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Date: 7 January 2019

Notice of meeting

Overview and Scrutiny Committee

Date: Tuesday, 15 January 2019

Time: 7.30 pm

Place: Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames

To: Members of the Overview and Scrutiny Committee

Councillors:

S.C. Mooney (Chairman)
J.G. Kavanagh (Vice-Chairman)
S. Capes
R. Chandler
A.E. Friday

A.L. Griffiths
A.T. Jones
V.J. Leighton
D. Saliagopoulos
A. Sapunovas

J.R. Sexton
R.A. Smith-Ainsley
B.B. Spoor

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

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AGENDA

Description	Lead	Timings	Page Number.
1. Apologies To receive any apologies for non-attendance.	Chairman	7.30 pm	
2. Minutes To confirm the minutes of the meeting held on 20 November 2018 as a correct record. (copy attached).	Chairman		5 - 10
3. Disclosures of Interest To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.	Chairman		
4. Call-in of Cabinet decisions No Cabinet decisions have been called in.			
5. Cabinet Forward Plan A copy of the latest Forward Plan is attached. If any members of the Committee have any issues they want to raise in relation to the Cabinet Forward Plan, please inform Terry Collier, Deputy Chief Executive, 24 hours in advance of the meeting with reasons for the request.	Chairman		11 - 16
6. Task Groups To discuss the role of Task Groups in undertaking in-depth reviews to enhance the impact of Overview and Scrutiny.	Chairman	7.35 pm	
7. Treasury Management Strategy - half yearly report To note the half yearly Treasury Management position.	Anna Russell / Cllr Williams	7.45 pm	17 - 28

Description	Lead	Timings	Page Number.
8. Heathrow and southern light railway To receive a presentation on Heathrow Airport Ltd's preferred masterplan option and Spelthorne's bid for a southern light railway from Staines-upon-Thames to Heathrow Airport.	Heather Morgan / Cllr Harvey	7.55 pm	
9. Housing Options To note an update on Housing Options and the successful implementation of the Homeless Reduction Act.	Ken Emerson / Cllr Francis	8.25 pm	29 - 36
10. Leisure Centre Consultation To note the outcome of the Council's first phase consultation on its plans for a new Spelthorne Leisure Centre.	Lee O'Neil / Cllr Harvey	8.55 pm	37 - 100
11. Project Management Dashboard To receive an update on the status of current Council projects.	Sandy Muirhead / Cllr Boughtflower	9.25 pm	101 - 164
12. Work Programme To consider the Committee's work programme for the remainder of the Municipal year.	Chairman	9.40 pm	165 - 166
13. Exempt Business To move the exclusion of the Press/Public for the following item, in view of the likely disclosure of exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to information) (Variation) Order 2006.			

Description	Lead	Timings	Page Number.
14. Exempt Item - Capital Strategy Report To consider a report on the development of the Capital Strategy and consider any recommendations the Committee wishes to make to Cabinet.	Terry Collier / Cllr Harvey	9.45 pm	167 - 212

NOT FOR PUBLICATION

The Committee is likely to exclude the press and public during consideration of this item on the grounds that it contains exempt information of the description contained in that paragraph of Schedule 12A of the Local Government Act 1972, which is cited below:

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

And it is in the public interest to do so because:

The Capital Strategy is a high profile document in the context of Spelthorne's leading position as a commercial property investor. Members and Officers need to consider this emerging strategy away from the spotlight of publicity. Officers need to explore this new policy with Members responsible for Scrutiny and review all aspects of policy development in private in order to aid a full and frank exchange of opinions. It is in the public interest that the policy can be developed thoroughly before it is launched in February 2019.

**Minutes of the Overview and Scrutiny Committee
20 November 2018**

Present:

Councillor S.C. Mooney (Chairman)
Councillor J.G. Kavanagh (Vice-Chairman)

Councillors:

S. Capes	A.T. Jones	R.A. Smith-Ainsley
R. Chandler	V.J. Leighton	B.B. Spoor
A.E. Friday	A. Sapunovas	

In attendance: Councillor C. Barnard, Portfolio Holder for Planning and Economic Development; Councillor D. Patel, Portfolio Holder for Environment and Compliance, Councillor H. Williams, Portfolio Holder for Finance.

Apologies: Councillors J.R. Sexton

272/18 Minutes

The minutes of the meeting held on 11 September 2018 were approved as a correct record.

273/18 Disclosures of Interest

There were none.

274/18 Call-in of Cabinet decisions

No Cabinet decisions were called in.

275/18 Cabinet Forward Plan

The Committee noted the Cabinet Forward Plan.

276/18 Air Quality

The Pollution Control Officer presented a report reviewing the air quality in the borough. The principal pollutant in the Spelthorne area was nitrogen dioxide and this had been monitored locally since 1996. There were three continuous monitoring stations in the borough located in Stanwell, Sunbury Cross and Upper Halliford. The monitoring station at Sunbury Cross was funded by the Council until December 2018 and was subject to a growth bid for continued funding. The levels of nitrogen dioxide had continued to exceed the required annual national air quality objective in some monitoring locations in the borough, particularly alongside major roads and busy junctions.

The report highlighted four actions being taken to raise awareness of the impact of air quality: a Surrey Schools project to educate pupils on air quality issues and encourage a change in modes of travel to school, an Air Alert scheme to offer advice to help those with respiratory conditions manage them when air quality was poor, participation in national air quality campaigns, and the introduction of electric vehicle car charging points in the borough.

Also considered was the potential impact on air quality of the expansion of Heathrow and the Eco Park. The Pollution Control Officer advised that the construction work for Heathrow expansion would last for approximately 9 years with resultant impact on air quality and noise. Airport car parking for up to 25,000 cars was being proposed for land at Stanwell Moor. Heathrow Airport Ltd (HAL) had said that expansion would not increase airport related traffic from today's levels but Spelthorne Borough Council was sceptical of this claim.

Members asked a number of questions about the location of the air quality monitoring stations, whether the proposed Esso pipeline would have any effect on air quality in the area, and electric vehicle charging points. The Pollution Control Officer agreed to circulate enhanced maps that clearly identified the location of air quality monitoring stations in each area of the borough together with a list of roads where the monitors were situated.

At the suggestion of a member, the Committee agreed to make the portfolio holder aware that they supported the continued funding of the Sunbury Cross monitoring station.

Richard Parkinson of Surrey County Council, Jorge Hau from Suez the Eco Park operators, and Stephen Othen of Fichtner Consultant Engineers, gave a presentation on the operation of the Eco Park (attached). This included an overview of the project, including the layout and the different processes: recycling and recovery, gasification and anaerobic digestion.

They advised that emissions from the Eco Park were regulated and if pollutants exceeded the permitted levels they were required to close down within four hours. The pollutants were constantly measured in the flue and a monitor was located on the chimney itself where the greatest concentrations would be found.

The presenters responded to questions from members about keeping information simple and not too technical for the benefit of the public, conversion of waste to electricity, siting of the monitoring equipment, and access to monitoring data. They agreed to look at placing monitoring data on Eco Park website or another accessible place.

They anticipated that the anaerobic digestion plant would be operational in the first quarter of 2019 and the gasification plant in the second quarter. Notification would be given in advance of this taking place.

Resolved:

1. To note the report and thank Richard Parkinson, Jorge Hau and Stephen Othen for their presentation; and

2. To make portfolio holder aware that the Committee would like funding to continue for the Sunbury Cross monitoring station

277/18 Houses in Multiple Occupation - Article 4 Direction

With the agreement of the Committee, this item was considered earlier on the agenda.

The Planning Development Manager presented her report outlining the current planning legislation for Houses in Multiple Occupation (HMO) and the options for making an Article 4 Direction to remove Permitted Development Rights for HMOs (which would mean that permission would be required for any HMO regardless of the number of occupants) in certain areas.

She explained that Article 4 Directions were intended for use in exceptional circumstances where evidence suggested that development under Permitted Development rights, such as the spread of HMOs, harmed local amenity or the proper planning of an area. Article 4 Directions did not stop development; they simply meant that planning permission was required for a specified development which, without the Article 4 Direction, would be permitted development.

The Planning Development Manager advised that the data used to undertake a spatial analysis by ward of the numbers and types of HMOs which existed in the Borough, and the extent of the complaints received did not currently support the introduction of an Article 4 Direction. She confirmed that the situation would continue to be monitored and an updated report presented to Overview and Scrutiny Committee in a year's time.

The Planning Development Manager further advised that as a result of new licensing legislation which had come into effect from 1 October 2018, it was anticipated that the management and safety standards in a high proportion of privately rented residential properties within Spelthorne would improve. It was the responsibility of the Environmental Health department to monitor HMOs and enforce the legislation.

The Planning Development Manager agreed to circulate the list of criteria that was used when considering an HMO licence following the meeting.

Resolved to note the report and receive an updated report in 12 months' time.

278/18 Capital Monitoring Q2

The Committee considered a report on capital expenditure covering the period April to September 2018.

Members asked for further information to be provided about the reasons for the variations between projected and actual spend and for further detail about the overspend on disabled facilities grants.

Resolved to note the current level of capital spend.

279/18 Revenue Monitoring Q2

The Committee considered a report on revenue expenditure covering the period April to September 2018.

Information was provided in response to questions about the Gigabit project and the reasons for its delay, and the homelessness initiatives. Members also asked if there were plans to roll out electric car charger units across the borough, and in particular in Ashford. The Deputy Chief Accountant agreed to write to members after the meeting advising of the cost of an individual electric car charger unit .

Resolved to note the current level of revenue spend.

280/18 Capital Strategy

Deputy Chief Executive Terry Collier, Michael Graham, Head of Corporate Governance, Nick Cummings, Property and Development Manager, and David Birley, Housing Strategy Officer, gave a presentation to the Committee explaining the requirement to produce a capital strategy by 31 March 2019 and guidelines issues by CIPFA. The presentation gave details of the four main elements of the strategy: capital expenditure, investment decisions and arrangements, treasury management and skills and knowledge.

Members asked questions about the change in emphasis from investment for the purpose of supporting services, to addressing the local housing needs, risk assessment and management, the effect of any interest rate increases and the timetable to produce and publish a strategy.

Resolved to note the presentation and include the Capital Strategy on the Work Programme for January 2019.

Following this item and having sat for three hours continuously, it was moved by Councillor R.A. Smith-Ainsley, seconded by Councillor Friday and agreed to suspend Standing Order 5.1 to continue with the remaining items on the agenda.

281/18 Budget Issues 2019/20 - 2020/21

Deputy Chief Executive Terry Collier gave a presentation to the Committee on issues that would affect budget setting; these included the pressures being experienced by councils, the reductions in central government funding, whether the business rates bid was successful and the relevant timescales. Other possible factors such as Brexit, expansion of Heathrow, and potential Surrey County Council cuts were highlighted and the strategies to be used to close the budget gap.

Mr Collier also advised that the net surplus from investment acquisitions would be used to support services that would otherwise be at risk.

Members were concerned at the delay in Surrey County Council advising of any budget cuts as a result of the consultations they are currently holding and felt this was unreasonable and made our own budget setting very difficult. They requested that feedback is given to the relevant portfolio holder and/or Leader of Surrey County Council that the delay in notifying Spelthorne Borough Council of budget cuts is unreasonable.

Resolved:

1. To note the presentation.
2. Councillor Mooney to convey the Committee's concerns to Surrey County Council.

282/18 Task Groups

Members were asked to consider which items on the work programme might be a suitable subject for a task group to undertake. Due to the lateness of the hour, the Committee agreed to discuss this as the first item at its next meeting.

Resolved to defer consideration of this item to the next meeting in January 2019.

283/18 Work Programme

The Committee considered its work programme for the remainder of the Municipal year.

Resolved to note the work programme for the remainder of 2018/19.

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Spelthorne Borough Council

Cabinet Forward Plan and Key Decisions



This Forward Plan sets out the decisions which the Cabinet expects to take over the forthcoming months, and identifies those which are **Key Decisions**.

A **Key Decision** is a decision to be taken by the Cabinet which is either likely to result in significant expenditure or savings or to have significant effects on those living or working in an area comprising two or more wards in the Borough.

The members of the Cabinet and their areas of responsibility are:

Cllr I.T.E. Harvey	Leader of the Council	Cllr.harvey@spelthorne.gov.uk
Cllr A.C. Harman	Deputy Leader	Cllr.harman@spelthorne.gov.uk
Cllr. M.M. Attewell	Community Wellbeing	Cllr.attewell@spelthorne.gov.uk
Cllr C. Barnard	Planning and Economic Development	Cllr.barnard@spelthorne.gov.uk
Cllr J. Boughtflower	Corporate Management	Cllr.boughtflower@spelthorne.gov.uk
Cllr M.P.C. Francis	Housing	Cllr.francis@spelthorne.gov.uk
Cllr D. Patel	Environment and Compliance	Cllr.patel@spelthorne.gov.uk
Cllr O. Rybinski	Customer Service, Estates and Transport	Cllr.rybinski@spelthorne.gov.uk
Cllr H.R. Williams	Finance	Cllr.williams@spelthorne.gov.uk

Whilst the majority of the Cabinet's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Cabinet meetings listed below may be held in private where exempt and / or confidential information is due to be considered.

Representations regarding this should be made to committee.services@spelthorne.gov.uk

Please direct any enquiries about this Plan to the Principal Committee Manager, Gillian Scott, at the Council offices on 01784 444243 or e-mail g.scott@spelthorne.gov.uk

Spelthorne Borough Council

Cabinet Forward Plan and Key Decisions for 1 January 2019 to 31 May 2019 – updated 4 January 2019

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 30 Jan 2019	Fees and Charges - 2019/20	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Public	Terry Collier, Deputy Chief Executive Portfolio Holder for Finance
Cabinet 30 Jan 2019 Council 21 Feb 2019	Treasury Management Strategy Statement	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive Portfolio Holder for Finance
Cabinet 30 Jan 2019	Investment Property Committee	Non-Key Decision	Public	Michael Graham, Head of Corporate Governance Leader of the Council
Cabinet 30 Jan 2019	Exempt report - Investment Acquisition U - Key decision	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 30 Jan 2019	Exempt report - Investment acquisition V - Key decision	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 30 Jan 2019	Knowle Green Estates Ltd - Business Plan To decide on the strategy for the Company	Non-Key Decision	Private	Michael Graham, Head of Corporate Governance Leader of the Council

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 20 Feb 2019	Laleham Park	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Public	Nick Cummings, Property and Development Manager Portfolio Holder for Environment and Compliance
Cabinet 20 Feb 2019 Council 21 Feb 2019	Pay Policy Statement	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation Portfolio Holder for Corporate Management
Cabinet 20 Feb 2019	Public Space Protection Orders	Non-Key Decision	Public	Michael Graham, Head of Corporate Governance Portfolio Holder for Environment and Compliance
Cabinet 20 Feb 2019 Council 21 Feb 2019	Capital Programme 2019/20 (Final)	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive Portfolio Holder for Finance
Cabinet 20 Feb 2019 Council 21 Feb 2019	Revenue Budget 2019/20 (Final)	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive Portfolio Holder for Finance
Cabinet 20 Feb 2019 Council 21 Feb 2019	Members' Allowances 2019	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Public	Gillian Scott, Principal Committee Manager Leader of the Council

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 20 Feb 2019 Council 21 Feb 2019	Members' IT 2019	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Public	Alistair Corkish Portfolio Holder for Corporate Management
Cabinet 20 Feb 2019	Annual Grants 2019	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Public	Jayne Brownlow, Deputy Group Head, Community Wellbeing Deputy Leader
Cabinet 20 Feb 2019	6 Month Revenue Monitoring (Q3 Oct to Dec) & Projected Outturn	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive Portfolio Holder for Finance
Cabinet 20 Feb 2019	6 Month Capital Monitoring (Q3 Oct to Dec) & Projected Outturn	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive Portfolio Holder for Finance
Cabinet 20 Feb 2019	Food and Health and Safety Service Plans	Non-Key Decision	Public	Fidelma Bahoshy Portfolio Holder for Environment and Compliance
Cabinet 20 Feb 2019	Exempt report - Investment acquisition W - Key decision	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 20 Feb 2019	Exempt report - Investment acquisition X - Key decision	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 27 Mar 2019	Exempt report - Investment acquisition Y - Key decision	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 27 Mar 2019	Exempt report - Investment acquisition Z - key decision	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Nick Cummings, Property and Development Manager Leader of the Council

Overview and Scrutiny Committee

15 January 2019



Title	Treasury Management Half Yearly Report 2018/19		
Purpose of the report	To note		
Report Author	Anna Russell, Deputy Chief Accountant		
Cabinet Member	Councillor Howard Williams	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	Overview and Scrutiny Committee is asked to note the treasury position achieved during the first six months of 2018/19 and the financial environment in global markets.		
Reason for Recommendation	Not applicable		

1. Introduction and Context

- 1.1 Treasury Management is “the management of the Council’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
- 1.2 The Council has adopted the Chartered Institute of Public Finance and Accountancy’s *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code), which requires the Council to report on performance of the treasury management function at least twice yearly (mid-year and at year end).
- 1.3 The Council’s Treasury Management Strategy for 2018/19 was reviewed and approved by Cabinet on 24 January 2018, and approved by Council on 22 February 2018, and has been consistently applied since the beginning of the financial year.
- 1.4 This report is an interim statement of treasury activities for the first six months of the financial year, to the end of September 2018. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risks.
- 1.5 Following consultation in 2017, CIPFA published new versions of the Prudential Code for Capital Finance in Local Authorities (Prudential Code) and the Treasury Management Code of Practice. In England, MHCLG published its revised Investment Guidance which came into effect from April 2018.

- 1.6 The updated Prudential Code includes a new requirement for local authorities to provide a Capital Strategy, which is to be a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. Councils are required to approve their Capital Strategy by end of 2018/19. The Council is producing its Capital Strategy for 2018/19 for approval by full Council.

External Context – Economic background

- 1.7 Oil prices rose by 23% over the six months to around \$82/barrel. The UK Consumer Price Inflation (CPI) for September rose to 2.4% year on year as the effects of sterling's large depreciation in 2016 began to fade. The ONS labour market data for the quarter to August 2018 showed the unemployment rate at 4%, the lowest since 1975. The 3-month average annual growth rate for regular pay, i.e. excluding bonuses, was 2.9% providing some evidence that a shortage of workers is providing support to wages. However real wages (i.e. adjusted for inflation) grew only by 0.2%, a marginal increase unlikely to have had much effect on households.
- 1.8 The rebound in quarterly GDP growth in Q2 to 0.4% appeared to overturn the weakness in Q1 which was largely due to weather-related factors. However, the detail showed much of Q2 GDP growth was attributed to an increase in inventories. Year/year GDP growth at 1.2% also remains below trend. The Bank of England made no change to monetary policy at its meetings in May and June, however hawkish minutes and a 6-3 vote to maintain rates was followed by a unanimous decision for a rate rise of 0.25% in August, taking Bank Rate to 0.75%.
- 1.9 Having raised rates in March, the US Federal Reserve again increased its target range of official interest rates in each of June and September by 0.25% to the current 2%-2.25%. Markets now expect one further rise in 2018.
- 1.10 The escalating trade war between the US and China as tariffs announced by the Trump administration appeared to become an entrenched dispute, damaging not just to China but also other Asian economies in the supply chain. The fallout, combined with tighter monetary policy, risks contributing to a slowdown in global economic activity and growth in 2019.
- 1.11 The EU Withdrawal Bill, which repeals the European Communities Act 1972 that took the UK into the EU and enables EU law to be transferred into UK law, narrowly made it through Parliament. With just six months to go when Article 50 expires on 29th March 2019, neither the Withdrawal Agreement between the UK and the EU which will be legally binding on separation issues and the financial settlement, nor its annex which will outline the shape of their future relationship, have been finalised at the time of writing this report, extending the period of economic uncertainty.

External Context – Financial markets

- 1.12 Gilt yields displayed marked volatility during the period, particularly following Italy's political crisis in late May when government bond yields saw sharp moves akin to those at the height of the European financial crisis with falls in yield in safe-haven UK, German and US government bonds. Over the period, despite the volatility, the net change in gilt yields was small. The 5-year benchmark gilt only rose marginally from 1.13% to 1.16%. There was a larger increase in 10-year gilt yields from 1.37% to 1.57% and in the 20-year gilt yield from 1.74% to 1.89%. The increase in Bank Rate resulted in higher in

money markets rates. 1-month, 3-month and 12-month LIBID rates averaged 0.56%, 0.70% and 0.95% respectively over the period.

External Context – Credit background

- 1.13 Reflecting its perceived higher risk, the Credit Default Swap (CDS) spread for non-ringfenced bank NatWest Markets plc rose relatively sharply over the period to around 96bps. The CDS for the ringfenced entity, National Westminster Bank plc, has held steady below 40bps. Although the CDS of other UK banks rose marginally over the period, they continue to remain low compared to historic averages.
- 1.14 The ringfencing of the big four UK banks - Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc – is complete, the transfer of their business lines into retail (ringfenced) and investment banking (non-ringfenced) is progressing and will need to be completed by the end of 2018.
- 1.15 There were a few credit rating changes during the period. Moody's downgraded Barclays Bank plc's long-term rating to A2 from A1 and NatWest Markets plc to Baa2 from A3 on its view of the credit metrics of the entities post ringfencing. Upgrades to long-term ratings included those for Royal Bank of Scotland plc, NatWest Bank and Ulster Bank to A2 from A3 by Moody's and to A- from BBB+ by both Fitch and Standard & Poor's (S&P). Lloyds Bank plc and Bank of Scotland plc were upgraded to A+ from A by S&P and to Aa3 from A1 by Moody's. Our treasury advisor Arlingclose will henceforth provide ratings which are specific to wholesale deposits including certificates of deposit, rather than provide general issuer credit ratings. Non-preferred senior unsecured debt and senior bonds are at higher risk of bail-in than deposit products, either through contractual terms, national law, or resolution authorities' flexibility during bail-in. Arlingclose's creditworthiness advice will continue to include unsecured bank deposits and CDs but not senior unsecured bonds issued by commercial banks

Local Context

- 1.16 With the purchase of properties starting with the BP international campus site in Sunbury during 2016/17, the Council now has significant levels of long-term borrowing, secured to fund the property acquisitions.
- 1.17 The Council's current strategy when making strategic asset acquisitions is to take advantage of the cheap borrowing rates available, whilst maintaining and supplementing when possible the investment portfolio that has been built up.
- 1.18 On 31 March 2018, the Council had capital expenditure of £273m including £258m (94%) on investment properties. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. This is summarised in Table 1 next.

Table 1: Capital Expenditure Summary as at 31 March 2018

	2017/18 £'000
Opening Capital Financing Requirement	416,250
<i>Capital expenditure</i>	
Property, Plant and Equipment	13,520
Investment Properties	258,229
Intangible Assets	370
Revenue Spend Funded from Capital under Statute	1,241
Total Capital Expenditure	273,360
<i>Sources of Finance</i>	
Capital Receipts	(1,250)
Government Grants and Contributions	(1,021)
Revenue contributions	(838)
Repayment of debt	(4,517)
Total Sources of Finance	(7,626)
Closing Capital Financing Requirement	681,984

1.19 The financing of capital expenditure in 2017/18 is shown in Table 2.

Table 2: Financing of Capital Expenditure

	2017/18 £'000
Total Capital Expenditure	273,360
<i>Financed by:</i>	
Capital Receipts	(1,250)
Government Grants and Contributions	(1,021)
Revenue Resources	(838)
Borrowing	(270,251)
Total Capital Financing	(273,360)

1.20 The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The treasury management position as at 30 September 2018 and the change over the period is shown in Table 3 next.

Table 3: Treasury Management Summary

	31/03/2018		30/09/2018
	Balance	Movement	Balance
	£m	£m	£m
Long-term borrowing	(651)	(374)	(1,025)
Short-term borrowing	(14)	6	(8)
Total borrowing	(665)	(368)	(1,033)
Long-term investments	21	-	21
Short-term investments	1	19	20
Cash and cash equivalents	5	36	41
Total investments	27	55	82
Net borrowing	(638)	(313)	(951)

- 1.21 Cash balances total £41m and short-term investments £20m, reflecting the increases in income generation. Managers are currently assessing the long-term availability of funds and investment opportunities so that more funds can be allocated to long-term investments.
- 1.22 The increase in borrowing and income highlights the need for review and strengthening of the Treasury Management function. The function is currently resourced as small proportions of existing posts, although the actual work required has increased significantly since the Council started acquiring and developing property. As well as internal assessment by Finance of staffing requirements, the Root and Branch team is currently reviewing the Treasury Management function. In addition, the Council is implementing a Treasury Management system, available through the existing Arlingclose service, which will help with cashflow projections and general Treasury Management administration,

2. Borrowing Strategy to 30 September 2018

- 2.1 At 30 September 2018, the Council held £1,033m of loans, an increase of £370m from 31 March 2018, including £1,008m long-term PWLB borrowing as part of its strategy for funding major acquisitions and developments. The 30 September 2018 borrowing position is show in Table 4 next.

Table 4: Borrowing Position

	31/03/2018		30/09/2018
	Balance	Movement	Balance
	£m	£m	£m
Public Works Loan Board	648	360	1,008
Local authorities - long-term	3	14	17
Local authorities - short-term			8
	14	(6)	
Total Borrowing	665	368	1,033

- 2.2 At 30 September 2018, the Council also had short-term borrowing totalling £19m. This reflected the cashflow impact of some of the costs associated with acquisitions. These funds were borrowed from other local authorities because of the short-term nature of the requirement and the affordable rates on offer.

- 2.3 The Council will also need to borrow additional funds on both a long- and short-term basis for any further strategic acquisition purchases that occur in the future. Work is ongoing with Arlingclose and the portfolio holder to ensure that the cheapest and most appropriate duration and source are secured.
- 2.4 The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.
- 2.5 Affordability and the "cost of carry" remained important influences on the Authority's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing.

Investment Activity to 30 September 2018

- 2.6 The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles. However, the ability to maximise interest returns within these guidelines is paramount to generating sufficient funds to support the Council's revenue budget.
- 2.7 As at 30 September 2018, the Council's investment portfolio was a total of £68.8m, with £29.0m of this being short-term cashflow funds. A breakdown of the investments is given in **Appendix A**. It should be noted that one of the short-term loans to a local authority breached the £5m counterparty limit. This issue was identified soon after the trade, and procedures have been tightened to help prevent such a breach in future.
- 2.8 Given the increasing risk and continued low returns from short-term unsecured bank investments, it is the Council's aim to further diversify into more secure or higher yielding asset classes. The availability of funds for investment is dependent upon the timing of precept payments, receipt of grants and progress on the capital programme.
- 2.9 The pooled fund investments form a key part of the portfolio and a full list of these and their current performance is detailed in **Appendix B**.

Investment Performance Monitoring

- 2.10 Security of capital has remained the Council's main investment objective. This has been maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2018/19.
- 2.11 The Council seeks professional advice from Arlingclose and closely adheres to the advice set out in the Ministry of Housing, Communities and Local Government (MHCLG) guidance. Given Spelthorne's dependency on investment returns to balance the budget, the Council's investment strategy is also kept under constant review and quarterly review meetings are held with Arlingclose, the Council's treasury advisor.
- 2.12 Counterparty credit quality was assessed and monitored with reference to credit ratings (the Council's minimum long-term counterparty rating for institutions defined as having "high credit quality" is A- across rating agencies Fitch, S&P and Moody's); credit default swap prices, financial statements,

information on potential government support and reports in the quality financial press.

Conclusions and Outlook for the remainder of 2018/19

- 2.13 Having raised policy rates in August 2018 to 0.75%, the Bank of England's Monetary Policy Committee (MPC) has maintained expectations of a slow rise in interest rates over the forecast horizon.
- 2.14 The MPC has a definite bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. While policymakers are wary of domestic inflationary pressures over the next two years, it is believed that the MPC members consider both that (a) ultra-low interest rates result in other economic problems, and that (b) higher Bank Rate will be a more effective weapon should downside Brexit risks crystallise and cuts are required.
- 2.15 Arlingclose's central case is for Bank Rate to rise twice in 2019. The risks are weighted to the downside. The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in Q2 2018, but the annual growth rate of 1.2% remains well below the long-term average rate.

3. Financial implications

- 3.1 The financial implications are as set out in this report. The ability to maximise interest returns is paramount to generate sufficient funds to support the General Fund and even a small decline in interest rates can mean a significant reduction in cash returns. Therefore, it is our aim to continue to maintain flexibility commensurate with the high level of security and liquidity and minimal risk when making investment decisions.

4. Other considerations

- 4.1 The Council fully complies with best practice as set out in CIPFA's 2019 Treasury Management and Prudential Codes and in MHCLG's Guidance on Investments effective from April 2018.
- 4.2 Nothing in the Council's current strategy is intended to preclude or inhibit capital investment in local projects deemed beneficial to the local community and which have been approved by the Council.

5. Timetable for implementation

- 5.1 Treasury management is an ongoing activity and normally there is no specific timetable for implementation.

Background papers: There are none

Appendices: Appendices A – B are attached

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Details of Investments Held as at 30 September 2018

Investment Type	Initial Inv. Amount £m	Yield %	Start Date	Maturity Date
<u>Pooled Investment Funds</u> <i>(see Appendix B for details)</i>				
Charteris Elite Equity Income	0.8	4.27*	11 May 2012	N/A
Schroders UK Corporate Bond	1.5	4.93*	11 May 2012	N/A
M&G Optimal Income Sterling	1.7	2.43*	13 Apr 2015	N/A
M&G Global Dividend	1.0	4.55*	27 Jun 2012	N/A
M&G Extra Income Fund	2.0	3.41*	15 Aug 2016	N/A
Schroders Income Maximiser	1.0	7.18*	06 Jul 2012	N/A
Schroders Income Maximiser	1.0	7.18*	24 Jul 2015	N/A
Schroders Income Maximiser	1.0	7.18*	26 Aug 2016	N/A
CCLA Property Fund (LAMIT)	1.5	5.67*	31 Mar 2013	N/A
CCLA Property Fund (LAMIT)	1.0	5.67*	30 Apr 2014	N/A
Investec Diversified Income	3.0	3.40*	25 Aug 2016	N/A
Threadneedle UK Equity Fund	2.0	2.93*	08 Sept 2016	N/A
Total	17.5	4.46*		
<u>Fixed Rate Deposits</u>				
Network Housing Group	2.0	3.60	28 Apr 2016	27 Apr 2021
Total	2.00	3.60		
Total - Core Inv. Portfolio	19.5	4.37	Average	
<u>Cash Flow Investments</u>				
Insight	5.0	0.67		Instant Access
Standard Life Investments	5.0	0.67		Instant Access
BNP Paribas	5.0	0.68		Instant Access
LGIM	5.0	0.68		Instant Access
CCLA	5.0	0.69		Instant Access
Invesco	4.0	0.66		Instant Access
Total	29.0	0.68		
<u>Local Authorities</u> **	20.0	0.87		
<u>Funding Circle</u>				
Loans to small businesses	0.3	5.00	16 Apr 2015	31 Mar 2019
Total Investments at 30/09/17	68.8	1.80	Overall average	

* Yields on pooled funds are estimates based on in-year performance or estimated performance when the fund was recently opened.

** Local authority investments includes one of £15m, a short-term loan until February 2019, and one of £5m, which is due back in April 2019.

