



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

You are hereby summoned to attend a meeting of the Executive to be held on Thursday, 14 January 2021 at 7.30 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). 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 10 December 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.

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.

Notices of Motion

At its meeting on 3 December 2020, the Council referred the following Notice of Motion to the Executive for consideration.

6. Notice of Motion - Cllr T Aziz - Viability of Affordable Homes EXE21-011 (Pages 7 - 8)
Reporting Person – Corporate Management Group

Matters for Determination

7. Independent Directors of Subsidiaries EXE21-010 (Pages 9 - 14)
Reporting Person – Ray Morgan

Performance Management

8. Performance and Financial Monitoring Information
Please bring to the meeting your copy of the Performance and Financial Monitoring Information (Green Book) November 2020.

AGENDA ENDS

Date Published - 6 January 2021

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



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Agenda Item 4.

Schedule Referred to in Declaration of Interests

Council-appointed directorships

Councillor A Azad	
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

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

Councillor D Harlow	
Thameswey Guest Houses Limited	Thameswey Housing Limited
Thameswey Limited	

Ray Morgan, Chief Executive	
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

Douglas Spinks, Deputy Chief Executive	
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 (Carthouse 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 – 14 JANUARY 2021

NOTICE OF MOTION – CLLR T AZIZ – VIABILITY OF AFFORDABLE HOMES

Executive Summary

At its meeting on 3 December 2020, the Council referred the following Notice of Motion to the Executive.

Councillor T Aziz

“Motion on viability of affordable homes

Since 2012 WBC has been relying on the opinion of a sole company to determine viability of affordable homes on site for developments. This has resulted in almost all cases being declared unviable by that company.

It’s good practise to seek multiple opinions and not limit to sole opinion.

This motion calls that WBC to employ services of more than one company to determine the viability of affordable homes in future developments before being presented to planning committee.”

Officer Comment

“In effect, this Notice of Motion is asking the Council to do what it already does. The local planning authority does not rely on the opinion of one single company to determine the viability of affordable homes on site for developments. Applicants wishing to argue the case that their development cannot fully meet the affordable housing requirements set out in the Core Strategy can submit their own financial viability assessment to try to demonstrate their case. This assessment is then reviewed for the local planning authority by an independent specialist in financial viability appraisals to determine whether or not the applicants submission is accurate. This review is commissioned by the local planning authority and paid for by the applicant. Therefore, every application has at least two opinions on viability. In some cases the Council engages, at its own expense, another consultancy to peer review the assessments of an application to provide reassurance to the local planning authority. The cost of a viability assessment is typically £2,000 - £3,000 plus VAT.”

Background Papers: None.

Reporting Person: Councillor Tahir Aziz
Email: cllrtaahir.aziz@woking.gov.uk
Douglas Spinks, Deputy Chief Executive
Email: douglas.spinks@woking.gov.uk, Extn: 3440

Contact Person: Thomas James, Development Manager
Email: thomas.james@woking.gov.uk, Extn: 3435

Portfolio Holder: Councillor Gary Elson
Email: cllrgary.elson@woking.gov.uk

Notice of Motion – Cllr T Aziz – Viability of Affordable Homes

Shadow Portfolio Holder: Councillor Graham Chrystie
Email: cllrgraham.chrystie@woking.gov.uk

Date Published: 6 January 2021

EXECUTIVE – 14 JANUARY 2021

INDEPENDENT DIRECTORS OF SUBSIDIARIES

Executive Summary

At its meeting of the 30th July 2020, Council resolved that

- (i) the number of Independent Directors on Council subsidiaries be increased to two;
- (ii) the normal term of office of an Independent Director be three years with a maximum of two terms to be served;
- (iii) the normal maximum term of office of an Independent Director be eight years;
- (iv) the current Independent Directors be retired on a rolling basis, one each year from 2022, so that experience is retained alongside the appointment of new Directors and all current Directors retire by 2024;
- (v) a Panel of Members be appointed to oversee the recruitment process and recommend appointments to the Council; and
- (vi) the Member Panel should seek to recruit Board members who are connected to and representative of the Woking population, particularly in relation to gender and ethnic background.

This report sets out the process by which the Council will recruit and appoint new Independent Directors to its Subsidiary Companies, specifically the Thamesway Group of Companies and the Brookwood Cemetery Group of Companies.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the range of skills and experience sought for the six Independent Directors, as set out in section 2 of the report, be approved;
- (ii) the Recruitment Panel composition, as set out in section 3 of the report, be approved; and
- (iii) the timetable, as set out in section 4 of the report, be agreed.

Reasons for Decision

Reason: To establish the process for the recruitment of Independent Directors to Group Companies.

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

Independent Directors of Subsidiaries

Background Papers: None.

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

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

Portfolio Holder: Councillor Ayesha Azad
Email: cllrayesha.azad@woking.gov.uk

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

Date Published: 6 January 2021

1.0 Introduction

1.1 Due to the increasing scale of business activity being delivered upon behalf of the Council through its subsidiaries, the Council considered that it should increase the level of independent oversight of the companies. The Council at its meeting on 30 July 2020 resolved that

- (i) the number of Independent Directors on Council subsidiaries be increased to two;
- (ii) the normal term of office of an Independent Director be three years with a maximum of two terms to be served;
- (iii) the normal maximum term of office of an Independent Director be eight years;
- (iv) the current Independent Directors be retired on a rolling basis, one each year from 2022, so that experience is retained alongside the appointment of new Directors and all current Directors retire by 2024;
- (v) a Panel of Members be appointed to oversee the recruitment process and recommend appointments to the Council; and
- (vi) the Member Panel should seek to recruit Board members who are connected to and representative of the Woking population, particularly in relation to gender and ethnic background.

