



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

You are hereby summoned to attend a meeting of the Executive to be held on Thursday, 19 November 2020 at 7.00 pm. The meeting will be held virtually and webcast live through the Council's website in accordance with the Coronavirus Act 2020 and The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 (S.I.2020 No. 392).

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](http://www.woking.gov.uk)). The images and sound recording will also be used for training purposes within the Council. By joining the meeting remotely, you are consenting to being filmed.

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 8 October 2020 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 (Pages 5 - 6)

- (i) To receive declarations of interest from Members and Officers in respect of any item to be considered at the meeting.
- (ii) In accordance with the Members' Code of Conduct, Councillor A Azad declares a non-pecuniary interest in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that speaking and voting are permissible.

- (iii) In accordance with the Members' Code of Conduct, Councillor C S Kemp declares a non-pecuniary interest in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that speaking and voting are permissible.
- (iv) In accordance with the Members' Code of Conduct, Councillor D Harlow declares a non-pecuniary interest in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that speaking and voting are permissible.
- (v) In accordance with the Officer Employment Procedure Rules, the Chief Executive, Ray Morgan, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Morgan may advise the Executive on those items.
- (vi) In accordance with the Officer Employment Procedure Rules, the Deputy Chief Executive, Douglas Spinks, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Spinks may advise the Executive on those items.
- (vii) In accordance with the Officer Employment Procedure Rules, the Director of Legal and Democratic Services, Peter Bryant, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Bryant may advise the Executive on those items.
- (viii) In accordance with the Officer Employment Procedure Rules, the Director of Finance, Leigh Clarke, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mrs Clarke may advise the Executive on those items.
- (ix) In accordance with the Officer Employment Procedure Rules, the Director of Housing, Louise Strongitharm, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mrs Strongitharm may advise the Executive on those items.
- (x) In accordance with the Officer Employment Procedure Rules, the Director of Community Services, Julie Fisher, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mrs Fisher may advise the Executive on those items.
- (xi) In accordance with the Officer Employment Procedure Rules, the Director of Finance, Leigh Clarke, declares a disclosable personal interest (non-pecuniary) in any items concerning Woking Football Club and/or the GolDev Woking Limited development. The interest arises from (i) her husband having a small shareholding in Woking Football Club and (ii) being a Council-appointed director of Kingfield Community Sports Centre Limited. The interest is such that Mrs Clarke may advise the Executive on those items.
- (xii) In accordance with the Officer Employment Procedure Rules, the Director of Legal and Democratic Services, Peter Bryant, declares a disclosable personal interest (non-pecuniary) in any items concerning Woking Football Club and/or the GolDev Woking Limited development. The interest arises from (i) him being a member of the Cards Trust (the supporters' club for Woking Football Club), (ii) providing occasional unpaid assistance to Woking Football Club, e.g. acting as returning officer at the election of directors and (iii) being a Council-appointed director of Kingfield Community Sports Centre Limited. The interest is such that Mr Bryant may advise the Executive on those

items.

- (xiii) In accordance with the Office Employment Procedure Rules, the Chief Executive, Ray Morgan, declares a disclosable personal interest (pecuniary) in Item 10 – Management Arrangements arising from it relating to his employment with the Council. The interest is such that Mr Morgan will leave the meeting whilst this item is determined.

## 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 available electronically at the meeting.

## Matters for Recommendation

6. Review of Fees and Charges 2021-22 EXE20-027 (Pages 7 - 118)  
Reporting Person – Leigh Clarke
7. Next Steps Accommodation Programme EXE20-125 (Pages 119 - 124)  
Reporting Person – Louise Strongitharm
8. Draft Investment Programme 2020-21 to 2024-25 EXE20-031 (Pages 125 - 172)  
Reporting Person – Leigh Clarke
9. Calendar of Meetings 2021-22 EXE20-028 (Pages 173 - 176)  
Reporting Person – Peter Bryant
10. Management Arrangements EXE20-123 (Pages 177 - 180)  
Reporting Person – Cllr Ayesha Azad

## Matters for Determination

11. Draft General Fund Budget 2021-22 EXE20-029 (Pages 181 - 206)  
Reporting Person – Leigh Clarke
12. Draft Housing Revenue Account Budget Update 2021-22 EXE20-030 (Pages 207 - 216)  
Reporting Person – Leigh Clarke
13. Health and Wellbeing Strategy EXE20-076 (Pages 217 - 226)  
Reporting Person – Julie Fisher
14. Woking Football Club and Associated Developments EXE20-126 (Pages 227 - 228)  
Reporting Person – Ray Morgan

## Performance Management

15. Performance and Financial Monitoring Information

Please bring to the meeting your copy of the latest Performance and Financial Monitoring Information (Green Book).

16. Monitoring Reports - Projects EXE20-022 (Pages 229 - 238)

Reporting Person – Ray Morgan

AGENDA ENDS

Date Published - 11 November 2020

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](mailto:julie.northcote@woking.gov.uk)



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# Agenda Item 4.

## Schedule Referred to in Declaration of Interests

### Council-appointed directorships

<b>Councillor A Azad</b>	
Kingfield Community Sports Centre Limited (formal appointment to be made at Board meeting of KCSCCL)	Thameswey Housing Limited
Thameswey Central Milton Keynes Limited	Thameswey Limited
Thameswey Developments Limited	Thameswey Maintenance Services Limited
Thameswey Energy Limited	Thameswey Solar Limited
Thameswey Guest Houses Limited	Thameswey Sustainable Communities Limited

<b>Councillor C S Kemp</b>	
Kingfield Community Sports Centre Limited (formal appointment to be made at Board meeting of KCSCCL)	Thameswey Housing Limited
Thameswey Guest Houses Limited	Thameswey Limited

<b>Councillor D Harlow</b>	
Thameswey Guest Houses Limited	Thameswey Housing Limited
Thameswey Limited	

<b>Ray Morgan, Chief Executive</b>	
Export House Limited	Thameswey Limited
Rutland Woking (Carhouse Lane) Limited	Victoria Square Residential Limited
Rutland Woking (Residential) Limited	VSW Hotel Limited
Rutland (Woking) Limited	Victoria Square Woking Limited
Thameswey Maintenance Services Limited	Woking Shopping Limited

<b>Douglas Spinks, Deputy Chief Executive</b>	
Brookwood Cemetery Limited	Thameswey Energy Limited
Brookwood Park Limited	Thameswey Limited
Energy Centre for Sustainable Communities Limited	Thameswey Solar Limited
Export House Limited	Thameswey Sustainable Communities Limited
Thameswey Central Milton Keynes Limited	Woking Necropolis and Mausoleum Limited
Woking Shopping Limited	

**Peter Bryant, Director of Legal and Democratic Services**

Brookwood Cemetery Limited	Thameswey Energy Limited
Brookwood Park Limited	Thameswey Guest Houses Limited
Energy Centre for Sustainable Communities Limited	Thameswey Housing Limited
Kingfield Community Sports Centre Limited	Thameswey Limited
Rutland Woking (Carhouse Lane) Limited (alternate for Ray Morgan)	Thameswey Maintenance Services Limited
Rutland (Woking) Limited (alternate for Ray Morgan)	Thameswey Solar Limited
Thameswey Central Milton Keynes Limited	Thameswey Sustainable Communities Limited
Thameswey Developments Limited	Woking Necropolis and Mausoleum Limited

**Leigh Clarke, Director of Finance**

Kingfield Community Sports Centre Limited

**Louise Strongitharm, Director of Housing**

Thameswey Developments Limited	Thameswey Housing Limited
Thameswey Guest Houses Limited	Thameswey Limited

**Julie Fisher, Director of Community Services**

Victoria Square Woking Limited

EXECUTIVE – 19 NOVEMBER 2020

## REVIEW OF FEES AND CHARGES 2021-22

### Executive Summary

It is the Council's policy to review its discretionary fees and charges at least once a year.

Schedules of proposed charges for 2021/22 are attached at Appendix 1 (People), Appendix 2 (Place), Appendix 3 (Us) and Appendix 4 (Rhoda McGaw Theatre).

### Recommendations

The Executive is requested to:

#### RECOMMEND TO COUNCIL That

**the discretionary fees and charges, as set out in Appendices 1 – 4 of the report, be approved.**

### Reasons for Decision

Reason: The regular review of discretionary charges ensures that the Council maintains its income base and generates additional resources for the provision of services.

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

<b>Background Papers:</b>	None.
<b>Reporting Person:</b>	Leigh Clarke, Finance Director Email: leigh.clarke@woking.gov.uk, Extn: 3277
<b>Contact Person:</b>	Leigh Clarke, Finance Director Email: leigh.clarke@woking.gov.uk, Extn: 3277
<b>Portfolio Holder:</b>	Councillor Simon Ashall Email: cllrsimon.ashall@woking.gov.uk
<b>Shadow Portfolio Holder:</b>	Councillor Deborah Hughes Email: cllrdeborah.hughes@woking.gov.uk
<b>Date Published:</b>	13 November 2020





**1.0 Introduction**

- 1.1 In accordance with Council Policy, fees and charges which are at the discretion of the Council are reviewed at least annually.
- 1.2 The fees and charges for 2020/21 were approved by the Council on 5 December 2019 and the forecast yields were incorporated in the budget approved by the Council on 6 February 2020.
- 1.3 As was the case when the 2020/21 fees and charges were agreed, service areas have been asked to look at ways of increasing yield through increased activity, revised charging or new charging opportunities.
- 1.4 Schedules of proposed charges for 2021/22 are attached at Appendix 1 (People), Appendix 2 (Place), Appendix 3 (Us) and Appendix 4 (Rhoda McGaw Theatre).
- 1.5 The Council's "Strategy for Applying and Setting Fees and Charges for Services" sets out a broad and transparent approach to setting fees and charges. All charges are reviewed against this strategy and charges will be set in line with the framework outlined.
- 1.6 A commentary on any specific service issues arising from the review follows. The name of the relevant Officer contact has also been provided.

**2.0 People**

- 2.1 The services delivered by our communities teams are increasingly important and effective in supporting residents to live at home independently. In order to put these services on a sustainable footing and provide quality services that residents need, some increased charges are required, particularly where charges have not been increased for two years or more. The council will continue to look at how it integrates these services further to reduce costs and keep increases in charges to a minimum.

Centres for the Community – Hires and Membership (Adam Thomas) (Appendix 1)

- 2.2 There is no proposal to increase the hire costs of the rooms at the Centres for the Community. The Centre Managers recently completed a benchmarking exercise and the rates were deemed to be reasonable and in line with other local providers. This will support hirers to access the buildings and use them for community benefit, in line with the health and safety guidance at the time.
- 2.3 This year we would like to formally end the Centres membership scheme. This is considered to be a dated system that is no longer fit for purpose; whereby customers often worry about their renewals and staff struggle to administer a complicated system. A universal, 'pay as you go' approach would be more inclusive and clearer for staff, volunteers and customers. Staff will be able to better engage with new customers who can feel comfortable and welcome to use the Centres without feeling the pressure of having to sign up to a scheme.
- 2.4 Currently, customers pay £10 per year to be a member and this enables them to have a discounted meal every time they visit the Centres. Historically, the scheme was linked to wider leisure and retail offers, however, this benefit has not worked for many years and is now non-existent. In line with our health and wellbeing priorities, the offer of the Centres promotes healthy living and active sessions, in partnership with local leisure providers. Therefore, the focus on health and wellbeing remains a key priority regardless of a membership scheme.
- 2.5 The new proposed lunch prices are detailed in the Community Meals section of this report. There is a slight increase in cost for day-care users (customers requiring low to medium care

support from Council staff). However, it should be noted that day-care customers only pay for their transport and lunch and therefore there is no additional cost for the care provided to them from the Centre Assistants when they visit for the day. The offer is therefore very affordable.

- 2.6 From the Council's perspective, removing the membership allows us to continue to provide care and support to vulnerable residents, however we simplify the systems and enable staff to spend less time on complex admin tasks and more time engaging with customers. Currently, customers who are not members pay £6 for a two course lunch, members pay £5 and day-care customers or customers receiving benefits pay £4.20. This is very confusing for staff and volunteers taking orders and then handling cash and coding the finances accordingly. It is also confusing for customers.
- 2.7 Regarding income, the membership scheme overall creates a financial loss to the Council when off-set with the current lunch prices. Therefore the new lunch rates enable us to slightly reduce the annual loss, whilst still providing a highly affordable and accessible offer to customers.

### Community Meals (Ashley Harden-Boyle) (Appendix 1)

- 2.8 The Community Meals Service is a vital service for many elderly and disabled residents of Woking and continues to grow its customer base year on year.
- 2.9 The menu offer has been adapted over the past 12 months and will continue to change to offer variety and flexibility. Frozen meals are now being delivered alongside the hot lunch service to ensure client's needs are met and charged the same rate as the hot lunch service. This means we are able to deliver meals to clients who may have to attend appointments or would prefer to cook the meals themselves later in the day.
- 2.10 The past 12 months has seen a drastic increase in the number of people needing assistance from the Meals Service, especially through the pandemic which doubled the number of clients at its peak. Community meals currently delivers 1197 meals a week, a 39% increase from pre pandemic time with 210 regular clients.
- 2.11 The cost in relation to food and resources needed to maintain the service has increased annually by at least 5%. There are still price uncertainties due to how Covid and Brexit will impact and potentially cause additional price increases.
- 2.12 The Council's current lunch and frozen charge of £4.00 remains the lowest across Surrey, with only Spelthorne offering a service at the same price.
- 2.13 The 2020/2021 charges from Surrey district and boroughs are:

<b>Council</b>	<b>Cost Lunch 2020/21</b>
Epsom and Ewell	£4.95
Mole Valley	£5.20
Elmbridge	£4.80
Runnymede	£4.40
Surrey Heath	£4.10
Guildford	£4.40
Waverley	£6.50
*2021/22 charges are not known but expected to increase. All D&B use the same supplier.	

- 2.14 Woking Council has not increased meals charges since 2017.
- 2.15 With the cost pressures and uncertainties in running the meal services it is proposed to increase lunch and frozen meal charges to £4.40 to assist in covering costs and maintaining the service.
- 2.16 The demand for tea time meals has significantly increased. The menu offer has improved and many clients mix this option alongside hot lunches. We are now able to offer 3 meals a day for those that may need it.
- 2.17 The tea and breakfast charge has not increased since the service was introduced and currently stands at £1.00 for breakfast and £2.00 for tea.
- 2.18 It is proposed to increase these charges for 2021/22 to £1.10 for breakfast and £2.20 for tea.
- 2.19 For an additional charge extra fruit, drinks and soups to help promote hydration and nutrition which are deliverable with a meals service or as a once a week drop.
- 2.20 Service users at Community Centres, Brockhill and the soon to be open Hale End Court are provided with 2 course lunches as are local organisations such as Surrey Choices.
- 2.21 As described above in the Centres for the Community section, the membership of the Centres for the Community is proposed to be removed as it is no longer fit for purpose. A new lunch rate that is the same for all customers will allow for a wider demographic of customers to enjoy the space and a system whereby this can be processed simply by staff and volunteers. A new rate of £5.50 for a two course lunch, which includes the care from Centre staff for the time spent at the premises is proposed. This rate will be the same for all users who wish to purchase lunch.
- 2.22 The lunch club rate is charged to organisations requesting our meals for their clients e.g. Woking Surrey Choices Sites. It is proposed to also increase the lunch club rate to £5.50.

Brockhill (Julie Meme) (Appendix 1)

- 2.23 It is not proposed to increase the Guest Room fees as this was substantially increased last year and it is seen as a vital offer for some relatives to visit tenants during the pandemic.
- 2.24 It is not proposed to increase the hire charge for hair dressing as with COVID precautions the hairdresser is unable to have as many clients as before.

Homelink (Helen Kempell) (Appendix 1)

- 2.25 Homelink is part of the NW Surrey Home Improvement Agency (HIA) Hub with Spelthorne and Runnymede BC's. Woking takes the lead role designed to provide a more consistent approach across the area and to provide efficiencies and savings in service provision.
- 2.26 Homelink now operates the Handyperson service in these three boroughs and also Surrey Heath. The proposed Handyperson charges will apply across all boroughs. Any income generated will benefit Woking and goes back into the running of the Handyperson service.
- 2.27 The majority of the work carried out by the Handyperson service is to assist hospital discharge and to enable residents to remain safe and secure in their homes for as long as possible. There is no charge to the residents for this type of work. The volume of this type is ever increasing due to the aging population and our growing ties with Adult Social Care, NHS and Clinical Commissioning Group (CCG) through the Integrated Care Partnership and so the time available for chargeable DIY work is diminishing.
- 2.28 The Covid crisis has meant that we are having to pay increased costs for some items due to lack of material/equipment supply.
- 2.29 The Handyperson Service is part funded by the Better Care Fund and the grant for 20/21 remained the same as the previous year. Funding for following years has not been confirmed. Other funding comes from a capital grant and an HIA revenue grant yet to be confirmed for 21/22.
- 2.30 The proposed increase in Handyperson charges are recommended to increase the ability of the service to become self-financing in the long term and provide resilience in the current uncertain climate.
- 2.31 The NW Surrey Hub has agreed to maintain the management fee to carry out major disabled adaptations at 15% of the adaptation cost for the majority of works. Any increase reduces the amount available to spend on the actual adaptation work.

Careline (Julie Meme) (Appendix 1)

- 2.32 Woking Careline provides a holistic service for residents: rather than simply sending alarm equipment out to clients in the post as many private suppliers do, Careline officers install the equipment in the clients home. In doing so the Careline officer carries out a range tests in each room in the house and is able to look for potential trip hazards and problems in the home. Clients can be referred to other services such as the Handy Person service and dementia services all of which support people to live at home independently. The team are qualified Trusted Assessors for adaptations and equipment which speeds up the process for clients as occupational therapists reports/recommendations are not always required. The advantage of the Careline service is also the Falls Responder service where our staff are able to assist clients who have fallen but have no injuries instead of waiting for an ambulance.
- 2.33 Our charges are therefore higher than some private market suppliers of alarm equipment such as Age UK, Saga, Boots. It is becoming evident that Woking residents are shopping

around the market with greater use of internet searching and it will therefore be important to clearly communicate to clients how the Careline service offer is far more comprehensive.

- 2.34 The charges vary across all Districts and Boroughs in Surrey, Elmbridge charge the lowest at £3.92 pw and the highest is Epsom and Ewell at £4.96. The current Woking charge is £4.27 full rate and £3.15 for those in receipt of means tested benefits. Woking is only one of 2 Councils in Surrey that has the split rate. It is intended to gradually move towards a one charge system.
- 2.35 Woking's charges have not increased for 2 years. Forestcare our call centre provider have increased their charges by over 50% this year. It is proposed to increase the full charge to £4.70 pw and £4.00 pw for those in receipt of a means tested benefit.
- 2.36 During the pandemic it was important to be able to continue to install alarm equipment for new clients and at the same time minimise the risk to staff visiting. Where it was known that there would be a logistical problem with the physical installation of the equipment, e.g. lack of electrical sockets / phone points or resident in isolation having just been discharged from hospital, an easy solution was required. OwnFone is an alternative personal alarm, similar in size to a small mobile phone that is worn around the neck. It works using a SIM card and has to be regularly charged. Like the traditional alarm the OwnFone will work within home and garden and when activated will connect to Forestcare Alarm Centre in the normal way. Clients are given the option at the end of their trial whether to keep the OwnFone or revert to the normal alarm.
- 2.37 It is proposed to introduce a new charge for the OwnFone at £ 4.50 pw.

### Independent Support Services (Julie Meme) (Appendix 1)

- 2.38 The Independent Support Service was introduced to replace the Home Support Service to provide a tenure neutral service for our most vulnerable, elderly and disabled residents of the Borough based on the resident's individual needs and not where they live.
- 2.39 The service was aimed to support any resident of the borough to live independently at home as long as possible in a safe and secure environment. The tenure neutral service being based on the individual needs which may change over time and will be flexible to cover periods of crisis i.e. hospital discharge, illness or bereavement.
- 2.40 Due to the pandemic this service has not been fully implemented so it is not proposed to increase any charges for 2021/22.

### Leisure Management Contract (Steve May) (Appendix 1)

- 2.41 The pandemic has had a significant impact on Freedom Leisure, the Council's leisure services provider. Facilities were closed for the national lockdown in March and it was only possible to gradually re-open over the summer. The subsequent closure this month is a further set back. It has been necessary for the Council to provide support to Freedom Leisure over this period due to limited or no income for several months.
- 2.42 Charges for 2021/22 have been proposed in consultation with the Leisure Partnership Board and reflect the need to maintain income levels to provide a sustainable service going forward.
- 2.43 Swimming prices have been on hold for the past couple of years due to refurbishment works. The increases now proposed are more than inflation due to the improved facilities but when compared to other facilities in Surrey are still very good value for money. In particular our concession pricing structure offers the best value across all of the Surrey. Only marginal increases are proposed for many of the gym charges.

**3.0 Place**

Waste and Recycling and Garden Waste (Geoff McManus) (Appendix 2)

- 3.1 There are no proposals to increase the charges during 2021/22, although Joint Waste Services continue to look at potential alignment of charges across the four authorities (Woking, Surrey Heath, Elmbridge and Mole Valley).

Car Parks (Geoff McManus) (Appendix 2)

- 3.2 There are no proposals to increase off street tariff increases during 2021/22.
- 3.3 With the introduction of a new car park management system many new payment options will shortly be available whilst retaining the traditional ability to pay by cash although the drive is to contactless and on line payments for convenience and efficiency.
- 3.4 It is the intention to transfer all existing registered disabled motorists onto the new parking system. For renewals or new applications a £15 administration charge will apply for the full term of the disabled persons blue badge.

Resident Car Park Season Tickets

- 3.5 With the introduction of new parking systems it is proposed to make available a standard discounted residents car park permit for town centre residents at a cost of £780 per year allowing car park access at all times.
- 3.6 For qualifying applicants (typically residents living within the CPZ zone 1 boundary) an auto renewal process will be available at £65 per month.
- 3.7 If a second permit is required for a household, the options would be a standard priced permit or a residents off peak car park permit at £170 per year.

Public Season Tickets

- 3.8 It is also proposed to change all public season tickets to monthly auto renewal which makes it more convenient for the user and more efficient for parking services.

<b>Band C example</b>	Monthly	Quarterly	Annual
<b>Proposed monthly fee</b>	150	n/a	n/a

Corporate Season Tickets

- 3.9 Separate arrangements will remain in place for companies who require large numbers of season tickets.

Controlled Parking Zones (Geoff McManus) (Appendix 2)

- 3.10 There are no charging proposals for 2021/2022. Any new proposals would normally originate from Woking Joint Committee and Surrey County Council acting as the highway authority for Woking.

Environmental Information Regulations 2004 (EIR)

- 3.11 Companies and members of the public may approach the Council from time to time, requesting information under the Environmental Information Regulations (EIR) as defined in the CON29 Standard Enquiries of Local Authorities. The EIR provides for public access to environmental information held by public authorities on any property / site / land that falls within the Local Authority's remit. We are able to make a charge for the time and resources that is involved in gathering the information requested, which tends to be on pollution related data. A fee of £175.00 will be charged for providing information requested under EIR.

Fishing Permits (Tracey Haskins) (Appendix 2)

- 3.12 The Goldsworth Park Angling Club continues to provide management services at both Goldsworth Park Lake and Brookwood Ponds. In consultation with the Angling Club no increase in charges are proposed for 2021/22 and arrangements continue to work well.

Street Trading

- 3.13 Street trading charges have been replaced with a £100 fee for 3 months under the new covid19 related Planning laws. This continues to be a temporary arrangement and we will revert to 12 month licences when appropriate.

Building Control (David Edwards)

- 3.14 The current Building Control fees and charges will continue to apply until such time as a review is undertaken.

**4.0 Us**

Local Land Charges (David Ripley) (Appendix 3)

- 4.1 There is no proposal to increase the Woking BC element of Local Land Charge fees. The income received against the costs incurred in the previous 3 years indicate the fee levels are set correctly. Over a 3 year cycle the fees received and costs incurred should be neutral. The increased fees levied by Surrey County Council will be reflected in the fees published on the Council's website for Local Land Charge searches. The trend in 2020/21 is difficult to forecast due to the impacts of Covid-19 and the Government stopping house moves. This reduced search demand, however activity is starting to pick up again.
- 4.2 Some Con 29 Part 1 searches are submitted as requests under the Environmental Information Regulations 2004 i.e. under the "Freedom of Information" regime. The fee for dealing with these requests (calculated in accordance with statutory provisions) is £175.00.
- 4.3 It is expected that Local Land Charges will transfer to the Land Registry during 2021/22. All income has therefore been removed from the budget from 1 April 2021.

Taxis and Private Hire (Jo McIntosh) (Appendix 3)

- 4.3 A modest increase is proposed in respect of the fees and charges schedule for taxi licensing. The Licensing Department is currently running at a deficit and fees have not been increased for numerous years. It should be noted that it is anticipated that these increases will reduce the deficit but there will still be one. Given the current climate and regeneration in the Town Centre it is considered that a gradual increase to fees is more appropriate than a substantial increase immediately.

**5.0 Implications**

Financial

5.1 The changes in fees and charges considered in this report are summarised in the following table. It is forecast that there will continue to be a significant reduction in activity in car parks during 2021/22 as the impact of the pandemic continues. This is reflected in the projected yield from charges and so is shown separately in the table.

	Budget 2020/21 £	Estimated Yield 2021/22 £	Change in Yield £	Change in Yield %
People	970,242	1,063,997	93,755	9.7
Place – Car Parking	8,438,324	5,221,308	-3,217,016	-38.1
Place - Other	1,779,435	1,780,415	980	0.1
Us	391,054	433,872	42,818	10.9
Total	11,579,055	8,499,592	-3,079,463	-26.6

5.2 Not all of the fees and charges income in the table above will directly affect the overall position in the Council’s General Fund budget also on this agenda. There will also be associated increases in costs for some services where activity has increased.

Human Resource/Training and Development

5.3 This review forms part of the annual work plan of staff in the Council’s service areas. No specific training and development issues have arisen as a result of the review.

Community Safety

5.4 There are no Community Safety implications as a result of this report.

Risk Management

5.5 Where there is a risk that the levels of income proposed by this review will not be achieved, this will be identified in the 2021/22 budget reports and monitored during the year in the Green Book.

Sustainability

5.6 There are no sustainability implications in the report.

Equalities

5.7 There are no equalities implications in the report.

Safeguarding

5.8 There are no specific safeguarding implications as a result of this report.



**6.0 Consultations**

- 6.1 Consultation has been undertaken with Freedom Leisure and the Leisure Partnership Board on the 'core' and 'non-core' charges for the Leisure Management Contract.
- 6.2 The Goldsworth Park Angling Club has been consulted on the proposed charges for Fishing.
- 6.3 Consultation has taken place with the Woking Drama Association and Ambassadors Theatre Group in respect of the proposed charges for the Rhoda McGaw Theatre.

REPORT ENDS



**PEOPLE FEES AND CHARGES**  
**SUMMARY OF ESTIMATED YIELDS 2021/22**

	<b>BUDGET 2020/21 £</b>	<b>BUDGET 2021/22 £</b>
<u>Health &amp; Wellbeing and Cultural Development</u>		
Community Transport	0	0
Leisure Centre		
Hoe Valley Leisure Centre - Outdoor		
Pool In The Park		
Leisure Centre & Pool In The Park Memberships		
Holiday Activity Camps		
	} Part of Leisure Management Contract	
<u>Community Support</u>		
The Vyne	41,859	36,692
St Marys	16,867	15,535
Moorcroft	9,539	8,818
Parkview	34,096	34,096
Tubs	7,000	7,000
WITS	72,380	51,035
<u>Housing</u>		
Housing Standards	35,810	27,620
<u>Independent Living</u>		
Home Support Sevices	14,917	14,917
Homelink	150,000	148,000
Careline	275,059	298,423
Community Meals	294,017	403,246
Brockhill	4,940	4,940
<u>Council Housing Services</u>		
Sheltered Housing Guest Rooms (HRA)	83	0
Lakeview Social Centre (HRA)	13,540	13,540
References For Lenders (HRA)	135	135
<b>PEOPLE - TOTAL FEES AND CHARGES</b>	<b><u>970,242</u></b>	<b><u>1,063,997</u></b>

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
	<b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b>	<b>NET CHARGE (£ - p)</b>	<b>V.A.T. (£ - p)</b>	<b>TOTAL CHARGE (£ - p)</b>
	All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.			
	<b>Fitness Suite</b>			
	<b>Gym Induction</b> (Key Fitness membership includes free Induction)			
30.00	Induction - Standard / Member Fitness DD / Annual	31.50	0.00	31.50
30.00	Sign Up Fee (Admin Fee)	30.00	0.00	30.00
20.50	Induction - Status/Concession	21.50	0.00	21.50
20.50	Bravehearts Induction	21.50	0.00	21.50
20.50	Wellness Induction	21.50	0.00	21.50
	<b>Personal Training (1:1 dedicated instruction: not Core Charges)</b>			
40.00	Single session	41.50	0.00	41.50
160.00	4 x Sessions (4 Pack)	180.00	0.00	180.00
320.00	8 x Sessions (8 Pack)	360.00	0.00	360.00
150.00	4 x Sessions (DD Rate)	165.00	0.00	165.00
300.00	8 x Sessions (DD Rate)	325.00	0.00	325.00
200.00	5 x Sessions	162.00	0.00	162.00
400.00	10 x Sessions	310.00	0.00	310.00
	<b>Gym Program</b>			
Free	Standard Program Card	Free	Free	Free
20.00	Beginner Tailored Training Program (1-2 Workouts)	20.00	0.00	20.00
40.00	Advanced Tailored Training Program (3-5 Workouts)	40.00	0.00	40.00
15.00	Wellness Key			
		NO LONGER SOLD		
	<b>Gym casual price per visit</b>			
0.00	Memberships (Fitness DD/Annual)	0.00	0.00	0.00
8.20	Standard	8.50	0.00	8.50
5.80	Status	6.35	0.00	6.35
3.70	Concession	4.10	0.00	4.10
2.90	Member surcharge for status & concession at Peak Usage (Monday - Friday 6-9pm)	2.90	0.00	2.90

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<p align="center"><b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b></p> <p align="center">All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.</p>			
	<b><u>Health related activities</u></b>			
	<b>Wellness / Bravehearts / GP Referrals / Lung Rehab</b>			
0.00	Memberships (Fitness DD/Annual)	0.00	0.00	0.00
4.60	Standard <i>(only applicable for first 3 months - then revert to casual gym price)</i>	4.70	0.00	4.70
4.60	Status	4.70	0.00	4.70
2.30	Concession	2.35	0.00	2.35
2.30	Bolt on gym up to 15 minutes in addition to Lung, Wellness, Bravehearts sessions (supervised)	2.40	0.00	2.40
	<b>Health Suite (Woking Leisure Centre only)</b>			
0.00	Memberships (Fitness DD/Annual)	0.00	0.00	0.00
6.80	Standard	7.00	0.00	7.00
4.90	Status	5.25	0.00	5.25
2.90	Concession	3.20	0.00	3.20
	<b>Specialist Fitness classes</b>			
0.00	Memberships (Fitness DD/Annual)	0.00	0.00	0.00
8.50	Standard	8.80	0.00	8.80
6.00	Status	6.60	0.00	6.60
4.00	Concession	4.40	0.00	4.40
4.60	Concession Peak (after 6pm)	4.60	0.00	4.60
	<b>Specialist classes (30 minutes)</b>			
5.20	Standard	5.00	0.00	5.00
3.90	Status	3.70	0.00	3.70
2.80	Concession	2.60	0.00	2.60

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<p align="center"><b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b></p> <p align="center"><small>All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.</small></p>			
	<b>General Fitness classes</b>			
0.00	Memberships (Fitness DD/Annual)	0.00	0.00	0.00
7.20	Standard	7.50	0.00	7.50
4.70	Status	5.35	0.00	5.35
3.30	Concession	3.75	0.00	3.75
4.20	Concession Peak (after 6pm)	4.20	0.00	4.20
	<b>General classes (30 minutes)</b>			
4.50	Standard	4.50	0.00	4.50
3.00	Status	3.00	0.00	3.00
1.90	Concession	1.90	0.00	1.90
	<b>Virtual Classes (25 minutes) (Woking Leisure Centre only)</b>			
3.30	Standard	3.40	0.00	3.40
2.30	Status	2.35	0.00	2.35
1.50	Concession	1.70	0.00	1.70
	<b>Virtual Classes (45 minutes) (Woking Leisure Centre only)</b>			
4.50	Standard	4.70	0.00	4.70
2.90	Status	3.20	0.00	3.20
2.00	Concession	2.25	0.00	2.25
	<b>Fitness class/health related courses (various)</b>			
45.00	Pilates (specialist) DD/Annual Key Fitness member	45.00	0.00	45.00
58.00	Pilates (specialist) pay as you go	58.00	0.00	58.00
40.00	Kettle bell course - DD/Annual Key Fitness member	40.00	0.00	40.00
63.00	Kettle bell course - pay as you go	63.00	0.00	63.00

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
	<b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b> <small>All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.</small>	<b>NET CHARGE (£ - p)</b>	<b>V.A.T. (£ - p)</b>	<b>TOTAL CHARGE (£ - p)</b>
	<b>50+ Club per session (Woking Leisure Centre only)</b>			
0.00	Membership (Fitness DD/Annual)	0.00	0.00	0.00
6.50	Standard	6.80	0.00	6.80
5.20	Status	5.20	0.00	5.20
3.00	Concession	3.40	0.00	3.40
	<b>Indoor bowling per head/hour (Woking Leisure Centre only)</b>			
4.50	Standard	4.70	0.00	4.70
3.50	Status	3.55	0.00	3.55
2.10	Concession	2.30	0.00	2.30
	<b>Trampolineing</b>			
7.80	Standard	8.00	0.00	8.00
5.50	Status	6.00	0.00	6.00
3.40	Concession	4.00	0.00	4.00
	<b>Fun and Bounce</b>			
7.80	Standard	8.00	0.00	8.00
5.50	Status	6.00	0.00	6.00
3.40	Concession	4.00	0.00	4.00
	<b>Creche - 75 minutes (Woking Leisure Centre only)</b>			
2.00	Key Fitness Member	2.10	0.00	2.10
3.50	Standard	3.65	0.00	3.65
2.50	Status	2.60	0.00	2.60
1.50	Concession	1.65	0.00	1.65
5.00	Failure to attend a booked session without notice	5.00	0.00	5.00

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<p align="center"><b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b></p> <p align="center">All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.</p>			
	<b>Pick 'n Mix Playstore (Woking Leisure Centre only)</b> (includes accompanying adults)			
5.60	Playstore 4-12yrs - Standard	5.75	0.00	5.75
4.10	Playstore 4-12yrs - Status	4.30	0.00	4.30
2.60	Playstore 4-12yrs - Concession	2.80	0.00	2.80
3.90	Playstore up to 4yrs - Standard	4.00	0.00	4.00
2.70	Playstore up to 4yrs - Status	3.00	0.00	3.00
1.70	Playstore up to 4yrs - Concession	1.90	0.00	1.90
5.00	Go Banana's Standard	5.20	0.00	5.20
3.80	Go Banana's Status	3.90	0.00	3.90
3.00	Go Banana's Concession	3.00	0.00	3.00
1.60	1 Adult per child free of charge, additional adults required to pay spectator @ £1.60	1.60	0.00	1.60
	<b>Sensations Group (Woking Leisure Centre only)</b>			
14.50	Contributing Partner Groups (Cranstock, LinkAble, Welmede)	14.50	0.00	14.50
25.00	Other Disabled Groups (in or out of Borough)	25.00	0.00	25.00
29.50	Other Organisations	29.50	0.00	29.50
	<b>Sensations Individual, including Carer (Woking Leisure Centre only)</b>			
5.50	Standard	5.50	0.00	5.50
3.40	Status	3.40	0.00	3.40
1.80	Concession	1.80	0.00	1.80
	<i>Notes: Maximum of 12 people. No staffing supplied, but induction on how to use provided free of charge to groups/carers.</i>			



CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b> <small>All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All Income generated will be returned to the Council via the Management Fee arrangements.</small>			
	<b>Badminton - 1 hr per head</b>			
0.00	Membership (Fitness DD/Annual)	0.00	0.00	0.00
4.20	Standard	4.40	0.00	4.40
3.70	Status	3.85	0.00	3.85
2.10	Concession	2.20	0.00	2.20
	<b>Short tennis - 1 hr per head</b>			
0.00	Membership (Fitness DD/Annual)	0.00	0.00	0.00
4.20	Standard	4.40	0.00	4.40
3.70	Status	3.85	0.00	3.85
2.10	Concession	2.85	0.00	2.85
	<b>Badminton Club</b>			
0.00	Membership (Fitness DD/Annual)	0.00	0.00	0.00
5.60	Standard	5.85	0.00	5.85
4.40	Status	4.40	0.00	4.40
2.60	Concession	2.85	0.00	2.85
	<b>Basketball - 1 hr, single hoop practice (3 courts min)</b>			
29.00	Standard	31.00	0.00	31.00
21.00	Status	23.25	0.00	23.25
15.00	Concession	15.50	0.00	15.50
	<b>Table tennis - 1 hr per head</b>			
0.00	Membership (Fitness DD/Annual)	0.00	0.00	0.00
4.10	Standard	4.40	0.00	4.40
3.40	Status	3.40	0.00	3.40
2.40	Concession	2.40	0.00	2.40

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
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	<b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b> <small>All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.</small>			
	<b>Table tennis - 45 mins per head</b>			
0.00	Membership (Fitness DD/Annual)	0.00	0.00	0.00
3.10	Standard	3.25	0.00	3.25
2.60	Status	2.60	0.00	2.60
1.90	Concession	1.90	0.00	1.90
	<b>Squash - 45 minutes per head (Woking Leisure Centre only)</b>			
0.00	Membership (Fitness DD/Annual)	0.00	0.00	0.00
4.60	Standard	4.85	0.00	4.85
3.90	Status	3.90	0.00	3.90
2.20	Concession	2.40	0.00	2.40
	<b>Woking Squash Club night (Woking Leisure Centre only)</b>			
0.00	Membership (Fitness DD/Annual)	0.00	0.00	0.00
5.40	Standard	5.65	0.00	5.65
4.30	Status	4.30	0.00	4.30
2.20	Concession	2.40	0.00	2.40
	<b><u>Other activities and Sundry income</u></b>			
2.10	Spectator	2.20	0.00	2.20
3.80	Shower	4.00	0.00	4.00

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
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	<b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b>			
	All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.			
	<b>Sports Courses</b> (Key Card required to access courses)			
5.50	Special needs badminton - Standard	6.00	0.00	6.00
5.30	Special needs badminton - Status	5.70	0.00	5.70
2.90	Special needs badminton - Concession	3.25	0.00	3.25
5.80	Tramps - 1 hr 6-15 years - Status	6.30	0.00	6.30
3.10	Tramps - 1 hr 6-15 years - Concession	3.20	0.00	3.20
4.30	Mini tramps 30 min 3-6 years - Status	4.40	0.00	4.40
2.40	Mini tramps 30 min 3-6 years - Concession	2.50	0.00	2.50
	<b>Birthday Parties</b>			
200.00	Trampolining Party - up to 18 children	210.00	0.00	210.00
7.00	Trampolining Party - additional child 19-30 (per child)	7.30	0.00	7.30
230.00	Trampolining joint Party (2 birthday children) max of 30 children	250.00	0.00	250.00
150.00	Football, Basketball, Netball, Traditional party games	165.00	0.00	165.00
150.00	Tumbling Tots (3-5 years) Structured (replaces Tum Tigers)	160.00	0.00	160.00
150.00	Tumbling Tinies (1-3 years) un structured (replaces Soft Play)	165.00	0.00	165.00
140.00	Mixed Games Party (non traditional games inc Dodgeball)	150.00	0.00	150.00
155.00	Playstore toddlers Party (age 3-4, up to max of 30 children)	170.00	0.00	170.00
155.00	Playstore Adventure Party (shared) for age 5-12 year olds	170.00	0.00	170.00
200.00	Playstore Adventure Party (exclusive) for age 5-12 year olds	215.00	0.00	215.00
	<b>Facility Charge per hour</b>			
190.00	Main Hall (full) - Level 1: Commercial Trader	200.00	0.00	200.00
160.00	Main Hall (full) - Level 2: Commercial Sport	175.00	0.00	175.00
130.00	Main Hall (full) - Level 3: Standard Leisure	142.00	0.00	142.00
95.00	Main Hall (full) - Level 4: Community Leisure	100.00	0.00	100.00

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
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	<b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b> All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.			
	<b>Facility Charge per hour (cont.)</b>			
95.00	Main Hall (half) - Level 1: Commercial Trader	200.00	0.00	200.00
80.00	Main Hall (half) - Level 2: Commercial Sport	175.00	0.00	175.00
65.00	Main Hall (half) - Level 3: Standard Leisure	142.00	0.00	142.00
47.50	Main Hall (half) - Level 4: Community Leisure	100.00	0.00	100.00
50.00	WLC Studio 3 (First floor) - Level 1: Commercial Trader	55.00	0.00	55.00
42.00	WLC Studio 3 (First floor) - Level 2: Commercial Sport	45.00	0.00	45.00
33.00	WLC Studio 3 (First floor) - Level 3: Standard Leisure	35.00	0.00	35.00
25.00	WLC Studio 3 (First floor) - Level 4: Community Leisure	27.50	0.00	27.50
75.00	WLC Studio 1 or 2 (Second floor) / HVLC Studios - Level 1: Commercial Trader	80.00	0.00	80.00
63.00	WLC Studio 1 or 2 (second floor) / HVLC Studios - Level 2: Commercial Sport	65.00	0.00	65.00
50.00	WLC Studio 1 or 2 (Second floor) / HVLC Studios - Level 3: Standard Leisure	55.00	0.00	55.00
38.00	WLC Studio 1 or 2 (Second floor) / HVLC Studios - Level 4: Community Leisure	38.00	0.00	38.00
81.00	WLC Wurlitzer Hall - Level 1: Commercial Trader	85.00	0.00	85.00
67.50	WLC Wurlitzer Hall - Level 2: Commercial Sport	70.00	0.00	70.00
54.00	WLC Wurlitzer Hall - Level 3: Standard Leisure	55.00	0.00	55.00
40.50	WLC Wurlitzer Hall - Level 4: Community Leisure	40.50	0.00	40.50
24.00	Badminton - Level 1: Commercial Trader	25.00	0.00	25.00
20.00	Badminton - Level 2: Commercial Sport	22.00	0.00	22.00
16.00	Badminton - Level 3: Standard Leisure	17.00	0.00	17.00
12.50	Badminton - Level 4: Community Leisure	12.50	0.00	12.50

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
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	<b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b> <small>All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.</small>			
	<b>Facility Charge per hour (cont.)</b>			
12.90	WLC Squash - Level 1: Commercial Trader	14.00	0.00	14.00
10.90	WLC Squash - Level 2: Commercial Sport	12.00	0.00	12.00
8.90	WLC Squash - Level 3: Standard Leisure	8.90	0.00	8.90
6.80	WLC Squash - Level 4: Community Leisure	7.00	0.00	7.00
81.50	3G 7a side - Level 1: Commercial Trader	88.00	0.00	88.00
68.00	3G 7a side - Level 2: Commercial Sport	73.00	0.00	73.00
55.00	3G 7a side - Level 3: Standard Leisure	60.00	0.00	60.00
41.00	3G 7a side - Level 4: Community Leisure	44.00	0.00	44.00
32.00	3G 7a side - Level 5: Off Peak / Education Use	33.50	0.00	33.50
270.00	WLC Playstore - Level 1: Commercial Trader	280.00	0.00	280.00
230.00	WLC Playstore - Level 2: Commercial Sport	240.00	0.00	240.00
200.00	WLC Playstore - Level 3: Standard Leisure (exclusive use)	215.00	0.00	215.00
150.00	WLC Playstore - Level 4: Community Leisure	160.00	0.00	160.00
36.00	New meeting room - Level 1: Commercial Trader	40.00	0.00	40.00
30.00	New meeting room - Level 2: Commercial Sport	35.00	0.00	35.00
24.00	New meeting room - Level 3: Standard Leisure	25.00	0.00	25.00
18.00	New meeting room - Level 4: Community Leisure	20.00	0.00	20.00
70.50	WLC Spin Studio - Level 1: Commercial Trader	70.50	0.00	70.50
59.00	WLC Spin Studio - Level 2: Commercial Sport	59.00	0.00	59.00
48.00	WLC Spin Studio - Level 3: Standard Leisure	48.00	0.00	48.00
35.50	WLC Spin Studio - Level 4: Community Leisure <i>Note, this is a room equipped with bikes</i>	35.50	0.00	35.50

CHARGE 2020/21 (inc. VAT) (£ - P)	ITEM	CHARGE 2021/22		
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	<b>LEISURE CENTRES (Woking (WLC) and Sportsbox)</b> <small>All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.</small>			
	<b>Equipment Hire</b>			
4.50	Hire Equipment - Standard	4.60	0.00	4.60
2.30	Hire Equipment - Status	2.50	0.00	2.50
1.80	Hire Equipment - Concession	2.00	0.00	2.00
10.00	Deposit (returnable)	10.00	0.00	10.00
	<b>Athletics</b>			
57.00	Events - per hour (minimum charge 4 hours)	62.00	0.00	57.00
67.00	Events - each additional hour	70.00	0.00	67.00
23.00	Events - Floodlights - per hour	24.00	0.00	23.00
43.00	Training - per hour (minimum charge 1 hours)	46.00	0.00	43.00
23.00	Training - Floodlights per hour	24.00	0.00	23.00
32.00	Community Leisure Rate - per hour	32.00	0.00	32.00
38.70	Key Card Casual Rate - per hour	38.70	0.00	38.70
	<b>Events</b>			
25.00	Additional staff - Recreation staff per hour (no NPLQ)	27.50	0.00	27.50
45.00	Additional staff - Coach/instructor per hour	45.00	0.00	45.00

**NOTES**

Standard = Full Rate

Status = Pre-school, Individuals in Full-Time Education (including on government training schemes), people with disabilities, and people 60 and over

Concession = Woking Residents in receipt of: Income Support, Job Seekers Allowance (Income based), Employment Support Allowance (Income related), Guaranteed Pensions Credit, Working Tax Credit and Child Tax Credit (where household income is £16,495 (2019-20 value) or less) and Universal Credit (Income related).