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Appendix B

Pooled Funds as at 30 September 2018

Fund	Date of Purchase	Initial Investment £	Dividends Received to 30/09/18 £	Annualised Dividend Yield %	Capital Gain(+)/ Loss(-) at 30/09/18 £	Total Return at 30/09/18 £	Total Return %
Charteris Elite Premium Income Fund	11/05/12	800,120	-	4.27%	-76,785	-76,785	-9.60%
Schroders UK Corporate Bond Fund	11/05/12	1,500,000	112,491	4.93%	+176,056	+288,547	19.24%
Schroders Income Maximiser Fund	06/07/12	1,000,000	-	7.18%	+221,519	+221,519	22.15%
Schroders Income Maximiser Fund	24/07/15	1,000,000	-	7.18%	-6,983	-6,983	-0.70%
Schroders Income Maximiser Fund	26/08/16	1,000,000	-	7.18%	+55,057	+55,057	5.51%
M&G Global Dividend Fund	27/06/12	1,000,000	71,315	4.55%	+792,885	+864,200	86.42%
M&G Optimal Income Sterling	13/04/15	1,690,636	-	2.43%	+39,953	+39,953	2.36%
M&G UK Income Distribution Sterling	15/08/16	2,000,000	-	3.41%	-15,599	-15,599	-0.78%
Investec Diversified Income	25/08/16	3,000,000	59,453	3.40%	-121,015	-61,562	-2.05%
Threadneedle Inv Services - UK Equity	08/09/16	2,000,000	27,083	2.93%	+135,090	+162,173	8.11%
CCLA - The LAs Property Fund	31/03/13	1,500,000	83	5.67%	+506,690	+506,773	33.78%
CCLA - The LAs Property Fund	30/04/14	1,000,000	48	5.67%	+145,788	+145,836	14.58%
Value at 30/09/2017		17,490,756	270,473	4.46%	+1,852,656	+2,123,129	12.14%

Pooled Fund Performance to 30 September 2018

The Capital appreciation of these investments as at 30/09/18 equates to 10.59%. However, capital gains and losses may fluctuate throughout the period the investments are held. Any gains would only be realised when the funds are sold. Dividends are received at various times during the year, with some paid quarterly and others half yearly. The income yield for 2018/19 as at 30/09/18 is 1.55% and the estimated annualised income yield on these funds is expected to be in the region of 4.46%.

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Overview and Scrutiny Committee

15 January 2019



Title	Housing Options Update		
Purpose of the report	To note		
Report Author	Deborah Ashman & Karen Sinclair		
Cabinet Member	Councillor Mark Francis	Confidential	No
Corporate Priority	Housing		
Recommendations	To note the successful implementation of the Homeless Reduction Act and progress being made for the White House Site.		
Reason for Recommendation	Not applicable		

1. Key issues

- 1.1 Overview & Scrutiny have requested a written update on the following areas:
- (a) Homeless Reduction Act Update
 - (b) Choice Based Lettings Scheme (CBL) and what we are planning to do to promote choice now that the scheme is a Spelthorne only one.
 - (c) Rent Assure Scheme and an update on initiatives.
 - (d) White House Plans

2. Homeless Reduction Act (HRA) Update

- 2.1 At its meeting on 28 November 2017, Overview & Scrutiny Committee were presented with a report on the implications of the Act.
- 2.2 The Act came into effect on 3 April 2018. In preparation, 3 new members of staff were recruited (2 new posts and 1 new officer to replace someone who had left) and all were in position by March 2018.
- 2.3 An updated homeless module was developed by our IT provider Locata called HPA2. This was developed to be HRA compliant and included the ability to create Personal Housing Plans (PHP) online with a portal for clients to be able to log in and update their own plans. One of the issues from the trailblazer authorities who piloted the HRA was that their PHPs were paper documents which needed typing over and printing off each time there was a change. Just as significantly, the MHCLG introduced a new way for local authorities to report homelessness activity in their area called H-CLIC, and HPA2 enables us to provide statistical information to them online.
- 2.4 MHCLG have employed a number of advisers to assist Local Authorities implement the Act. Spelthorne has been assessed as well prepared. And the adviser made the following comment in her assessment. *"In addition to being impressed by the early work done in Spelthorne to be ready for the HRA, I am*

especially impressed by the culture and positivity of staff in embracing the changes (including the data collection which has been a challenge across the country). Thank you once again for the Hcllc submission.”

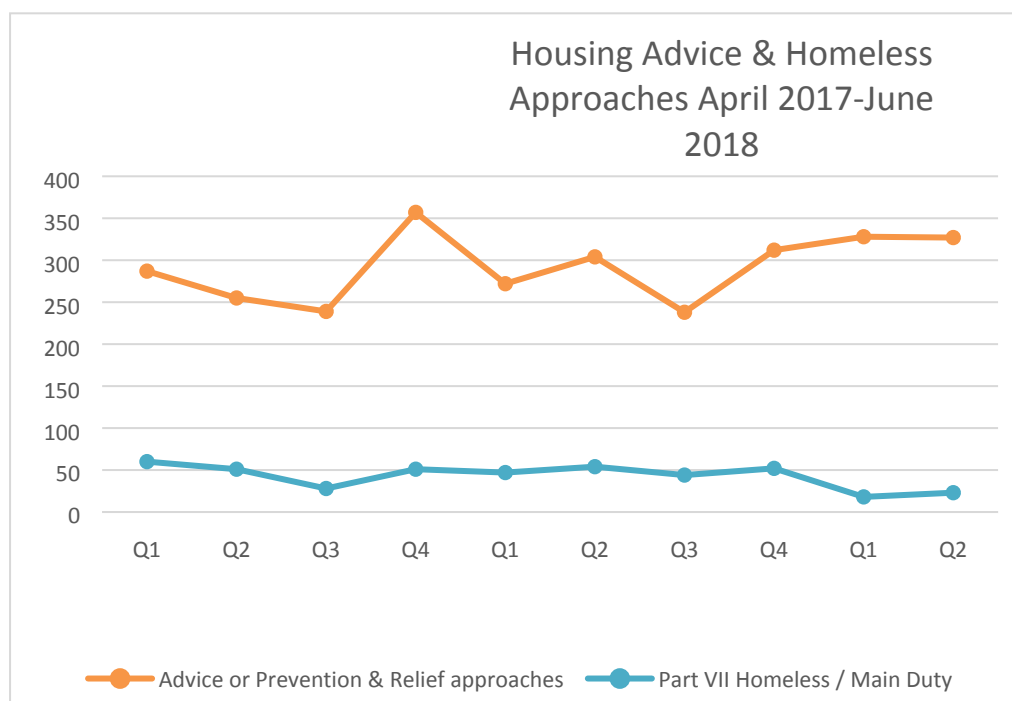
2.5 In terms of preparing staff and stakeholders there were two events held jointly with Runnymede BC to inform partners of the changes which attracted over 100 delegates. There was formal HRA training and Shelter provided training for new staff and refresher training for existing staff. Seperate briefings have been held with Community Mental Health, Probation, HMP Bronzefield, Adult Services and the Abraham Cowley Unit.

2.6 One of the principal changes introduced under the HRA was that everyone who is threatened with homelessness receives an assessment. Some Local Authorities predicted a doubling in workload, whilst others who were operating a “gatekeeping policy” would also have to assess higher numbers of applicants.

2.7 Spelthorne has always followed the law and have developed a comprehensive service for single people and childless couples through our work with the Rentstart charity. Based on previous approaches and an understanding of the causes of homelessness locally we did not predict a significant increase in the numbers of households approaching. The following chart demonstrates this in a graphic format.

2.8

Case type	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Advice or Prevention & Relief approaches	287	255	239	357	272	304	238	312	328	327
Part VII Homeless / Main Duty	60	51	28	51	47	54	44	52	18	23
Quarterly Total	347	306	267	408	319	358	282	364	346	350



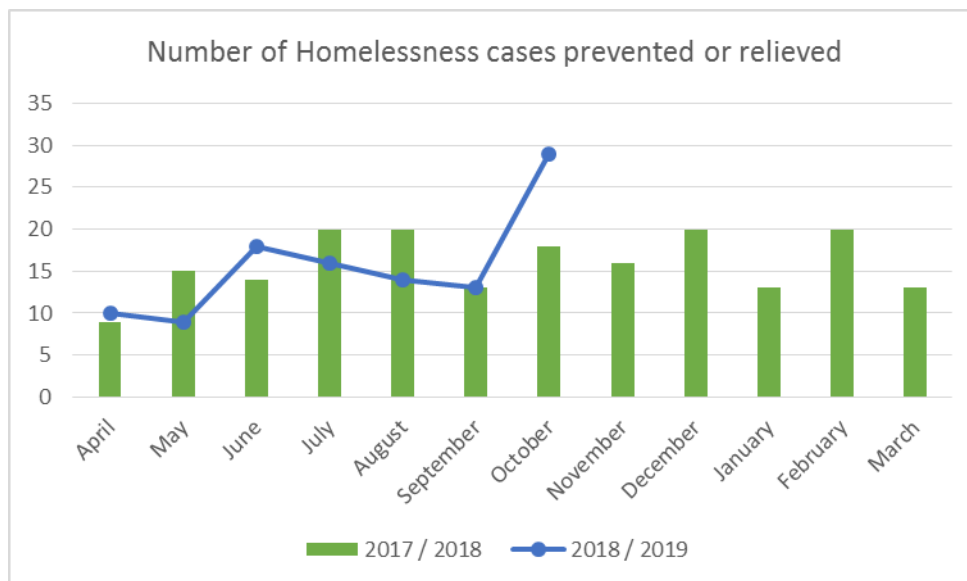
2.9 Q1 2018 is when the HRA started and although overall numbers of advice approaches remain constant the number of cases where homelessness was not prevented has fallen dramatically

- 2.10 When considering referrals to Rentstart, a similar pattern emerges that the numbers have stayed quite steady.

Referrals to Rentstart

	2017	2018
Q1	45	54
Q2	63	63

- 2.11 The intention of the HRA is for Local Authorities to have a statutory basis on homeless prevention and early intervention.



- 2.12 The above chart demonstrates that half way through the year homeless preventions are increasing.
- 2.13 Duty to Refer was intended to start in April with the rest of the Act. The Government delayed this until 1 October 2018. The explanatory information on who is affected is attached as Appendix1 in the format that was sent to affected partners.
- 2.14 The intention was to give a legal basis to early referral mechanisms for households primarily in institutions who were threatened with homelessness. Take up as been slow and so far only 4 referrals have been through Duty to Refer.
- 2.15 Our assessment on the impact of the Act has so far been proven to be accurate and the main effect on staff has been a significant increase in paperwork as there can now be up to 5 decision letters to write compared with 1 under the previous legislation.
- 2.16 Feedback from other Authorities has included a doubling in B&B numbers and significant increases in the number of approaches. Spelthorne has kept numbers in B&B steady and not experienced a significant increase in approaches.
- 2.17 This is believed to be a reflection of previous good practice and adoption of initiatives to assist in homeless prevention.

3. Choice Based Lettings

3.1 In the past Local Authorities would allocate social housing by assessing a household's needs and then make a direct allocation. Choice based lettings was intended to empower customers by advertising properties and letting the customer decide whether they wanted to make a bid for it or wait for another property to become available.

3.2 Spelthorne has now withdrawn from a common scheme with Elmbridge for the allocation of social housing and members were concerned that this might diminish choice for applicants.

3.3 Figures over the last 9 years show the previous numbers of households on the Spelthorne Housing Register who were housed in Elmbridge.

	2017 -	2016 -	2015 -	2014 -	2013 -	2012 -	2011 -	2010 -	2009 -	Total
	2018	2017	2016	2015	2014	2013	2012	2011	2010	
Number Housed in Elmbridge	18	15	25	20	17	11	13	14	5	138

3.4 Typically this represents about 7% of the overall lettings in one year.

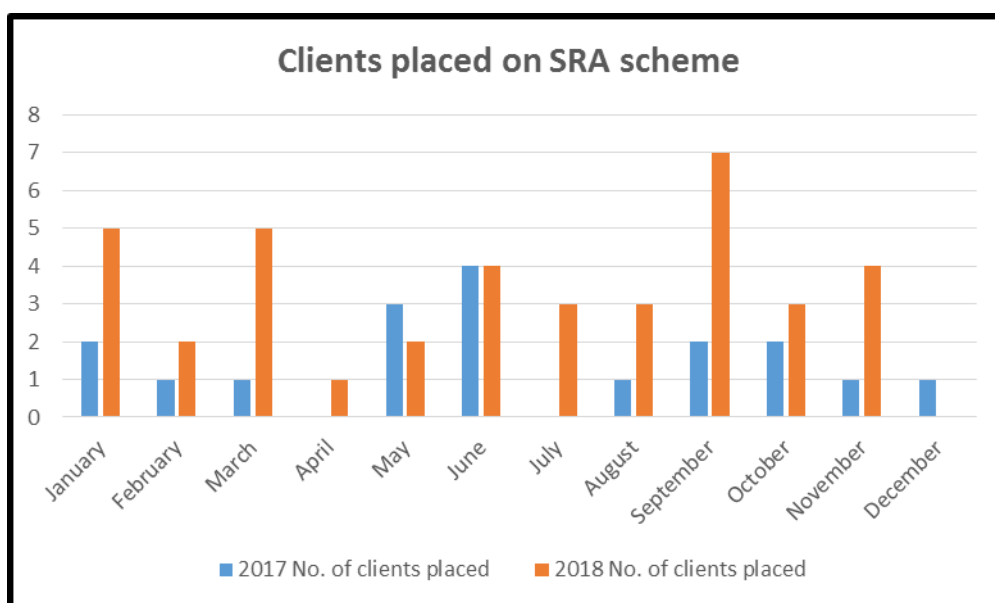
3.5 For existing social housing tenants the choices enabling them to move are:

- For under-occupying households who want a smaller property. An application to Spelthorne Housing Register where they will be awarded Band A.
- An application to Home Hunt. This is A2Dominion's transfer register and also used by other landlords to advertise hard to let properties anywhere in the country.
- Homeswapper enables tenants to transfer with another tenant. This is not limited to properties within Spelthorne and
- For households who need to move urgently they can apply for a management transfer. The rules are different between each social landlord and some may offer to move the person to another area where they have property.
- For households wanting sheltered accommodation there is often a higher supply than demand and potential host authorities waive their local connection criteria.
- For those looking to buy we publicise the Help to Buy scheme and home ownership fairs.
- We have been in negotiation with A2Dominion to vary the LSVT agreement to secure our nomination rights.

3.6 These are in addition to the benefits of a CBL scheme which allows customers to bid more than once and express choice in the part of the borough they want to live.

4. Rent Assure Scheme Initiatives

- 4.1 To strengthen our private rental market position we set up the rent assure scheme. Under the scheme we arrange a tenancy and guarantee that the landlord will receive a fair market rent for 2 years. The scheme has developed over the past year and the number of households assisted has increased.



- 4.2 A successful landlords' forum was held on 8 May 2018 with 39 landlords in attendance. During the forum, attendees were asked to provide feedback on what initiatives they would like the scheme to implement.
- 4.3 Landlords' favoured option was for the Council to provide a full management service which would include repairs and rent collection. This is not something we have the capacity to do at present but we are increasing the amount of time we put in to ensure tenancies are sustained. Amongst other feedback, we are considering the following:
- (a) Landlord Accreditation. Peter Littlewood from the ihowz landlord association who spoke at the forum provided a landlord accreditation training session for staff from Housing Options, Environmental Health and Rentstart. This enabled staff to see things from a landlord perspective and proved very useful. We are planning to offer this accreditation training as an incentive to encourage new landlords to join the scheme and upskill existing landlords.
 - (b) Landlord Insurance. We are also looking at the possibility of paying for the first year's premium on a landlord insurance scheme. On the rare occasions where there is a claim for damages that goes beyond fair

wear and tear the deposit is not sufficient to make good the defects. No decision has been made on this proposal yet.

- (c) The Government have invited bids for a private rented scheme (PRS) access fund which will enable Local Authorities to prevent homelessness and reduce numbers in temporary accommodation. The total fund is £20m and our bid is for £44,270. If successful, the money would be used on a 15 month project to provide extra tenancy sustainment for tenants in the Rent Assure Scheme, the ability to extend the scheme from 2 to 3 years in exceptional cases, and the ability to offer the scheme to certain single people and childless couples and not just families. The successes of the project will be used to consider a wider evaluation of the scheme, and more permanent roll-out of the project going forward.

5. White House Plans

- 5.1 The Council intends to build a single persons hostel on land it owns adjacent to the White House depot in Ashford. We have approached Homes England who are responsible for grant funding affordable housing development, and they are receptive to our plans.
- 5.2 The initial proposal is a three storey 23 room hostel with en-suite bathrooms and shared kitchens, and 7 self-contained 'move-on' studio flats on the top floor. Final numbers depend on the scheme design and if Homes England want us to change anything.
- 5.3 Members on the Spelthorne Joint Committee have been briefed and are very supportive, as are Spelthorne's Cabinet.
- 5.4 We are actively engaging with an experienced provider of hostel accommodation on the design of the building. Once the scheme design is frozen, and costings confirmed, an application will be made to Homes England for grant funding to contribute towards the capital costs of the project. At the same time, a planning application will be submitted.
- 5.5 Once grant funding and planning consent is secured, we will agree the Heads of Terms with the provider for a long term lease of the building.
- 5.6 We hope the building will be ready for occupation mid to late 2020.

Background papers:

Appendices: Duty to Refer

Appendix 1: Duty to Refer guidance

Dear colleagues

The Homelessness Reduction Act was implemented in April 2018. This imposed various legislative requirements on not only District and Borough Housing Departments, but also on certain named public authorities in England. These named public services are;

- Prisons
- Youth Offender Institutions
- Secure training centres
- Secure colleges
- Youth Offending teams
- Probation Services (including Community Rehabilitation Companies)
- Job Centre Plus
- Social Service Authorities
- Emergency Departments
- Urgent Treatment Centres
- Hospital in the function of providing inpatient care
- The Secretary of State for Defence in relation to members of the regular forces

These public services are now subject to the Duty To Refer. This means that if you are aware of a client who you consider may be homeless or threatened with homelessness within 56 days you have a legal duty to refer them to a district or borough housing department.

Before making the referral you must;

- Have consent for the referral from the individual
- Allow the individual to identify the area that they would like the referral to be made to (this can only be within England)
- Have consent from the individual that their contact details can be shared with the housing authority so that they can be contacted after the referral has been made.

Details regarding the duty to refer can be found on each of the Surrey Local Authorities websites in their Housing Section. Each Website will have a **referral link** for agencies on their homelessness pages. This link will then take you through to a **referral tool** by which you can input all the clients' details and send these securely to the local authority in question. The link is secure and therefore does not breach any GDPR regulations.

As mentioned earlier, **referrals can only be made with the clients express agreement.** Although clients are able to express where they would like the referral to be made, they are generally best made to the area where the individual has a **local connection**. Details of local connection criteria are as follows;

- Where someone has lived for 6 months out of the last 12
- Where someone has lived for 3 years out of the last 5 years
- Where someone is employed
- Where someone has close family members residing (and they have done so for the last 5 years). This generally means parents, adult children or adult siblings.
- Other special reason

- Where they have no safe local connection anywhere
- **Care Leavers** – if a local connection is held with any individual district or borough then they will have a local connection with all districts and boroughs in that county. IN addition to this, if the young person has been living in that area for a continuous period of two years or more, some or all of which must be before their 16th birthday (this does not apply after they have reached 21)

This referral does not constitute a homeless application, however it will mean that the district or borough can engage with the individual, arrange a housing options assessment and look at what advice and possible assistance can be given to resolve their housing issues.

Across the Surrey authorities we are using two different software providers, however although the look of the referral form may differ, the information and process will remain the same. Half of the local authorities are using a software called ALERT – these are Mole Valley; Tandridge; Woking; Waverley; Guildford; Epsom. When you first click on the link you will be taken through to a portal which will allow your agency to register as a user of ALERT. You will then be able to not only submit referrals but also see when those referrals have been considered by the local authority you have sent them to. This will give you confidence that the referral is being actioned. The other software being used by some Surrey authorities is Locata. This is being used by Spelthorne; Elmbridge; Reigate and Banstead; Surrey Heath and Runnymede. The process will be similar to ALERT.

These processes do not undermine the protocols that we already have in place with many agencies such as hospital discharge protocols. Where extra information such as discharge plans and risk assessments are already required at the point of referral these will still be required. This is simply a process to help us all to work closer together in clients' interest whilst meeting these new legislative requirements.

Should you be unclear of have any questions about this email and the requirements on your organisation, please feel free to contact either myself, or the housing needs manager in your locality.

Overview and Scrutiny Committee

15 January 2019



Title	Leisure Centre Consultation Update		
Purpose of the report	To note		
Report Author	Lee O'Neil, Deputy Chief Executive		
Cabinet Member	Councillor Ian Harvey	Confidential	No
Corporate Priority	Clean and Safe Environment		
Recommendations	Overview and Scrutiny Committee is asked to note the outcome of the Council's first phase consultation on its plans for a new Spelthorne Leisure Centre.		
Reason for Recommendation	Not applicable		

1. Key issues

- 1.1 This report provides an update on the progress with the first phase of consultation on the Council's proposals for a new Spelthorne Leisure Centre.
- 1.2 The report outlines the process undertaken, a summary of the results received and some issues to be addressed prior to moving forward with any future phases of consultation on this project.

Background

- 1.3 The Council proposed to build a new leisure centre at the northern end of Staines Park following work to identify a suitable site and facility mix.
- 1.4 As part of this process a detailed feasibility study was undertaken by a specialist leisure consultant, the Sports Consultancy, which identified the optimum facility mix needed to meet community needs and maximise the financial sustainability of any new centre. They also undertook an appraisal of the viability of the two sites which the Council had identified as possible locations for the new centre, i.e.:
 - A. Land at the northern end of Staines Park;
 - B. The green space between the current Spelthorne Leisure Centre and the Knowle Green Council Offices.

The Sports Consultancy concluded that site A was the best site from these two options as site B was too small to incorporate the optimum facility mix they had identified.

- 1.5 Having completed the initial feasibility work, the Council planned to undertake two main stages of consultation on the proposals:
- a. Phase 1 (planned for June/July 2018) - To seek stakeholders' views on the proposed location and facilities mix for the new centre; and to get some early views on broad design preferences;
 - b. Phase 2 (planned for autumn 2018) - To seek stakeholders' views on a detailed 'worked-up' design having taken into account the views/preferences expressed in Phase 1.
- 1.6 It was also proposed to set up a micro-website to enable people to comment and see how the Council's plans were progressing.
- 1.7 In view of the likely stakeholder interest in such a significant flagship project, it was clear that a robust consultation exercise would have to be undertaken to ensure that a wide range of views were taken into account in deciding on any final scheme. A decision was taken to employ a specialist company to run the consultation as it is an area of expertise that the Council does not have in-house and the communications team would not have the capacity to undertake such a large-scale consultation exercise on top of their existing work.
- 1.8 A procurement exercise was undertaken with the aim of identifying a company that would:
- a. Have the necessary resources and expertise to organise and manage public consultation events and promote them effectively;
 - b. Prepare robust analysis of any consultation feedback to inform design development and the eventual Statement of Community Involvement; and
 - c. Act as a focal point of contact for the community; engaging on a regular basis with key stakeholders in order to identify advocates and address particular concerns as they emerged.
- 1.9 By employing a company with the above capabilities it was anticipated that the strain on internal staff resources would be less, allowing Council officers to focus their limited resources on other key elements of the project. The project team also believed that using a professional stakeholder relations company would benefit residents with enhanced engagement opportunities, including face to face, to gauge a wide range of views.
- 1.10 Keeble Brown were selected after proposals were received from three companies. Two of these (including Keeble Brown) specialised in undertaking community consultations on behalf of developers and local councils, with both known to the Council's project manager from previous successful work they had undertaken to support similar projects. The third company approached had previously been used by Spelthorne to conduct a residents' survey and had some experience of running specific public consultations on new leisure centres for councils.
- 1.11 Keeble Brown were primarily selected on the basis that they provided the best balance in terms of the support they proposed to provide, the experience of the project lead and cost.

- 1.12 The Leader and Portfolio Holder for Community Wellbeing were kept informed of progress with the feasibility work and Cabinet were provided with a number of updates/presentations.
- 1.13 As the project moved from feasibility to the early design phase, a formal Leisure Centre Development Working Group (LCDWG) was set up comprising of the Leader of the Council (as Portfolio Holder for Strategic Assets), the Portfolio Holder for Community Wellbeing (responsible for leisure) and relevant officers (including the Deputy Chief Executive, Property Development Advisor and the Sport and Facilities Manager). The purpose of this group included:
- a. Providing strategic direction to the project development team on the Council's requirements;
 - b. Approving any documents to be used for the public consultation;
 - c. Considering any consultation responses and how these should inform the design; and
 - d. Monitoring progress with the project, overseeing delivery of any approved design brief and monitoring cost control.
- 1.14 Prior to commencing the consultation exercise a briefing was held for councillors on 9 May 2018 in the Council Chamber to outline the Council's proposals, which received overwhelming support from the 14 councillors who attended.

The Consultation Process

- 1.15 The consultation process ran from 29 June to 23 July 2018 commencing with a two-day drop-in event at the existing Spelthorne Leisure Centre on 29 and 30 June.
- 1.16 The publicity alerting the public, local community groups and other stakeholders to the Council's consultation on its proposals commenced on Friday 23 June 2018. This included:
- a. Publicity for the two-day drop-in event via:
 - i) Adverts in the local press (Surrey Advertiser and Heathrow Villager);
 - ii) Online advertising (supported by social media activity) on the *GetSurrey* media platform and information on the Council's website/Facebook page/Twitter;
 - iii) Flyers and posters distributed to local shops, three local health centres, the Spelthorne Library/Museum, the Knowle Green Council Office Reception, the current Spelthorne Leisure Centre and on the Council's 16 notice boards around the borough;
 - iv) 550 invitation letters delivered to residential properties and businesses in local roads around the proposed site for the new centre;
 - v) Email invitations sent to 49 local sports groups;
 - vi) Email invitations, telephone and face to face canvassing with 12 Community Groups;

- vii) Contacting all councillors and the local MP, Kwasi Kwarteng, to ensure they were aware of the proposals and the launch of the public consultation.
- b. Ongoing publicity for the consultation process via:
 - i) Door-to-door distribution of information to around 1500 homes (including a Frequently Asked Questions (FAQ) document, instructions where to find the questionnaire, information used at the drop-in event, and contact details for Keeble Brown)
 - ii) Information sent to 7 disability/access/mental health groups, 41 PE departments within local schools and colleges, and 20 schools in the local area.
 - iii) Information on the Council's website linking people to the micro-site set-up by Keeble Brown <http://www.spelthorneleisure.info/>
 - iv) Information in the Borough Bulletin;
 - v) A banner advertising the consultation process on the bottom of all emails sent out by the Council.
- 1.17 At the two-day drop-in event at the existing Spelthorne Leisure Centre on 29 and 30 June, Keeble Brown and members of the project team used a range of display boards (shown in **Appendix 1**) to explain the Council's proposals. These outlined:
 - a. The proposed location of the new centre;
 - b. The proposed core facilities mix;
 - c. Options for additional facilities which could potentially be incorporated;
 - d. Pictures of possible designs for the new centre (taken from examples of other leisure centres).
- 1.18 Stakeholders attending the drop-in event and subsequently responding during the consultation period were asked to provide feedback on their views on the proposals via:
 - a. Hardcopy questionnaires (with stamped envelopes) given to those attending the drop-in event. The questionnaire was also promoted as a downloadable document and as an online survey;
 - b. Social media, including a dedicated website and a public Facebook page which reached more than 30,000 Facebook users in the Staines-upon-Thames area;
 - c. Telephone, face-to-face and email canvassing.
- 1.19 Organisations, groups and institutions such as sport clubs, disability charities and organisations (e.g. Age UK) were approached directly and given extended deadlines to ensure they were able to respond.
- 1.20 Public briefings were given in the form of a FAQ document which was distributed locally and online.

Summary of the results

- 1.21 Coverage and responses received:

- a. Leafletting, door-drops, advertising and posters, social media (including Facebook), online advertising and press releases reached more than 48,000 people in the Staines-upon-Thames area;
 - b. A total of 615 residents attended the two-day drop-in event held at Spelthorne Leisure Centre on 29 and 30 June;
 - c. 2,233 responses were reviewed and analysed, comprising of:
 - i) 1,872 questionnaires completed and returned;
 - ii) A further 361 responses received in other formats such as emails and letters (including 117 letters from local schools).
- 1.22 A summary of the results from the consultation exercise is shown in **Appendix 2**, with a more detailed report available at www.spelthorne.gov.uk/LCresults
- 1.23 Some of the key highlights from the results were:
- a. 66% of respondents expressed strong or medium support for a new leisure centre, with support being highest from those who regularly take part in a leisure activity, particularly those using the Council's current facility;
 - b. Strong concern was expressed about the proposed location in Staines Park, with 68% of those not in favour of a new leisure centre mentioning the location as a reason for their objection;
 - c. The greatest number of objections to the proposed site came from residents living closest to Staines Park (within 500m);
 - d. In terms of the facilities residents would most like to see provided, a main swimming pool and parking facilities were cited as priorities, followed by a gym, learner pool and café. The least support was for all-weather pitches. When respondents were asked to rank non-core facilities, there was strong support for squash courts;
 - e. Almost half (44%) of respondents said they would like more facilities to be provided for children.

Moving forward

- 1.24 In view of the strong concern over the use of Staines Park for the new centre the Council made a decision in September 2018 to abandon any plans to use the park and to seek an alternative location for the new leisure centre. The Council is currently in the process of identifying options for a new site for this facility. It is anticipated that the Council will be able to develop the new centre by the end of 2021.
- 1.25 The first phase consultation exercise was designed to ensure that the project team received robust feedback on its developing proposals at an early stage, before any detailed design work was carried out. The consultation process ensured that widespread engagement was undertaken and delivered a very high number of responses from a wide range of stakeholders.
- 1.26 Although the Council did not receive support for the proposed location, the consultation exercise ensured that the Council received a high volume of robust data which can be used to inform the design of the new centre, the mix of facilities and help identify a suitable alternative location for the new facility.

- 1.27 The information gathered from the first phase consultation process will also be used to inform the next phases of consultation.
- 1.28 In taking this forward the Council will need to review the future resourcing of the project. Based on the previous experience of similar projects undertaken by the project team and the consultants, the Council expected a high level of interest in the Council's proposals, but could not have anticipated the unprecedented level of response it would receive from the community. The use of an external consultant to support this process was not as effective as we would have hoped and, as a result, the Council's internal resources allocated to the project became overwhelmed responding to stakeholder communications. It also meant that some of the community lost trust in the aims and objectives of the project, including the Council's motives.
- Careful consideration will need to be given to future resourcing of community engagement for the project prior to further consultation.
- 1.29 The detailed information gathered from the first phase exercise will be used to develop a more extensive range of FAQs which will be made available from the beginning of the next phase of consultation. In developing future FAQs and other communications, the project team will need to anticipate questions and concerns as to how the Council's proposals fit in with its wider plans for the borough, e.g. any plans for developing housing and infrastructure.

2. Financial implications

- 2.1 The final costs of the first phase of consultation on the Council's plans for a new leisure centre is anticipated to be around £18,000, excluding officer time.
- 2.2 The costs of the next phase of consultation will be considered once options for a new site have been considered and the review of future resourcing has been completed.
- 2.3 In addition to the costs of the consultation process, a further £82,052 has been spent on other preliminary work associated with the project. Most of the work undertaken will still be utilised for any alternative site identified for the new leisure centre.
- 2.4 As part of the 2018/19 Capital Programme the Council approved a capital growth bid of £1.8m to cover the initial costs for the leisure centre redevelopment project. This budget will be used to cover the costs of the consultation process and the provision will be carried forward into 2019/20.

3. Other considerations

- 3.1 Keeble Brown received lengthy feedback from Disability Empowerment and Access Groups which indicates that there is a significant need for improved facilities which could address the different needs of the area. In designing any future new leisure centre, the Council will ensure that these needs are taken into consideration where possible including, for example, making the new centre dementia friendly.
- 3.2 The contract for the current operator of the Spelthorne and Sunbury Leisure Centres is due to expire in 2021. The Council has the option to extend this contract for up to five years. A procurement exercise will have to be undertaken in due course to appoint an operator to run the Council's leisure centres, when this contract comes to an end.

