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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, 27 June 2019 at 7.00 pm in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

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

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

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

The agenda for the meeting is set out below.

RAY MORGAN
Chief Executive

AGENDA

PART I - PRESS AND PUBLIC PRESENT

1. Minutes

To approve the minutes of the meetings of the Executive held on 20 May 2019 and 6 June 2019 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 D Harlow and Councillor C S Kemp have declared a non-pecuniary interest in Agenda Items 6, 7, 8 and 9 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 6, 7, 8 and 9 arising from his position as a Director of Victoria Square Woking Limited.

In accordance with the Members' Code of Conduct, Councillor D J Bittleston has declared a non-pecuniary interest in Agenda Items 6, 7, 8 and 9 arising from his position as a Director of Rutland Woking Limited.

In accordance with the Members' Code of Conduct, Councillor G S Cundy has declared a non-pecuniary interest in Agenda Items 6, 7 and 8 arising from his position as a Director of Woking Necropolis and Mausoleum Limited, Brookwood Park Limited and Brookwood Cemetery Limited.

In accordance with Officer Employment Procedure Rules, the Chief Executive, Ray Morgan, the Deputy Chief Executive, Douglas Spinks, and Head of Democratic and Legal Services, Peter Bryant, have declared a disclosable personal interest (non-pecuniary) in Agenda Items 6, 7, 8 and 9 arising from their positions as Directors of the Thamesway Group of Companies.

In accordance with Officer Employment Procedure Rules, the Chief Executive, Ray Morgan, has declared a disclosable personal interest (non-pecuniary) in Agenda Items 6, 7, 8 and 9 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 a disclosable personal interest (non-pecuniary) in Agenda Items 6, 7 and 8 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 Chief Executive, Ray Morgan, and the Deputy Chief Executive, Douglas Spinks, have declared a disclosable personal interest (non-pecuniary) in Agenda Items 6, 7, 8 and 9 arising from their positions as Directors 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 a disclosable personal interest (non-pecuniary) in Agenda Items 6, 7, 8 and 9 arising from their positions as Directors of Dukes Court Owner T S a r l.

In accordance with Officer Employment Procedure Rules, the Head of Democratic and Legal Services, Peter Bryant, has declared a disclosable personal interest (non-pecuniary) in Agenda Items 6, 7, 8 and 9 arising from his position as Council appointed alternate Director of Rutland Woking Limited.

Questions

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

Matters for Determination

6. Treasury Management Annual Report 2018-19 EXE19-016 (Pages 5 - 16)
Reporting Person – Leigh Clarke
7. Risk Management and Business Continuity Annual Report EXE19-017 (Pages 17 - 20)
Reporting Person – Ray Morgan

Performance Management

8. Performance and Financial Monitoring Information
Please bring to the meeting your copy of the Performance and Financial Monitoring Information (Green Book) April and May 2019.
9. Monitoring Reports - Projects EXE19-019 (Pages 21 - 44)
Reporting Person – Ray Morgan

Exclusion of the Press and Public

10. The Chairman will move and the Vice-Chair will second:-
“That the press and public be excluded from the meeting during consideration of item 11 in view of the nature of the proceedings that, if members of the press and public were present during this item, there would be disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A, to the Local Government Act 1972.

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

PART II – PRESS AND PUBLIC EXCLUDED

Matters for Determination

11. Land Management EXE19-044 (Pages 45 - 56)
Reporting Person – Douglas Spinks

AGENDA ENDS

Date Published - 19 June 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 – 27 JUNE 2019

TREASURY MANAGEMENT ANNUAL REPORT 2018-19

Executive Summary

The Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management has been adopted by the Council and the Council fully complies with its requirements.

Primary requirements of the Code include: the receipt by the Council of an annual strategy report for the year ahead; monitoring and scrutiny during the year which Council has agreed will be satisfied through the regular Treasury reporting in the Green Book and a mid year report to the Overview and Scrutiny Committee; and an annual report of the previous year. The mid year and annual report are important in scrutiny, as they provide details of the treasury activities and demonstrate compliance with the Council's Treasury Management strategy and policies previously approved by Members.

These overall arrangements fulfil the requirements for the review and scrutiny of Treasury activities and ensure compliance with the code.

The Council borrows to fund capital investment in assets including property and infrastructure projects. The assets created provide a benefit over many years and the borrowing is repaid over the life of the asset.

During 2018/19 the Council borrowed £423m in long term loans from the Public Works Loans Board (PWLb). The majority of these loans, £410m, were annuity loans where the principal is repaid in instalments during the term of the loan. £13m were maturity loans where the principal is repaid at the end of the loan with funds set aside each year to enable this. All long term loans were fixed rate for 50 years. The interest rates for the annuity loans were between 2.31% and 2.78%.

At 31 March 2019 the Council had borrowing of £1,193m and cash investments of £138m. The draft accounts for 2018/19 show that at 31 March 2019 the Council had net assets (total assets less total liabilities including borrowing) of £204m.

Recommendations

The Executive is requested to:

RESOLVE That

the annual report on Treasury Management performance for 2018/19 be received, and the compliance with the Council's approved arrangements be noted.

Reasons for Decision

Reason: To receive the annual report on Treasury Management performance for 2018/19 in accordance with the Council's policy on Treasury Management.

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

Background Papers: None.

Reporting Person: Leigh Clarke, Chief Finance Officer
Email: leigh.clarke@woking.gov.uk, Extn: 3277

Contact Person: Julie Rowling, Business Support Manager
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Portfolio Holder: Councillor Ayesha Azad
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Shadow Portfolio Holder: Councillor Deborah Hughes
Email: cllrdeborah.hughes@woking.gov.uk

Date Published: 19 June 2019

1.0 Introduction

1.1 Treasury management is defined as:-

“The management of the local 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.”

1.2 This annual treasury report covers:

- the economy in 2018/19;
- the strategy for 2018/19;
- the actual borrowing for 2018/19;
- performance measurement;
- the Council’s treasury position as at 31st March 2019;
- restructuring of borrowing;
- compliance with treasury limits and Prudential Indicators;
- investment activity in 2018/19; and
- loans and advances to group companies and joint ventures.

1.3 The most recent revision to the Treasury Management Code of Practice and a revised Prudential Code was issued in December 2017 and has previously been reported on.

