered difficult ground conditions which required more earthworks than anticipated at an additional cost.</u>	Green	Green	Red	Red	George Chisenga	Geoff McManus	3/12/17	17/12/17	30/9/18	£48,000	£82,746

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.

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
	Revised End	Indicate that the Project Sponsor has authorised an extension to the schedule of a project. If a project exceeds its budget /timescale and a formal request for an extension to either is agreed, the rag flags will baseline against the revised budget/timescale.												