3.3 As part of Spelthorne's ongoing discussions with Heathrow Airport Limited (HAL) over the proposed expansion of Heathrow, the Council is exploring options for a new leisure offering in the north of the borough (which HAL have been asked to fund) which would complement the proposals for the new Spelthorne Leisure Centre.

4. Timetable for implementation

4.1 The timetable for the next phase of consultation on the Council's plans for a new Spelthorne Leisure Centre will be decided once the review of alternative locations for the facility have been completed and options identified.

Background papers: There are none

Appendices:

Appendix 1 – Display boards used for drop-in event 29 & 30 June

Appendix 2 – Spelthorne Leisure Centre - Abbreviated Analysis of Responses to the Consultation (includes copy of questionnaire)

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WELCOME

Welcome to our public consultation event. We are looking forward to receiving your views and suggestions for the proposed leisure centre in Spelthorne.

- This consultation at this early stage is an opportunity to share your comments and suggestions with us.
- Members of the project team are with us to assist you, and explain the thinking behind our initial proposals and answer your questions.
- Your feedback is important to us, please complete a questionnaire before you leave.



WHY WE NEED A NEW LEISURE CENTRE



Sports and fitness activities play a fundamental role in the health and wellbeing of our community.

Many of the leading causes of ill health in today's society, such as coronary heart disease, cancer and type two diabetes are linked to lifestyle. A more active lifestyle is an effective way to reduce the occurrence of these and other serious medical conditions.

Spelthorne Borough Council is determined to play its part in supporting a healthier and more active community, which is better for individuals and for their families as well as for society as a whole.

An in-depth feasibility study, undertaken by The Sports Consultancy, has taken into account the demographics of Spelthorne's population, which is growing and ageing. Their study highlighted that Spelthorne needs to improve and extend the sports facilities that it is able to offer to the borough.

EXISTING LEISURE CENTRE

The existing leisure centre will remain open until the new facilities are completed and open for use.

Over the years, it has served the borough and people of Spelthorne very well. However, it does not provide the range of facilities that people want and expect to the high standard our community deserves. Maintenance costs are rising, and the building does not meet modern day standards for sustainability and environmental criteria such as energy efficiency.



THE LEISURE FACILITIES SPELTHORNE NEEDS

The demand for sports and leisure facilities in the borough has evolved. For some sports, such as swimming, demand has increased.

- New swimming pool facilities – public swimming pools in Spelthorne are operating extremely close to capacity at peak times.
- New flexible activity spaces – the current space struggles to meet local demand.
- All weather 3G pitches.



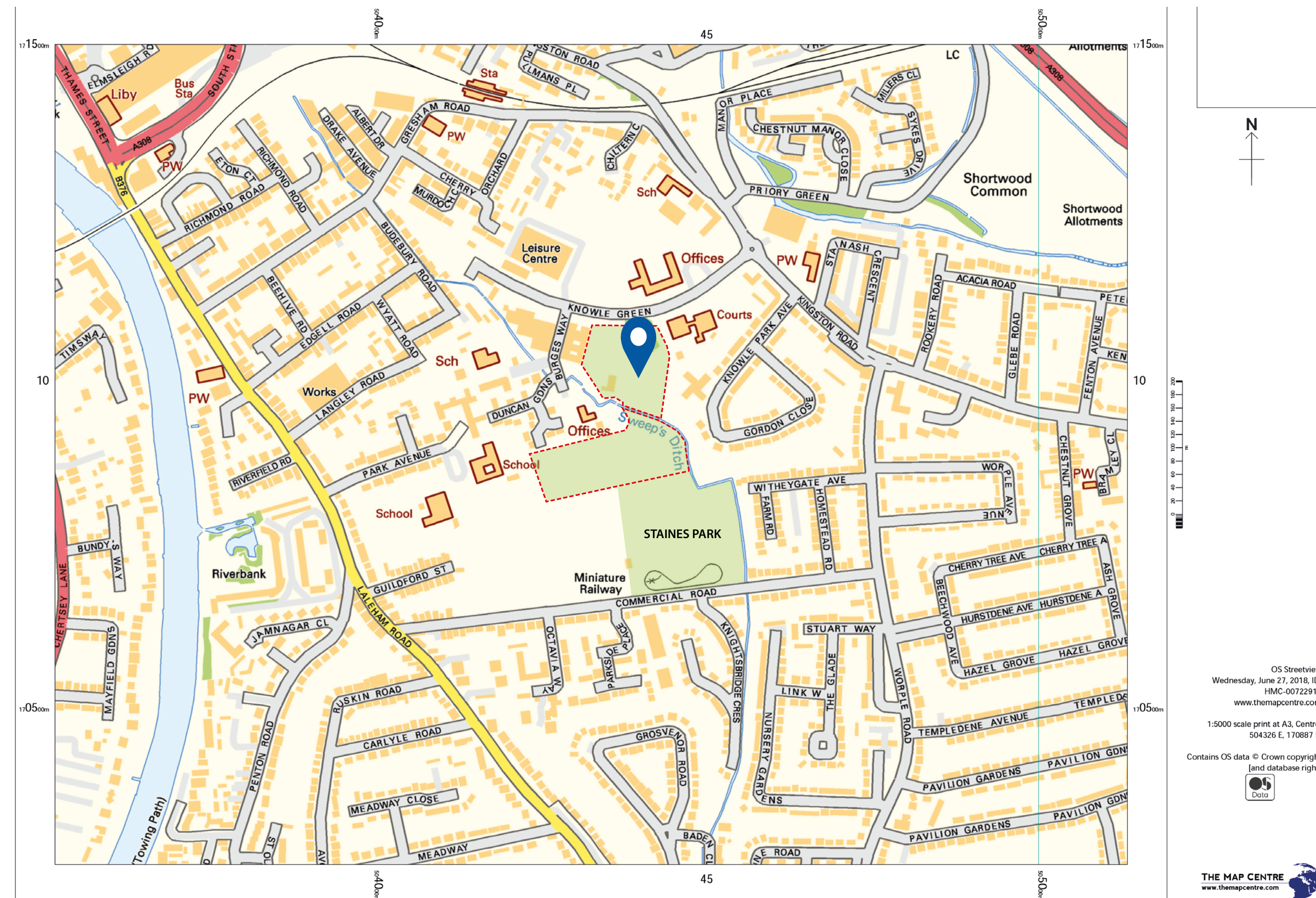
THE NEED FOR A NEW LEISURE CENTRE



Appendix 1

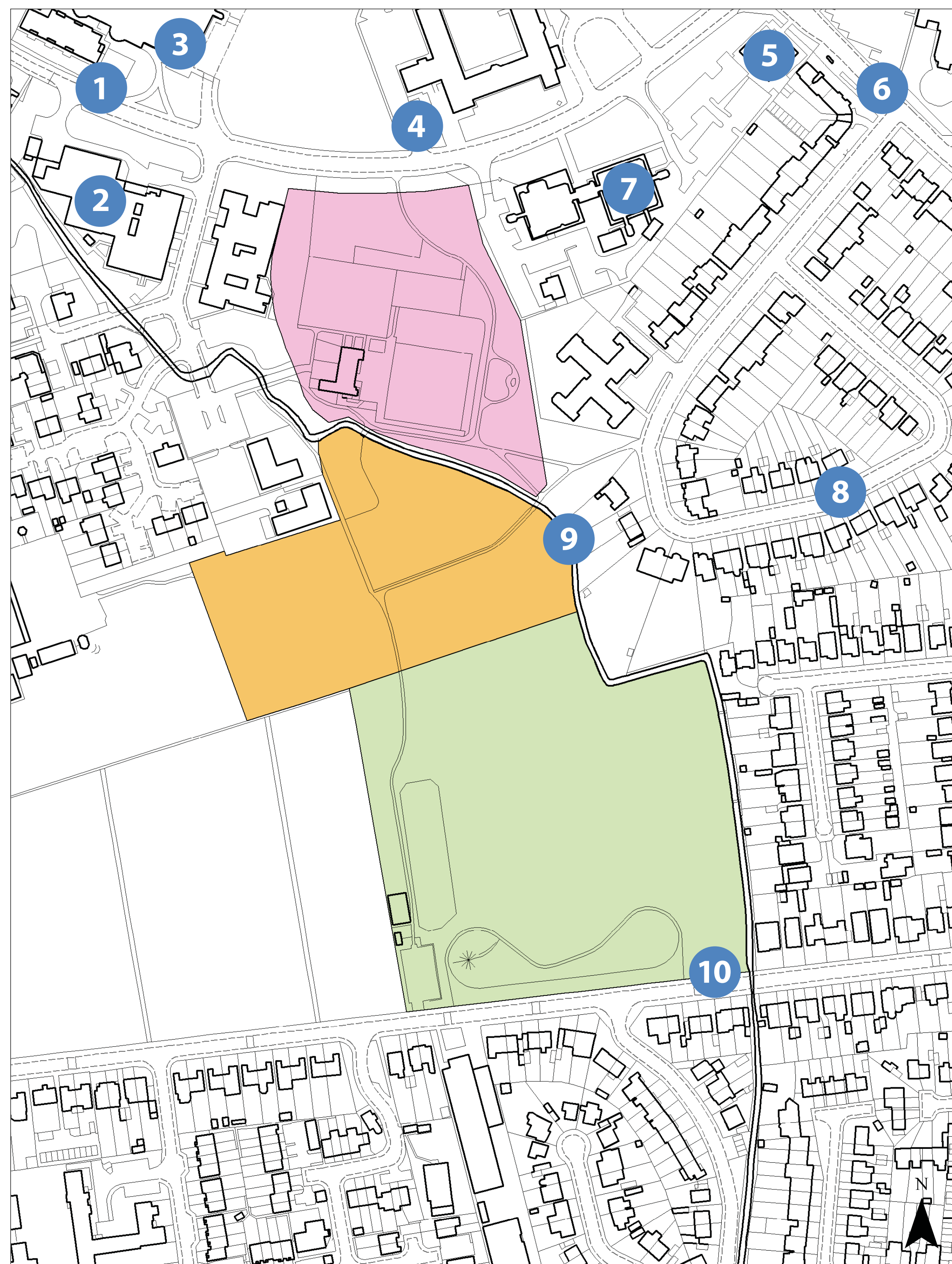
The proposed site for the new leisure centre building is in the northern part of Staines Park. The total area of Staines Park is 61, 500m², the estimated area needed for the new leisure centre is 32,000m² including space for adequate car parking, sports pitches and secure bicycle parking.

- There is a bus stop within a 500m walk of the site.
- Staines railway station is only a ten-minute walk.



Wider location

LEISURE CENTRE SITE



Possible Leisure Centre Site

- 1 Knowle Green Day Nursery
- 2 The Knowle
- 3 Spelthorne Leisure Centre
- 4 Council Offices
- 5 Staines Probation Office
- 6 Kingston Road
- 7 Staines Magistrates Court
- 8 Gordon Close
- 9 Sweeps Ditch
- 10 Commercial Road

Legend

- Possible Leisure Centre Site
- Possible Site of 3G Sports Pitches
- Staines Park

Scale 1:2,500

© Crown copyright and database rights 2018 Ordnance Survey 100024284.

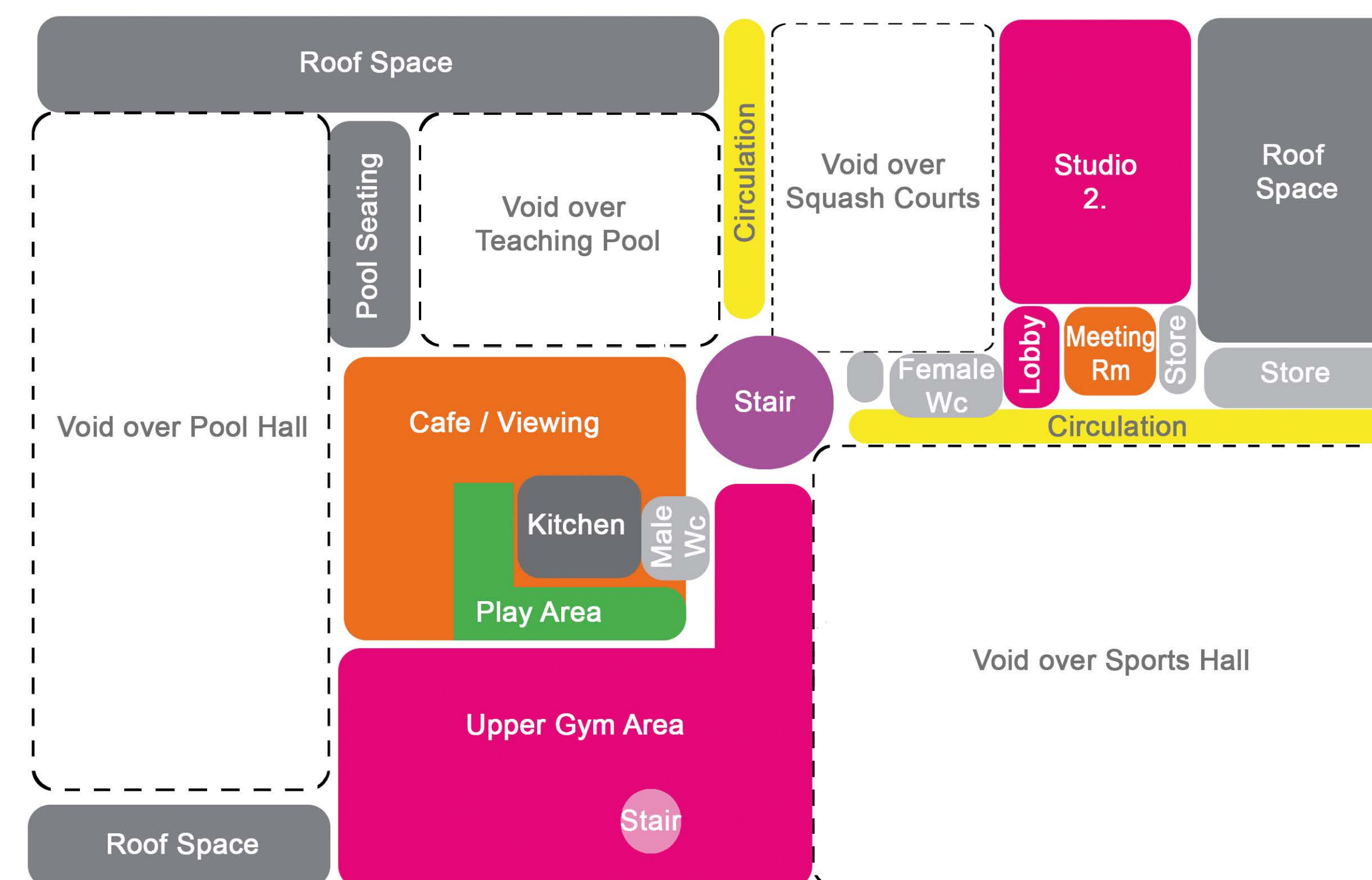
CURRENT FACILITIES MIX

These images show the layout of the current leisure centre. Do you think the current layout works well? What could be improved? What do you think about the current range of facilities?

Let us know your thoughts.



Existing Leisure Centre – Ground Floor Plan Diagram



Existing Leisure Centre – First Floor Plan Diagram

PROPOSED MIX OF FACILITIES



Based on a feasibility study undertaken by the Sports Consultancy and a Needs Assessment undertaken by Spelthorne Borough Council, it is envisaged that the new leisure centre will provide the following facilities:

CORE FACILITIES	DESCRIPTION
Main pool	8 lane x 25m pool
Learner pool	20m x 10m with moveable floor
Sauna and steam room	Sauna/steam room/spa
Spectator seating to pool hall	100 poolside seats
Sports hall	6 courts
Health and fitness	200 stations
Multi activity studio	2 x studios (30 persons per class)
Spin studio	1 x studio (25 persons)
Multi purpose room (meeting/crèche/studio/party)	1 x room (20 persons)
Reception with retail area	Included
Café with poolside viewing	Capacity for 100 persons
Community gathering space	
2 x Small sided 3G pitches	Included
1 x Full size 3G pitch	Included
Clip n climb	Climbing wall
Soft play	Children’s play area
2 x Rooms for physiotherapy	
Parking	300 spaces (minimum)

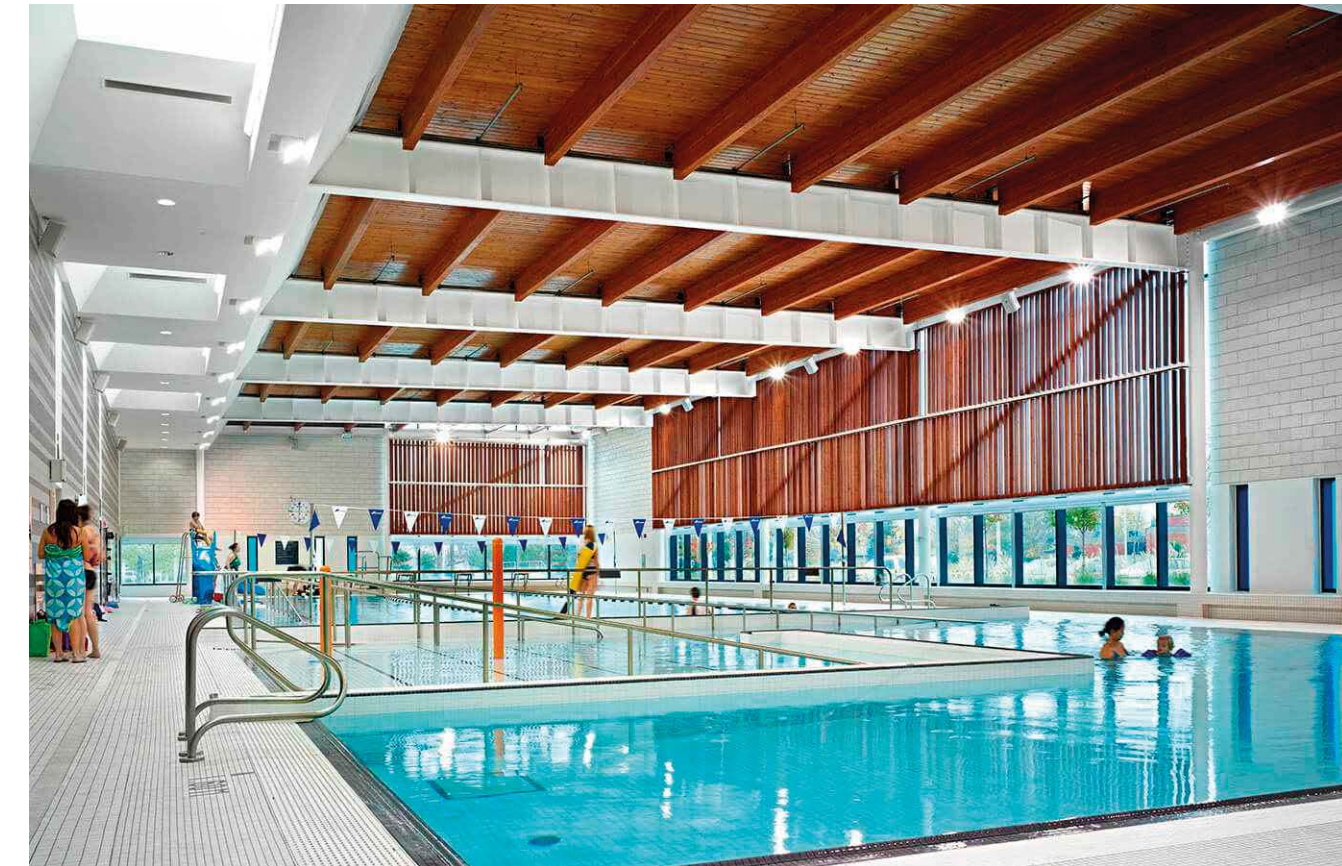
What are your views on this mix?

YOU CHOOSE

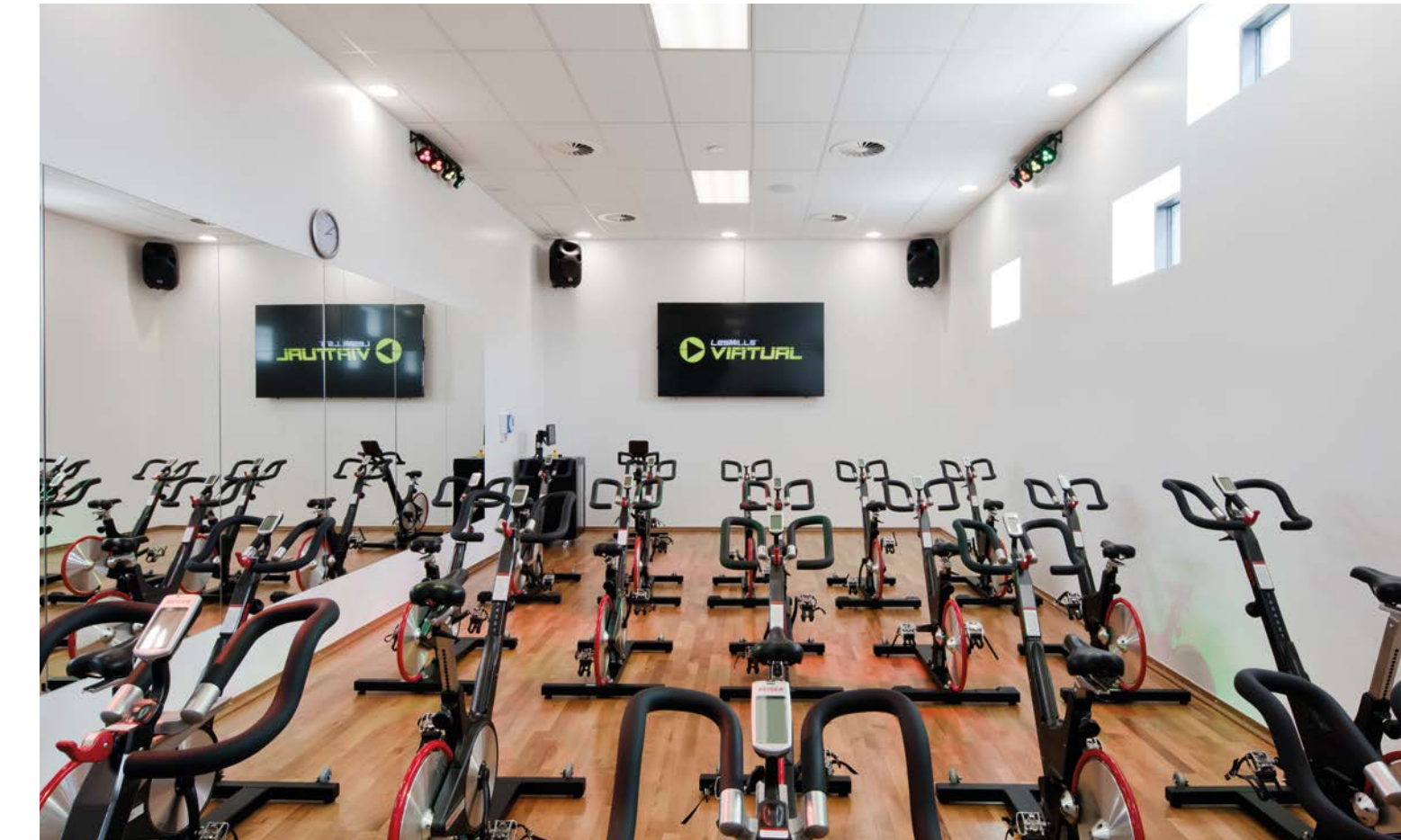
Through earlier consultation with local clubs and the existing leisure centre operator, we have formulated a list of possible additional facilities about which we would like to have your feedback. These include:

- 2 extra courts in the sports hall
- Second learner pool
- Confidence boosting splash area
- 2 x Squash courts (with moveable wall)
- 3 x Squash courts (with moveable wall)
- Additional 1 x full size 3G pitch

Have we missed anything else we should be considering?



SOME OF THE FACILITIES WE ARE LOOKING AT

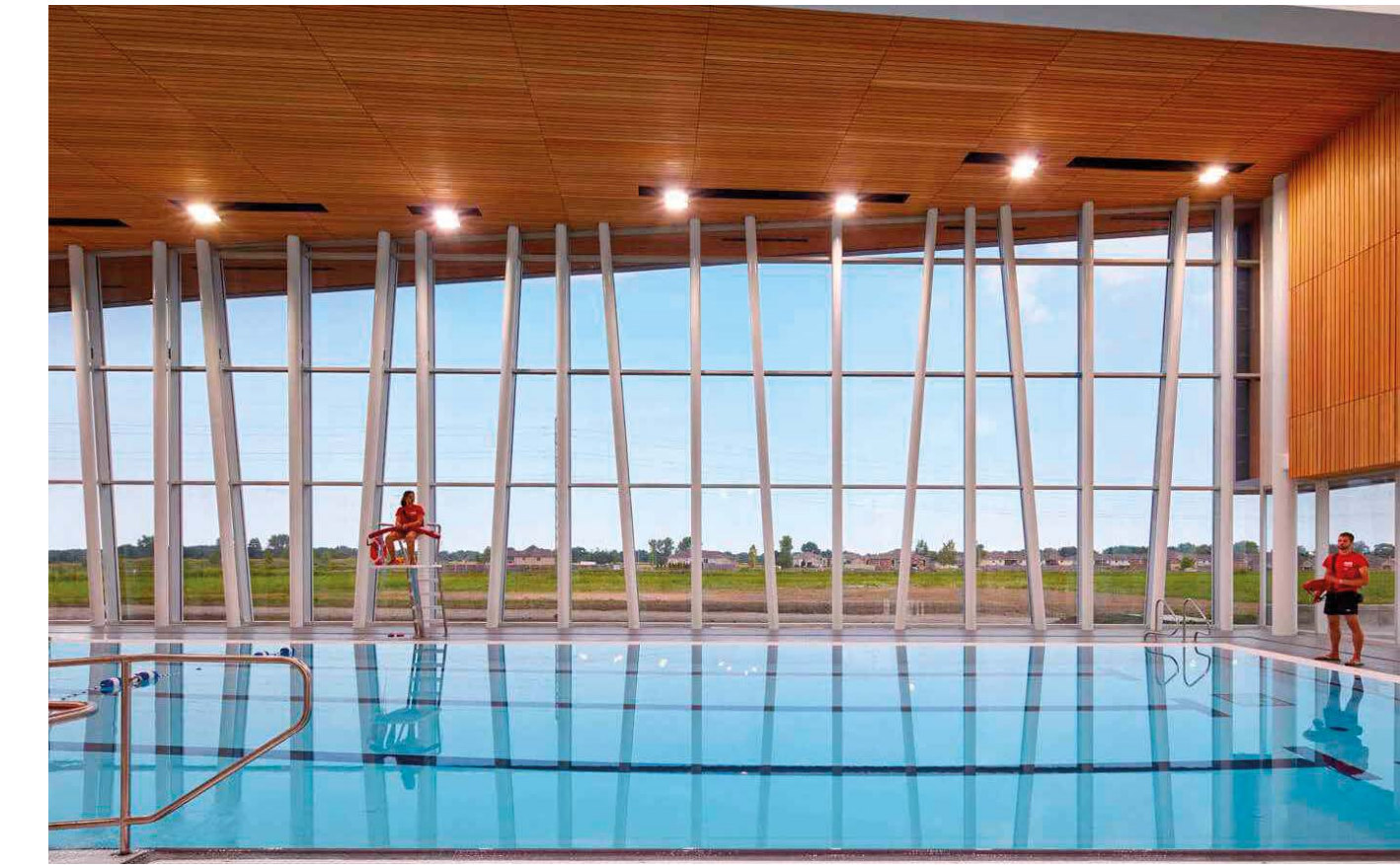


DESIGN EXAMPLES

We are at a very early stage in the planning process and so there are no designs to present. However, the project team includes professionals who have experience working on other, similar proposals. These images provide some examples of the sort of designs that other communities have welcomed.



DESIGN EXAMPLES



BENEFITS

The new site will provide many benefits to the residents and local community.

- It provides good accessibility and sufficient space for the new centre, parking and pitches.
- This proposal provides an opportunity to enhance the visual appearance of the area and street scene. Our design team will be designing a building that is sympathetic to the parkland environment.
- It has efficient transport links. Two bus routes run nearby the site, the 117 and the 290. Staines is the closest train station and is within a 10 minute walk from the site. The proposed site is easily accessible for the whole borough.
- Our intention is to complement and make a positive contribution to the surrounding land uses and activities. We want to enhance Staines Park and the associated informal recreation opportunities in the park.
- It has a scope to develop links with Staines Health Centre as it is adjacent to the proposed site.



OTHER CONSIDERATIONS

All new developments require careful consideration of a range of factors, including the concerns of local people and other stakeholders.

In order to proceed with the planning application, the project team will be investigating all of the potential impacts. The design team will need to ensure that suitable mitigation and remedies will be developed in consultation with the local community and stakeholders.

For example:

- Costs and economic viability
- Impact on existing trees and changes to green spaces
- Parking
- Highways
- Utilities and services
- Flood risk
- Sustainability
- Cycling
- Environment



Are there any other considerations you feel we need to take into account when designing a new building?

NEXT STEPS

Timescale

We will hold our next phase of consultation in early autumn 2018 and will consider submitting a planning application after that. At that event, we will be presenting how the feedback from this consultation period has helped inform our more detailed designs. Should planning permission be granted, we would expect the construction period to take between 18-20 months. We would expect the Leisure Centre to open in 2021.

Next Steps

A questionnaire is available for you to leave your feedback. Your feedback will be used to inform designs for the new facilities and guide the project team. You can either complete the questionnaire here or do it online: www.spelthorneleisure.info

Feel free to take a photo of our contact details.

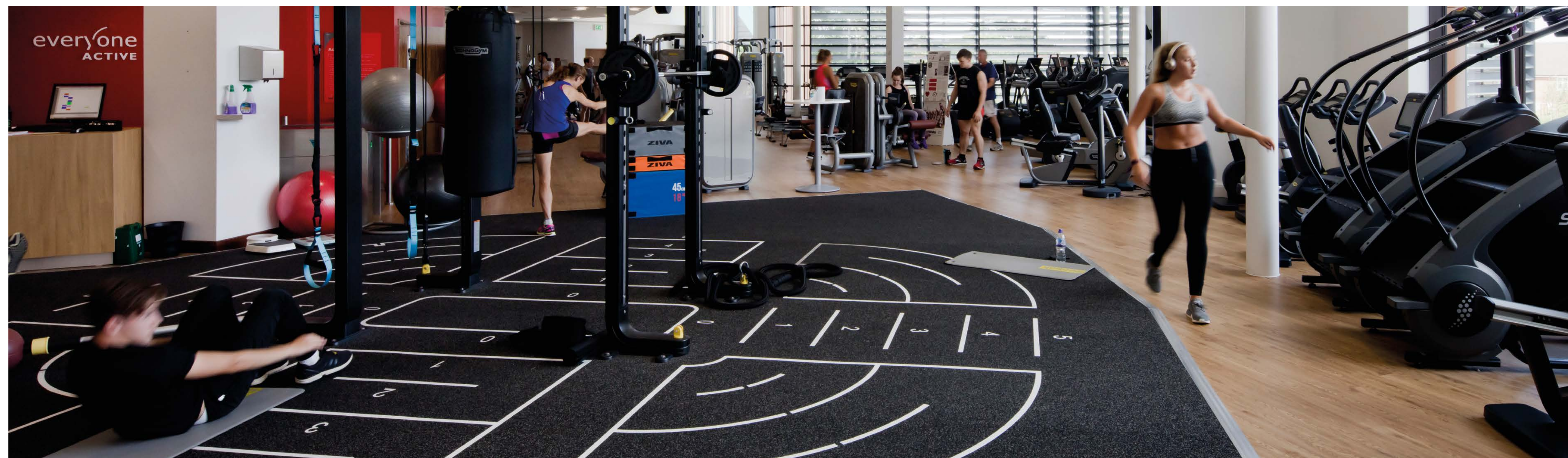
Contact: Zara Williams or Spencer Neal

Post: Keeble Brown Ltd, 36-40 York Way,
London, N1 9AB

Email: info@spelthorneleisure.info

Phone: 0800 061 4979

Website: www.spelthorneleisure.info



Thank you for your participation in helping us to shape the future proposals for our new leisure centre.