2.0 The Economy

2.1 After weak economic growth in quarter 1 of 2018, growth picked up in both quarters 2 and 3, before reducing again in the final quarter in response to the uncertainties over Brexit. Some recovery in the rate of growth is expected going forward.

2.2 Following an increase in the bank rate in August 2018, it is unlikely that any further action will be taken by the Monetary Policy Committee (MPC) until the uncertainties over Brexit clear. If there is a disorderly exit, it is likely that bank rate would be cut to support growth, however this should be considered in the context of the MPC also having concerns over the rising trend in wage inflation.

2.3 CPI inflation has been on a falling trend since peaking at 3.1% in November 2017, to a low of 1.8% in January 2019. However in the February 2019 Bank of England inflation report, the latest forecast for inflation over both the two and three year time horizons remained marginally above the MPC’s target of 2%.

3.0 The Council’s Treasury Strategy for 2018/19

Borrowing

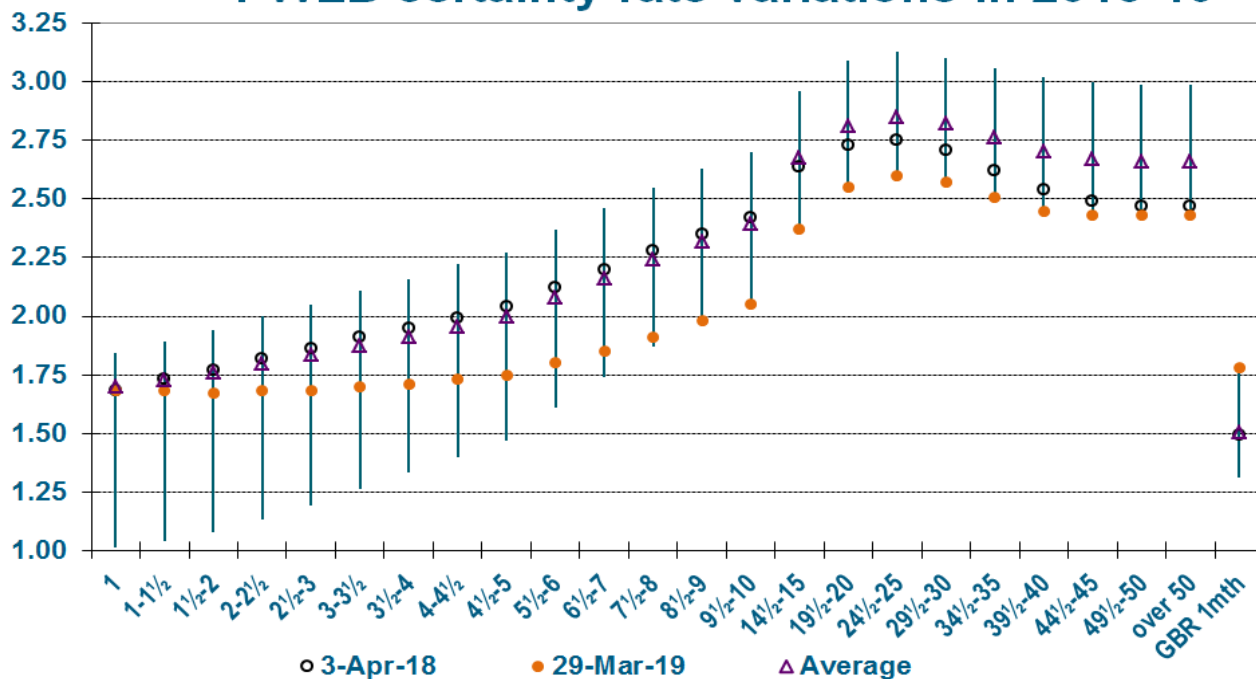
3.1 In 2018/19, the Council largely undertook borrowing for periods which aligned with the life of projects being undertaken during that financial year. The trigger point below which new long term borrowing would be considered was set at 2.90% for fixed rate long term borrowing in the Treasury Management Strategy. Increasing use was made of annuity loans during 2018/19 for which the 50 year borrowing rate equates to the rate available on a 30 year maturity loan. Consideration was also to be given to borrowing fixed rate market loans at 25 to 50 basis points below the PWLB target rate if they became available.

3.2 The Council’s investment priorities were set as the security of capital and the liquidity of its investments whilst aiming to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council to Treasury Management is low in order to give priority to security of its investments.

4.0 Actual Borrowing in 2018/19

- 4.1 The graph below shows the range (high, low and average points) in Public Works Loan Board (PWLB) rates for each maturity period during the year, and individual rates at the start and end of the financial year.
- 4.2 During 2018/19, the Council largely took 50 year annuity loans. This activity was largely focused in the latter part of the financial year, and particularly March 2019 to take advantage of lower rates. Loans taken during March were at rates ranging between 2.31% and 2.55%, compared to a high point of 2.90% for 50 year annuity loans during the year.

PWLB certainty rate variations in 2018-19



- 4.3 It was recognised in the Treasury Management Strategy in advance of the financial year that there were likely to be opportunities to generate savings by undertaking short term borrowing. A mix of short term and long term borrowing was undertaken during the year to derive some benefit from the lower rates, but taking a larger proportion of long term borrowing in recognition of the possibility of adverse interest rate movements prior to refinancing. Whilst borrowing is not generally specifically related to an activity, a level of short term borrowing is maintained to cover short dated projects.
- 4.4 The details of new long term loans taken during the year are shown below, with the maturity details for all long term loans in Appendix 2.

