



To:
All members of the
Overview and Scrutiny Committee

Please reply to:

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Service: Committee Services
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Date: 27 October 2020

Supplementary Agenda

Overview and Scrutiny Committee - Tuesday, 3 November 2020

Dear Councillor,

I enclose the following items which were marked 'to follow' on the agenda for the Overview and Scrutiny Committee meeting to be held on Tuesday, 3 November 2020. Two additional items have also been added to the agenda in relation to Capital and Revenue monitoring for quarter 2. As a result of the Chairman's efforts to provide more information for Overview and Scrutiny in advance of reports being presented to Cabinet, Councillor Buttar, as portfolio holder for finance, has agreed that these two reports are made available to this Committee ahead of them going to Cabinet.

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| 2. Minutes | 5 - 10 |
| To confirm the minutes of the extraordinary meeting held on 22 September and the meeting held on 29 September 2020 (to follow) as correct records. | |
| 5. Cabinet Forward Plan | 11 - 18 |
| 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. | |
| 7. Leisure Centres update | 19 - 42 |
| To consider a report on the performance of the Leisure Centres | |

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Staines-upon-Thames TW18 1XB

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following their re-opening facilitated by a support package agreed by Cabinet at its extraordinary meeting on 22 July 2020.

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|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 9. | Capital Monitoring Quarter 2 | 43 - 60 |
| | To note the current Capital spend for quarter 2. | |
| | <p>Appendix G to this report contains 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 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because disclosure to the public would prejudice the bidding process for capital schemes as potential contractors would know the current budget set aside in the capital programme.</p> | |
| 10. | Revenue Monitoring Quarter 2 | 61 - 84 |
| | To note the current level of Revenue spend for quarter 2. | |
| 11. | Report from the Climate Change Working Group | 85 - 86 |
| | To receive an update on the work of the Climate Change Working Group. | |
| 14. | Corporate Project Management | 87 - 178 |
| | To note an update report on the management of corporate projects. | |
| | <p>The appendix detailing the management of asset projects contains 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 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because, disclosure to the public would prejudice the financial position of the authority.</p> | |

Yours sincerely

Gillian Scott
Corporate Governance

To the members of the Overview and Scrutiny Committee

Councillors:

V.J. Leighton (Chairman)
O. Rybinski (Vice-Chairman)
C.L. Barratt
J.H.J. Doerfel
J.T.F. Doran

R.D. Dunn
T. Fidler
N.J. Gething
M. Gibson
A.C. Harman

I.T.E. Harvey
N. Islam
T. Lagden
L. E. Nichols
D. Saliagopoulos

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**Minutes of the Overview and Scrutiny Committee
29 September 2020**

Present:

Councillor V.J. Leighton (Chairman)
Councillor O. Rybinski (Vice-Chairman)

Councillors:

C.L. Barratt	T. Fidler	I.T.E. Harvey
J.H.J. Doerfel	N.J. Gething	N. Islam
J.T.F. Doran	M. Gibson	L. E. Nichols
R.D. Dunn	A.C. Harman	D. Saliagopoulos

Apologies: Councillor T. Lagden

In attendance: Councillors M.M Attewell, C. Bateson, S. Buttar, S. Dunn, K. Grant, R. Noble, R.W. Sider BEM and R.A. Smith-Ainsley.

204/20 Minutes

The minutes of the meeting held on 7 July 2020 and the extraordinary meeting held on 23 September 2020 were agreed as correct records.

205/20 Disclosures of Interest

There were none.

206/20 Call-in of Cabinet decisions

Councillor M.M. Attewell, portfolio holder for Community Wellbeing and Housing was in attendance for this item.

The Chairman explained that she had received requests following the Cabinet meeting of 23 September 2020, to call-in the item on affordable housing at the former Brooklands College site, Ashford. She requested a late item be included on the agenda to provide an opportunity for all members to be fully briefed about this complex subject and ask questions, to enable them to make a reasoned decision as to whether to call-in the matter, and on the basis that the window of opportunity for a call-in was short.

The Housing Strategy and Policy Manager gave a presentation (attached) covering the background and key issues around the decision to pay a grant to A2Dominion to support the delivery of 26 homes for affordable rent at the former Brooklands College site, Ashford. He responded to questions from members of the Committee about the proposal.

207/20 Cabinet Forward Plan

The Committee noted the Cabinet Forward Plan without comment.

208/20 Asset Management Plan

The Group Head for Regeneration and Growth, Mrs Heather Morgan, presented the report on the Asset Management Plan (AMP) which set out how the Council will support delivery of the its Capital Strategy. The AMP covers the Council's three portfolio areas for investment, regeneration including developments, and municipal assets. It explains how those assets will be managed, how the Council will mitigate risks, and actions we will take to make best use of the assets.

Mrs Morgan explained that the Plan had been amended to acknowledge that work to address the implications of COVID-19 was embedded within the work of the Assets team and that reference had been included to addressing the impact of climate change.

She confirmed that Overview and Scrutiny Committee may be involved in the review of the monitoring and resourcing processes contained in Appendices 5-8 of the AMP.

The Capital Strategy looks at the future direction for asset management and this is due to be reviewed early in 2021. The Group Head for Regeneration and Growth responded to questions from members and confirmed that the following issues would be addressed in the review of the Capital Strategy:

- The possibility of a Unitary Authority
- Future plans for green spaces that the Council owns
- O&S will have an opportunity to feed into the review

The Chief Finance Officer agreed to a request that the Committee be provided with an update on options around affordable housing on Knowle Green Estates (KGE) developments and the transfer value/mechanism for transferring completed developments from Spelthorne Borough Council to KGE.

Resolved to:

1. note the Asset Management Plan; and
2. include a future item on the work programme on the performance, development monitoring and resourcing requirements for asset management.