ABOUT US



Appendix 1

The proposal is being put forward by Spelthorne Borough Council and will be developed by Spelthorne Borough Council. You can be kept up to date on progress by visiting our website: www.spelthorneleisure.info

The boards presented today will also be available online at the above website address.

The Project Team

Spelthorne Borough Council will be bringing together a project design team that includes specialists from a number of disciplines in order to create the sort of development that this site deserves.

One that caters for all ages in our community, and which is designed to be affordable, sustainable and of a very high standard.



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SPELTHORNE LEISURE CENTRE

Abbreviated Analysis of Responses to the
Consultation

First Phase Public Consultation: Friday 29 June – Monday 23 July 2018

Keeble Brown
info@spelthorneleisure.info

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Consultation and report undertaken by
Keeble Brown Ltd on behalf of Spelthorne Borough Council

Keeble Brown Ltd
10 Bonhill Street
London
EC2A 4QJ

Executive Summary

Conclusion

Overall, there was clear support for a new leisure centre, albeit with considerable objection to the proposed location.

The consultation revealed strong, local opposition to the location proposed for the new leisure centre. The all-weather sports pitches, which were proposed to sit alongside the leisure centre generated less response overall and were met with more objection than support.

The first consultation resulted in an extensive and varied response from across the community.

Response

Two thousand, two hundred and thirty-three (2,233) responses were reviewed and analysed following the initial public consultation regarding proposals for a new leisure centre and sports pitches for the borough of Spelthorne.

In total, 1,872 questionnaires were completed and returned. A further 361 responses were received in other formats such as emails and letters.

Publicity and promotion

Prior to the publicity programme Councillors, health centres and stakeholders such as schools and some residents were contacted by telephoned and email. A programme of leafleting, door-drops, advertising and posters, as well as online and social media reached more than 48,000 people in the Staines area (based on audited circulation figures, Facebook data and delivery schedules).

Feedback following the public events

The initial responses, mostly from those people the project team had engaged with directly, indicated support for a new leisure centre, albeit some also had anxieties relating to the proposed location.

However, over time responses became less supportive, and increasingly referred to a few common themes:-

- The proposals were not accepted as 'stand-alone', rather they were seen in the context of a wider development agenda;
- The absence of alternative options for the location;
- Scepticism regarding the local authority's motives;
- Worries about the impact on biodiversity and the wooded area of Staines Park;

Detailed analysis of the responses indicated overall support for a new leisure centre, most especially from those with an interest in health and wellbeing, sports and fitness-related leisure activities.

Primary concerns

By far the most-frequently cited concern for respondents was location. It rose in importance for respondents who did not agree with the need for a new leisure centre.

While some respondents opposed any change of use for the Staines Park site, a significant number referred to specific sub-issues. For details please see the full report.

The mix of facilities

Most of the questions presented in the survey related to the mix of facilities on offer and the preferences of the respondents. Pool facilities were most-frequently cited as a priority in terms of the 'core mix' desired by respondents. For optional facilities, a 'confidence boosting splash pool' and squash courts were both quite highly rated.

While most responses focused on specific issues and concerns, some groups support the proposals. These groups included several disability organisations. Volleyball, squash and climbing were also very supportive.

Consultation period and subsequent engagement

The first consultation period closed on 23rd July 2018. However, the project team including Spelthorne Borough Council and Keeble Brown, continued to engage with user-groups and residents. Particularly via a public Facebook group established for the purpose.

Appendices

Details of the activities that supported the consultation are provided in the appendices attached to the full report.

Introduction to the Consultation

In the summer of 2018, Spelthorne Borough Council proposed to build a new leisure centre with adjacent all-weather sports pitches to meet the changing needs of the community.

The Council presented the project team with a single option for the location of the proposed new centre, which was decided by the criteria set by the Council. The criteria determined that the only suitable location was the developed, northern area of Staines Park close to Knowle Green.

This document provides an abbreviated report on the public response to the consultation. The full report can be found online.

Consultation launch

The publicity alerting the public and other stakeholders, including local community-based groups, commenced on Friday 23 June 2018.

Councillors were also contacted via telephone and email to provide a briefing on the consultation.

The main consultation ran from Friday 29 June to Monday 23 July 2018.

Information provided

Information about the proposals, including the criteria used by the Council to determine which site(s) would be suitable, was provided via:

- i) a two-day, drop-in event with display boards to help the on-hand project team explain the Council's proposals, in person, to those attending;
- ii) questionnaires (with stamped envelopes) were given to those attending, also promoted as a downloadable document and as an online survey;
- iii) public briefings in the form of a Frequently Asked Questions (FAQ) document which was distributed locally and online;
- iv) social media, including a dedicated website and a public Facebook page which reached more than 30,000 Facebook users in the Staines area.

Response and Feedback

Drop-in events (Friday 29 June and Saturday 30 June)

Over the two days at least 615 people attended the drop-in event.

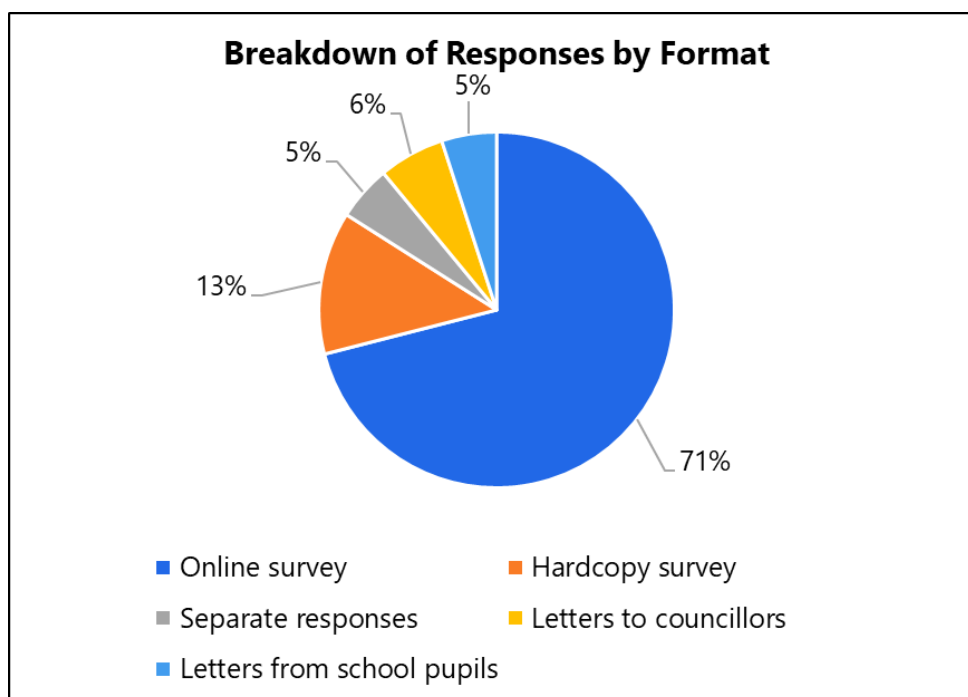
	Registered attendees	Non-registered (estimated*)	Totals
Day one	226	97	323
Day two	204	88	292
Total	431	185	615

Several local politicians also attended, including Kwasi Kwarteng MP, and Cllrs Ian Harvey, Olivia Rybinski, Quentin Edgington and Joanne Sexton.

*A tally was kept by a member of the team using a “clicker” to ensure the estimate of those attending (but who chose not to register their participation) was as accurate as possible.

Public Feedback: 2,233 responses

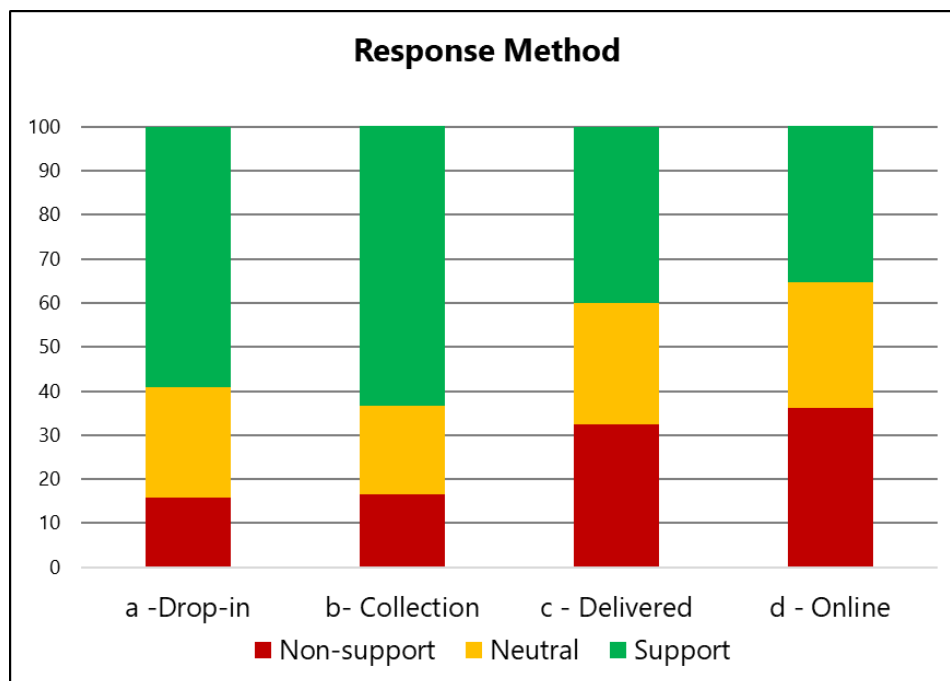
The charts below show the breakdown of the response format and the methods by which the questionnaires were returned to Keeble Brown.



Means of responding

The people who completed and returned the survey questionnaires during the drop-in events and those who left their survey for collection indicated more support for the proposals than was indicated in the survey returned by post and via online.

Online responses show a slight bias towards non-support (**36% non-support against 35% support**) compared to other means of response.



How the method of returning may have influenced the response

It is possible that people who had the opportunity to discuss the proposals with the project team and/or view the display boards for themselves formed a more supportive opinion. It is also possible that the location of the drop-in venue influenced respondents in some way.

Questionnaire

The questionnaire surveyed opinions with 13 questions.

Two questions (Question 1 and Question 5) asked respondents to describe their level of support for the leisure centre and the all-weather pitches.

The survey included four 'open' questions, which asked respondents to indicate in their own words: -

- The facilities they believe are important to them;
- The facilities they currently use in the borough;
- The concerns that they believe should be reviewed as part of the proposals;
- Any other comments about the proposal.

The remaining questions asked respondents for their views on details such as design styles, facility mix, user groups and possible added amenities.

The question of location

The issue of location was presented in the introduction to the questionnaire. This included a six-point breakdown of the criteria used by Spelthorne Borough Council to help select appropriate

sites. The questionnaire stated: “After careful consideration the Council is proposing the northern portion of Staines Park as the only available site that meets all of the criteria.”

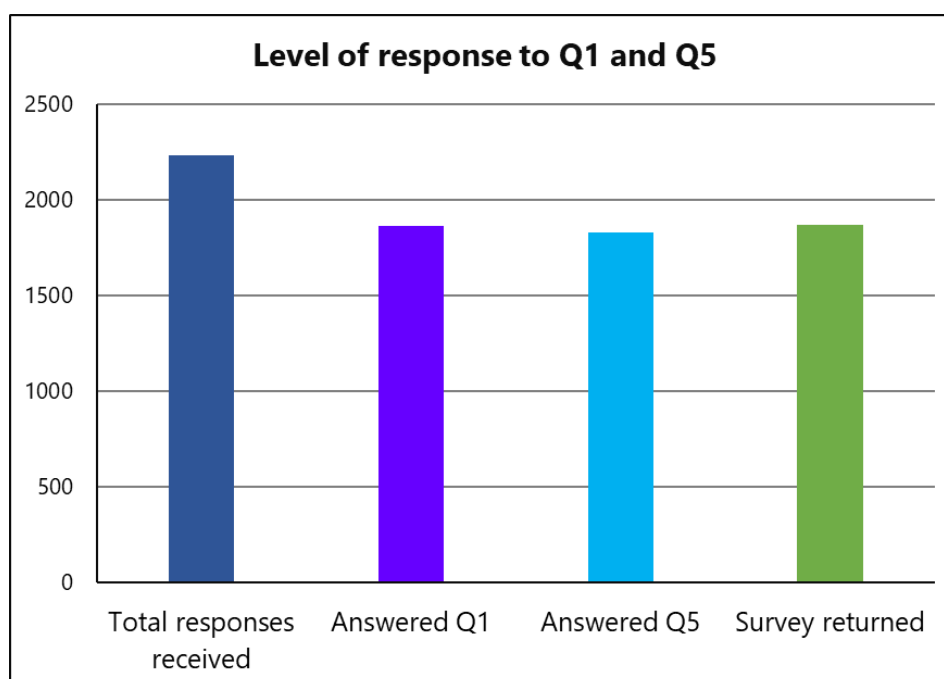
A specific question about the Council’s choice of site was not included. The consultation sought the views of local people based on the proposals as presented. The open questions provided opportunity for the issue of location to be cited. Most development proposals elicit objections based on the location with specific location-related concerns raised to provide an explanation.

The consultation provided opportunity for this process without presenting ‘leading questions’.

Analysis

Question 1 and question 5 asked people to describe their level of support for the leisure centre and the all-weather pitches. Their were used as a metric against which other responses were measured.

Close reading of the responses to the four open questions, especially questions 10 and 13, provided a list of key issues. All the responses were then analysed to provide quantitative results, based on the comments made.



We received a high level of response to both questions as almost all respondents completed them. The response rates were:

- Q1 (99.5%)
- Q5 (97.8%)

Measuring support for the Leisure Centre

Support for Leisure Centre (Response to Q1)	Number of responses	Percentage	Of which mention location as objection
Strong support	709	38%	24%
Medium support (neutral)	519	28%	56%
Non-support	635	34%	68%

Significance of Proposed Location

It is important that the significance of the category of 'non-support' is seen in the context of the focused objection to the proposed location*. As demonstrated by the table below, over 63% of respondents who answered 1, meaning a new leisure centre was extremely unimportant, also mentioned the location in Q10 or Q13, the 'open response' fields.

Almost 25% of those that expressed strong support for a new leisure centre also objected to the loss of the park.

N.B. *Location in this case means a written response which focuses on a total objection to the development of the park, rather than an objection to potentially resolvable elements (e.g. loss of bowling club, tennis courts, basketball courts, increased flood risk, tree loss).

Support for all-weather sports pitches

The data generally indicates a lower level of support, in terms of the importance rating provided in Q5.

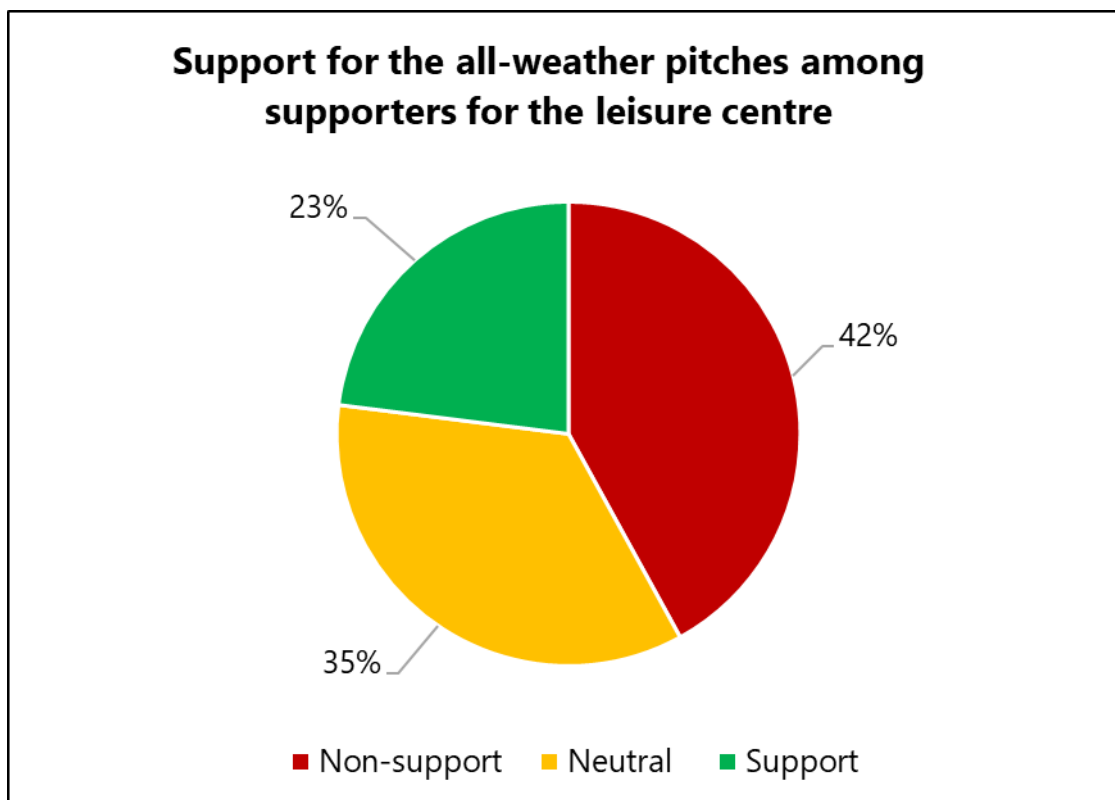
Support for all-weather pitches (Response to Q5)	Number of Responses	Percentage	Of which mention location as objection
Strong support	207	11%	25%
Medium support (neutral)	423	23%	32%
Non-support	1201	66%	56%

Analysis of feedback relating to the all-weather pitches

The proposal for Spelthorne Leisure Centre included the prospect of all-weather sports pitches on the same site.

Support levels for all-weather sports pitches are significantly lower than for the leisure centre itself, with most respondents, giving the pitches the lowest importance rating in response to the question 'How important are the sports pitches at a new leisure centre to you?'

Even supporters of the leisure centre did not express much or any support for the all-weather pitches.



Other stakeholders and all-weather pitches

Other stakeholders indicated a local need for additional all-weather pitches in the area. These stakeholders include Staines Town FC and Staines Lammas FC. The Council's own *Pitch Strategy* outlines this situation in more detail.

Regardless of the low overall levels of support for the all-weather pitches, it is evident that those who are members of sports teams/clubs are slightly more in favour. About one-fifth (20.38%) of team and club members gave positive support for all-weather pitches. Only 9.6% of non-team/club members support the proposals for all-weather sports pitches.

Other factors influencing the responses

Using the information provided in the questionnaires, the analysis considered how various factors might inform the response. Detailed analysis of factors such as age and frequency of participation in leisure and sports activities can be found in the full report.

Age and participation levels

Age is less of a factor than, for example, the respondent's level of participation in leisure and sports activities.

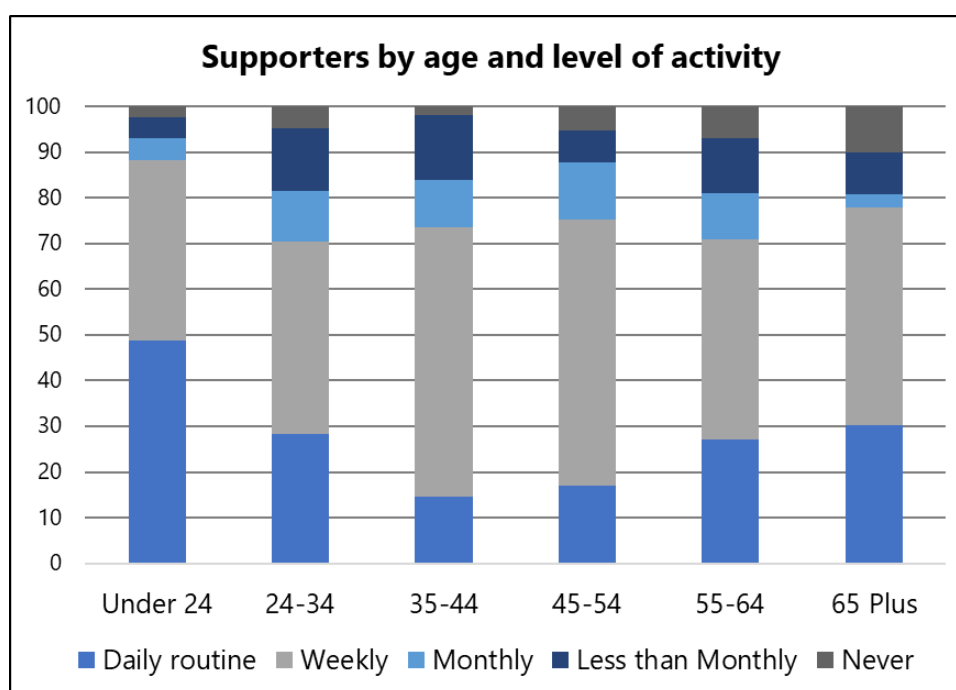
The more active the respondent the more likely they were to indicate support.

There was a clear drop off in support among active respondents who said they did not use public and council owned facilities.

Frequent participants

43.26% of those who are both members of a Council facility and a sports team/club responded with a score of 10 (ten) to Q1.

As the bar chart below indicates, people who responded positively to the proposals tended to be keen participants in sports and leisure centre activities across all age groups. Indeed, participation was more likely in the older age group of supporters, exceeded only by the under 24 age group.



Under 24s

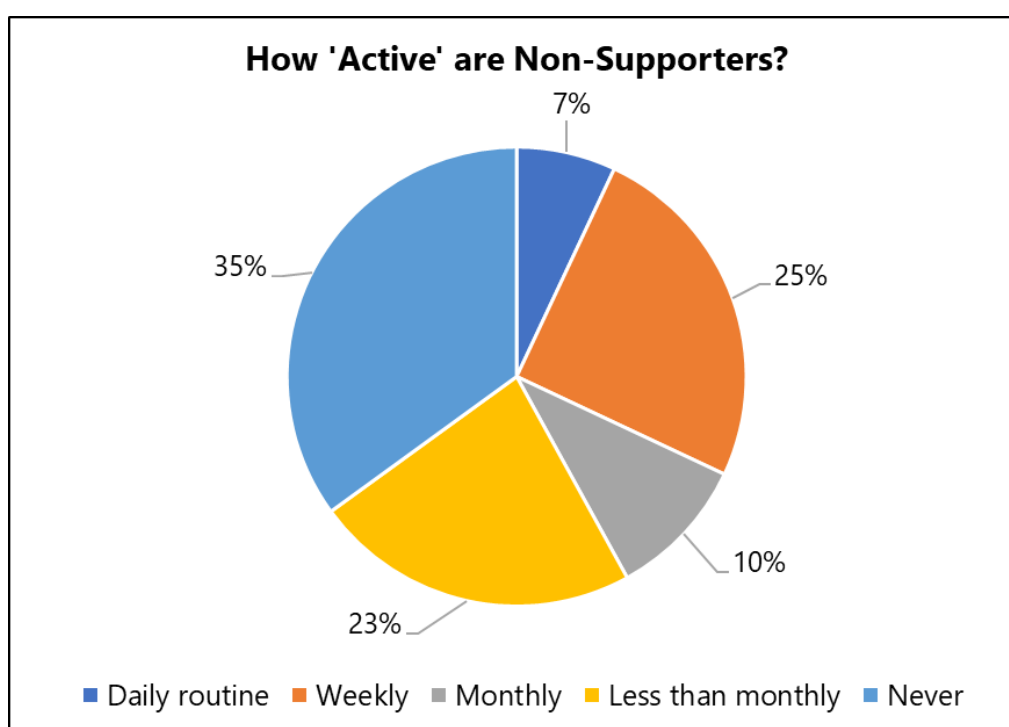
Roughly **29% of Under 24s** responded with a **score of 10 (ten)** when confirming their support for a new leisure centre.

Infrequent participants / less active respondents

The main findings can be summarised as:-

- Regular users/club members of all age ranges support a new leisure centre.
- The frequency of activity is linked to the respondents' interest in and support for a new leisure centre.
- Older people who never use council leisure facilities are more supportive than people in other age groups who also never use facilities and who are not members of a club or team.
- Non-Supporters, particularly those over 65, were more likely to never use the existing facilities. More than 42% of the over-65 group, who do not support the proposals, never use these services.
- Respondents from disability groups requested that new facilities be designed to be more accessible.

Across all age group, support for the proposals for new leisure and sports facilities was lowest among those people who claimed to never or rarely (less than monthly) use leisure facilities.



Concerns and Questions

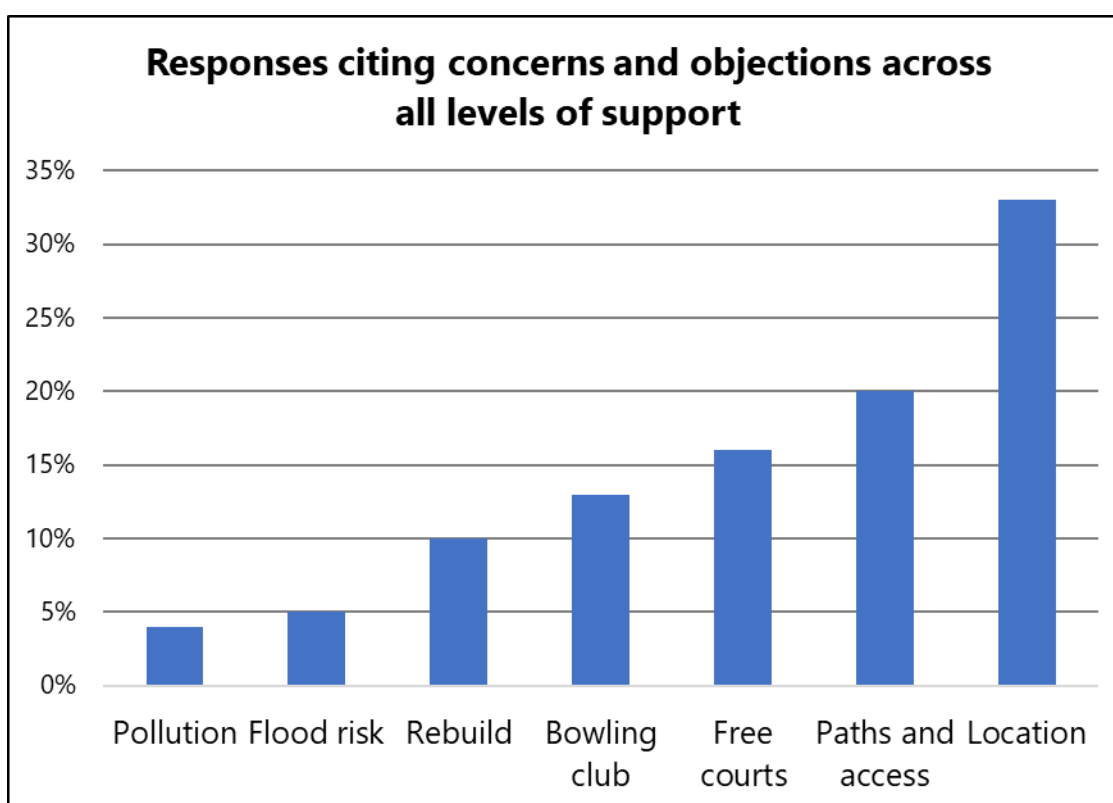
Principle Concerns

The questionnaire gave people the opportunity to highlight their concerns as well as indicate issues for further consideration by the project team.

The analysis involved the scrutiny of over 170,000 words, which identified many specific concerns and objections to the proposals in part or in principle. Grouping the concerns according to common themes indicated the concerns which are most pressing for most respondents.

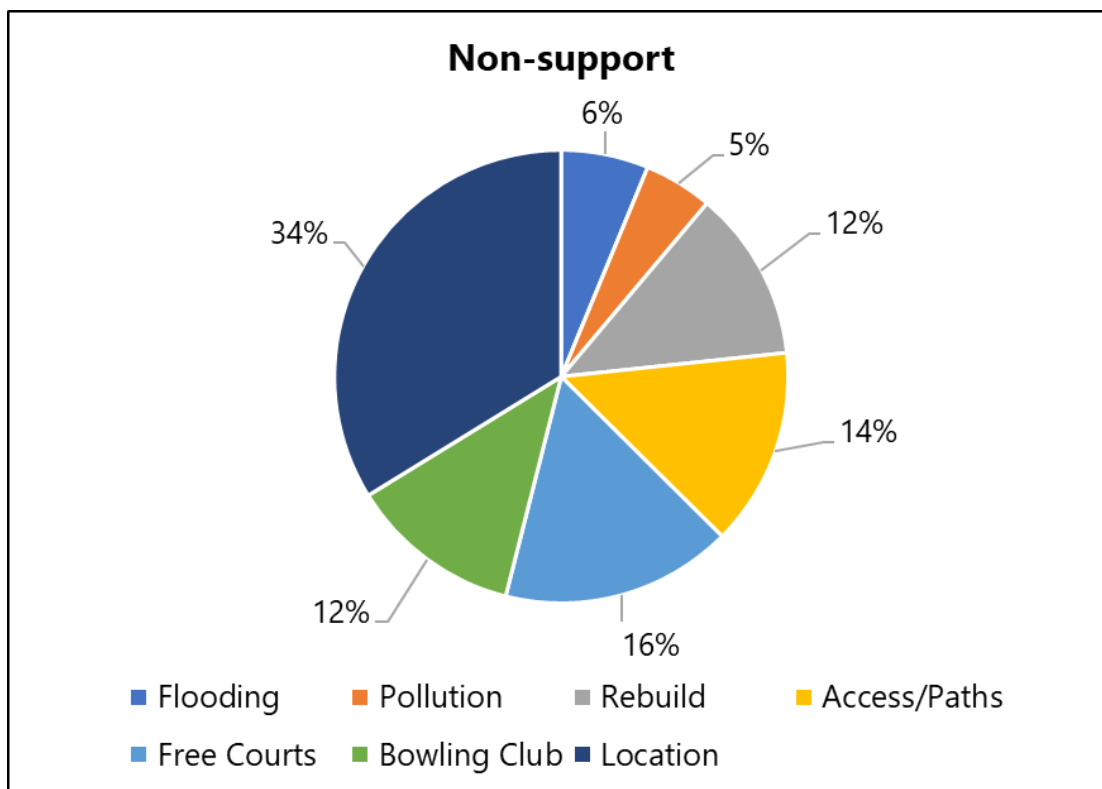
The most frequent consideration across all groups, supporters and non-supporters, was the Council's initially preferred location for the leisure centre and sports pitches.

Note: Location here is classified as an "absolute" objection – not a remediable element, which might be resolved through design, mitigation or other compromises.