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b>HOE VALLEY - OUTDOOR / SCHOOL USE</b>			
	All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.			
	<b>ATHLETICS TRACK (Public &amp; School Access)</b>			
56.65	Events - per hour (minimum charge 4 hours)	62.00	0.00	62.00
66.95	Events - each additional hour	70.00	0.00	70.00
23.00	Events - Floodlights - per hour	24.00	0.00	24.00
43.25	Training - per hour (minimum charge 1 hours)	46.00	0.00	46.00
23.00	Training - Floodlights per hour	24.00	0.00	24.00
n/a	<b>3G Pitches (Public Use) - see Leisure Centres Schedule</b>	n/a	n/a	n/a
n/a	<b>Football / Grass Pitches (Public Use) - see Outdoor Sports Schedule</b>	n/a	n/a	n/a
	<b>HOE VALLEY SCHOOL / ACADEMY USE</b>			
	<b>Main Sports Hall</b>			
n/a	Academy Core Time (& Enrichment) - Service Charge paid instead of Hire Rate	n/a	n/a	n/a
	<u>Academy Use : Non-Core Time</u>			
3.30	Court per head / per hour ( Status 16-18yrs)	3.30	0.00	3.30
1.70	Court per head / per hour ( Concession Under 16yrs)	1.70	0.00	1.70
47.00	Entire Hall per hour	47.00	0.00	47.00
	<b>Changing Rooms 1 &amp; 2 (Indoor) - per session</b>			
n/a	Academy Core Time (& Enrichment) - Service Charge paid Instead of Hire Rate	n/a	n/a	n/a
13.75	Academy Use : Non-Core Time	13.75	0.00	13.75
	<b>Changing Rooms 3 to 8 - per session</b>			
11.00	Academy Core Time (& Enrichment)	11.00	0.00	11.00
13.75	Academy Use : Non-Core Time	13.75	0.00	13.75

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b>HOE VALLEY - OUTDOOR / SCHOOL USE</b>			
	All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All Income generated will be returned to the Council via the Management Fee arrangements.			
	<b>3G Pitches - per hour</b>			
25.75	Per court - Academy Core Time (& Enrichment)	25.75	0.00	25.75
31.00	Per court - Academy Non Core Time	33.50	0.00	33.50
31.00	Per court with Floodlights - Academy Core Time (& Enrichment)	31.00	0.00	31.00
36.00	Per court with Floodlights - Academy Non Core Time	38.50	0.00	38.50
	<b>Fitness Gym - per hour / per session</b>			
	<u>Academy Core Time &amp; Enrichment</u>			
15.50	Induction	17.00	0.00	17.00
5.00	Status (16-18 yrs)	5.60	0.00	5.60
3.00	Concession (Under 16)	3.40	0.00	3.40
	<u>Academy Non Core Time</u>			
31.00	Induction	31.50	0.00	31.50
5.00	Status (16-18 yrs)	5.55	0.00	5.55
3.00	Concession (Under 16)	3.40	0.00	3.40
	<b>Studios - per hour</b>			
31.00	Academy Core Time & Enrichment	31.00	0.00	31.00
36.00	Academy Non Core Time	38.00	0.00	38.00
	<b>Outdoor Use of Pitches - General Activity</b>			
n/a	Academy Core Time (& Enrichment) - Service Charge paid instead of Hire Rate	n/a	n/a	n/a
	Academy Use : Non-Core Time - see Notes below		To be confirmed	



CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
	<b>HOE VALLEY - OUTDOOR / SCHOOL USE</b>			
	<small>All charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually. All income generated will be returned to the Council via the Management Fee arrangements.</small>	<b>NET CHARGE (£ - p)</b>	<b>V.A.T. (£ - p)</b>	<b>TOTAL CHARGE (£ - p)</b>
	<b>Grass Pitches</b>			
	<u>Academy Core Time &amp; Enrichment</u>			
27.75	Full Size - Match	29.75	0.00	29.75
19.00	Full Size - Training	20.00	0.00	20.00
36.00	Additional Line markings (subject to specific requirements)	36.00	0.00	36.00
	<u>Academy Non Core Time</u>			
38.00	Full Size - Match	40.00	0.00	40.00
29.50	Full Size - Training	31.50	0.00	31.50
36.00	Additional Line markings (subject to specific requirements)	36.00	0.00	36.00

**NOTES**

Public Rates will operate: 1 April - 31 March

Academy: above scheduled rates will apply for each Academic year (ie: the 2019/20 rates will be applied from 1 Sept 19 and run to 31 August 2020). The Rates then agreed for 2020/21 financial year will come into effect at the start of the Academic Year 2020 etc).

The Academy will set the Public Hire Rates to be charged by the Leisure Operator for the Use of the School MUGA's. The Academy is yet to set the rates.

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b>POOL IN THE PARK</b> <small>All income generated will be returned to the Council via the Management Fee arrangements.</small>			
	<b>Casual Swimming</b> <i>Carers attending swimming with the person/people they care for gain access to the pools free of charge.</i>			
	<b>Casual Swim (All pools) Off Peak</b>			
4.65	Standard	5.00	0.00	5.00
3.65	Status	4.00	0.00	4.00
1.95	Concession	2.50	0.00	2.50
1.10	Pre-school under 4	1.30	0.00	1.30
	<b>Casual Swim (All pools) Peak</b>			
5.50	Standard	6.00	0.00	6.00
4.15	Status	4.75	0.00	4.75
2.30	Concession	3.00	0.00	3.00
1.10	Pre-school under 4	1.30	0.00	1.30
	<b>Water based fitness sessions</b>			
0.00	Memberships (DD/Annual)	0.00	0.00	0.00
7.10	Standard	7.50	0.00	7.50
4.45	Status	5.35	0.00	5.35
2.70	Concession	3.75	0.00	3.75

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
	<b>POOL IN THE PARK</b> <small>All income generated will be returned to the Council via the Management Fee arrangements.</small>	NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b><u>Contract Bookings per hour</u></b>			
	<b>Main Pool</b>			
207.00	Level 1: Commercial Hire	220.00	0.00	220.00
172.50	Level 2: Commercial Sport	190.00	0.00	190.00
138.00	Level 3: Standard Leisure	150.00	0.00	150.00
103.50	Level 4: Community Leisure	110.00	0.00	110.00
	<b>Main Pool Lane Hire</b>			
52.00	Lane Hire - Level 1: Commercial Hire	60.00	0.00	60.00
43.00	Lane Hire - Level 2: Commercial Sport	50.00	0.00	50.00
34.75	Lane Hire - Level 3: Standard Leisure	40.00	0.00	40.00
26.50	Lane Hire - Level 4: Community Leisure	30.00	0.00	30.00
	<b>Teaching Pool</b>			
107.50	Level 1: Commercial Hire	120.00	0.00	120.00
89.50	Level 2: Commercial Sport	100.00	0.00	100.00
71.50	Level 3: Standard Leisure	80.00	0.00	80.00
53.75	Level 4: Community Leisure	60.00	0.00	60.00
	<b>Leisure Lagoon</b>			
412.50	Level 1: Commercial Hire	160.00	0.00	160.00
343.75	Level 2: Commercial Sport	380.00	0.00	380.00
275.00	Level 3: Standard Leisure	210.00	0.00	210.00
206.25	Level 4: Community Leisure	250.00	0.00	250.00

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b>POOL IN THE PARK</b> All Income generated will be returned to the Council via the Management Fee arrangements.			
	<b><u>Contract Bookings per hour (cont.)</u></b>			
	<b><u>Leisure Lagoon Teaching Space</u></b>			
158.00	Teaching Space - Level 1: Commercial Hire	175.00	0.00	175.00
133.00	Teaching Space - Level 2: Commercial Sport	150.00	0.00	150.00
105.30	Teaching Space - Level 3: Standard Leisure	120.00	0.00	120.00
79.00	Teaching Space - Level 4: Community Leisure	90.00	0.00	90.00
	<b><u>Meeting Room (per hour)</u></b>			
36.75	Level 1: Commercial Hire	40.00	0.00	40.00
30.55	Level 2: Commercial Sport	35.00	0.00	35.00
24.30	Level 3: Standard Leisure	30.00	0.00	30.00
18.10	Level 4: Community Leisure	22.00	0.00	22.00
25.00	Lifeguards - cost p/head (Leisure Lagoon - min 3, max 5 for features) <i>Note: Rates for educational subject to negotiation</i>	27.00	0.00	27.00
	<b><u>Equipment Hire</u></b>			
37.25	Hire of play equipment	40.00	0.00	40.00
37.25	Hire of P A per event	40.00	0.00	40.00
19.75	Hire of anti-splash lane ropes per event	25.00	0.00	25.00
38.25	Hire of Gala equipment	45.00	0.00	45.00

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b>POOL IN THE PARK</b> All income generated will be returned to the Council via the Management Fee arrangements.			
	<b><u>Key Swim School - Pay as you go</u></b>			
	<b>Swimming Tuition</b>			
8.30	Standard - 30 minutes	8.30	0.00	8.30
7.30	Status - 30 minutes	7.30	0.00	7.30
4.50	Concession - 30 minutes	4.50	0.00	4.50
12.45	Standard - 45 minutes	12.45	0.00	12.45
10.95	Status - 45 minutes	10.95	0.00	10.95
6.75	Concession - 45 minutes	6.75	0.00	6.75
	<i>Note: For Key Swim School DD/Annual - see Membership section</i>			
	<b><u>Private swimming lessons</u></b>			
	<b>Single lessons</b>			
23.25	Standard	25.00	0.00	25.00
21.25	Status	23.00	0.00	23.00
15.00	Concession	16.50	0.00	16.50
	<b>Block booking of 5 lessons</b>			
104.65	Standard	110.00	0.00	110.00
95.60	Status	100.00	0.00	100.00
67.50	Concession	73.00	0.00	73.00
	<b><u>Teacher courses</u></b>			
225.00	NPLQ - lifeguard course	240.00	0.00	240.00
120.00	NRASTC - swim teacher lifesaving course	130.00	0.00	130.00
90.00	NRASTC - renewal	100.00	0.00	100.00
2.25	Education swim admission	2.35	0.00	2.35

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
	<b>POOL IN THE PARK</b> All income generated will be returned to the Council via the Management Fee arrangements.	<b>NET CHARGE (£ - p)</b>	<b>V.A.T. (£ - p)</b>	<b>TOTAL CHARGE (£ - p)</b>
	<b>Other Income</b>			
	<b>Birthday Parties</b>			
140.00	Mini Splash - Teaching Pool un-structured play	160.00	0.00	160.00
150.00	Water Games - Teaching Pool structured games	170.00	0.00	170.00
187.00	Leisure Lagoon - Shared	200.00	0.00	200.00
362.00	Leisure Lagoon - Exclusive	380.00	0.00	380.00
1.60	Spectator Fee - Standard, Status, Concession	1.80	0.00	1.80

**NOTES**

Standard = Full Rate

Status = Pre-school, Individuals in Full-Time Education (including on government training schemes), people with disabilities, and people 60 and over

Concession = Working Residents in receipt of: Income Support, Job Seekers Allowance (income based), Employment Support Allowance (income based), Guaranteed pensions Credit and Working Tax Credit and Child Tax Credit (where household income is £16,495 (2019-20 value) or less) and Universal Credit (income related).

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b>LEISURE CENTRES AND POOL IN THE PARK - MEMBERSHIPS</b>			
	ALL Memberships are 'Core' Charges - WBC to set fee after consultation with Leisure Operator. Estimated Yield - activity (with exception of basic Key Card) is within Leisure Contract so Income will be received via Management Fee.			
	<b>Key Card</b>			
8.20	Standard	8.50	0.00	8.50
8.20	Status	8.50	0.00	8.50
5.70	Concession	5.80	0.00	5.80
6.00	Replacement Key Card - all categories	6.00	0.00	6.00
	<i>NOTE : Looked After Children (under the age of 19 yrs) will be provided free of charge with a Key Card offering discount 'status' rates, as well as a free gym induction (if over 13 yrs) and an Aqua Swlm Consultation (if over 8 yrs).</i>			
	<b>Senior Swlm Package (Annual Fee) (12 months for 10)</b>			
70.00	Status	80.00	0.00	80.00
35.00	Concession	40.00	0.00	40.00
	<b>Senior Swlm Package (Direct Debit)</b>			
84.00	Status Direct Debit (£7.00 per month)	96.00	0.00	96.00
42.00	Concession Direct Debit (£3.50 per month)	48.00	0.00	48.00
30.00	Joining fee (key connected, aqua, fitness)	30.00	0.00	30.00
10.00	Administration Fee - membership freeze	10.00	0.00	10.00
	<b>Connected membership - (Core for min Year 1 period)</b>			
	<b>Annual membership (12 months for the price of 11 months)</b>			
638.00	Single - Standard	638.00	0.00	638.00
412.50	Single - Status/Concession	412.50	0.00	412.50
1,199.00	Joint	1,199.00	0.00	1,199.00

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
	<b>LEISURE CENTRES AND POOL IN THE PARK - MEMBERSHIPS</b>	<b>NET CHARGE (£ - p)</b>	<b>V.A.T. (£ - p)</b>	<b>TOTAL CHARGE (£ - p)</b>
	ALL Memberships are 'Core' Charges - WBC to set fee after consultation with Leisure Operator. Estimated Yield - activity (with exception of basic Key Card) is within Leisure Contract so income will be received via Management Fee.			
	<b><u>Connected membership - (Core for min Year 1 period) (cont.)</u></b>			
	<b>Direct Debit</b>			
696.00	Single - Standard - Direct Debit (£58.00 per month)	696.00	0.00	696.00
450.00	Single - Status/Concession - Direct Debit (£37.50 per month)	450.00	0.00	450.00
1,380.00	Joint (£115 per month)	1,380.00	0.00	1,380.00
	<b><u>Key Aqua Plus Memberships</u></b>			
	<b>Annual membership (12 months for price of 11 months)</b>			
341.00	Single Standard	365.00	0.00	365.00
231.00	Single Status/Concession	260.00	0.00	260.00
605.00	Joint	630.00	0.00	630.00
	<b>Direct Debit membership</b>			
372.00	Single Standard - Direct Debit (£32.50 per month)	390.00	0.00	390.00
252.00	Single Status/Concession - Direct Debit (£22.00 per month)	264.00	0.00	264.00
660.00	Joint Direct Debit (£57.00 per month)	690.00	0.00	690.00
	<b><u>Key Fitness Memberships</u></b>			
	<b>Annual membership (12 months for price of 11 months)</b>			
517.00	Single Standard	540.00	0.00	540.00
374.00	Single Status / Concession	380.00	0.00	380.00
946.00	Joint	990.00	0.00	990.00
1,200.00	Family 2 adult 2 children or 1 adult 3 children Additional child £25 per month	1,200.00	0.00	1,200.00



CHARGE 2020/21 (inc. VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b>LEISURE CENTRES AND POOL IN THE PARK - MEMBERSHIPS</b> ALL Memberships are 'Core' Charges - WBC to set fee after consultation with Leisure Operator. Estimated Yield - activity (with exception of basic Key Card) is within Leisure Contract so income will be received via Management Fee.			
	<b><u>Key Fitness Memberships (cont.)</u></b>			
	<b>Direct Debit membership</b>			
564.00	Single - Standard (£48 per month)	576.00	0.00	576.00
408.00	Single - Status / Concession (£35 per month)	405.00	0.00	405.00
1,032.00	Joint (£89 per month)	1,056.00	0.00	1,056.00
1,440.00	Family 2 adult 2 children or 1 adult 3 children (120per month) <i>Additional child £25 per month</i>	1,440.00	0.00	1,440.00
3.00	Member surcharge - status and concession at peak mon-fri 6-9pm	3.15	0.00	3.15
	<b><u>Junlor membership (Key 2-16 years)</u></b>			
	<b>Annual (12 months for 11)</b>			
247.50	Single Status	260.00	0.00	260.00
192.50	Single Concession	200.00	0.00	200.00
	<b>Direct Debit</b>			
270.00	Single - Status (£22.00 per month)	282.00	0.00	282.00
210.00	Single - Concession (£17.00 per month)	219.00	0.00	219.00

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b>LEISURE CENTRES AND POOL IN THE PARK - MEMBERSHIPS</b> ALL Memberships are 'Core' Charges - WBC to set fee after consultation with Leisure Operator. Estimated Yield - activity (with exception of basic Key Card) is within Leisure Contract so income will be received via Management Fee.			
	<b>Key Corporate Membership</b>			
520.00	Connected - Annual (12 months for 11) per head <i>(Minimum of 10 members joining at one time)</i>	540.00	0.00	540.00
585.00	Connected - Direct Debit Membership - £49.00 per month <i>(Minimum of 10 members joining at one time)</i>	590.00	0.00	590.00
429.00	Key Fitness - Annual (12 months for 11) p/head <i>(Minimum of 4 members joining at one time)</i>	485.00	0.00	485.00
468.00	Key Fitness Direct Debit Membership - £41.00 per month <i>(Minimum of 4 members joining at one time)</i>	492.00	0.00	492.00
312.00	Key Fitness WBC/Freedom Staff Membership Direct Debit (£25 per month)	300.00	0.00	300.00
	<b>Key Swim School - tuition (includes free access to public swimming sessions)</b>			
	<b>Annual membership (50 weeks for 44 week price)</b>			
365.20	Standard - 30 mins	385.00	0.00	385.00
321.20	Status - 30 mins	325.00	0.00	325.00
198.00	Concession - 30 mins	200.00	0.00	200.00
547.80	Standard - 45 mins	575.00	0.00	575.00
481.80	Status - 45 mins	481.00	0.00	481.00
297.00	Concession - 45 mins	297.00	0.00	297.00
	<b>Direct Debit membership (50 weeks for 48 week price)</b>			
398.40	Standard - 30 mins	408.00	0.00	408.00
350.40	Status - 30 mins	340.00	0.00	340.00
216.00	Concession - 30 mins	206.00	0.00	206.00
597.60	Standard - 45 mins	597.00	0.00	597.00
525.60	Status - 45 mins	511.00	0.00	511.00
324.00	Concession - 45 mins	309.60	0.00	309.60

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
	<b>LEISURE CENTRES AND POOL IN THE PARK - MEMBERSHIPS</b>	<b>NET CHARGE (£ - p)</b>	<b>V.A.T. (£ - p)</b>	<b>TOTAL CHARGE (£ - p)</b>
	ALL Memberships are 'Core' Charges - WBC to set fee after consultation with Leisure Operator. Estimated Yield - activity (with exception of basic Key Card) is within Leisure Contract so income will be received via Management Fee.			
	<b>Monday Classes (includes free access to public swimming sessions)</b>			
	<b>Annual membership</b>			
332.00	Standard - Monday 30 mins	385.00	0.00	385.00
292.00	Status - Monday 30 mins	325.00	0.00	325.00
180.00	Concession - Monday 30 mins	200.00	0.00	200.00
498.00	Standard - Monday 45 mins	575.00	0.00	575.00
437.00	Status - Monday 45 mins	481.00	0.00	481.00
270.00	Concession - Monday 45 mins	297.00	0.00	297.00
	<i>As no classes run on Bank Holiday Mondays cost is based on 46 wks for 40 wk price)</i>			
	<b>Direct Debit membership</b>			
365.20	Standard - Monday 30 mins (28.97 per month)	408.00	0.00	408.00
321.20	Status - Monday 30 mins (£25.67 per month)	340.00	0.00	340.00
198.00	Concession - Monday 30 mins (£15.40 per month)	206.00	0.00	206.00
547.80	Standard - Monday 45 mins (£42.17 per month)	597.00	0.00	597.00
481.20	Status - Monday 45 mins (£37.03 per month)	511.20	0.00	511.20
297.00	Concession - Monday 45 mins (£21.45 per month)	309.60	0.00	309.60
	<i>As no classes run on Bank Holiday Mondays cost is based on 46 weeks for 44 week price)</i>			
2.00	Arrears Fee, activity cost plus £2.00	2.00	0.00	2.00

**NOTES**

Standard = Full Rate

Status = Pre-school, Individuals in Full-Time Education (including on government training schemes), people with disabilities, and people 60 and over

Concession = Working Residents in receipt of: Income Support, Job Seekers Allowance (income based), Employment Support Allowance (income based), Guaranteed pensions Credit and Working Tax Credit and Child Tax Credit (where household income is £16,495 (2019-20 value) or less) and Universal Credit (income related).

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	CHARGE 2021/22		
		NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)
	<b>HOLIDAY &amp; SUMMER CAMPS LEISURE CENTRE and POOL IN THE PARK</b> <small>(All Charges are Non-Core)</small>			
	<b>CORE DAY</b> (9.00 a.m. to 3.30 p.m.)			
31.00	Standard	34.00	0.00	34.00
27.00	Key Status	27.00	0.00	27.00
17.00	Key Concession	17.00	0.00	17.00
	<i>Note: A 'weekly discount' on the core day price only (of 5 days for the price of 4 1/2) is available where an individual books 5 days in one week (as opposed to 5 single days)</i>			
	<b>EARLY BIRD</b> (One hour prior to 'core day' start time)			
4.00	Standard	4.25	0.00	4.25
4.00	Key Status	4.25	0.00	4.25
4.00	Key Concession	4.25	0.00	4.25
	<b>CHILL OUT</b> (3.30 pm to 6.00 pm.)			
7.50	Standard	7.65	0.00	7.65
7.50	Key Status	7.65	0.00	7.65
7.50	Key Concession	7.65	0.00	7.65
5.00	Late pick up charge (per 15 minutes - up to maximum of £50)	5.00	0.00	5.00
	<b>PLAYSCHOOL MORNINGS</b>			
7.90	Standard	7.90	0.00	7.90
5.90	Status	5.90	0.00	5.90
4.00	Concession	3.90	0.00	3.90
	<i>Playschool morning in line with Go Bananas</i>			
<i>The Leisure Centre &amp; Pool In The Park prices for the 'core day' are higher than the remote/alternative site provision, which reflects the wider sports offer at the Leisure Centre &amp; Pool In The Park, including access to swimming.</i>				

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>THE VYNE</b>					
	<b><u>Community Centres Membership</u></b>					
10.00	Standard / Status					
5.00	Means Tested (Concession)					
3.00	Surcharge for Non-Members going on Trips/Events					
	<b><u>Salon</u></b>					
38.00	Daily Rate (per practitioner)	0	38.00	0.00	38.00	0
22.00	Half Day (per practitioner)	350	22.00	0.00	22.00	7,700
8.00	Additional Hour (per practitioner)	0	8.00	0.00	8.00	0
	<b><u>Laundry</u></b>					
3.50	Laundry per load	350	2.92	0.58	3.50	1,022
	<b><u>Health Rooms</u></b>					
38.00	Daily Rate (per practitioner)	80	38.00	0.00	38.00	3,040
21.00	Half Day (per practitioner)	40	21.00	0.00	21.00	840
8.00	Additional Hour (per practitioner)	5	8.00	0.00	8.00	40
	<b><u>Rose Room</u></b>					
22.00	Hourly Monday to Friday 9.00 a.m. to 5.00 p.m.]	100	22.00	0.00	22.00	2,200
23.00	Hourly Monday to Friday 5.00 p.m. to 11.00 p.m	400	23.00	0.00	23.00	9,200
23.00	Hourly Saturday & Sunday 9.00 a.m. to 5.00 p.m	130	23.00	0.00	23.00	2,990
26.00	Hourly Saturday & Sunday 5.00 p.m. to 11.00 p.m	35	26.00	0.00	26.00	910
	<b><u>The Vyne Café</u></b>					
23.00	Hourly Monday to Friday 5.00 p.m. - 11.00 p.m	0	23.00	0.00	23.00	0
24.00	Hourly Saturday & Sunday 9.00 a.m. to 5.00 p.m	20	24.00	0.00	24.00	480
25.00	Hourly Saturday & Sunday 5.00 p.m. to 11.00 p.m	12	25.00	0.00	25.00	300

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>THE VYNE</b>					
	<b><u>Orchard Room</u></b>					
20.00	Hourly Monday to Friday 9.00 a.m. to 5.00 p.m	30	20.00	0.00	20.00	600
20.00	Hourly Monday to Friday 5.00 p.m. - 11.00 p.m	120	20.00	0.00	20.00	2,400
20.00	Hourly Saturday & Sunday 9.00 a.m. to 5.00 p.m	24	20.00	0.00	20.00	480
26.00	Hourly Saturday to Sunday 5.00 p.m. to 11.00 p.m	0	26.00	0.00	26.00	0
	<b><u>Well Being Centre</u></b>					
20.50	Hourly Monday to Friday 9.00 a.m. to 5.00 p.m	60	20.50	0.00	20.50	1,230
20.50	Hourly Monday to Thursday 5.00 p.m. - 11.00 p.m	100	20.50	0.00	20.50	2,050
21.00	Hourly Saturday & Sunday 9.00 a.m. to 5.00 p.m	10	21.00	0.00	21.00	210
26.00	Hourly Friday to Sunday 5.00 p.m. to 11.00 p.m	0	26.00	0.00	26.00	0
	<b><u>Lloyd Room</u></b>					
10.00	Hourly Monday to Friday 9.00 a.m. to 5.00 p.m	60	10.00	0.00	10.00	600
10.00	Hourly Monday to Friday 5.00 p.m. to 11.00 p.m	20	10.00	0.00	10.00	200
10.00	Hourly Saturday & Sunday 9.00 a.m. to 5.00 p.m.	0	10.00	0.00	10.00	0
11.00	Hourly Saturday & Sunday 5.00 p.m. to 11.00 p.m	0	11.00	0.00	11.00	0
	<b><u>Building (excluding managed areas)</u></b>					
56.00	Hourly Monday to Friday 5.00 p.m. - 11.00 p.m	0	56.00	0.00	56.00	0
56.00	Hourly Saturday & Sunday 9.00 a.m. to 5.00 p.m	0	56.00	0.00	56.00	0
75.00	Hourly Saturday to Sunday 5.00 p.m. to 11.00 p.m	0	75.00	0.00	75.00	0
600.00	Saturday & Sunday 9.00 a.m. to 11.00 p.m. Inclusive	0	600.00	0.00	600.00	0
	<i>When more than one area is hired the second (cheaper) room is charged at half price</i>					
	<i>Non profit making organisations are offered a discretionary 20% discount on the standard rates above</i>					
	<i>Commercial organisations are charged 50% on top of these standard rates</i>					

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>THE VYNE</b>					
4.00	<u>Online</u> <u>Use of PCs (Instructor Led Sessions)</u> Per computer per hour [Monday to Friday 9 a.m. to 5 p.m.]	50	4.00	0.00	4.00	200
26.00	<u>Kitchen (min booking 2 hours)</u> Hourly Monday to Friday 5.00 p.m. - 11.00 p.m	0	26.00	0.00	26.00	minimal
26.00	Hourly Saturday & Sunday 9.00 a.m. to 5.00 p.m	0	26.00	0.00	26.00	minimal
32.00	Hourly Saturday to Sunday 5.00 p.m. to 11.00 p.m	0	32.00	0.00	32.00	minimal

Note: Additional keyholders required for facilitating hirings equate to approx £80 p/month = £960 pa - to be offset against increased yield.

The Vyne total yield 2021/22  
The Vyne total yield 2020/21

36,692  
41,859

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>ST. MARY'S</b>					
	<b><u>Community Centres Membership</u></b>					
10.00	Standard / Status					
5.00	Means Tested (Concession)					
3.00	Surcharge for Non-Members going on Trips/Events					
			Membership scheme ended. See People 2.2			
	<b><u>Salon</u></b>					
38.00	Daily Rate (per practitioner)	0	38.00	0.00	38.00	0
22.00	Half Day (per practitioner)	160	22.00	0.00	22.00	3,520
8.00	Additional Hour (per practitioner)	0	8.00	0.00	8.00	0
	<b><u>Laundry</u></b>					
3.50	Laundry per load	160	2.92	0.58	3.50	467
	<b><u>Health Rooms</u></b>					
38.00	Daily Rate (per practitioner)	0	38.00	0.00	38.00	0
22.00	Half Day (per practitioner)	60	22.00	0.00	22.00	1,320
8.00	Additional Hour (per practitioner)	0	8.00	0.00	8.00	0
	<b><u>Inkwell Room</u></b>					
16.50	Hourly [Monday to Friday 9.00 a.m. to 5.00 p.m.]	40	16.50	0.00	16.50	660
18.00	Hourly [Monday to Friday 5.00 p.m. to 11.00 p.m.]	115	18.00	0.00	18.00	2,070
22.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	35	22.00	0.00	22.00	770
27.00	Hourly [Saturday to Sunday 5.00 p.m. to 11.00 p.m.]	20	27.00	0.00	27.00	540
	<b><u>Main Hall Only</u></b>					
23.00	Hourly [Monday to Friday 9.00 a.m. to 5.00 p.m.]	0	23.00	0.00	23.00	0
22.00	Hourly [Monday to Friday 5.00 p.m. to 11.00 p.m.]	70	22.00	0.00	22.00	1,540
25.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	40	25.00	0.00	25.00	1,000
29.00	Hourly [Saturday & Sunday 5.00 p.m. to 11.00 p.m.]	30	29.00	0.00	29.00	870



CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>ST. MARY'S</b>					
	<b>Coffee Bar</b>					
18.00	Hourly [Monday to Friday 5.00 p.m. to 11.00 p.m.]	0	18.00	0.00	18.00	0
18.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	0	18.00	0.00	18.00	0
22.00	Hourly [Saturday to Sunday 5.00 p.m. to 11.00 p.m.]	0	22.00	0.00	22.00	0
	<b>Graduate Lounge</b>					
20.00	Hourly [Monday to Friday 9.00 a.m. to 5.00 p.m.]	80	20.00	0.00	20.00	1,600
20.00	Hourly [Monday to Friday 5.00 p.m. to 11.00 p.m.]	40	20.00	0.00	20.00	800
21.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	18	21.00	0.00	21.00	378
	Hourly [Saturday to Sunday 5.00 p.m. to 11.00 p.m.]	0	0.00	0.00		0
	<b>Building (excluding managed areas)</b>					
51.00	Hourly [Monday to Friday 5.00 p.m. to 11.00 p.m.]	0	51.00	0.00	51.00	0
51.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	0	51.00	0.00	51.00	0
70.00	Hourly [Saturday to Sunday 5.00 p.m. to 11.00 p.m.]	0	70.00	0.00	70.00	0
560.00	[Saturday & Sunday 9.00 a.m. to 11.00 p.m. inclusive]	0	560.00	0.00	560.00	0
	<i>When more than one area is hired the second (cheaper) room is charged at half price</i>					
	<i>Non profit making organisations are offered a discretionary 20% discount on the standard rates above</i>					
	<i>Commercial organisations are charged 50% on top of these standard rates</i>					
	<b>Kitchen (minimum booking 2 hours)</b>					
26.00	Hourly [Monday to Thursday 5.00 p.m. to 11.00 p.m.]	26	0.00	0.00	0.00	0
26.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	26	0.00	0.00	0.00	0
32.00	Hourly [Saturday & Sunday 5.00 p.m. to 11.00 p.m.]	32	0.00	0.00	0.00	0

Note: Additional keyholders required for facilitating hirings equate to approx £70 p/month = £840 pa - to be offset against increased yield.

St Mary's total yield 2021/22

15,535

St Mary's total yield 2020/21

16,867

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>MOORCROFT</b>					
	<b><u>Community Centres Membership</u></b>					
10.00	Standard / Status					
5.00	Means Tested (Concession)					
3.00	Surcharge for Non-Members going on Trips/Events					
			Membership scheme ended. See People 2.2			
	<b><u>Salon</u></b>					
38.00	Daily Rate (per practitioner)	0	31.67	6.33	38.00	0
22.00	Half Day (per practitioner)	40	18.33	3.67	22.00	733
8.00	Additional Hour (per practitioner)	0	6.67	1.33	8.00	0
	<b><u>Laundry</u></b>					
3.50	Laundry per load	0	2.92	0.58	3.50	0
	<b><u>Health Rooms</u></b>					
38.00	Daily Rate (per practitioner)	20	31.67	6.33	38.00	633
22.00	Half Day (per practitioner)	56	18.33	3.67	22.00	1,026
8.00	Additional Hour (per practitioner)	0	6.67	1.33	8.00	0
	<b><u>Main Hall</u></b>					
21.00	Hourly [Monday to Friday 5.00 p.m. to 11.00 p.m.]	100	17.50	3.50	21.00	1,750
21.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	100	17.50	3.50	21.00	1,750
26.00	Hourly [Saturday to Sunday 5.00 p.m. to 11.00 p.m.]	15	21.67	4.33	26.00	325
	<b><u>Coffee Bar Hire</u></b>					
15.00	Hourly [Monday to Friday 5.00 p.m. to 11.00 p.m.]	0	12.50	2.50	15.00	0
15.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	0	12.50	2.50	15.00	0
17.00	Hourly [Saturday & Sunday 5.00 p.m. to 11.00 p.m.]	0	14.17	2.83	17.00	0

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>MOORCROFT</b>					
	<b>Lounge</b>					
16.00	Hourly [Monday to Friday 9.00 a.m. to 5.00 p.m.]	50	13.33	2.67	16.00	667
17.50	Hourly [Monday to Friday 5.00 p.m. to 11.00 p.m.]	30	14.58	2.92	17.50	437
18.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	50	15.00	3.00	18.00	750
26.00	Hourly [Saturday & Sunday 5.00 p.m. to 11.00 p.m.]	1	21.67	4.33	26.00	22
	<b>Building (excluding managed areas)</b>					
48.00	Hourly [Monday to Friday 5.00 p.m. to 11.00 p.m.]	0	40.00	8.00	48.00	0
48.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	0	40.00	8.00	48.00	0
48.00	Hourly [Saturday & Sunday 5.00 p.m. to 11.00 p.m.]	0	40.00	8.00	48.00	0
400.00	[Saturday & Sunday 9.00 a.m. to 11.00 p.m. inclusive]	0	333.33	66.67	400.00	0
	<p><i>When more than one area is hired the second (cheaper) room is charged at half price</i></p> <p><i>Non-profit making organisations are offered a discretionary 20% discount on the standard rates above</i></p> <p><i>Commercial organisations are charged 50% on top of these standard rates</i></p>					

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>MOORCROFT</b>					
	<b><u>Kitchen (minimum booking 2 hours)</u></b>					
26.00	Hourly [Monday to Friday 5.00 p.m. to 11.00 p.m.]	0	21.67	4.33	26.00	} minimal
26.00	Hourly [Saturday & Sunday 9.00 a.m. to 5.00 p.m.]	0	21.67	4.33	26.00	
32.00	Hourly [Saturday & Sunday 5.00 p.m. to 11.00 p.m.]	0	26.67	5.33	32.00	
	<b><u>Online</u></b>					
	<b><u>Use of PCs (Instructor Led Sessions)</u></b>					
4.00	Per computer per hour [Monday to Friday 9 a.m. to 5 p.m.]	0	3.33	0.67	4.00	0
	<b><u>Moorcroft Suite</u></b>					
14.50	Hourly [Monday to Friday 9.00 a.m. to 5.00 p.m.]	60	12.08	2.42	14.50	725
15.00	Hourly [Saturday & Sunday 9.00am to 11.00 p.m.]	0	12.50	2.50	15.00	0

Moorcroft total yield 2021/22  
Moorcroft total yield 2020/21

8,818  
9,539

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>PARKVIEW</b>					
	<b><u>Community Centres Membership</u></b>					
10.00	Standard / Status					
5.00	Means Tested (Concession)					
3.00	Surcharge for Non-Members going on Trips/Events					
			Membership scheme ended. See People 2.2			
	<b><u>Function Room or Training Room</u></b>					
15.00	Hourly Monday - Friday up to 5pm	300	12.50	2.50	15.00	3,750
20.00	Hourly Monday - Friday 5pm-11pm	280	16.67	3.33	20.00	4,668
20.00	Hourly Saturday or Sunday - up to 5pm	215	16.67	3.33	20.00	3,584
20.00	Hourly Saturday or Sunday 5pm -11pm	215	16.67	3.33	20.00	3,584
	<b><u>The Studio</u></b>					
13.00	Hourly Monday - Friday up to 5pm	140	10.83	2.17	13.00	1,516
15.00	Hourly Monday - Friday 5pm-11pm	42	12.50	2.50	15.00	525
15.00	Hourly Saturday or Sunday - up to 5pm	22	12.50	2.50	15.00	275
18.50	Hourly Saturday or Sunday 5pm -11pm	22	15.42	3.08	18.50	339
	<b><u>The Parkview Café</u></b>					
23.00	Hourly Monday - Friday up to 5pm	0	19.17	3.83	23.00	0
23.00	Hourly Monday - Friday 5pm-11pm	6	19.17	3.83	23.00	115
23.00	Hourly Saturday or Sunday - up to 5pm	0	19.17	3.83	23.00	0
33.00	Hourly Saturday or Sunday 5pm -11pm	0	27.50	5.50	33.00	0

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>PARKVIEW</b>					
	<b><u>Hall</u></b>					
22.00	Hourly Monday - Friday up to 5pm	150	18.33	3.67	22.00	2,750
27.00	Hourly Monday - Friday 5pm-11pm	56	22.50	4.50	27.00	1,260
27.00	Hourly Saturday or Sunday - up to 5pm	80	22.50	4.50	27.00	1,800
34.00	Hourly Saturday or Sunday 5pm -11pm	46	28.33	5.67	34.00	1,303
	<b><u>Half Hall</u></b>					
15.00	Hourly Monday - Friday up to 5pm	25	12.50	2.50	15.00	313
18.50	Hourly Monday - Friday 5pm-11pm	40	15.42	3.08	18.50	617
15.00	Hourly Saturday or Sunday - up to 5pm	11	12.50	2.50	15.00	138
18.50	Hourly Saturday or Sunday 5pm -11pm	11	15.42	3.08	18.50	170
	<b><u>Whole Centre</u></b>					
53.00	Hourly Monday - Friday up to 5pm	0	44.17	8.83	53.00	0
53.00	Hourly Monday - Friday 5pm-11pm	0	44.17	8.83	53.00	0
55.00	Hourly Saturday or Sunday - up to 5pm	0	45.83	9.17	55.00	0
70.00	Hourly Saturday or Sunday 5pm -11pm	0	58.33	11.67	70.00	0
560.00	Day (Saturday & Sunday 9.00am to 11.00pm Inclusive)	0	466.67	93.33	560.00	0
	<b><u>Small Kitchen When Hiring Function Room</u></b>					
23.00	Preparation Only	20	19.17	3.83	23.00	383

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>PARKVIEW</b>					
	<b>Salon</b>					
38.00	Daily rate (per practitioner)	0	31.67	6.33	38.00	0
22.00	Half daily rate (per practitioner)	40	18.33	3.67	22.00	733
8.00	Additional hour (per practitioner)	0	6.67	1.33	8.00	0
	<b>Laundry</b>					
3.50	Laundry per load	30	2.92	0.58	3.50	88
	<b>Well Being 1</b>					
35.00	Daily Rate (per practitioner)	12	29.17	5.83	35.00	350
20.00	Half Day (per practitioner)	130	16.67	3.33	20.00	2,167
7.00	Additional Hour (per practitioner)	0	5.83	1.17	7.00	0
	<b>Well Being 2</b>					
35.00	Daily Rate (per practitioner)	80	29.17	5.83	35.00	2,334
20.00	Half Day (per practitioner)	80	16.67	3.33	20.00	1,334
7.00	Additional Hour (per practitioner)	0	5.83	1.17	7.00	0

When more than one area is hired the second (cheaper) room is charged at half price  
Non-profit making organisations are offered a discretionary 20% discount on the standard rates above  
Commercial organisations are charged 50% on top of these standard rates

Parkview total yield 2021/22  
Parkview total yield 2020/21

34,096  
34,096

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	TUBS					
12.00	Assisted Bathing service at St Mary's	500	12.00	0.00	12.00	6,000
10.00	Non Assisted Bathing service at St Mary's	100	10.00	0.00	10.00	1,000