209/20 Annual Asset Investment Report

The Group Head for Regeneration and Growth presented the Annual Investment Report. She explained that the report provided a picture of the Council's investment and regeneration assets as at the end of the financial year March 2020 and set out how well they are performing, how we compare to the rest of the market, how we manage and mitigate risk, the methods we employ to actively manage our assets and what our exit strategies are for each investment asset. Key Performance Indicators had been developed covering issues such as capital growth, income yield, sinking fund income cove and vacancy rates.

A statement from the Portfolio Holder, Deputy Leader Councillor McIlroy, was read to the Committee. He said he recognised the need to continually look at what information needs to be provided and future improvements planned for next year's report included more detailed exit strategies for each of the investment assets.

He referred to the fact the Committee would be discussing the cash flow modelling for the investment portfolio sinking funds, later on its agenda and this demonstrated a willingness to share confidential information to aid the understanding of the committee members and assist their ability to scrutinise.

During the discussion on this item, Committee members asked questions about the outlook for commercial rents and values of retail assets, the responses to which would reveal confidential financial information. These questions were dealt with in a part 2 session at the end of the meeting.

Resolved to note the report.

210/20 Overview and Scrutiny Statutory Guidance

The Chief Finance Officer presented the report which had been considered by the Committee at its meeting in January 2020. At that meeting the Committee had noted the policies, practice, and approaches detailed within the statutory guidance. The report was before the Committee again to identify any changes to current practice, as a result of the guidance, that it wished to implement or recommend to Cabinet where matters lay outside the Committee's remit

Members noted that the function and remit of scrutiny would be altered by a change to the committee system, which the Council had agreed to progress at its meeting on 30 July.

The Committee noted the clear message from the Guidance that Overview and Scrutiny should be allowed to flourish within Local Authorities and that Scrutiny members had enhanced powers to access relevant and timely information in order to carry out their duties effectively. Members agreed the Guidance intended this to be the default position, but that where the information must be withheld a written statement with reasons should be provided.

Resolved to note the report and that as a default position, information is provided to Scrutiny members on request and that a written statement with reasons is provided where information is withheld.

211/20 Capital Monitoring Q1 (April to June)

The Interim Chief Accountant presented the report on Capital Monitoring for the period April to July 2020 and responded to members' questions.

In response to a question regarding the Sunbury Leisure Centre he advised that the capital scheme related to the new Spelthorne Leisure Centre and that

the revenue impact from the temporary closure of Sunbury pool was dealt with in the revenue monitoring report.

The Chief Finance Officer advised that future versions of this report will give information on a multi-year capital programme basis.

The Committee noted the report.

212/20 Revenue Monitoring Q1 (April to June)

The Interim Chief Accountant presented the report on Revenue Monitoring for the period April to July 2020 and responded to members' questions.

A member of the Committee suggested that for future Budgets, contingency items were labelled as such and that a process was put in place for use of those funds.

The Committee noted the report.

213/20 Updates from Task Groups

The following updates were provided on the work of Task Groups: -

Climate Change working group – had met on 22 September as a reformed group with new members and formulated an action plan on climate change. The group welcomed suggestions on green issues for its consideration from any councillor. It would work towards bringing a formal strategy to the Council next year.

The Chief Finance Officer advised that the Council was focussed on maximising ethically based medium term investments and would be working with our Treasury Management advisors to improve this further.

Councillor Noble advised the group would be working on two areas: 1. How to influence residents and business to be 'greener', and 2. Looking at all the Council's current policies and the importance each gives to addressing the 'green' agenda.

Clean Streets TG - the Lead member, Cllr Gething advised that the group hoped to meet soon and be able to report to a future meeting of the Committee. Following the launch of the Council's 'no rubbish excuses' campaign, a grant had been provided to distribute pickers, bags and personal protection equipment to the nearly 300 residents engaging in litter picking. Councillors had also been asked to allocate further funds to assist litter pickers from their Neighbourhood Grants.

End of life celebration centre TG – Cllr Noble, a co-opted member of the group advised that it had not met but would do so soon and consider statistical information to assist its consideration of this matter.

Resolved to note the updates.

214/20 Work Programme

The Committee discussed the work programme which included a special meeting on 9 February 2021 to consider the budget proposals for 2021-22.

Members were of the opinion that this date was too late in the process of budget setting and that as Overview and Scrutiny Committee should be working with Cabinet on developing the budget, the Committee needed an earlier opportunity to scrutinise the proposals.

The Chief Finance Officer explained the constraints caused by a challenging timetable due to the fact the Local Government funding settlement would be received exceptionally late this year, possibly Christmas eve. This meant that work on producing a first draft detailed budget would be unlikely to be completed until the New Year and draft proposals be reported to Cabinet at its meeting on 27 January.

The Chief Finance Officer noted that the Committee would be discussing Budget Issues at its November meeting and offered a further additional meeting prior to Cabinet in January.

The Chairman agreed to discuss with officers the possibility of an additional scrutiny meeting on the Budget and report back to the Committee before its next meeting.

The Chairman agreed to consider a request for the Committee to look at potential cuts in relation to Surrey fire and rescue service as an item for its work programme.

Resolved to note the work programme and the Chairman to discuss the possibility of scheduling an additional meeting on the budget in January 2021.

215/20 Change of Meeting date

The Committee agreed to change the date of its next meeting from 10 November 2020 to 3 November 2020.

216/20 Corporate Project Management

The Group Head for Commissioning and Transformation outlined her report which tracked progress with Council projects. She explained that some had suffered delays due to the impact of COVID-19 and consideration was being given as to how to get these back on track.

Members requested that the confidential information in the asset related reports be provided in the agenda papers, instead of in a presentation at the meeting, so that they had time to review it.

Resolved to defer consideration of this item until the next meeting and that the confidential information be provided to members in advance.

217/20 Exempt Business

Resolved to move the exclusion of the Press and 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.

218/20 Investment sinking fund scenario planning

Prior to consideration of this item, the Committee having sat for three hours, it was moved, seconded and agreed, to suspend Standing Order 5 and continue the meeting to conclude the business on the agenda.