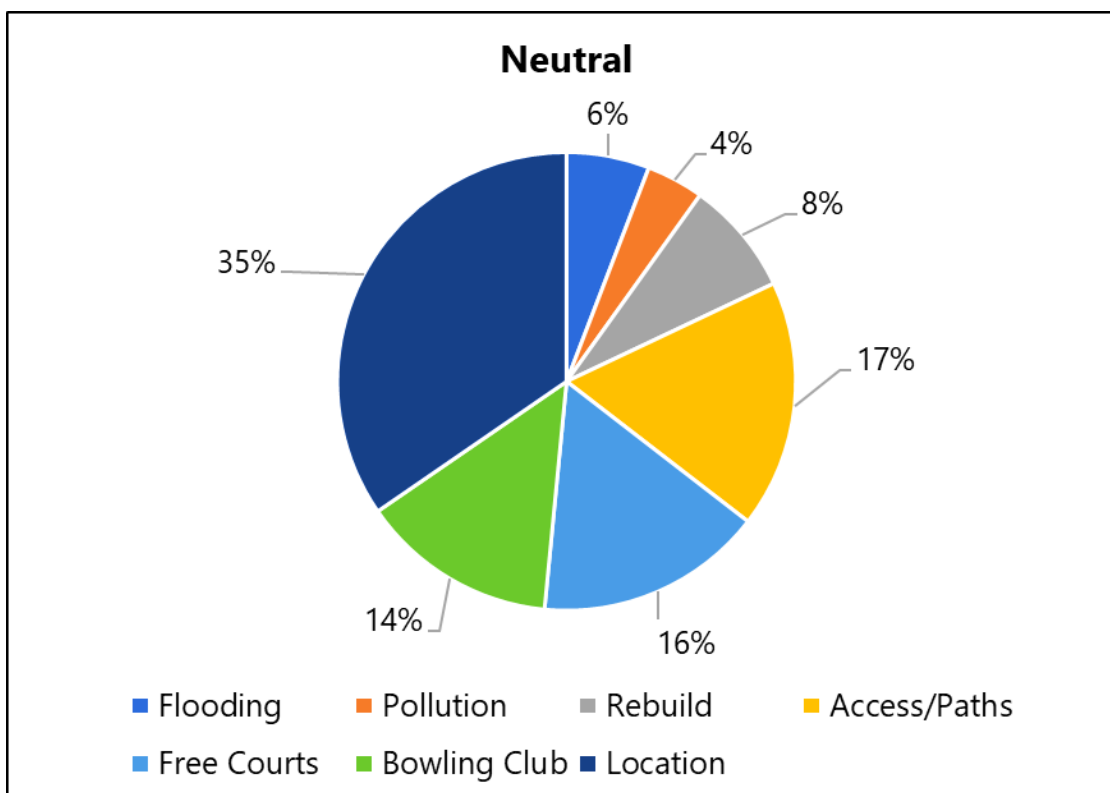


Concerns across the different levels of support

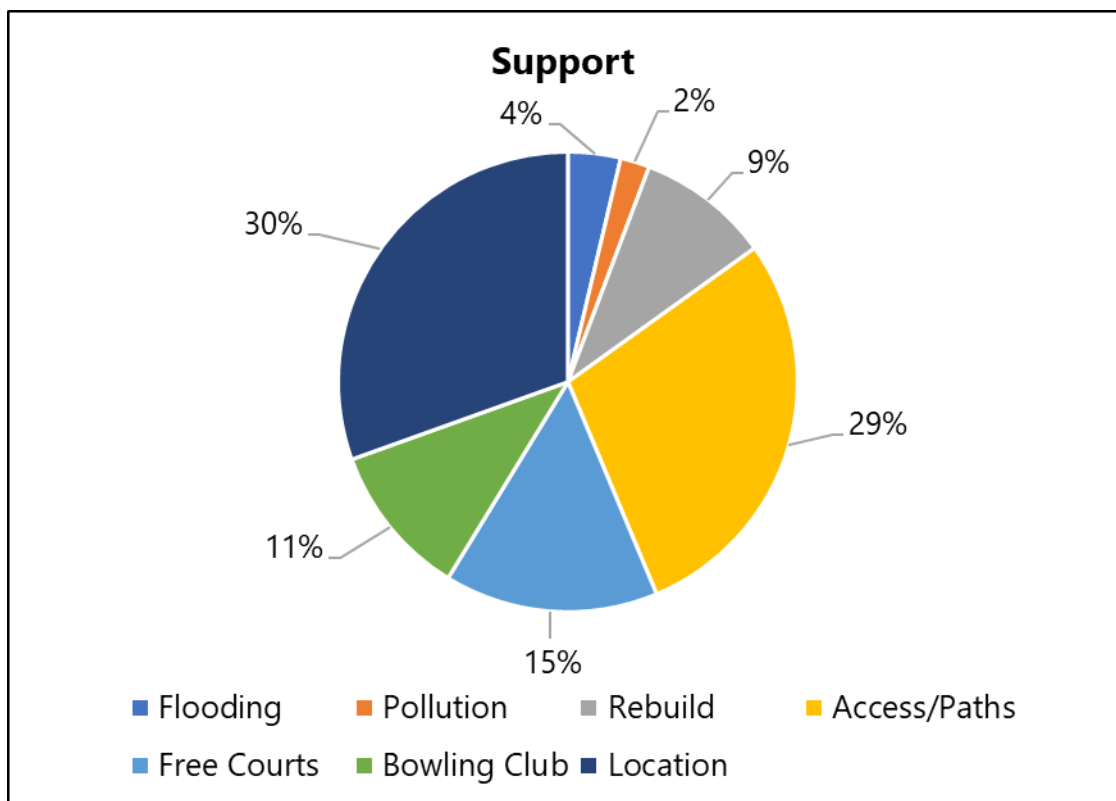
The data helped show that the concerns of local people were broadly consistent across all three levels of support. However, the issue of the proposed location was clearly a more significant factor for those who did not feel a new leisure centre is important.



The pie charts show how the concerns are shared across the different levels of support for the proposals. However, those people who expressed support the proposals were significantly less likely to refer to the common concerns in their responses.



Among those people expressing the strongest support for the proposals, concern over paths and through-park access to the schools and the local railway station were as important as concerns about the location.



Location is evidently the largest concern amongst any group, regardless of the importance placed on development of new facilities.

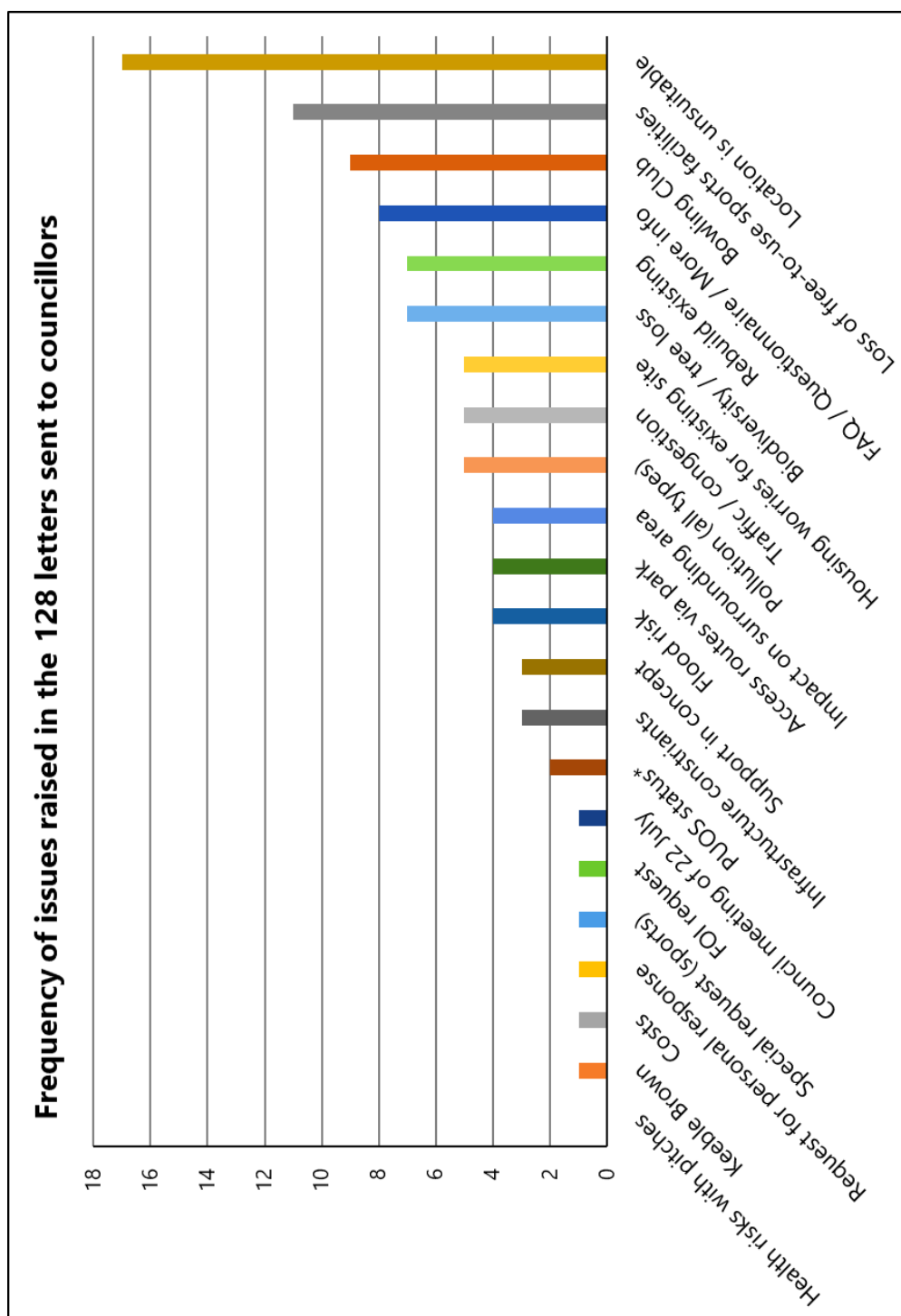
Public Opinion Indicators

Correspondence received by Spelthorne Borough Council

The council received 128 letters, which provided a heuristic measure of the interaction between residents, councillors and the Council in relation to the proposals.

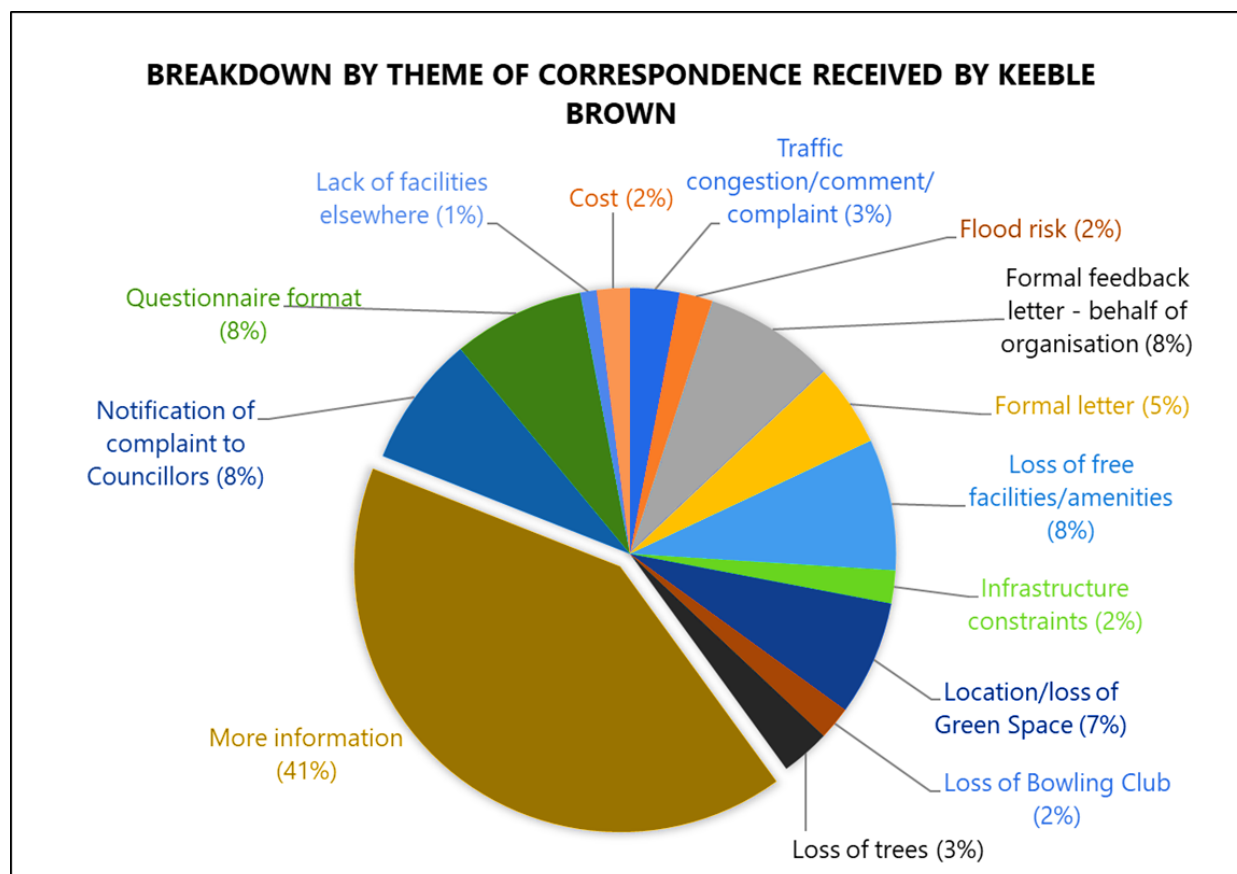
A desire for more information about the Council's development programme, the specific proposals and the operation of the leisure centre also ranked highly as a topic raised in the letters.

*PUOS status refers to Protected Urban Open Space



Analysis of correspondence sent to Keeble Brown

A total of 116 responses were received. Comments frequently related to objections to the proposed location. However, we also received copies of formal letters on behalf of organisations and copies of correspondence already distributed to Councillors.



The bulk of the comments received focused on requests for further information, including requests that specific reports and needs assessments commissioned by the Council be made public.

Requests for more information

Feedback clearly called for more information, especially about the process of identifying the proposed location, the selection of leisure and sports facilities, and the wider development implications.

A number of were concerned by issues not directly related to the proposals, such as leisure facilities in other parts of the Borough. Some people wanted to complain about the consultation and the organisations involved.

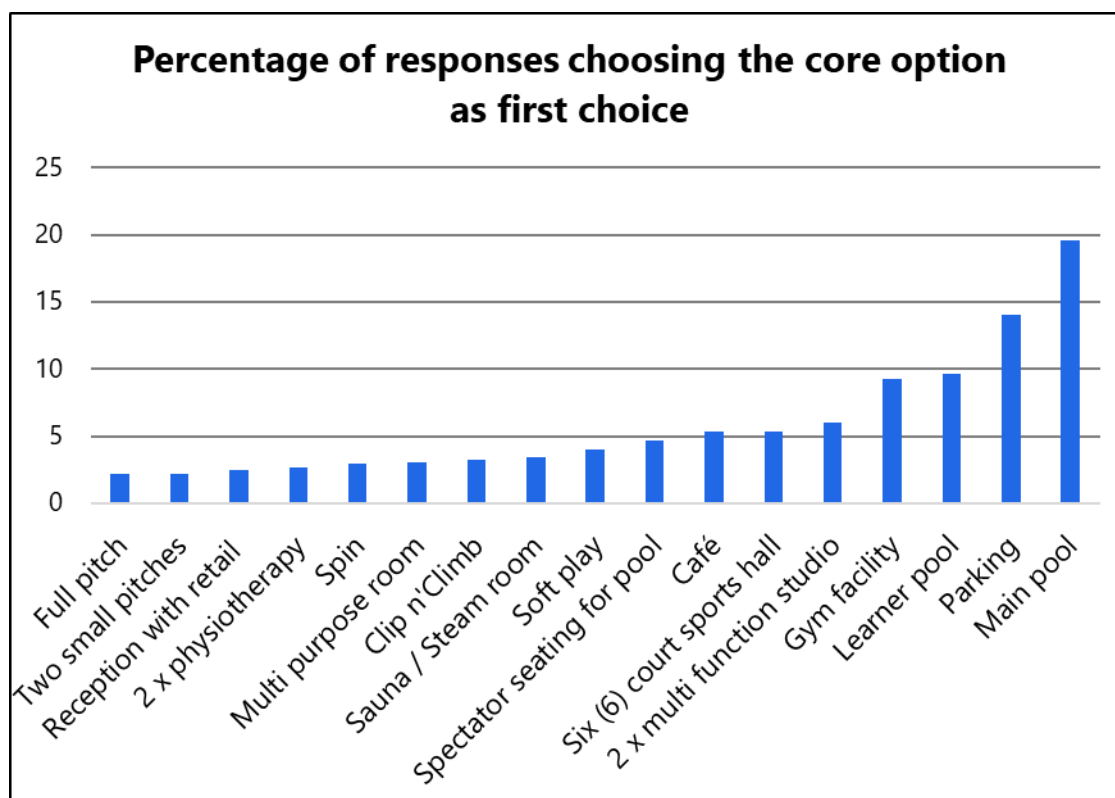
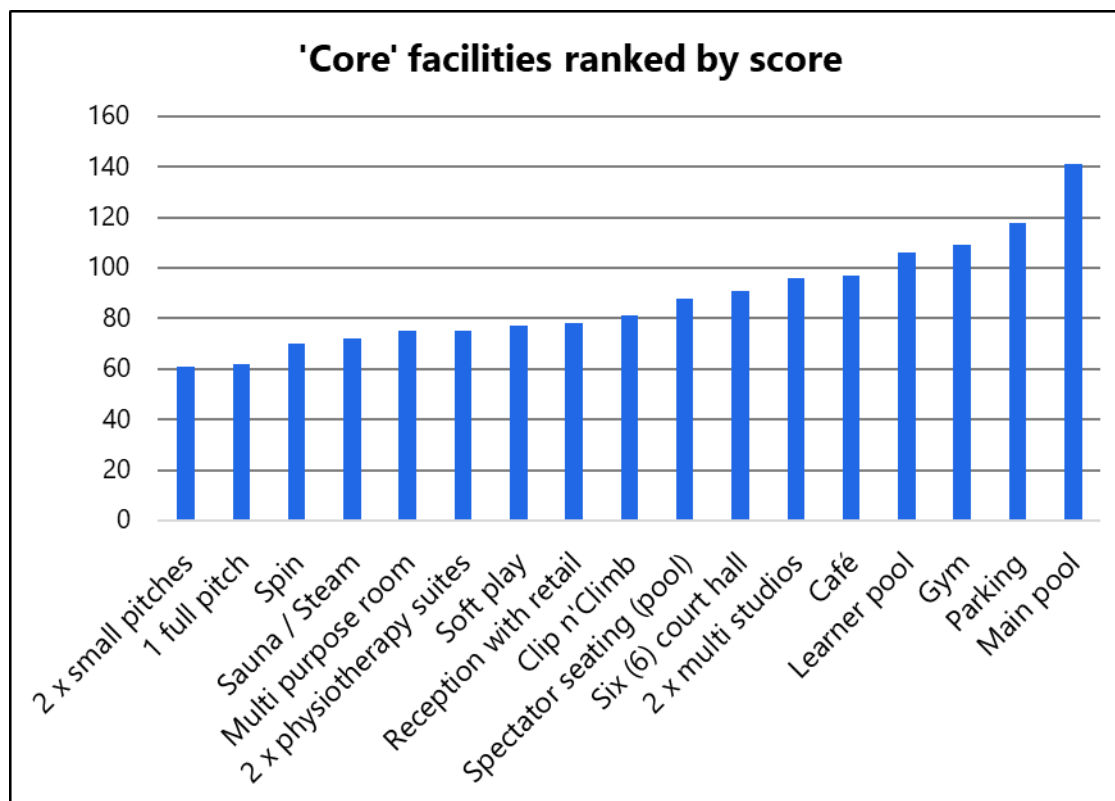
Primary school pupils' contributions

Letters were received from Riverbridge Primary School, with which the project team engaged throughout the consultation as a stakeholder, and Our Lady of the Rosary Catholic Primary School.

Full analysis can be found in the main report.

The Mix of Facilities

Analysis of 'core' facilities feedback



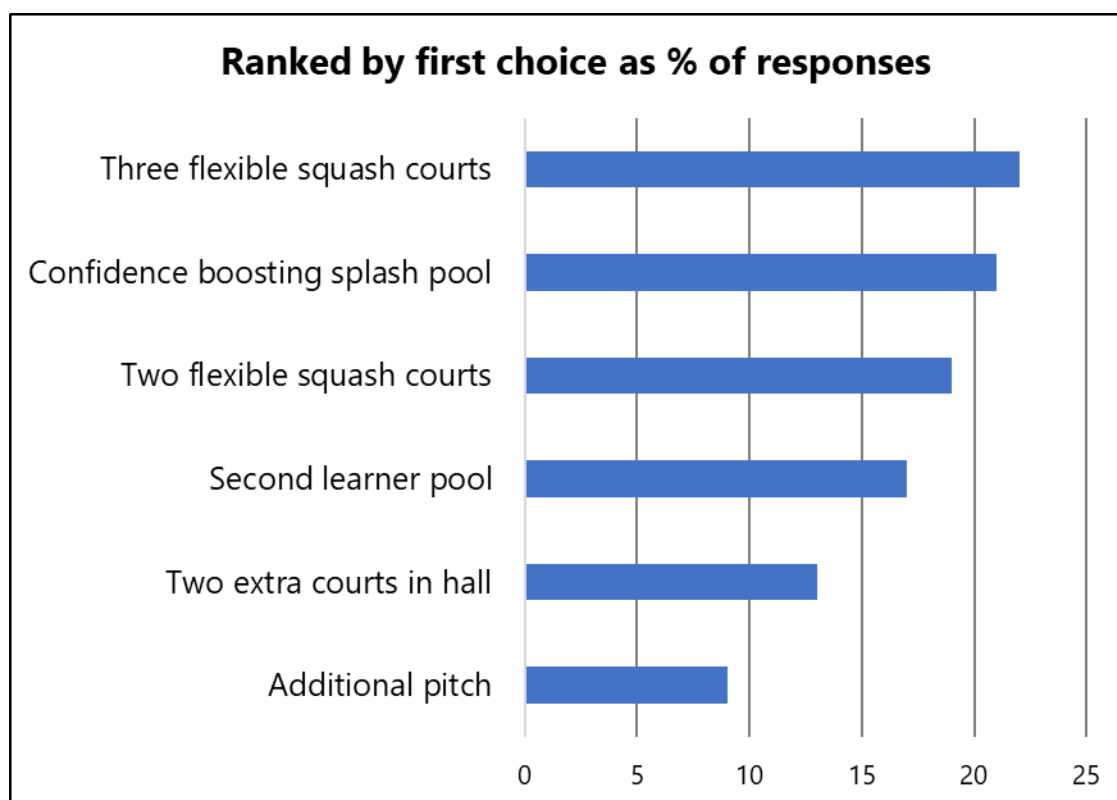
Taking the scores given by all respondents who professed a preference for the specific facilities listed within the 'core' mix, shows that swimming facilities and parking are considered most important

Compared with other 'core' facilities, very few people put a priority on the all-weather pitches.

More than 70% of supporters of the proposals expressed concerns that squash facilities were not included in the 'core' mix.

Non-core / Optional facilities

A selection of optional sports and leisure facilities was included as part of the public exhibition. The consultation asked people to indicate their preferences based on the list provided as well as suggest other potential activities that might be accommodated.



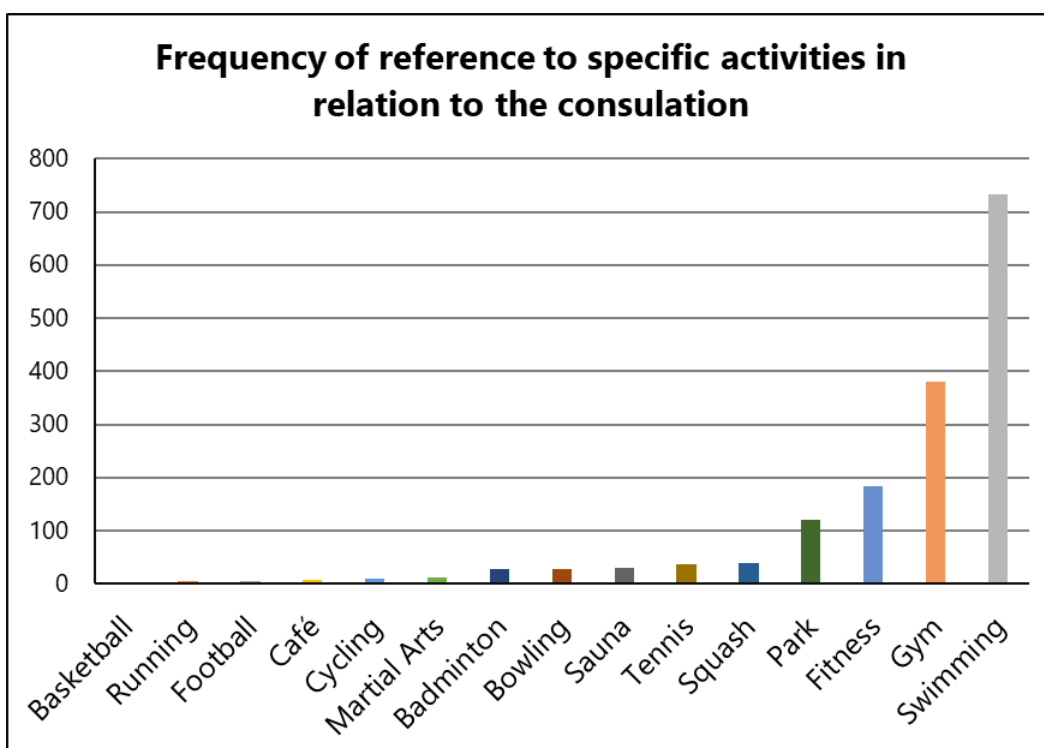
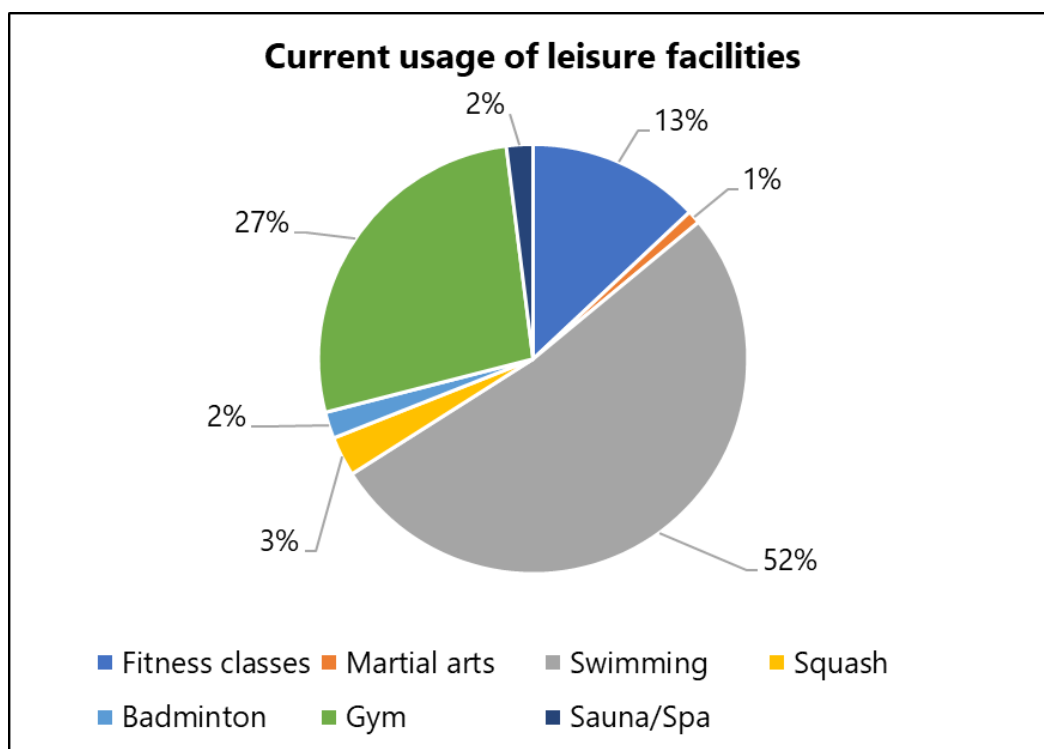
Overall, the response shows that the single most supported facility (i.e. given a score of FIVE) with 22.3% share, was the option of three squash courts.

Those with an interest in squash were, on average, strong supporters of a new leisure centre. More than 70% of people who mentioned the lack of squash courts in the core mix as a concern were strong supporters.

Current Usage

Almost 83% of people responded to questions about current usage. Swimming is by far the most popular activity available at the centre.

Some respondents explained that the park itself is a better public health amenity than a leisure centre. Some respondents also noted their preference for sports and leisure activities not involving a leisure centre.



Design Preferences

Response to the examples presented

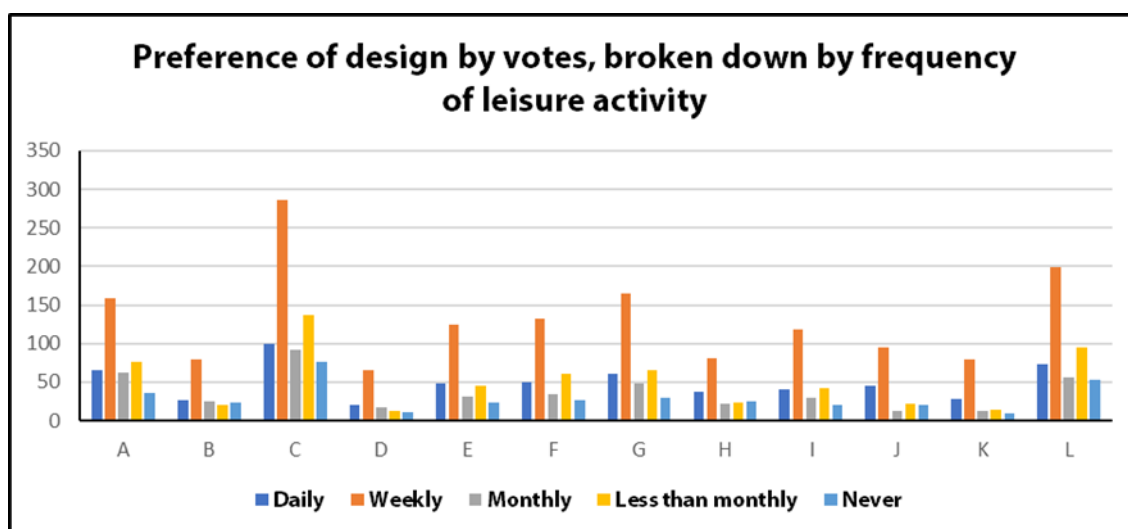
The questionnaire and the public display boards presented at the drop-in events included twelve photographs of modern leisure centres at different locations. Respondents were asked to indicate which design example most appealed to them.

Each image was given a letter of the alphabet to identify it (A-L).

The data indicates that design C was the firm favourite among all respondents, regardless of how frequently they used the facilities. Design C depicts a building surrounded by open green space, which could be seen to be more sympathetic with the existing park environment.



This image was presented as design example C

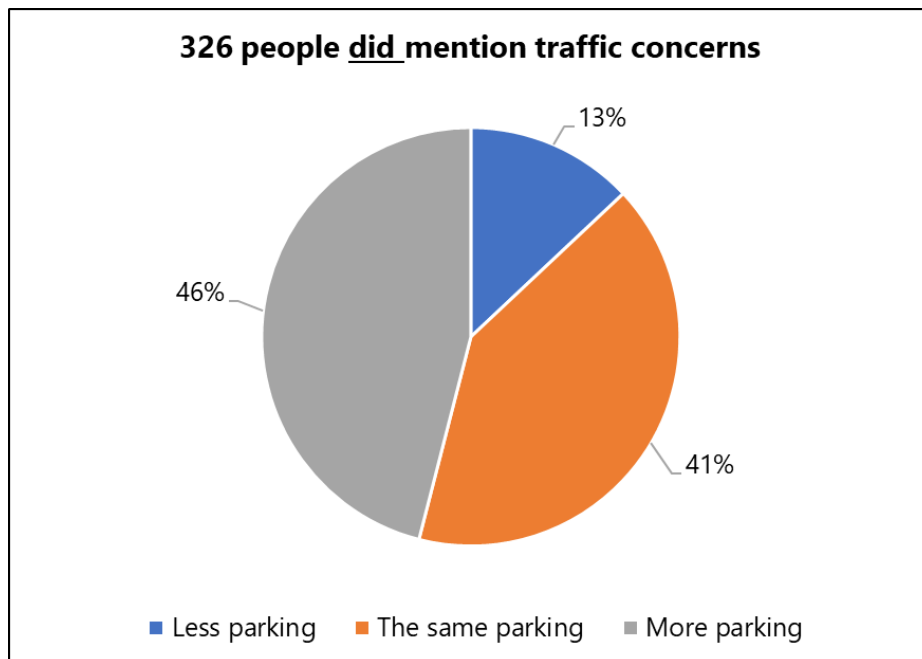


Concerns about traffic and parking

Traffic concerns did not feature highly in the responses from the public.