Loan Type	Start Date	Maturity Date	Interest Rate (%)	Principal (£m)
PWLB Annuity Loan	31/5/2018	31/5/2068	2.49	10.0
PWLB Annuity Loan	27/7/2018	27/7/2068	2.53	10.0
PWLB Maturity Loan	19/10/2018	19/10/2068	2.68	6.0
PWLB Annuity Loan	14/11/2018	14/11/2068	2.72	10.0
PWLB Annuity Loan	19/11/2018	19/11/2068	2.78	10.0
PWLB Annuity Loan	7/12/2018	7/12/2068	2.75	60.0
PWLB Annuity Loan	11/12/2018	11/12/2068	2.66	20.0
PWLB Annuity Loan	13/12/2018	13/12/2068	2.55	40.0

Treasury Management Annual Report 2018-19

PWLB Annuity Loan	31/1/2019	31/1/2069	2.56	10.0
PWLB Annuity Loan	11/2/2019	11/2/2069	2.52	80.0
PWLB Maturity Loan	27/2/2019	27/2/2069	2.39	7.0
PWLB Annuity Loan	19/3/2019	19/3/2069	2.55	20.0
PWLB Annuity Loan	20/3/2019	20/3/2069	2.53	20.0
PWLB Annuity Loan	22/3/2019	22/3/2069	2.49	30.0
PWLB Annuity Loan	25/3/2019	25/3/2069	2.39	50.0
PWLB Annuity Loan	26/3/2019	26/3/2069	2.37	20.0
PWLB Annuity Loan	28/3/2019	28/3/2069	2.31	20.0

5.0 Performance

5.1 The average rate of interest is taken as the main guide to borrowing performance. In 2018/19 the Council's average interest rate for borrowing was 3.01%. This is higher than the average rate in 2017/18 of 2.37%, however during 2018/19 there was a move away from taking short term borrowing to locking in long term borrowing at favourable rates, as described in paragraph 4.2 above.

6.0 Treasury Management Position at 31st March 2019

6.1 The Council's borrowing and investment position at the beginning and end of the year is shown in the following table:

Borrowing	31 st March 2019				31 st March 2018		
	Principal (£m)	Rate	Average Life (Years)	Principal (£m)	Rate	Average Life (Years)	
<u>Fixed Rate Funding</u>							
PWLB	1,118.3			709.5			
Market (long term)	39.5			45.9			
Market (short term)	<u>35.0</u>			<u>50.0</u>			
	1,192.8	2.92%	42.29	805.4	3.05%	37.6	
<u>Variable Rate Funding</u>							
Appeal Deposits	0.0	0.57%	n/a	0.0	0.36%	n/a	
Total Borrowing	1,192.8	2.92%		805.4	3.05		

Investments	31 st March 2019				31 st March 2018		
	Principal (£m)	Rate	Average Life (Years)	Principal (£m)	Rate	Average Life (Years)	
In-House	138.0	0.78%	0.0	38.0	0.53%	0.0	
Total Investments	138.0	0.78%		38.0	0.53%		

7.0 Restructuring of Borrowing

7.1 No restructuring of borrowing took place during 2018/19.

8.0 Compliance with Treasury Limits

8.1 During the financial year, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and annual Treasury Strategy Statement. The outturn for the Prudential Indicators is shown in Appendix 1.

9.0 Investment Activity in 2018/19

9.1 Priority continues to be given to security and liquidity over return on investment in order to reduce counterparty risk.

Internally Managed Investments

9.2 The Council has only invested with the institutions on its approved lending list. Investments are made for a range of periods from overnight to 364 days, primarily to manage the Council's cash flow.

9.3 Due to continuing low investment rates, the Council's cash flow surplus was largely held in money market funds. These offer security, instant access and rates which were above those available in the money markets for short periods.

9.4 Occasional fixed term deposits were made with local authorities where rates were beneficial and the investment period was appropriate.

Investments Managed on External Advice

9.5 During the year, no investments were managed on external advice. Detailed below is the result of the investment strategy undertaken by the Council.

	Average Investment	Rate of Return (gross of fees)	Rate of Return (net of fees)	Benchmark Return *
Internally Managed	£22,660,274	0.67%	n/a	0.51%

* The benchmark for internally managed funds is the average 7 day LIBID rate (uncompounded)

9.6 No external institutions in which investments were made had any difficulty in repaying investments and interest in full during the year.

10.0 Loans and Advances to Group Companies, Joint Ventures and External Organisations

10.1 During the year new loans were made of £2.2m to Thamesway Central Milton Keynes, £42.9m to Thamesway Housing Ltd, £11.5m to Thamesway Developments Ltd (relating to Thamesway Housing projects), £3.0m to Thamesway Developments Ltd (relating to Sheerwater Regeneration), £21.1m to Thamesway Housing Ltd (relating to Sheerwater Regeneration), £1.0m to Thamesway Energy Ltd, £1.6m to Rutland Woking Ltd, £0.9m to Freedom Leisure and £94.1m to Victoria Square Ltd.

10.2 Intra-group loans are excluded from the information presented elsewhere in this report. Loans to subsidiaries are 'eliminated' on consolidation into group accounts.

10.3 No capitalisation payments have been made during 2018/19.

11.0 Member Development

11.1 There is a programme of financial training for Members; the next training will take place in September 2019.

12.0 Implications

Financial

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

Human Resource/Training and Development

12.2 The contract with Link Asset Services provides for staff attendance at various conferences and seminars throughout the year, as well as providing a helpline facility.

Community Safety

12.3 There are no community safety implications arising directly from this report.

Risk Management

12.4 Although the priority is given to security and liquidity of investments in the strategy, we seek to optimise the return within this framework, whilst minimising the level of risk of incurring losses. As indicated above, no external institutions in which investments were made had any difficulty in repaying investments and interest in full during the year.

Sustainability

12.5 There are no sustainability implications arising directly from this report.

Equalities

12.6 There are no equalities implications arising directly from this report.

Safeguarding

12.7 There are no safeguarding implications arising directly from this report.

13.0 Consultations

13.1 No consultations have been undertaken in connection with this report.

REPORT ENDS

TREASURY MANAGEMENT PRUDENTIAL INDICATORS	£'000	£'000
Authorised limit for external borrowing	2018/19 Budget	Actual March 2019
Borrowing	£1,405,568	£1,192,855
Other long term liabilities (PFI)	£27,373	£27,752
TOTAL	£1,432,941	£1,220,607
Operational boundary for external borrowing		
Borrowing	£1,395,568	£1,192,855
Other long term liabilities (PFI)	£27,373	£27,752
TOTAL	£1,422,941	£1,220,607
Upper limit for fixed interest rate exposure	100%	100%
Upper limit for variable rate exposure	70%	0%
Upper limit for total for principal sums invested for over 364 days (per maturity date)	£3,000,000	£0

Maturity structure of fixed rate borrowing during 2018/19	Upper limit	Lower limit	Actual
Under 12 months	100%	0%	3.2%
12 months and within 24 months	100%	0%	0.0%
24 months and within 5 years	100%	0%	2.9%
5 years and within 10 years	100%	0%	1.8%
10 years and within 20 years	100%	0%	3.7%
20 years and within 30 years	100%	0%	0.9%
30 years and within 40 years	100%	0%	9.2%
40 and within 50 years	100%	0%	76.2%
50 years and above	100%	0%	2.1%

The maturity structure of fixed rate borrowing table includes both annuity and maturity loans, and is based on the final repayment date for that loan. It should be noted however that the principal on annuity loans is repaid over the life of the loan, and not just on the maturity date. At the end of 2018/19, £446m was held in PWLB maturity loans and £674m in PWLB annuity loans.