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

The Asset Management Contractor, presented his report on the investment portfolio sinking funds scenario planning, explaining the methodology behind the model, output of the model and how it continued to evolve to help the Council mitigate risk.

He explained the purpose of the sinking funds was as a reserve funds created after the Council's first acquisition in 2016, to meet future needs for refurbishment of office accommodation when leases expired and spaces needed to be re-let and to cover future periods when there are drops in rental income due to void or rent free periods.

The model was a live document, updated on a weekly basis and reported at weekly rent review meetings with senior politicians. The Asset Management Contractor offered to arrange a workshop to walk any interested members through the model.

The Portfolio holder for finance, Councillor Buttar commented that the Council was in a fortunate position to have built up a sinking fund in view of the difficult times ahead which would impact our investments. In spite of the situation currently affecting tenants the investment portfolio was performing well. He reassured the Committee that tight control on rental payments was maintained on a weekly basis involving scrutiny of even the smallest tenant and the options available, to ensure the commercial investment portfolio is performing at a top level.

The Chief Finance Officer confirmed that the Council had not yet needed to draw down from the sinking funds.

Resolved to note the report.

Spelthorne Borough Council Cabinet and Property and Investment Committee 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 J. Boughtflower	Leader of the Council	Cllr.boughtflower@spelthorne.gov.uk
Cllr J. McIlroy	Deputy Leader	Cllr.McIlroy@spelthorne.gov.uk
Cllr M. Attewell	Deputy Leader and Community Wellbeing and Housing	Cllr.attewell@spelthorne.gov.uk
Cllr S. Buttar	Finance	Cllr.buttar@spelthorne.gov.uk
Cllr R. Barratt	Compliance, Waste and Risk	Cllr.barratt@spelthorne.gov.uk
Cllr R. Chandler	Leisure Services	Cllr.chandler@spelthorne.gov.uk
Cllr T. Mitchell	Planning and Economic Development	Cllr.mitchell@spelthorne.gov.uk
Cllr R. Noble	Communications, Corporate Management and Environment	Cllr.noble@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 and Property and Investment Committee Forward Plan and Key Decisions for 1 November 2020 to 28 February 2021

Anticipated earliest (or next) 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 04 11 2020	Recommendations from the Local Plan Task Group To consider the recommendations from the Local Plan Task Group	Non-Key Decision	Public	Ann Biggs, Strategic Planning Manager Leader of the Council
Cabinet 04 11 2020	Playing Pitch Strategy	Non-Key Decision	Public	Lisa Stonehouse, Leisure Services Manager Portfolio Holder for Leisure Services and New Leisure Centre development
Cabinet 04 11 2020	Dog Control Order To consider adopting a dog control order in the Borough.	Non-Key Decision	Public	Jackie Taylor, Group Head - Neighbourhood Services Portfolio Holder for Compliance, Waste and Risk
Cabinet 04 11 2020	Corporate Health and Safety Policy To adopt a Corporate Health and Safety Policy	Non-Key Decision	Public	Stuart Mann, Health & Safety Officer Portfolio Holder for Compliance, Waste and Risk
Cabinet 04 11 2020	Consultation response on managing Pavement Parking To consider the Council's response to the Department for Transport's public consultation on options for managing pavement parking	Non-Key Decision	Public	Bruno Barbosa, Parking Services Manager Portfolio Holder for Compliance, Waste and Risk

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
Property and Investment Committee 09 11 2020	Exempt report - Acquisition AB - Key Decision To consider the acquisition of a Property	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Jeremy Gidman, Asset Management Leader of the Council
Property and Investment Committee 09 11 2020	Exempt Report - Property Letting 'J' To consider the letting of property 'J'	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 Deputy Leader
Property and Investment Committee 09 11 2020	Exempt report - Property Letting 'K' To consider the letting of property 'K'	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 Deputy Leader
Cabinet 03 12 2020	Community Asset Policy To consider the proposed Community Asset Policy.	Non-Key Decision	Public	Nick Cummings, Property and Development Manager Deputy Leader
Cabinet 03 12 2020	Sandbag Policy To consider and agree to a Sandbag Policy	Non-Key Decision	Public	Nick Moon, Risk and Resilience Manager Portfolio Holder for Environment, Communications and Corporate Management
Cabinet 03 12 2020	Public Space Protection Order - Parks and Open Spaces To consider a proposal to make Public Space Protection Orders in the borough and to consult residents on the matter.	Non-Key Decision	Public	Karen Limmer, Temporary Principal Solicitor Portfolio Holder for Compliance, Waste and Risk


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 03 12 2020	Revenue Monitoring Quarter 2	Non-Key Decision	Public	Grant Miles, Interim Chief Accountant Finance Portfolio Holder
Cabinet 03 12 2020	Capital Monitoring Quarter 2	Non-Key Decision	Public	Grant Miles, Interim Chief Accountant Finance Portfolio Holder
Cabinet 03 12 2020	Adverse Weather Plan Submitted by Applied Resilience for sign-off	Non-Key Decision	Public	Nick Moon, Risk and Resilience Manager Portfolio Holder for Environment, Communications and Corporate Management
Cabinet 03 12 2020	Treasury Management Strategy Statement	Non-Key Decision	Public	Anna Russell, Deputy Chief Accountant Finance Portfolio Holder
Cabinet 03 12 2020	Outline Budget 2021-2022	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 Finance Portfolio Holder
Cabinet 03 12 2020	Construction Constructors' Framework Agreement	Non-Key Decision	Public	Hilary Gillies, Interim Corporate Procurement Manager Deputy Leader
Cabinet 03 12 2020	DWP Youth Hub Grant	Non-Key Decision	Public	Tracey Carter, Senior Economic Development Officer Portfolio Holder for Planning and Economic Development