In total 1,642 respondents answered the question about parking spaces for users of the proposed leisure centre (Question 11). The question asked people to indicate if they preferred to see more, or less or the same level of parking provision as at the existing leisure centre.

Responses to this question were analysed in conjunction with the answers provided to the open questions, where respondents provided their wider concerns about the proposals.



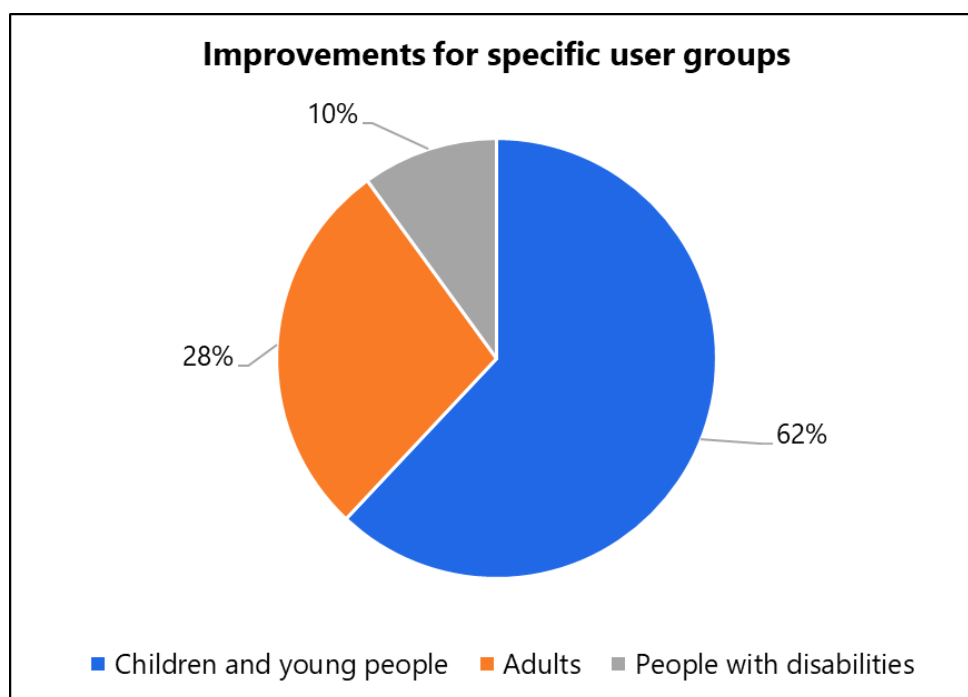
Only 326 people out of 1,642 raised concerns about traffic and traffic related issues in their written responses. Of these, less than half (46%) said they wanted more parking space provided with almost as many saying they wanted the same provision of spaces.

Among the people who did not mention concerns about traffic related issues, about half (51%) responded to Question 11 saying that the new leisure centre should have the same provision as the existing facility. Only 39% wanted more parking spaces provided.

Both groups had little interest in reducing the amount of parking provided.

Designing to meet the needs of specific user groups

The response to Q6 'Compared with the existing leisure centre, should a new leisure centre provide better facilities for: (tick all that apply)' are displayed in the below table. The data indicates that the public preference is for leisure facilities to be better designed to meet the demands and needs of children and young people.



There was only limited public support for improvements to make the leisure facilities more accessible for people with disabilities and for older people. Separately, Keeble Brown received lengthy feedback from Disability Empowerment and Access Groups which indicates that there is a significant need for improved facilities which could address the different needs in the area.

Note: The response rate for this question was only 77.3% This was considerably lower than the response rate for other key questions.

Postcode analysis

Analysis of the responses that provided a valid postcode indicated that although the number of responses per postcode tended to decline with distance from the suggested location, the proportion of responses that supported the proposed new leisure centre increased.

Responses were grouped based on the distance from the proposed location, an identifiable point within the proposed site. The bar charts show the responses per distinct postcode area. Note that there can be several postcodes that are equally distant from the site. The actual postcodes are not shown.

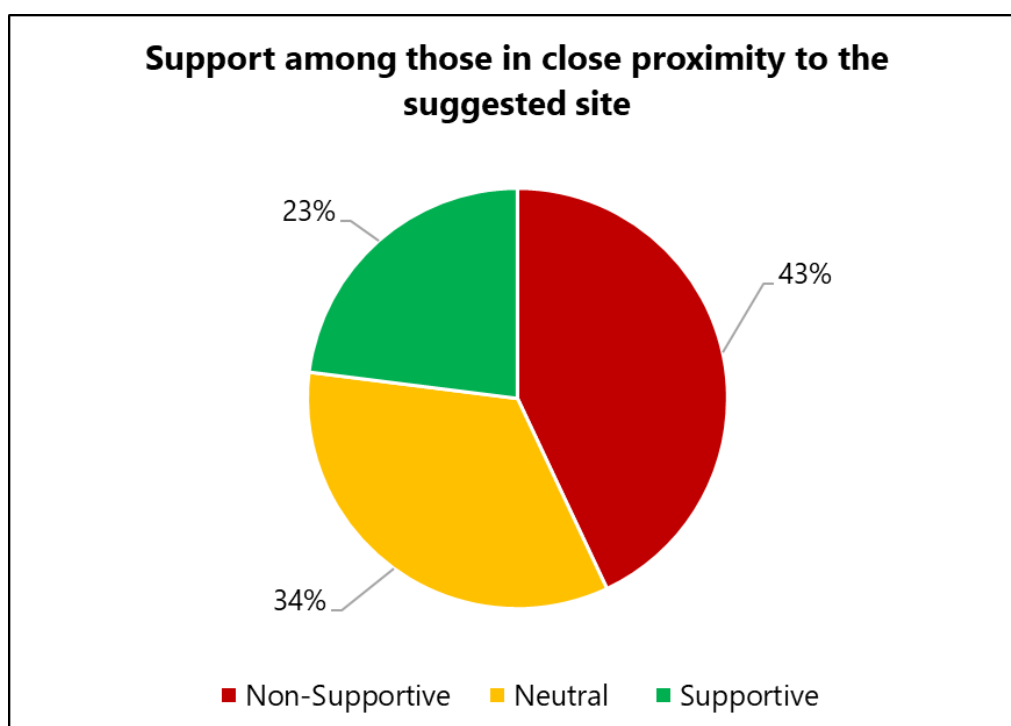
1. 0-500 metres
2. From 500m to 2km
3. From 2km to 5km
4. More than 5km

Responses from those living within 0.5km

Proximity of respondent to the proposed site

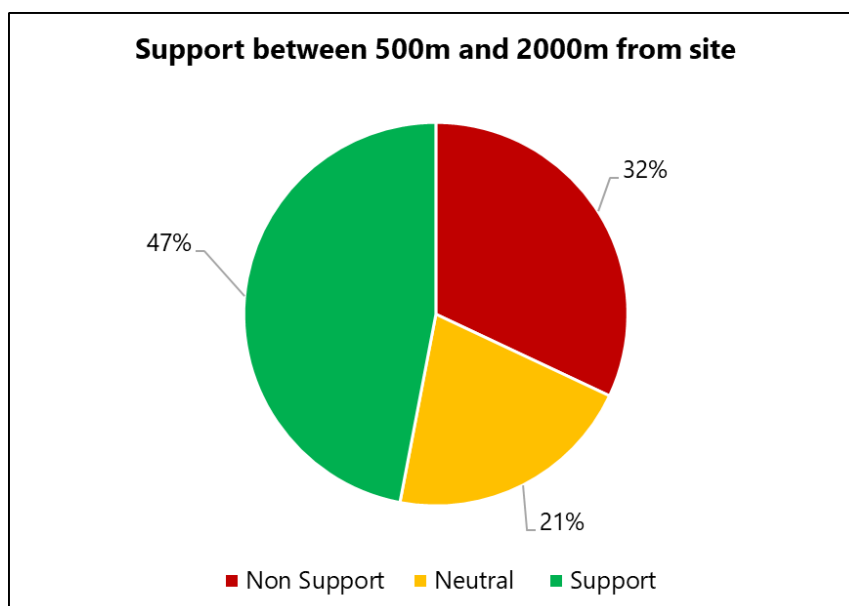
The results of the postcode analysis are consistent with the response to consultations relating to other development in other parts of the United Kingdom.

The pie chart below clearly shows that, among those living in postcode areas less than half a kilometre from the proposed site, overall fewer people supported the proposals than objected.



Responses from postcodes areas 0.5km to 2km from site

Analysis showed that response rates declined with distance. Although, there was stronger support for the proposals overall, those living closest to the site were more inclined to respond with 'neutral' opinions than those living in postcodes further away.

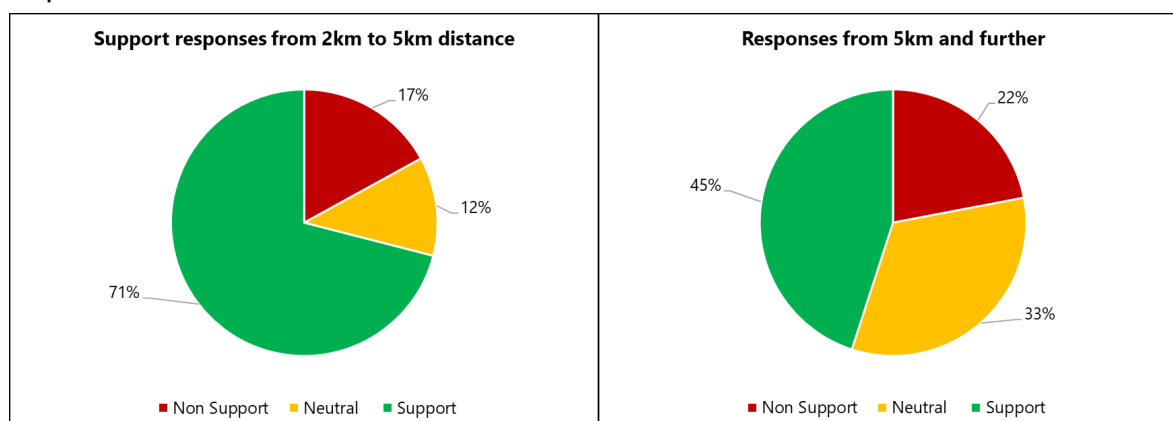


Postcodes for streets 2km and further from the site

People living in postcode areas more than 2km from the proposed site location showed broad support. Close review of each postcode showed responses from the same postcode demonstrated a range of opinions.

Beyond 5km

Unsurprisingly, beyond 5km, the response rate was low. Few postcode areas provided more than one response.



Although, overall responses from people living further than 5km from the proposed site location were more inclined to provide 'support' or 'neutral' responses, the rate of response per postcode fell sharply with distance from the site.

Appendices

This is the abbreviated Appendices. For more details, please refer to the full report which can be found online.

Appendix A – Engagement activity to support consultation

Event Publicity and Advertising Programme

The launch of the public consultation was promoted with a comprehensive programme of promotional publicity. This included traditional display advertising in local newspapers, letters and flyers delivered to residents, businesses, schools and other stakeholders such as health centres.

Sports Groups

Email invitations to the consultation event were sent to 49 sports and leisure activity groups.

School and College PE Departments

Forty-one (41) P.E departments within local schools and colleges were also contacted as part of the public consultation programme.

Community Groups

Email invitations, telephone and face-to-face canvassing took place to a range of organisations prior to the event. Some of these groups also displayed flyers/posters with information about the consultation.

Disability/Access/Mental Health Groups

Telephone, email and face-to-face canvassing, providing information and collecting feedback.

Schools

Invitations and information flyers were distributed to 20 schools following email and phone conversations. Three schools agreed to reproduce our flyer in their schools' newsletter/distribute to parents and carers and/or circulate among staff members.

There was additional engagement with schools and nurseries, including the Headteacher of Riverbridge Primary School, Knowle Green Nursery and Minitots:

Drop-in sessions: Attendance

Some 615 visitors attended the drop-in sessions over the two days, of which 431 signed in. A tally was kept by a member of the team using a "clicker" to ensure the estimate of those attending (but who chose not to register their participation) was as accurate as possible. Contact with councillors and other politicians

Contacting Councillors and MP

Prior and post the public drop-in events, the consultation team contacted councillors and the local MP to ensure they were aware of the proposals and the launch of the public consultation.

Appendix C – Delivery routes and the area covered

Hand delivery of materials, starting with the initial consultation letter to immediate neighbours provided the project team with an opportunity to get to know the area and to meet people living and working close to the proposed development site. Delivery routes are shown in blue.

Map 1 – Initial distribution ahead of drop-in (Friday 23)



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Appendix D – Sample of the A5 flyer used to help promote the drop-in events

Appendix E – Example of the colour advertisement used published in local papers

Appendix F – The 'FAQ' flyer was delivered locally and published online

The project team produced a four-page document to provide clear answers to the most frequently asked questions arising from the consultation. 1,500 copies were distributed along the route set out in (Map 2.). The FAQ document was hand delivered to local homes and businesses prior to the close of the consultation (23 July). It also reminded people to visit the information page, and to complete a questionnaire.

Map 2 – Distribution route of FAQ document, (Friday 13 and Saturday 14 July 2018)



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Answers to frequently asked questions (FAQ)

Public consultation ahead of proposals for a new Leisure Centre for Spelthorne

Community update

Since launching the first phase of the public consultation on 29 June 2018, a number of people have raised a range of questions about the proposed development.

On behalf of the project team, we are pleased to provide this update, which provides answers to these queries from the appropriate specialists within the project team. Many of the queries relate to the suggested location for the new facilities, the choice of facilities (indoors and outdoors) that might be included, and the possible impact of the new leisure centre on neighbours and other stakeholders.

We have also been asked about Spelthorne Borough Council's wider development strategy and about specific plans for the existing leisure centre at Knowle Green.

We have tried to order the responses into common themes.

The consultation documents and feedback questionnaire can be found on our website at www.spelthorneleisure.info. The deadline for feedback in this stage of consultation is Monday 23 July 2018.

About the consultation

1. *Do we actually have a say in this, or has the leisure centre been decided on?*

We want to get as much feedback as possible and are welcoming comments on every aspect of the proposal. All feedback will be fully considered and taken into consideration when we decide how to proceed. It is not a done deal. We do however think it will be an asset that will benefit the community. We are keen to provide the best possible facilities to our residents.

2. *Will the questionnaire results be made public?*

Yes. The analysis of the questionnaire will form part of the Statement of Community Involvement, which is necessary as part of a planning application. Once anonymised, in adherence with data protection laws, this information would be open to the public. No personal details will be released.

3. *Have other sites been looked at and if so which ones?*

A site between the Council Offices and the existing Leisure Centre was considered but was assessed as too small. Other Council owned sites were also assessed and ruled out for various reasons. The site currently proposed was identified as the most viable because it is owned by the Council, not on Green Belt, large enough to accommodate a new leisure centre, close to the existing one and easily accessible, including by public transport.

Environmental considerations

4. *Has an environmental impact assessment been done?*

No, it is highly unlikely that one will be required. However, before design work starts we will be consulting with Planners.

5. *Will the new leisure centre pose a flood risk?*

Any new buildings constructed on Staines Park will be designed to reduce the risks of flooding. This should result in an improvement for the wider area. A flood risk assessment would be submitted as part of any planning application.

6. *Sweeps Ditch is important for biodiversity. What will happen to Sweeps Ditch?*

Ecological surveys will be a part of the application. The intention is to retain and enhance its biodiversity and the habitat's qualities.

7. *What will happen to the footpaths? Will we lose access points to the park?*

We know how important the pedestrian routes across the park are for the local community. Much of the park will remain as public, open space with footpaths and pedestrian access retained or enhanced. For example, we will ensure that local schools, routes to the railway station and the town centre can still be freely accessed through the park. As the space would become managed during opening hours, it would benefit from greater security and cleanliness.

8. *Will trees be cut down?*

Trees will form an important part of the design and any loss of trees during construction will be limited as much as possible. Replacement planting will ensure no net loss of trees. Our objective is to retain as many trees as possible particularly around the perimeter of the site so views into the site are filtered and the park setting is respected. This will enhance the proposed development as well as the street scene.

9. *How much of Staines Park will be used?*

If the leisure centre and sports pitches are built as proposed there would still be 3.08 hectares of freely accessible green space in Staines Park. To put this into context, the freely accessible green space in Lammas Park is 3.33 hectares.

Queries about the existing leisure centre

10. *Will there be new homes built on the existing leisure centre site?*

The site is a brownfield site and the provision of housing is both a central and local government priority. Therefore, it is possible that this may be developed in future years.

11. *Can the council refurbish the existing leisure centre?*

We have looked at this and it is not cost effective. Nor is the site big enough to provide the range of facilities now needed to meet current and future customer leisure requirements. The existing centre is nearing its 'use-by' date and condition surveys have indicated that a considerable investment would

be needed to extend its life beyond 2021. A refurbished centre would have a more limited lifespan, be less efficient and not offer the same range of facilities as a new-build centre. We therefore need to progress plans to build a new facility that is fit for purpose and user expectations for the next 30-40 years.

12. Will the Council be making a profit by selling the current leisure centre site?

No. The construction costs for the proposed new leisure centre will be significantly greater than the value of the current leisure centre site. This site is not up for sale and we have no intention of selling it, as some have suggested. If the site is developed in the future, the Council would retain ownership.

Wider development concerns

13. Will there be high rise buildings built on Staines Park?

No. There will be no high-rise buildings on Staines Park. If we proceed, we have no intention of building anything else on the park other than the proposed leisure centre buildings and associated pitches.

14. Will the Council building be demolished?

Absolutely not. Our Council Office will remain where it is and will not be sold.

15. How much is a new leisure centre going to cost?

We will not know the exact cost until we know what range of facilities is going to be included. When we do know, we will be as transparent as we can about this, subject to rules around commercial sensitivity.

16. Will a new leisure centre cause an increase in traffic?

Enhanced facilities may result in a little more traffic although because of its central location, close to good public transport links, this should be minimal. We will be working to ensure it does not affect residents in adjacent residential roads. The Highways authority will be consulted as part of any planning application and a traffic assessment undertaken. As with the current leisure centre, vehicle access will only be from Knowle Green.

Mix of leisure facilities

17. Do the proposed facilities mix meet future demands?

That is certainly our aspiration. Feedback on the consultation will help ensure this.

18. Will there be squash facilities, if so will they be an improvement on the existing ones in terms of quality and number of courts?

The mix of facilities is something that is part of the consultation.

19. Will the 3G (all weather) pitches be floodlit?

Possibly, so that they can be used in all seasons. We will ensure that any lighting is designed to minimise light pollution and the effects on nearby properties.

20. Can the tennis and basketball courts be kept?

The council is aware of the popularity of the basketball facility and would be looking to replace this facility locally if the proposals go ahead. In terms of tennis, the Leisure Needs assessment showed that there is adequate provision of tennis courts in the borough to meet current and future demand. At the time of the assessment in 2017 there were 0.39 courts per 1000 population in Spelthorne. This is higher than both the national (0.22 courts per 1000) and the regional (0.35 courts per 1000) averages. The removal of the 3 courts at Staines park would still provide 0.36 courts per 1000 population in the borough. There are three free-to-use tennis courts at Lammas Park and other courts at Fordbridge Park.

Impact on other stakeholders**21. Will Knowle Green day nursery be affected?**

No, this is not part of the proposals. We are, however, engaging with the nursery to ensure that they understand our overall plans.

22. Will the Scout hut be affected?

No, this is not part of the proposals. We are, however, engaging with 6th Staines Scouts to ensure that they understand our overall plans.

23. What will happen to the Bowling Club?

We are working with them to seek alternative locations.

24. Will the adjacent NHS Centre be affected?

The NHS health centre is an important neighbour and stakeholder. Our proposals do not affect these facilities in any way.

25. Is the model engineers' society affected?

No, it is a significant distance from the proposed location.

26. How will people be able to get across the park during construction?

Safe routes will be maintained by securely hoarding off the areas under construction. It is our intention to maintain routes across the park that provide access to the school, town centre and train station.



Contact: Zara Williams or Spencer Neal
Post: Keeble Brown Ltd, 36-40 York Way, London, N1 9AB
Email: info@spelthorneleisure.info
Phone: 0800 061 4979
Website: www.spelthorneleisure.info

The questionnaire and site selection criteria

PUBLIC CONSULTATION QUESTIONNAIRE

Proposals for a new leisure centre and sports pitches for Spelthorne

Introduction

Spelthorne Borough Council is proposing to develop a new leisure centre building as well as new sports pitches. This comes following extensive research and consultation with users, sports groups, and Sport England, which outlined the changing needs of the people in the borough.

The existing leisure centre has been well used over the years, but customers' leisure requirements have changed over time. Not only are maintenance costs rising, but the existing leisure centre cannot incorporate the wide range of facilities required by today's health-conscious society.

This questionnaire is an important part of the public consultation. Your responses will be used to help inform the designs from the outset.

Location

Spelthorne Borough Council considered all possible sites during its initial research. The Council agreed that the preferred option must meet certain important criteria.

- A.** The site must already be owned by Spelthorne Borough Council. It would not be sensible to use public funds to purchase private land for this purpose.
- B.** It must also be designated land, already used for recreational activities.
- C.** The site could not be used to help meet other development priorities, such as housing.
- D.** It must meet appropriate levels of sustainability and facilitate additional enhancements for the area.
- E.** The leisure centre should be within easy reach for a significant proportion of the population. This entails accessibility via public transport, and space for sufficient onsite parking.
- F.** The site must be able to include all of the facilities and amenities in a setting that contributes to the benefits of a new, expanded leisure and sports centre.

After careful consideration the Council is proposing the northern portion of Staines Park as the only available site that meets all of the criteria.



Your views matter

We are interested to find out what you think about the types of facilities which should be provided, and your design preferences. The council want the proposal to reflect the needs of the community which will use it.

Your answers to the feedback form help us to identify key concerns about the new leisure centre plans.

Age

- ☐ Under 24
☐ 25 - 34
☐ 35 - 44
☐ 45 - 54
☐ 55 - 64
☐ Over 65

Name* _____
 Address* _____
 Postcode* _____
 Email _____
 Tel (optional) _____

*Required information

Would you like to receive email updates on the proposal? Yes ☐ No ☐

Please complete the questionnaire and leave it in the box provided. Alternatively, you can post it back to us at **Keeble Brown, 36-40 York Way, London, N1 9AB**. The questionnaire can also be completed online at www.spelthorneleisure.info

Please return your questionnaire by
Monday 23 July 2018.

Thank You

Any personal information that you provide in the completion of this questionnaire and in relation to the consultation will only be used in accordance with the Data Protection Act 2018. Your personal information will be used to keep you informed about the proposals and the consultation and our activities in relation to this and for no other purpose. Your feedback and other information provided to us within this questionnaire will be used to analyse and interpret the community's view of the proposals and will be processed in accordance with the Data Protection Act 2018. Copies of completed questionnaires will be rendered anonymous and included in a Statement of Community Involvement (SCI), which is submitted to the planning authority as part of the planning application.

However, the original responses will be securely retained as evidence of the community engagement. Keeble Brown Ltd is registered as a Data Controller with the Information Commissioner's Office (Ref: Z3330986)

N.B. Keeble Brown Ltd is an independent company, commissioned by the Council, which provides professional community and stakeholder engagement and consultation. Our job is to ensure your voice is heard.

QUESTIONNAIRE

1. How important is a new leisure centre for you? (please circle as appropriate)

Not important at all Somewhat important Very important

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

2. Which sport and leisure facilities are most important to you?

THE MIX OF FACILITIES ON OFFER

So far, based on consultation with Sport England, The Sports Consultancy (a specialist leisure consultant) and the Needs Assessment conducted last year (2017), the proposals suggest a wide range of facilities should be included as the core offer. However, subject to funding there is the opportunity to include additional facilities to suit a number of other activities. We would like to know what you think about the core mix and also the possible optional facilities.

3. Of the facilities proposed as the core mix please rank those that appeal to you. (please use a scale of 1 being least and 5 being most important)

Ref	Facility	Rank
A	Main pool	
B	Learner pool	
C	Sauna & steam room	
D	Spectator seating to pool hall	
E	6 Court Sports hall	
F	Health and fitness suite (gym)	
G	2 x Multi activity studio	
H	Spin studio	
I	Multi purpose room (meeting/crèche/studio/parties)	
J	Reception with retail area	
K	Café with poolside viewing	
L	2 x Small 3c pitches, e.g. 5 aside	
M	1 x Full size 3G pitch, e.g. football	
N	Soft play	
O	Clipping Climbing (climbing wall)	
P	2 x Rooms for physiotherapy	
Q	Parking	

4. Please rank which of the optional facilities you would like to see included in a new leisure and sports centre.

(please use a scale of 1 being least and 5 being most important)
The addition of these is subject to funding.

Ref	Facility	Rank
R	2 extra courts in sports hall	
S	Second learner pool	
T	Confidence boosting splash pool	
U	2 x Squash courts (with moveable wall)	
V	3 x Squash courts (with moveable wall)	
W	Additional 1 x full size 3G pitch	
X	Other (please specify)	

5. How important are the sports pitches for you at a new leisure centre?

(please circle as appropriate)

Not important at all

Somewhat important

Very important

012345678910

6. Compared with the existing leisure centre, should a new leisure centre provide better facilities for:

(tick all that apply)

☐ Babies & Toddlers

☐ Children

☐ Young people (15 – 20)

☐ Adults

☐ People with disabilities

☐ Over 65s

☐ Other (please specify)

7. How often do you use sports and leisure facilities provided by Spelthorne Borough Council?

☐ Daily

☐ Weekly

☐ Monthly

☐ Less than monthly

☐ Never

8. Which facilities do you use?

9. Are you in a club / team?

☐ Yes

☐ No

Are you a member of a council leisure facility?

☐ Yes

☐ No

Are you a member of a private gym?

☐ Yes

☐ No

CONSULTATION

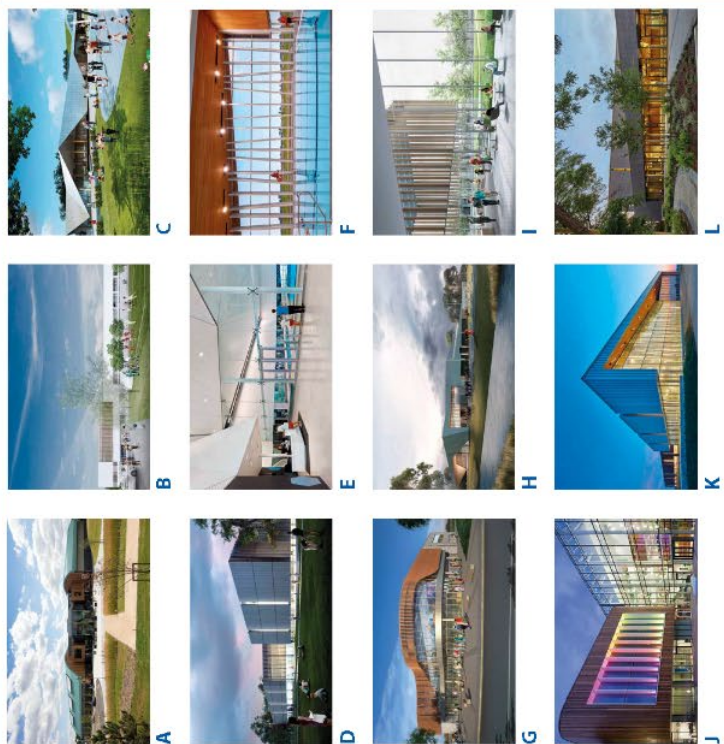
This consultation is at a very early stage and so it is important to know the concerns of the whole community as well as the views of the other stakeholders such as potential user groups and customers. The project team will be making our designs reflect the consultation and views of the wider community.

10. Are there any other concerns that you think should be reviewed?

11. Do you agree the new leisure centre parking should provide:
(pick one)

- ☐ More parking spaces than the current leisure centre
☐ Fewer parking spaces than the current leisure centre
☐ The same number of parking spaces as the current leisure centre

12. This proposal is an opportunity for Spelthorne Leisure Centre to reflect the identity of the borough and its residents. We would like to gather some initial thoughts on design and architecture. Please indicate from the examples below your top four designs in order of preference:



Preferred examples:

13. Do you have any other comments on the proposal?

Thank you for taking the time to fill out our questionnaire! Your feedback will help shape our future designs. We will be holding another public consultation this autumn, where we will present how your feedback has helped to shape the detailed design of the new leisure centre proposals.



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Overview and Scrutiny Committee

15 January 2019



Title	Corporate Project Management Report		
Purpose of the report	To note		
Report Author	Sandy Muirhead Group Head Commissioning and Transformation		
Cabinet Member	Councillor John Boughtflower	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	To note the report		
Reason for Recommendation	To allow Members to be updated on progress of projects and their outcomes across the Council		

1. Key issues

- 1.1 This report highlights the work of the Council on projects.
- 1.2 The Corporate Project Dashboard attached (Appendix 1) tracks progress of projects and work streams to fall in line with the Groups in place since May 2016 (Commissioning and Transformation / Community Well Being / Neighbourhood Services / Regeneration and Growth / Customer Relations / Finance), with the inclusion of those projects falling under a Corporate and/or 'miscellaneous' heading.
- 1.3 The council's focus continues on property acquisitions and housing projects, with the property acquisition portfolio being managed, controlled and reported through the 'Development and Investment Group' and the 'Investment and Property Group' – with the property project names, and high-level information being captured as part of the "Corporate Project Register" and "Corporate Project Dashboard" documents.

Moving forward the Group and Deputy Group Head Commissioning and Transformation (CTG) will continue to meet with all Group Heads to obtain their views on current and future needs in relation to projects. Project managers also need to ensure they seek appropriate authorisations before progressing projects to ensure there is a business case and resources are in place to support the project. CTG will also focus on performance to ensure that all aspects of project work are captured to enable the Council to clearly demonstrate its achievements.

Procurement and Contracts responsibilities will be with Legal Services early in 2019, as the current Procurement and Contracts Manager left the authority in late December 2018.

- 1.4 Projects also need to ensure they continue to take account of the General Data Protection Regulations (GDPR), Equality and Diversity impacts and where appropriate Privacy Impact Assessments, so as to comply with the necessary Governmental legislations.

It has been noted that the GDPR considerations are now being discussed at more project meetings.

- 1.5 The Project Steering Group continue to meet and discuss individual projects in more detail particularly those with a red or amber status. Highlight reports continue to be produced on a regular basis by the majority of managers.

2. Corporate Projects

- 2.1 The projects being delivered across the Council continue to move Spelthorne forward on various areas to support delivery of the corporate priorities.
- 2.2 The project documentation is currently being modified to ensure projects at initiation have a clear business case and highlight Procurement, Legal, ICT Finance, Communications and GDPR requirements that will need supporting during the course of the project. This will assist with workload planning where projects cross several different services.

3. Financial implications

- 3.1 Projects should not be initiated unless there is a clear business case and funding stream in place. These should be indicated at the project planning stage and it is hoped there will be continuing support given for all the initial business case documentation to be completed thus allowing projects to be effectively reported on and monitored.

4. Resource implications

- 4.1 As with the financial needs, resources must be given equal attention, with the appropriate departments and services being considered so that the appropriate and necessary skills can be made available so as to meet delivery deadlines.
- 4.2 Given the current structure, and working practices, of the Authority, prioritisation of workloads shall prove crucial so as to engage key members of the delivery Team at the times conducive to meeting deadlines and fulfilling expectations.
- 4.3 Where resource availability is proving to be a risk with potential to threaten the agreed delivery date, then escalation for support must be considered.