Long Term Loans @ 31 March 2019 Repayment Profile

Financial Year	Principal Repayment £'000
2019/20	10,067
2020/21	7,249
2021/22	41,936
2022/23	7,628
2023/24	7,825
2024/25	17,027
2025/26	16,235
2026/27	11,447
2027/28	8,482
2028/29	8,702
2029/30	8,928
2030/31	14,159
2031/32	14,397
2032/33	9,641
2033/34	14,891
2034/35	20,094
2035/36	15,301
2036/37	15,567
2037/38	13,840
2038/39	16,121
2039/40	14,408
2040/41	16,703
2041/42	12,005
2042/43	15,315
2043/44	12,634
2044/45	12,960
2045/46	13,295
2046/47	13,639
2047/48	13,992
2048/49	14,353
2049/50	17,724
2050/51	15,105
2051/52	15,496
2052/53	19,896
2053/54	29,307
2054/55	31,729
2055/56	25,162
2056/57	33,606
2057/58	34,061
2058/59	53,528
2059/60	60,007
2060/61	44,499
2061/62	58,010
2062/63	28,521
2063/64	29,052
2064/65	50,097
2065/66	40,156
2066/67	71,729
2067/68	30,541
2068/69	27,024
2076/77	20,000
2077/78	5,000
Total	1,159,091

Principal on annuity loans is repaid over the life of the loan and each repayment is included in the relevant financial year.

Full details of loans and maturity rates can be found in the monthly Green Book Financial Monitoring information.

EXECUTIVE – 27 JUNE 2019

RISK MANAGEMENT AND BUSINESS CONTINUITY ANNUAL REPORT

Executive Summary

Risk Management and Business Continuity Management are the two main disciplines through which the Council identifies, manages and mitigates its business and operational risks. An annual report is submitted to the Executive to outline any activities or issues that have occurred.

Service Plan risks have been updated since the last annual report. Corporate strategic risks have also been reviewed and updated by CMG. The risks that have been identified have been logged, owners have been allocated, and progress to mitigate each risk has been recorded.

Work to review and update the Risk Management Strategy will be completed in the coming months. This review will also assess if risk is being managed effectively at all levels of the Council, and if there are clear linkages between all tiers of the organisation to ensure a holistic awareness of risk.

The review and update Business Continuity arrangements is ongoing, the key remaining areas of work are to finalise and publish the updated Business Continuity Strategy, and to complete Action Cards (step-by-step procedures to be followed to address service specific disruption) for the Council's most critical activities.

Recommendations

The Executive is requested to:

RESOLVE That

the report be noted and that Risk Management and Business Continuity arrangements will be reviewed and updated in the coming months to ensure that the implementation of both disciplines is sufficient to match the needs of the Council.

Reasons for Decision

Reason: The continuous development of Risk Management and Business Continuity is essential to ensure effective management and planning within the Council.

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

Background Papers: None.

Reporting Person: Ray Morgan, Chief Executive
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Risk Management and Business Continuity Annual Report

Contact Person: Pino Mastromarco, Senior Policy Officer
Email: pino.mastromarco@woking.gov.uk, Extn: 3464

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: 19 June 2019

1.0 Introduction

- 1.1 The purpose of this report is to provide Members with an update on Risk and Business Continuity Management arrangements that are in place within the Council. The status of both of these functions is reported on an annual basis. Risk Management and Business Continuity provides the framework through which the Council identifies, manages and mitigates its business and operational risks.
- 1.2 Risk Management is the process whereby the organisation methodically identifies and manages the threats and opportunities that might exist within a Council activity. Business Continuity sets out to enhance the strategic and tactical capability of the organisation to plan for incidents and business disruptions, in order to continue business operations at an acceptable pre-defined level.
- 1.3 Risk Management and Business Continuity Planning are not one off activities. They are part of a continuous process that runs throughout the Council's activities, taking into account all aspects such as projects as well as day-to-day work that is undertaken. It must be integrated into the culture of the Council with an effective strategy and led from the top.
- 1.4 The functional responsibility for corporate Risk Management and Business Continuity rests with the Corporate Management Group (CMG). The Business Improvement Team is accountable for overall delivery and review. All senior managers are responsible, with guidance and support from Business Improvement, for ensuring appropriate risk and business continuity arrangements are deployed in their functions, services and areas of responsibility.

2.0 Risk Management

- 2.1 Risk can be defined as the combination of the probability of an event and its consequences. In any organisation there is the potential for events and consequences that can result in opportunities for benefits or threats to success. Over the past year, Business Improvement and senior managers have worked together to update Service Plan risks. Corporate Strategic Risks have also been reviewed and updated by CMG. The risks that have been identified have been logged, owners have been allocated and progress to mitigate each risk has been recorded.
- 2.2 To ensure that Risk Management arrangements remain up-to-date, work to review and update the Risk Management Strategy will be completed in the coming months. This review will also assess if risk is being managed effectively at all levels of the Council, and if there are clear linkages between all tiers of the organisation to ensure a holistic awareness of risk.