TUBS total yield 2021/22  
TUBS total yield 2020/21

7,000  
7,000



CHARGE 2020/21 (Incl.VAT) (£ - p)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>WITS</b>					
	<b>Interpreting Charges - cost per hour (minimum charge of 1 hour)</b>					
	<b>Monday - Friday:</b>					
38.40	7.00-9.00	6	32.00	6.40	38.40	160
31.20	9.00-17.00	730	26.00	5.20	31.20	18,980
45.60	17.00-22.00	10	38.00	7.60	45.60	380
	<b>Weekends &amp; Bank Holidays:</b>					
60.00	9.00-17.00	minimal	60.00	10.00	60.00	0
72.00	17.00-22.00	minimal	60.00	12.00	72.00	0
16.90	Travel time - cost per hour (minimum charge of 1 hour) <i>Plus cost of return bus/taxi/train fare, or car mileage at 50p per mile plus parking fees where applicable</i>	750	14.00	2.80	16.80	10,500
54.00	British Sign Language - cost per hour (minimum charge of 3 hours)	45	45.00	9.00	54.00	2,025
60.00	Legal Work - cost per hour (plus travel time & travel expenses)	minimal	50.00	10.00	60.00	0
12.00	Telephone Interpreting - per 15 minutes	175	10.00	2.00	12.00	1,750
24.00	Voluntary Organisations or Registered Charities - cost per hour (plus travel time & travel expenses)	5	20.00	4.00	24.00	100
12.00	Admin fee - cost per booking	1,852	10.00	2.00	12.00	18,520
	<b>Cancellation fee</b>					
48.00	Less than 24 hours' notice	minimal	40.00	8.00	48.00	0
24.00	24-48 hours' notice	20	20.00	4.00	24.00	400
	<b>Translating Charges</b>					
26.40	Per 100 words (minimum fee £20)	10	22.00	4.40	26.40	220
	<b>Legal translations</b>					
31.20	Per 100 words	minimal	26.00	5.20	31.20	0

WITS total yield 2021/22  
WITS total yield 2020/21

61,035  
72,360

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>HOUSING STANDARDS</b>					
460.00	<b>ENFORCEMENT</b> Service of Housing Act Enforcement Notice (landlords / owners / occupiers)	10	460.00	0.00	460.00	4,600
	Administration charge where the Council completes works in default of legal notices or takes emergency remedial action		20% of cost of works			0
	Interest payable on debts resulting from the completion of works in default of legal notices		Bank of England base rate plus 2%			0
	Late Payment Costs (where works are carried out in default of legal notices)		20% of charge			0
	<b>HOUSES IN MULTIPLE OCCUPATION LICENSING</b>					
630.00	Licence application (valid for 3 years)	10	630.00	0.00	630.00	6,300
300.00	Licence application (Accredited landlord)	0	300.00	0.00	300.00	0
460.00	Licence renewal	8	460.00	0.00	460.00	3,680
300.00	Licence renewal (Accredited landlord)	0	300.00	0.00	300.00	0
300.00	Application from a non for profit organisation or charity	1	300.00	0.00	300.00	300
	<b>SELECTIVE LICENSING</b>					
200.00	Application for Licence - Stage One	15	200.00	0.00	200.00	3,000
100.00	Application for Licence - Stage One (Accredited Landlord)	0	100.00	0.00	100.00	0
100.00	Application for Licence - Stage One (Non profit/Charity)	2	100.00	0.00	100.00	200
360.00	Final Licence - Stage Two	15	360.00	0.00	360.00	5,400
100.00	Final Licence - Stage Two (Accredited Landlord)	0	100.00	0.00	100.00	0
100.00	Final Licence - Stage Two (Non profit/Charity)	2	100.00	0.00	100.00	200
420.00	Licence renewal	7	420.00	0.00	420.00	2,940
200.00	Licence renewal (Accredited landlord)	0	200.00	0.00	200.00	0
	<b>OTHER FEES</b>					
30.00	Request for replacement copies of documents including letters, notices and licences	5	30.00		30.00	150

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>HOUSING STANDARDS</b>					
120.00	Request for replacement copies of documents including letters, notices and licences	5	120.00		120.00	600
50.00	HMO or Selective Licence Investigation. Not reported to the Council but found through officers investigations	5	50.00		50.00	250

Housing Standards total yield 2021/22  
Housing Standards total yield 2020/21

27,620  
35,810

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2020/21			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>Independent Support Services</b>					
4.00	Independent Support Services Monthly Visit Scheme (Weekly Charge) *	416.00	3,20	0.64	4.00	1,331
11.80	Weekly Visit Scheme (Weekly Charge) *	1,144.00	9.83	1.97	11,80	11,246
18.00	Pop In One Off Visits (per occasion)	156.00	15.00	3.00	18.00	2,340
	* (£0 if in receipt of Means Tested Benefit)					

Independent Support total yield 2021/22  
Independent Support total yield 2020/21

14,917  
14,917

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)	WHEN WAS THE CHARGE LAST INCREASED?
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)		
	HOMELINK						
	<b>Building Works Fee</b>						
15%	Works costing more than £1,500		15% of finished cost of works, excluding V.A.T.			} 134,000	2018
50.00	Works costing between £200 and £1,499						
0.00	Works costing less than £200						
	<b>Handyperson Labour Fee (material costs also charged)</b>						
25.00	Hourly charge of £25 for routine DIY type works where resident is in receipt of a means-tested benefit	Takeup of the service and the type of work required varies from year to year	20.83	4.17	25.00	} 14,000	2020
30.00	Hourly charge of £30 for routine DIY type works where resident is not in receipt of a means-tested benefit		25.00	5.00	30.00		
30.00	Hourly charge of £25 plus VAT for skilled electrical type works where resident is in receipt of a means-tested benefit		25.00	5.00	30.00		
45.00	Hourly charge of £40 plus VAT for electrical works where resident is not in receipt of a means-tested benefit		40.00	8.00	48.00		
30.00	Hourly charge of £25 plus VAT for skilled plumbing type works where resident is in receipt of a means-tested benefit		25.00	5.00	30.00		
35.00	Hourly charge of £30 plus VAT for plumbing works where resident is not in receipt of a means-tested benefit		30.00	6.00	36.00		
45.00	Hourly charge of £37.50 plus VAT for assisting voluntary organisations or corporate work		37.50	7.50	45.00		

Homelink total yield 2021/22  
Homelink total yield 2020/21  
Homelink increase in yield

148,000  
150,000  
-1.3%

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>CARELINE</b> Tenure neutral service applicable for New Vision Homes tenants and private residents					
4.27	Weekly charge for full paying service users	930	4.70	0.00	4.70	227,292
3.15	Weekly charge for service users on income support or benefits	320	4.00	0.00	4.00	66,560
1.65	Roaming SIM card for residents with no landline (per week)	26	1.65	0.00	1.65	2,231
-	Various Sensors - weekly charge set by local authorities across Surrey	0	0.00	-	0	0
	OwnFone Mobile Alarm	10	4.50	0	4.5	2,340

Careline total yield 2021/22  
Careline total yield 2020/21

298,423  
275,059

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£-p)	V.A.T (£-p)	TOTAL CHARGE (£-p)	
	<b>COMMUNITY MEALS</b>					
	<b>Meals on Wheels</b>					
4.00	Lunch hot or frozen	50,000	4.40	0.00	4.40	220,000
2.00	Tea	15,000	2.20	0.00	2.20	33,000
1.00	Breakfast	600	1.10	0.00	1.10	660
	<b>Centre Meals</b>					
6.00	Non Member / Visitor meal	8,000	4.58	0.92	5.50	65,365
4.20	Care Client Group Concession (Provided as part of package of care - Non VAT)	10,000	5.00	0.00	5.00	50,000
4.20	Transported Centre Meals to external organisations eg lunch	1,200	4.58	0.92	5.50	5,496

Community Meals total yield 2021/22  
Community Meals total yield 2020/21

403,246  
294,017

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>BROCKHILL</b>					
	<b>Salon/Health Room</b>					
40.00	Daily Rate	0	40.00	0.00	40.00	0
25.00	Half Day	60	25.00	0.00	25.00	1,500
10.00	Additional Hour	8	10.00	0.00	10.00	80
	<b>Hourly rates - Conservatory</b>					
20.00	Monday to Friday (9.00 a.m. to 5.00 p.m.)	0	20.00	0.00	20.00	0
20.00	Monday to Friday (5.00 p.m. to 10.00 p.m.)	0	20.00	0.00	20.00	0
20.00	Saturday & Sunday (9.00 a.m. to 5.00 p.m.)	0	20.00	0.00	20.00	0
20.00	Saturday & Sunday (5.00 p.m. to 10.00 p.m.)	0	20.00	0.00	20.00	0
	<b>Daily rates</b>					
30.00	Guest room in Brockhill	140	25.00	5.00	30.00	3,360

Brockhill total yield 2021/22  
Brockhill total yield 2020/21

4,940  
4,940



CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>SHELTERED HOUSING GUEST ROOMS</b>					
20.00	Guest rooms in Sheltered Housing schemes – Daily rate (except Brockhill)	0	0.00	0.00	0.00	0

Sheltered Housing Guest Rooms total yield 2021/22  
Sheltered Housing Guest Rooms total yield 2020/21

0  
83

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>LAKEVIEW</b>					
	<b>Ground Floor Hall (Hourly)</b>					
21.00	Monday - Friday up to 5pm	65	17.50	3.50	21.00	1,138
23.00	Monday - Friday 5pm-10pm	40	19.17	3.83	23.00	767
25.00	Saturday or Sunday - up to 5pm	20	20.83	4.17	25.00	417
28.00	Saturday 5pm-10pm	12	23.33	4.67	28.00	280
28.00	Sunday & Bank Holiday 5pm-9pm	12	23.33	4.67	28.00	280
	<b>1st Floor Hall (Hourly)</b>					
14.00	Monday - Friday up to 5pm	175	11.67	2.33	14.00	2,042
18.00	Monday - Friday 5pm-10pm	175	15.00	3.00	18.00	2,625
19.00	Saturday or Sunday - up to 5pm	175	15.83	3.17	19.00	2,770
21.00	Saturday 5pm-10pm	175	17.50	3.50	21.00	3,063
21.00	Sunday & Bank Holiday 5pm-9pm	0	17.50	3.50	21.00	0

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>LAKEVIEW</b>					
	<b>1st Floor Meeting Room (Hourly)</b>					
9.00	Monday - Friday up to 5pm	10	7.50	1.50	9.00	75
10.00	Monday - Friday 5pm-10pm	10	8.33	1.67	10.00	83
11.00	Saturday or Sunday - up to 5pm	0	9.17	1.83	11.00	0
12.00	Saturday- 5pm-10pm	0	10.00	2.00	12.00	0
12.00	Sunday & Bank Holidays 5pm-9pm	0	10.00	2.00	12.00	0
	<b>Whole Centre (Hourly, unless stated otherwise)</b>					
50.00	Monday - Friday up to 5pm	0	41.67	8.33	50.00	0
55.00	Monday - Friday 5pm-10pm	0	45.83	9.17	55.00	0
55.00	Saturday or Sunday - up to 5pm	0	45.83	9.17	55.00	0
60.00	Saturday- 5pm-10pm	0	50.00	10.00	60.00	0
60.00	Sunday & Bank Holidays 5pm-9pm	0	50.00	10.00	60.00	0
500.00	Day (Saturday & Sunday 7am to 9pm/10pm inclusive)	0	416.67	83.33	500.00	0

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	LAKEVIEW					

Non-profit making organisations are offered a discretionary 20% discount on the standard rates above

Commercial organisations are charged 50% on top of these standard rates

Planning Restrictions on Opening Hours: Monday-Saturday 7.00am-10.00pm Sundays & Bank Hoildays:7.00am-9.00pm

Lakeview Community Action Group - receive 50% discount on Hire Rates

Lakeview total yield 2021/22

13,540

Lakeview total yield 2020/21

13,540

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>REFERENCES FOR LENDERS</b>					
81.00	Reference	2	67.50	13.50	81.00	135

References for Lenders total yield 2021/22  
References for Lenders total yield 2020/21

135  
135



**PLACE FEES AND CHARGES**  
**SUMMARY OF ESTIMATED YIELDS 2021/22**

	BUDGET 2020/21 £	BUDGET 2021/22 £
<b>Place Making</b>		
Supplementary Planning Fees	36,415	36,415
Green Infrastructure	0	0
<b>Environment Quality</b>		
<b>Environmental Services</b>		
Trade Waste	0	0
Household Waste	733,305	733,305
Special Refuse	35,000	35,000
Food Waste	2,270	2,270
WEEE	3,225	3,225
Textiles	1,725	1,725
Wheeled Bins	47,450	47,450
Prescribed Household Waste Schedule 2	0	0
Cesspool Emptying	0	0
C.C.T.V.	1,170	1,170
Parks and Open Spaces	2,950	2,950
Outdoor Sports	9,200	10,100
Multi-Use Games Areas (MUGAs)	0	0
	836,295	837,195
<b>Licensing</b>		
Personal Services	1,330	1,330
Motor Salvage	0	0
Animals	9,196	9,196
Water Course Consent	500	500
	11,026	11,026
Town Centre Management Agreement	8,628	8,628
Pest Control	30,892	30,892
Dog Control/Animal Welfare	1,600	1,680
Food Safety & Communicable Diseases	1,500	1,500
Environmental Health Administration	105	105
Private Water Supplies	0	0
Scrap Metal	2,728	2,728
Mobile Homes	246	246
<b>Sustaining the Local Economy</b>		
<b>Car Parks</b>		
Parking Fees	6,393,301	3,835,980
Season Tickets	1,372,923	982,068
	7,766,224	4,818,048
<b>Controlled Parking Zones</b>		
Parking Fees	434,100	260,460
Parking Vouchers	61,600	36,960
Residents Permits	176,400	105,840
	672,100	403,260
<b>PLACE - TOTAL FEES AND CHARGES</b>	<b>10,217,759</b>	<b>7,001,723</b>

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>SUPPLEMENTARY PLANNING FEES</b>					
<p>Requests for up to 20 copies (A3 or A4 pages) of environmental information - no charge</p> <p>Requests for 21 copies or over to be charged at a rate of 10p per A4 sheet, with a charge of 20p per A3 sheet</p> <p>Multiple requests for documents will be charged at a rate of 10p per A4 sheet, with a charge of 20p per A3 sheet where the total number of sheets exceeds 20 copies</p> <p>(the exception to this are the LDD - see below)</p>	<p>Decision Notices</p> <p>Plans A1 / A3 / A4</p> <p>Letters of Representation</p> <p>TPO's (except exceptionally long TPO nos. 132, 423 &amp; 426)</p> <p>TPO's 132, 423 &amp; 426</p> <p>General Documents and Copying</p> <p>Section 106 (Copies) per side</p> <p>Specific Research</p> <p>Monitoring of legal agreements and planning benefits</p> <p>The Heritage of Woking (Historic Conservation Compendium 2001)</p> <p>Supplementary Planning Guidance (per publication)</p>	Minimal	<p>Requests for up to 20 copies (A3 or A4 pages) of environmental information - no charge</p> <p>Requests for 21 copies or over to be charged at a rate of 10p per A4 sheet, with a charge of 20p per A3 sheet</p> <p>Multiple requests for documents will be charged at a rate of 10p per A4 sheet, with a charge of 20p per A3 sheet where the total number of sheets exceeds 20 copies</p> <p>(the exception to this are the LDD - see below)</p>	Minimal		



CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>SUPPLEMENTARY PLANNING FEES</b>					
	<b>Pre-application advice fees</b>					
	<b>Residential - written enquiry</b>					
	various 20+ dwellings		----- advice provided by meeting only -----			
800.00	10-19 dwellings (new charge for 2020/21)	2	666.67	133.33	800.00	1,333
475.00	3-9 dwellings (new charge for 2020/21)	12	395.83	79.17	475.00	4,750
250.00	1-2 dwellings (new charge for 2020/21)	50	208.33	41.67	250.00	10,417
75.00	Householder	80	62.50	12.50	75.00	5,000
	<b>Residential - meeting</b>					
2,000.00	20+ dwellings (new charge for 2020/21 - bespoke fee but average charge of £2,000 assumed)	2	1,666.67	333.33	2,000.00	3,333
1,250.00	10-20 dwellings (new charge for 2020/21)	2	1,041.67	208.33	1,250.00	2,083
675.00	3-9 dwellings (new charge for 2020/21)	6	562.50	112.50	675.00	3,375
350.00	1-2 dwellings (new charge for 2020/21)	2	291.67	58.33	350.00	583
	<b>Non-residential - written enquiry</b>					
	various 2,000+ sq m		----- advice provided by meeting only -----			
800.00	1,000 - 2,000 sq m (new charge for 2020/21)	2	666.67	133.33	800.00	1,333
475.00	200-999 sq m (new charge for 2020/21)	1	395.83	79.17	475.00	396
250.00	50-200 sq m (new charge for 2020/21)	1	208.33	41.67	250.00	208
75.00	up to 50 sq m	6	62.50	12.50	75.00	375
	<b>Non-residential - meeting</b>					
2,000.00	2,000+ sq m (new charge for 2020/21 - bespoke fee but assume £2,000 average)	0	1,666.67	333.33	2,000.00	0
1,250.00	1,000 - 2,000 sq m (new charge for 2020/21)	2	1,041.67	208.33	1,250.00	2,083
675.00	200-999 sq m (new charge for 2020/21)	1	562.50	112.50	675.00	563
350.00	50-200 sq m (new charge for 2020/21)	2	291.67	58.33	350.00	583

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>SUPPLEMENTARY PLANNING FEES</b>					
	<b>Local Development Documents</b>					
30.00	Development Management DPD	Minimal	30.00	0.00	30.00	Minimal
30.00	Core Strategy		30.00	0.00	30.00	
20.00	Core Strategy Proposals Map		20.00	0.00	20.00	
5.00	Social and Communities Facilities Audit		5.00	0.00	5.00	
5.00	5 Year Housing Land Supply Position Statement		5.00	0.00	5.00	
20.00	Standard charge for all other evidence based documents <i>(Any documents which are exceptionally expensive to produce will be the subject of a specific report recommending a higher charge)</i>		20.00	0.00	20.00	
17.00	Green Belt Boundary Review report		17.00	0.00	17.00	
90.00	Draft Site Allocation DPD	90.00	0.00	90.00		

Supplementary Planning Fees total yield 2021/22  
Supplementary Planning Fees total yield 2020/21  
Supplementary Planning Fees increase in total yield

36,415  
36,415  
0.0%

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>GREEN INFRASTRUCTURE</b>					
	<b>Tree Strategy and Tree Management Policies</b>					
20.00	Tree strategy document		20.00	0.00	20.00	
25.00	Tree management policies document		25.00	0.00	25.00	
	<b>High hedges complaint fee</b>					
500.00	Non concessionary charge		500.00	0.00	500.00	
250.00	Concessionary charge		250.00	0.00	250.00	
	<b>Climate Change Strategy - Woking 2050</b>					
25.00	Woking 2050 strategy document		25.00	0.00	25.00	
10.00	Woking 2050 summary document		10.00	0.00	10.00	
5.00	Single Use Plastics Policy		5.00	0.00	5.00	
	<b>Biodiversity and Green Infrastructure Strategy - Natural Woking</b>	Minimal				Minimal
20.00	Natural Woking strategy document		20.00	0.00	20.00	
30.00	Natural Woking supporting information		30.00	0.00	30.00	
	<b>Street Naming and Numbering Policy</b>					
20.00	Street Naming and Numbering Policy		20.00	0.00	20.00	
	<b>Other documents</b>					
0.00	Size A4 1 to 20 pages		0.00	0.00	0.00	
0.10	Size A4 21+ pages (per page)		0.10	0.00	0.10	
0.00	Size A3 1 to 20 pages		0.00	0.00	0.00	
0.20	Size A3 21+ pages (per page)		0.20	0.00	0.20	

Green Infrastructure total yield 2021/22

0

Green Infrastructure total yield 2020/21

0

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>ENVIRONMENTAL SERVICES</b>					
n/a	<b>TRADE WASTE</b>		ANY INCOME IS RECEIVED DIRECTLY BY THE CONTRACTOR			
n/a	Eurobin (Emptied once a week for 52 weeks) per annum					
n/a	Trade Refuse Sacks - each					
n/a	Trade Refuse Sacks - 25 collected					
	<b>PRESCRIBED HOUSEHOLD WASTE</b>					
45.00	Garden Refuse Subscription - 1 bin/sack - non-concessionary charge	13,912	45.00	0.00	45.00	626,040
22.50	Garden Refuse Subscription - 1 bin/sack - concessionary charge	868	22.50	0.00	22.50	19,980
30.00	Garden Refuse Subscription - additional bin/sack - non-concessionary charge	2,782	30.00	0.00	30.00	83,460
15.00	Garden Refuse Subscription - additional bin/sack - concessionary charge	175	15.00	0.00	15.00	2,625
30.00	Cancelled subscription renewed within 6 months (extra on top of subscription charge)	25	30.00	0.00	30.00	750
45.00	Replacement of wheeled bin container (damaged/lost/stolen/swap size)	10	45.00	0.00	45.00	450
0.00	Provide replacement reusable sacks (per sack)	5	0.00	0.00	0.00	0
30.00	Special Collection - 1st Item - non-concessionary charge	650	30.00	0.00	30.00	19,500
15.00	Special Collection - 1st Item - concessionary charge	300	15.00	0.00	15.00	4,500
10.00	Special Collection - additional Items - non-concessionary charge	1,000	10.00	0.00	10.00	10,000
5.00	Special Collection - additional Items - concessionary charge	200	5.00	0.00	5.00	1,000

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>ENVIRONMENTAL SERVICES</b>					
	<b>PRESCRIBED HOUSEHOLD WASTE (cont.)</b>					
20.00	New Development - Provision set of Indoor and outdoor caddies	20	20.00	0.00	20.00	400
17.00	New Development - indoor silver food waste caddy (Inc. delivery)	10	17.00	0.00	17.00	170
2.00	New Development - additional silver food waste caddies	200	2.00	0.00	2.00	400
65.00	New Development - food 2 wheeled bin (inc. delivery)	20	65.00	0.00	65.00	1,300
215.00	New Development - WEEE cage (inc. delivery)	15	215.00	0.00	215.00	3,225
115.00	New Development - textile cage (Inc. delivery)	15	115.00	0.00	115.00	1,725
200.00	New Development - recycling signage	10	200.00	0.00	200.00	2,000
45.00	Replacement recycling 2 wheeled bin (resident misuse)	5	45.00	0.00	45.00	225
45.00	Replacement/swap/additional residual 2 Wheeled Bin - New - non-concessionary charge	100	45.00	0.00	45.00	4,500
22.50	Replacement/swap/additional residual 2 Wheeled Bin - New - concessionary charge	50	22.50	0.00	22.50	1,125
30.00	Replacement/swap residual 2 Wheeled Bin - Used	20	30.00	0.00	30.00	600
300.00	Replacement/swap residual 660 litre Wheeled Bin - New / Used	5	300.00	0.00	300.00	1,500
300.00	Recycling 660 litre Wheeled Bin for new development - New / Used	5	300.00	0.00	300.00	1,500
300.00	Replacement residual 1,100 litre Wheeled Bin - New / Used	60	300.00	0.00	300.00	18,000
300.00	Recycling 1,100 litre wheeled bin for new development - New / Used	60	300.00	0.00	300.00	18,000
10.00	Empty contaminated recycling/food 2 wheeled bin (collection only)	0	10.00	0.00	10.00	0
14.00	Empty contaminated recycling 4 wheeled bin (collection only)	0	14.00	0.00	14.00	0

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
<b>ENVIRONMENTAL SERVICES</b>						
	<b>PRESCRIBED HOUSEHOLD WASTE (schedule 2)</b>					
10.00	Empty residual 2 wheeled bin (schedule 2 collection only)	0	10.00	0.00	10.00	0
12.50	Empty residual 2 wheeled bin (schedule 2 property collection & disposal)	0	12.50	0.00	12.50	0
14.00	Empty residual 4 wheeled bin (schedule 2 collection only)	0	14.00	0.00	14.00	0
21.00	Empty residual 4 wheeled bin (schedule 2 property collection & disposal)	0	21.00	0.00	21.00	0
5.00	Empty recycling/food 2 wheeled bin (schedule 2 property)	0	5.00	0.00	5.00	0
8.00	Empty recycling 4 wheeled bin (schedule 2 property)	0	8.00	0.00	8.00	0
	<b>CESSPOOL EMPTYING</b>					
n/a	Cesspool Emptying - max 4,500 litres weak					
n/a	Cesspool Emptying - max 6,750 litres weak					
n/a	Cesspool Emptying - max 9,000 litres weak					
n/a	Cesspool Emptying - max 4,500 litres strong					
n/a	Cesspool Emptying - max 6,750 litres strong					
n/a	Cesspool Emptying - max 9,000 litres strong					
ANY INCOME IS RECEIVED DIRECTLY BY THE CONTRACTOR						

Environmental Services total yield 2021/22  
Environmental Services total yield 2020/21

822,975  
822,975

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	CCTV					
90.00	<b>INVESTIGATION AND SUPPLY OF CCTV DATA</b> first hour includes disc costs and delivery	13	75.00	15.00	90.00	1,170
90.00	per additional hour or part thereof	minimal	75.00	15.00	90.00	minimal

CCTV data total yield 2021/22  
CCTV data total yield 2020/21

1,170  
1,170

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>PARKS AND OPEN SPACES</b>					
	<b>PARKS &amp; OPEN SPACES (per Day)</b>					
	Activity excluded from Leisure Contract - WBC to set charge					
350.00	Above 3 acre sites - Level 1: Commercial	8	350.00	0.00	350.00	2,800
300.00	Above 3 acre sites - Level 2: Commercial Sport & Leisure	0	300.00	0.00	300.00	0
225.00	Above 3 acre sites - Level 3: Standard Leisure	0	225.00	0.00	225.00	0
125.00	Above 3 acre sites - Level 4: Community Sport & Leisure	0	125.00	0.00	125.00	0
200.00	Under 3 acre sites - Level 1: Commercial	0	200.00	0.00	200.00	0
175.00	Under 3 acre sites - Level 2: Commercial Sport & Leisure	0	175.00	0.00	175.00	0
125.00	Under 3 acre sites - Level 3: Standard Leisure	0	125.00	0.00	125.00	0
50.00	Under 3 acre sites - Level 4: Community Sport & Leisure	0	50.00	0.00	50.00	0
	Hourly charge based on appropriate rate / 8 hrs					
	<b>PRIVATE HIRE OF RECREATION GROUND / SPACES FOR COMMERICAL GAIN</b>					
	Activity excluded from Leisure Contract - WBC to set charge					
30.00	Per month - based on 1 session per week	1	25.00	5.00	30.00	25
60.00	Per month - based on 2 sessions per week	1	50.00	10.00	60.00	50
90.00	Per month - based on 3 or more sessions per week	1	75.00	15.00	90.00	75
	Last year's yield was £125 but potential exists for small increase based on enquiries received					

Activity Income excluded from Leisure Contract:

Parks and Open Spaces total yield 2021/22

Parks and Open Spaces total yield 2020/21

2,950

2,950



CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)	
	<b>OUTDOOR SPORTS</b> Unless otherwise indicated, the charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually, with all income generated being returned to the Council via the Management Fee arrangements.		<b>NET CHARGE (£ - p)</b>	<b>V.A.T. (£ - p)</b>	<b>TOTAL CHARGE (£ - p)</b>		
	<b>FOOTBALL / HOCKEY / RUGBY PITCHES (per Match)</b>						
	<b>Pitch Hire, including Pavilion with Showers</b>						
82.00	Adult (includes £30.00 for pavilion use)	n/a	85.00	0.00	85.00	n/a	
40.00	Junior (includes £13.50 for pavilion use)	n/a	42.50	0.00	42.50	n/a	
30.00	Junior '7s' pitch (includes £10.50 for pavilion use)	n/a	32.00	0.00	32.00	n/a	
30.00	Adult Training	n/a	30.00	0.00	30.00	n/a	
15.00	Junior Training	n/a	15.00	0.00	15.00	n/a	
30.00	Adult training (including pavilion hire £10.00)	n/a	35.00	0.00	35.00	n/a	
22.00	Junior training (including pavilion hire £7.50)	n/a	24.00	0.00	24.00	n/a	
110.00	Respect Line Charge (per season)	n/a	110.00	0.00	110.00	n/a	
	<b>FOOTBALL PITCHES</b>						
12.00	Westfield Training Ground (weekly, excluding line marking)						
n/a	Westfield Football Pitch						
n/a	Loop Road Recreation Ground						
			Activity excluded from Leisure Contract - WBC to set charge				
			minimal	12.00	0.00	12.00	minimal
			Use of these pitches is subject to separate agreements outside the Fees and Charges process.			n/a	
	<b>CRICKET (per Match)</b>						
	<b>Pitch Hire, including Pavilion with Showers</b>						
82.00	Adult (incl £30.00 for pavilion use)	n/a	90.00	0.00	90.00	n/a	
41.00	Junior (incl £13.50 for pavilion use)	n/a	45.00	0.00	45.00	n/a	

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>OUTDOOR SPORTS</b> Unless otherwise indicated, the charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually, with all Income generated being returned to the Council via the Management Fee arrangements.					
	<b>HIRE PAVILION ONLY (non-match use)</b>					
31.00	minimum 2 hour booking	n/a	33.00	0.00	33.00	n/a
10.00	Per hour	n/a	11.00	0.00	11.00	n/a
65.00	Day Rate (5-10 hours)	n/a	65.00	0.00	65.00	n/a
45.00	Half-Day Rate (Up to 4 hours)	n/a	45.00	0.00	45.00	n/a
20.00	Key Deposit (returnable)	n/a	20.00	0.00	20.00	n/a
10.00	Pre school day charge per hour	n/a	10.00	0.00	10.00	n/a
	<i>Hire of pitches for tournaments will be on the basis of a single pavilion charge plus a charge for the number of pitches marked out.</i>					
Non core	<b>MINIATURE GOLF (per Round)</b>					
4.40	Standard	n/a	4.50	0.00	4.50	n/a
2.40	Status	n/a	2.50	0.00	2.50	n/a
1.40	Concession	n/a	1.50	0.00	1.50	n/a
5.00	Deposit (returnable)	n/a	5.00	0.00	5.00	n/a
	<b>TENNIS (Individual Bookings per court - chargeable all year round)</b>					
35.00	Woking Household Membership	100	39.00	0.00	39.00	3,900
7.00	Woking Park Courts Pay and Play	500	8.00	0.00	8.00	4,000
	<b>TENNIS - Licence Agreements</b>					
			Activity excluded from Leisure Contract - WBC to set charge			
1,050.00	Horsell Club (2 Court) (Based on 1.5ct value of £700 p/ct)	1	1,050.00	0.00	1,050.00	700
1,500.00	Woking Park (new agreement, increasing each year over 5 years)	1	1,500.00	0.00	1,500.00	1,500

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
	<b>OUTDOOR SPORTS</b>		<b>NET CHARGE (£ - p)</b>	<b>V.A.T. (£ - p)</b>	<b>TOTAL CHARGE (£ - p)</b>	
	Unless otherwise indicated, the charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually, with all Income generated being returned to the Council via the Management Fee arrangements.					
	<b>BOWLING GREENS</b>					
	Activity excluded from Leisure Contract - WBC to set charge					
95.00	Season Tickets Standard (public)	n/a	95.00	0.00	95.00	Income retained by the Bowls Clubs
7.00	Adult Session Tickets (per rink per hour)	n/a	7.00	0.00	7.00	
3.50	Key Status Card	n/a	3.50	0.00	3.50	
2.00	Key Concession Card	n/a	2.00	0.00	2.00	
	<b>FISHING</b>					
	<i>Excluded from Leisure Contract and managed by Goldsworth Park Angling Club, who keep the income to offset bailiff responsibilities. WBC retain the right to set charges in consultation with club.</i>					
	<u>Goldsworth Park Lake</u>					
52.00	Season Ticket - Adult	n/a	52.00	0.00	52.00	Income retained by the Angling Club
26.00	Season Ticket - Adult - OAP / Disabled	n/a	26.00	0.00	26.00	
26.00	Season Ticket - Junior (12-18yrs)	n/a	26.00	0.00	26.00	
13.00	Season Ticket - Junior (12-18yrs Disabled)	n/a	13.00	0.00	13.00	
0.00	Season Ticket - Junior (Under 12yrs)	n/a	0.00	0.00	0.00	
48.00	Night Permit	n/a	48.00	0.00	48.00	
	<i>Season Ticket - Half price from 1st Oct to 31 Mar (excludes Night Permits)</i>					

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>OUTDOOR SPORTS</b> <small>Unless otherwise indicated, the charges detailed below are deemed to be 'Core Charges' which the Council has reserved to set itself annually, with all income generated being returned to the Council via the Management Fee arrangements.</small>					
	<u>Goldsworth Park Lake (cont.)</u>					Income retained by the Angling Club
8.00	Day Ticket - Adult	n/a	8.00	0.00	8.00	
4.00	Day Ticket - Adult Concession (OAP/Disabled)	n/a	4.00	0.00	4.00	
4.00	Day Ticket - Junior (12 to 18yrs)	n/a	4.00	0.00	4.00	
2.00	Day Ticket - Junior (12 to 18yrs Disabled)	n/a	2.00	0.00	2.00	
0.00	Day Ticket - Junior (Under 12yrs)	n/a	0.00	0.00	0.00	
	<i>Half price tickets for evening visitors will be available from 1st April to 30th September, from 6pm till dusk.</i>					
	<u>Brookwood Ponds</u>					
4.00	Day Ticket - Adult	n/a	4.00	0.00	4.00	
2.00	Day Ticket - Adult / (OAP/Disabled)	n/a	2.00	0.00	2.00	
2.00	Day Ticket - Junior (12 to 18 years)	n/a	2.00	0.00	2.00	
2.00	Day Ticket - Junior (12 to 18 years Disabled)	n/a	2.00	0.00	2.00	
0.00	Day Ticket - Junlor under 12	n/a	0.00	0.00	0.00	

Activity Income excluded from Leisure Contract:

Outdoor Sports total yield 2021/22  
Outdoor Sports total yield 2020/21

10,100  
9,200

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>MULTI-USE GAMES AREAS (MUGA's)</b> Charges per hour					
	<b>SHEERWATER MUGA</b>		Activity excluded from Leisure Contract - WBC to set charge			
15.00	Adults, Juniors : with lights	minimal	15.00	0.00	15.00	minimal
10.00	Adults, Juniors : without lights	minimal	10.00	0.00	10.00	minimal
	<b>OMEGA ROAD / VYNE FIELD MUGA</b>					
15.00	Adults & juniors with lights	minimal	15.00	0.00	15.00	minimal
10.00	Adults & juniors without lights	minimal	10.00	0.00	10.00	minimal

Charges are set for organised group use, but no yield forecast as facilities are usually "casually" hired.

MUGA total yield 2021/22  
MUGA total yield 2020/21

0  
0

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>LICENSING</b>					
	<b>PERSONAL SERVICES</b>					
130.00	Skin Piercing Registration - operator	4	130.00	0.00	130.00	520
40.00	Tattoo Artist - Guest	4	40.00	0.00	40.00	160
295.00	Skin Piercing Registration - premises	2	295.00	0.00	295.00	590
15.00	Replacement Certificate	4	15.00	0.00	15.00	60
	<b>MOTOR SALVAGE OPERATORS</b>					
135.00	Initial Registration Fee (valid for 3 years)	0	135.00	0.00	135.00	n/a
135.00	Renewal Fee (valid for 3 years)	0	135.00	0.00	135.00	n/a
	<b>ANIMAL LICENSING</b>					
351.00	Dangerous Wild Animals *	0	351.00	0.00	351.00	0
296.00	Dog Breeder (new application) *	0	198.00	0.00	296.00	0
255.00	Dog breeder (renewal)	0	177.00	0.00	255.00	0
168.00	Dog Breeder (enforcement) *	0	99.00	0.00	168.00	0
296.00	Selling Animals as Pets Licence (new application) *	0	198.00	0.00	296.00	0
255.00	Selling Animals as Pets Licence (renewal)	10	177.00	0.00	255.00	1,770
168.00	Selling Animals as Pets Licence (enforcement) *	10	99.00	0.00	168.00	990
296.00	Animal Boarding Establishment (new application)	0	198.00	0.00	296.00	0
255.00	Animal Boarding Establishment (renewal)	18	177.00	0.00	255.00	3,186
168.00	Animal Boarding Establishment (enforcement)	18	99.00	0.00	168.00	1,782
234.00	Home Boarding for Dogs (new application)	0	187.00	0.00	234.00	0
214.00	Home Boarding for Dogs (renewal)	0	167.00	0.00	214.00	0
127.00	Home Boarding for Dogs (enforcement)	0	99.00	0.00	127.00	0
	* additional vet fees to be recovered where applicable					

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>LICENSING</b>					
	<b>ANIMAL LICENSING (cont.)</b>					
336.00	Hiring Out Horses (new application - up to 10 horses) *	0	198.00	0.00	336.00	0
316.00	Hiring Out Horses (renewal - up to 10 horses) *	2	177.00	0.00	316.00	354
18.00	Each additional horse over a maximum of 10 = £18 per horse	7	18.00	0.00	18.00	126
188.00	Hiring Out Horses (enforcement) *	2	99.00	0.00	188.00	198
98.00	Hiring of Horses Annual Inspection	2	98.00	0.00	98.00	196
234.00	Day Care for Dogs (new application)	0	187.00	0.00	234.00	0
214.00	Day Care for Dogs (renewal)	0	167.00	0.00	214.00	0
127.00	Day Care for Dogs (enforcement)	0	99.00	0.00	127.00	0
296.00	Keeping / Training Animals for Exhibition (new application) *	2	198.00	0.00	296.00	396
255.00	Keeping / Training Animals for Exhibition (renewal)	0	177.00	0.00	255.00	0
168.00	Keeping / Training Animals for Exhibition (enforcement) *	2	99.00	0.00	168.00	198
129.00	Each additional licensable activity after greatest applicable tier is	0	22.50	0.00	129.00	0
151.00	Animal Licence Re-Rating Request *	0	131.00	0.00	151.00	0
213.00	Hiring of Horses Re-Rating Request *	0	213.00	0.00	213.00	0
151.00	Animal Advisory Visit	0	131.00	0.00	151.00	0
50.00	Licence Transfer / Variation	0	50.00	0.00	50.00	0
15.00	Copy of Licence or Licence Conditions	0	15.00	0.00	15.00	0
	* additional vet fees to be recovered where applicable					
	<b>WATER COURSE CONSENT</b>					
50.00	Application	10	50.00	0.00	50.00	500

Licensing total yield 2021/22  
Licensing total yield 2020/21

11,026  
11,026

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>LICENSING</b>					
	<b>TOWN CENTRE MANAGEMENT AGREEMENT</b>					
73.00	Place building materials on the highway (Valid for 28 days)	1	73.00	0.00	73.00	73
73.00	Place building materials on the highway (Extention)	1	73.00	0.00	73.00	73
102.00	Place scaffolding/hoarding on the highway (Valid for 28 days)	5	102.00	0.00	102.00	510
102.00	Place scaffolding/hoarding on the highway (Extention)	1	102.00	0.00	102.00	102
145.00	Place a crane on the highway (No limit)	2	145.00	0.00	145.00	290
70.00	Skips placed on the highway (Maximum of two weeks)	2	70.00	0.00	70.00	140
95.00	Skips placed on the highway (Maximum of 28 days)	0	95.00	0.00	95.00	0
	Pavement Café annual fee - Setting out private furniture on the highway:					
0.00	- Under 3sqm (application must be submitted.)	5	0.00	0.00	0.00	0
104.00	- 3sqm - 10sqm	7	104.00	0.00	104.00	728
52.00	- Additional sqm	3	52.00	0.00	52.00	156
725.00 to	Traffic Regulations (Temporary notice (Emergency) section 14		725.00 to		725.00 to	
734.00	(3) and 5, Day notice section 14(2))	5	734.00	0.00	734.00	3,650
734.00	Traffic Regulations (Temporary traffic order, section 14(1))	2	734.00	0.00	734.00	1,468
719.00	Traffic Regulations (Recovery of administrative costs)	2	719.00	0.00	719.00	1,438
120.00	Bus stop suspensions (Per day, max charge £240)	0	120.00	0.00	120.00	0
181.00	Application to create a vehicle crossover / dropped kerb	0	181.00	0.00	181.00	0
75.00	Initial assessment of suitability for a crossover	0	75.00	0.00	75.00	0
342.00	Planting a tree on the highway	0	342.00	0.00	342.00	0
347.00	Damage to Council Property (administrative costs)	0	347.00	0.00	347.00	0

Licensing total yield 2021/22  
Licensing total yield 2020/21

8,628  
8,628



CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>PEST CONTROL</b>					
94.50	Disinfestation (domestic)*	45	78.75	15.75	94.50	3,544
58.50	Wasps nest destruction (domestic)*	} 250	48.75	9.75	58.50	12,188
10.00	Wasps - additional nest as same address (at same time)*		8.33	1.67	10.00	0
38.00	Mice*	85	31.67	6.34	38.00	3,230
38.00	Rats*	310	31.67	6.34	38.00	11,780
0.00	Squirrels (inside premises - domestic)	0	0.00	0.00	0.00	0
90.00	Squirrels (proofing advice visit only - domestic)	2	75.00	15.00	90.00	150
	* Half price treatments are provided for those on means tested benefits					

Pest Control total yield 2021/22  
Pest Control total yield 2020/21

30,892  
30,892

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2020/21 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>DOG CONTROL/ANIMAL WELFARE</b>					
	<b>STRAY DOGS - KENNELING</b>					
40.00	Collection Fee	16	40.00	0.00	40.00	640
70.00	First night - includes delivery and £25 statutory fine	8	80.00	0.00	80.00	640
20.00	Each additional night	20	20.00	0.00	20.00	400

Dog Control and Animal Welfare total yield 2021/22  
Dog Control and Animal Welfare total yield 2020/21

1,680  
1,600

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>FOOD SAFETY &amp; COMMUNICABLE DISEASES</b>					
51.00	Food Export Licence	0	51.00	0.00	51.00	0
150.00	Food Hygiene Re-visit Inspection Fee	10	150.00	0.00	150.00	1,500

Food Safety & Communicable Diseases total yield 2021/22

1,500

Food Safety & Communicable Diseases total yield 2020/21

1,500

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>ENVIRONMENTAL HEALTH ADMINISTRATION</b>					
10.00	Copy of Food Register Entry	0	10.00	0.00	10.00	0
24.00	Copy of Authorisation of Specified Industrial Processes	0	24.00	0.00	24.00	0
12.00	Certified copy of entry in register of motor salvage operators	0	12.00	0.00	12.00	0
79.70	Environmental Health Search (per hour)	0	66.42	13.28	79.70	0
126.00	Contaminated Land Search (per hour)	1	105.00	21.00	126.00	105
350.00	Assisted Funeral Arrangement Fee (charge will only apply where funds are available within the estate)	2	350.00	0.00	350.00	700
N/A	Environmental Information Regulations (EIR) Search fee	6	175.00	0.00	175.00	1,050

Environmental Health total yield 2021/22  
Environmental Health total yield 2020/21

105  
105

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>PRIVATE WATER SUPPLIES</b>					
500.00	Risk assessment (each assessment)	0	416.67	83.33	500.00	0
100.00	Sampling (each visit)	0	83.33	16.67	100.00	0
100.00	Investigation (each investigation)	0	83.33	16.67	100.00	0
100.00	Granting an authorisation (each authorisation)	0	83.33	16.67	100.00	0
	Analysing a sample –					
25.00	Taken under regulation 10	0	20.83	4.17	25.00	0
100.00	Taken during check monitoring	0	83.33	16.67	100.00	0
500.00	Taken during audit monitoring	0	416.67	83.33	500.00	0