1.2 This report sets out the proposed recruitment process for approval.

2.0 Requirements of Independent Directors

2.1 To support the various company activities it is considered that a range of skills is required; these will vary by each company as outlined below

Thameswey Group

2.2 For the Thameswey Group, over time, it is suggested to secure seven Independent Directors to provide a wide range of skills. Currently there are three Independent Directors. The proposal is therefore to seek up to four Independent Directors during this round of recruitment.

2.3 Having consulted Thameswey the range of skills that would help its governance arrangements are:

Director

Skills

- 1 Experience of working within, or ideally running, a Small/Medium Enterprise (SME) and evidence of managing the diversity of an organisation of similar scale, staff capacity and flexibility. Demonstration of the ability to multi-task and adapt to delivering across multitude areas of operation including promotion, sales and marketing.
- 2 Experience in corporate finance, economic modelling and the treasury aspects of a company. Demonstration of experience in long-term financing and economic models either from a banking or fund background, an education background (theoretical modelling) or corporate finance.

Independent Directors of Subsidiaries

- 3 Experience in the residential development field with a major house builder/developer Demonstration of experience in the commercial elements of residential development, particularly site assembly and appraisal from a land director of a major house builder or an RICS background.
- 4 Experience in the Utility Sector from a regulatory or compliance background. Demonstration of experience with sustainable and/or renewable energy operations.

2.4 Thamesway's existing Independent Directors will start to step down from 2022 and an annual recruitment process will be required over 2022 to 2025.

Brookwood Cemetery Group

- 2.5 For the Brookwood Cemetery Group it is considered that two Independent Directors would provide the necessary range of skills. There is currently one Independent Director. However given the demands on the Independent Director's time it is proposed to recruit two new Independent Directors at this stage rather than wait another year. There may be a period of overlap to ensure continuity.
- 2.6 Consideration has been given to whether or not the Group needed any skills related to burials but it was concluded that these skills existed within its management arrangements. The skills that were needed, given the significance of the Brookwood Cemetery site in terms of heritage and landscape, were more related to those areas. Therefore having consulted Brookwood Cemetery Directors the range of skills that would help its governance arrangements are:

Director

Skills

- 1 Experience of working within a heritage organisation. Demonstration of experience in delivering heritage projects or activities.
- 2 Experience landscape management. Demonstration of experience in significant landscape and bio-diversity activities in environmentally sensitive areas.

2.7 In addition to the specific skills outlined above there will be a requirement for demonstration of general skills of communication, team working, as well as educational standing so as to ensure that each Independent Director understand his or her statutory obligations.

2.8 Whilst the skills and experience of candidates will be the key determinant preference will be given to those that have a local connection, either through living or working in the Borough or its neighbouring areas. The appointment process will seek to secure candidates that reflect the diversity of the Borough with applications encouraged from women and ethnic minorities.

2.9 Applicants will not qualify for the role of Independent Directors if they are politically active, either Party Political or in an active Protest Group or are conflicted by the nature of their employment or other activity.

3.0 Recruitment Panel

3.1 It is proposed that a Panel comprising the Leaders Group and two of the existing Thamesway Independent Directors be established. This Panel will receive all the applications and be requested to short list those for interview.

Independent Directors of Subsidiaries

- 3.2 It is also proposed for short listed applicants to have two informal sessions, the first with Member Directors of the companies and the second with the Council's Corporate Management Group. The views from the informal sessions will be provided to the formal Interview Panel.
- 3.3 Formal Interviews will be undertaken by the Panel and recommendations made to Council. In the event that the Panel is unable to secure suitable candidates and/or an insufficient number, for recommendation as Independent Directors those that are suitable will be recommended, if any, and the process will be re-run in the summer of 2021 to secure people for the remaining vacancies.
- 3.4 The recruitment process will be supported by the Chief Executive and Officers from Human Resources and Member Services.

4.0 Timetable

- 4.1 Subject to approval by the Executive it is proposed to advertise the opportunities in week commencing 1 February 2021. Applications will close on 28 February 2021. Shortlisting will be scheduled in week commencing 1 March 2021 with informal interviews in week commencing 8 March 2021 and formal interviews in week commencing 15 March 2021.
- 4.2 Recommendations to Council will be shared in private with Members prior to publication for the Council meeting on 8 April 2021 at which the appointments will be made.

5.0 Implications

Financial

- 5.1 The cost of undertaking the recruitment can be managed within existing resources.
- 5.2 The respective company to which they are appointed will meet the cost of employing the Independent Directors.

Human Resource/Training and Development

- 5.3 There are no additional human resource issues for the Council.

Community Safety

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

Risk Management

- 5.5 There is a risk that the recruitment process will not secure all six Independent Directors and that the process will need to be re-run in the summer.

Sustainability

- 5.6 There are no new sustainability issues raised by this report. The recruitment of new Independent Directors for Group Companies will support the sustainability of the activities undertaken by them.

Equalities

- 5.7 In recruiting the Independent Directors the process will seek to secure candidates representative of the Woking community.

Safeguarding

5.8 There are no safeguarding issues raised by this report.

6.0 Consultations

6.1 There have been no formal consultations, beyond the Group Companies, in the preparation of this report.

REPORT ENDS