5. Other considerations

- 5.1 Projects will need to address GDPR, equality and diversity issues together with those of sustainability, financial, social and environmental.
- 5.2 The introduction, and regular sitting, of the Project Steering Group (PSG) shall seek to further support each project by way of adherence to the current SBC project principles, recommended practices and processes. All of these shall serve to ensure that projects are managed in a manner conducive with focus to effective, efficient and controlled delivery. Risks and issues shall continue to alert the PSG of where additional consideration and support shall become necessary to review and address project priorities with those of corporate direction and needs.

6. Timetable for implementation

- 6.1 Project governance shall now also seek the consideration and direction of the PSG and continue to be reported to MAT, Cabinet Briefing and Overview and Scrutiny every quarter.
- 6.2 The corporate project team will continue to meet and discuss individual projects in more detail particularly those with a red or amber status. Highlight reports underpin the project report hierarchy and will continue to be produced monthly by project managers.
- 6.3 It is envisaged that as the Groups provide greater support for this corporate requirement that the content and timing of the data input shall become more efficient thereby ensuring that the overall process, and its own requirements shall provide enhanced benefits.
- 6.4 It is appreciated that the current sourcing mechanisms (Highlight Reports) for obtaining Dashboard information from the Groups Heads/Project Managers has been 'cumbersome' but a more streamlined report has now been developed, and being utilised to provide the necessary project information.
- 6.5 The revised design of the Corporate Project Dashboard is still being worked on to continue to improve the presentation of the project status information in a truly focussed format. This issue continuing to be addressed by the Project Team.
- 6.6 The Group Head of Commissioning and Transformation has initiated a number of work streams which aim to manage the end-to-end delivery of any project by introducing more effective and efficient methodologies. These include:-
 - Project Governance
 - Project Steering Group responsibilities
 - Stage gates
 - Project Documentation - requirement
 - Project Manager Training – In-house
 - Project Reporting – automation
 - Communication of projects / portfolio of projects

Background papers:

Appendices:

Appendix 1: Corporate Project Dashboard

Appendix 2: Corporate Project Dashboard – Project Detail

Appendix 3: Corporate Project Register

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Replacement of Mitel/Liquid Voice Phone Systems	Amber	Roy Tilbury	Daniel Dredge	Customer Relations		Jan '19												★★★
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Service

VDI - Virtual Desktop Infrastructure	Green	Sandy Muirhead	Alistair Corkish	ICT		Dec '18												★★★★★
Exchange to MS 2016 Solution	Green	Alistair Corkish	Chris Layte	ICT		Apr '19												★★★★★
Office 365	Green	Sandy Muirhead	Alistair Corkish	ICT		2020												★★★★★
SQL Upgrade	Green	Alistair Corkish	Sarah George	ICT		Apr '19												★★★★★
Corporate Hybrid Printing Initiative	NEW			Corporate														★★★★★
Multi-use Bins in Parks	Green	Jackie Taylor	James Weedon	N'Hood Services	May '18	On-going	TBA											★★★★★
Refurbishment of Shepperton Lock Facilities	Green	Jackie Taylor	Sabena Sims	N'Hood Services	Jun '18	Oct '18												★★★★★
Enterprise (iDOX)	Green	Esmé Spinks	Gillian Richardson	Regen. & Growth	Dec '17	Mar '19	£20,000											★★★★★
Waste and Recycling in Schools	Green	Jackie Taylor	Francesca Lunn	N'Hood Services	Jul '18	On-going												★★★★★
Refurbishment of Laleham Park Play Area	Green	Jackie Taylor	Sabena Sims	N'Hood Services	Sep '18	Mar '19												★★★★★

Recently Completed:

Churchill Hall Redevelopment		Heather Morgan	Richard Mortimer	Regen. & Growth		Sept '18												★★★★★
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High:

CallSecure	Green	Laurence Woolven	Jodie Hawkes	Customer Relations		Aug '18												★★★
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Medium:

PeopleSafe		Corporate	Stuart Mann	Corporate	Mar '17	Aug '18	£76,000											★★★★★
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Service:

Padars Recreation Park - Toddlers Play Area			Sabena Sims	N'Hood Services		Sep '18												★★★★★
PSN RE-accreditation			Alistair Corkish	Comm. & Trans.	Jan '18	May '18												★★★★★

Notes:

The 'Current General Health' (column Z) provides an overview on the the project's status (as determined by MAT), in terms of progress, risks and issues.
Additional supporting dialogue (covering Risks and Issues, etc.) shall be provided on an additional sheet covering the various projects.

Those projects shaded 'blue' have not responded to information requests for a status update, and therefore the information in the above table is from their submission in September 2018.

Those projects without a RAG Status are the newly added projects - which are yet to be initiated fully.

Corporate Project Dashboard
January 2019

Portfolio of Projects:

Priority Flagship	Flagship	High	Medium	Service
Knowle Green Estates Limited	SSSSA	GDPR Compliance	Replacement Room Booking System	VDI – Virtual Desktop Infrastructure
Project Lima	Root and Branch Review	EDRMS	Replacement of Mitel/Liquid Voice Phone Systems	Exchange to MS 2016 Solution
COMPLETED Churchill Hall Redevelopment	Heathrow Launch Pad (Incubator)	Agile Working		Office 365
Confidential: Bugle Returns Redevelopment	Greeno Centre Extension	Search Moves		SQL Server Upgrade
Confidential: Ceaser Court Redevelopment Ph. 1	Gigabit City Project	LSVT Update		Corporate 'Hybrid Printing' initiative
Confidential: White House Redevelopment (Phases 1)		Civica/Locata Housing Module		Multi-use Bins in Parks
Confidential: White House Redevelopment (Phase 2)		Rent Management System		Refurbishment of Shepperton Lock Facilities
Confidential: Waterfront Redevelopment		Contract for Strategic Asset Valuations		Enterprise (iDOX)
Confidential: Knowle Green (West Wing)		Staines Market Tender		Waste and Recycling in Schools
Confidential: AMSCP		Property Management Software		Refurbishment of Laleham Park Play Area
Thameside House		Cleaning Contract		
New Leisure Centre		Web Upgrade		
Southern Light Railway (SLR)		*COMPLETED* Call Secure		
		Every Ward at Its Best		

Project: Knowle Green Estates Limited

Category: Priority Flagship

RAG Status: Red

Monday, 07 January 2019

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- **Benefits Identified and Anticipated Delivery to Target:**
There is no target completion date formally set. The main benefit which is being scoped at present is the delivery of a new business unit outside the Council to more effectively manage all of our property dealings.
- **Progress Against Milestones:**
No milestones are identified and no formally scope set though work is progressing through Cabinet to identify the basis on which the Cabinet wishes to proceed.
At that point it will be clearer as to delivery milestones.
- **Identified Risks and Issues:**
Risks:
Issues:
The main issue is the delivery of a business case. This has been ongoing for some months and expert advisors are working with the Council to refine and review the early draft business cases.
- **Budget Management:**
No budget is set. The business case is going to identify the resources required in order to deliver a project of this nature.
- **Stakeholder Engagement:**
Some issues to think about. A small number of senior staff and councillors have knowledge of the Company and what it does. This needs to be expanded to a wider range of staff and councillors.
- **Resources:**
There are a number of staff working on this project: Housing, Legal, Finance, Assets.
Comms, HR, ICT to be further engaged.
Could do with a Project Officer to assist.
Expert external advisors are procured and working with us.
- **Anticipated Completion Date:**
March 2020.
- **Comments:**
This project has evolved but needs to be co-ordinated properly in order to deliver results.
RAG Status marked as RED due the following:-
Needs business case.
Needs project brief with identified benefits
Needs PID on delivery of benefits
Needs project budget
Needs stakeholder engagement plan

Could do with a Project Officer to assist.

Project: Project Lima

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

Project Lima has focussed staff minds on consolidating and reducing storage materials. Greater focus on back-scanning and forward-scanning. New desk configurations have settled and staff are working in cleaner, brighter and more modern office accommodation. The “development potential” benefit of vacating the West and North wings is being pursued by the Assets Team with a prior approval application having been submitted for a conversion to housing.

- **Progress Against Milestones:**

Following the completion of Phase 2 on 19 October, several large staff teams have been successfully moved into the South Wing 1st Floor.

Phase 3 (Main Reception and Room1) was completed on time on the 16 November). This allowed the Finance team to be moved. It was decided that additional works would be undertake in Main Reception so the temporary reception will remain in place for a longer period.

Phase 4 (final phase) is progressing well with the successful demolition of the South Wing Ground Floor corridor wall (key element). Phase 4 is a long phase which is split by the Christmas break. It features the refurbishment of Rooms 231, 232, 233, 33, 34,35, 35A, 35B as well as the installation of numerous windows across the building. Phase 4 and the whole project is to be completed by 1 February 2019.

- **Identified Risks and Issues:**

Risks:

1. Building contractor delay in works.
2. Unexpected issues arising from building works.
3. Failure or problems with new technology (Virtual Desktop Infrastructure).
4. Lack of Project Team (Projects, ICT, Facilities) capacity.
5. Poor engagement / lack of co-operation from staff.

Issues:

- **Budget Management:**

The Project Team has sought to reduce spend on certain elements e.g. furniture. Strict control is being exercised when overseeing the building contractor so as to avoid additional costs and extra. There has been some legitimate additional spend due to project scope creep or unexpected items and this is being tracked through the Contract Variation system.

- **Stakeholder Engagement:**

Meetings have been undertaken with representatives and managers of all teams plus UNISON. Presentations have been made at staff meetings plus drop-in sessions. Reception and Meeting Space working groups to meet again but delayed. Ongoing feedback inbox and post-box. Ongoing engagement with external tenants at KG.

- **Resources:**

Facilities Team have had improved capacity to assist with project requirements now that the new Apprentice is settled. Additional casual labour has been used to meet project deadlines. ICT team is successfully managing VDI rollout as part of office moves.

- **Anticipated Completion Date:**

1 March 2019

Project: Project Lima (cont'd:)

Monday, 07 January 2019

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- **Comments:**

The initial delay to the project (due to more time being spent on the tender evaluation) has been acknowledged and communicated. On the basis that the contractor started on 23 July 2018 and has so far completed the phases to the agreed timetable. Office moves have been executed as planned. The final phase of the project should conclude on 1 March 2019.

CONFIDENTIAL

Project: Churchill Hall Redevelopment

Category: Priority Flagship

RAG Status: Green

- **Comments:**

Project completed successfully and the properties were transferred to Knowle Green Estates Limited on 28 September 2018.

CONFIDENTIAL

Project: Bugle Returns Redevelopment

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
8 private rented apartments which will bring in an on-going income stream to be used for affordable housing purposes elsewhere in the Borough.
- **Progress Against Milestones:**
Roofing has been completed and scaffolding been removed.
On programme
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Contractor Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
January 2019
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ceaser Court (formerly 'Benwell House') Redevelopment

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
55 residential units to bring in an on-going income stream whilst providing much needed housing in the Borough.
- **Progress Against Milestones:**
Internal soft strip work commenced 5 November 2018 and is due to complete in January 2019.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Contractor Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: White House Redevelopment (Phase 1)

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
28 unit block for affordable rented accommodation which will provide housing for Borough residents whilst also bringing in an income stream
- **Progress Against Milestones:**
Planning submission is imminent.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: White House Redevelopment (Phase 2)

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To provide options for housing for clients who would potentially go to costly emergency accommodation.
- **Progress Against Milestones:**
Planning submission imminent.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Design Team
 - Management Operator (Phase 2)
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Waterfront Redevelopment

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Regeneration of Staines-upon-Thames.
- **Progress Against Milestones:**
Hotel consultant has been appointed.
Feasibility works are ongoing to establish the appropriate densities and mix of uses.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Design Team
 - Construction Team
 - Hotel operator
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Knowle Green West Wing

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To provide much needed housing in the borough.
To provide an income stream.
- **Progress Against Milestones:**
Awaiting design fee approval.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ashford Multi-Storey Car Park

Category: Priority Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
In the stages of early feasibility
- **Progress Against Milestones:**
The car parking enforcement has been extended until after Easter to allow us to capture the data for both holiday periods.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Thameside House

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
A predominantly residential scheme with a mix of affordable and privately rented apartments. Other uses to be determined. This will provide an on-going income stream along with providing a substantial amount of much needed housing.
- **Progress Against Milestones:**
Feasibility options are still being tested to ensure the site is being optimised.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: The Leisure Centre

Category: Priority Flagship

RAG Status: Red

- **Benefits Identified and Anticipated Delivery to Target:**
 - Long term public health of residents
 - New facility addressing leisure needs of residents
 - Greater capacity with broader range of facilities
 - Fit for purpose
 - Future proofing for the growing population
- **Progress Against Milestones:**
 - Alternative sites are being looked at.
- **Identified Risks and Issues:**
 - Risks:
 1. Delay to project will increase costs of eventual facility
 2. Delay to project will require temporary remediation to current facility
 3. Delay to delivering to benefits outlined above
 4. Decline in usage of current leisure facilities
 5. Decline in retention of staff operating current facility
 - Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**
 - Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
- **Resources:**
 - Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

Project: Supporting Spelthorne Secondary Shopping Areas

Category: Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**

As per the original application, the improvements will enhance the appearance of the locations making it a more desirable location for a business; it will also make the shopping experience for local residents more attractive and help strengthen the viability of local shopping parades against the competition of shopping in the towns.

The project is expected to be delivered in this financial year (2018/19).

- **Progress Against Milestones:**

Edinburgh Drive and Groveley Road have been completed.

All licences have now been acquired for the remaining shopping parades.

Work has been scheduled to take place after the festive period so as to not adversely affect business.

Construction will commence on 7th January at Clare Road, Stanwell, this should take 4 weeks.

In early February work will then commence at Woodlands Parade, again this will take about 4 weeks to complete.

This will then complete the project of improvements and will be delivered in the current financial period.

Identified Risks and Issues:

Risks:

The main risk to delay with this project would be weather related. All documentation and resources are now in place to proceed.

Issues:

Budget Management:

As mentioned in the previous update, there has been a 5% increase in the quotes for the remaining 3 parades which is in the region of £9k due to the 2 years it has taken to acquire licences to start work from SCC.

- **Stakeholder Engagement:**

All Councillors and shopkeepers have been directly notified of forthcoming work at Clare Road and Woodlands Parade and an update has been placed on the SBC website for the wider general public. Visits to the shopping parades has taken place to personally update them of the timeframe of the forthcoming works.

- **Resources:**

No issues.

- **Anticipated Completion Date:**

The project was funded in July 2016 and is anticipated to be completed by March 2019.

- **Comments:**

The delay in this project is due to SCC taking an extraordinary amount of time to process S278 applications. Given that this issue is so close to being resolved, there are no obvious issues to be addressed.

Project: Root and Branch Review

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To identify efficiencies and savings wherever feasible and improved processes to ensure the authority delivers its services in the most effective manner for the Council and residents.
- **Progress Against Milestones:**
Phase 1: Team Reviews – Revised completion date September 2018
Phase 2: Customer Services, Independent Living implementation plans – December 2018
Phase 2: Detailed Discovery – March 2019
- **Identified Risks and Issues:**
Risks:
Resource – in particular ICT personnel.
Issues:
- **Budget Management:**
Projects coming out of Root and Branch will need to be costed and put together as growth items.
- **Stakeholder Engagement:**
Regular and on-going meetings with:-
 - Staff
 - Councillors
 - Management Team and Group Heads
- **Resources:**
Delivery:
Loss of business analyst and workload – recruited temporary root and branch officer plus recruiting business analyst for ICT.
Also one Team Member on compassionate leave reduced resource. This has led to some delays.
Post-delivery / Implementation:
Once have implementation plans likely to involve ICT solutions – availability of resource likely to be a significant risk.
Need to recruit a Business Analyst as soon as possible.
- **Anticipated Completion Date:**
June 2019
- **Comments:**
Discovery Phase progressed and large number of services covered at a high level.
Now moving onto the details and some Phase 1 and Phase 2 merged due to cross cutting issues identified.
Summary presentation given to November MAT+ providing and update.
Independent Living taking forward some of the initiatives highlighted by the Root and Branch Team.

Project: Heathrow Launch Pad (Incubator)

Category: Flagship

RAG Status: Red

- **Benefits Identified and Anticipated Delivery to Target:**

This project will provide below market rate desk space for start-up businesses plus a comprehensive programme of business support. Planned partnerships with SETSquared and Royal Holloway's Creative Hub bid should bring new innovative tech entrepreneurs into the borough. The project will also provide wider support for the local business community. Anticipated project completion date of April 2019 looks likely to be achieved. A meeting with Royal Holloway this month confirmed they are committed to supporting the project.

- **Progress Against Milestones:**

This is the 4th location for the incubator. We have £150k allocated from the Business Rates retention Fund to deliver this project over 3 years. Our legal team are currently negotiating a lease for the offices above Marianne's Café in the centre of Staines-upon-Thames. Prior to taking up residence we need to apply to Planning Department for a change of use from retail to business use. Whilst this takes place, we will be preparing the building so it is fit for purpose to accommodate the entrepreneurs. On 24th January we have advertised an open evening targeting the high tech / digital community, this is in order to set up a pipe-line for potential residents for the space. So far we have had 22 requests to attend on the Event Bright booking system.

Initial milestones have been missed due to 3 changes of location for this project. Final costings are being completed in the light of information about the operating costs of locating in Marianne's Café. Office fit out should be completed by April 2019. Business support partners are in place. Workshops and support programme will be launched, once a move in date is agreed.

Identified Risks and Issues:

Risks:

- 1) The main risk to this project has been the changes of location which threatened to lose the scheme momentum. However, partners have been maintained and use of the space has been agreed in principal with Surrey Disabled People's Partnership.
- 2) License negotiations are underway and it is important to agree a timescale to take occupancy as soon as possible to allow the project to progress.

Issues:

- **Budget Management:**

Budget of £150K has been ring-fenced to cover initial life of the project from the business rate retention pilot. This has been modified from original projections to fit the new venue.

- **Stakeholder Engagement:**

Stakeholders have been kept up to date. Plans are in place to introduce key stakeholders to the space to ensure commitment to support the project. We have met at the location with representatives from Royal Holloway University and Set Squared based at Surrey Research Park, Guildford.

- **Resources:**

All resources have been identified and no issues are anticipated. The website is already live (although hidden) and will be updated with the new location to allow marketing to commence.

- **Anticipated Completion Date:**

Target completion date of April 2019. This project has been live since October 2017.

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- **Comments:**

Once the legal agreement for use of the space has been agreed the other aspects of the project will be able to get underway. The fact there have been 4 locations proposed for this project has impacted on progress to date, but assuming occupancy of this new space is confirmed the project will be successfully completed.

The project has been given a 'Red' status due:

- Deadlines for milestones have been missed.
- Amber for risks and issues until the legal agreement has been completed for the new site.
- Green for stakeholder engagement, which remains strong. Ruth Lambert, the Project manager left SBC on 12th October, but meetings took place so as to hand over planning to the wider Economic Development Team with the support of Projects to ensure momentum is not lost.

Project: Greeno Centre Extension

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
The new extension will allow the Centre to accommodate more visitors to the Centre. The project is currently on schedule to be finished to target date.
- **Progress Against Milestones:**
Asset Management were notified at end of May 2018 that a Capital project had been agreed to provide a conservatory/extension for the Greeno Centre. The budget was £100,000. Asset Management spoke with the Centre Manager to establish what their requirement and intended use for the extension was. DNA Architectural practice were instructed in June to produce a design that met the requirements. DNA provided draft design plans in July. The planning application for the extension was submitted in August and received planning consent on 24 September. The tender package was published in early October and closes on 2 November. Tender evaluation will then take place. The project is scheduled to start on site on 3 December.
- **Identified Risks and Issues:**
Risks:
The main risk is that inclement weather or other on-site complications may delay the build resulting in a delayed completion. The build programme is very tight for completion before March 27th.
Issues:
- **Budget Management:**
The architect who designed and specified the extension was fully briefed on the budget for the project and Runnymede who are managing the tender and build are aware of the capital budget for the project.
- **Stakeholder Engagement:**
Asset Management have liaised extensively with Housing and Independent Living, the Centre Manager *etc.* to ensure the project delivers what is required.
- **Resources:**
Asset Management will attend site to monitor progress of the build and will liaise extensively with Runnymede. The build programme will be closely managed to ensure that the completion date is achieved.
- **Anticipated Completion Date:**
The project completion date is scheduled for 8 March.
- **Comments:**
This project is being run on a very tight schedule due to the requirement for a mid-March 2019 completion date. With the project starting on site in December there is a chance of weather delays. Should this occur it will be challenging to make up time on such a tight build schedule. However, every effort is being made to achieve the target completion date.

Project: GDPR Compliance

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
Compliance with data protection legislation and ultimately better use of the Council's information assets.
- **Progress Against Milestones:**
Staff awareness has increased as shown by the growth in requests for guidance made to the IG Officer. Progress against milestones has slowed since the departure of the interim resource, but a new resource is now in place.
- **Identified Risks and Issues:**
Risks:
Non-compliance with data protection legislation. Personal information could be processed inappropriately resulting in breaches of the DP legislation, Information Commissioner fines and reputational damage.
Loss of public confidence.
No budget allocated to this project.
Issues:
Lack of focus on Information Governance (IG) across the Council over previous years.
Resources are tight within service lines which makes it difficult for many to take on the extra work required to improve IG.
Increased risk from 25 May 2018 when GDPR became enforceable. GDPR is recognised as a step up from the Data Protection Act (1998) even for organisations who are working at the best practices.
- **Budget Management:**
There was no budget allocated originally. However funding was made available for the interim resource's wages and further funding has been made available for the data protection administrator's salary.
- **Stakeholder Engagement:**
Stakeholders - both staff and members of the public are showing increased awareness of data protection and their rights under GDPR as evidenced by the increase in the questions asked by both groups.
- **Resources:**
All departments/staff who process personal data are involved. There are numerous flows of personal data into and out of the council across many services. Demonstrating compliance with the GDPR is only one of its manually intensive requirements which has a significant impact on all departments. Some services have moved staff from other tasks in order to concentrate on data protection.
- **Anticipated Completion Date:**
It is difficult to anticipate a completion date. A data protection Compliance Plan for services with target dates was agreed by MAT on 7 August 2018 and sent to all Group Heads and Managers. However, ensuring services complete the Compliance Plan in a timely manner is not assisted by the frequency of meetings, which have been set up with the Data Protection Administrator, being cancelled at the last minute, or Staff not turning up.

Project: GDPR (cont'd:)

- **Comments:**

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A fulltime (9 month contract) data protection administrator has been appointed and is working to progress the Information Assets Registers with services.

Project: Electronic Data Resource Management System (EDRMS)

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
Good progress has been made in: - Planning, Building Control and Environmental Health.
- **Identified Risks and Issues:**
Risks:
Issues:
Staff being aware of 'retention periods' and ensuring adherence to them
- **Budget Management:**
Scanning tem of 2 plus one recruited for asset work.
- **Stakeholder Engagement:**
Discussed at MAT, so the Group Heads are aware.
- **Resources:**
Two scanning Staff and temporary appointment to deal with asset information.
- **Anticipated Completion Date:**
- **Comments:**
Review of longer term scanning strategy is now taking place.
Agreed by MAT that need a scanning team is required and current 2 casual Staff made permanent. Currently fully evaluating amount of material to be scanned with retention times allocated – if start with recent material may be able to remove and destroy older material as it goes past the retention period.
The Council has a number of document management systems and need to evaluate whether those we have or a new one is the best long term solution for the Council.
The systems available do not easily 'talk' to each other, so which ever route new system focus on one, or two, will involve some expense.

Project: Agile Working

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

The benefits of agile working include providing staff with greater flexibility and choice in terms of where they work (the space), their workstation (sit-stand facility) and how they work (technology). Once Project Lima is complete, teams will look at developing more hot-desking and interchangeability of staff across teams. Staff who have moved under Phases 1-3 are already benefitting from the Agile working elements of Project Lima.

- **Progress Against Milestones:**

The Agile Working Project is currently combined with Project Lima in terms of creating different working environments. Project Lima will create modern flexible workspace and will change the culture of how staff meet, where they meet and the technology they will use. As part of Project Lima, the Agile Working objectives are on course with Phase 4 having commenced on 19 November with completion due for 1 March 2019.

- **Identified Risks and Issues:**

Risks:

1. Staff refuse to accept their new office environments and that this has an effect on productivity and morale.
2. Staff refuse to accept the new facilities and options for meetings and collaboration.
3. Staff resist change and refuse to embrace future hot-desking.
4. Risks identified for delivery of Project Lima in turn affect the Agile Working project.

Issues:

- **Budget Management:**

The Agile Working budget is being used to cover the elements of Project Lima which relate to facilitating new ways of working e.g. collaboration. The budget will be used but not exceeded.

- **Stakeholder Engagement:**

Meetings with staff reps have taken place as part of Project Lima. Agile working elements have been discussed and addressed e.g. meeting style, future potential of hot-desking to accommodate growth of teams.

- **Resources:**

Facilities Team should have improved capacity to assist with office moves when the new Apprentice is recruited. ICT managing VDI rollout, ICT moves plus data and power requirements.

- **Anticipated Completion Date:**

1 March 2019

- **Comments:**

The Agile Working Project is running as part of Project Lima and is likely to split off again to explore future opportunities.

Project: Search Moves Partnership & Update Allocations Policy

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - New Allocations Policy in place which complies with case law and is legally robust.
 - A further term agreed for the Search Moves partnership to operate
 - A series of updates to the Locata software used by partners to improve the customer experience. Updates include;
 - A new electronic housing register application form to reflect the new Allocations Policy
 - An updated Search Moves Website with new and more relevant features
 - The move to daily bidding for properties allowing accommodation to come on line and turn around faster and to help RPs get a quicker void turnaround time and therefore reduce lost income.
- **Progress Against Milestones:**
 - Allocations policy implemented on schedule in April 2017 alongside the new e-form for registering for inclusion on the Housing register.
 - New Search Moves website and daily bidding went live autumn 2017
 - Search Moves contracts still not completed and signed. Still with Elmbridge to agree wording. PA Housing have agreed. Regular chases take place through Legal Services
 - Due to the continued lack of progress with the contract, a Steering Group meeting for Search Moves Partners has been arranged for mid-January to discuss contracts and get updates from other members on how they are progressing with the partnership elements of the agreement, in particular the implications of the withdrawal of the common allocation policy.

Identified Risks and Issues:

Risks:

Failure to delay the signing of the Search Moves partnership Agreement means there is no formal agreement in place covering the terms of reference for the partnership. This could prove problematic if there are any issues between partners.

Issues:

Existing RP tenants now have to apply directly to SBC housing register. It was anticipated this would mean 300 new applications at short notice. It has been raised by Officers that this has given rise to verbal complaints from tenants who feel they are now disadvantaged because they are applying from scratch and previous time waiting has not been taken into consideration.

- **Budget Management:**

Project delivered on time and on budget. No further cost implications
- **Stakeholder Engagement:**

A partnership steering group meeting has been arranged for mid-January to take stock of the arrangements and how they are working for all partners.
- **Resources:**

Although most of the work to deliver this project is complete and the Search Moves elements are live, there is still some legal input to progress the Search Moves contracts. Legal Services are aware and actively chasing.

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- **Anticipated Completion Date:**

All Search Moves elements were live in the autumn of 2017.

Outstanding are the Search Moves contractual elements. Anticipated completion date is now March 2019

- **Comments:**

Most Search Moves tasks have been completed but the final sign-offs (with Legal) have caused the timescales to slip. This slippage has been attributed to late contributions and engagement from Elmbridge with regard to Search Moves.

Project: Large Scale Voluntary Transfer (LSVT) Update

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
Changes needed to the current LSVT ensure a legal basis for ongoing increased supply of former Airways Housing Units
- **Progress Against Milestones:**
LSVT changes have been agreed in principle with A2D and with both organisations. Legal teams to finalise.
- **Identified Risks and Issues:**
Risks:
Failure to update the LSVT may disadvantage Spelthorne with reference to Housing nominations from A2Dominion ongoing.
Issues:
- **Budget Management:**
There is no cost associated with the project to update the LSVT agreement.
- **Stakeholder Engagement:**
A2D are the main stakeholders. They are fully engaged with the process.
- **Resources:**
There is still some legal input from both sides to progress the LSVT and the Search Moves contracts. Spelthorne Legal Services are actively chasing.
- **Anticipated Completion Date:**
Outstanding is the LSVT contractual elements. A2 have been chased again this month (December) but not hear back so completion date now moved out to March 2018.
- **Comments:**
The LSVT sign off is close to agreement.

Project: CIVICA / Locata Housing Module LG2

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - Replacement of Emergency Accommodation (Bed and Breakfast placements) monitoring system which is no longer fit for purpose and no longer supported, allowing for it to be decommissioned.
 - Replacement of the current Rent Assure Scheme management processes (mainly spreadsheets) by a system developed within Civica to record and monitor all aspects of the scheme in a more structured way.
 - Development and Roll out of an overnight interface between Locata (Housing management system) and Civica to automatically replicate/ update customer information entered into Locata within Civica hence negating the need to create customers and stop double entry in both systems. Also minimises risk of errors.
 - Benefits include :
 - the improved ability to monitor and manage placements into accommodation in both areas;
 - the mitigation of risks around the software used being unfit for purpose or difficult to navigate;
 - negates the need to double enter financial information in 2 systems and the potential of errors occurring during this process;
 - better transparency and continuity between the Civica and Integra data held.
- **Progress Against Milestones:**

The Civica Housing module has been;

 - Developed for use by the Rent Assure Scheme - work completed;
 - Configured and process maps developed for the new Housing module. The implementation will be staggered into 2 phases

Phase 1 – Went live August 2018 and included the migration of all users' accounts and associated documents from Contact Manager to the Housing module. Staff training completed -this element is live.

Phase 2 – due February 2019 – The process maps to guide staff through the workflow for booking a household into emergency accommodation are complete. Go Live delayed due to key staff holidays, sickness and other work pressures.

Phase 3 – due February 2019 – Roll out of letter templates within Civica. These are mostly completed but testing and further refinement is required and dependant on the preferred Integra solution.
 - The Locata Civica interface has been developed, tested and set live.

Project: CIVICA / Locata Housing Module LG2 (cont'd:)

- **Identified Risks and Issues:**

Risks:

1. The main risk is around the alignment of the process maps on the Civica system for the administration of emergency accommodation and the financial elements which are managed through Integra. At present the Integra financial processes are being developed so risks and benefits are not identified.
2. Availability of resources to roll out the next phases of the project is a risk. January is a busy month in Housing Options and it may prove difficult for staff to dedicate time to this project.

Issues:

Concern over the change of staff within ICT has been mitigated and a full handover took place. New support staff are up to speed with this system development and engaged in further work required to complete the development and roll out.

- **Budget Management:**

Project on budget. There have been no change control items affecting costs. To date, most of the costs have been paid.

Civica module - £17.5K,

Locata interface development £7.5K

Ad hoc expenses for training - £500

- **Stakeholder Engagement:**

Regular project team meetings have taken place throughout the project including representatives for Housing, Finance and ICT.

Updates have been provided to staff through team meetings and training sessions.

- **Resources:**

Further systems testing and training is required to complete the roll out. Staff input has been identified and accounted for to allow progression against timescales and targets.

- **Anticipated Completion Date:**

Full roll out (excluding the financial elements on Integra) will be completed by March 2019.

This is delayed due to unavailability of expert staff resource to move the project forward.

- **Comments:**

This update does not include details on the Integra development element of this project as this is being managed separately due to the specific nature of the brief.

See the "Rent Management and B&B" update (below) for the status of that project.