Private Water Supplies total yield 2020/21

0

Private Water Supplies total yield 2019/20

0

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>SCRAP METAL</b>					
446.00	<b>Scrap Metal Licences</b> Site Licence	4	446.00	0.00	446.00	1,784
236.00	Collector licence	4	236.00	0.00	236.00	944

Scrap metal total yield 2020/21  
Scrap metal total yield 2019/20

2,728  
2,728

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>MOBILE HOMES</b>					
	<b>Licensing Fees for Mobile Home Sites Application for New Site Licence, and Time (Mins) Licensing, and Officer Allocation: per hour Admin £34/Officer £41av/Manager £51</b>	0				
8.50	Enquiry received and service request entered on computer system. 15 (A)	0			8.50	
5.70	Make up new file and attach above documentation. 10 (A)	0			5.70	
5.70	Send out site application form with covering letter or email with link and enter action on computer worksheet. 10 (A)	0			5.70	
5.70	Contact applicant and make appointment to carry out initial site inspection. 10 (A)	0			5.70	
11.30	Enter particulars on application form on computer system. Scan and save application form to computer system. 20 (A)	0			11.30	
27.30	Check application valid e.g. all compulsory questions completed and correct fee included. Check all particulars entered on computer premises record correctly. 40 (O)	0			27.30	
10.20	Carry out LRS to verify applicant is owner of land. 15 (O)	0			10.20	
20.50	Examine electrical certificate and any other documentation submitted with licence for validity. Enter action on computer worksheet. 30 (O)	0			20.50	
20.50	Carry out fit and proper person checks with other council services e.g. council tax, housing benefit, and external agencies e.g. other local authorities. 30 (O)	0			20.50	

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>MOBILE HOMES</b>					
47.80	Prepare draft site licence and send to applicant/Planning and Fire Service. In covering letter to applicant, include any recommendations and works required resulting from initial site inspection. 70 (O)	0			47.80	
20.50	Discuss any feedback with applicant on proposed site licence conditions. 30 (O)	0			20.50	
20.50	Upon expiry of consultation period amend site licence if required . Print out two copies of site licence and proof read. 30 (O)	0			20.50	
8.50	Site licence to be checked and signed by line manager. 10 (M)	0			8.50	
6.80	Send out site licence to applicant with covering letter. 10 (O)	0			6.80	
8.50	Scan and save signed copy of site licence to system and add hard copy of licence to file. 15 (A)	0			8.50	
5.70	Update public register of licensed sites. 10 (A)	0			5.70	
6.80	Upon occupation of site, contact site owner to make appointment for licensing inspection. 10 (O)	0			6.80	
10.20	Complete risk assessment to determine next routine visit. 15 (O)	0			10.20	
41.00	Travel time x 2. 60 (O)	0			41.00	
61.50	Record details of visit on computer worksheet, download Send letter to applicant notifying them of outcome of licensing visit.photos etc. 90 (O)	0			61.50	
353.20	Base Cost				353.20	



CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>MOBILE HOMES</b>					
	Carry out full site inspection. Make note of any breaches of site licence conditions/ works required:					
31.00	1 - 5 pitches 45 (O)	0			31.00	
41.00	6 - 24 pitches 60 (O)	0			41.00	
61.00	25 - 100 pitches 90 (O)	0			61.00	
	Carry out revisit to check on completion of works:					
10.00	1 - 5 pitches 15(O)	0			10.00	
21.00	6 - 24 pitches 30(O)	0			21.00	
41.00	25 - 100 pitches 60(O)	0			41.00	
	<b>Total Cost:</b>					
394.20	1 - 5 pitches 45 (O)	Minimal	394.20	0.00	394.20	Minimal
415.20	6 - 24 pitches 60 (O)	Minimal	415.20	0.00	415.20	Minimal
455.20	25 - 100 pitches 90 (O)	Minimal	455.20	0.00	455.20	Minimal
	<b>Application to vary a site licence</b>					
8.50	Enquiry received and service request entered on computer system. 15 (A)	0			8.50	
5.70	Send out application form and covering letter detailing fee required. 10 (A)	0			5.70	
8.50	Upon receipt of application form, scan and save to computer system. Attach hard copy to paper file. Generate acknowledgement letter and send to applicant. 15 (A)	0			8.50	
5.70	Enter particulars on application form on to on computer system. 10 (A)	0			5.70	

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>MOBILE HOMES</b>					
27.30	Check application is valid e.g. all compulsory questions completed and correct fee included, computer record correct. 40(O)	0			27.30	
6.80	Contact applicant to arrange site visit. 10 (O)	0			6.80	
20.50	Travel time. 30 (O)	0			20.50	
20.50	Record details of visit on computer, download photos. 30 (O)	0			20.50	
47.80	Prepare draft site licence and send to applicant with covering letter/Planning/Fire Service. 70 (O)	0			47.80	
20.50	Discuss any feedback with applicant. 30 (O)	0			20.50	
20.50	Amend if necessary and print ready for signing. 30 (O)	0			20.50	
8.50	Site licence checked and signed by manager. 10 (M)	0			8.50	
10.20	Look up records of outstanding historic breaches, outstanding notices etc. 15 (O)	0			10.20	
6.80	Send amended site licence to site owner with covering letter. Send written notification of outstanding historic breaches and outstanding notices to new site owner. Add to actions to electronic worksheet. 10 (O)	0			6.80	
5.70	Scan and attached signed copy of site licence to electronic worksheet and attached signed hard copy to paper file. 10 (A)	0			5.70	
8.50	Attach hard copy of covering letter and notification of outstanding historic breaches and outstanding notices etc to electronic and paper file. 15 (A)	0			8.50	
5.70	Amend public register of park home site licences. 10 (A)	0			5.70	
237.70	Base Time / Cost 365 mins (6hr 5min)				237.70	

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>MOBILE HOMES</b>					
31.00	Carry out full site inspection and make note of any works required: 1 - 5 pitches 45 (O)	0			31.00	
41.00	6 - 24 pitches 60 (O)	0			41.00	
61.00	25 - 100 pitches 90 (O)	0			61.00	
	Total Cost:					
268.70	1 - 5 pitches 45 (O)	Minimal	268.70	0.00	268.70	Minimal
278.70	6 - 24 pitches 60 (O)	Minimal	278.70	0.00	278.70	Minimal
298.70	25 - 100 pitches 90 (O)	Minimal	298.70	0.00	298.70	Minimal
	<b>Application to Transfer Licence</b>					
8.50	Enquiry received and service request entered on computer system. 15 (A)	0			8.50	
5.70	Send out application form and covering letter detailing fee required. 10 (A)	0			5.70	
8.50	Upon receipt of application form, scan and save to computer system. Attach hard copy to paper file. Generate acknowledgement letter and send to applicant. 15 (A)	0			8.50	
8.50	Enter particulars on application form on to on computer system. 15 (A)	0			8.50	
27.30	Check application valid e.g. all compulsory questions completed and correct fee included, computer record correct. 40 (O)				27.30	

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>MOBILE HOMES</b>					
20.50	Carry out fit and proper person checks with other council services e.g. council tax, housing benefit, and external agencies e.g. other local authorities. 30 (O)	0			20.50	
8.50	Carry Out Land Registry Search. 15 (A)	0			8.50	
20.50	Amend site licence and print out ready for signing. 30 (O)	0			20.50	
8.50	Site licence checked and signed by Manager. 10 (M)	0			8.50	
5.70	Send out licence with covering letter. 10 (A)	0			5.70	
5.70	Scan and save signed copy of site licence to computer record and add hard copy to file. 10 (A)	0			5.70	
5.70	Update public register of licensed sites. 10 (A)	0			5.70	
133.60	Total Cost 210 mins (3hrs 30min)	Minimal	133.60	0.00	133.60	Minimal
	<b>Annual Fee</b>					
	<b>Number of Pitches / Inspection Interval Years (Officer £41p/h)</b>					
82.00	1 - 5 pitches / 4 / 120 (O)	0	82.00	0.00	82.00	
164.00	6 - 24 pitches / 3 / 240 (O)	0	164.00	0.00	164.00	
246.00	25 - 100 pitches / 1 / 360 (O)	1	246.00	0.00	246.00	246

Mobile homes total yield 2021/22  
Mobile homes total yield 2020/21

246  
246

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22 With Effect from 1 October 2019			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>VICTORIA WAY, PEACOCKS, WOLSEY PLACE, HEATHSIDE CRESCENT AND BREWERY ROAD CAR PARKS (Red Toy's R Us car park temporarily closed)</b>					
	<b>WEEKDAYS, SATURDAYS AND BANK HOLIDAYS (EXCEPT CHRISTMAS DAY = FREE)</b>					
1.50	Up to one hour	438,000	1.25	0.25	1.50	547,500
3.00	Up to two hours	420,000	2.50	0.50	3.00	1,050,000
4.50	Up to three hours	174,000	3.75	0.75	4.50	652,500
6.00	Up to four hours	69,000	5.00	1.00	6.00	345,000
7.00	Up to five hours	24,600	5.83	1.17	7.00	143,500
7.00	Up to six hours	24,000	5.83	1.17	7.00	140,000
11.00	Up to seven hours	12,000	9.17	1.83	11.00	110,000
12.00	Seven to twenty four hours	55,800	10.00	2.00	12.00	558,000
1.50	Any period - 19.00 to 05.59 next day	12,600	1.25	0.25	1.50	15,750
	<b>SUNDAYS (EXCEPT CHRISTMAS DAY = FREE)</b>					
1.50	Up to one hour	50,400	1.25	0.25	1.50	63,000
2.80	Up to two hours	37,200	2.33	0.47	2.80	86,800
3.00	Over two hours	27,000	2.50	0.50	3.00	67,500
1.50	Any period - 19.00 to 05.59 next day	3,900	1.25	0.25	1.50	4,875

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22 With Effect from 1 October 2019			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>OTHER CAR PARKS</b>					
	<b>WEEKDAY (8.00 - 18.00)</b>					
	<b>SHEER HOUSE</b>					
0.50	Up to one hour	31,200	0.42	0.08	0.50	13,000
1.00	Up to two hours	10,800	0.83	0.17	1.00	9,000
1.50	Up to three hours	5,220	1.25	0.25	1.50	6,525
2.50	Up to four hours (maximum stay)	1,260	2.08	0.42	2.50	2,625
	<b>WOODLANDS AVENUE</b>					
0.70	Up to four hours	660	0.58	0.12	0.70	385
1.00	Up to six hours	1,380	0.83	0.17	1.00	1,150
1.80	All day from 9.30am	660	1.50	0.30	1.80	990
	<b>SATURDAYS, SUNDAYS AND BANK HOLIDAYS</b>					
	<b>SHEER HOUSE AND WOODLANDS AVENUE</b>					
free	Charge per visit		----- free -----			

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22 With Effect from 1 October 2019			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>WOKING PARK</b>					
	<b>WEEKDAYS, SATURDAYS AND BANK HOLIDAY MONDAYS</b>					
free	Up to three hours		free			
1.30	Up to four hours	4,200	1.08	0.22	1.30	4,550
6.00	Up to six hours	1,020	5.00	1.00	6.00	5,100
9.00	Up to seven hours	372	7.50	1.50	9.00	2,790
10.00	Seven to twenty four hours	372	8.33	1.67	10.00	3,100
1.30	Any period - 19.00 to 05.59 next day	240	1.08	0.22	1.30	260
	<b>SUNDAYS (EXCEPT CHRISTMAS DAY = FREE)</b>					
free	Up to three hours		free			
1.30	Over three hours	720	1.08	0.22	1.30	780
1.30	Any period - 19.00 to 05.59 next day	600	1.08	0.22	1.30	650
	<b>WOKING PARK COACH PARKING (Monday to Sunday)</b>					
free	Mini-buses/coaches using Woking Park / LC&PitP / Community Building facilities		free			
free	Mini-buses/coaches where re-directed by Parking Services from Town Centre		free			
20.00	Mini-buses/coaches not using Woking Park / LC&PitP / Community Building facilities	24	16.67	3.33	20.00	400
	<b>EVENT PARKING</b>					
2.50	Daily charge for exhibitors	120	2.08	0.42	2.50	250

CHARGE 2020/21 (Inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22 With Effect from 1 October 2019	ESTIMATED YIELD 2021/22 (£)
	Parking Fees total yield 2021/22			3,835,980
	Parking Fees total yield 2020/21			6,393,301



CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>CAR PARK SEASON TICKETS</b> Discounts are available for vehicles with low CO2 emissions, and surcharges will be applied to vehicles with high CO2 emissions					
	<b>VICTORIA WAY</b>					
1,800.00	Annual Season Ticket	126	1,500.00	300.00	1,800.00	189,000
1,800.00	Annual Season Ticket Direct Debit	60	1,500.00	300.00	1,800.00	90,000
550.00	Quarterly Season Ticket	114	458.33	91.67	550.00	52,250
200.00	Monthly Season Ticket	14	166.67	33.33	200.00	2,333
170.00	Off Peak Area 1 Residents Permit	2	141.67	28.33	170.00	283
260.00	WCPZ Residents Car Park Permit	13	216.67	43.33	260.00	2,817
70.00	Quarterly WCPZ Residents Car Park Permit	3	58.33	11.67	70.00	175
	<b>PEACOCKS BLUE</b>					
1,800.00	Annual Season Ticket	61	1,500.00	300.00	1,800.00	91,500
1,800.00	Annual Season Ticket Direct Debit	16	1,500.00	300.00	1,800.00	24,000
550.00	Quarterly Season Ticket	45	458.33	91.67	550.00	20,625
200.00	Monthly Season Ticket	32	166.67	33.33	200.00	5,333
170.00	Off Peak Area 1 Residents Permit	1	141.67	28.33	170.00	142
260.00	WCPZ Residents Car Park Permit	6	216.67	43.33	260.00	1,300
70.00	Quarterly WCPZ Residents Car Park Permit	3	58.33	11.67	70.00	175
	<b>WOLSEY PLACE</b>					
1,800.00	Annual Season Ticket	30	1,500.00	300.00	1,800.00	45,000
1,800.00	Annual Season Ticket Direct Debit	26	1,500.00	300.00	1,800.00	39,000
550.00	Quarterly Season Ticket	5	458.33	91.67	550.00	2,292
200.00	Monthly Season Ticket	1	166.67	33.33	200.00	167
170.00	Off Peak Area 1 Residents Permit	6	141.67	28.33	170.00	850
260.00	WCPZ Residents Car Park Permit	13	216.67	43.33	260.00	2,817
70.00	Quarterly WCPZ Residents Car Park Permit	3	58.33	11.67	70.00	175

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>CAR PARK SEASON TICKETS</b> Discounts are available for vehicles with low CO2 emissions, and surcharges will be applied to vehicles with high CO2 emissions					
	<b>Flexi Permit Band C</b>					
-	Annual	34	1,800.00	360.00	2,160.00	61,200
-	Quarterly	18	550.00	110.00	660.00	9,900
-	Monthly	5	200.00	40.00	240.00	1,000
	<b>Flexi Permit Band G</b>					
-	Annual	2	2,250.00	450.00	2,700.00	4,500
-	Quarterly	1	687.50	137.50	825.00	688
-	Monthly	0	250.00	50.00	300.00	0
	<b>BREWERY ROAD</b> (Season tickets not available in this car park)					
	<b>HEATHSIDE CRESCENT</b>					
1,800.00	Annual Season Ticket	57	1,500.00	300.00	1,800.00	85,500
1,800.00	Annual Season Ticket Direct Debit	35	1,500.00	300.00	1,800.00	52,500
550.00	Quarterly Season Ticket	16	458.33	91.67	550.00	7,333
200.00	Monthly Season Ticket	2	166.67	33.33	200.00	333
170.00	Off Peak Area 1 Residents Permit	17	141.67	28.33	170.00	2,408
260.00	WCPZ Residents Car Park Permit	25	216.67	43.33	260.00	5,417
70.00	Quarterly WCPZ Residents Car Park Permit	5	58.33	11.67	70.00	292
	<b>WOODLANDS AVENUE</b>					
240.00	Annual Season Ticket	10	200.00	40.00	240.00	2,000
70.00	Quarterly Season Ticket	12	58.33	11.67	70.00	700

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>CAR PARK SEASON TICKETS</b> Discounts are available for vehicles with low CO2 emissions, and surcharges will be applied to vehicles with high CO2 emissions					
	<b>WOKING PARK</b>					
750.00	Annual Season Ticket	49	625.00	125.00	750.00	30,750
750.00	Annual Season Ticket Direct Debit	54	625.00	125.00	750.00	33,750
200.00	Quarterly Season Ticket	3	166.67	33.33	200.00	500
75.00	Monthly Season Ticket	9	62.50	12.50	75.00	563
	<b>PUBLIC SERVICE CAR PARK</b>					
780.00	Public Service Car Park	150	650.00	130.00	780.00	97,500
	<b>BLUE BADGES</b>					
NEW	Renewal Fee	1,000	15.00	0.00	780.00	15,000

Season Ticket total yield 2021/22  
Season Ticket total yield 2020/21

982,068  
1,372,923

**EXTENSION OF VARIABLE RATE CHARGES**

Comparisons			2016/17 Annual	2015/16 Annual	2016/17 Quarterly	2015/16 Quarterly	2016/17 Monthly	2015/16 Monthly	WBC Band
A	-100	-25%	£1,425.00	£900.00	£450.00	£275.00	£165.00	£100.00	A
B	101-110	-20%	£1,520.00	£1,350.00	£480.00	£413.00	£175.00	£150.00	B
C	111-120	-15%	£1,615.00	£1,350.00	£510.00	£413.00	£185.00	£150.00	B
D	121-130	-10%	£1,710.00	£1,800.00	£540.00	£550.00	£200.00	£200.00	C
E	131-140	-5%	£1,805.00	£1,800.00	£570.00	£550.00	£210.00	£200.00	C
F	141-150	0	£1,900.00	£1,800.00	£600.00	£550.00	£220.00	£200.00	C
G	151-165	5%	£1,995.00	£1,980.00	£630.00	£605.00	£230.00	£220.00	D
H	166-175	10%	£2,090.00	£2,070.00	£660.00	£633.00	£240.00	£230.00	D
I	176-185	15%	£2,185.00	£2,070.00	£690.00	£633.00	£255.00	£230.00	E
J	186-200	20%	£2,280.00	£2,160.00	£720.00	£660.00	£265.00	£240.00	E
K	201-225	25%	£2,375.00	£2,160.00	£750.00	£660.00	£275.00	£240.00	F
L	226-255	30%	£2,470.00	£2,250.00	£780.00	£688.00	£285.00	£250.00	F
M	255-	40%	£2,660.00	£2,250.00	£840.00	£688.00	£310.00	£250.00	G

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>CONTROLLED PARKING ZONES</b> WOKING: Mon - Sat 8.30am to 6.00pm, excl Bank Hols WOKING Zone 1 operational 6am to 10pm each day including Sundays & Bank Holidays WEST BYFLEET: Mon - Fri 8.30am to 6.00pm, excl Bank Hols					
	<b>WOKING</b>					
0.80	Up to half an hour	19,200	0.80	0.00	0.80	15,360
1.20	Up to 45 minutes	31,800	1.20	0.00	1.20	38,160
1.60	Up to one hour	105,600	1.60	0.00	1.60	168,960
	<b>WOKING PARKING VOUCHERS - ZONE 1</b>					
0.80	Up to half an hour	7,200	0.80	0.00	0.80	5,760
1.60	Up to one hour	13,200	1.60	0.00	1.60	21,120
	<b>WOKING PARKING VOUCHERS - ZONES 2-5</b>					
0.40	Up to half an hour	4,800	0.40	0.00	0.40	1,920
0.80	Up to one hour	10,200	0.80	0.00	0.80	8,160
	<b>WEST BYFLEET</b>					
0.20	Up to half an hour	4,800	0.20	0.00	0.20	960
0.40	Up to one hour	10,200	0.40	0.00	0.40	4,080
0.60	Up to one and a half hours	2,400	0.60	0.00	0.60	1,440
0.80	Up to two hours	4,500	0.80	0.00	0.80	3,600
1.20	Up to three hours	8,400	1.20	0.00	1.20	10,080
2.70	Up to four hours	6,600	2.70	0.00	2.70	17,820

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>CONTROLLED PARKING ZONES</b> WOKING: Mon - Sat 8.30am to 6.00pm, excl Bank Hols WOKING Zone 1 operational 6am to 10pm each day including Sundays & Bank Holidays WEST BYFLEET: Mon - Fri 8.30am to 6.00pm, excl Bank Hols					
	<b>WOKING CPZ RESIDENTS PARKING PERMITS</b>					
50.00	1st Permit	1,089	50.00	0.00	50.00	54,450
75.00	Areas 2 & 3 : 2nd Permit	36	75.00	0.00	75.00	2,700
75.00	Areas 4 & 5 : 2nd Permit	36	75.00	0.00	75.00	2,700
75.00	Areas 2 & 3 : 3rd and Subsequent Permits	36	75.00	0.00	75.00	2,700
75.00	Areas 4 & 5 : 3rd and Subsequent Permits	36	75.00	0.00	75.00	2,700
50.00	<b>BROOKWOOD CPZ RESIDENTS PARKING PERMITS</b>	54	50.00	0.00	50.00	2,700
50.00	<b>WEST BYFLEET CPZ RESIDENTS PARKING PERMITS</b>	420	50.00	0.00	50.00	21,000
15.00	Transfer/Change a Permit	6	15.00	0.00	15.00	90
2.00	<b>RESIDENTS VISITORS VOUCHERS</b>	8,400	2.00	0.00	2.00	16,800

CPZ total yield 2021/22

403,260

CPZ total yield 2020/21

672,100

**US FEES AND CHARGES**  
**SUMMARY OF ESTIMATED YIELDS 2020/21**

	<b>BUDGET 2020/21 £</b>	<b>BUDGET 2021/22 £</b>
<b><u>Customer Support Services</u></b>		
Local Land Charges	182,577	212,222
Taxis And Private Hire	200,397	212,575
<b><u>Licensing</u></b>		
Sex Establishment	0	0
Gambling Act	8,080	8,080
	<u>8,080</u>	<u>8,080</u>
<b>US - TOTAL FEES AND CHARGES</b>	<b><u>391,054</u></b>	<b><u>432,877</u></b>

CHARGE 2021/22 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>LOCAL LAND CHARGES</b>					
21.63	LLC1 *	1,012	21.63	0.00	21.63	21,890
165.00	Con 29 Part 1 ***	1,000	137.50	27.50	165.00	137,500
47.00	SCC Fee *	1,000	39.17	7.83	47.00	39,170
18.00	Con 29 Part 1 - Question 3.7 (5 sub questions)	0		0.00	0.00	0
42.00	Con 29 Part 1 - Question 3.9 (14 sub questions)	0		0.00	0.00	0
3.00	Con 29 Part 1 - Any single sub question	1,270	2.50	0.50	3.00	3,175
1.15	LLC1 Additional parcel fee	110	1.15	0.00	1.15	127
78.00	Con 29 Additional parcel fee	25	65.00	13.00	78.00	1,625
20.00	Con 29 Part 2 (printed question)	500	16.67	3.33	20.00	8,335
24.00	Con 29 Part 3 (own question)	20	20.00	4.00	24.00	400

\*The cost for a standard search fee is calculated as follows:

LLC1	£21.63
Con 29 Part 1	£165.00
Fee Payable to Surrey County Council	£47.00
	<u>£233.63</u>

\*\* Some Con 29 Part 1 searches are submitted as requests under the Environmental Information Regulations 2004 i.e. under the "Freedom of Information" regime. The fee for dealing with these requests (calculated in accordance with the statutory provisions) is £175.00

Local Land Charges total yield 2021/22	212,222
Local Land Charges total yield 2020/21	182,577



CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>TAXIS AND PRIVATE HIRE VEHICLES</b>					
	<b>TAXIS/HACKNEY CARRIAGES</b>					
190.00	Vehicle Licences	145	200.00	0.00	200.00	29,000
260.00	Drivers Licence - Valid for 3 years	73	275.00	0.00	275.00	20,075
	<b>PRIVATE HIRE</b>					
280.00	Operator's Licence	70	300.00	0.00	300.00	21,000
190.00	Vehicle Licences	455	200.00	0.00	200.00	91,000
260.00	Drivers Licence - Valid for 3 years	165	275.00	0.00	275.00	45,375
	<b>TRANSFER TO VEHICLE ALEADY LICENSED BY WBC</b>					
60.00	Change/transfer to vehicle already licensed with WBC	50	70.00	0.00	70.00	3,500
	<b>GENERAL</b>					
50.00	New Licence Application Charge (not renewals) (This is in addition to the cost of CRB, medical and driving licence checks)	25	55.00	0.00	55.00	1,375
30.00	Replacement Plate	10	40.00	0.00	40.00	400
20.00	Replacement Badge / Upgrade from Private Hire	10	25.00	0.00	25.00	250
15.00	Additional Knowledge Test Fees	30	20.00	0.00	20.00	600

Taxis and Private Hire Licences total yield 2021/22 (excluding Vehicles)  
Estimated Yield from Vehicles 2021/22

92,575  
120,000  
212,575

Taxis and Private Hire Licences total yield 2020/21  
Estimated Yield from Vehicles 2020/21

86,397  
114,000  
200,397

CHARGE 2020/21 (inc.VAT) (£ - P)	ITEM	FORECAST ACTIVITY LEVEL 2021/22	CHARGE 2021/22			ESTIMATED YIELD 2021/22 (£)
			NET CHARGE (£ - p)	V.A.T. (£ - p)	TOTAL CHARGE (£ - p)	
	<b>LICENSING</b>					
	<b>SEX ESTABLISHMENTS</b>					
12,790.00	Licence application	0	0.00	0.00	0.00	0
12,790.00	Annual renewal of licence	0	0.00	0.00	0.00	0
-	<b>GAMBLING ESTABLISHMENTS (inc machine permits)</b>		<b>FEES SHOWN ON SEPARATE SCHEDULE</b>			8,080
	<b>LOADING CONTROL AREA CONSENT</b>					
200.00	Consent	0	0.00	0.00	0.00	0

Licensing total yield 2021/22  
Licensing total yield 2020/21

8,080  
8,080

**Gambling Act 2005**

**Fees for the application for a gambling premises licence in the Borough of Woking from 1st April 2016 until further notice**

	<i>Current numbers of premises</i>	Annual Fee £	New Application £	Application to Vary £	Application to Transfer £	Application for Reinstatement £	Application for Provisional statement £	Convert Provisional Statement to Full Licence £	Copy of Licence £	Notification of Change £
Betting Premises excl Tracks	14	475	2,250	1,250	950	950	2,250	950	25	50
Bingo Club	1	600	2,750	1,400	950	950	2,750	950	25	50
Tracks	0	850	3,000	1,600	1,250	1,250	3,000	1,250	25	50
Family Entertainment Centre	0	600	1,600	850	950	950	1,600	950	25	50
Adult Gaming Centre (AGC)	1	830	1,600	850	950	950	1,600	950	25	50
Casino (Small)	0	4,000	6,500	2,250	1,500	1,500	6,500	1,500	25	50
Casino (Large)	0	7,000	7,500	3,750	1,800	1,800	7,500	1,800	25	50

Projected yield

8,080



**Rhoda McGaw Theatre - Hire Charges**

<b>I September 2020 - 31 August 2021</b> (Price Freeze - Approved December Council 2017)		<b>Accredited User</b>		<b>Negotiated Rate</b>		<b>Commercial Rate</b>
		ex vat	inc vat	ex vat	inc vat	ex vat
Week Hire (Sun-Sat)	9am - 11pm	1,008.33	1,210.00	1,508.33	1,810.00	2,410.00
Day Hire	9am - 11pm	400.00	480.00	600.00	720.00	960.00
Hourly Hire	Between 9am - 11pm	40.00	48.00	60.00	72.00	240.00
Outside normal hours (per hr subject to agreement)	Between 11pm - 9am	80.00	96.00	120.00	144.00	480.00

<b>I September 2021 - 31 August 2022</b> (Proposed 2% increase)		<b>Accredited User</b>		<b>Negotiated Rate</b>		<b>Commercial Rate</b>
		ex vat	inc vat	ex vat	inc vat	ex vat
Week Hire (Sun-Sat)	9am - 11pm	1,028.50	1,234.20	1,538.50	1,846.20	2,458.20
Day Hire	9am - 11pm	408.00	489.60	612.00	734.40	979.20
Hourly Hire	Between 9am - 11pm	40.80	48.96	61.20	73.44	244.80
Outside normal hours (per hr subject to agreement)	Between 11pm - 9am	81.60	97.92	122.40	146.88	489.60

<b>I September 2022 - 31 August 2023</b> (Proposed 2% increase)		<b>Accredited User</b>		<b>Negotiated Rate</b>		<b>Commercial Rate</b>
		ex vat	inc vat	ex vat	inc vat	ex vat
Week Hire (Sun-Sat)	9am - 11pm	1,049.07	1,258.88	1,569.27	1,883.12	2,507.36
Day Hire	9am - 11pm	416.16	499.39	624.24	749.09	998.78
Hourly Hire	Between 9am - 11pm	41.62	49.94	62.42	74.91	249.70
Outside normal hours (per hr subject to agreement)	Between 11pm - 9am	83.23	99.88	124.85	149.82	499.39



EXECUTIVE – 19 NOVEMBER 2020

## NEXT STEPS ACCOMMODATION PROGRAMME

### Executive Summary

On 26 March 2020, housing authorities received a direction from Government that all rough sleepers or those facing homelessness should be offered emergency accommodation (“Everyone In”). Working with local charity, York Road Project, the Council accommodated 137 households under the “Everyone In” initiative with 48 single people still being accommodated in B&Bs/hotels at the end of October 2020. The Council is committed to securing sustainable housing and support pathways for these rough sleepers.

In July 2020, the Government launched the “Next Steps Accommodation Programme” (NSAP) to financially support local authorities and their partners to prevent rough sleepers returning to the streets. The Council submitted a bid for £3,125,000 of capital funding to acquire 121 Chertsey Road from Thamesway Housing for use as move-on accommodation for rough sleepers or those at risk of rough sleeping, along with £364,000 of revenue funding for a Tenancy Sustainment Officer and three on-site night support workers (upto the end March 2024). The Government recently announced the successful bids under this programme, including support for the Council’s proposed scheme. All allocations are subject to due diligence and contract.

Acquisition of 121 Chertsey Road will allow the Council to secure the property for long-term move-on accommodation and have full control over the running of the scheme. The proposal is to offer the flats at Affordable Rents with one flat used for on-site support workers. The acquisition will be funded by the Government capital grant funding, with the remaining balance raised through Council borrowing. Based on a 50-year annuity rate of 2.5%, the net rental income from the scheme is expected to cover the loan repayments in full.

### Recommendations

The Executive is requested to:

#### **RECOMMEND TO COUNCIL That**

- (i) subject to the Government grant funding being secured, the acquisition of 121 Chertsey Road for use as move-on accommodation be approved at a total cost of up to £6.7 million; and**
- (ii) the Director of Housing, in consultation with the Portfolio Holder for Housing, be authorised to take all necessary actions to secure the grant funding and deliver the scheme.**

### Reasons for Decision

Reason: To enable the Council to provide suitable move-on accommodation for rough sleepers who have been accommodated during the Covid-19 pandemic and prevent their return to the streets.

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

## Next Steps Accommodation Programme

**Background Papers:** None.

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**Date Published:** 13 November 2020



### 1.0 Introduction

- 1.1 Woking Borough Council (the Council) has a statutory duty to provide interim accommodation to any person believed to be homeless and in priority need who approaches the Council whilst enquiries are made.
- 1.2 The Covid-19 pandemic has placed additional obligations on the Council in respect of homelessness. On 26 March 2020, housing authorities received a direction from Government that all rough sleepers or those facing homelessness should be offered emergency accommodation (“Everyone In”) and any dormitory-style night shelters should close. This announcement coincided with the closure of most hotels and Bed and Breakfast accommodation around the country in response to the lockdown, severely hampering local authorities’ ability to achieve this objective.
- 1.3 Woking Borough Council has a long-standing, well-developed and strong partnership with local charity, York Road Project, which has been highlighted in our joint response to Covid-19. Working together, all York Road Project support services and night shelter operations have relocated to the Woking Hotel and HG Wells Centre. Whilst the Woking Hotel offers 26 en-suite bedrooms (considerably more than the 10 spaces at the night shelter), it became quickly apparent that this alone would not fulfil the rising demand from rough sleepers. Therefore, the Council commissioned the installation of a further 10 single bedroom pods in the HG Wells Centre to increase capacity. York Road Project staff and volunteers have been working very hard to support clients and encourage them to engage with local drug and alcohol support services.
- 1.4 In addition, the Council secured the exclusive use of the Woking Travelodge hotel for general homelessness for 3-months to ensure suitable accommodation was available throughout the lockdown. Although the use of the Travelodge has reduced considerably since the first lockdown, the Council continues to have a block booking of 20 rooms at this hotel. A small number of rough sleepers and those at risk of rough sleeping have also been accommodated in Bed and Breakfasts in Woking and Slough or in void Council properties.
- 1.5 In total, the Council has accommodated 137 households under the “Everyone In” initiative with 48 single people still being accommodated in B&Bs/hotels at the end of October 2020. This is significantly higher than the average 12-15 homeless households the Council typically accommodates in nightly-paid accommodation.
- 1.6 The Council, working with York Road Project, are now focused on securing sustainable housing and support pathways for the rough sleepers and reducing dependency on the use of hotels.
- 1.7 Nationally, approximately 15,000 vulnerable people were housed in hotels and other forms of emergency accommodation since the start of the COVID-19 pandemic. This includes people coming in directly from the streets, people previously housed in shared night shelters and people who have become vulnerable to rough sleeping during the pandemic. The Government has expressed its wish to ensure that the current provision that has been set up to safeguard people who were taken safely from the streets is able to continue for an appropriate length of time, with a planned transition to more sustainable interim accommodation options until vital longer-term move-on accommodation can be put in place.

### 2.0 Next Steps Accommodation Programme

- 2.1 In July 2020, the Government launched the “Next Steps Accommodation Programme” (NSAP) to financially support local authorities and their partners to prevent rough sleepers returning to the streets. The programme includes capital for property costs and an attached long-term revenue stream to ensure people are supported in their new tenancies. Additional revenue

## Next Steps Accommodation Programme

funding was also released to support a range of initiatives, like moves into the private rented sector, interim accommodation and reconnection with friends and families.

- 2.2 In terms of the short-term funding covering the period up to the end of March 2021, Woking Borough Council successfully bid for £380,130 towards the ongoing costs of offering hotel accommodation, security, extra staffing requirements and a support package to enable people access private rented accommodation.
- 2.3 In order to secure longer-term move-on funding, the Government required local authorities to submit capital and revenue schemes that could be delivered by 31 March 2021. The short timescale effectively meant that the acquisition of suitable properties was likely to be the only deliverable option to securing long-term accommodation for rough sleepers under this funding programme.
- 2.4 Woking Borough Council submitted a bid for £3,125,000 of capital funding to acquire 121 Chertsey Road from Thamesway Housing for use as move-on accommodation for rough sleepers or those at risk of rough sleeping, along with £364,000 of revenue funding for a Tenancy Sustainment Officer and three on-site night support workers (upto the end March 2024). On 29 October 2020, the Government announced the successful bids under this programme, including support for Woking Borough Council's proposed scheme. All allocations are subject to due diligence and contract, and all future years' revenue payments are contingent on satisfactory performance against grant conditions and objectives.

### 3.0 Acquisition of 121 Chertsey Road

- 3.1 Thamesway Housing have recently completed the conversion of 121 Chertsey Road from offices into 25 studio apartments. The apartments were intended to be let on the open market and the conversion has been undertaken to a high specification for this purpose.
- 3.2 The opportunity offered at 121 Chertsey Road for move-on accommodation was identified prior to the Next Steps Accommodation Programme being launched. Woking Borough Council initially secured the property from Thamesway under its Private Sector Leasing scheme ("Let's Rent Complete") on a 5-year lease. However, there are some challenges with this approach. In order to make this viable for the Council and Thamesway, rents are set at the Local Housing Allowance (LHA) level, which is unaffordable to clients who are affected by the benefit cap. In addition, the service charges of running the whole block are also higher than allowed for in the Council's leasing model and there have been complications in securing workable management and maintenance arrangements. For these reasons, the Council is having to subsidise the lease by circa £5,800 per annum, as well as supporting some clients' with rental payments.
- 3.3 Acquisition of 121 Chertsey Road (with the support of the Government funding) would allow the Council to secure the property for long-term move-on accommodation and have full control over the running of the scheme. Our proposal is to offer the flats at lower Affordable Rents (so they are affordable to all clients) with one flat kept empty and used for on-site support workers. A saving would also be achieved by no longer having to subsidise the leasing scheme.
- 3.4 The acquisition provides an ideal opportunity to deliver a dedicated move-on facility in a sustainable location with dedicated on-site support. The tenants will be able to live independently and get the support they need, whilst permanent accommodation is identified. Under the funding programme, the tenancy can be for a maximum period of 3 years.
- 3.5 The purchase of 121 Chertsey Road for temporary accommodation will add to the Council's existing portfolio of temporary accommodation premises, along with the new scheme at Waterman House.

### 4.0 Implications

#### Financial

- 4.1 As described previously, Thameswey Housing did not intend to sell 121 Chertsey Road. However, given the particular need for such a scheme faced by the Council, Thameswey Housing have agreed to sell the property, providing they can recover their full costs in acquiring and converting the building. The total cost of the scheme is £6,792,664.
- 4.2 The acquisition will be funded by the £3,125,000 capital grant funding through the Government's Next Steps Accommodation Programme, with the remaining balance of £3,667,664 raised through Council borrowing.
- 4.3 The apartments will be let at an Affordable Rent of approximately £155 per week, compared to a B&B cost of £60-£110 per night. The annual net rental income (taking account of voids, management and maintenance costs) is estimated at approximately £125,000.
- 4.4 Based on a 50-year annuity rate of 2.5%, the net rental income from the scheme is expected to cover the loan repayments in full, as well as removing the need to subsidise the current Private Sector Leasing arrangement.

#### Human Resource/Training and Development

- 4.5 The revenue funding secured under the Next Steps Accommodation Programme will create 4 new posts (1 Tenancy Sustainment Officer and 3 Night Support Workers) upto 31 March 2024.

#### Community Safety

- 4.6 Provision of a new move-on facility for rough sleepers will make a positive contribution to improving community safety.

#### Risk Management

- 4.7 A risk assessment will be undertaken and maintained for this project. However, as the works to the property have already completed, the delivery risks have been greatly reduced.

#### Sustainability

- 4.8 Additional move-on accommodation will enhance Woking's social sustainability.

#### Equalities

- 4.9 The new move-on scheme will enable the Council to meet the needs of more rough sleepers locally.

#### Safeguarding

- 5.0 The Council and its partners, New Vision Homes and York Road Project, will address any safeguarding issues in its operation of the new premises.

### 6.0 Consultations

- 6.1 The Council's Portfolio Holder for Housing has been consulted on the proposals in this report.

REPORT ENDS



EXECUTIVE – 19 NOVEMBER 2020

## **DRAFT INVESTMENT PROGRAMME 2020-21 TO 2024-25**

### **Executive Summary**

The Investment Programme sets out the capital and one off investments required to deliver the Council's key strategies and objectives.

The Covid pandemic has had a considerable impact on local government finances. Whilst the government has provided support through a series of grant payments, these have not covered all the Council's costs nor does the income compensation scheme fully mitigate income losses. Into 2021/22 there is no guarantee that this government support will continue. Whilst the pandemic may ease, the economic consequences and the financial impact on the Council are likely to take much longer to recover. The Council is particularly affected by loss of commercial rents and the risk of potential further non-payment in the future due to business failure.

In preparing the draft Investment Programme for 2021/22 it has therefore been necessary to temporarily suspend projects which have not yet been committed but which would have revenue consequences through use of the Council's revenue reserves or financing costs of borrowing.

It is hoped that these can be re-instated once the financial position is more stable.

This paper is the first iteration in the process of updating the Investment Programme for 2021/22 onwards. It reflects slippage and a view on those projects which could be suspended. This will continue to be refined and the plans challenged.

The impact of the Investment Programme on revenue, capital and reserves are included in appendices attached to this report. The financial forecast is very uncertain and there is a risk that a substantial use of reserves would be required to meet revenue losses in both 2020/21 and 20/21/22. Beyond that an economic slowdown could mean that income takes some time to recover. The draft General Fund budget, also on this agenda, recommends the Council requests permission from the government to spread Covid related losses through the use of a Capitalisation Direction. This would protect the Council from the immediate and considerable loss of reserves.

It is also recommended that the Council seek a reduction in PWLB rates for the three regeneration schemes to which the Council is committed – Victoria Square, Sheerwater and the HIF project. A reduction in financing costs would significantly improve the viability of these projects and the Council's ability to manage the consequences as they progress.

### **Recommendations**

The Executive is requested to:

#### **RESOLVE That**

- (i) the draft Investment Programme for 2020/21 to 2024/25 be received;
- (ii) Managers, Corporate Management Group and Portfolio Holders be asked to review the Programme for any further cost improvements including reviewing the projects, their costs and timing to achieve savings with the minimum impact on citizen outcomes;

- (iii) the Finance Director requests a reduction in PWLB borrowing rate, through the reduction of the margin applied by the government, to support the Victoria Square, Sheerwater and HIF regeneration schemes;
- (iv) Officers work with Surrey County Council to agree an acceptable use of additional Council Tax generated through the Long Term Empty premium to support climate change initiatives; and

**RECOMMEND to Council That**

- (v) **the loan facility provided to Thamesway Energy Ltd for the expanded Poole Road Energy Centre be increased to £35.6m.**

**Reasons for Decision**

Reason: To agree the draft Investment Programme for consultation before submission for final approval to the Council in February 2021.

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

**Background Papers:** None.

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**Date Published:** 13 November 2020

## 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 Approach to updating the Investment Programme

- 2.1 The Covid pandemic has had a considerable impact on local government finances. Whilst the government has provided support through a series of grant payments, these have not covered all the Council's costs nor does the income compensation scheme fully mitigate income losses. Into 2021/22 there is no guarantee that this government support will continue. Whilst the pandemic may ease, the economic consequences and the financial impact on the Council are likely to take much longer to recover. The Council is particularly affected by loss of commercial rents and the risk of potential further non-payment in the future due to business failure.
- 2.2 In preparing the draft Investment Programme for 2021/22 it has therefore been necessary to temporarily suspend projects which have not yet been committed but which would have revenue consequences through use of the Council's revenue reserves or financing costs of borrowing. It is hoped that these can be re-instated once the financial position is more stable.
- 2.3 As set out within this report, it is recommended that the Council request access to PWLB borrowing at reduced rates of interest, to assist in progressing the Council's committed regeneration schemes – Victoria Square, Sheerwater and the town centre HIF.

## 3.0 Overview of the Investment Programme

- 3.1 The Investment Programme lists all the Council's projects and includes a separate appendix to show projects which have been temporarily suspended, but the Council proposes to resume once the resources and financial outlook permit. The estimated costs of the funded projects are shown in total in Appendix 1 and in more detail in Appendices 3 and 4.
- 3.2 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.
- 3.3 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	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.
4	General Fund Projects	A list of projects included in the Investment Programme (allowance made in the General Fund budget).
5	Projects Temporarily Suspended	A list of projects which have been temporarily removed from the funded Investment Programme to protect the Council's revenue reserves due to the impact of the Covid-19 pandemic

<b>6</b>	Glossary	An explanation of the technical terms used in the IP.
<b>7a &amp; 7b</b>	Energy Station	Further details of the Woking Energy Station Project.