3.0 Business Continuity

- 3.1 The previous Risk Management and Business Continuity Report to the Executive, outlined the need for a review of the existing Business Continuity Management Strategy to ensure that it remains fit for purpose. Work to review and update Business Continuity arrangements is now well advanced. The most notable outcome of the initial round of work has been the implementation of an Alternative Premises Plan.
- 3.2 The Alternative Premises Plan enables the Council to relocate to the Leisure Centre should the Civic Offices be destroyed or inaccessible for any reason. The Council has a secondary data centre located at the Leisure Centre, which means that access to the Council's virtual network (enabling the use of the majority of day-to-day ICT provision including telephony, internet, applications and emails) can be initiated very quickly. This arrangement supports pre-defined numbers of staff to ensure the continuation of the Council's most critical services.
- 3.3 The Council's Business Continuity and Emergency Planning capabilities have been bolstered as a direct result of this project, and the ability to provide continuity of service for our most critical functions is now very resilient.

Risk Management and Business Continuity Annual Report

- 3.4 The remaining work required to complete the Business Continuity review, is to finalise and publish the updated Business Continuity Strategy, and to complete Action Cards (step-by-step procedures to be followed to address disruption) for the Council's most critical activities.

4.0 Conclusions

- 4.1 The application of Risk Management and Business Continuity Management remains a priority for the Council. Good progress has been made in updating Business Continuity arrangements, the recent focus being on relocation options. The ongoing review of both disciplines will also provide the opportunity to further align risk and business continuity principles with emergency planning and disaster recovery, to ensure that the Council can achieve a robust and joined up approach in all of these areas for the future.

5.0 Implications

Financial

- 5.1 No additional implications arise specifically from the report but any proposals to further improve or enhance resilience may have cost implications and these would be identified in any such proposal.

Human Resource/Training and Development

- 5.2 Work continues to make staff aware of the arrangements and train those with specific responsibilities. This will be an on-going requirement to reflect staff turnover and changes.

Community Safety

- 5.3 There are no specific environmental or sustainability issues arising as a consequence of this report. Business Continuity is a key contributor to community safety in ensuring critical services are maintained but there are no issues arising specifically from this report.

Risk Management

- 5.4 As outlined in the report.

Sustainability

- 5.5 None arising from this report.

Equalities

- 5.6 None arising from this report.

Safeguarding

- 5.7 None arising from this report.

6.0 Consultations

- 6.1 None.

REPORT ENDS

EXECUTIVE – 27 JUNE 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 April 2019, 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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1.0 Introduction

- 1.1 Attached at Appendix 1 is the report on projects at the end of April 2019 (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. 10906. Sheerwater Link Road. No change since the exception report at the 21/07/2016 Executive.
- 2.5 Project No. 10911. Goldwater Lodge Fire Reinstatement Works. No change since the exception report at the 21/07/2016 Executive.
- 2.6 Project No. 10929. Muslim Burial Ground Peace Garden (Phase 2). No change since first on the exception report at 10/09/2015 Executive.
- 2.7 Project No. 10930. Goldsworth Park Rec Public Toilets. No change since first on the exception report at 4/02/2016 Executive.
- 2.8 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.
- 2.9 Project No. 20139. 18-19 High Street Refurbishments. No change since first on the exception report at 13/07/17 Executive.
- 2.10 Project No. 20146. Leisure Lagoon Modernisation. The funding for this project is in the form of a loan to Freedom Leisure. Project is red for budget because the loan sum will need to be increased to cover the project overspend, Executive approval will be obtained once the full extent of additional costs is known.
- 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. 20182. Refurbishment of 6 floors at Export House. The project is over budget as there was a change to the scope of the project and an additional floor was renovated. This was necessary to allow the letting the space, and it made sense to complete the works while the contractors were already on site.

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 April 2019)

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. <u>There is a risk that there will be further delays as funding releases rely on receipt of section 106 agreements. 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	01/08/07	30/04/09	31/03/21	£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	01/01/07	01/12/08	01/12/17	£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	<p>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. There are open spaces that are still to be handed over. <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></p>	Amber	Green	Amber	Amber	Paola Capel-Williams	Ray Morgan	02/01/05	31/12/10	31/03/18	£4,420,000	£4,490,307

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10297	Local Development Framework	Amber	The Development Management Policies DPD has now been adopted and is now part of the Development Plan for the area. Project is amber as over schedule as Members wished to complete additional work in response to representations made by local residents. This revised timetable for the site allocations DPD was approved by Council on the 18th October and is now on the website. 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	Amber	Ernest Amoako	Douglas Spinks	01/04/10	01/12/14	31/03/19	£389,550	£378,704
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	01/01/15	31/07/15	31/03/20	£11,434	£2,095
10867	Gresham Mill SANG Proposal	Red	Landscape architects have produced a draft site master plan in line with Natural England's Suitable Alternative Natural Green Space (SANG) guidelines. Project is on hold while awaiting further details regarding incorporating flood alleviation elements into the project. This is why the project is red. Project will be reviewed following the approval of plans for the flood alleviation.	Green	Amber	Green	Red	Arran Henderson	Geoff McManus	01/09/12	01/12/13	01/12/17	£14,000	£10,789

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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	01/10/12	31/08/13	31/03/17	£275,000	£276,748
10916	Hoe Valley Flood Alleviation and Enhancement Appraisal	Amber	A contractor has been appointed and outline design work has been completed. The Consultation began on the 18th September 2017, and closed on 30th October 2017. <u>The project is amber as the hydraulic model for the Hoe Stream has had to be updated to allow the flood risk to be better understood and the scheme to be designed appropriately.</u>	Green	Amber	Green	Green	Katherine Waters	Geoff McManus	01/04/16	31/10/17	31/07/20	£600,000	£589,609
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. Work has begun to address these issues.</u>	Green	Amber	Green	Green	Arran Henderson	Geoff McManus	01/05/14	30/09/14	31/12/19	£650,000	£626,704
20011	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	30/03/16	31/03/18	£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

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20027	MWE Depot Boiler Replacement	Red	Project is red as has been delayed due to <u>lack of resources</u> . Project is now delayed until after winter 2019/20.	Green	Green	Green	Red	David Loveless	Douglas Spinks	19/06/15	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	01/04/15	30/09/15	30/09/19	£110,000	£101,813
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 sessions 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	31/03/20	£690,000	£573,000
20042	Sutton Green Flood Alleviation Investigation	Red	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 red due to delay in closure.</u>	Green	Green	Green	Red	Katherine Waters	Geoff McManus	31/10/14	31/12/16	30/04/18	£40,200	£39,971
20067	Developing a Favourable Conservation Status Licence	Green	The project was established 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 were completed in early February 2019. Annual surveys are undertaken.	Green	Green	Green	Green	Tracey Haskins	Ray Morgan	31/08/15	31/03/21	n/a	£181,000	£113,486