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 03 12 2020	Public Space Protection Orders - Unauthorised Mooring To consider a proposal to make new powers to prevent unauthorised Mooring – Proposed Public Space Protection Order, following the results of stakeholder consultation.	Non-Key Decision	Public	Jackie Taylor, Group Head - Neighbourhood Services Portfolio Holder for Compliance, Waste and Risk
Cabinet 03 12 2020	Construction Professional Services Framework Agreement	Non-Key Decision	Public	Hilary Gillies, Interim Corporate Procurement Manager Deputy Leader
Cabinet 03 12 2020	Safeguarding Children and Adults at Risk Policy	Non-Key Decision	Public	Lisa Stonehouse, Leisure Services Manager Portfolio Holder for Leisure Services and New Leisure Centre development
Cabinet 03 12 2020	Exempt report - Thameside House construction budget - Key Decision To consider an exempt report on the construction budget for Thameside House.	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Richard Mortimer, Asset Management Contractor Deputy Leader
Cabinet 03 12 2020	Exempt report - Waterfront - Appointment of monitoring surveyor - Key Decision To consider an exempt report on the appointment of a monitoring surveyor to the Waterfront project.	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Heather Morgan, Group Head - Regeneration and Growth Deputy Leader

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 03 12 2020	Exempt report - Thameside House - demolition contract - Key Decision To consider the tenders received for the demolition contract in respect of Thameside House.	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Heather Morgan, Group Head - Regeneration and Growth Deputy Leader
Cabinet 27 01 2021	Exempt Report - Planned and Reactive Repairs Managed Service Tender To consider an exempt report on the tenders received for the Planned and Reactive Repairs Managed Service contract.	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Private	Hilary Gillies, Interim Corporate Procurement Manager Deputy Leader
Cabinet 24 02 2021	Revenue Monitoring Q3 (Oct - Dec) To note the level of revenue spend to the end of December 2020.	Non-Key Decision	Public	Grant Miles, Interim Chief Accountant Finance Portfolio Holder
Cabinet 24 02 2021	Capital Monitoring Q3 (Oct-Dec) To note the level of Capital spend to the end of December 2020.	Non-Key Decision	Public	Grant Miles, Interim Chief Accountant Finance Portfolio Holder
Cabinet 24 02 2021 Council 25 02 2021	Detailed Revenue Budget To consider the detailed revenue budget for 2021/22.	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive Finance Portfolio Holder

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 24 02 2021 Council 25 02 2021	Capital programme 2021/22 To agree the Capital programme for 2021/22.	Non-Key Decision	Public	Grant Miles, Interim Chief Accountant Finance Portfolio Holder
Cabinet 24 02 2021	Fees and Charges 2021/22 To consider the level of fees and charges for the period 2021/11	Non-Key Decision	Public	Grant Miles, Interim Chief Accountant Finance Portfolio Holder
Cabinet 24 02 2021 Council 25 02 2021	Annual Grants To agree the organisations to which grants will be made for 2021/22.	Non-Key Decision	Public	Tracy Reynolds, Community Development Manager Finance Portfolio Holder

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Overview and Scrutiny		
3 November 2020		
		
Leisure Centres Update		
Purpose of the report	To note	
Report Author	Claire Moore	
Cabinet Member	Cllr Chandler	Confidential Yes
Corporate Priority	Clean and Safe Environment Financial Sustainability	
Recommendations	Committee is asked to: Note the update on how the leisure centres are performing since they re-opened following the Covid-19 lockdown	
Reason for Recommendation	Not applicable	

1. Key issues

- 1.1 The Borough's leisure centres re-opened on 1st August 2020 following a period of closure since 23rd March due to lockdown restrictions imposed because of the Coronavirus (Covid-19) epidemic.
- 1.2 Since re-opening the leisure centres have had to put in place a lot of changes to be Covid-19 compliant. This includes having a booking system for all activities. Members and casual users must book into the sessions they want to attend.
- 1.3 Other changes include extending the gym at Sunbury into the studio to accommodate social distancing requirements and maximise capacity, operating one-way systems, having socially distanced queue lines so people only enter the centre 5 minutes before their activity and undertaking extra cleaning/sanitising between sessions.
- 1.4 When the centres initially re-opened not all facilities and sports could be offered due to Covid-19 restrictions. Gradually further facilities have been opened and more activities have been added to the programme. At present gym sessions, including junior sessions and fitness classes are on offer at both centres along with some sports sessions such as badminton. Squash is also available at Spelthorne. The café remains closed at Spelthorne and certain activities such as GP referral are yet to fully resume. Lane swimming, family swim sessions and swimming lessons are now all on offer at Spelthorne only. This is due to the ongoing issues with the Sunbury Pool.

- 1.5 The pools at Sunbury remain closed. During lockdown there was significant structural damage to the both the main pool and the teaching pool, the cause of which is still under investigation. At present the Council is working with a specialist company to determine the extend of the damage and what caused the issue. Core samples have been taken from the pool tanks and we are awaiting a report on the outcome of the investigations. Due to Covid restrictions and limited technicians in the lab this is taking longer than it usually would. The Council have been told to expect the report in November. The position with insurance is unknown at present until the cause can be determined. Once the cause has been determined we will need to establish our legal position. The likely cost for repairs is currently estimated at between £250,000 and £500,000. Everyone Active are keen to get the pool open as soon as possible and have identified further work which will be needed to the pool plant due to the long period of inactivity. They are looking to undertake some of this work, the work to the filters, while awaiting the outcome of investigations. Local Councillors and the Cabinet member have been kept up to date with the situation. It should be noted that the Council have a lease on the leisure centre site until 2038 and prior to Covid it was a very well used site and a great asset to local residents. It is fully intended that the pools will re-open once work is complete. However, this will be dependent on the report findings and possible approval for spend.
- 1.6 Spelthorne Borough Council have been receiving weekly performance updates from the leisure centres since they re-opened. The weekly updates include booking numbers and attendance figures for the main activities at the centres including the gym, fitness classes, lane/fitness swimming and swimming lessons. Customer comments are also sent through.
- 1.7 The feedback received from customers since re-opening has on the whole been very positive with many users delighted to have the centres open again and saying that the procedures in place make them feel safe.
- 1.8 When the centres first opened the attendances for the gym and classes were low, but they have gradually picked up as consumer confidence increases. Bookings for the gym and fitness classes are currently at the highest they have been since re-opening. They have risen consecutively for the last 2 weeks at both sites following a small dip which corresponded with a rise in Covid cases locally and the Borough being placed on the government's watchlist, which we have since come off.
- 1.9 Attendance at swimming sessions initially started higher than they are presently which may partly be due to the warm weather in the summer. The numbers dropped slightly after the first few weeks but have been rising slowly for the last 3 weeks.
- 1.10 Swimming lessons were not available for the first couple of weeks of the re-opening and when they did re-start the 1st weeks attendance was low but then attendance picked up considerably for a few weeks before falling. Attendance has been rising slowly again over the last few weeks but for the week ending 12th October there were only 993 attendees despite 1793 being booked on meaning there were 800 no shows.
- 1.11 Graphs showing the attendance for the gym, fitness classes, lane swimming and swimming lessons can be seen in appendix A.