**4.0 Finance Task Group**

- 4.1 An early draft of the Investment Programme was considered by the Finance Task Group on 30 September. This included project slippage from 2019/20, and new projects approved since February 2020, however was prior to the suspension of the projects in Appendix 5. Comments were sought on the projects within the Investment Programme regarding priorities, timing and any detail on the projects included in the Programme.
- 4.2 The Group will also review an updated version of the programme at the January 2021 meeting. Any comments will be reported at the Executive or taken into consideration in preparing the final Investment Programme as appropriate.

**5.0 General Fund Investment Programme**

- 5.1 The current and committed project details are set out in Appendix 4.
- 5.2 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. External resources mean that some projects are able to continue despite the need to preserve reserves.
- 5.3 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.
- 5.4 Some projects are income generating and can therefore remain in the Programme.

**6.0 Housing Investment Programme**

- 6.1 Works on the Council’s housing stock are currently managed by New Vision Homes (NVH) and the Asset Management Plan through to 2023/24 is reflected in the Housing Investment Programme.
- 6.2 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.
- 6.3 The total Asset Management Plan budget is £3,885,000 for 2020/21. This is funded by a contribution to the Major Repairs Reserve which is the value of depreciation charged on Council Dwellings.
- 6.4 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).
- 6.5 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.



Provision of New Housing

- 6.6 Please see the report elsewhere on the agenda regarding the purchase in Chertsey Road providing additional temporary accommodation in the Borough. This is in addition to acquisition of Waterman House which is being converted into temporary accommodation. This expenditure is included under the temporary accommodation item on the Housing Investment Programme.
- 6.7 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.
- 6.8 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 mostly funded by 30% retained receipts and 70% HRA\General Fund Borrowing. The developments detailed in the Housing Investment Programme 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. If there is a short fall in retained receipts the HRA will have to borrow to fund 100% of the development until sufficient receipts have been received.
- 6.9 The Council has recently secured Homes England Investment Partner Status. Officers will continue to work with Homes England to access grant for other affordable housing schemes to deliver this programme.
- 6.10 The HRA new build developments include Hale End Court (the Old Woking Independent Living Scheme, OWILS), Monument Way, Bonsey Lane, and Corner of Rydens Way\Sundridge Road sites. The OWILS, Bonsey Lane and Rydens Way\Sundridge Road projects are expected to complete in 2021/22.
- 6.11 A bid for Homes England funding for the OWILS Scheme has been successful with a contribution of almost £2m towards the scheme. This funding cannot be used in conjunction with retained Right to Buy receipts. For financing purposes the development will therefore be split into two elements; one to be funded by HRA borrowing\retained receipts and the other by HRA Borrowing\Homes England grant. The presentation of this financing will be updated for the final estimates (this has no practical impact on the project – only the way it is financed).

Sheerwater Regeneration

- 6.12 In February 2020 the Council approved the updated Sheerwater Regeneration project and financing arrangements. It was clear that close monitoring and further work would be required to seek to improve the financial position of the project. The Council on 30 July 2020 authorised the use of Compulsory Purchase Order (CPO) powers for the scheme.
- 6.13 During the year good progress has been made on the construction of the new Leisure Centre and the initial 'Purple' phase of residential properties. Work is underway preparing for the next phases. It is expected that once the financial modelling is updated financial risks will remain in the current climate. It is therefore recommended that a reduction in PWLB financing costs is sought to facilitate this major housing regeneration project.
- 6.14 The allowance for Sheerwater Social Support remains in the funded Investment Programme, recognising the critical need to support the community through this project.

## **7.0 Reserves Forecast and Resources Statements**

- 7.1 The Council has a number of reserves which reflect funds set aside to manage the Council through its Medium Term Financial Strategy, including the town centre regeneration. It is possible that all of these accumulated reserves would need to be used to cover revenue losses as a result of the Covid pandemic, national lockdown and ongoing social distancing requirements during 2020/21 and 2021/22. This would leave the Council without the 'buffer' it needed to manage the launch of these major projects, and with minimal scope to cope with continued losses beyond 2021/22.
- 7.2 The Reserves section of the Investment Programme will show the effect of the spending on HIP and GF Committed projects on the Council's reserves. At the current time it is critical that reserves are maintained to meet the temporary, and potentially ongoing, reductions in income as a result of the Covid pandemic. The reserves forecast will be presented with the next version of the Investment Programme once expenditure plans and forecasts have been reviewed and refined.
- 7.3 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). Details of the General Fund and HRA impacts are included in other reports on the agenda. These impacts have been minimised through the temporary suspension of revenue projects where possible.
- 7.4 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 further delaying projects remains an option.

## **8.0 Priorities**

- 8.1 The projects are included within the Investment Programme using the priorities established by the Capital Strategy. The use of capital resources are prioritised in the Capital Strategy as follows:
- 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;
  - schemes that are for essential maintenance of assets;
  - schemes that enable the Council to further the objectives of the Community Strategy;
  - schemes that secure or enhance the income base; and
  - schemes that secure reductions in the cost base.
- 8.2 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.

## **9.0 Reporting of Project Progress**

- 9.1 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).
- 9.2 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.

9.3 Supporting detail for projects will be presented with the final Investment Programme in February. This 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.

## **10.0 Schemes included within the Investment Programme**

10.1 The Investment Programme includes the following new schemes which have been added since the Investment Programme was approved in February 2020.

- SEN School at Brookwood Farm
- Green Homes Grant Local Authority Delivery scheme
- Victoria Square Financial Modelling
- Transit Site Project

### Victoria Square

10.2 As reported to the Council in July 2020, the pandemic is having a significant impact on the progress of the Victoria Square town centre regeneration. The progress was much slower than planned as the site was affected by lockdown and since then by the necessary social distancing measures. Delay in the programme ultimately increases costs of the contractor, professional support and financing of the construction. A later opening and more uncertain economic environment also impacts the operations of the scheme once complete.

10.3 The Victoria Square financial model has been reviewed and updated. Costings continue to be refined and will be reflected in the model once available.

10.4 A Members Briefing will be held on 15 December 2020 to update Members on the detail of the modelling and views of the professional advisors to the scheme on the economic outlook.

10.5 It is recommended that the Council request access to the PWLB at a reduced rate for this project to mitigate costs of delay and the likely continued difficult conditions on launching the scheme in 2021. The request would cover both the loans to Victoria Square Woking Ltd (VSWL) and the acquisition of the car parks by the Council. If car parking activity continues to be significantly less than previous levels it may also be necessary to consider future Minimum Revenue Provision (MRP) policy for these new assets do delay repayment of the debt whilst they are not fully utilised.

### Housing Infrastructure Fund (HIF)

10.6 In July 2019 the Council was awarded a £95 million grant from the Ministry of Housing, Communities and Local Government Housing Infrastructure Fund. The investment will be used to address inadequacies of the A320 Guildford Road and Victoria Arch, to improve pedestrian and cycle routes and replace the railway bridge.

10.7 The terms of the funding were agreed in early 2020 and the Council has received £20,234,670 to date.

10.8 The Council's element of the project funding depends on developers contributions from the development sites which will benefit from the infrastructure improvements. The potential medium term economic consequences of the pandemic, including the time for the economy to recover, may result in a delay in the assumed development. It is therefore recommended that the Council seek a reduction in the PWLB rate for borrowing associated with this project.

Opportunity Purchases

- 10.9 The Investment Programme includes a budget allowance for Opportunity Purchases. This is for property which becomes available and which would assist in progressing the Council's long term objectives.
- 10.10 It is assumed that all Opportunity Purchases will be neutral to the revenue budget, either providing an income stream to meet financing costs, or being part of a development site where financing costs can be capitalised until the asset is complete. It is important that future Opportunity Purchases do not result in increased revenue costs for the Council.

Brookwood Cemetery

- 10.11 The Investment Programme previously included capital and revenue grants to Brookwood Cemetery to fund backlog maintenance as well as capital improvements at £1m capital grant and £500k revenue grant each year.
- 10.12 The assumed level of these grants has been reduced in this draft Investment Programme as both are ultimately funded from the Council's revenue reserves. The Cemetery board will be requested to consider the minimum resources required to continue the service until the Council has a secure financial plan for the future.

We Are Woking

- 10.13 Under normal circumstances 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 to the Borough. This item is still included in the Investment Programme in 2020/21. This budget has also been used to support residents and promote the work of local community groups during the first lockdown, as well as the safe accessibility to Borough businesses which have been open over (or open some of) the last six months.

Transit Site

- 10.14 The project to develop a transit site for Surrey has long been a shared ambition of all Surrey authorities. A transit site in the County would enable Surrey Police to use Section 62a of the Criminal Justice and Public Order Act 1994 to direct travellers from Unauthorised Encampments (UEs) and to prohibit them from returning to any UE within the Borough for a period of 3 months. In addition the existence of a Transit Site will help minimise the conflict between travelling and settled communities and address the welfare needs of the travelling community.
- 10.15 A site has been identified in the East of the County which, subject to Planning Consent, could be developed into a 10-pitch transit site. Surrey County Council own the site and is willing to make it available and remove contamination from the site.
- 10.16 Borough and District Councils, other than the host Borough, have been requested to make a financial contribution in 2021/22 of:-
- a one off contribution of up to £127,000 in capital funding for the construction of the site; and
  - an annual contribution of £7,500 revenue funding for the maintenance of the site.

MTFS Investment Requirement

- 10.17 The Council has approved some use of the MTFS Investment Strategy budget which has not yet been progressed. The financial impact of approved decisions is included in the base budgets for 2021/22, with unallocated allowance included in financing costs, but neutralised to ensure no impact on net revenue budgets.
- 10.18 During the year the government consulted on changes to the terms of Public Works Loans Board (PWLB) borrowing which would result in loss of access to the PWLB if an authority intended to acquire property for yield during the financial year. Since the consultation closed in July, there has been no feedback on the potential changes.
- 10.19 Whilst the Council has acquired property in Borough, and with a strategic purpose alongside the financial benefit, it remains a risk that some proposed use of these budget would not be acceptable to the government. It would not be possible to proceed if there was any doubt whether a transaction would be acceptable, as it would risk access to the PWLB for the rest of the Council's Investment Programme.
- 10.20 No changes have been made to the total MTFS Investment Strategy budget for 2020/21, except slippage of amounts forecast, but not committed, during 2019/20.

SCC Long Term Empty Properties funding

- 10.21 As set out in the General Fund budget also on this agenda, Surrey County Council (SCC) have proposed that any additional Council Tax generated through implementation of additional charges for Long Term Empty Properties may be used by the Districts for priority projects.
- 10.22 SCC would like the reallocated funding to directly support a County initiative or specific project. Examples include work that supports homelessness reduction, addresses climate change commitments and rethinking local transport delivery.
- 10.23 It is recommended that officers explore allocation of the available funding, which is forecast as £135,000 to date, towards climate change initiatives which would otherwise not be able to proceed.

**11.0 Schemes in excess of £1m**

- 11.1 In accordance with the Notice of Motion agreed by Council on 12 July 2007 the final Investment Programme report will set out the schemes where costs exceed £1m, not all of which have been contractually committed.

**12.0 Schemes not yet taken account of**

- 12.1 The Woking Football Club project has been removed from the funded Investment Programme at this stage as planning permission for the scheme has not been achieved. The Council is committed to providing a loan financing facility should the project proceed following a successful appeal. The project would need to be reinstated to the funded Investment Programme, but as a margin is generated on the loan it will have a positive impact on the Council's financial position.
- 12.2 The Gymnastics Club project is included on the 'Temporarily Suspended' projects list, as this is associated with the Football Club development which does not currently have the planning permission to progress. Should the project proceed, this Gymnastics Club relocation would also be reinstated in the funded Investment Programme as a Council commitment through the development agreement.

### 13.0 Additional funding requirement – Thamesway Energy Ltd

- 13.1 Due to the Covid pandemic the Thamesway group will not be producing revised Business Plans, instead continuing to progress the existing plans where possible until any consequences of the pandemic are clearer and a plan for the future can be assessed. Existing loan facilities are sufficient to progress the majority of the Thamesway group plans.
- 13.2 Thamesway Energy Ltd has requested that the Council approve an additional facility for the Poole Road Energy Centre. The building is progressing, taking into account the changes in the scheme to include additional infrastructure within the Victoria Square development, Victoria Arch widening and energy network to support Woking town centre regeneration. During 2017 funding was agreed at £26.1m for the energy station, the enlarged boarder scheme funding requires £35.6m, excluding connection contribution of £6.9m. Additional details of the scheme can be found in Appendix 7.

### 14.0 Release of funding

- 14.1 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."

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

### 15.0 Implications

#### Financial

- 15.1 The financial implications of the Investment Programmes have been incorporated in the draft General Fund and Housing Revenue Account estimates. The Prudential Borrowing implications will be built into the Treasury Management Estimates.
- 15.2 The draft Investment Programme will continue to be reviewed for the timing, scope and funding of projects during the budget process to identify any further possible savings.
- 15.3 A reduction in the borrowing costs associated with the Investment Programme would significantly improve the viability of regeneration projects which are currently impacted by the pandemic.
- 15.4 The Reserves Forecasts and Resource statements will be presented with the next version of the Investment Programme.

Human Resource/Training and Development

- 15.5 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

- 15.6 This report has no specific community safety implications.

Risk Management

- 15.7 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 overstretching 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.
- 15.8 As a result of the Covid-19 pandemic it has been necessary to scale back the Investment Programme to focus on just those projects which are committed until such time as the financial future is more certain.

Sustainability

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

Equalities

- 15.10 This report has no specific equalities implications.

Safeguarding

- 15.11 This report has no specific safeguarding implications.

**16.0 Consultations**

- 16.1 No general public consultations have been undertaken in connection with this report. The Investment Programme will be reviewed by Managers, Corporate Management Group and Portfolio Holders for cost improvements including reviewing the projects, their costs and timing to achieve savings with the minimum impact on citizen outcomes.

REPORT ENDS





**INVESTMENT PROGRAMME SUMMARY**  
2020/21 - 2023/24

**APPENDIX 1**

	APPENDIX & PAGE REFERENCE	PLANNED EXPENDITURE				
		20/21	21/22	22/23	23/24	24/25
		£'000	£'000	£'000	£'000	£'000
<b>General Fund</b>	Appendix 4	516,033	89,838	27,791	27,659	0
<b>Housing Investment Programme</b>	Appendix 3	162,329	175,327	122,279	146,024	529,240
<b>Total Investment Programme</b>		678,362	265,165	150,070	173,683	529,240



**INVESTMENT PROGRAMME SUMMARY  
2020/21 - 2023/24**

**APPENDIX 2**

	<b>FINANCING SUMMARY</b>												
	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					
<b>2020/2021</b>	460	227,715	8,138	370,516	4,492	180	458	2,709	3,885	1,488	0	58,321	678,362
<b>2021/2022</b>	174	66,243	4,352	164,641	3,348	180	438	1,023	3,885	50	0	20,832	265,165
<b>2022/2023</b>	140	7,005	2,571	113,286	1,926	180	448	1,010	3,885	0	0	19,619	150,070
<b>2023/2024</b>	140	4,690	7,657	133,162	3,472	180	0	1,010	3,885	0	0	19,487	173,683



**HOUSING INVESTMENT PROGRAMME  
2020/21 - 2023/24**

**APPENDIX 3**

DETAILS OF PROJECT	20/21	21/22	22/23	23/24
	£'000	£'000	£'000	£'000
<b>Provision of New Homes</b>				
Affordable Housing - Thamesway Housing Ltd				
Provision of New Homes	65,100	41,913	50,000	50,000
Medium Term Financial Strategy Additional Provision	0	0	0	0
<b>Total Thamesway Housing Ltd</b>	<b>65,100</b>	<b>41,913</b>	<b>50,000</b>	<b>50,000</b>
<b>Sheerwater Implementation Costs</b>				
Capital Expenditure Funded By WBC Borrowing:				
Sheerwater Regeneration - Loan to TDL (During Construction)	63,991	112,478	59,486	79,362
Sheerwater Regeneration - Loan to THL (Until Construction Compete)				
Sheerwater Regeneration - Loan to THL (Operational)				
Sheerwater Regeneration - Loan to THL (revolving Loan Facility)				
Sheerwater Regeneration - Loan to Thamesway Energy Ltd		5,250		
Red Line Properties Acquired By Thamesway Using WBC Loan Finance	3,000			
Assisted Purchases & Additional Properties By Thamesway Using WBC Loan Finance	110			
Project Management/Revenue Expenditure Originally Financed From The Sheerwater Regen Reserve:				
Sheerwater Regen Staff Costs	232	232	232	232
Removal Costs	18	18	18	18
Equalities Survey	18	18	18	18
Miscellaneous Costs Including Subsidy to the Doctor's Surgery & 3rd Party Legal	117	117	117	117

**HOUSING INVESTMENT PROGRAMME  
2020/21 - 2023/24**

**APPENDIX 3**

DETAILS OF PROJECT	20/21	21/22	22/23	23/24
	£'000	£'000	£'000	£'000
Other Regeneration Expenditure\Additional Housing Purchases:				
Mortgages Of Last Resort	364			
Home Loss and Disturbance Payments	348	348	348	
<b>Total Sheerwater Implementation Costs</b>	<b>68,198</b>	<b>118,461</b>	<b>60,219</b>	<b>79,747</b>
General Fund Housing Developments				
New Hostel Provision (funded from capital receipts/borrowing)	1,000	3,308	3,307	
Sythwood Residential Units (funded from capital receipts/borrowing)	1,325			
Temporary Accommodation Acquisition and Conversion	2,636			
Temporary Accommodation Renovation of Existing Units	152			
121 Chertsey Road Purchase (Homes England Grant\General Fund Borrowing)	6,600			
<b>Total General Fund Housing Developments</b>	<b>11,713</b>	<b>3,308</b>	<b>3,307</b>	<b>0</b>
<b>Total Non HRA Homes</b>	<b>145,011</b>	<b>163,682</b>	<b>113,526</b>	<b>129,747</b>
HRA Housing Developments:				
Old Woking Independent Living Scheme	7,306	5,689		
Monument Way	160	160	3,315	10,939
Bonsey Lane	10			
Corner Of Rydens Way\ Sundridge Road	366	368		

**HOUSING INVESTMENT PROGRAMME  
2020/21 - 2023/24**

**APPENDIX 3**

DETAILS OF PROJECT	20/21	21/22	22/23	23/24
	£'000	£'000	£'000	£'000
HRA Property Purchases:				
HRA Market Purchases	130			
GreenOak Housing Purchase	2,944			
Anchor Public House Purchase	954			
<b>Total HRA Homes</b>	<b>11,870</b>	<b>6,217</b>	<b>3,315</b>	<b>10,939</b>
<b>Total Provision of Homes</b>	<b>156,881</b>	<b>169,899</b>	<b>116,841</b>	<b>140,686</b>
<b>Renovation &amp; Improvements</b>				
<b><u>Woking Borough Council Homes</u></b>				
<b><u>New Visions Homes AMP</u></b> (Illustrative breakdown)				
Communal Works	1,138	1,138	1,138	1,138
Lifecycle Dwelling Investment	948	948	948	948
Disabled Adaptations/Extensions	197	197	197	197
Works Arising From Cyclical Inspections	1,068	1,068	1,068	1,068
Capitalised Responsive Enhancements	44	44	44	44
Energy Reduction Programme	295	295	295	295
Development Projects	29	29	29	29
Fees & Consultancy	167	167	167	167
Statutory Inspections	0	0	0	0

2020/21  
 2021/22  
 2022/23  
 2023/24

**HOUSING INVESTMENT PROGRAMME  
2020/21 - 2023/24**

**APPENDIX 3**

DETAILS OF PROJECT	20/21	21/22	22/23	23/24
	£'000	£'000	£'000	£'000
<u>Clientside Renovation &amp; Improvements Projects</u>				
Communal Heating and Hot Water Systems	110	90	100	
<b>Sub Total - Woking Borough Council Homes</b>	<b>3,995</b>	<b>3,975</b>	<b>3,985</b>	<b>3,885</b>
<b><u>Private Sector Homes</u></b>				
Mandatory Grants				
Mandatory Disabled Facilities	743	743	743	743
Fast Track Disabled Adaptation Grant	300	300	300	300
Palliative Care/end of Life Assistance	50	50	50	50
Discretionary Grants				
Discretionary Disabled Facilities Grant	80	80	80	80
Disabled Facilities Top-Up Grant	50	50	50	50
Moving Home Grant	20	20	20	20
Safe At Home Assistance	50	50	50	50
Warm At Home Assistance	100	100	100	100
Empty Homes Assistance	20	20	20	20
<b>Sub Total - Private Sector Homes</b>	<b>1,413</b>	<b>1,413</b>	<b>1,413</b>	<b>1,413</b>
<b>Total Renovation &amp; Improvement</b>	<b>5,408</b>	<b>5,388</b>	<b>5,398</b>	<b>5,298</b>
<b>Other Items</b>				
Housing Needs Research	40	40	40	40



**HOUSING INVESTMENT PROGRAMME  
2020/21 - 2023/24**

**APPENDIX 3**

DETAILS OF PROJECT	20/21	21/22	22/23	23/24
	£'000	£'000	£'000	£'000
<b>TOTAL OTHER ITEMS</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
<b>TOTAL HOUSING INVESTMENT PROGRAMME</b>	<b>162,329</b>	<b>175,327</b>	<b>122,279</b>	<b>146,024</b>



**INVESTMENT PROGRAMME 2020/21 - 2023/24**  
**GENERAL FUND PROJECTS**  
(Finance cost included in revenue budget)

**APPENDIX 4**

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REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	20/21	21/22	22/23	23/24
			£000	£000	£000	£000
		<u>Group/External Loans and Share Capital</u>				
C	n/a	Loans to Thamesway Central Milton Keynes	2,400	3,400	2,300	3,000
C	n/a	Poole Road Energy Centre - Loan to Thamesway Energy Ltd	33,405	1,600	1,500	800
C	n/a	Victoria Square Phase 2 - Loan to Victoria Square Woking Ltd	197,210			
C	20104	Loan to Freedom Leisure - Pool Changing Rooms	15			
C	n/a	Loan to Freedom Leisure - Leisure Centre Dry Change	350			
C	n/a	Loan to Rutland - Robin Hood Pub	335			
C	n/a	Loan re Greenfield School	4,600			
			238,315	5,000	3,800	3,800
		<u>Woking Borough Council</u>				
		<b>Place</b>				
C	Appendix 4(a)	Asset Management Plan - Wolsey Place/Export House (funded by borrowing)	550	60	0	0
C	n/a	Wolsey Place Refurbishment and Reconfiguration (funded from Wolsey Place Reserve)	1,475	200	200	200
C	TMP1	Wolsey Place Mall Refurbishments (funded by VSWL)	250			
C	n/a	Opportunity Purchases (funded by borrowing) *	5,773	3,000	3,000	3,000
C	TMP2	Town Centre Property Acquisition - Dukes Court (funded by borrowing) *	440			
C	20209	Dukes Court Plaza (funded by borrowing)	4,101			
C	TMP4	Kestrel Way Industrial Units (funded by borrowing)	329			
C	n/a	MTFS Investment Strategy (funded by borrowing) *	168,870			
C		Woking Shopping Food Court & Vertical Circulation (funded from borrowing)	6,034			
		Goldsworth Park Shopping Centre Purchase (funded by borrowing)	17,130			
R	TMP8	Victoria Square Financial Modelling (funded by Victoria Square Reserve)	75			
C	TMP7	Woking Cinemas (funded by borrowing)	2,972			
R	10297	Local Development Framework (funded by revenue)	244			
C	10207	Suitable Alternative Natural Green Space (SANG) Maintenance (S106 funded)	50	50		
C	20124	Woking Integrated Transport Package (funded from S106 and grant)	1,391			
C	TMP8	Woking Sustainable Transport Package (funded from grant/contribution)	4,400			
C	20226	Victoria Arch and Integrated South Side Works (funded from grant \ CIL \ Interim Borrowing)	34,785	18,188	18,188	18,394
C	20226	Housing Infrastructure Fund (HIF) Land Acquisition Strategy (funded by grant \ interim borrowing) *	3,869			
C	10889	Town Centre Planned Maintenance (funded from reserves)	150	150	150	150
C	TMP10	Westfield Common Management (funded from S106)	47			
R	20067	Developing a Favourable Conservation Status Licence (funded from New Homes Bonus)		13		
C	TMP12	Acquisition of Car Parks from Victoria Square Woking Ltd (funded by borrowing)		58,000		
C	TMP13	Car Park Management System (funded by borrowing)	1,980			
R	TMP14	We Are Woking (funded from VSWL/Victoria Square reserve)	250	0		

**INVESTMENT PROGRAMME 2020/21 - 2023/24  
GENERAL FUND PROJECTS  
(Finance cost included in revenue budget)**

REVENUE/ CAPITAL	PROJECT REFERENCE	DETAILS OF PROJECT	20/21	21/22	22/23	23/24
			£000	£000	£000	£000
R	20041	Brookwood Cemetery - Revenue Grant for Backlog Maintenance & Repairs (funded by New Homes Bon	150	150	150	150
C	20041	Brookwood Cemetery - Grant for capital works (funded by borrowing)	150	0	0	0
C	TMP15	Syrian Refugee Resettlement Programme (funded by grant)	1,757	551	338	
R	20234	Planet Woking - Climate Emergency Funding (funded from revenue)	66	34		
C		SEN School at Brookwood Farm (funded from Grant)	1,000	1,000		
R	20235	Increasing Footfall in the Borough (funded from Grant)	12			
C		Economic Regeneration (funded from borrowing)	1,175			
C		Green Homes Grant Local Authority Delivery scheme (funded from Grant)	6,267			
		<b>People</b>				
C	10206	Playground Improvements Phase 4 (S106 & grant funded)	124			
C	20052	All Weather Pitch - Woking Football Club/Woking College (S106, grant and borrowing funded)	2,074			
C	20142	The Vyne Surgery Extension (funded by borrowing) *	635			
C	20143	Sheerwater Dentist Surgery - Provision of new surgery building (funded by borrowing) *	557			
C	10874	Rhoda McGaw Theatre Refurbishment (funded by borrowing)	91			
C	20081	Playing Pitch and Outdoor Facility Strategy Action Plan (funded from grant/contribution)	2,784			
R/C	Various	Personalisation and Prevention Fund - Over-arching project (funded from grant)	66			
C	20138	Community Meals - Kitchen Equipment Replacement (funded from equipment reserve)	29			
C		Pool in the Park - Accessibility Upgrades (new pool hoists - funded from equipment reserve)	70			
C		Transit Site Project (funded by borrowing)		127		
R	TMP17	Sheerwater Social Support (funded from reserves - Investment Strategy Reserve)	125	125	125	125
		<b>Us</b>				
C	n/a	Asset Management Plan (funded by borrowing/revenue)	1,814	1,000	1,000	1,000
C	Appendix 4(b)	IT Programme (funded by borrowing)	1,251	1,350	0	0
C	10615	I T Infrastructure (funded 180k from IT reserve)	180	180	180	180
C	20122	CCTV Infrastructure Upgrade and Formation of Town Centre Control Room (funded by borrowing/grant)	1,516			
C	TMP23	Capitalised salary costs for projects (funded by borrowing)	660	660	660	660
			277,718	84,838	23,991	23,859
		<b>Total</b>	<b>516,033</b>	<b>89,838</b>	<b>27,791</b>	<b>27,659</b>

\* Capitalisation/other mitigation of interest costs to apply

<b>TEMPORARILY SUSPENDED PROJECTS DUE TO COVID DETAILS OF PROJECT</b>		<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>
<b>Place</b>					
Town Centre Infrastructure - Lockfield Drive Junction with A320		5,000			
River Wey Flood Prevention - Byfleet (funded by borrowing/reserves/grant)		0	5,100	5,500	
River Wey Flood Prevention - Old Woking (funded by borrowing)		0	0	0	0
Hoe Valley Flood Alleviation and Enhancement Scheme (funded by borrowing/reserves/grant)		0	558	2,000	2,000
Countryside Management (funded from reserves)		55	135	115	
Victoria Way Car Park Extension (funded by borrowing) *				9,535	7,500
Heathside Crescent Car Park Extension (funded by borrowing) *					11,000
Brookwood Cemetery - Revenue Grant for Backlog Maintenance & Repairs (funded by New Homes Bonus/Investment Strategy)		1,269	500	500	500
Brookwood Cemetery - Grant for capital works (funded by borrowing)		1,402	1,000	1,000	1,000
Rainwater Gardens Project (funded by borrowing)		0	200	100	100
Best Bar None (funded from contributions/revenue reserves)		16			
We Are Woking (funded from VSWL/Victoria Square reserve)			250		
Canal Boat Basin (funded by borrowing) *		0			5,000
<b>People</b>					
Community Fund Projects		100	100	100	100
Community Transport - Replacement vehicles (funded from reserves)		152	76	76	76
Celebrate Woking (funded from reserves)		93	150	150	150
Rhoda McGaw Theatre Minor Items (funded by borrowing)		10	10	10	10
Woking Gymnastics Centre (funded by borrowing)		2,443	3,000		
Redevelopment of YPod (funded by borrowing/grant/contributions) *		1,315			
Building Lives Academy \ Woking Youth Hub		75			
<b>Us</b>					
Provision for Feasibility Studies (funded by revenue)		50	50	50	50
Civic Offices - Upgrade of heating and ventilation systems (funded by borrowing)			900	300	
		11,980	12,029	19,436	27,486



**INVESTMENT PROGRAMME - GLOSSARY OF TERMS**

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

**APPENDIX 6**

<b>GF CAPITAL RECEIPTS</b>	Proceeds from the sale of assets other than Housing assets. No pooling is required.
<b>GF REVENUE</b>	Funding provided by the General Fund budget to finance one off revenue type Investment Programme projects.
<b>COMM FUND</b>	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.
<b>GROUP COMPANY</b>	Funding by Group Company.
<b>PFI</b>	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.
<b>OTHER</b>	Funding from National Lottery, Government departments and other organisations.



## Woking Town Centre Infrastructure Strategic Plan

### 1. Executive Summary

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- 1.1** This paper is an update to a paper circulated to the Board in March 2020 and now includes the wider infrastructure within Woking as opposed a focus solely on Poole Road. This will enable the Board to better understand the context behind the funding requests set out in the Recommendations.
- 1.2** Thameswey Energy Ltd. Is currently undergoing its most significant growth phase since establishment of the company twenty years ago. This results from the coincidence of three primary factors:
- The scale and pace of redevelopment already underway and planned for the town centre
  - The need to re-engineer energy supply to achieve lower carbon emissions following adoption by Thameswey and Woking Borough Council of the target to be carbon neutral by 2030
  - The replacement of aging assets at the Victoria Way energy station to support the above two objectives.
- 1.3** This paper describes the major new energy infrastructure associated with this growth phase comprising:
- Construction of the Poole Road energy station and an initial 3MW of primary heat generating plant
  - Construction of new district heat main distribution spine linking Poole Road with the Victoria Square development ('Project Green')
  - Major plant replacement of existing generating assets at Victoria Way energy station to provide additional supply resilience
  - Extension of existing district heat distribution infrastructure in the east side of the town centre ('Project Red')
  - Installation of new district heat and chilled water mains connecting the existing town centre (Victoria Way) networks with the new (Poole Road) networks ('Project Black')
  - A 6MW district cooling centre to supply chilled water to Victoria Square with capacity and distribution infrastructure to other new customers in the town centre
  - New district heat and cooling distribution mains to supply new development south of the railway lines (including Harrington Place) facilitated by the widening of Victoria Arch funded by the Housing Infrastructure Fund (HIF) ('Project White')

- Construction of a new private wire HV distribution network including approximately 4km of electricity cables, a new DNO grid connection substation (at Board School Road), 10 new transformer substations and two network interconnector substations
- New fibre optic controls and data network including a new fibre ring connecting Poole Road energy centre to Board School Road substation

**1.4** In the three years since the Thameswey Board approved the development of the Poole Road energy centre (April 2017), the project has both evolved in design and broadened in its scope. The design of the energy centre has undergone a number of iterations and the scheme that is currently under construction will provide a significantly more flexible facility that addresses the limitations of the original design and will deliver an asset that is substantially more future-proofed against uncertainties and changes that will arise during its operating lifetime. Of critical importance, the scheme under construction will assist Thameswey in responding to an accelerated programme of decarbonisation of heat supply in Woking town centre. The evolution of the design for the energy centre is set out in Section 2 of this report and Appendices 2-5.

**1.5** Section 3 of the report summarises changes that have been made to the design of the energy distribution networks since April 2017. These include extending the new private wire network to reach across the entire town centre and constructing network interconnectors to enhance resilience of power supply. Co-ordination with the Victoria Square development has resulted in changes in design and route of district heat main distribution pipes to minimise impact on traffic flows along Victoria Way, and avoid disruption to Sir Robert McAlpine's programme. The design of some distribution infrastructure has also been upgraded in readiness to extend the network south of the railway lines following the award of a Housing Infrastructure grant (HIF) to widen Victoria Arch which will unlock development sites in that part of the town centre.

**1.6** Section 4 describes the two significant infrastructure projects that have not yet commenced: 'Project Black' will improve resilience and release additional supply capacity for new customers in the east of the town centre; and 'Project White' will for the first time extend the reach of Thameswey's energy supply south of the railway to 3,000 new customers in the town centre.

**1.7** Other factors that have influenced progress and scope of the project to date are discussed in Section 5. These comprise impacts on programme and opportunities that have arisen to source external funding to extend the reach of the energy systems and assist in decarbonising the generation of heat.

**1.8** The anticipated financial impacts of the changes described in this report are set out in Section 6. These will lead to a request to Woking Borough Council to increase the borrowing limits for the Poole Road project.

## **2. Development of the energy centre scheme**

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**2.1** The following chronology sets out the origins of this Poole Road project and summarises the evolution of the scheme that has resulted in significant changes in design, function and specification. Hence, the development that is currently under

construction is fundamentally different to the scheme that was first considered by the Board in 2017.

- 2.2** In 2013 the Council's Adopted Climate Change Supplementary Planning Document (SPD) identified the need for growth in sustainable energy generation to support new development in Woking town centre. The SPD identified potential locations for new energy centres including Poole Road, and delivery of this proposal has been a priority project in the TDL and TEL Business Plans since 2017.
- 2.3** The initial design for an energy centre on land at 9/9A Poole Road was granted planning consent in March 2017 and the Board agreed to take the scheme forward in April 2017. The scheme comprised a six storey mixed use building with five floors of office and other uses over the ground floor energy centre, with one floor to be used by the Woking Hockey museum (totalling approximately 2,100sq.m accommodation in addition to the energy centre) (Appendix 2).
- 2.4** The intent was for the scheme to be designed and built by the same architect/construction team delivering Victoria Square (Benoy/Sir Robert McAlpine) However, contractor feedback during procurement indicated the construction costs for the scheme rendered it economically unviable and presented a significant risk in taking forward a scheme which included two floors of speculative office floor space.
- 2.5** The acquisition by the Council of land at Format House adjoining 9/9A Poole Road provided the opportunity to reposition and redesign the energy centre to improve the viability of the scheme whilst also achieving greater operational flexibility of the energy centre components.
- 2.6** The majority of the office space was removed from the scheme and replaced with 247 co-living accommodation units in response to ThamesWey Housing's Business Plan priority to increase the diversity of housing product offered. The architectural treatment of the scheme was radically redesigned using more cost-effective materials and independent advice (from Design South East) was sought to assist in addressing the challenges of developing a taller building (Appendix 3).
- 2.7** However, the resulting 'PowerHouse' scheme was refused planning consent on 20 November 2018 despite a positive report from Planning Officers recommending approval and a positive Design South East Peer review. This scheme is currently the subject of a Planning appeal, with the Inspector's decision is expected within the next month or two.
- 2.8** Following refusal of planning consent for the PowerHouse scheme, the decision was taken to fast-track a simplified design for the energy centre component along with a single floor of office space. In parallel to amending the external design of the revised Energy Centre scheme to ensure the architectural treatment worked in a much reduced height of building, the design of internal spaces and specification of plant and equipment were significantly further developed in order to enhance the flexibility of the energy centre over its operational lifetime. The key driver for these changes was to ensure Poole Road would be capable of delivering a more rapid transition away from fossil fuel sources of energy.
- 2.9** In addition to future proofing the energy generating functions of the scheme, the building has also been designed to be capable of upward extension should the planning appeal be successful. Hence, the scheme that is now under construction embodies both functional and operational flexibility and is being built to provide

significant capacity for expansion in terms of delivering both low carbon energy generation and new residential accommodation. The foundations, structural frame, drainage and services, stair and lift cores have all been designed to be capable of accommodating up a building of up to 17 storeys (Appendix 4).

- 2.10** The Grenfell Tower fire in 2017 has led to enhanced standards of fire-proofing in many buildings. This has resulted in the adoption of changes in design and specification of alternative materials in both the PowerHouse and Energy Centre schemes.
- 2.11** The Energy Centre Scheme was granted planning consent on 22 March 2019. Following a tender process, main contractors were appointed in late 2019 and work on site commenced in January 2020. Appendix 5 compares the original scheme granted planning consent in 2017 and the final energy centre this is now under construction.
- 2.12** As no commitment could be made to deliver the hockey museum space within the required timescale, this component has not been taken forward in either of the PowerHouse nor the Energy Centre schemes and the Hockey Museum has located elsewhere in the town centre.
- 2.13** The delays in progressing the construction of the new energy centre have resulted in pressure for TEL to meet the target dates to supply first heat to Victoria Square. As a result, preparations are underway to install a temporary gas boiler to enable commissioning of heating services in Victoria Square prior to completion of Poole Road energy centre. This comprises modifications to gas supplies, new power and additional district heat injection points within the Peacocks services area. In addition, a temporary flue structure will be required.

### **3. New energy distribution infrastructure under construction**

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- 3.1** The following paragraphs summarise the changes to the distribution networks infrastructure that have resulted in significant changes in design, function and specification and cost.
- 3.2** The original energy centre scheme included a substation for point of connection to the High Voltage main grid. However, design amendments sought by the local Distribution Network Operator (DNO) required enlarging this substation to the extent it would reduce the space available for heat and power generation equipment within the energy centre. As a result, the decision was taken not to accommodate the substation within the building but to locate this component on land adjacent to the DNO's main town centre substation at Board School Road.
- 3.3** The new Board School Road substation is currently nearing completion and has significantly increased the reach of ThamesWey's high voltage Private Wire distribution network in the town centre. In addition to releasing space for generating equipment within the energy centre, this also has the twin advantages of offering further opportunities to acquire new customer connections en-route across the town centre and enabling two new high voltage interconnectors to be constructed. The interconnectors (one linking to ThamesWey's existing Peacocks substation the other via a new switching substation built last year at Dukes Court) will greatly increase the operating resilience of ThamesWey's electricity supply to customers by enabling

TEL's new and existing town centre networks to operate as independent rings that are capable of being linked in the event of a main substation failure.

- 3.4** The relocation of the main point of connection to the DNO grid has required the installation of an additional 1500m of electricity and fibre optic control cables, and significant civil engineering work throughout the town centre to install the carrier ducts. Installation of the Dukes Court switching substation and modifications to the Peacocks substation have also been carried out. It is important to note that if Thameswey had not chosen to locate the substation in Board School Road the DNO would have still have had to dig up this 1500m route to their main distribution network and would have charged Thameswey a significant sum to cover their cost.
- 3.5** The scope of distribution infrastructure within the Victoria Square development has been amended to include an increase in capacity of electrical transformer substations (from 1000kVA to 1500kVA in seven out of six substations), and individual heat substations for a number of commercial customers (including a proposal to include the new Marks and Spencer store).
- 3.6** The decision to redevelop the Red Car Park has also added to the scope of energy infrastructure. Two further high voltage transformer substations (in addition to the seven transformer substations already under construction by TEL) are currently being designed by TEL's consultants to supply the new car park and power to electric vehicle charging points, along with power supplies to two new commercial and leisure facilities planned for the ground and first floors. These premises will also have district heat and cooling supplies with dedicated plants interfaces comprising data controls, metering and plate heat exchangers, along with extensions to the district heat and chilled water distribution mains.
- 3.7** Following the Grenfell fire, enhanced design and materials have been specified to increase fire containment in the high voltage substations in Victoria Square.
- 3.8** The proposed route for district heat and cooling mains has been redesigned to avoid conflict with Sir Robert McAlpine's principal haul route. Originally conceived as a single shared services zone for all of TEL's distribution networks under the Victoria Way carriageway, TEL's hot and chilled water pipes have been separated from the HV and fibre optics ducts to minimise the risk of disruption to SRM's construction programme. As a result, an alternative route for the energy pipes is being installed above ground and at high level through the Peacock's service area, attached to the western façade of the yellow car park and across the roofs of new and existing buildings. However, civil engineering works have still been required to install the HV and fibre carrier ducts under approximately 100m of Victoria Way.
- 3.9** Following the award of Housing Infrastructure Funding for the widening of Victoria Arch and enabling development sites to come forward south of the railway, TEL's main distribution pipes passing through Victoria Square have been 'over-sized' to ensure there is adequate network capacity to extend the network under the new Victoria Arch.

## **4. Projects Black and White**

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- 4.1** Individual new heating and power distribution projects in the town centre are identified by colour (i.e. Green: Poole Road to Victoria Square; Red: Church Street East to

Chertsey Road: Yellow: Private Wire Board School Road to Victoria Square etc). Project Black relates to the interconnection of the existing town centre district heat and chilled water mains with the new mains that will be supplied by Poole Road. This will increase the 'headroom' of capacity available to new customers in the east of the town by removing the constraint on supply available from Victoria Way energy station and enabling Poole Road to supplement generating capacity. The interconnection of the two networks will also assist in decarbonising the supply to existing customers connected to Victoria Way, and provide additional resilience.

- 4.2** Project Black comprises the final stage of interconnection between the 'old' and 'new' town centre networks and follows the interconnection of private wire HV distribution networks completed last year and the fibre optic data networks that will be joined during 2020.
- 4.3** Initial route planning and has been completed and the new heat and chilled water mains that are currently being constructed as part of Project Green have been installed with dedicated branches ready to connect to the Black interconnectors.
- 4.4** Project White relates to the major expansion of energy networks proposed south of the railway lines. This will be enabled by the replacement of the Victoria Arch railway bridge and road widening to be funded by the Housing Infrastructure Fund that is planned to commence in 2022. The widening of Victoria Arch unlocks development of over 3,000 new homes in the town centre, and Project White will provide the energy infrastructure to these homes.
- 4.5** Both Project Black and Project White are considered to be eligible for financial support through the Government's Heat Networks Investment Project (HNIP).
- 4.6** The infrastructure projects described above are shown on Appendix 1.

## **5. Other factors and considerations**

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- 5.1** The later completion of Victoria Square and Poole Road energy centre than originally anticipated has delayed the projected dates for TEL to commence sales of energy. In 2017, first energy sales were expected from 2019 onwards. However, revenues from energy supply to end customers are now not expected until late 2020, with significant revenue flows delayed until early 2021.
- 5.2** The introduction of Government funding to stimulate investment in heat networks (the Heat Networks Investment Project 'HNIP') and encourage the transition to lower carbon heat systems presents significant opportunities to support further expansion of generating capacity (including alternative fuels) at Poole Road and extend TEL's distribution infrastructure. However, the grant funding is time-limited and applications for HNIP support require substantial input to meet the qualification criteria. Therefore, a provision is to be made to secure external advice and expertise to assist in the preparation of supporting information and bid proposals. The Board's approval in principal is sought to making an application for HNIP funding.