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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 by July 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 all their competing priorities.</u>	Green	Green	Green	Red	Andrew Gresham	Adele Devon	01/11/16	31/07/17	31/03/18	£94,375	£89,528
20076	Woking Park Tennis Court Improvements	Green	Works have been completed but there are still a few snagging items remaining. Contractors won't be able to paint the lines on the court until after the winter. This will mean that the courts will need to be closed again in May 2019.	Green	Green	Green	Green	Michelle Melia	Emma Louise-Webb	01/09/18	30/11/18	30/06/19	£143,039	£134,695
20093	The Vyne Back Up Hot Water System	Red	After completing a survey and reviewing the existing electricity capacity there is not a sufficient supply to support back up immersion heaters. This project will be closed and the extension to The Vyne doctors surgery will include these works. <u>This project is overschedule while reviewing all possible solutions.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/12/15	31/03/16	31/08/16	£20,000	£0

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20118	Bats Conservation	Red	Due to reprioritisation, Natural England cannot offer full support for the original bat scheme, and the project is red due to this issue. WBC officers have since consulted senior managers and agreed that as part of the Natural Woking strategy and action plan, other Favourable Conservation Status work streams present higher priorities at this stage. Officers will be liaising with Natural England to develop draft project ideas on these themes.	Green	Red	Green	Green	Lara Beattie	Ray Morgan	01/11/17	31/12/20	n/a	£145,000	£0
20120	Rainwater Gardens	Green	First pilot rainwater garden completed successfully in Blackdown Close, Sheerwater, in February 2019. Review meeting held with contractors Farrans and project team. Further pilot locations are to be identified.	Green	Green	Green	Green	Lara Beattie	Ray Morgan	01/06/18	31/03/19	31/03/20	£50,000	£35,083
20123	Implementation of Moderngov	Red	Moderngov went live in April and this project is now ready to close. Project is red as more work was required than expected after issues with the system were identified and needed to be rectified. Project is now further over schedule due to delay in closure.	Green	Green	Amber	Red	Frank Jeffrey	Peter Bryant	08/01/17	31/01/18	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	01/06/16	31/12/20	n/a	£23,444,000	£18,769,988
20126	Leisure Centre - Upgrade of external cladding	Red	Works are nearly complete. Project is over budget because there were additional asbestos works needed. Project is over schedule due to this issue and a delay in getting the project approved.	Green	Green	Amber	Red	David Loveless	Douglas Spinks	01/10/16	31/03/17	31/10/17	£50,000	£51,806

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20127	Pool in the Park - Treatment of external structural elements	Red	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. Project is red for schedule as work has been unable to commence.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/16	31/03/17	31/10/17	£75,000	£0
20134	Pool in the Park - Replacement Roof Phase	Red	Works began on site in January and a number of hidden defects were identified, including corroded steel work and inadequate fixings of the canopy. This has led to a <u>delay in the roofing works which are now scheduled to be completed towards the end of May. The project manager is currently agreeing the extent of the additional costs associated with these defects. Project is red due to delays and increased costs caused by this issue.</u>	Green	Green	Amber	Red	David Loveless	Douglas Spinks	01/10/16	01/10/16	31/10/17	£75,000	£82,026
20146	Leisure Lagoon Modernisation	Red	Works are progressing on site. Flumes have been installed but opening of the flumes has been delayed while completing extensive concrete repairs. <u>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 funding for this project is in the form of a loan to Freedom Leisure. Project is red for budget because the loan sum will need to be increased to cover the project overspend, Executive approval will be obtained once the full extent of additional costs is known.</u>	Green	Amber	Red	Red	David Loveless	Ray Morgan	01/06/17	30/04/18	n/a	£800,000	£904,907

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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 be complete by the end of May.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/05/17	31/07/18	31/05/19	£127,000	£64,455
20159	Turf and Drainage Improvements at St Johns Lye Cricket Pitch	Green	Initial drainage work completed. Due to assess if further works are needed during the summer. Final cricket outfield works are due shortly.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	25/03/18	31/10/18	31/07/19	£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. Work is ongoing on the project, whilst considering the wider car park system procurement.	Green	Green	Green	Green	David McKie	Geoff McManus	09/07/18	30/04/19	31/07/19	£36,250	£35,770
20169	Alternative Premises Plan	Red	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. <u>Project is red due to a delay relating to the final element of the project that is outstanding, which is a feasibility study to determine the viability of locating a generator on-site.</u>	Green	Green	Green	Red	Pino Mastromarco	Adele Devon	01/04/18	31/05/18	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. Discussions are ongoing to agree this work.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/03/18	31/07/18	31/05/19	£21,500	£10,581

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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. Phase one of the project is progressing; the system is mainly built and work has begun to migrate data and test the software. Timescales for the delivery of phase 1 have slipped, but delivery is still expected within the overall timescale for the project. Project is on budget.	Green	Green	Green	Green	Alison Cornacchia/Adele Devon	Ray Morgan	01/08/18	31/03/20	n/a	£500,000	£169,198
20179	Celebrate Woking 2018-19	Amber	The project was successful and is now due to close. <u>Project is amber due to delay in closure.</u>	Green	Green	Green	Amber	Riette Thomas	Douglas Spinks	01/01/18	31/03/19	n/a	£150,000	£63,120
20180	Best Bar None 2018	Red	The Best Bar None scheme is complete, with 17 venues gaining accreditation. <u>Project is red due to delay in closure.</u>	Green	Green	Green	Red	Chris Norrington	Douglas Spinks	01/03/18	30/11/18	31/12/18	£17,500	£0
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	01/05/17	31/03/21	n/a	£16,700	£19,890
20193	Egress Implementation	Green	The majority of the system is now implemented, there is one remaining module that is due to go live in May.	Green	Green	Green	Green	Jamie Archer	Adele Devon	20/08/18	31/08/19	n/a	£86,265	£28,755