- 1.12 The overall attendance figures for August 2020 were 27,020 for Spelthorne and 4,635 for Sunbury. For the same month in 2019 the figures were 42,661 for Spelthorne and 26,950 for Sunbury. This means that across the 2 sites there were over 37,000 less visits in August 2020 compared to August 2019. As a contract Spelthorne was operating at 45% of last year.
- 1.13 The overall attendance figures for September 2020 were 40,995 for Spelthorne and 5,354 for Sunbury. In September 2019 the figures were 42,274 for Spelthorne and 27,085 for Sunbury meaning that although Spelthorne's figures are not too dissimilar, across the 2 sites there were 23,000 less visits in September 2020 than in September 2019. The contract was operating at 67% of last year's figures with the majority of the deficit sitting with Sunbury.
- 1.14 Pre-Covid the Spelthorne contract had a total of 4,736 fitness members. At the end of August, the contract had 3,982 fitness members which is a 16% loss from pre-covid levels. A further 400 fitness members left in September, but leaver figures have now stabilised, and new membership sales are going well.
- 1.15 The number of swimmers on the Spelthorne contracts learn to swim scheme pre-covid was 3,488. At the end of August, the number of swimmers on the scheme was 1,639, a loss of 53%, however sales are going up and the number of swimmers enrolled on the scheme is increasing.
- 1.16 The attendances at the centres in Spelthorne were compared with attendances at facilities and local authority contracts with similar capacities across the South East Region for the first week of October. It must be noted that when comparing facilities that although the capacity of the facilities may be similar there are many variables which are not taken into consideration including population figures, the centres other facilities and location.
- 1.17 For the gym the total capacity of the gyms in the Spelthorne contract is 9,590 and combined the 2 sites are operating at about 30% capacity. Contracts with similar size gym capacity include Bracknell which is currently operating at 26% of capacity, Brent, currently operating at 22% capacity and East Herts, currently operating at 39% of capacity.
- 1.18 When looking at the centres individually Spelthorne has a gym capacity of 6,678 and is operating at about 34% of capacity. For comparison centres with a similar gym capacity include Abby Leisure Centre in Barking and Dagenham which is currently operating at 36% capacity, Basildon Sporting Village, currently operating at 31% of capacity, Seymour Leisure Centre in Westminster, currently operating at 27% of capacity and Westway Sport and Fitness in Westway which is currently operating at 32% capacity. Sunbury Leisure Centre currently has a gym capacity of 2,912 and is operating at 21% of capacity. Centres with a similar size gym capacity include Eversley in Basildon which is currently operating at 31%, Little Venice in Westminster, currently operating at 45% and Watford Central, currently operating at 35% of capacity.
- 1.19 For Group exercise the capacity of the Spelthorne contract is 3,367 and bookings are currently at 44% of capacity with attendance at 36% of capacity. Looking at contracts with similar size capacity for group exercise

Havering has bookings of 81% of capacity with attendance at 63% and Sutton has bookings at 67% and attendance at 53% of capacity. It should be noted however that although the capacities are similar for the contracts the number of sites in the contract differs and there are 4 sites in each of these contracts while there are only 2 in Spelthorne. The more sites in a contract is likely to mean greater ability to put more classes on at peak times.

- 1.20 Looking at the centres individually for group exercise, Spelthorne Leisure Centre has a capacity of 2,213. Bookings for the first week of October were at 48% of capacity with attendance at 38% of capacity. Centres with a similar capacity for group exercise include Bracknell Leisure Centre which has bookings of 59% of capacity and attendance at 46%, and Watford Woodside with bookings at 70% of capacity and attendance at 55%. Sunbury Leisure Centre has a capacity of 1,154. For the first week in October it had bookings of 37% of capacity and attendance of 32%. Centres with a similar capacity for classes include Watford Central which had bookings of 70% and attendance of 55% and River Park in Winchester that had bookings of 52% capacity and attendance of 37%. As mentioned previously we need to be mindful when benchmarking against other centres that there are a lot of variables. For example, some centres have more studios, more flexible spaces or bigger studios/sports halls meaning more and/or bigger classes can be held at peak times. This means that they may have a higher capacity at peak times even though overall capacity may be similar. It has also been suggested that some of the centres with the highest footfalls have limited the classes they put on and therefore may have higher occupancy levels due to the naturally higher footfall for the centre even though the capacity of the classes look similar.
- 1.21 For lane/fitness swimming the current capacity for Spelthorne Leisure centre/the Spelthorne contract is 1,480. Bookings for the first week in October were at 64% of capacity with attendance at 47%. In comparison Seven Islands in Southwark has exactly the same capacity and had bookings of 65% of capacity and attendance of 42% for the same period. Watford Central has a similar capacity and had bookings at 50% and attendance at 33%.
- 1.22 The fact that the UK are encountering a second wave of Covid-19 infections and the possibility of a further lockdown is obviously having an impact on consumer confidence but Everyone Active are trying to counteract it as best they can. Both centres are working hard on building consumer confidence and are very proactive on social media advertising what they are doing to keep customers safe. Various promotions such as bring a guest for free and lower priced membership deals are being used to try and increase the usage of the centre.
- 1.23 At present it is unclear as to whether the centres would be forced to close if Spelthorne's position on the tier 1 medium alert level of the three-tier system was to change. Currently leisure facilities in high risk level 2 areas don't have to close however some of those in very high-risk level 3 areas have been forced to close. Currently gyms and leisure facilities are closed in Liverpool but not in Lancashire even though they are both in tier 3. Those in Lancashire are however subject to some restrictions which will certainly impact attendance at these centres. UK Active, a not-for-profit