## 6. Financial implications

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- 6.1** The original scheme required funding of £26.1M, this was broken down to include capital expenditure of £23.0M and debt funding of £3.1M. The new scheme is broken down into its component parts below.
- 6.2** The energy centre is expected to cost £33.9M, with additional town centre infrastructure costing £5.1M. On the assumption that VSWL increases the contribution from £3.8M to £6.9M, debt funding required is £3.5M, bringing the total funding requirement to £35.6M. If VSWL are unable to increase funding, additional debt will be required.
- 6.3** The commercial element of the building, housing Thameswey office accommodation is budgeted to cost £1.9M, the rental income from TSCL will support the interest requirements and therefore no cashflow funding is required.
- 6.4** Future proofing the building will incur £1.2M loan via THL, this funding is already available via MTFSS, therefore this is a comment as opposed to a request for additional funding. It is anticipated building apartments on top of the energy station will commence in as soon as the market allows but will be determined once the outcome of the current appeal is known. The asset will be retained in TDL until completion and sale to THL.
- 6.5** In total funding required is summarised in the table below, the assumption is VSWL contributes an additional £3.1M. The Board is requested to formally request that WBC approve this additional funding.

Table 1 Capex for asset expenditure (completed 2020, under construction and planned)

<b>Infrastructure</b>		£M
Poole Road (incl. office and CHP)		£33.9
Red Infrastructure		£1.5
TC Connections - 121, Waterman Hse, Cornerstone, Harrington		£1.2
Victoria Way Chiller Upgrade		£0.7
Town Centre Optimisation: ➤ Boilers and Cooling Towers		£0.4
Project Black		£1.30
<b>TOTAL Capex</b>		<b>£39.0</b>
Poole Road Cashflow Funding		£3.5
<b>TOTAL Funding Required</b>		<b>£42.5</b>
<b>VSWL Contribution - Initial</b>		<b>-£3.8</b>
<b>VSWL Contribution</b>		<b>-£3.1</b>
<b>Adjusted Funding Required</b>		<b>£35.6</b>
<b>Funding Agreed</b>		<b>£26.1</b>
<b>Incremental Funding Required</b>		<b>£9.5</b>

- 6.6** The previous schemes have incurred planning costs of £1.3M, which are not relevant to this scheme, therefore these costs need to be written off.
- 6.7** Additional capital expenditure will be required to support energy provision in engine halls 2 and 3 and 'Project White' network extensions south of the railway. The effective date of additional capital expenditure is to be confirmed, however the expectation is circa 2024. Funding will be requested at a later stage although Board is asked to note that the overall funding model for Poole Road and the town centre energy network is dependent on this future infrastructure and connections.
- 6.8** The land acquisition is assumed to be £0, a minimal peppercorn lease charge is expected. Internal rate of return is 5.5% for the energy station and 4.5% for the office accommodation.
- 6.9** Previously agreed lending rate is PWLB plus 1% (regeneration rate), assumed to average at 3.6% over the development period. During development short term debt is proposed, converting to long term debt upon completion. However, if funding conditions are favourable long-term debt may be taken during the development period.
- 6.10** Total capex is £39M plus cash flow funding of £3.5m equals a peak debt of £42.5M, £6.9M being sought from VSWL. These figures exclude any grant contribution



secured from HNIP. The borrowing to be requested from the Council is required before the end of Q3 2020.

## 7. Recommendations

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7.1 The Board is recommended to agree the following:






- Request VSWL increase their contribution from £3.8M to £6.9M for infrastructure supporting the Victoria Square development
- Request an increase in current borrowing approval from the Council to £35.6M to support wider energy infrastructure across the town centre
- Approve the principal of seeking HNIP funding towards further infrastructure development including project Black, new distribution networks south of the railway lines and within Poole Road

**REPORT ENDS**

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## APPENDIX 1



Existing connections	
Planned connections	
Future development sites	
<b>Heat network</b>	
Elements planned or in construction	
Potential future routes	

### Woking Town Centre Infrastructure Development Plan

## APPENDIX 2

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**Initial design for the scheme on land at 9/9A Poole Road (granted Planning consent 31 March 2017)**



## APPENDIX 3

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**The PowerHouse scheme comprising 247 co-living units over the energy centre  
(Currently subject to Planning appeal)**

## APPENDIX 4

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**The Energy Centre scheme under construction (granted Planning consent 22 March 2019)**

## APPENDIX 5

### Constraints and opportunities analysis: initial energy centre scheme versus final scheme

Initial Scheme	Final scheme
Gross energy centre floorspace: 1026m <sup>2</sup>	1700m <sup>2</sup>
Total area of generator cells: 3 x 86m <sup>2</sup>	3 x 125m <sup>2</sup>
Space available for roof plant: 465m <sup>2</sup>	790m <sup>2</sup>
'Buildability' affected by limited space on site and close proximity to neighbouring building	Improved buildability with unbuilt area on site and no adjoining building
Thermal stores located on land only accessible for installation, inspection and maintenance via the fire station yard. Small stores positioned in a tightly spaced group	Thermal stores located within the development and spaced apart for ease of access, inspection and maintenance
DNO substation on ground floor reduces available space for generators	DNO substation at Board School Road, more space for generators or alternative heat plant
Large heat pipes located on above ground steel support structure linking energy centre and thermal stores	Not required
Access for large plant installation and removal via Butts Road requiring temporary closure of rear entrance to fire station	All access for large plant contained within the site
Cladding system costly to build and complex to remove and replace for access to plant	Cladding system simplified and easier to remove and re-fix to building
Plant room space only for 2 large shell and tube boilers (non-condensing)	Space available for multiple modular condensing boilers
Chimney flues built into façade. Cladding requires removal for inspection or maintenance. External access via specialist aerial access equipment.	Chimney flues in prefabricated modules within external supporting structure. Safe access platforms built in.
Future modification to flues difficult	Future modification of flues easier
No parking on site, roadside deliveries only	Secure compound provides parking on site for deliveries and mobile engineering staff
No space for emergency boiler plant or generators	Space available to accommodate packaged boiler plant or generators within secure compound
Sustainable drainage under the building with access chambers located within ground floor	Sustainable drainage located under compound
Limited on-site storage and workshop space	Large storage and workshop space with dedicated welding area, testing, de-greasing facilities etc

## Woking Town Centre Infrastructure Strategic Plan (Supplementary Note)

### 1. Purpose of this Note

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- 1.1** At its meeting on 21 July 2020 the Board of Thameswey Limited considered a report outlining progress on major energy projects in Woking town centre as part of a wider Town Centre Infrastructure Strategic Plan. This note has been prepared at the Board's request to provide further detail on the breakdown of the capex sum relating to the development of Poole Road energy centre and associated infrastructure.
- 1.2** It was agreed to provide this additional breakdown of the changes for two purposes. Firstly to explain to the Board which changes in costs had arisen from scope change and which had been cost inflation and secondly, to contribute to the discussion with VSWL as to the increased contribution required from the Victoria Square Development.
- 1.3** This note also explains the basis of the sum now being sought from VSWL in respect of additional works carried out to provide energy infrastructure and equipment by TDL for Victoria Square. The figures quoted below are based on the most recent valuations prepared by TDL's QS and have been presented to VSWL's QS.

### 2. Build-up of costs associated with the energy centre and network infrastructure

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- 2.1** Table 1 in the report considered by the Board identified the sum of £33.9m associated with Poole Road and is reproduced below for reference. The table shows that there is a capex shortfall of £9.5m when compared to previously approved funding.

Table 1 Capex for asset expenditure (completed 2020, under construction and planned)

<b>Infrastructure</b>	<b>£M</b>
Poole Road (incl. office and CHP)	£33.9
Red Infrastructure	£1.5
TC Connections – 121 Chertsey Road, Waterman House, Cornerstone, Harrington	£1.2
Victoria Way Chiller Upgrade	£0.7
Town Centre Optimisation: ➤ Boilers and Cooling Towers	£0.4
Project Black (DH and Chilled Water interconnections)	£1.30
<b>TOTAL Capex</b>	<b>£39.0</b>
Poole Road Cashflow Funding	£3.5
<b>TOTAL Funding Required</b>	<b>£42.5</b>
<b>VSWL Contribution - Initial</b>	<b>-£3.8</b>
<b>VSWL Contribution</b>	<b>-£3.1</b>
<b>Adjusted Funding Required</b>	<b>£35.6</b>
<b>Funding Agreed</b>	<b>£26.1</b>
<b>Incremental Funding Required</b>	<b>£9.5</b>

The items in Table 2 contribute to the build-up of costs against the £33.9m capex and are referenced against the corresponding narrative in the Strategic Plan Report .

Table 2 Split in costs between Poole Road and Off-site energy infrastructure

TDL Report 21/07/2020 Paragraph Ref.	ITEM	£M
<b>2.1 - 2.13</b>	<b>Poole Road Energy Centre</b>	
	Forecast out-turn costs for construction of Poole Road energy centre	£23.7
	Installation of CHP 1	£1.6
	<b>TOTAL costs for Poole Road + CHP1</b>	<b>£25.3</b>
	<b>All off-site infrastructure (incl. Victoria Square)</b>	
<b>3.2 - 3.4</b>	New private wire network (Board School Road substation, HV distribution network)	£2.1
<b>3.5 - 3.8</b>	Plant, equipment, and distribution	£4.8
<b>4.3</b>	Poole Road to Victoria Square DH, fibre and HV infrastructure	£1.7
	<b>TOTAL costs for Off-site infrastructure</b>	<b>£8.6</b>
	<b>TOTAL Costs (including contingency)</b>	<b>£33.9</b>



**2.2** The major scope changes have fallen into three categories:

- firstly, as we have progressed the design to a construction level the practical implications of layout and equipment have now been fully costed (the core changes were set out in Appendix 5 of the report, attached for reference);
- secondly the full extent of new private wire and infrastructure across the town has been included within the project; and
- thirdly the amount of infrastructure required by Victoria Square has increased significantly, notably with the addition of the new replacement red car park and additional commercial units.

These changes in scope are explained below.

### 3. Delivery of Poole Road Energy Centre

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- 3.1** The original and current Poole Road schemes are broadly equivalent in size of building. However, the scheme currently under construction includes significantly larger plant room space and higher proportion of high cost mechanical equipment due to the deletion of the office floors.
- 3.2** The current scheme includes an enhanced specification of services risers, stair and lift cores, fire protection and acoustics along with strengthening of the building foundations, frame and roof slab in order to be capable of upward extension in the future. This has contributed approximately £1.05m to future proofing of the building. Therefore, it can be shown that the general inflationary and contract management cost pressure has been minimal. The key focus is thus on increase in scope.

### 4. Woking town centre energy distribution infrastructure

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- 4.1** The second area of increase relates to a change in approach to infrastructure in both a physical and financial term.
- 4.2** The physical change has been the movement of the primary UKPN connection point from Poole Road to Board School Road. This was due to technical challenges presented by UKPN to providing the connection at Poole Road. The new location also presented business opportunities as it allowed Thameswey to have a HV connection route between the two locations which could be sold on to future customers (as with connection to the 'Space' office scheme). The additional cost of this relocation was £2.1m.
- 4.3** In financial terms, the capex sums presented to the Board now include wider infrastructure upgrades associated with TEL's heat and cooling networks across the town centre (for example the upgrade of existing chillers at Victoria Way) which were excluded from the original project budget which focused only on Poole Road. The rationale for this is that it is clearer to have all the network costs in one overall project budget as opposed to multiple smaller cost centres.

## 5. Victoria Square Scope and Cost Implications

- 5.1** The impact of Victoria Square on the project has been two-fold since the original Poole Road cost plan was approved. Firstly the original proposals for the M&E have become more complicated as routes through the buildings have changed as designs have developed and secondly the rebuilding of the Red Carpark has significantly increased the scope of ThamesWey involvement in electrical infrastructure and heat and cooling supplies.
- 5.2** The original cost assumed to be met by VSWL was £3.8m. It is important to understand where this figure came from first as it has a material bearing on how the current contribution has been calculated. When commencing this arrangement ThamesWey, in consultation with VSWL, made three key assumptions which have been carried across to the new project;
- That costs were based on avoided costs to VSWL in that ThamesWey costs were only passed to VSWL if it would have incurred the cost anyway if ThamesWey were not involved;
  - That there needed to be a commercial advantage to VSWL to deal with ThamesWey; and,
  - That the cost of core infrastructure was not passed through to final users as part of their service charge to keep the overall VSWL 'commercial offer' to prospective tenants as attractive as possible.
- 5.3** The impact of the proposals in paragraph 5.1 meant that whereas the original work to provide energy to VSWL was forecast in 2017 to cost £4.6m to deliver, ThamesWey agreed to pass on only £3.8m of this to VSWL to ensure there was a commercial gain to VSWL of £800k (equivalent to a 17% discount) when compared to the cost of delivering the infrastructure itself.
- 5.4** Table 3 summarises the total accumulated cost of energy infrastructure installed by ThamesWey for Victoria Square, along with costs incurred by VSWL that are attributable to ThamesWey.

Table 3 Total cost of infrastructure associated with Victoria Square

		£
1	VSWL contribution to ThamesWey negotiated in 2017	3,800,000
2	Total incremental value of additional plant and equipment installed by ThamesWey for VSWL (as set out in Table 4)	4,466,166
3	ThamesWey's liability to VSWL for work undertaken by VSWL on TW's behalf	-916,713
	<b>Net total cost transfer from VSWL sought by ThamesWey</b>	<b>7,349,453</b>

- 5.5** ThamesWey has agreed to meet expenditure incurred by VSWL where it has installed infrastructure to a higher specification at the request of Thameswey or to enable scaling up of distribution pipes to supply future customers beyond Victoria Square.

These costs are valued at £0.916m in Table 3 and are the subject of discussion between TDL and VSWL (Appendix 1).

**5.6** Where expenditure by ThamesWey reflects potential future gains for ThamesWey (i.e. to supply additional customers outside of VSWL) that element of cost has not been apportioned to VSWL, nor have costs been apportioned which are an increase due to a commercial choice of ThamesWey for no direct VSWL benefit. Examples include the cost of getting energy from Poole Road to VSWL (100% borne by ThamesWey) as if VSWL had provided it for themselves they wouldn't have the additional cost associated with the supply infrastructure over that distance, and the increase in size of DH And CHW pipes to provide capacity for future customers beyond Victoria Square. However, where the work is purely for VSWL the cost has been apportioned completely to VSWL.

**5.7** Table 4 summarises the above costs and their apportionment to VSWL.

Table 4 – Summary of TDL/TEL's energy infrastructure costs associated with Victoria Square

	<b>Total Cost</b>	<b>% charge</b>	<b>Charge to VSWL</b>
New Private Wire Network	2,103,552	75%	1,577,664
VSWL Site			
Electrical Infrastructure	1,266,622	100%	1,266,622
LTHW Infrastructure	62,509	100%	62,509
Controls Infrastructure	1,170,998	75%	878,248
VSWL Site - Additional Scope:-			
Electrical Infrastructure	481,598	100%	481,598
LTHW Infrastructure (fees)	15,667	100%	15,667
Controls Infrastructure	220,667	75%	165,500
District Heating - Poole Road Energy Centre to VSWL	1,530,404	0%	-
Back-up Boiler Installation at VSWL (fees)	18,357	100%	18,357
<b>Total</b>	<b>6,870,373</b>		<b>4,466,166</b>

**NOTE ENDS**

## Appendix 1 TDL liability to VSWL for work undertaken on its behalf

		VSWL Costs	% to TDL	TDL Cost Share	TDL Comments
A	LTHW installation	£1,423,322	15%	£213,498	VSWL would have had to have installed their own LTHW distribution. TW only responsible for extra cost of future connections beyond VSWL, and connection to Forge End interface point. Say 15% of total cost.
B	CHW installation (extra over for ThamesWey)	£204,926	100%	£204,926	TW agree that extra cost of future connections beyond VSWL is their responsibility. However we have not yet undertaken a detailed check of the build-up.
C	Brackets, supports, frames, cladding, trenching, re-routing of LTHW and CHW pipework above ground	£290,533	15%	£43,580	TW only responsible for extra cost of future connections beyond VSWL. Say 10% of total cost.
D	Back-up boiler	£132,109	0%	£0	There are costs not yet included in VSWL's claim. However TW's position is that VSWL have decided to install a back-up boiler (not a temporary boiler). TW to contribute to use thereof if heat supply from Poole Road is late, but not for capital cost.
E	DCC electrical sub-station cooling	£89,642	0%	£0	Not yet fully understood. Alex Bell to provide further substantiation as to why this is being included as TW's cost liability. TW's position is that VSWL would have had to have installed cooling had they built their own Energy Centre
F	ThamesWey HV install - SRM Builder's Work	£219,635	0%	£0	VSWL would have had to have undertaken this builder's work, had they built their own energy centre
G	Temporary generator	£59,180	0%	£0	Not yet fully understood. Alex Bell to provide further substantiation as to why this is being included as TW's cost liability. TW's position is that it is VSWL (SRM) who are late with the construction of the sub-station rooms, which has delayed EAST being able to install the necessary transformers and other plant.
H	Boots Temp Heat & Cooling	£0	0%	£0	Not yet fully understood. Alex Bell to provide further substantiation as to why this is being included as TW's cost liability. Also there are no costs presented as yet.
I	Castel interlocking	£5,363	100%	£5,363	This does appear to be a valid TW liability
J	Gateway extension	£449,346	100%	£449,346	This does appear to be a valid TW liability, but costs claimed appear very high. Alex Bell is challenging some elements of the costs, but warned that there may be some further cost not yet included.
K	Trenching Vic Way to DCC	£0	50%	£0	Costs not yet submitted, so unable to review. However the cost of any trenching between TW's district heat and power connection to Poole Road Energy Centre at the Vic Way site boundary, and the DCC, would appear to be TW's cost responsibility. Say 50% of total?
		<b>£2,874,055</b>		<b>£916,713</b>	

EXECUTIVE – 19 NOVEMBER 2020

## CALENDAR OF MEETINGS 2021-22

### Executive Summary

The proposed Calendar of Meetings for 2021/22 is attached as Appendix 1. In preparing the Calendar, consideration has been given to Bank Holidays, school holidays, annual conferences and party conferences, as far as possible. The Calendar for 2021/22 has been prepared on the same basis as in past years.

It is anticipated that the statutory deadline for approval of the Statement of Accounts is likely to be moved from the end of July 2021 to the end of September 2021, and so a provisional Special Council has been included for 30 September 2021 pending confirmation of the date.

As in previous years the Group Leaders, Deputy Group Leaders along with the Chairman and Vice-Chairman of the Overview and Scrutiny Committee have been consulted on the proposed Calendar.

### Recommendations

The Executive is requested to:

#### **RECOMMEND TO COUNCIL That**

**the Calendar of Meetings 2021/22 be approved as set out in Appendix 1 to the report.**

### Reasons for Decision

Reason: In accordance with Standing Order 1.2 of the Constitution, which states that “The date of the annual (Council) meeting and those of ordinary meetings shall be fixed by the Council in or about December of the preceding municipal year”.

The item(s) above will need to be dealt with by way of a recommendation to Council.
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**Background Papers:** None.

**Reporting Person:** Peter Bryant, Director of Legal and Democratic Services  
Email: peter.bryant@woking.gov.uk, Extn: 3030

**Contact Person:** Frank Jeffrey, Democratic Services Manager  
Email: frank.jeffrey@woking.gov.uk, Extn: 3012

**Portfolio Holder:** Councillor Ayesha Azad  
Email: [cllrayesha.azad@woking.gov.uk](mailto:cllrayesha.azad@woking.gov.uk)

**Shadow Portfolio Holder:** Councillor Ann-Marie Barker  
Email: [cllrann-marie.barker@woking.gov.uk](mailto:cllrann-marie.barker@woking.gov.uk)

**Date Published:** 13 November 2020

**CALENDAR OF MEETINGS 2021/22****All Meetings start at 7pm unless otherwise stated****COUNCIL**

Meetings on Thursday unless otherwise stated.

20 May 2021 (Mayor Making)  
 24 May 2021 (Monday)  
 29 July 2021  
 30 September 2021 (provisional, if required for Statement of Accounts)  
 14 October 2021  
 2 December 2021  
 10 February 2022  
 31 March 2022  
 19 May 2022 (Mayor Making)  
 23 May 2022 (Monday)

**EXECUTIVE**

Meetings on Thursday.

17 June 2021  
 15 July 2021  
 9 September 2021  
 7 October 2021  
 18 November 2021 at 19.30 (Xmas Lights)  
 9 December 2021 (Special – Grants)  
 20 January 2022  
 3 February 2022  
 24 March 2022

**PLANNING COMMITTEE**

Meetings on Tuesday.

8 June 2021  
 29 June 2021  
 20 July 2021  
 7 September 2021  
 28 September 2021  
 19 October 2021  
 9 November 2021  
 7 December 2021  
 18 January 2022  
 8 February 2022  
 1 March 2022  
 22 March 2022  
 12 April 2022

**OVERVIEW & SCRUTINY COMMITTEE**

Meetings on Monday.

7 June 2021  
 12 July 2021  
 13 September 2021  
 18 October 2021  
 22 November 2021  
 24 January 2022  
 21 February 2022  
 21 March 2022

**LICENSING COMMITTEE**

Meetings on Tuesday.

15 June 2021  
 5 October 2021  
 25 January 2022  
 8 March 2022

**STANDARDS & AUDIT COMMITTEE**

Meetings on Thursday.

8 July 2021  
 16 September 2021  
 25 November 2021  
 3 March 2022

Selection Panel: 18 May 2021 and 17 May 2022 at 7.00pm.

Members Induction (CMG &amp; Member Services): 12&amp;13 May 2021 and 11&amp;12 May 2022 at 6.30pm.

Planning Committee Induction: 25 May 2021 and 24 May 2022 at 6.30pm.





EXECUTIVE – 19 NOVEMBER 2020

## MANAGEMENT ARRANGEMENTS

### [NOTE: DECLARATION OF INTEREST

In accordance with the Officer Employment Procedure Rules, Ray Morgan (Chief Executive) has declared a disclosable personal interest (pecuniary) in this item arising from it relating to his employment with the Council. Mr Morgan will leave the meeting whilst this item is determined.]

### Executive Summary

This report proposes the employment of the current holder of the post of Chief Executive as Project Manager, on a part time contract of 22 hours per week, to continue supporting the Council in the management of the Victoria Square project, following his retirement on 31 March 2021. There will be an opportunity for the Chief Executive to assist with other projects, as agreed by the new Chief Executive in consultation with the Leader of the Council and Opposition Group Leader.

The estimated annual cost of the employment will be £66,275, and will be charged to the project.

### Recommendations

The Executive is requested to:

#### **RECOMMEND TO COUNCIL That**

**the current Chief Executive be appointed as Project Manager from 1 April 2021 on a 22 hours per week contract at £62,145 plus pro rata Flexible Benefits of £4,130, subject to mutual notice of three months.**

### Reasons for Decision

Reason: To support the Council in the delivery of the Victoria Square project.

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

**Background Papers:** None.

**Reporting Person:** Councillor Ayesha Azad  
Email: cllrayesha.azad@woking.gov.uk

## Management Arrangements

**Portfolio Holder:** Councillor Ayesha Azad  
Email: [cllrayesha.azad@woking.gov.uk](mailto:cllrayesha.azad@woking.gov.uk)

**Shadow Portfolio Holder:** Councillor Ann-Marie Barker  
Email: [cllrann-marie.barker@woking.gov.uk](mailto:cllrann-marie.barker@woking.gov.uk)

**Date Published:** 13 November 2020

### 1.0 Introduction

- 1.1 This report proposes the employment of the current holder of the post of Chief Executive to continue supporting the Council in the management of the Victoria Square project following his retirement on 31 March 2021.
- 1.2 The Chief Executive has played a key role in the Victoria Square development which will have a major impact on the future of the Council. The role would cover:-
  - Representing the Council as Board Director of Victoria Square Woking Limited (VSWL).
  - Lead representative in the day-to-day governance of the project.
  - Secure the successful completion of the project.
  - Report to the Oversight Panel on progress with the project.
  - Report to the Council, when required, on the progress of the project.

To achieve the following outcomes:

- Deliver the opening of Victoria Square.
  - Complete the SRM Final Account.
  - Transfer VSWL ownership to the Council.
- 1.3 There would be an opportunity for the Chief Executive to assist with other projects, as agreed by the new Chief Executive in consultation with the Leader of the Council and Opposition Group Leader.

### 2.0 Employment Terms

- 2.1 The appointment would be at Director Level – Grade 10 – (£104,517 full time equivalent @ April 2020 prices, plus Flexible Benefits of £6,947) on a part time basis of 22 Hours per week on a flexible basis. The effective annual salary cost would be £62,145 @ April 2020 prices plus pro-rata Flexible Benefits of £4,130.
- 2.2 Whilst the appointment would be based on “Continuous Local Government Employment”, it would be excluded, on a voluntary basis, from the Local Government Pension Scheme.
- 2.3 The contract will be on an open basis subject to three-months’ mutual notice.
- 2.4 The Chief Executive would work out of Export House, not the Civic Offices.

### 3.0 Implications

#### Financial

- 3.1 The financial implications are explicit in the proposal at a total cost of £66,275 per annum and will be charged to the capital project.

#### Human Resource/Training and Development

- 3.2 This proposal will support the Council in its delivery of a key project.

#### Community Safety

- 3.3 There are no community safety issues raised by this report.

### Risk Management

- 3.4 There are no new risks raised by this report. The proposal will reduce the risk to the Council of loss in knowledge of a key project.

### Sustainability

- 3.5 There are no sustainability issues raised by this report.

### Equalities

- 3.6 There are no equality issues raised by this report.

### Safeguarding

- 3.7 There are no safeguarding issues raised by this report.

### Confidentiality

- 3.8 Normally matters covered by this report would be in Part 2 so as to protect the interests of an employee. The Chief Executive has waived his right to have the matter in private as he considers it to be in the public interest to be open about the proposal.

## **4.0 Consultations**

- 4.1 The Leaders' Group and Council were advised of the intention to consider this matter.

REPORT ENDS

EXECUTIVE – 19 NOVEMBER 2020

## **DRAFT GENERAL FUND BUDGET 2021-22**

### **Executive Summary**

This report represents the initial stage in the business planning process of the Council.

The 2020/21 financial position has been significantly impacted by the Covid pandemic. There has been considerable cost incurred in responding initially to the National Lockdown and subsequently in preparing for the gradual reopening of the Borough during the summer. Of even greater value has been the loss of revenues in particular from car parking charges and commercial rents.

The government has provided funding in tranches towards the cost pressures and has introduced an income compensation scheme for lost fees and charges. However, neither will fully cover the Council's costs and commercial revenues are not covered by the compensation scheme.

The report incorporates known service variations for 2021/22, assesses the impact of the Covid-19 pandemic, and indicates budget risks and pressures both for 2021/22 and over the period of the Medium Term Financial Strategy (MTFS).

The summary shows that a use of reserves of almost £12m may be required to offset the assumed irrecoverable commercial rents and other income in 2021/22. This is in addition to circa £10m losses expected in 2020/21.

Government support has currently only considered 2020/21, with no commitment going forward. It is hoped that the financial support provided in 2020/21 will continue in a similar way into 2021/22 however this is not certain. The draft budget has been prepared on the basis of current forecast income levels which in many cases have been severely reduced due to the pandemic. No further allowance has been made for additional Covid-related costs. The budget therefore reflects the financial position likely in a gradual economic recovery.

Whilst the Council had substantial reserves set aside prior to the pandemic, these are not sufficient to cover a sustained reduction in income across all of the Council's commercial estate. It is recommended that the Council request permission from the government to spread these losses over a longer period, recognising that the current circumstances are a once in a generation situation and the impact should not be borne solely by the current taxpayer.

Without the flexibility to manage these Covid-related losses, the Council would need to prepare to reduce service expenditure. A budget cannot be set for 2021/22 without addressing the known or assumed income losses, and use of reserves, if it makes the forecast for future years unsustainable.

The draft budget will continue to be refined, assumptions challenged, and more detailed assessments made where further information is required. Any updates as a result of the Local Government Finance Settlement, when available, will also be incorporated in the projections. The draft budget will form the basis for further consideration by Managers, Corporate Management Group and Portfolio Holders ahead of approving the final budget and Council Tax in February 2021.

**Recommendations**

The Executive is requested to:

**RESOLVE That**

- (i) the draft General Fund Budget for 2021/22 be received;
- (ii) Managers, Corporate Management Group and Portfolio Holders continue detailed budget preparation to secure savings for consideration by the Executive in February 2021; and
- (iii) the Finance Director seeks confirmation from the government of continued funding to cover the impact of the pandemic into 2021/22 and requests permission to spread losses on commercial and unfunded service income experienced in 2020/21-2022/23 over 50 years through use of a Capitalisation Direction.

**Reasons for Decision**

Reason: Consideration of these proposals will enable the preparation of the Council's budgets for 2021/22 to proceed.

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

- Background Papers:** None.
- Reporting Person:** Leigh Clarke, Finance Director  
Email: leigh.clarke@woking.gov.uk, Extn: 3277
- Contact Person:** Neil Haskell, Business Support Manager  
Email: neil.haskell@woking.gov.uk, Extn: 3246
- Portfolio Holder:** Councillor Simon Ashall  
Email: cllrsimon.ashall@woking.gov.uk
- Shadow Portfolio Holder:** Councillor Deborah Hughes  
Email: cllrdeborah.hughes@woking.gov.uk
- Date Published:** 13 November 2020

**1.0 Introduction**

- 1.1 This report represents an initial stage in the business planning process of the Council's draft General Fund budget for 2021/22.
- 1.2 The Council's financial strategy is to achieve a balanced budget over the MTFS period that is consistent with:
- maintaining the level of Council services;
  - ensuring value for money in all of the Council's services; and
  - maintaining the Council's assets in a good state of repair.
- 1.3 Due to the Covid-19 pandemic in this year, judgements have had to be made around the recoverability of amounts due to the Council, the likely level of activity of revenue generating services, and continuing government support.
- 1.4 The draft revenue budget has been prepared in accordance with the previous strategic approach but in 2021/22 provides specifically for:

<b>Strategic Budget Approach</b>	<b>Specific Approach 2021/22 Draft Budget</b>
Inflationary increases limited to those elements which carry a contractual/ unavoidable obligation to adjust by inflation;	Estimate of contractual inflation included
The revenue impact of new investments be limited to a sustainable increase in accordance with the provisions of the Prudential Code;	Borrowing and revenue funded Investment Programme limited to committed and income generating projects
Additional spend agreed by the Executive for inclusion in the draft budget;	Additional spend not funded at this time in draft budget
To propose fees and charges to optimise the income yield;	Draft budget adjusted to reflect forecast activity
Review of the Investment Programme to continue; and The programme to identify further efficiency savings to continue	Identify further revenue and project spend which can be postponed. Commence government engagement on financial forecasts and support.

- 1.5 This report considers the following:
- The Covid-19 Pandemic
  - General Economic Environment
  - Government funding and policy
  - Budget approach
  - Management and Administration 2021/22
  - Fees and Charges 2021/22
  - Contractual Inflation
  - Service Plans
  - Pension Costs
  - Service issues, budget pressures and risks
  - Investment Programme and Treasury Management
  - Medium Term Financial Strategy (MTFS)
  - Revenue Reserves

- Approach to developing the MTFS

## **2.0 Covid-19 Pandemic and 2020/21 forecast**

- 2.1 The Covid-19 pandemic has created immense uncertainty for local government finances. The budget for 2020/21 was approved in February before it became clear the impact that the pandemic would have. Consideration of the Medium Term Financial Strategy (MTFS) was deferred from March 2020 as it became apparent that the future would be very different from expectations. This report includes revised forecasts based on the first half of 2020/21.
- 2.2 The financial impact in 2020/21 has been across a number of areas of the Council's budgets:
- Revenue expenditure in dealing with the response
  - Some savings as activities have slowed down
  - Income loss from fees and charges and commercial rents
  - Government support grants
  - Cost and timing of capital projects
- 2.3 Even with the position for the first half of the year known it remains very difficult to forecast for rest of the year as the course of the pandemic and the economic consequences continue to evolve. The most significant areas of income and expenditure are set out in the sections below.

### Housing

- 2.4 The Council secured the Woking Travelodge for temporary housing at the beginning of the crisis. The Woking Hotel was also used, together with the HG Wells centre which was adapted using pods to provide further accommodation. There were also additional costs for food and security. Some of these costs have been covered by income from other authorities, and businesses in need of accommodation, and by benefits payments. The current forecast for the year is a net cost of circa £903,000, a successful bid resulted in £275,000 grant income awarded towards these costs.

### Leisure

- 2.5 From March 2020 the Council has provided support to Freedom Leisure as the business was initially closed completely, gradually re-opened and has had to close again in November. The Council originally also paid Freedom staffing costs, using the staff to assist in the response to the crisis and to complete welfare calls which cost £546,000 over the period to July. Support towards operational costs, including mobilisation costs in August and the impact of the further lockdown for the month of November are forecast cost to be £801,000.

### Other

- 2.6 To ensure all within the Borough's diverse communities, especially hard to reach groups such as the elderly, vulnerable and disadvantaged, had access to important key messages from a range of public bodies, as well as positive community-led news, for 3 months the Council supported the Woking News and Mail and facilitated the weekly delivery of a free copy to every property in the Borough. The Council covered the print £63,000 and delivery costs, £75,000.
- 2.7 Since 13 April until the end of June 2020, the partnership delivered a weekly 16-page newspaper to all households in the Borough and parts of the neighbouring borough that mirrors the newspaper's circulation area by Royal Mail's door-to-door delivery service. That's around 48,500 properties each week.
- 2.8 IT improvements have been required in the form of additional equipment to enable staff to work from home, and Zoom licenses to enable virtual meetings.



- 2.9 Other costs incurred include Personal Protective Equipment (PPE), sanitiser and communications materials. There has also been some expenditure on equipment and adaptations in Council properties.

Savings

- 2.10 Some activities, for example the Celebrate Woking programme of events, have slowed down. The extent of this is currently being established to ensure cost variations are savings and not a rescheduling of expenditure.

Income loss

- 2.11 The government launched an income compensation scheme in August with the first claim being submitted by the end of September covering the period to 31 July 2020. This scheme requires local authorities to fund an initial 5% reduction in income, but losses in excess of this will be funded at 75% of the loss by the government. Associated cost savings have to be identified and offset from the amount claimed. The scheme covers service income but not income generated through commercial activities such as commercial rents.
- 2.12 A claim has been prepared which covers Off and On Street Car Parking and the Freedom Leisure management fee. In total, a request for government funding of £2.1m. Future claims will be made in December 2020 and April 2021 to cover the remainder of the year.
- 2.13 Other service income losses may be included in future returns if budgeted income becomes irrecoverable during the year.

Commercial Rents

- 2.14 The most significant area of income for the Council is Commercial Rents. This is not covered by the government income compensation scheme. Over 68% of commercial tenants are paying rent and service charge on time and require no assistance. A further 11% have agreed to the Council's proposed terms for recovery of amounts owed or agreed revised terms, and 17% are in discussions with the Council. 4% have not responded to requests to engage, many of these are in the retail and hospitality sectors. Work continues with tenants to agree acceptable strategies.
- 2.15 Of the £21m commercial rent budget, £10m has been received to date for the first three quarters of the year. £5m is expected in quarter 4 and arrangements have been made with tenants to recover a further £1m over 2020/21 and 2021/22. There remains a balance of £5m commercial rents and service charges not paid which may not be recovered.
- 2.16 There remains significant uncertainty around the potential losses for 2020/21. Some of the remaining discussions may be near to being resolved, others may be requesting significant further assistance. In addition some of those where strategies have been agreed may not keep to agreements as the environment changes over the coming months.
- 2.17 The Coronavirus Act 2020 includes provisions to protect commercial tenants by not allowing landlords to forfeit leases and re-enter premises where tenants have failed to pay rent. Initially landlords were unable to secure possession of premises until 30 June 2020, however this has been extended to 31 December and could be extended further. A number of tenants have not paid despite their business continuing, and are protected under the current arrangements.

Government Support

- 2.18 The Government has provided support in the form of grant funding. The Council has been awarded the following funding over 4 tranches since the beginning of the crisis.

Local Authority	First Tranche of Covid-19 Funding (March)	Second Tranche of Covid-19 Funding (April)	Third Tranche of Covid-19 Funding <sup>2</sup> (July)	Fourth Tranche of Covid-19 Funding (October)	Total Covid-19 Additional Funding
Woking	£37,595	£998,732	£143,214	£139,758.00	£1,319,299

- 2.19 The Council has recently been awarded a further £380,000 revenue grant funding towards rough sleeper costs for 2020/21. Of this £275,000 can be allocated towards the Council's forecast housing costs, and £105,000 will fund additional expenditure/resource, some of which through the York Road Project.
- 2.20 The government has committed to additional 'New Burdens' funding to cover the Council's costs of new requirements such as administration of the Business Grants. Generally it has been possible to meet these requirements using existing resources.
- 2.21 The Council has been allocated £89k from the Reopening the High Street fund. This should cover some of the costs of changes in the town centre. Further specific grants have been allocated, either directly or through Surrey County Council, for Local Authority Emergency Assistance (foodbanks) £56k, Environmental Health support £79k, and £40k Covid Marshalls. All of these have associated direct expenditure so are not reflected in the summary below.

Summary

- 2.22 The following table sets out the overall impact. This will need to be further reviewed to fully reflect the impact of the further National restrictions announced on 31 October.

## Forecast Covid-19 Outturn - 2020/21

	Loss to 30 Sept £'000	Loss Oct-Mar £'000	Total £'000
<u>Costs</u>			
Commercial Rents	3,873	3,873	7,745
Car Parks	2,937	2,623	5,560
Housing	507	396	903
Leisure	1,133	214	1,347
Leisure mgt fee	402	402	804
Woking News and Mail	138		138
Marketing/Sanitiser/PPE etc	87	15	102
Housing - cleaning, food, equip	44		44
Services covid spend	88		88
	9,209	7,523	16,731
<u>Income</u>			
General Support Grant	-1,180	-140	-1,320
Income compensation claim	-2,100	-2,100	-4,200
New Burdens Funding	-160		-160
Housing Grant	-275		-275
Leisure Grant (TBC)			
	-3,715	-2,240	-5,955
	<b>5,494</b>	<b>5,283</b>	<b>10,776</b>

- 2.23 The impact of this forecast 2020/21 deficit is significant. Whilst the Council holds reserves to mitigate the potential impact of a reduction in income, the current environment, with almost all industry affected, is unprecedented. The loss, and a similar loss in 2021/22 could be met by available reserves however, this would leave very few reserves to be able to manage 2022/23. It is unlikely that the current crisis, and the resultant economic consequences will recover in the short term, and the Council's reserves may therefore be needed for some time.
- 2.24 Section 13 to 15 set out more detail on the Council's reserves and the Medium Term Financial Strategy. It is proposed that the Council requests permission to capitalise commercial income losses, and unfunded lost service income, and spread these over the long term. This reflects the 'once in a lifetime' nature of the current crisis which should not be met solely by the current taxpayer through an immediate reduction in service support at this most difficult time.

Covid beyond 2020/21

- 2.25 The position keeps evolving with the cases again rising this autumn. Government policy again, recommended working from home where possible, which was followed by the further lockdown announced on 31 October. This will continue to reduce footfall within the town, custom to local business and parking in car parks.
- 2.26 The government have not committed to any funding into next year, but it is reasonable to assume that the government will continue to support the local government sector to support their local communities. It is not clear, however, how long the government will provide compensation for lost income if there is a prolonged period of reduced social activity or a permanent move away from office working.

### **3.0 General Economic Environment**

- 3.1 As well as the global pandemic, the UK is also facing the imminent departure from the EU with the future relationship still not resolved.
- 3.2 The coronavirus outbreak has done huge economic damage to the UK and economies around the world. The UK economy was particularly vulnerable to the impact of the lockdown as it is heavily skewed towards consumer-facing services. There was a 23% fall in UK GDP in the first half of 2020, one of the largest falls in output of any developed nation.
- 3.3 Potential vaccines offer hope however the second national lockdown from 5<sup>th</sup> November to 2<sup>nd</sup> December will obviously put back economic recovery and do further damage to the economy. A recovery may also be affected by what, if any, deal the UK agrees as part of Brexit.
- 3.4 The Bank of England's Monetary Policy Committee kept the Bank Rate unchanged on the 5<sup>th</sup> November. Interest rate forecasts are provided by the Council's Treasury Advisors and they are predicting no increase in the Bank Rate until up to March 2024.
- 3.5 CPI inflation is predicted to be a bit above its 2% target by the start of 2023. However the Treasury Advisors do not think inflation will pose a threat requiring increases in the Bank Rate as there is likely to be spare capacity in the economy for a considerable time.
- 3.6 However the global pandemic and subsequent lockdowns has been an unprecedented event. There is great uncertainty around economic forecasts and the pace and timing of a potential recovery.

### **4.0 Government Funding and policy**

- 4.1 It has been confirmed that the government spending review, which sets budgets for each government department, will be limited to one year as a result of the pandemic and will be announced at the end of November.
- 4.2 There will also be a further delay in all the proposed reforms to Local Government funding. A new system of government funding had been due to be implemented for 2020/21. This would include a review of Fair Funding (where resources should be allocated) and a review of the Business Rates system (the mechanics of how income is distributed and to what extent any growth is retained).
- 4.3 Currently there has been no information on the level of funding for 2021/22 and it is possible that the sector may not hear for some weeks given the other priorities for government at this time.

#### Baseline Core Government Funding

- 4.4 2019/20 was the last year of the four year settlement offer announced by the government in February 2016. There was a one-year spending round to set departmental budgets for 2020/21. Core funding comprises Revenue Support Grant (RSG) and Redistributed Business Rates. The Council has received no RSG since 2016/17 and the possibility of 'negative RSG' has been a threat since 2019/20 although the implementation has been deferred each year since then.
- 4.5 It is assumed that any reduction in funding is again deferred and not introduced during the pandemic. For the purposes of the draft budget, Redistributed Business Rates is assumed at the same level as for 2020/21.

Business Rates

- 4.6 During 2020/21 the government has awarded Business Rates relief to all businesses in the direct Retail, Leisure and Hospitality sectors as well as extended relief for small businesses and nurseries. The Council is funded through section 31 grants for the relief granted to businesses. This means the business rates being collected in 2020/21 is much less than expected at the beginning of the year, as shown below.