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 yet to go live.	Green	Green	Green	Green	Jacqui Dixon	Neil Coles	20/08/18	31/07/19	n/a	£4,100	£4,100
20196	Remote Working for Uniform	Green	Hardware has been tested and selected. Apps have been installed and are currently being tested and rolled out. Project is due to be completed in the next few months.	Green	Green	Green	Green	David Edwards	Douglas Spinks	17/10/18	31/05/19	31/07/19	£33,480	£6,475
20211	Additional Disabled Parking Bays at Woking Park	Green	Project has not yet begun as there is a contractor on site that needs to complete work before this project can begin. Currently the contractors work is due to end with enough time for this project to be completed on schedule.	Green	Green	Green	Green	George Chisenga	Geoff McManus	01/05/19	31/07/19	n/a	£25,000	£0

Projects at Practical Completion

10621	Ditch Restoration Smarts Heath	Green	The ditch restoration work is complete and all associated works were finished by December 2010. The final monitoring report has been submitted to Natural England who will sign off project once on going maintenance has been agreed.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	24/05/10	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	06/07/10	31/12/15	n/a	£43,700,000	£23,830,014

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10680	Horsell Village Improvements-Implementation Stage	Red	All the landscape and construction work has been completed and is now fully operational. <u>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.</u>	Amber	Amber	Red	Red	Mark Rolt	Ray Morgan	01/07/12	01/12/13	31/08/14	£2,530,000	£3,017,925
10785	Leisure Management Contract Investment Scheme	Red	All works complete. Currently defects are being addressed following the 12 month retention period. <u>Project is red as WBC and Freedom leisure are currently in discussions about what proportion of the project they should pay.</u>	Green	Green	Red	Green	David Loveless	Douglas Spinks	01/11/11	30/04/13	n/a	£1,565,047	£1,664,753
10803	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 and schedule due to additional works, i.e. restoration of the structure, that were not originally included in the project. Project can now be closed.</u>	Green	Green	Amber	Amber	Zafar Iqbal	Ray Morgan	12/03/12	31/03/14	30/09/15	£166,786	£166,863
10874	Rhoda McGaw Theatre Refurbishment Phase 1	Amber	All works are complete. Project is amber due to an overspend. Discussions with the consultant and contractor are underway to establish the specifics.	Green	Green	Amber	Green	David Loveless	Rose Blackley	01/01/13	01/12/13	n/a	£328,000	£340,122
10886	St Johns Memorial Hall	Red	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	Amber	Amber	Mark Rolt	Ray Morgan	01/07/12	30/04/13	31/05/14	£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	01/10/12	31/03/13	n/a	£425,000	£424,904

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10905	Relocation of Monument Way East Industrial Units	Red	Project is now complete. Project has relocated industrial units as per the project plan. This has enabled the full works to commence on the Sheerwater Link Road. <u>Project is red due to the delay resulting from the settling of the final account.</u> <u>Project is also slightly over budget.</u> Project is in retention.	Green	Green	Amber	Red	Pino Mastromarco	Ray Morgan	01/12/12	31/08/13	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.</u> <u>Project is also over budget due to unforeseen remediation works.</u> Project is now in retention.	Green	Green	Red	Red	Pino Mastromarco	Ray Morgan	01/08/12	31/10/13	n/a	£5,500,000	£5,914,260
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.</u> <u>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.</u> <u>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	01/01/14	30/09/14	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.</u> Project can be closed.	Green	Green	Red	Amber	Zafar Iqbal	Ray Morgan	01/04/14	30/06/15	n/a	£213,168	£281,144

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
10930	Goldsworth Park Rec Public Toilets	Red	Project is complete. The project is now in retention. <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.</u> Overspend will be covered by the contingency sum included within the 2015/16 Asset Management Plan.	Green	Green	Red	Green	David Loveless	Douglas Spinks	31/08/14	30/11/14	09/10/15	£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	26/01/15	31/08/15	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	18/08/14	26/06/15	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	29/08/14	31/03/15	30/04/15	£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	01/08/14	31/05/15	n/a	£600,000	£576,918
20023	Lighting Upgrade Works	Amber	Lights have been delivered for all locations except the pool and installation has been completed. <u>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.</u> The decision has now been made to include this lighting in the changing room upgrade.	Green	Green	Green	Amber	David Loveless	Douglas Spinks	01/04/15	31/12/15	31/08/16	£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	01/06/15	30/09/15	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	01/10/15	31/03/16	30/09/16	£125,000	£92,230

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
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. Project is amber for budget as there has been some additional costs to compensate Freedom Leisure for grass pitches not being available due to dry summer. There has recently been a safety audit on the crossing outside the school and additional works have been requested by Surrey Highways. Discussions are ongoing to agree these works.	Green	Green	Amber	Green	Ian Tomes	Ray Morgan	01/06/15	31/05/18	n/a	£44,680,000	£44,808,509
20045	Horsell Allotment Amenity Hut	Green	Project is now complete. Final invoice being paid. Project will be closed once this has been done.	Green	Green	Green	Green	David Loveless	Geoff McManus	01/12/15	31/08/16	31/05/17	£170,000	£140,087
20056	Maybury Centre Replacement Boilers	Green	Project complete and in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/06/15	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	01/06/15	30/11/15	31/03/16	£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	01/08/16	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	01/09/16	30/04/17	n/a	£489,302	£519,695
20064	Civic Offices External Doors Replacement	Green	Project is now complete and ready to close.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/09/15	31/01/16	30/06/16	£16,000	£11,629
20068	Provincial House Ground Floor Refurbishment	Amber	Refurbishment is now complete and was handed over to Cote de Brasserie in April 2016. 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.	Green	Green	Amber	Amber	Ian Tomes (Mike Sheard, Moyallen)	Douglas Spinks	22/10/15	31/03/16	28/02/17	£1,389,000	£1,414,640