Project: Rent Management and B&B (Finance)

Category: High

RAG Status: Red

- **Benefits Identified and Anticipated Delivery to Target:**
Reduction in manual tasks with the introduction/implementation of 'automated' processes. The need to have the Integra and Crystal Reports tested in the Customer environment has been delayed, as some new processes need to be tested with others dependent upon resource (across the areas) being available to write, develop and test the new processes (*e.g.* Credit Control Letters in Crystal reports).
- **Progress Against Milestones:**
The availability of resource (ICT/Housing/Finance) was managed with the assistance of A Deputy Chief Executive. However, the coordination of these key delivery partners soon unearthed a major issue with the record management within Housing. These issues, and 'data cleansing' are now being addressed and a review of progress, with a plan, shall take place in March 2019.
- **Identified Risks and Issues:**
Risks:
Resource availability
Issues:
Loss of key (experienced) personnel before the 'Go-live' date.
- **Budget Management:**
No budget.
- **Stakeholder Engagement:**
Regular meeting with Project Delivery Team and 'resource owners' are now taking place with a view to understanding the service line demands alongside the project delivery expectations.
- **Resources:**
Resource availability and prioritisation of tasks have been escalated for support and direction.
- **Anticipated Completion Date:**
The early October 2018, has now been 'revised' for late Spring 2019.
- **Comments:**
The delivery of this work stream was anticipated to 'dovetail' with the delivery of the Civica/Locata LG2 Module so as to deliver savings by way of the improvement to internal processes, and data/record management.
Resource availability across the services areas has proven difficult, and even more so, now that we ICT have lost key Staff.
Senior Management are now assisting in the understanding and management of the resource requirement, in efforts to achieve the revised 'Go-Live' date.

Project: Contract for Strategic Asset Valuations

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
The valuation of the investment portfolio is required to meet the Council's financial reporting obligations for the year end. The valuation reports will be provided before the 31 December 2018. A further review and update will be provided in March.
- **Progress Against Milestones:**
- Carter Jonas are undertaking the valuation on the portfolio at present. We expect them to report draft figures in early December.
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
£54,000 contract value.
- **Stakeholder Engagement:**
The following departments have all been consulted in drafting the Business Requirements Document; ICT, Legal, Finance and Audit.
- **Resources:**
Not applicable
- **Anticipated Completion Date:**
The contract will start immediately and has been awarded for a two year period.
- **Comments:**

Project: Staines Market Tender

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Provision of an on-going stable environment for the Operators and Traders of Staines High Street Market.
Delivery is on track.
- **Progress Against Milestones:**
On schedule.
Tender has been finalised on 'Due-North', clarification stage has been rolled out, finalising with evaluation/scoring matrix.
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
Key delivery partners who have been consulted, include:-
ICT – no IT requirement
Legal Services
Procurement
Communications Team are to become involved during the course of 2019
- **Anticipated Completion Date:**
February 2019.
- **Comments:**
Clarification stage has been rolled out. Contract re-issued on 7 December 2018.

Project: Property Management Software

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

The Property Management Software is essential for the effective management of the Council's assets.

- **Progress Against Milestones:**

The tender was posted on the In-Tend procurement platform on 22nd November. Tenders returns are due on 3rd January 2019. In the meantime Ian Pickard has been employed as a Contractor to review the legal documentation and data capture the information needed to be uploaded to the new software once it has been purchased. Keri Willis who has been recruited on a temporary basis to scan the legal documentation is now starting on 3rd January 2019 moved from 5th November. To assist with the data capture Megan Finnally and Nicole Green will start the scanning process.

- **Identified Risks and Issues:**

Risks:

If the Property Management Software is not purchased then the Council does not have a comprehensive asset register. This has both serious legal and financial implications.

Issues:

- **Budget Management:**

We do not have a budget figure for this project. The cost will be dependent on the modules purchased and the number of users/licences purchased. We will have a better understanding of the cost after the tender process.

- **Stakeholder Engagement:**

The following departments have all been consulted in drafting the Business Requirements Document; ICT, Legal, Finance and Audit.

- **Resources:**

At the moment the project is adequately resourced with Leigh Street and myself leading the project from the Asset & Property Team. Legal, Land Charges and ICT are assisting where needed. Resourcing may need to be reviewed once the system has been purchased and the system goes 'live'.

- **Anticipated Completion Date:**

The project commenced back in March/April with soft marketing presentations. In line with the revised timetable we anticipate having appointed a software supplier by mid-February with a 'live' system by the end of March.

- **Comments:**

Project: Cleaning Contract

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
May Harris are delivering a more responsive service and engaged service. We have had two on-site cleaning audits/inspections to date and are highlighting areas for improvement etc.
- **Progress Against Milestones:**
May Harris, started cleaning at Knowle Green, Fordbridge Centre and Car Parks office on 3rd September 2018. They started cleaning at the Greeno Centre on 17 September 2018, the two week delay was due to needing to recruit staff to clean the Greeno as Procter's cleaners did not TUPE over.
- **Identified Risks and Issues:**
Risks:
Risk that May Harris do not continue to strive for improvement and fail to build on an encouraging start. Facilities will continue to engage with May Harris and schedule in cleaning audits/inspections to ensure level of performance.
Issues:
- **Budget Management:**
Invoices from May Harris will be scrutinised to ensure they are in line with budget expectations as projected in their tender.
- **Stakeholder Engagement:**
Facilities Management continue to engage with Independent Living who manage the day Centres to ensure the level of service/performance received from May Harris meets expectations.
- **Resources:**
Facilities Management continue to be actively involved with the provision of cleaning at Knowle Green.
The Independent Living & Day Centre staff feedback on any issues with service provision that affect their ability to function efficiently.
- **Anticipated Completion Date:**
Start dates as previously informed.
Atlas cleaning who clean Staines Community Centre have been given their contractually required 3 month notice period and May Harris will start cleaning the Community Centre on 21 January 2019.
- **Comments:**
May Harris have shown a significant performance improvement on the previous cleaning contractor. It is recognised that it will not be an overnight transformation. They continue to engage with their staff to work to scheduled processes and schedules. This has resulted in improved results and we expect these improvements to continue. Facilities Management will continue to schedule in cleaning/audit inspections to monitor and record performance.

Project: Web Upgrade

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

The benefits for users are that the site will be more accessible, it will be easier to find content, and therefore help reduce calls.

- **Progress Against Milestones:**

Goss (supplier) has created the new website templates, the first stage of user testing has been completed. The second stage involves transferring of content and further user testing has commenced.

User testing continues.

- **Identified Risks and Issues:**

Risks:

- 1) It is unclear as to which budget is to be used: at the time the budget commenced, Communications came under the Deputy Head of Customer Relations and he committed to finding the budget on the basis that an upgraded website would lead to savings from an increase in self-serving.
- 2) Content relies on web librarians finding time to update their content for transferring.
- 3) Integration with third party software will lead to additional cost.
- 4) If we choose not to integrate the third party software (*i.e.* change the look and feel to match the website), then there is a risk that residents will lose trust that it is genuinely our site (*e.g.* for making payments);

Issues:

Budget Management:

The budget is being managed by Deputy Group Head of Customer Relations.

- **Stakeholder Engagement:**

Web librarians, portfolio holders, Customer Services, Group Heads and MAT have been kept informed of progress.

- **Resources:**

The project will be mainly led by the Web Officer in Communications with web testing, review of content and integration with third party software will require work from web librarians.

- **Anticipated Completion Date:**

End of January 2019.

- **Comments:**

No Further comment.

Project: CallSecure

Category: High

RAG Status: Green

- **Comments:**

Implemented in August 2018.

Training of Staff/users between August and October 2018.

Fully live in October 2018.

Project: Every Ward at Its Best

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

A number of quick wins have been identified and delivered. These will be reported in March 2019.

A number of other benefits have also been identified and can be delivered within budget or additional monies made available from spare windfall grant.

A number of ideas have been ruled out of scope. These have been reviewed with the Leader.
- **Progress Against Milestones:**

Project is progressing as anticipated.

The next milestone is to prepare an article for the Borough Bulletin in March 2019. There are a number of improvements coming out of the project. Some of these will be delivered in that timescale, some may take a little longer.
- **Identified Risks and Issues:**

Early issue of councillor engagement has now resolved itself.

No other reported risks have materialised.

A requirement for further funding was identified and has been dealt with.

Risks:

Issues:
- **Budget Management:**

£25k budget will be exceeded but other funds have been made available.
- **Stakeholder Engagement:**

Stakeholder engagement has proceeded as anticipated. No adverse feedback.

Engagement with Comms undertaken as they are crucial for the final stage of reporting publicly.
- **Resources:**

No problems identified.
- **Anticipated Completion Date:**

On track for delivery in Spring 2019 as anticipated.
- **Comments:**

Will consider how to feedback to councillors about issues which were dealt with and resolved or those which could not be dealt with.

Project: Replacement Room/Venue Booking System

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Cost savings – substantial over the previous supplier’s product/service.
 - Previous supplier: £35,000 set-up cost + on-going £9,000pa
 - BookingLive: £11,000 set-up cost + on-going £3,500paEnhancement to our ‘customer self-service’ policy.
Time savings – permitting reallocation of Staff to other duties.
- **Progress Against Milestones:**
Delivery has been delayed on a few occasions – totalling a month – due to availability of supplier’s resource.
- **Identified Risks and Issues:**
Risks:
Service may not be used to its full capabilities.
Issues:
- **Budget Management:**
On target with no increased spend.
- **Stakeholder Engagement:**
ICT and SBC user base.
- **Resources:**
In-house training requirement.
- **Anticipated Completion Date:**
Delivered by end of December 2018.
- **Comments:**
BookingLive product has been awarded ‘Room Booking System of the Year – 2019’.

Project: Replacement of Mitel/LiquidVoice Phone Systems

Category: Medium

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
To follow - Dan
- **Progress Against Milestones:**
The delivery schedule has slipped as the system/requirement specifications are currently being reviewed/revised by Customer Relations and ICT. The tender process shall have to be re-initiated once the specification has been agreed.
Cost evaluations are being progressed by site visits to existing users.
- **Identified Risks and Issues:**
Risks:
Potential integration issues with existing systems.
Disaster Recovery considerations to be fully understood and risks mitigated.
Issues:
- **Budget Management:**
Expenditure is anticipated to be in the £40,000 - £90,000 range as the ultimate delivery shall be dependent upon our module selection/use.
Dan to confirm on-going figures.
- **Stakeholder Engagement:**
ICT, Customer Relations, Procurement/Legal and the various service lines as necessary.
- **Resources:**
ICT (delivery) and general Staff for training.
- **Anticipated Completion Date:**
Summer 2019 – though this shall be very much dependent upon resource availability during the delivery phase.
- **Comments:**
With intent to implement a new CRM (Customer Relations Management) system, both projects shall benefit from each other..

Project: Virtual Desktop Infrastructure (VDI)

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
To date, with the additional influences of the 'Project Lima' delivery schedule, the VDI roll-out has achieved a 70% completion figure.
- **Identified Risks and Issues:**
Risks:
Systems not working on CITRIX or those not identified to ICT but used by services.
Issues:
Reticence of Staff to embrace the concept due to the perception of technology
- **Budget Management:**
On track.
- **Stakeholder Engagement:**
The roll-out to each individual service line has been thorough and methodical so as to ensure that all their systems continue to work in the VDI 'environment'. It has also been 'dovetailed' wherever possible with Project Lima.
- **Resources:**
ICT Staff have been stretched to deliver this and Project Lima though the latter has provided a good base for the roll-out.
- **Anticipated Completion Date:**
January 2019.
- **Comments:**
On target and continuing to be rolled out.

Project: Exchange to MS 2016 Solution

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Provision of an 'up-to-date' system and platform.
Increase in mailbox size (doubled).
- **Progress Against Milestones:**
On schedule.
All mailboxes migrated successfully.
- **Identified Risks and Issues:**
Risks:
Issues:
Budget Management:
No additional spend over the term of the project.
- **Stakeholder Engagement:**
As this impacted ALL users, communications have been regular and timely ~ including "IT Alerts".
- **Resources:**
ICT Staff.
- **Anticipated Completion Date:**
Remaining tasks include:-
 - Switch off old server and to redirect software applications to the new one.
 - Set-up SMTP (Simple Mail Transfer Protocol) relay.End of January 2019.
- **Comments:**
On target and continuing to be rolled out.

Project: SQL Server Upgrade

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
SQL2008 R2 is to have support withdrawn by Microsoft at the end of 2018.
A number of software suppliers have yet to confirm which version of SQL they will support after Microsoft withdraw their support of the product.
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
Risks:
Lack of resource to complete due to service demands taking precedence.
Issues:
- **Budget Management:**
Budgeted.
- **Stakeholder Engagement:**
- **Resources:**
ICT Team
- **Anticipated Completion Date:**
April 2019
- **Comments:**
The largest systems have been moved and server upgrades completed. Further work to be managed over the next 4 months.

Project: Office 365 Upgrade

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
The current Microsoft product is being replaced with the Office 365 product.
As Office 365 is a hosted product, the training programme, along with the actual roll-out, shall prove to be 'significant'.
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
Risks:
Resource to deliver.
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
Need trainers to be identified and in place when roll out commences – increasing ICT Staff numbers should assist with this.
- **Anticipated Completion Date:**
2020 and fully operational by 2021.
- **Comments:**

Project: Refurbishment of Shepperton Lock Facilities

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Neighbourhood Services are responsible for the management of all Council owned facilities within Spelthorne. These facilities have been installed for a long period of time and are in need of refurbishment
- **Progress Against Milestones:**
September 2018 - Procurement process commenced.
February 2019 – Anticipated purchase of necessary equipment.
February 2019 – Anticipated installation of equipment.

Identified Risks and Issues:

Risks:

Due to internal structure issues determined since the original quote a revised quote is required. There is therefore an associated risk that the costs may increase.

Issues:

- **Budget Management:**
Total agreed original project budget: £60,000
Actual 'Spend to Date': £ 4,745
- **Stakeholder Engagement:**
- **Resources:**
Key Delivery Partners include:-
 - Specialist Staff
 - Assets
 - Finance
 - Legal/Procurement
 - Communications
- **Anticipated Completion Date:**
Original completion date of October 2018 has been revised to February 2019.
- **Comments:**

Project: Multi-use Bins in Parks

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Potential annual savings due to contract/supplier management.
Reallocation of Staff to other duties due to fewer bins to be serviced.
No loss of facilities for members of the Public when using the parks in the Borough.
- **Progress Against Milestones:**
 - Lammas Park trial has completed successfully.
 - Agreement to trial another park (Feltham Hill Recreation Ground) has been reached.
 - Following the completion of the second trial, the results shall be evaluated with the view to extending the initiative to other parks and open spaces in the Borough based upon the information gleaned.
- **Identified Risks and Issues:**
None currently identified, but shall be re-evaluated post the completion of the trial.
Risks:
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
Key Delivery Partners (ICT, Legal Services, Procurement and Communications) have been consulted with involvement of only the Communications Team being deemed as being required for delivery of this project.
- **Resources:**
None at present.
- **Anticipated Completion Date:**
Lammas Park Trial – 5th November 2018 to 30th November 2018
Feltham Hill Rec. – 7th January 2019 – 1st February 2019
- **Comments:**
Lammas Park was selected for the trial due to the diversity and range of visitors at this popular venue.
The trial shall assist in the determination and understanding of costs and timescales when the initiative is to be taken further.

Project: Enterprise Project - iDOX

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**

Improved processes by the use of workload reports to identify red/amber/green status of target dates. Listing officer workload priorities to assist with allocation of cases and management of officer workload to help with achieving target dates for determination. Greater use of electronic systems and consultations to enable working towards being paper lite. This will help to improve workload monitoring, achieve greater accuracy and efficiency and assist in meeting Government Performance Targets.

- **Progress Against Milestones:**

- Target Date – 1 October 2018. To set up a task to identify key dates within the appeal procedures (site visits, questionnaires *etc.*).

To be identified and discussed at the IDOX Planning Audit.

- Target Date – 1 November 2018. Set up Enforcement Module within Enterprise, including a process for closing cases.

A purchase order was raised with IDOX for an audit of the Enforcement Module and then consultation on how to set up Enterprise to assist with the management of Enforcement Cases. Consultancy dates agreed with IDOX for Thursday 28 February 2019 for the onsite visit day and Friday 1st March for the offsite write. Meeting arranged on Wednesday 28 November with the Enforcement Team to agree priority list of requirements to the system.

- **Identified Risks and Issues:**

Risks:

- Sufficient planning staff resources and ICT resources available with the required skills.
- Availability of IDOX Consultancy for Planning and Enforcement Audits has affected the projected completion dates of the project.
- Sufficient Budget.

Issues:

- One of the ICT Officers assisting with this project has now left the authority.

- **Budget Management:**

Within existing budgets and on track.

- **Stakeholder Engagement:**

Engagement with planning staff, ICT and IDOX Consultants.

- **Resources:**

Planning staff, ICT support and IDOX Consultants.

- **Anticipated Completion Date:**

The project started in December 2017 and it is anticipated will be completed by March 2019.

- **Comments:**

Project: Waste and Recycling in Schools

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Working towards a more sustainable future
- **Progress Against Milestones:**

10 Schools adding food waste to their additional service	March 2019
All invoicing correct with schools and purchase ledger	March 2019
Continue with review meetings with schools	March 2019
- **Identified Risks and Issues:**
 - Risks:
 1. Contamination at school
 2. Cancelling of service
 - Issues:
 1. Missed collections
 2. Incorrect invoicing
- **Budget Management:**
None at present
- **Stakeholder Engagement:**
Key Delivery Partners:-
 - ICT n/a
 - Legal Services n/a
 - Procurement n/a
 - Communications Team when required
- **Resources:**
None identified
- **Anticipated Completion Date:**
No variance anticipated, completion date is March 2019
- **Comments:**
We are working on a drip feeding method with the schools to encourage more recycling and identifying that food waste is a service for them

Project: Refurbishment of Laleham Park Play Area

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Neighbourhood Services are responsible for the management of all Council owned play areas within Spelthorne. This play area has been installed for a long period of time and is in need of refurbishment
- **Progress Against Milestones:**
November 2018 - Procurement process commenced (documentation sent to Legal).
January 2019 – Anticipated purchase of necessary equipment.
March 2019 – Anticipated installation of equipment.
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
Key Delivery Partners include:-
 - Specialist Staff
 - Assets
 - Finance
 - Legal/Procurement
 - Communications
- **Anticipated Completion Date:**
March 2019
- **Comments:**

Project: **BLANK**



Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

What is a project – How do you decide?

Each new piece of work should be considered on its own merits as, often the definition of what is and what is not a project is not clear cut. The table below can be used as a guideline.

A project is..... 	A project is not..... 
Significant legislative changes, including new policies as appropriate e.g, Allocations policy, CTB changes, Community Infrastructure Levy	A policy review/rewrite e.g. Gambling Policy, Recovery Policy
Software upgrade or new installation e.g Automated Number Plate Recognition, Locata Housing software, I-Trent, CRM	Monitoring & reviews e.g Capital & revenue monitoring reports, corporate risk management. review of fees and charges
Construction or refurbishment of buildings e.g Staines Town redevelopment, Knowle Green, Ashford multi storey car park	Write offs e.g Council Tax, Housing Benefits, Sundry debts
Introducing a new function/service e.g CRM, agile working, food waste	Lease & contract reviews e.g SLM, Village Halls, Christmas lights
A substantial change to business as usual e.g Older Persons Review, Customer Service Review	Business as usual e.g Leisure play schemes, Santa sprint, CBL, Grant administration
Procurement e.g Staines Market, Hybrid mail, Steria	Strategy e.g Active life style Strategy, Tenancy Strategy, Play pitch Strategy
Tender for new business e.g Website project, Bailiff services	Reports & Newsletters e.g Press release, Borough Bulletin, Close of accounts
Office Moves e.g Knowle Green - Project Lima	Corporate & Service plans These may contain projects
Asset related initiatives e.g, property acquisitions (with adherence to confidentiality and disclosure considerations)	HR e.g Recruitment, appraisals, equality monitoring

For further advice, please contact any member of the Corporate Project Team.

Project Categorisation – Guide

Category	Visibility, Risk and Impact	Stakeholders	Cost/Procurement
Flagship High value, high risk and political impact	<ul style="list-style-type: none">• High political sensitivity and/or Member involvement• Highly visible to, or impact on the Community.• High profile within the whole Council.• High Risk	<ul style="list-style-type: none">• Multiple Service / Partner responsibility for delivery.• Multiple stakeholders, complex consultation.	<ul style="list-style-type: none">• High cost, £75K → over £156K• European procurement rules may apply.• ITT and 3 tenders or OJEU• Complex funding - Capital / Revenue / matched funding mixture with multiple sources.• Revenue implications beyond current budgets.
High High value, medium political impact and risk	<ul style="list-style-type: none">• Medium political sensitivity.• High visibility to or impact on whole Community or members• High profile within Service and impacts other Services.• High/Medium risk	<ul style="list-style-type: none">• Led by one Service with multiple Service participation.• Requires consultation with multiple stakeholders.	<ul style="list-style-type: none">• High/Medium cost• £20K → £75K• RFQ details requirement. 3 written quotes• Capital/Revenue funding from single stream/source
Medium Medium cost /low political impact	<ul style="list-style-type: none">• Medium/low political impact.• Medium visibility to or impact on whole Community or members• Medium impact on internal operations• Medium risk	<ul style="list-style-type: none">• Led by one Service with multiple Service participation.• Requires consultation with multiple stakeholders	<ul style="list-style-type: none">• Medium cost £5K → £20K• 3 verbal or written quotes• Capital/Revenue funding stream identified.
Service Low cost/low political Impact	<ul style="list-style-type: none">• Little or no political sensitivity.• Low risk• Impact mainly within Service.• Some visibility to or impact on Community.	<ul style="list-style-type: none">• Primarily involves one Service, limited support from other Services and limited consultation with stakeholders.	<ul style="list-style-type: none">• Low cost, Under £5K• Funding and Resources included in Service budget.• No ongoing revenue costs in excess of current budgets.

Criteria to determine Project Status							
Status	Cost	Schedule	Benefits Realisation	Quality	Supplier Issues	Stakeholder Satisfaction	Project Team
Green	On Budget and forecast to complete on budget.	On Schedule, projected milestone dates all OK.	No current Issues re achieving benefits targets.	No current quality Issues.	No current supplier issues.	No current stakeholder issues.	No current project team issues.
Amber	Currently > 5%* over budget or Forecast > 5%* over budget at completion	In jeopardy of missing a milestone date – recovery plan in place.	Minor problems known or projected in meeting agreed benefits targets – recovery plan in place.	Minor problems with meeting customer expectations re published quality and acceptance criteria – plan in place.	Minor supplier issues or dissatisfaction which can be addressed – plan in place.	Minor stakeholder issues or dissatisfaction which can be addressed – plan in place.	Some (non critical) team satisfaction issues – plan in place to address.
Red	Currently > 10%* over budget or Forecast > 10%* over budget at completion	Has missed, or projected to miss key milestone. Note that this may be because of a dependency on another project.	Problems known or projected in meeting agreed benefits targets.	Major problems with meeting customer expectations re published quality and acceptance criteria.	Major supplier issue or dissatisfaction that will affect delivery dates, quality or costs.	Major stakeholder issue or dissatisfaction – this issues relating to achievement of benefits goals.	Critical project team issues that will effect delivery dates, quality or costs.
Overall project status colour is highest of individual Key Status Indicators (e.g. if 1 red, 1 amber, and 4 green, then overall project is red)							

Commissioning and Transformation

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated	
					Completion Date	Completed
Priority Flagship						
Flagship	Project Lima	MAT	Siraj Choudhury		Mar 2019	
	Root and Branch	MAT	Sandy Muirhead		Jun 2019	
High	GDPR Compliance – 12 Steps to Readiness	Sandy Muirhead	Clare Williams	Mar 2017	Nov 2019	
	EDRMS (Electronic Data Resource Management System)	Sandy Muirhead	Sonia Hazlehurst		Dec 2018	
	Agile Working	Incorporated into Project Lima deliverables				
Medium						
Service	VDI - Virtual Desktop Infrastructure	Sandy Muirhead	Alistair Corkish		Dec 2018	
	Exchange 2016	Alistair Corkish	Chris Layte	TBA	TBA	
	HR	Alistair Corkish	TBA	WIP	ongoing	
	Office 365		Alistair Corkish	TBA	TBA	
	SQL upgrade	Alistair Corkish	Sarah George	TBA	TBA	
	Sharepoint upgrade	Alistair Corkish	Alistair Corkish	TBA	TBA	
	PSN re-accreditation	Alistair Corkish	Jak Chauhan	Jan 2018	May 2018	✓
	Network Refresh	Sandy Muirhead	Alistair Corkish		Nov 2018	✓

A "**Project Categorisation - Guide**" is available for reference as required.

Please also indicate any projects which you know to be in the 'pipeline' for proposal/initiation.

Intent shall be for the Project Office to collate regular and on-going updates (Highlight Reports) on each of the projects so as to provide MAT, Cabinet Briefing and O&S Committees with status reports as to project activity by way of timely and accurate Dashboards.. Closure report content shall also feature on the Dashboard.

Community Wellbeing						
Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship						
High	Search Moves Partnership & Update Allocations Policy	Karen Sinclair	Jayne Brownlow		Jun 2018	
	Civica Housing Module / LG2	Deborah Ashman / Karen Sinclair	Jayne Brownlow		Sept 2018	
	Housing B&B and Rent Management System	Sandy Muirhead	Michael Pegado		Oct 2018	
Medium						
Service	Procurement of Meals on Wheels Vehicles	Karen Sinclair	Jayne Brownlow	Sept 2018		

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Please also indicate any projects which you know to be in the 'pipeline' for proposal/initiation.

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Customer Relations						
Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship						
High	Replacement Phones	Roy Tilbury	Alistair Corkish Dan Dredge	May 18	December 2018	
	Web Upgrade	Roy Tilbury	Mandy Binley / Dan Dredge	Jan 18	December 2018	
Medium	Replacement Booking System	Roy Tilbury	Daniel Dredge	Feb 2018	July 2018	
	Civica Upgrade ¹	Roy Tilbury	Daniel Dredge	May 2018	October 2018	
Service	Mailing for main billing ²	Roy Tilbury	Daniel Dredge	June 18	December 2018	
	Enforcement Agents ³	Roy Tilbury		Nov 18	April 2019	

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Civica Upgrade ¹	Not being considered in Customer Relations due to cost implications. Other services may choose to upgrade based upon their requirement/s.
Mailing for main billing ²	This requirement will now be considered/managed as part of the corporate "Hybrid Printing" initiative
Enforcement Agents ³	Project has been deferred for a year.

Finance						
Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship						
High						
	CallSecure	Laurence Woolvern	Jodie Hawkes		August 2018	✓
Medium						
Service						

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"Project Categorisation - Guide" is available for reference as required.

Please also indicate any projects which you know to be in the 'pipeline' for proposal/initiation.

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Neighbourhood Services						
Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship						
High	Staines market tender	Jackie Taylor	Francesca Lunn	Jun 2018	Nov 2018	
Medium						
Service	Multi-use bins in parks	Jackie Taylor	James Weedon/Francesca Lunn	May 2018	Ongoing	
	Bartec - Garden Waste	Jackie Taylor	James Weedon	Oct 2018	Feb 2019	
	Refurbishment Toilets in Shepperton Lock	Jackie Taylor	Sabena Sims	Jun 2018	Jul 2018	
	Waste and Recycling in schools	Jackie Taylor	James Weedon/Francesca Lunn	Summer 2018	On-going	
	Refurbishment of Laleham Park Play Area	Jackie Taylor	Sabena Sims	Sept 2018	Mar 2019	
	Cedars Recreation Park - TPA	Jackie Taylor	Sabena Sims		Sep 2018	✓

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Please also indicate any projects which you know to be in the 'pipeline' for proposal/initiation.

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Regeneration and Growth

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated	
					Completion Date	Completed
Priority Flagship	New Leisure Centre	Lee O'Neil	Richard Mortimer	Feb 2017	Sept 2021	
	Bugle redevelopment	Heather Morgan	Richard Mortimer	Mar 2017	Jan 2019	
	White House redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Ceaser Court redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Waterfront redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Ashford MSCP redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Thameside House redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	West Wing Conversion Knowle Green	Heather Morgan	Richard Mortimer		Confidential	
	Knowle Green Estates Ltd	Terry Collier	Michael Graham/Heather Morgan	Oct 2018	Apr 2019	
	Southern Light Rail (SLR)	Daniel Mouawad	Heather Morgan	May 2018	End 2022	
	Churchill redevelopment	Heather Morgan	Richard Mortimer		Oct 2018	✓
Flagship	Supporting Spelthorne Secondary Shopping Areas	Keith McGroary	Alfred Osawe (Runnymede)	Jan 2016	Oct 2018	
	Heathrow Launch Pad (Incubator)	Keith McGroary	Tracey Carter	Feb 2018	Mar 2019	
	Greeno Centre Extension	Heather Morgan	John Hesbrook	May 2018	Apr 2019	
High	Contract for Strategic Asset Valuations	Nick Cummings	Katherine McIlroy	May 2018	Oct 2018	
Medium	Property Management Software	Nick Cummings	Katherine McIlroy	May 2018	Apr 2019	
	Cleaning contract	Heather Morgan	John Hesbrook	Nov 2017	Aug 2018	
Service	Enterprise (Idox)	Esme Spinks	Gillian Richardson	Dec 2017	March 2019	

A "**Project Categorisation - Guide**" is available for reference as required.

Please also indicate any projects which you know to be in the 'pipeline' for proposal/initiation.

Intent shall be for the Project Office to collate regular and on-going updates (Highlight Reports) on each of the projects so as to provide MAT, Cabinet Briefing and O&S Committees with status reports as to project activity by way of timely and accurate Dashboards.. Closure report content shall also feature on the Dashboard.

Miscellaneous						
Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship						
High	Every Ward At Its Best	Daniel Mouawad	Michael Graham	Dec '17	Apr '19	
Medium	Peoplesafe	Lee O'Neil	Stuart Mann / Tracey Willmott-French	Apr '18	Aug '18	Completed
Service						

A "Project Categorisation - Guide" is available for reference as required.

Please also indicate any projects which you know to be in the 'pipeline' for proposal/initiation.

Content shall be for the Project Office to collate regular and on-going updates (Highlight Reports) on each of the projects so as to provide MAT, Cabinet Briefing and O&S Committees with status reports as to project activity by way of timely and accurate Dashboards.. Closure report content shall also feature on the Dashboard.

Overview and Scrutiny Committee Work Programme 2018-2019

Date of Meeting	ISSUE	Lead Officer	Objectives
15 January 2019	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Leisure Centre consultation	Lee O'Neil / Cllr Harvey	To review lessons learned from the first round consultation.
	3. Heathrow and southern light railway	Heather Morgan / Cllr Harvey	To consider Heathrow Airport Ltd's preferred masterplan option and Spelthorne's bid for a southern light railway from Staines-upon-Thames to Heathrow Airport.
	4. Treasury Management half-yearly report	Laurence Woolven / Cllr Williams	To note the Treasury Management situation.
	5. Project Management update	Sandy Muirhead/Cllr Boughtflower	To receive an update on the status of current Council projects.
	6. Housing Options	Deborah Ashman/Karen Sinclair/Cllr Francis	To review the Housing choices for applicants joining the Housing Register.
	7. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the work programme and consider issues on the Cabinet Forward Plan which may be suitable for pre-decision scrutiny.

Overview and Scrutiny Committee Work Programme 2018-2019

Date of Meeting	ISSUE	Lead Officer	Objectives
19 March 2019	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Review of parking in Ashford	Lee O'Neil / Cllr Patel	To consider the outcomes from the survey undertaken into the parking situation in Ashford.
	3. 6 month Capital and Revenue Monitoring and projected outturn	Laurence Woolven / Cllr Williams	To note the current Capital and Revenue spend to January 2019.
	4. Fly Tipping	Jackie Taylor/Cllr Patel	To review the impact of changes to Surrey County Council's waste services on fly tipping in the Borough
	5. Recycling and Waste collections	Jackie Taylor/Cllr Patel	To consider satisfaction rates for the Council's waste services
	6. Corporate Project Management update	Sandy Muirhead/Cllr Boughtflower	To receive an update on the status of current Council projects
	7. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the work programme and consider issues on the Cabinet Forward Plan which may be suitable for pre-decision scrutiny.

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