industry association, promoting the interests of commercial fitness gyms and community leisure centres, are currently trying to clarify the situation for the different tiers and what would happen in the event of a second national lockdown.

2. Options analysis and proposal

2.1 No options available the report is to note

3. Financial implications

3.1 The cost of the financial support package provided to SLM is set out in the table below: -

SLM Support Package	Support Gross Cost	Government Support (SFC)	Support Net Cost
Cost impact in 2020/21	£	£	£
Waive Management Fee: Apr-June 2020*	66,390	(47,303)	19,087
Fixed Reopening Package July - Dec 2020**	350,000	(94,606)	255,394
Waive Management Fee: Jan-Mar 2021**	66,390	(47,303)	19,087
2020/21 Total Cost	482,780	(189,212)	293,569
Cost impact in 2021/22			
Reduction in Maintenance Costs budget in 2021/22**	(119,000)		(119,000)
Total Cost of Support Package	363,780	(189,212)	174,569

* Agreed prior to cabinet on 22nd July under force majeure clause in contract

** Agreed by Cabinet on 22nd July as part of support package to reopen the centres.

3.2 The fixed reopening support payments are being made to the operator monthly in arrears. We are following an open book approach with the operator.

3.3 SLM have provided the Council with details of the financial performance of the Spelthorne contract for 2020/21 up until August. The summary below sets out

the position at the end of August after application of the Council's support package to date.

Contract Period	Loss	Support	Net Loss
	£	£	£
April 2020	57,862	(22,130)	35,732
May 2020	62,936	(22,130)	40,806
June 2020	71,904	(22,130)	49,774
July 2020	81,130		81,130
Aug 2020	87,835	(70,000)*	17,835
Total to date	361,667	(136,390)	225,277

* The package to enable reopening has been profiled over 5 months by SLM from August to December.

The August figures show a £87,835 deficit, prior to the Council's £70,000 of support, compared to SLM's predicted deficit for August of £65,284. The predicted figures do however take into account the centres opening a week earlier than they actually did so this needs to be taken into consideration. The accounts for September are not yet available from SLM however they have advised these will be available shortly and that they will show an improvement in the income figures.

- 3.4. There are some potential risks which could impact on SLM's performance against future predictions. These include an assumption that the pool at Sunbury will re-open at the beginning of January which now looks unlikely. Other risks include the possibility of a nationwide lockdown or Spelthorne being moved to a higher tier on the alert level and the associated impact of that.

4. Other considerations

- 4.1 Non applicable, the report is to note.

5. Sustainability/Climate Change Implications

- 5.1 Non applicable, the report is to note.

6. Timetable for implementation

- 6.1 Non applicable, the report is to note.

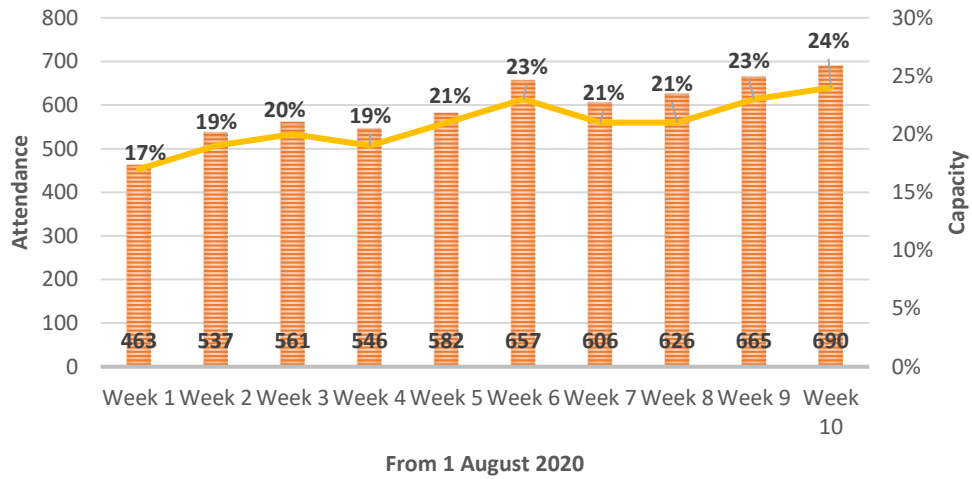
Background papers:

Appendices:

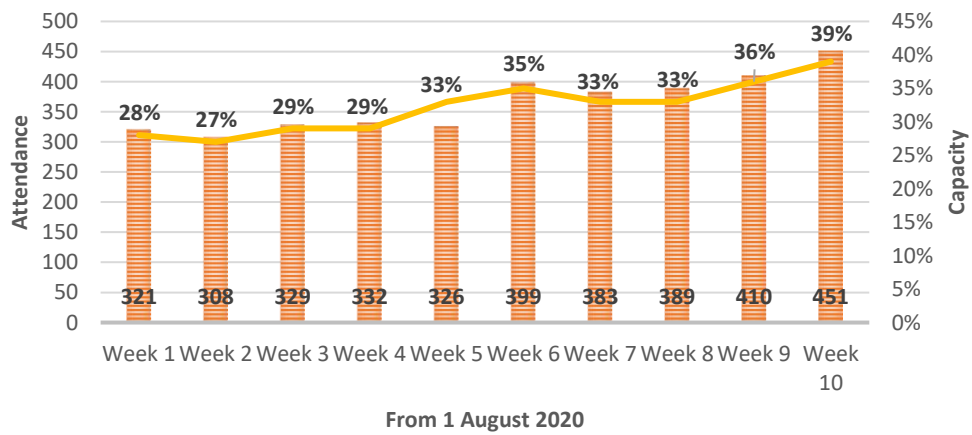
Appendix A: Spelthorne and Sunbury Attendance graphs