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20070	The Vyne and St Mary's External Works	Green	Works at both sites are now complete and defects are being addressed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/02/15	31/08/15	31/12/15	£35,000	£28,873
20071	Leisure Centre Main Hall Replacement Air Handling Units	Amber	Project is complete and due to close. Project is over budget as a additional vent needed to be replaced.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/09/15	31/03/16	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	01/09/15	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. Project is red due to a delay in authorisation.	Green	Green	Green	Red	Ian Tomes	Douglas Spinks	01/03/16	31/05/16	n/a	£223,000	£118,298
20084	Leisure Centre Roof Refurbishment - Phase 6	Amber	The roof is complete. Project is amber as over budget due the need to relocate PV panels.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/11/15	31/03/16	31/07/16	£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	01/12/16	29/02/16	31/07/16	£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	01/01/16	31/03/16	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. The project is amber for budget as when a site survey was completed it revealed a number of additional windows and doors that required immediate replacement.	Green	Green	Amber	Green	David Loveless	Douglas Spinks	01/12/15	31/03/16	31/12/16	£107,000	£109,468
20100	Civic Offices Ground Floor Refurbishment	Red	Project is complete and in retention. Project is red due to a decision to delay works as the tenant was not due to move in until February 2018. Project is amber for budget as capitalised staffing costs were not included in original approved budget.	Green	Green	Amber	Red	David Loveless	Douglas Spinks	01/12/16	30/11/17	n/a	£1,500,000	£1,527,628
20106	Civic Offices Refurbishment of the 2nd Floor and Basement	Red	Work now complete. Project is red due to delays caused by complications with Surrey Police access control and IT systems. The Police moved in in January.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/05/17	28/09/17	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	01/07/16	24/12/16	21/01/17	£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	01/08/16	31/10/16	31/03/17	£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	01/10/16	01/03/17	28/09/18	£260,000	£206,334
20132	Wolsey Place Shopping Centre Replacement of the Galley Lift	Red	Project is red as there was a delay appointing the contractor and the works could not be commenced and completed before the Christmas retail period. Works commenced in January and are now complete. Project is in retention.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/16	30/09/17	n/a	£80,000	£78,377
20133	Pool in the Park - Replacement Roof Phase 3	Red	Project is now in retention. 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	01/10/16	30/04/17	31/10/17	£125,000	£80,932
20135	Leisure Centre - Building Management System Upgrade	Amber	Survey and upgrade of the existing system is complete. Project is amber to minor overspend.	Green	Green	Amber	Amber	David Loveless	Douglas Spinks	01/10/16	31/12/16	31/03/17	£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	01/10/16	31/03/17	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	01/10/16	31/03/16	31/03/17	£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	01/10/16	01/10/16	28/02/17	£7,500	£7,097

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20139	18-19 High Street Refurbishments	Red	Marjorie Richardson Centre has opened and the project is in retention. <u>Project is over budget and over schedule as there were some additional unforeseen works needed including works to the roof and removal of asbestos.</u> Project is now ready to close.	Green	Green	Red	Amber	David Loveless	Camilla Edmiston	01/05/16	31/01/17	n/a	£310,000	£334,076
20150	West Byfleet Play Area Improvements	Green	New play equipment has been installed and opened to the public. Project now in retention.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	01/05/17	31/10/17	30/06/19	£35,000	£2,723
20151	Pool in the Park Building Management System Works Phase 2	Green	New outstation has been installed and the performance of the system will be monitored over the next six months to ensure all equipment is operating efficiently.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/17	31/03/17	n/a	£40,000	£29,909
20152	Leisure Centre External Doors and Windows Rear Balcony	Red	Project is now complete. <u>Project is over budget due to identification of asbestos cladding which resulted in removal costs.</u>	Green	Green	Red	Green	David Loveless	Douglas Spinks	01/01/17	31/03/17	n/a	£30,000	£42,106
20153	Leisure Centre Entrance Doors	Green	The new doors and flooring have been installed. Project is now complete and is now in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/01/17	10/04/17	n/a	£25,000	£17,406
20182	Refurbishment of 6 floors at Export House	Red	Works are complete and project is now in retention. <u>Project is amber for schedule and red for budget because the scope of works changed to include an additional floor and it took longer to award the tender than anticipated.</u>	Green	Green	Red	Amber	Ian Tomes	Douglas Spinks	15/02/18	30/09/18	n/a	£260,000	£273,228
20183	Business Incubator Kitchen Improvements	Green	All works are complete and project is now in retention.	Green	Green	Green	Green	David Loveless	Chris Norrington	01/11/17	31/05/18	31/07/18	£25,930	£20,153
20186	Woking Park- CCTV Installation	Amber	Project is now complete. <u>Project is amber 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	Amber	David Loveless	Douglas Spinks	01/12/18	31/05/18	n/a	£235,000	£160,360

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned	Costs Actual
20187	Woking Park- WiFi Installation	Red	Project is now complete. Project is red for schedule as there were issues with the fibre network which prevented a signal being sent back to Export House. This has now been resolved.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/12/17	31/05/18	n/a	£250,000	£175,439

Projects Closed During Reporting Period

10865	SharePoint Implementation	Amber	The upgrade of the system is complete. Project is now closed. Project is amber due to delay in closure.	Green	Green	Green	Amber	Pino Mastromarco	Adele Devon	01/08/12	28/09/13	31/12/18	£845,145	£791,672
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 closed.	Green	Green	Amber	Green	Chris Norrington	Douglas Spinks	01/10/16	31/07/17	31/01/19	£75,000	£84,913
20168	Queen Elizabeth Gardens Lighting Column Replacement	Red	Project is now complete. Project is red for schedule as lead times for supply of lamp columns were longer than anticipated, and due delay in closure.	Green	Green	Green	Red	Arran Henderson	Geoff McManus	01/08/17	31/03/18	n/a	£15,000	£7,938
20184	Community Meals Office Relocation	Red	Project is complete. Project is red due to delay in closure.	Green	Green	Green	Red	Stephen Petford	Douglas Spinks	31/08/18	31/10/18	31/12/18	£29,123	£26,142
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. Project is red due to delay in closure.	Green	Green	Green	Red	Chris Norrington	Douglas Spinks	01/01/18	30/04/18	n/a	£12,920	£12,605
20192	Flexiroute Development	Red	Project is complete. Project is red due to delay in closure.	Green	Green	Green	Red	Stephen Petford	Ray Morgan	29/07/18	31/08/18	30/11/18	£5,705	£5,400

Green	Project is progressing according to agreed plans and targets and is within all tolerances.
Amber	Project contains areas of concern which are impacting on delivery and may need remedial action.
Red	Project is failing in one or more areas and is in need of immediate attention.
Revised End	Indicate that the 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.

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