	£m	
Business Rates forecast collectable (January 2020)	47.98	100%
Covid reliefs (Expanded Retail and nursery)	<u>-19.63</u>	41%
Remaining Business Rates to collect	<u>28.35</u>	59%

- 4.7 The remaining £28.35m collectable business rates is more likely to be in those sectors less directly affected by the pandemic. However it is clear that almost all businesses have been affected to some extent. Collection rates are reported each month in the Green Book and are currently below average for the time of year. 52% had been collected to the end of September, compared 58% last year. However many businesses were allowed to defer payments in April and May until later in the year. In addition arrangements have been agreed with businesses experiencing difficulty in meeting scheduled payments.
- 4.8 The Council is a member of the Surrey Business Rates Pool in 2020/21. This means that the Council operates with other members of the pool, retaining locally a greater proportion of income collected in excess of baseline levels, but also protected as a group from losses. LG Futures reviewed the position of the pool during the summer and advised that the pool remained beneficial.
- 4.9 It is proposed that Surrey will again apply to operate a pool in 2021/22, however, Woking was not one of the 'best placed' Districts to be included this year. Given the uncertainty of any support arrangements and the continued difficult economic environment for businesses, being outside of any pooling arrangements and therefore being protected individually by the government safety net provides more stability for the Council. The maximum exposure to business rates income is therefore circa £165,000, the reduction compared to baseline, before the safety net applies. The budget also includes a further £200,000 assumed benefit from current or historic pooling surpluses which may not be achieved in-year.
- 4.10 As well as Business Rates collected, the Council also pays Business Rates on its own properties. The Council's draft budgets have been adjusted for assumed inflation and changes in the Council's assets. This will be further reviewed for the final budget in February, in particular if the Business Rates charge is likely to become payable by the Council due to vacant properties.

New Homes Bonus (NHB)

- 4.1 The New Homes Bonus (NHB) scheme match funds the additional Council tax for each new home and property in the Borough, above a baseline level, for four years after that home is built or brought back into use.
- 4.2 The government has been phasing out New Homes Bonus and in February 2020 set out the proposed approach for 2021/22. It is therefore assumed that just the legacy payments will be received, to the value of £275,000, consistent with this approach. Of this, £200,000 is used in-year and £75,000 is transferred to reserve.
- 4.3 There has been no indication of future funding through a replacement scheme, so from 2022/23 no further contribution is assumed from NHB. This is a considerable reduction in funding from a total of over £2m in 2016/17. New Homes Bonus has been used to repay the

funds loaned by Enterprise M3 towards the Sheerwater Access Road project and supported investment in Brookwood Cemetery.

Council Tax

- 4.4 Council Tax recovery is likely to be affected by the Covid-19 pandemic in both 2020/21 and 2021/22. Where residents were experiencing difficulty in paying their Council Tax in April and May 2020 the Council allowed instalments to be deferred to start in June 20. Recovery action was also suspended until the summer. The revised timing of income compared to previous years, together with the unknown impact of the second half of the year make it difficult to establish forecast income with confidence. However, based on income to 31 October 2020, it is likely that the outturn will be between 2% and 5% (£200k - £500k) less than assumed in the base budget. A deficit of £300k is assumed in the draft budget for 2021/22.
- 4.5 The government is allowing additional flexibility to spread Council Tax and Business Rates deficits for 2020/21 over 3 years. The draft budget assumes that the forecast loss in 2020/21 will be met by the 2021/22 budget. This would enable the element of the loss relating to Surrey County Council (74%) and Surrey Police and Crime Commissioner (13%) to be recovered in 2021/22. Recently published regulations require spreading of losses, so this assumption will be updated for the final budget.
- 4.6 The government has not yet indicated the referendum limit for Council Tax increases in 2021/22. It is assumed that the limits for District Councils will remain unchanged from 2020/21 at the higher of 2% or £5.
- 4.7 The draft budget assumes an increase in Council Tax of £5, which equates to 2.04%. In calculating settlement allocations the government include the resources available to each Council assuming that this increase is taken irrespective of the actual Council Tax decision. It is therefore critical that the Council continues to maintain its Council Tax base income.

Taxbase

- 4.8 The Taxbase is the number of equivalent Band D properties which will generate Council Tax income for the Council in the year. It is calculated based on current Council Tax data adjusted for relevant discounts, expected changes in property numbers, and bad debt assumptions.
- 4.9 The draft Tax Base for 2021/22 in the draft budget is a 3% reduction, which incorporates a 2% increase in irrecoverable tax due. This assumption will be reviewed in more detail for the final budget.

Local Council Tax Support Scheme

- 4.10 The Local Council Tax Support (LCTS) scheme was introduced in 2013/14. The scheme was aimed at not causing severe financial hardship on Council Tax charge payers on low incomes and to not cause an adverse effect on the Council's income from unpaid charges.
- 4.11 LCTS reduces the Council's taxbase so increases in claims will result in a reduction in Council Tax income. In April 2020 the government provided an additional £505k grant to the Council to provide assistance with Council Tax for LCTS claimants reducing bills by at least £150. Of this Hardship funding, 74% has been allocated to date through awarding up to a maximum of £300 to each LCTS claimant.
- 4.12 The table below shows the increase in claimants during the year. New claimants are also eligible for hardship funding. If funds allow later in the year, further payments may be made to utilise the government grant.

Local Council Tax Support

Cases March 2020	2,358
Cases October 2020	2,624
Increase	266
Increase (%)	11%

Long term Empty Properties

- 4.13 To encourage the return of empty homes into use, the Council has increased the premium rate for long term empty properties in line with flexibility introduced by legislation in 2018/19. As previously agreed by the Council, properties empty for over 10 years will be charged at 00% from April 2021.
- 4.14 Surrey County Council (SCC) have indicated that the additional SCC element of the Council Tax will be transferred back to Woking as the billing authority to be allocated to projects which are agreed priorities. The potential income which could be claimed from SCC is calculated at £135,000 for changes implemented during the period from 1 April 2019 to 31 October 2020.

**5.0 Approach to preparing the draft 2021/22 budget**

Monitoring 2020/21 Budget

- 5.1 As set out in section 2, the most significant variations in 2020/21 have been a result of the Covid-19 pandemic. There have been a number of other normal 'service' variations which will be incorporated into future Green Book monitoring, but can currently be met within the budgeted contingency.
- 5.2 Permanent variations to budgets identified through in year monitoring are incorporated in the draft budget where appropriate. The position will continue to be reviewed over the next 2 months and the 2021/22 budget adjusted as appropriate.

2021/22 Draft Budget

- 5.3 The 2021/22 budget is being prepared amid significant uncertainty around how the pandemic will progress, the government response, the economic impact and how any support will continue.
- 5.4 For the purposes of the budget it is assumed that any continuing direct costs of responding to the ongoing pandemic will be met by the government. However, no further support is assumed for the economic impact of the crisis. This covers both commercial income and operational losses from forecast reductions in car parking. It is also assumed that for the first 6 months of the year, Freedom Leisure will not be in a position to pay the management fee.
- 5.5 For most service expenditure, the draft revenue budget for 2021/22 is based on the 2020/21 approved budget adjusted as set out in the following sections. Currently no reduction in services is incorporated. The summary 2021/22 Budget position is shown in Appendix 1, with an analysis of the service budget changes compared to the 2020/21 budget provided in Appendix 2.
- 5.6 The table below summarises the changes compared to the 2020/21 budget and shows a required increase in use of reserves to balance to an acceptable increase in Council Tax.

<b>Budget variation 2020/21 to 2021/22</b>	<b>£'000</b>
Investment Programme	1,762
Income from new properties - Goldsworth Park & Kestrel Way	-1,095
Increase in service spend - Covid	8,633
Increase in service spend - Other (mostly commercial rents)	1,756
Change in New Homes Bonus assumed in base budget	200
2020/21 Council Tax deficit	300
Decrease in taxbase	304
Increase in Council Tax/decrease in Collection fund surplus	-217
<b>Additional use of reserves required in 2021/22</b>	<b>11,642</b>

- 5.7 Given the forecast losses from commercial and service income streams in 2021/22, it is necessary to review all services to seek both ongoing savings, and further deferral of non-essential expenditure.
- 5.8 It is unlikely that it will be possible to achieve the level of savings required without considerable service reduction. The current economic climate could just be a temporary situation with a return to previous levels of income in future years, albeit taking time to re-establish. The draft budget currently assumes that revenue reserves are used to cover projected losses.
- 5.9 Detailed work still needs to be completed in several areas where estimated figures have been included and to reflect the developing view on the financial position for 2021/22. There will need to be a comprehensive review of budget assumptions in particular around the recoverability of commercial property income and costs of vacant properties.
- 5.10 The Council has been able to maintain and enhance services over a period of national austerity, and through a time of significant government funding reductions, by developing a commercial strategy to replace lost income. The current crisis puts a proportion of that income, together with underlying service income, at risk. Significant service expenditure reduction at this time would be damaging to the local community and may not be necessary in the long term. A strategy which minimises reductions in service expenditure will be sought if possible.
- 5.11 Further commentary on the key budget approach and assumptions is provided in following sections.

## **6.0 Management and Administration**

- 6.1 Staffing is currently controlled through two measures – the number of Full Time Equivalent (FTE) staff employed and the cost including overheads of employing them. The levels were set for 2020/21 at 365 FTE and £15,690,000.
- 6.2 During the summer of 2020/21 Senior Managers and Corporate Management Group reviewed staffing levels and agreed the removal of a number of posts from the establishment to secure savings in response to the financial position. These savings have been reflected as an in-year budget variation and are reflected in the 2021/22 base salary budget.
- 6.3 Other variations are as set out in the table below which reflects known pressures and significant changes in the staffing budgets. This includes reduction in staffing due to the closure of the HG Wells Centre but also a reduction in existing posts which can be allocated to projects and instead must be met by revenue budgets.



Pressures on staffing budgets	£'000
2020/21 savings target built into base budget	468
Further cost of pay progression and allowances 2020/21	353
New posts and structure changes 2020/21	169
People Restructure	115
HG Wells closure	-287
Reduction in investment programme funding	327
Remove posts per salary review approved CMG July 2020	-641
Add new posts externally funded	168
Changes in funding	-299
Pressure on staffing control total	371

- 6.4 The Medium Term Financial Strategy assumes an annual £400,000 increase in the staffing costs. This represents approximately 2.5% of the salary budgets. However, in the current financial environment no allowance will be made for pay increases in 2021/22.
- 6.5 The 2020/21 budget included a £468,000 'vacancy target'. It is proposed that the control total be reduced by £100,000 for 2021/22 which would require a similar 'deflation' of total staffing costs to keep within the budget. As with other budgets it will be necessary to further review staffing budgets to identify options to reduce the control total for 2021/22.
- 6.6 The budget tracks those posts which are funded by Council Tax and the Housing Revenue Account. It is net of any posts which are funded externally or by Investment Programme projects. The table below shows the trend in the total staffing budget.

Year	Budget (in cash terms) £m	Average Number of FTE Staff
2014/15	12.400	345
2015/16	12.500	345
2016/17	12.600	335
2017/18	13.000	335
2018/19	13.575	340
2019/20	14.360	350
2020/21	15.690	365
2020/21 (in-year variation)	15.041	358
2021/22 (draft budget)	14.941	343

- 6.7 Accounting rules require that these costs are allocated out to individual services to show the full cost of the service. Allocations will be reviewed where there have been changes in the team structures and where activity covers both HRA and General Fund functions. This may affect the proportion of costs covered by Council Tax/rents for 2020/21.
- 6.8 Those posts which are capitalised or funded from Investment Programme budgets are categorised as externally funded. Only posts directly working on projects are allocated, this position will continue to be reviewed including the opportunity to fund wider staffing costs from project budgets. For the base 2021/22 budget a number of previously project funded posts will be funded from revenue.
- 6.9 No allowance has been made for increases to Members Allowances for 2021/22.

## **7.0 Fees and Charges 2020/21**

- 7.1 Elsewhere on this agenda is a report on the proposed Fees and Charges for 2021/22. The General Fund base budget for 2021/22 in Appendix 1 incorporates the forecast changes in charges and activity in this report.
- 7.2 There is a £3m reduction in forecast income from car parking in 2021/22 as the impact of the pandemic, economic downturn and changing working practices affect parking numbers. This is shown separately on the variations schedule in Appendix 2.
- 7.3 Other Fees and Charges are expected to contribute an increase in income of £137,000 to the 2021/22 budget. Not all the income from Fees and Charges has a direct impact on the General Fund budget. Changes to the income from Controlled Parking Zones for example would be credited to the Parking Account. In addition increases in some service income will result in associated increases in costs e.g. Community Meals.
- 7.4 The Local Land Charges service is expected to be transferred to the Land Registry during 2021/22, income from this service is therefore removed from the base budget from 2021/22.

## **8.0 Contractual Inflation**

- 8.1 Negotiations are undertaken with suppliers to minimise the impact of inflation on the Council's costs wherever possible. Provision has been included in the draft budget allowing for instances where it is impossible to avoid an increase.

## **9.0 Service Plans**

- 9.1 The focus of many Council services have been directed at responding to the Coronavirus pandemic during 2020/21, and service developments and objectives will have been temporarily postponed as resources are reallocated.
- 9.2 New Service Plans will not be prepared for 2021/22, instead it will be taken that the 2020/21 objectives remain as targets to be worked towards when possible. The 2020/21 Service Plans continue to reflect the Council's ambitions, however it will be necessary to consider priorities for future updates. Service Plans will need to reflect the new environment, both environmental and financial, once the immediate crisis has passed.
- 9.3 Performance management and some elements of the financial monitoring information continues to be reported in the Green Book on a monthly basis. Future financial reporting will include the overall financial forecast for 2021/22 including the specific impact of Covid as set out earlier in this report.

## **10.0 Pension Costs**

- 10.1 The triennial actuarial review of the pension fund was completed for the position of the fund at 31 March 2019 and set the employer's on going pension costs, and annual lump sum payment towards the pension fund deficit, for 2020/21 to 2022/23. A £60,000 increase in the lump sum funding is included for 2021/22 as part of the agreed approach.

## **11.0 Service issues, Budget Pressures and Risks**

### Commercial Income

- 11.1 Over recent years the Council has acquired a number of strategic properties within the Borough across a variety of property types and sectors. In many cases the properties have been enhanced or developed to attract employers or services to the Borough.

- 11.2 In 2021/22 new rental income is incorporated from Goldsworth Park Shopping Centre and from the new Industrial Units created at Kestrel Way. The additional rental income from properties acquired during the year is shown in the services variations (Appendix 2) whilst the financing costs are in the interest budget for 2021/22.
- 11.3 Budget reductions in rental income reflect agreed leases and current vacant space across the a number of properties including Wolsey Place, Midas House, the Red House and the Triangle Site which is now part of the HIF development.
- 11.4 The current crisis has affected almost all businesses. The National lockdown in March required businesses to close to the public, and staff to work at home. Even as restrictions were relaxed, social distancing requirements have meant that business has been very different. A second lockdown for November in the run up to Christmas will increase difficulties for a number of tenants, particularly the retail and hospitality sectors.
- 11.5 The Council's commercial income has been affected by non-payment of rents during 2020/21. As the pandemic continues, many businesses will have used reserves to survive. Some have adapted their business models and have been able to continue to trade. Others may not have been in a strong financial position to start with or have found that the restrictions undermine their entire business and it's possible that they may not be able to continue until the pandemic is over.
- 11.6 To reflect the risk to commercial income across the whole property portfolio a further allowance for irrecoverable rents and service charges of £5m has been incorporated into the draft 2021/22 budget. This is based on 2020/21 expected defaults and deferred income. The level of this provision will continue to be considered ahead of finalising the budget in February, in particular assessing known changes to tenants, any agreed changes to rental levels and income received at the December rental quarter.

#### Leisure

- 11.7 The Council's leisure provider, Freedom Leisure, has been severely impacted by the restrictions during 2020/21 as all facilities were required to close and have only gradually been opened. A further closure for November will again impact the finances of the service, with no income generated while some costs are unavoidable. In order that the facilities continue to be available to the community when they are allowed to open, it has been necessary to provide financial support towards operating costs during the year and no management fee has been received.
- 11.8 It is considered that it may be necessary to forego the management fee due to the Council for a further period during 2021/22. No increase in the income has been assumed and an allowance of 6 months loss of management fee is included.

#### Housing

- 11.9 The Council has incurred additional housing costs during 2020/21 to meet the needs of those needing shelter. It is assumed that further support from the government will be received to meet any continuing costs a result of the pandemic during 2021/22. This will be assessed again prior to finalising the budget in February.
- 11.10 During the year the HG Wells centre has been used to provide accommodation. The lease, which was due to terminate at 30 September 2020 has been extended to 31 March 2021 to continue to provide this resource. From 2021/22 all budgets relating to the HG Wells operation will be removed. Any continuing costs will therefore be in excess of any budgetary allowance and will be attributed to the pandemic response.

Service ambition

- 11.11 The Council has ambitious plans which include work in important areas such as climate change however resources are not currently available to be able to progress these schemes. Service development has had to be 'suspended' in a similar way to projects suspended in the Investment Programme. It is hoped that this work can continue once the financial position and forecasts are more stable.
- 11.12 The Medium Term Financial Strategy included assumed costs relating to the opening of the new Sheerwater leisure facilities which are due to be open to the public in October 2021. The draft budget currently does not include any allowance for costs relating to this new provision.

Risk Contingency

- 11.13 The risk contingency has been retained at £250,000 in the draft Budget. This will be reviewed before the final budget is presented in the light of the risks associated with the budget, any savings target, the level of general and specific reserves and in the context of the Council's planned business.

**12.0 Investment Programme and Treasury Management**

- 12.1 To preserve the Council's resources at this uncertain time, it has been necessary to temporarily suspend uncommitted projects within the Investment Programme. Further details can be found in the draft Investment Programme also on this agenda.
- 12.2 Projects which have been suspended are those either directly funded by the Council's revenue reserves or which are funded by borrowing with the associated financing costs. The risk of revenue losses in 2020/21, and going forward, require all revenue reserves to be protected to be able to fund these pressures until a sustainable budget position can be established.
- 12.3 The interest, repayment costs and investment income in the General Fund Summary relate to the draft Investment Programme excluding those suspended projects. For many projects funded by borrowing the saving is not immediate where forecasts assumed that interest would be capitalised during the construction phase. In addition it has been necessary to reduce the allocation of interest to projects where there had been initial costs incurred. This means a further £40k of interest will need to be funded by revenue costs in year.
- 12.4 The increase in net interest costs (£1.76m) is partly offset by the income from the Goldsworth Park Shopping Centre and the new Kestrel Way industrial units (£1.2m) and includes a half year the financing costs of the new Victoria Square car park (£737k).
- 12.5 Lending to group companies generates income to support the Council's budget. The business plans for all of the group companies will all roll forward in a similar way to the Council's service plans. The Investment Programme and treasury estimates will continue to be updated to reflect any changes in timing and the additional request for funding for the Poole Road energy centre as set out in the Investment Programme.
- 12.6 The interest estimates will be further reviewed in the period to preparing the final 2021/22 budget:
- To incorporate any further changes to the Investment Programme including project timing and any further impacts of major regeneration schemes
  - To reflect any changes in the interest rate forecasts provided by the Link Asset Services, the Council's treasury management consultants.
  - To further review the Minimum Revenue Provision (MRP) assumptions.

**13.0 Medium Term Financial Strategy (MTFS)**

- 13.1 The MTFS was last approved by the Council in April 2019 and was due to be updated in March 2020 as the Country went into lockdown. The uncertain financial position for both 2020/21 and future years have delayed any revision to the MTFS since lockdown. It remains very difficult to establish the reduction in income streams and how long it may take for them to be rebuilt.
- 13.2 A further area of uncertainty for the MTFS is government funding from 2021/22 onwards. The forecast has been updated to postpone the funding reduction due to the Fair Funding and Business Rates retention changes by a year. The previously assumed £1m reduction in funding is now shown in 2022/23.

**Future Government Funding**

	Actual		Estimated		
	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
Business Rates	2,100	2,135	2,178	2,221	2,266
New Homes Bonus	1,181	676	275	14	0
Adjustment post BR retention/FF review				-1,000	-1,500
<b>Total Funding</b>	<b>3,281</b>	<b>2,811</b>	<b>2,453</b>	<b>1,235</b>	<b>766</b>
Reductions in funding	-159	-470	-358	-1,217	-470

- 13.3 A simplified MTFS summary is provided below. Much of the previously assumed income and expenditure is uncertain in the current climate and therefore only the key areas of budgetary variations are shown. This forecast will be updated as the budget is refined and as a clearer view on the future can be established. As such it is indicative only.

WOKING BOROUGH COUNCIL - MEDIUM TERM FINANCIAL STRATEGY

	2021/22	2022/23	2023/24	2024/25	TOTAL
	£'000	£'000	£'000	£'000	£'000
<b>Pressures</b>					
Remove contribution from reserves	1,500	10,431			11,931
Remove Business Rates pooling/CF surplus/20-21 deficit		-56			-56
General Service Pressures		675	675	675	2,025
Pension costs		60	60		120
Government Funding reductions		1,217	470	470	2,157
<u>Investment Programme pressures:</u>					
Investment Programme projects		225	248		473
Town Centre Car Parks financing costs		1,405			1,405
Sheerwater Leisure facilities - operational cost		700			700
York Road Project/Sythwood		210			210
	1,500	14,867	1,453	1,145	18,965
<b>Funded by:</b>					
Fees and Charges - Recovery in Parking income		-2,000	-1,000	-250	-3,250
Commercial Rents - Increase in income recovered		-3,500	-1,500		-5,000
Leisure - Recovery of full Management Fee		-402			-402
Council Tax income		-300	-300	-300	-900
Investment in Housing		-689	-750		-1,439
Productivity and Procurement Target	-1,500	-1,000			-2,500
<b>In year savings required/Use of reserves</b>	0	6,976	-2,097	595	5,474

13.4 Savings targets of £1.5m for 2021/22 and £1m for 2022/23 are assumed, together with a recovery of the Covid-related income provisions (Commercial Rents, Parking and Leisure) during 2022/23 and 2023/24. The investment programme costs are based on the current funded programme and therefore do not include costs of 'temporarily suspended' projects.

13.5 Over the 4 years of this forecast, a further £5.5m ongoing savings or income would need to be achieved, however the timing of the recovery means that more is required in 2022/23 while the income base recovers. The Council would need to make service savings to cover the additional costs in 2022/23 if reserves have been used to cover Covid losses in 2020/21 and 2021/22. Some of these savings are only needed temporarily until income is restored.

#### 14.0 Revenue Reserves

14.1 A transfer to or from reserves is used in the budget to manage the timing of Medium Term Financial Strategy (MTFS) strategies. In 2019/20 the removal of negative RSG meant that it was possible to transfer £1.3m into the MTFS reserve. In 2020/21 a £288,000 use of reserves was planned.

14.2 The forecast outturn for 2020/21 would suggest that circa £10m could be required to meet budget deficits due to lost commercial revenue streams and unsupported income and expenditure due to the Covid pandemic. The draft budget for 2021/22 shows a requirement of £11.9m from reserves.

14.3 The following reserves have been identified which could be used to meet these pressures.

<u>Available reserves at 31.3.20</u>	<u>£m</u>
Investment Strategy Reserve	2,453
MTFS	4,999
Dukes Court	3,273
Off Street Parking	2,000
Victoria Square	1,985
Business Rates	3,151
Wolsey Place	3,199
	<u>21,060</u>

14.4 Based on current planned spend, it is possible that the Council's available reserves could be used by the end of 2021/22. This would remove any buffer to absorb further pressures, and would mean there would be no resources left to provide support in 2022/23 and beyond.

14.5 It is not possible to set a budget which exhausts the financial reserves of the Council and provides no mechanism towards setting a balanced budget in future years given known or forecast pressures.

### **15.0 Approach to developing the MTFS**

15.1 It is clear that the use of reserves to cover commercial losses forecast in 2020/21 and 2021/22 would substantially deplete the Council's reserves. The revenue reserves were established recognising the need to be able to manage the impact of the Council's regeneration schemes becoming operational over the coming months, and the potential loss of income as properties were redeveloped or tenants lost.

15.2 The Council had built reserves to be able to withstand an economic downturn, an issue with a particular tenant, building or sector. Properties held are across the office, industrial, retail and hospitality sectors. All within Borough in areas well known to the Council and with future strategic development or improvement plans.

15.3 A crisis of the current scale, which so comprehensively affects the local, national and global economy was not envisaged. The issues are ongoing, and it is not clear for how long. It is therefore necessary to take action now. It cannot be assumed that the position can be managed beyond 2021/22 without putting the Council at significant financial risk.

#### Review of service expenditure

15.4 Without government support in allowing the Council to manage the costs of the pandemic flexibly, the Council will need to secure savings to minimise the use in reserves aiming to maintain resources for as long as possible.

15.5 It is recommended that all services be requested to identify savings or additional income which could be realised in the remainder of 2020/21 or 2021/22. Budgets will be reviewed for:

- Staffing cost savings
- Expenditure which can be deferred or permanently reduced
- Fees and Charges which could be introduced or increased
- Discretionary expenditure which could be avoided

15.6 It is recognised that this would be the worst time to reduce support to our community. It is also recognised there are often short term costs involved in reducing services which would need to be covered, reducing any immediate saving made. Reductions in discretionary spend, such

as through the community grants scheme, would disproportionately impact those most in need. Savings should minimise the impact on residents and community services wherever possible but the option will need to remain until a sustainable position is achieved.

Capitalisation Direction

- 15.7 It is proposed that the Council engages with the government to request the ability to spread commercial losses and unfunded service income losses relating to Covid. The costs would be funded by borrowing and financed over the long term. This would reflect the once in a lifetime nature of this crisis, which should not be entirely borne by the current taxpayer.
- 15.8 The costs would be met locally but over a period of time which allows them to be met through managed service efficiencies whilst not requiring significant reductions to local services.
- 15.9 The tables below show the annual financing costs of the assumed losses at 2.5%. It is assumed £10m is capitalised in each of 2020/21 and 2021/22 and a further £5m, as the economy slowly recovers and other actions taken by the Council are realised, in 2022/23.

<b>Year</b>	<b>Forecast Covid Revenue Loss £'000</b>	<b>Annual Cost 50 year Annuity £'000</b>	<b>Annual Cost 25 year Annuity £'000</b>	<b>Effective</b>
2020/21	10,000	£351,486	£540,353	01-Apr-21
2021/22	10,000	£351,486	£540,353	01-Apr-22
2022/23	5,000	£175,743	£270,176	01-Apr-23

Summary of Financing cost based on Annuity Loans at 2.5%

<b>Annual Financing Cost</b>	<b>50 Year Loan</b>	<b>25 Year Loan</b>
2021/22	£351,486	£540,353
2022/23	£702,971	£1,080,705
2023/24 onwards	£878,714	£1,350,881

- 15.10 To provide the Council with flexibility to manage to a sustainable financial position going forward it is recommended that the Council seeks to borrow over 50 years, incurring an annual financing charge relating to the Covid pandemic of circa £880,000.

**16.0 Implications**

Financial

- 16.1 The financial implications are explicit in this report.

Human Resource/Training and Development

- 16.2 No new human resource or training and development implications arise from this report.

Community Safety

- 16.3 There are no specific community safety implications.

Risk Management

- 16.4 Risks to budgets are identified through ongoing monitoring throughout the year with variances reported monthly in the Green Book. Budgets are adjusted as appropriate in the following year. One-off or short term variances are met from the contingency at the end of the financial year.



16.5 Where specific risks have been identified they have been set out in this report and steps will be taken to mitigate against them.

Sustainability

16.6 There are no specific sustainability implications.

Equalities

16.7 There are no specific equalities implications.

Safeguarding

16.8 There are no specific safeguarding implications.

**17.0 Consultations**

17.1 No public consultations have been undertaken in preparing this report. Corporate Management Group, Managers and Portfolio Holders have been consulted in the preparation of the draft budgets.

REPORT ENDS



## GENERAL FUND SUMMARY

	ESTIMATE 2020/21 £	ESTIMATE 2021/22 £
<b>TOTAL PROGRAMME REQUIREMENTS</b>	-2,802,978	6,490,835
MTFS savings requirement	-100,000	-100,000
<b>PROGRAMME REQUIREMENTS AND SAVINGS TARGETS</b>	-2,902,978	6,390,835
Management of Change	250,000	250,000
Risk Contingency	250,000	250,000
New Homes Bonus	-676,239	-676,239
Business Rates Surrey Pool	-200,000	-200,000
PFI Unitary Charge and management	175,000	175,000
Investment Programme items funded from revenue	340,000	134,000
<b>NET COST OF SERVICES</b>	-2,764,217	6,323,596
<b><u>INTEREST AND OTHER ITEMS</u></b>		
- Interest costs	52,301,099	59,264,713
- Interest and Investment Income	-33,231,503	-38,433,383
<b>NET OPERATING EXPENDITURE</b>	16,305,379	27,154,926
<b><u>USE OF RESERVES/BALANCES</u></b>		
- Contribution to Investment Strategy Reserve	1,318,694	1,318,694
- Use of MTFS and Other Revenue Reserves	-288,501	-11,931,466
- New Homes Bonus transferred to Reserve	276,239	476,239
- Contribution from Wolsey Place reserve	-1,003,347	-1,003,347
- Contribution from Capital Reserves	-3,647,946	-3,647,946
- Contribution from Reserves - Management of Change	-250,000	-250,000
- Contribution from Reserves - IP items funded from revenue	-340,000	-134,000
<b>AMOUNTS TO BE MET FROM LOCAL TAXATION AND GOVERNMENT GRANTS</b>	12,370,518	11,983,100
<b>EXTERNAL FINANCE - SETTLEMENT FUNDING ASSESSMENT</b>	-2,134,625	-2,134,625
- Transition Grant	0	0
<b>PRECEPT ON COLLECTION FUND</b>	10,235,893	9,848,475
<b><u>FORECAST COUNCIL TAX LEVEL</u></b>		
Precept on Collection Fund (from above)	10,235,893	9,848,475
Working share of Collection Fund Surplus(-)/Deficit 31 March 2020	-29,508	-44,014
Working share of Forecast Collection Fund Deficit 2020/21		300,000
	10,206,385	10,104,461
Council Tax Taxbase	41,580	40,343
Council Tax Requirement (£)	£245.46	£250.46
<b>Year on year increase (£)</b>	<b>£5.00</b>	<b>£5.00</b>
<b>Year on year increase (%)</b>	<b>2.08%</b>	<b>2.04%</b>



<b><u>PROGRAMME REQUIREMENTS - SUMMARY OF VARIATIONS</u></b>	
	<b><u>GENERAL FUND TOTAL</u></b>
	<b>£</b>
<b>ORIGINAL ESTIMATE 2020/21</b>	<b>-2,802,978</b>
<u>General Budget Pressures</u>	
Management and Administration	-72,647
Contractual Inflation	225,000
Energy	25,000
Business Rates	290,000
Fees and Charges - car parking included below in Covid section	-136,641
Other Minor Variations	7,069
	337,781
<u>Specific Service Issues</u>	
- Income from new Strategic Properties Goldsworth Park Shopping Centre	-926,450
- Dukes Court rents remove allowance for future maintenance	-580,171
- Commercial Properties Rent Income from new leases	-229,154
- Commercial Properties Rent Income adjustments to existing leases	114,247
- Reduction in Midas House rents due to voids	292,962
- Reduction in Red House rents due to voids	276,177
- Reduction in Wolsey Place rents due to voids	620,000
- Reduction in rents due to redevelopments	395,668
- Income from replacement assets	-200,000
- Commercial Properties increase in maintenance and consultant costs	143,421
- NNDR for Midas House, Dukes Court, Wolsey Place	580,000
- Removal of Town Centre Leisure - lease expiry	-111,736
- Environmental Maintenance Contract Oak Processionary Moth	50,000
- Corporate Management (Hire of HGWells)	-104,000
- Support for Accredited Groups Discount (Hire of HGWells)	-195,000
- Meals Service Provisions	24,000
- Remove Land Charges income - service transfer to Land Registry	173,052
Total Service Variations	323,016
<u>Covid Specific Issues</u>	
Reduction in Car Park income	3,217,016
Allowance for irrecoverable Commercial Rents	5,014,000
Additional Business Rates due for vacant units (to be confirmed)	
Loss of Freedom Management Fee (half year)	402,000
Total Covid Specific Variations	8,633,016
<b>ORIGINAL ESTIMATE FOR 2021/22</b>	<b>6,490,835</b>



EXECUTIVE – 19 NOVEMBER 2020

## DRAFT HOUSING REVENUE ACCOUNT BUDGET UPDATE 2021-22

### Executive Summary

This report represents an interim stage of the Business Planning process of the Council.

Following the end of the rent reduction period in April 2020 social housing rents are now increased by CPI + 1%. The budgeted rents have been prepared on this basis and rents have been increased by 1.5% (September CPI of 0.5% plus 1%).

On 13 February 2020 Council approved the full Sheerwater Regeneration Scheme under which the HRA will lose the rental income from the dwellings within the regeneration red line. As discussed later in the report, many dwellings within the Regeneration Red Line are now being held as vacant if they become void. This is necessary to minimise moving tenants and will allow the regeneration to be carried out efficiently. However the HRA is foregoing the rental income from these dwellings and the financial implications arising from the Regeneration continue to create an HRA deficit which will be funded by a transfer from reserves in 2021/22.

The Covid crisis has had a significant impact on HRA rent collection in 2020/21 with arrears estimated to increase by around 7% to 8.5%. However further lock downs may increase this percentage and reduce the scope to collect the arrears.

The working balance per property is forecast to be £100 at 31 March 2021. £100-£150 balance per property is considered to be necessary for prudent financial management.

### Recommendations

The Executive is requested to:

#### RESOLVE That

- (i) the draft Housing Revenue Account budgets for 2021/22, as set out in Appendix 1 to the report, be agreed; and
- (ii) Managers, Corporate Management Group and Portfolio Holders continue detailed budget preparation for consideration by the Executive in February 2021.

### Reasons for Decision

Reason: Consideration of these proposals will enable the preparation of the Council's Housing Revenue Account budgets for 2021/22 to proceed.

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

## Draft Housing Revenue Account Budget Update 2021-22

**Background Papers:** None.

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**Date Published:** 13 November 2020



### 1.0 Introduction

- 1.1 This paper sets out the Council's draft Housing Revenue Account (HRA) budgets (Appendix 1) for 2021/22.
- 1.2 Detailed explanations of the changes and pressures within the different elements of the budget are set out in the sections below. The HRA is forecast to make an estimated deficit of £706,000 with a £715,000 contribution from reserves being required to maintain a working balance per property of £100. A range of £100 to £150 per property is considered prudent.

### 2.0 Forecast Outturn

- 2.1 Adjustments to the revised estimates for 2020/21 have been made to reflect variations identified during the year to date.
- 2.2 At the end of the second quarter of 2020/21, the collection rate is approximately 6% down on the comparative period last year. This position is due to many tenants struggling with the financial impact of Covid-19. Work continues to ensure that those tenants who have stopped paying receive advice and support in accessing Universal Credit. Nevertheless, the overall arrears position is predicted to increase by around £200,000 - £250,000 per quarter. It is worth noting that following the embargo on taking recovery action to 23 August 2020, the courts have a considerable backlog and are prioritising the most serious cases (i.e. significant ASB, substantial rent arrears of more than 1 year, etc.).
- 2.3 It is unclear at this stage what the ongoing financial impact will be on the Housing Revenue Account. However, assuming there is no improvement in the collection rates, we would anticipate the projected increase in arrears, due to Covid-19, to be in the region of between 7% and 8.5% for 2020/21, which equates to a full-year rent arrears increase of between £0.8m and £1.1m.
- 2.4 HRA interest costs are forecast to be £5,205,000 in 2020/21, against a budget of £5,238,000 providing an estimated saving of £33,000. This is due to PWLB rates being lower than forecast for half the year and expenditure on new build developments being slower than forecast.

### 3.0 Approach to Budget Setting 2021/22

#### Assumptions

- 3.1 The draft budgets in this paper should be considered alongside the draft 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. This allocation will be reviewed for the final budget to ensure the apportionment reflects the current structure.

### 4.0 Rents and Other Charges

- 4.1 On the 4<sup>th</sup> 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 ending the four year rent

## Draft Housing Revenue Account Budget Update 2021-22

reduction period. A rent increase of 1.5% (September CPI of 0.5% plus 1%) has been incorporated into the draft estimates.

### Recovery of Charges

- 4.2 Service charges, including energy charges, are based on the cost of the service being provided. The Chief Finance Officer has delegated authority to vary service charges in line with external factors.
- 4.3 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. An energy charge review was carried out in 2020/21 and the Draft Budget incorporates the amended charges.
- 4.4 Housing Related Support charges were reviewed and the new charges introduced from April 2020. Up to 31<sup>st</sup> 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 under the new arrangements tenants in receipt of means tested benefit continue to receive the service free of charge.

### Implementation Date

- 4.5 The new rents will be applied from the first Monday in April (i.e. 5 April 2021) and the service charge uplift with effect from 2 August 2020.

## **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 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. HRA borrowing from April 2017 onwards are 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 £5,204,682 in 2020/21 and £5,422,807 in 2021/22. These costs include the borrowing taken on to fund the new build development schemes detailed in the Housing Investment Programme elsewhere on the agenda. £12,490,000 additional borrowing is forecast over 2020/21 and 2021/22.
- 5.3 The 2021/22 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. The borrowing relates to long life assets which are fully maintained.

## **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.

### Covid Crisis

- 6.2 The Covid Crisis is having a significant impact on HRA rent collection as tenants are faced with financial hardship and lockdown restrictions reduce the ability to collect monies owed. It is estimated arrears will increase by around 8% in 2020/21 and it is not yet known how much of this will be collectable. At this point it is also impossible to quantify what impact the virus will have in 2021/22. However an additional bad debt provision of £200,000 has been built into the 2021/22 Draft Budget.

HRA New Build Developments

- 6.3 As detailed in the Affordable Housing Expenditure Update report, which went to the October 2018 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 retained one for one receipts and increase the local affordable housing supply.
- 6.4 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 Bonsey lane, Corner of Rydens\Sundridge Road, and Old Woking Independent Living Scheme projects will complete in 2021/22.
- 6.5 Historically HRA dwellings have been let at Social rent levels. Social rents are calculated using a prescribed complex formula which takes 70% of the national average rent and adjusts it based on how the property value and local earnings (using the relative county earnings) compare to the national average. Both the property value and relative county earnings are at 1999 levels and the outcome can only be adjusted by 5 or 10%. This formula is applied nationally and makes no further allowance for local circumstances. Therefore there is little flexibility within this formula to set a rent which is suitable for the relevant part of the borough, suitable for the type of accommodation, and ensures the financial sustainability of the HRA and affordability to tenants.
- 6.6 The additional rental income generated by the new build units is unlikely to cover the management, maintenance, and interest costs attributable to the new build dwellings. The net cost of these developments will therefore be subsidised by HRA surpluses. New build rents will be reviewed upon completion to ensure they are set at a level which guarantees the schemes are affordable. Under the Kingsmoor Park Development, a level of social rent which is suitable for Woking was determined. Where possible the new units will be let at or just below Kingsmoor Park rent levels (which are shown below) and capped at a LHA levels. To enable this new build units will be grouped into an Affordable (up to 80% of market rents inclusive of service charge) Rent Category within the HRA. This will provide flexibility to set suitable rents.
- 6.7 The 2021/22 Kingsmoor Park rent levels are;

<b>2020/21 Kingsmoor Park Rents</b>	
<b>Unit Type</b>	<b>£</b>
<b>Rents £ pw</b>	
1 bed flat	<b>£125</b>
2 bed flat	<b>£142</b>
2 bed house	<b>£153</b>
3 bed house	<b>£176</b>
4 bed house	<b>£185</b>

### Retained One for One Replacement Receipts

- 6.8 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 proposed arrangements may provide flexibilities around holding the receipts for a longer period and passing them to a group company. However no further announcements have been made.
- 6.9 The HRA developments detailed in the Housing Investment Programme 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. If there is a short fall in retained receipts the HRA will have to borrow to fund 100% of the development until sufficient receipts have been received.
- 6.10 The Council has recently secured Homes England Investment Partner Status along with almost £2 million of capital grant funding towards Hale End Court. Officers will continue to work with Homes England to access grant for other affordable housing schemes to deliver this programme.

### Repairs, Maintenance, and Management & Contractual Inflation

- 6.11 Minor changes to repairs, maintenance, and energy budgets have been made to align them with the actual level of expenditure being incurred.

### Major Repairs Contribution

- 6.12 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 31<sup>st</sup> March 2020 asset value the depreciation amount is estimated to be £3,700,000 in 2020/21.

### Sheerwater Regeneration

- 6.13 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. On the 4 April 2019 the Council approved a further short-term loan facility of £42m to TDL, on terms previously approved, to enable the first residential phase (Purple).
- 6.14 In February 2020 the full Sheerwater scheme and financing facilities were approved by Council. The Council approved use of Compulsory Purchase Order powers for the regeneration in July 2020. Good progress is being made on the leisure facilities and Purple phase construction.
- 6.15 Under the Sheerwater Regeneration approximately 397 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 397 dwellings. This places pressure on the HRA and an annual transfer from reserves is forecast to be required in order to sustain the HRA in the earlier years of the regeneration. The financial impact of the regeneration is already significant as dwellings which become void within the red line are being held as vacant. The HRA therefore loses the rental income from these dwellings but there is no offsetting saving

on management costs or Depreciation etc. or a contribution from the project for the units being transferred.

- 6.16 Currently there are 193 void HRA dwellings within the red line. As the phasing of the project is finalised some of these units will be re-let as temporary accommodation. However it is likely any re-letting of properties will be offset by new voids in areas which are in the earlier phases on the scheme. The 2021-22 budget assumes that any dwellings currently void will not be re-let in future. It also assumes that there will be no income from dwellings due to be demolished within the first 36 months of the regeneration project and with no offsetting savings until 2022/23. This removes an estimated £1.5m income from the HRA Operating Account in 2021/22. This will increase if more properties within the red line become void and are not offset by additional re-lets.
- 6.17 The financing of the Sheerwater Regeneration Project allows for a capital receipt to be made from the Project to the HRA to compensate it for the historic HRA debt relating to the demolished dwellings. However the timing will depend on the financial position of both the project and the HRA which will need to be reviewed over the course of the project.

### Reserves and Balances

- 6.18 With the removal of the Revenue Contribution to Capital Outlay (RCCO) the total contribution to the Asset Management Programme reduces from £4,664,000 in 2019/20 to £3,700,000 in 2021/22.
- 6.19 The balance on the HIP Reserve is £4,834,000 as at 31 March 2020. It is likely that the remaining balance will need to be ring-fenced to be used to maintain an HRA Surplus during the construction phase of the Sheerwater Regeneration and to offset the rental income lost due to the Covid Crisis.