Appendix B: Comparison of SLM sites in the South East Region

SUNBURY GYM

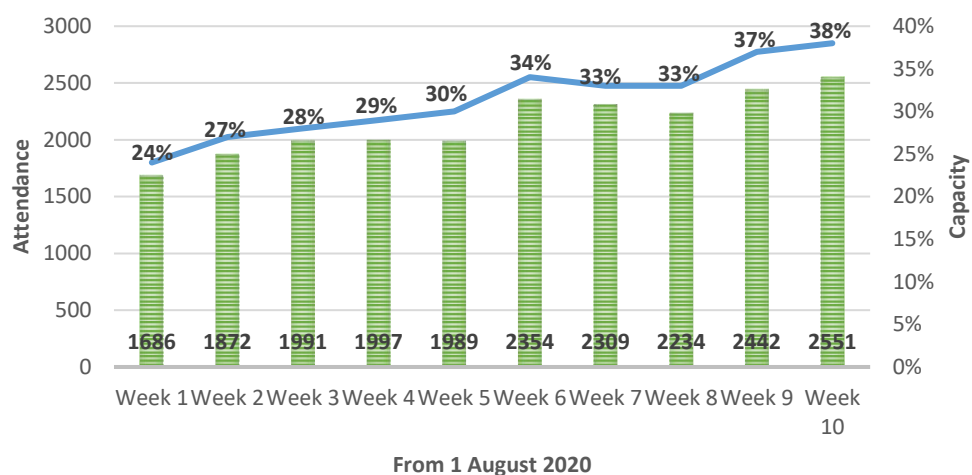


SUNBURY GROUP EXERCISE

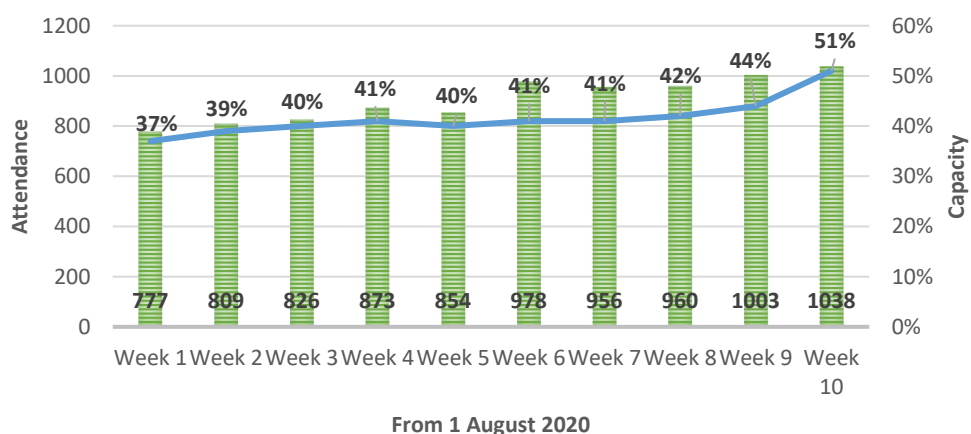


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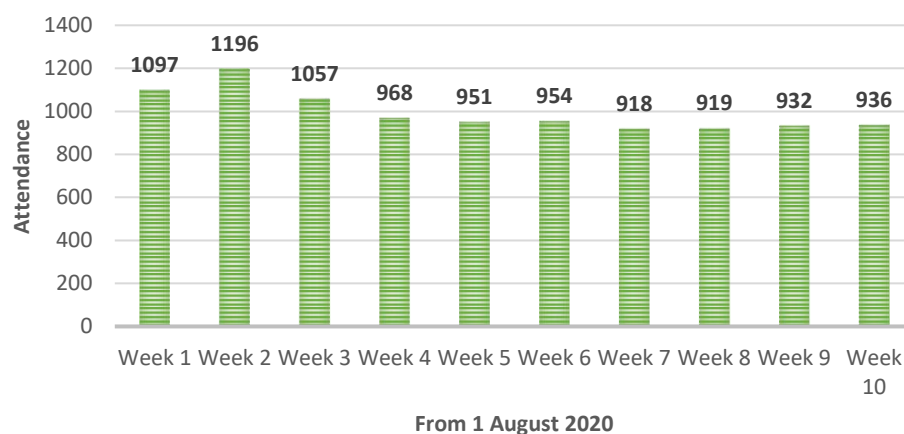
SPELTHORNE GYM