## **7.0 Conclusion**

- 7.1 The 4 year rent reduction period has had a significant impact on the financial position of the HRA. While the return to rent increases of CPI + 1% is welcomed the rental income over the HRA 30 Year Business Plan will be considerably less than that calculated under Self-financing.
- 7.2 The regeneration of Sheerwater has started meaning the HRA will forego the rental income on void and demolished dwellings within the red line. As detailed in the report it is estimated that the HRA will use reserves of £715,000 to maintain the working balance per property of £100 in 2021/22

## **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 will be reported in the Performance and Financial Monitoring Information booklet (the “Green Book”). 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 2020/21 £	ORIGINAL ESTIMATE 2021/22 £
<b>SUPERVISION &amp; MANAGEMENT</b>		
Estate Management	5,101,038	5,125,908
Rent Accounting/Collection	-41,265	-41,265
Home Support Service	749,944	749,944
Tenant Participation	12,598	12,598
Repairs Admin	59,387	59,387
Democratic Process	1,531,741	1,531,741
	<u>7,413,443</u>	<u>7,438,313</u>
<b>DEPRECIATION</b>	3,892,898	3,700,000
<b>MAINTENANCE</b>		
Day to Day Repairs	462,362	695,168
Revenue Voids	688,131	455,425
Planned Maintenance	1,111,102	1,114,102
	<u>2,261,595</u>	<u>2,264,695</u>
Subsidy Limitation	0	0
Debt Management Expenses	36,000	36,000
<b>TOTAL EXPENDITURE</b>	<u><b>13,603,936</b></u>	<u><b>13,439,008</b></u>
<b>INCOME</b>		
<b>GROSS RENTS &amp; SERVICE CHARGES</b>	18,599,315	18,383,871
Additional Bad Debt Provision For Covid Impact		-200,000
<b>INTEREST COUNCIL HOUSE MORTGAGES</b>	1,149	1,149
<b>TOTAL INCOME</b>	<u><b>18,600,465</b></u>	<u><b>18,185,020</b></u>
<b>NET (COST)/SURPLUS OF SERVICES</b>	<b>4,996,529</b>	<b>4,746,012</b>
Interest Payable and Similar Charges	5,237,927	5,422,807
Amortisation of Premiums and Discounts	29,817	29,817
Revenue Contribution to Capital Outlay	0	0
<b>Surplus (Deficit) for Year</b>	<u><b>-271,215</b></u>	<u><b>-706,612</b></u>
<b>WORKING BALANCE STATEMENT</b>		
Surplus (Deficit) brought forward	500,288	332,271
Surplus (Deficit) for Year	-271,215	-706,612
Interest on Working Balances	198	-319
Surplus (Deficit) carried forward	<u>229,271</u>	<u>-374,660</u>
TRANSFER TO (FROM) RESERVES (HIP Reserve)	-103,000	-715,000
Surplus (Deficit) carried forward	<u>332,271</u>	<u>340,340</u>
No. of Dwellings @ 31 March	3,353	3,410
WORKING BALANCE PER PROPERTY	100	100





EXECUTIVE – 19 NOVEMBER 2020

## HEALTH AND WELLBEING STRATEGY

### Executive Summary

This report asks the Executive to note the work planned to develop a Health and Wellbeing Strategy in collaboration with residents and partners and support the formalisation of the partnership work through the North West Surrey Integrated Care Partnership Alliance Agreement.

It asks the Executive to note the positive work underway with partners and support the work to retain the significant voluntary effort that has been created during the pandemic for the benefit of the Borough in partnership with local community organisations and the Voluntary Community and Faith Sector (VCFS).

### Recommendations

The Executive is requested to:

#### RESOLVE That

- (i) the work to create a Health and Wellbeing Strategy in collaboration with residents and partners be noted;
- (ii) the North West Surrey Integrated Care Partnership Alliance Agreement be supported and authority to sign the Alliance Agreement be delegated to the Chief Executive; and
- (iii) a Health and Wellbeing Strategy and programme of work be reported back to Executive in Spring 2021.

### Reasons for Decision

Reason: To enable the Council to work with partners to better deliver services that support the Health and Wellbeing of Woking residents.

The Executive has the authority to determine the recommendation(s) set out above.
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**Background Papers:** None.

**Reporting Person:** Julie Fisher, Director of Community Services  
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**Contact Person:** Diana Chan, Health and Wellbeing Manager  
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**Portfolio Holder:** Councillor Debbie Harlow  
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**Shadow Portfolio Holder:** Councillor Deborah Hughes  
Email: [cllrdeborah.hughes@woking.gov.uk](mailto:cllrdeborah.hughes@woking.gov.uk)

**Date Published:** 13 November 2020

### 1.0 Strategic context

- 1.1 Woking is a great place to live, work and play and generally Woking residents are healthy with good life expectancy. However, outcomes are not as good for some people as they could be. A key driver for developing a Health and Wellbeing strategy together with residents and partners is the ambition to narrow the gap between those with the best and worst health and wellbeing. This means paying attention to the wider determinants of health, such as cultural and environmental conditions, access to jobs, good quality housing, education, and community safety as well as lifestyle factors such as physical activity and smoking and alcohol use.
- 1.2 Paying attention to these wider determinants of health alongside our traditional health and care services will help us in improving wellbeing outcomes for Woking residents and creating healthy and resilient communities.
- 1.3 The Marmot review of 2010: Fair Society, Healthy Lives was a landmark study of health inequalities in England. A further review in 2020 has highlighted that there has been some progress since 2010, but unfortunately, evidence suggests that health inequalities remain present in our society and the gap between affluent and less affluent areas is increasing, as well as the stalling of life expectancy.
- 1.4 The health of people in Woking is generally better than the England average. Woking is one of the 20% least deprived districts in England. However, approximately 9.7% (1,835) children live in low income families and although life expectancy for both men (81.9) and women (84.3) in Woking is higher than the England average, life expectancy is 5.7 years lower for men and 4.6 years lower for women in the most deprived areas of Woking than in the least deprived areas.
- 1.5 The pandemic has also had and will continue to have a significant impact for Woking residents and work is underway to build a comprehensive picture of that impact across Woking to ensure that any changes in service delivery addresses the needs of our communities. Understanding wellbeing outcomes and inequalities that exist across the Borough will inform the key actions of our Health and Wellbeing Strategy.
- 1.6 The pandemic has also brought forward many changes to the way in which health services are organised and accessed, leading to strategies that place outpatient services away from acute emergency settings into the community. The Council is working closely with health colleagues to look at innovative ways in which access to health and care services can be improved in a sustainable way in the future.
- 1.7 The Council will be developing a Health and Wellbeing strategy during a time of great change at a national and local level and we will need to adapt our approach and activities to new developments as they occur. Working with our partners in the North West Surrey Integrated Care Partnership and formalising that relationship through the Alliance Agreement will enable us to develop sustainable services in the future.

### 2.0 Working in Partnership

- 2.1 There are four Integrated Care Partnerships within the Surrey Heartlands Integrated Care System. Woking Borough Council is a key partner in the North West Surrey Integrated Care Partnership (NWSICP). This partnership will be a key vehicle for development of a sustainable Health and Wellbeing strategy for Woking residents. Across all Integrated Care Partnerships there is increased emphasis on wellbeing and prevention in which Woking Borough Council plays an ever more important role.

Map showing Integrated Care Partnerships in Surrey:



- 2.2 The work of Surrey Heartlands and the NWSICP is informed by the NHS Long Term Plan which stresses the importance of the role that local councils and the voluntary, community and faith sector play in improving the health of the populations they serve. There is increased emphasis on the creation of healthy, as well as sustainable communities. Preventative healthcare is also the focus for modern society and helping individuals to take responsibility for managing their healthcare needs where possible. The development of the Integrated Care Partnership provides the platform for health and care organisations to work more closely together across North West Surrey. The member organisations of the partnership are listed in Appendix 1 of this report.
- 2.3 The Council has worked with its partners to develop new and integrated services over the past two years that are improving outcomes for Woking residents:
- The Council's Home Independence Team now works as part of a new integrated discharge hub at Ashford and St Peters Hospitals. This enables a safe, co-ordinated approach to a person's discharge from hospital and ensures the correct services are in place to facilitate the discharge process.
  - The new Homesafe Plus service tailors existing Borough services to provide immediate support after an individual is discharged from hospital and over the course of six weeks will link patients to a variety of services that are available. These services may include: community meals, handyman/home improvement services including temporary key safes, social prescribing or to inform the Council of a housing need.
  - The Social Prescribing service has been created to support GP and non GP referral routes for the local community. The team provides a wealth of support, advice, signposting and information to assist residents who need assistance with benefits forms, housing advice and access to exercise and classes as examples.
  - Woking Independent Show Home (WISH) at Brockhill has been created to enable people to experience different types of adaptations and assess the suitability of various aids and equipment that will enable them to live independently. WISH also showcases the latest smart technology allowing both carers and older people to see how they can benefit from, for example, voice activated heating and lighting, video doorbell and voice activated curtain rails.
  - The Homelink team now provide support, advice and assistance across North West Surrey for disability adaptations in the home to support residents to live independently.

This team also administers a selection of home improvement grants loans for disabled, elderly or vulnerable residents.

- The Falls responder service provides timely support for older people in an emergency situation and takes pressure off the ambulance service. Work is also underway to look at how an integrated approach can ensure that an individual can be assessed at home rapidly, to prevent hospital admission, assessing what services and equipment might be needed to support this.
- The Council has taken significant steps to provide joined up support for vulnerable families, through the integration of the Family Centre teams with the Family Support programme. This ensures the Council works holistically with families that need support and provides outreach services for our communities, which have been invaluable during the pandemic.
- The Council continues to broaden the reach of its Centres for the Community. This will enable families to access services locally including health visitors and youth counsellors. Older residents can enjoy a community space that is active and engaging for all generations, with greater opportunities for intergenerational activities. It is a great benefit to manage these services locally, enabling staff to work together with housing, benefits and leisure colleagues.

2.4 All of these improvements in the way we work have been vital during the pandemic in supporting residents' mental as well as physical health.

2.5 Woking residents have also benefited significantly during the pandemic from the work of the voluntary, community and faith sector. Over recent months, many community hubs have provided food, medical and befriending support to vulnerable residents and we are in contact with their leaders to offer continued support and guidance as required.

2.6 All of these improvements have delivered better outcomes for Woking residents but there is more to do: formalising that work through the development of a comprehensive Health and Wellbeing Strategy and formalising our relationship with the NWSICP will help to ensure the limited resources we have deliver the best outcomes for residents.

### **3.0 The North West Surrey Integrated Care Partnership Alliance Agreement**

3.1 The Council wishes to formalise its relationship with the NWSICP through the adoption of the Alliance Agreement. The NWSICP Board agreed that closer formal integration across partners was needed to achieve the step change in service transformation, outcomes and sustainability needed across the system. The Alliance Agreement sets out how the members of the partnership will work together: the Vision of the Partnership, Objectives, the Principles and Values and behaviours each partner will adopt in the way they work together and sets out each organisations obligations. It does not override any of the Council's own decision making processes.

3.2 The Vision of the NWSICP : "The North West Surrey Alliance seeks to tackle some of the most significant challenges facing the health and care system. Ensuring we work together across organisational boundaries to deliver excellent outcomes for local people; supported by services sustainable in the long term".

3.3 The NWSICP objectives are set out in the agreement and clearly articulate how partners will work together to deliver sustainable, effective and efficient Services with significant improvements:

- a) To help people to prevent ill health and manage their own care

- b) To reduce health inequalities, using our collective resources to support those with the highest need and deliver excellent outcomes for all North West Surrey residents
- c) To deliver planned, responsive, joined up health and care services
- d) To create a culture of excellence and a supportive environment for our staff
- e) To deliver innovative solutions supported by technological and digital infrastructure
- f) To provide services as close to people's homes, as possible
- g) To create One Team to facilitate the best holistic care and to retain and attract the best talent
- h) To reduce duplication and waste
- i) To reconsider the way we invest our resources, focusing on prevention and the wider determinants of health outcomes
- j) To work with local communities to build new forms of partnership between the public sector, local citizens, community groups, the voluntary sector and local business.
- k) To develop a vibrant, sustainable Alliance between partner organisations

3.4 Officers are seeking delegated authority to sign the Alliance Agreement once all partners have agreed a final draft.

3.5 Following the Council adopting a Confidentiality Protocol at its meeting on 15 October 2020, it should be noted that the Alliance Agreement will contain provisions dealing with confidentiality. This is largely driven by the nature of the information that will be shared amongst the Alliance partners, i.e. sensitive personal data about recipients of health and care services. At the time of writing this report, the exact wording of the relevant clause has not been finalised. However, the Monitoring Officer will ensure that the extent of confidentiality provided for (including the period during which information will be confidential) is the minimum amount reasonably necessary to enable the Alliance to be set up and function. In accordance with the Confidentiality Protocol, full details of the confidentiality clause will be included in (i) the Register of Contractual Confidentiality Clauses maintained by the Monitoring Officer and (ii) the Project Workbook, prepared under the Council's Project Management Framework, for the Health and Wellbeing Strategy.

3.6 A comprehensive Health and Wellbeing Strategy for Woking will be developed within the framework of the NWSICP. It will focus on health creation and how its policies and decision making on all matters can support the creation of healthy and resilient communities in Woking.

### 4.0 Developing a Health and Wellbeing Strategy for Woking

- 4.1 The development of a Health and Wellbeing Strategy is the key focus of work for the Health and Wellbeing Task Group this year. In creating a strategy, Council Officers will be cognisant of the Surrey wide Health and Wellbeing Strategy and will continue to progress the continuous improvement actions that support the priorities set at a county level and report progress through the Health and Wellbeing Task Group.
- 4.2 A programme of work is also being developed with the NWSICP looking at the renewal of the physical estate as well as an ambitious programme of service transformation. The programme seeks to create a learning culture and to develop new business models that are joined-up across partners. These are both asset and programme based and look both at what happens with and between local statutory partners, the national picture and how we engage with the private and voluntary sector.
- 4.3 A key element of the work will develop a new operating model for Ashford and St Peters hospital, redistributing services from acute sites to community contexts. Progress is being made on a number of fronts including the relocation of some physio services into Woking Leisure Centre. The integration of these services into a community leisure setting has huge benefits for residents. Residents will access facilities and activities that they may never have done before impacting positively on their health and wellbeing.
- 4.4 The NWSICP will be reviewing how and where care services are accessed, looking at opportunities for service clusters in the community, as well as remote and virtual services. All of these changes should enable and encourage people and communities to manage their own health and care. There are considerable opportunities in Woking to develop integrated health and care provision, creating “new centres for the community” and better access to care.

### 5.0 Stakeholder Engagement

- 5.1 The Council will engage widely in creating a Health and Wellbeing Strategy and will do so in partnership with the NWSICP.
- 5.2 **Resident engagement** will inform the development of the strategy. It is anticipated that the newly formed citizens panel for the Council will provide the opportunity to gain valuable insight and feedback from individuals, about how we can use our resources most effectively to support health and wellbeing as well as what we might want to consider in future development. Survey feedback can also form part of this resident engagement element.
- 5.3 The Council will continue to work closely with the **voluntary, community and faith groups**. Statutory services represent only a small part of a person’s support network. Vital to our success is harnessing the skills, expertise assets and goodwill of local communities to develop a culture of healthy living and supportive neighbourhoods. Woking’s voluntary and community groups have been instrumental in providing much needed support to vulnerable families during the pandemic and will be a key element of building resilient communities and supporting residents’ wellbeing in the future. The Council will explore how it can strengthen the sector, working with them to explore a sustainable new funding models, ensuring where possible it retains the significant voluntary effort created during the pandemic for the benefit of the Borough.

### 6.0 Next steps

- 6.1 Further develop and strengthen our working relationship with the NWSICP through the signature of the Alliance Agreement.
- 6.2 Continue the work to develop a Health and Wellbeing Strategy through structured engagement with residents and partners and the voluntary community and faith sector.

6.3 Development of the local but integrated Health and Wellbeing Strategy for Woking to come to the Council in Spring 2021.

**7.0 Implications**

Financial

7.1 There are no immediate financial issues raised by this report.

Human Resource/Training and Development

7.2 There are no Human Resources/Training and Development issues raised by this report.

Community Safety

7.3 There are no community safety issues raised by this report.

Risk Management

7.4 There are no risk management issues raised by this report.

Sustainability

7.5 There are no immediate issues raised by this report.

Equalities

7.6 There are no equalities issued raised by this report.

Safeguarding

7.7 There are no safeguarding issues raised by this report.

**8.0 Consultations**

8.1 There have been no public consultations in the preparation of this report.

REPORT ENDS



**The member organisations of the North West Surrey Integrated Care Partnership**

Ashford and St Peters Hospitals NHS Foundation Trust

Central Surrey Health

Elmbridge Borough Council

North West Surrey Integrated Care Services

Runnymede Borough Council

Spelthorne Borough Council

Surrey County Council

Surrey and Borders NHS Foundation Trust

Woking Borough Council



EXECUTIVE – 19 NOVEMBER 2020

## WOKING FOOTBALL CLUB AND ASSOCIATED DEVELOPMENTS

### [NOTE: DECLARATIONS OF INTEREST

In accordance with the Officer Employment Procedure Rules, the Director of Finance, Leigh Clarke, has declared a disclosable personal interest (non-pecuniary) in this item arising from (i) her husband having a small shareholding in Woking Football Club and (ii) being a Council appointed director of Kingfield Community Sports Centre Limited. The interest does not prevent Mrs Clarke from advising on this matter.

In accordance with the Officer Employment Procedure Rules, the Director of Legal and Democratic Services, Peter Bryant, has declared a disclosable personal interest (non-pecuniary) in this item arising from (i) him being a member of the Cards Trust (the supporters' club for Woking Football Club), (ii) providing occasional unpaid assistance to Woking Football Club, e.g. acting as returning officer at the election of directors and (iii) being a Council-appointed director of Kingfield Community Sports Centre Limited. The interest does not prevent Mr Bryant from advising on this matter.]

### Executive Summary

The Council, at its meeting on 30 July 2020, considered a report on Woking Football Club and Associated Developments. The report to Council considered the recommendations of the Overview and Scrutiny Committee in respect of the Woking Football Club & Associated Developments Task Group and suggested to Council how the recommendations could be effectively taken forward. The Council, at its meeting on 30 July 2020, agreed recommendations as set out in the report to Council.

This report provides an update on two specific actions, the appointment of an Independent Person and the Publication of the Confidential Report from the Task Group.

### Review by Independent Person

Council, at its meeting on 30 July 2020, resolved the following:

- (I) the LGA be requested to nominate a professional person or experienced organisation, independent of the Council, to investigate and review the processes and actions of the Council in respect of the Woking Football Club and Associated Developments and to make appropriate recommendations to the Council arising from its investigations and review.

As nominated by the Local Government Association the Council has appointed a highly qualified lawyer, Gifty Edila, former Corporate Director of Legal, HR and Regulatory Services at the London Borough of Hackney as "Investigator".

The brief is an open one "Investigate and review the processes and actions of the Council in respect of the Woking Football Club and Associated Developments and to make appropriate recommendations to the Council arising from your investigation and review".

All documents related to the Task Group and the Contracts related to the development have been supplied to the Investigator together with the Council's Constitution. The Investigator will determine what further information she requires and the persons she wishes to interview.

Upon completion of the investigation, a report will be submitted to the Council.

## Woking Football Club and Associated Developments

### Publication of Confidential Papers

On 5 June 2020, a confidential report produced by the Woking Football Club and Associated Developments Task Group was considered by the Overview and Scrutiny Committee. By virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 the report was classified as Part II and was not published. The need for the Part II item to remain subject to the Part II designation was reviewed by the Monitoring Officer. The outcome of the review is that the report shall be published subject to minimal redaction. The redacted report shall be published on the Council's website with together with the documents previously published in respect of the proposed Woking Football Club development. The redacted report shall be publically available on Friday 13 November 2020. The redacted elements of the report remain under review.

### **Recommendations**

The Executive is requested to:

#### **RESOLVE That**

the report be noted.

### **Reasons for Decision**

Reason: To note publicly the action taken.

The Executive has the authority to determine the recommendation(s) set out above.
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<b>Background Papers:</b>	None.
<b>Reporting Person:</b>	Ray Morgan, Chief Executive Email: ray.morgan@woking.gov.uk, Extn: 3333
<b>Contact Person:</b>	Ray Morgan, Chief Executive Email: ray.morgan@woking.gov.uk, Extn: 3333
<b>Portfolio Holder:</b>	Councillor Ayesha Azad Email: cllrayesha.azad@woking.gov.uk
<b>Shadow Portfolio Holder:</b>	Councillor Ann-Marie Barker Email: cllrann-marie.barker@woking.gov.uk
<b>Date Published:</b>	13 November 2020

EXECUTIVE – 19 NOVEMBER 2020

## MONITORING REPORTS - PROJECTS

### Executive Summary

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

This report details the status of projects as at the end of August 2020, 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.

**Reporting Person:** Ray Morgan, Chief Executive  
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## Monitoring Reports – Projects

**Contact Person:** Pino Mastromarco, Senior Policy Officer  
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**Shadow Portfolio Holder:** Councillor Ann-Marie Barker  
Email: cllrann-marie.barker@woking.gov.uk

**Date Published:** 13 November 2020

### 1.0 Introduction

- 1.1 Attached at Appendix 1 is the report on projects at the end of August 2020 (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 the 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 Exception 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. 10297. Local Development Framework. The project is currently over budget however additional funds have been identified and a project request is being submitted via Project Support Office.
- 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. 10911. Goldwater Lodge Fire Reinstatement Works. No change since the exception report at the 21/07/2016 Executive.
- 2.5 Project No. 10916. Hoe Valley Flood Alleviation and Enhancement Appraisal. The project is over budget as the hydraulic model for the Hoe Stream had to be updated to allow the flood risk to be better understood.
- 2.6 Project No. 10930. Goldsworth Park Rec Public Toilets. No change since first on the exception report at 4/02/2016 Executive.
- 2.7 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.
- 2.8 Project No. 20124. Woking Integrated Transport. The project status is over budget as there has been additional highway safety and public realm improvement schemes added to the project which have been delivered.
- 2.9 Project No. 20126. Leisure Centre - Upgrade of External Cladding. No change since first on the exception report at 10/10/19 Executive.
- 2.10 Project No. 20134. Pool in the Park Replacement Roof- Phase 4. No change since first on the exception report at 10/10/19 Executive.
- 2.11 Project No. 20139. 18-19 High Street Refurbishments. No change since first on the exception report at 13/07/17 Executive.
- 2.12 Project No. 20146. Leisure Lagoon Modernisation. No change since first on the exception at 27/06/19 Executive.

- 2.13 Project No. 20182. Refurbishment of 6 Floors at Export House. No change since first on the exception. No change since first on the exception at 27/06/2019 Executive.
- 2.14 Project No. 20219. Pool in the Park Structural Works- Phase 1. The project is over schedule and budget due to an increase in scope of work. These issues were identified during the initial site investigation works.

**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 August 2020)

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. A project brief for the final four sites to be refurbished has been drafted. Loop Road play area to be progressed during 2020/21, and expected to be completed by 31 March 2021. Other three remaining play area refurbishments are currently on hold and to be reviewed in 2021/22. There is a risk that there will be further delays due to changes in priorities and as funding releases rely on receipt of section 106 agreements. <u>Project is amber for budget as there was a slight overspend for additional works at Willow Way park.</u>	Amber	Amber	Amber	Green	Arran Henderson	Geoff McManus	01/08/2007	30/04/2009	31/03/2021	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. <u>Project is amber as over schedule.</u> Project can now be closed.	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	01/01/2007	01/12/2008	30/09/2020	1,194,632	1,046,990
10221	Private Finance Initiative	Amber	All of the 224 PFI houses are now occupied by families nominated from the Council's housing register. 147 private sale homes were completed in August 2018. There are open spaces that are still to be handed over. <u>Although construction is complete, advisors may be required for outstanding issues as the handover of the open space has not yet been achieved, and the standards specified by the tender documents have not been met. Project schedule is amber due to this delay.</u>	Green	Amber	Amber	Amber	Paola Capel-Williams	Ray Morgan	02/01/2005	31/12/2010	31/03/2018	4,420,000	4,490,307
10297	Local Development Framework	Red	The Development Management Policies (DPD) has been adopted and is now part of the Development Plan for the area. The Site Allocations DPD was submitted to the Secretary of State by July 2019 and the examination hearing completed in December 2019. The inspectors report is likely to be issued early 2021. <u>Project is red as the original budget was set for a three year period (which has already been spent). Additional funds have been identified in the Investment Programme and a project request is being submitted via Project Support Office.</u>	Green	Green	Red	Amber	Ernest Amoako	Douglas Spinks	01/04/2010	01/12/2014	30/06/2020	389,550	520,437
10840	Goldsworth Park Recreation Ground and Lake Improvements- Feasibility Study	Amber	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. <u>Project is amber as it is over schedule but can now be closed as it will now be progressed by the community, with support from Officers.</u>	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	01/01/2015	31/07/2015	31/03/2020	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. <u>Project schedule is red because it was on hold while awaiting further details regarding incorporating flood alleviation elements into the project. This work will now be incorporated into the wider scheme, so this project can now close.</u>	Green	Amber	Green	Red	Arran Henderson	Geoff McManus	01/09/2012	01/12/2013	01/12/2017	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. <u>Project is over schedule and slightly over budget as there was an increase in scope to include some work at the Community Centres. This project is now ready to close.</u>	Green	Green	Amber	Red	David Loveless	Douglas Spinks	01/10/2012	31/08/2013	31/03/2017	275,000	276,748
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 for budget (currently being reviewed).</u> The scheme is being developed further but due to current the COVID-19 situation this will be delayed until further notice.	Green	Green	Red	Amber	Katherine Waters	Geoff McManus	01/04/2016	31/10/2017	31/07/2020	600,000	772,835
10923	Woking Park Play Area	Amber	This project was completed and play area opened in December 2014. The outstanding issues have now been completed. <u>Project is amber as it is over schedule while awaiting closure.</u>	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	01/05/2014	30/09/2014	31/12/2019	650,000	633,538
20011	Parking Notice Processing and Permit System Procurement	Red	The new system is now live. <u>Project is red as closure was delayed while waiting for the invoice from the contractors. This invoice has now been received and the project is now ready to close.</u>	Green	Green	Green	Red	Geoff McManus	Douglas Spinks	20/10/2015	30/03/2016	31/03/2018	17,500	14,250

## Project Report (as at end of August 2020)

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
20019	Heather Farm SANG	Amber	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. The council has recently provided funding for the expansion of car parking spaces to support the increasing use of SANG. Planning permission has already been granted for an additional 54 parking spaces, which the funding will be used to deliver. <u>Project is amber due to delay in closure.</u>	Green	Green	Green	Amber	Ernest Amoako	Douglas Spinks	31/10/2014	31/10/2019	31/10/2019	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. Project is now delayed until after winter 2021/22.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	19/06/2015	30/10/2015	30/10/2017	50,000	1,806
20034	Integra Upgrade	Amber	The majority of the implementation has now been completed. <u>Project schedule is amber due to discussion around final module implementation.</u> Consideration is being given to closing the project and dealing with the module separately.	Green	Green	Green	Amber	Chris White	Leigh Clarke	01/04/2015	30/09/2015	30/09/2019	110,000	101,813
20035	Personalisation and Prevention Partnership Fund	Amber	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. In partnership with the Clinical Commissioning Group we are now offering a social prescribing referral service with all GP practices in the Borough. Work has been completed at Brockhill displaying adaptations to enable people to stay in their homes. <u>Project is amber due to it going over schedule – the remaining scope will be reviewed and a time extension will be submitted if required.</u>	Green	Green	Green	Amber	Julie Meme	Julie Fisher	31/12/2012	31/12/2017	31/03/2020	690,000	489,013
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, will be renewed in Sept 2020. Major year four habitat improvement works were completed in February 2020. Surveys not undertaken spring 2020 due to Covid. Plans will be put in place in 2021 for the subsequent five year period.	Green	Green	Green	Green	Tracey Haskins	Ray Morgan	31/08/2015	31/03/2021	31/03/2021	181,000	137,956
20118	Bats Conservation	Green	It was earlier reported that due to reprioritisation, Natural England cannot offer full support for the original bat scheme. As part of the Natural Woking strategy and action plan, officers will develop in-house projects for bats and other Favourable Conservation Status species for consideration.	Green	Green	Green	Green	Lara Beattie	Ray Morgan	01/11/2017	31/12/2020	31/12/2020	145,000	0
20120	Rainwater Gardens	Green	First pilot rainwater garden (RWG) completed successfully in Blackdown Close, Sheerwater, in February 2019. Further pilot locations have been identified.	Green	Green	Green	Green	Lara Beattie	Ray Morgan	01/06/2018	31/03/2019	31/03/2021	50,000	41,774
20122	CCTV Upgrade and New Control Room	Red	The Control Room has been constructed. The next phase of migrating each individual control room has commenced. The first control room (Surrey Police) should be completed by October 2020 with the second control room (Woking Car Parks) transferring across by March 2021. <u>Project status is red due to delays in agreeing a process in how the control room should operate. A time extension will be submitted.</u>	Green	Green	Green	Red	David Loveless	Douglas Spinks	24/06/2019	31/03/2020	31/03/2020	2,175,000	632,764
20124	Woking Integrated Transport	Red	Works to public realm outside the Railway Station, improvements along High Street, works to Church Path, and Chapel Street public realm is complete. <u>Project status is red due to budget as there has been additional highway safety and public realm improvement schemes added to the project which have been delivered.</u> An example of these additional schemes is new surfacing and paving in Locke Way and Broadway with a new junction treatment at Maybury Road and Stanley Road, new zebra crossing at Walton Road/Stanley Road, new paving on Church Street East, Church Path and Chapel Street.	Green	Green	Red	Green	Louisa Calam	Ray Morgan	01/06/2016	31/12/2020	31/12/2020	23,444,000	25,646,168
20159	Turf and Drainage Improvements at St Johns Lye Cricket Pitch	Amber	Initial drainage work and cricket outfield improvements completed. Further work to the pond and ditch required. <u>Project is amber as over schedule, due to Covid-19 changing priorities and remaining works being put back.</u> Remaining work to be progressed 2021/22.	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	25/03/2018	31/10/2018	30/09/2021	21,225	9,275
20160	Car Park Enhancement	Amber	Currently 127 cars on Mini Park. Staff are monitoring the systems capabilities. <u>Project is complete but status is amber because the project has not yet been closed.</u> Going forward this will only be used until January 2021 due to new ticketless system being installed.	Green	Green	Amber	Amber	Hayley Hewitt Dutton	Geoff McManus	09/07/2018	30/04/2019	31/08/2020	36,250	36,580
20171	Queen Elizabeth Gardens drainage and landscaping	Amber	Works have been completed. <u>Project is amber as it is over schedule awaiting closure.</u>	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	01/03/2018	31/07/2018	30/04/2020	21,500	10,581

# Project Report (as at end of August 2020)

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	Amber	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 1 core went live to the public on 2 December 2019 and was well received. <u>Project is now amber due to further delays with the planned implementation. Uncertainty around Phase 2 scope and timescale caused by lack of supplier resources is also reflected in the RAG flag status.</u>	Amber	Green	Green	Green	Alison Cornacchia/ Adele Devon	Ray Morgan	01/08/2018	31/03/2020	31/05/2021	822,000	642,230
20188	Community Matters Partnership Project	Amber	The project is complete. 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 2019. The CMPs first Give and Gain day took place in July 2019 at Brockhill. <u>Project is amber as over budget due to a contractor being required for longer than planned. Project is now complete and ready to close.</u>	Green	Green	Amber	Green	Amanda Jeffrey/ Elspeth Andrews	Ray Morgan	01/05/2017	31/03/2021	31/03/2021	16,700	23,460
20191	Old Woking Independent Living	Green	Project on programme and within budget. Due to complete September 2021.	Green	Green	Green	Green	Ian Tomes/ Sam O'Neill	Douglas Spinks	17/12/2017	21/09/2021	21/09/2021	16,700,000,000	6,419,129
20194	Entitledto Software Implementation	Red	Entitledto software has been in use for the last two years by the Private Sector Housing and Housing Options teams and their customers which provides a standardised framework. Project can now close. <u>Project is red due to delay in closure.</u>	Green	Green	Green	Red	Jacqui Dixon	Louise Strongitharm	20/08/2018	31/07/2019	31/07/2019	4,100	4,100
20196	Remote Working for Uniform	Red	The Building Control hardware and application has been successfully rolled out. After initial testing Planning required some different hardware from the original specification. <u>Project is red as delayed due to this hardware change. Software now updated to match hardware. Project is now complete and can be closed.</u>	Green	Green	Green	Red	David Edwards	Douglas Spinks	17/10/2018	31/05/2019	31/07/2019	33,480	12,950
20209	Duke's Court Plaza	Green	Works started on site 2019 and are due for completion based on the current program for early 2021. Since initiation the project has been divided into two parts, the service and highway works which are the responsibility of the WITP team, and the Green Wall and Restaurant kiosk which will remain with Estate Management/Dukes Court Team.	Green	Green	Green	Green	Vanessa Tabner	Douglas Spinks	01/06/2019	30/04/2020	31/01/2021	4,525,000	434,571
20222	Moorcroft Cafe Refurbishment	Green	The St Mary's Centre has been designed as the community model. The Moorcroft Centre is being developed and involves the community at a grass roots level. As funds have been released from other sources, there are no additional funds required.	Green	Green	Green	Green	Adam Thomas	Ray Morgan	19/09/2020	31/12/2020	31/01/2021	0	0
20223	New Temporary Accommodation	Green	Generally the project is progressing well. The project board meets every six weeks to monitor and highlight reports are available. The majority of units are occupied and full occupancy is anticipated for 121 Chertsey Road. Waterman House is on course for completion in spring 2021.	Green	Green	Green	Green	Jon Herbert	Louise Strongitharm	01/08/2019	31/12/2020	31/12/2020	4,567,087	2,981,766
20235	Increasing Footfall in Woking	Green	Project is due to start in beginning of Sept 20.	Green	Green	Green	Green	Chris Norrington	Julie Fisher	01/08/2020	30/05/2021	30/05/2021	12,100	0
20248	Sutton Green Flood Alleviation Scheme	Amber	The first phase (installation of large attenuation area along Sutton Green Road) of the Sutton green FAS has been installed as originally plan. <u>Project is amber as the second phase (opening up of culverted watercourse) along New Lane has been delayed due to scheduling of road space and obtaining the required permit from Surrey County Council, this is expected to be resolved imminently to allow the final parts of the work to be undertaken.</u> The scheme is fully funded by an Environment Agency Grant and is expected to provide a 1 in 100 (1%) AEP standard of protection to the surrounding residents on completion and continuation of the annual maintenance regime.	Green	Green	Green	Amber	Katherine Waters	Geoff McManus	01/07/2020	30/09/2020	30/09/2020	195,000	0
<b>Projects at Practical Completion</b>														
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 and we are awaiting final sign off from them.	Green	Green	Green	Green	Arran Henderson	Geoff McManus	24/05/2010	30/11/2010	31/12/2010	35,000	34,621
10634	Hoe Valley Main Scheme Construction Phases	Green	The defect and maintenance period has now expired on the Hoe Valley and the project has now entered the 12 year liability period and the Environment Agency has taken over the liability for the flood defence maintenance. The general park area is now included within the Council's public realm contracts.	Green	Green	Green	Green	Mark Rolt / Pino Mastromarco	Ray Morgan	06/07/2010	31/12/2015	31/12/2015	43,700,000	23,830,014

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Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
10785	Leisure Management Contract Investment Scheme	Red	All works complete. <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	01/11/2011	30/04/2013	30/04/2013	1,565,047	1,664,753
10874	Rhoda McGaw Theatre Refurbishment Phase 1	Amber	All works are complete. <u>Project is amber due to an overspend. Discussions with the consultant and contractor are underway to establish the specifics.</u>	Green	Green	Amber	Green	David Loveless	Rose Blackley	01/01/2013	01/12/2013	01/12/2013	328,000	340,122
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> This project is now ready to close.	Green	Green	Red	Red	David Loveless	Douglas Spinks	01/01/2014	30/09/2014	30/09/2014	1,865,000	2,084,979
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. Overspend will be covered by the contingency sum included within the 2015/16 Asset Management Plan.</u> This project is now ready to close.	Green	Green	Red	Green	David Loveless	Douglas Spinks	31/08/2014	30/11/2014	09/10/2015	40,000	59,168
20018	Civic Suite Refurbishment	Green	Project is complete and was in retention. Defects have been addressed. Project to be closed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/2014	31/05/2015	31/05/2015	600,000	576,918
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 2018. <u>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 was a safety audit on the crossing outside the school and additional works have been completed. The project remains open because Surrey County Highways are continuing to refuse to accept the completed highway works.</u> The intention is to close the project within the next two months.	Green	Green	Amber	Green	Ian Tomes	Ray Morgan	01/06/2015	31/05/2018	31/05/2018	44,680,000	44,895,279
20045	Borsell Allotment Amenity Hut	Green	Project is now complete. Final invoice has been paid. Project will be closed.	Green	Green	Green	Green	David Loveless	Geoff McManus	01/12/2015	31/08/2016	31/05/2017	170,000	145,052
20058	Wolsey Place Service Decks A and B	Green	All works complete and defects are being addressed.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/08/2016	30/11/2016	30/11/2016	450,000	438,163
20061	Export House WC Refurbishment- floors 2-15	Red	Project is complete and defects have been addressed. <u>Project is red due to overspend resulting from the need for additional plastering works that were required once the existing wall finishes were removed.</u>	Green	Green	Red	Green	David Loveless	Douglas Spinks	01/09/2016	30/04/2017	30/04/2017	489,302	519,695
20076	Woking Park Tennis Court Improvements	Red	Project is now in retention. Works have been completed, defects with the tarmac on some of the courts have been addressed. <u>Project is red as over schedule due to the time taken to address the defects highlighted above.</u>	Green	Green	Green	Red	David Loveless	Emma Louise-Webb	01/09/2018	30/11/2018	30/06/2019	143,039	136,764
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. Capitalised staffing costs were not included in original approved budget.</u> This project is now ready to close.	Green	Green	Amber	Red	David Loveless	Douglas Spinks	01/12/2016	30/11/2017	30/11/2017	1,500,000	1,570,793
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.</u> The Police moved in January 2018. This project is now ready to close.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/05/2017	28/09/2017	28/09/2017	200,000	197,316
20109	New Entrance for Export House	Green	Project is complete and ready to close.	Green	Green	Green	Green	Ian Tomes	Douglas Spinks	01/07/2016	24/12/2016	21/01/2017	914,820	640,668
20126	Leisure Centre - Upgrade of external cladding	Red	Works are complete. <u>Project is red as it is over budget because there were additional asbestos works needed. Project is also over schedule due to this issue and a delay in getting the project approved.</u>	Green	Green	Red	Red	David Loveless	Douglas Spinks	01/10/2016	31/03/2017	31/10/2017	50,000	90,115
20131	Wolsey Place Shopping Centre - Replacement Roofs	Green	Project is complete and in retention.	Green	Green	Green	Green	David Loveless	Douglas Spinks	01/10/2016	01/03/2017	28/09/2018	260,000	211,531
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 and is now ready to close.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/2016	30/09/2017	30/09/2017	80,000	78,377

# Project Report (as at end of August 2020)

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	Project is now in retention. <u>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.</u> This project is now ready to close.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/10/2016	30/04/2017	31/10/2017	125,000	87,873
20134	Pool in the Park - Replacement Roof Phase 4	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. <u>This has led to a delay in the roofing works and an overspend. Works are now complete, subject to minor defects. Project is red due to delays and increased costs caused by this issue.</u> This project is now ready to close.	Green	Green	Red	Red	David Loveless	Douglas Spinks	01/10/2016	01/10/2016	31/10/2017	75,000	196,200
20139	18-19 High Street Refurbishments	Red	Marjorie Richardson Centre has opened and the project is in retention. <u>Project is red as it 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	01/05/2016	31/01/2017	31/01/2017	310,000	337,076
20146	Leisure Lagoon Modernisation	Red	Works are progressing on site. Flumes have been installed and opened. <u>Project is red for schedule because of concrete repairs and a delay in agreeing the terms of the loan between WBC and Freedom Leisure. The terms of the loan have now been agreed.</u>	Green	Amber	Red	Red	David Loveless	Ray Morgan	01/06/2017	30/04/2018	30/04/2018	800,000	904,907
20150	West Byfleet Play Area Improvements	Amber	New play equipment has been installed and opened to the public. <u>Project is amber as it is slightly over budget due to some additional groundworks required during the project. This project is now in retention.</u>	Green	Green	Amber	Green	Arran Henderson	Geoff McManus	01/05/2017	31/10/2017	30/06/2019	60,000	62,719
20182	Refurbishment of 6 floors at Export House	Red	Works are complete and project is now ready to close. <u>Project is red for budget because the scope of works changed and it took longer to award the tender than anticipated.</u>	Green	Green	Red	Amber	Ian Tomes	Douglas Spinks	15/02/2018	30/09/2018	30/09/2018	260,000	284,072
20183	Business Incubator Kitchen Improvements	Green	All works are complete and project is now in retention.	Green	Green	Green	Green	David Loveless	Chris Norrington	01/11/2017	31/05/2018	31/07/2018	25,930	20,153
20186	Woking Park- CCTV Installation	Amber	Project is now complete. <u>Project is amber due to issues with the fibre network which prevented a signal being sent back to Export House. This has now been resolved.</u> This project is now ready to close.	Green	Green	Green	Amber	David Loveless	Douglas Spinks	01/12/2017	31/05/2018	31/05/2018	235,000	162,298
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. This has now been resolved.</u> This project is now ready to close.	Green	Green	Green	Red	David Loveless	Douglas Spinks	01/12/2017	31/05/2018	31/05/2018	250,000	181,319
20219	Pool in the Park Structural Works- Phase 1	Red	The project is now in retention. The works on site are substantially completed. With only minor snagging works outstanding. <u>Project is red as it is over schedule and budget due to an increase in scope of work due to issues identified during the initial site investigation works.</u>	Green	Green	Red	Red	David Loveless	Douglas Spinks	01/06/2019	31/03/2020	31/03/2020	750,000	1,027,079

## Projects Closed During Reporting Period

20149	Play Area and Skate Park Repairs	Amber	Skate Park repairs, play area fencing replacement and removal of redundant equipment at Byfleet Rec have been completed. Remaining skate park works are now complete. <u>Project is amber due to delay in closure.</u> Project is now closed.	Green	Green	Green	Amber	Arran Henderson	Geoff McManus	01/05/2017	31/07/2018	30/11/2019	127,000	118,980
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 schedule is red due to the final element of the project (generator feasibility study) being outstanding. Project is now closed and follow-on actions assigned.</u>	Green	Green	Green	Red	Pino Mastromarco	Adele Devon	01/04/2018	31/05/2018	31/03/2020	16,428	14,823
20211	Additional Disabled Parking Bays at Woking Park	Red	Construction finished at the end of August and the project is now complete. <u>Project is red due to delay in closure.</u>	Green	Green	Green	Red	George Chisenga	Geoff McManus	01/05/2019	31/07/2019	31/07/2019	25,000	21,661
20212	Celebrate Woking 2019-20	Red	Project is now complete and ready to be closed. The project came within budget with £3348.27 being carried over for 2020/21. <u>Project is red due to delay in closure.</u>	Green	Green	Green	Red	Riette Thomas	Douglas Spinks	01/01/2019	31/12/2019	31/12/2019	150,000	128,531
20214	Best Bar None 2019	Green	BBN 2019 was deemed successful as we saw an increase of accredited venues by 20%. The project underspent due to a lower number than expected number of attendees at the awards ceremony.	Green	Green	Green	Green	Chris Norrington	Douglas Spinks	21/05/2019	31/03/2020	31/03/2020	14,500	1,804

# Project Report (as at end of August 2020)

Ref	Project Name	Overview	Overview Reason	Risks	Issues	Budget	Schedule	Manager	Sponsor	Start Date	End Date	Revised End Date	Costs Planned (£)	Costs Actual (£)
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## Key:

Green	Project is progressing according to agreed plans and targets and is within all tolerances.
Amber	Project contains areas of concern which are impacting on deliver and may need remedial action.
Red	Project is failing in one or more areas and is in need of immediate attention.
Revised End	Indicates that the Project Sponsor has authorised an extension to the schedule or a project. If a project exceeds its budget/timescales and a formal request for an extension to either is agreed, the RAG flags will baseline against t