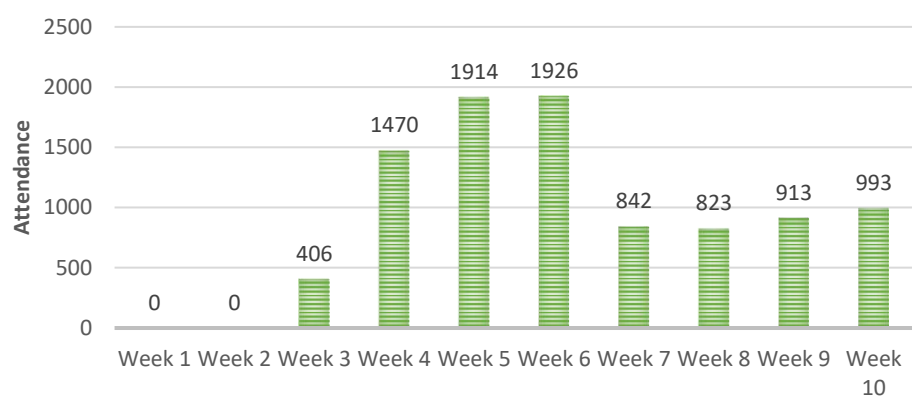
SPELTHORNE GROUP EXERCISE



LANE SWIMMING



SWIMMING LESSONS



From 1 August 2020

Occupancy Attendance and Cancellations			Occupancy					
			Capacity	Bookings	Attendances	%Bookings v Capacity	% Actual Attendances v Capacity	No-shows
South East Region		Region total	369605	113693	90136	31%	24%	23557
	Aylesbury Vale	Contract Total	7462	1776	1245	24%	17%	531
		Aqua Vale Swim & Fitness	4042	906	533	22%	13%	373
		Swan Pool & L C	3420	870	712	25%	21%	158
	Barking and Dagenham	Contract Total	12771	5439	4423	43%	35%	1016
		Abbey Leisure Centre	6336	2277	1846	36%	29%	431
		Becontree Heath L C	6435	3162	2577	49%	40%	585
	Basildon	Contract Total	12280	4198	3299	34%	27%	899
		Eversley Leisure Centre	2784	855	637	31%	23%	218
		Wickford Swimming Pool	3136	1360	1041	43%	33%	319
		Basildon Sporting Village	6360	1983	1621	31%	25%	362
	Bracknell	Contract Total	9222	2422	1983	26%	22%	439
		Bracknell Leisure Centre	9222	2422	1983	26%	22%	439
	Brent	Contract Total	9504	2134	1610	22%	17%	524
		Vale Farm Sports Centre	9504	2134	1610	22%	17%	524
	Chichester	Contract Total	12840	4198	3518	33%	27%	680
		Westgate Leisure Centre	7275	2968	2508	41%	34%	460
		Bourne Leisure Centre	1785	480	395	27%	22%	85
		The Grange Leisure Centre	3780	750	615	20%	16%	135
	Crawley	Contract Total	11589	3599	2861	31%	25%	738
		Bewbush Centre	2125	496	346	23%	16%	150

	K2 Crawley	9464	3103	2515	33%	27%	588
Dacorum	Contract Total	15083	3427	2362	23%	16%	1065
	Berkhamsted Sports Centre	4743	1041	814	22%	17%	227
	Hemel Hempstead S C	10340	2386	1548	23%	15%	838
Ealing	Contract Total	24043	8115	6444	34%	27%	1671
	Northolt Leisure Centre	7800	2578	2212	33%	28%	366
	Southall Sports Centre	5238	2146	1800	41%	34%	346
	Acton Centre	5782	1399	985	24%	17%	414
	Brent Valley Golf Course	1767	463	346	26%	20%	117
	Dormers Wells L C	3456	1529	1101	44%	32%	428
East Hampshire	Contract Total	19670	4768	4026	24%	20%	742
	Alton Sports Centre	9292	2555	2227	27%	24%	328
	Mill Chase Leisure Centre	1260	444	252	35%	20%	192
	Taro Leisure Centre	9118	1769	1547	19%	17%	222
East Herts	Contract Total	9887	3876	3097	39%	31%	779
	Fanshawe Pool	1462	375	232	26%	16%	143
	Grange Paddocks Leisure C	4554	1540	1271	34%	28%	269
	Hartham Leisure Centre	3663	1872	1533	51%	42%	339
	Leventhorpe Pool	208	89	61	43%	29%	28
Fareham	Contract Total	16240	3822	3282	24%	20%	540
	Holly Hill Leisure Centre	7210	2198	1907	30%	26%	291
	Fareham	9030	1624	1375	18%	15%	249
Hamble	Contract Total	5795	878	691	15%	12%	187
	Hamble Sports Complex	5795	878	691	15%	12%	187
Harrow	Contract Total	14058	3640	2870	26%	20%	770
	Harrow Leisure Centre	14058	3640	2870	26%	20%	770
Hart	Contract Total	15418	3232	2733	21%	18%	499
	Frogmore Leisure Centre	6090	1154	929	19%	15%	225

	Hart Leisure Centre	9328	2078	1804	22%	19%	274
Havering	Contract Total	22877	8373	6856	37%	30%	1517
	Central Park	9152	3896	3210	43%	35%	686
	Hornchurch	7100	2117	1819	30%	26%	298
	Abbs Cross Health Fitness	1060	309	166	29%	16%	143
	Sapphire Ice And Leisure	5565	2051	1661	37%	30%	390
Southwark	Contract Total	33353	13499	10477	40%	31%	3022
	Camberwell Leisure Centre	6790	1506	1183	22%	17%	323
	Dulwich Leisure Centre	7777	3451	2740	44%	35%	711
	The Castle Centre	7979	3605	2896	45%	36%	709
	Seven Islands L C	2323	1285	1006	55%	43%	279
	Surrey Docks Water Sports	3434	1691	1343	49%	39%	348
	Peckham Pulse L C	5050	1961	1309	39%	26%	652
Spelthorne	Contract Total	9590	2861	2344	30%	24%	517
	Sunbury L C	2912	617	449	21%	15%	168
	Spelthorne L C	6678	2244	1895	34%	28%	349
St Albans	Contract Total	10830	2978	2493	27%	23%	485
	Westminster Lodge L C	10830	2978	2493	27%	23%	485
Sutton	Contract Total	24426	5780	4873	24%	20%	907
	David Weir L C	4557	784	645	17%	14%	139
	The Phoenix Centre	3738	691	585	18%	16%	106
	Cheam Leisure Centre	3686	1141	935	31%	25%	206
	Westcroft Leisure Centre	12445	3164	2708	25%	22%	456
Three Rivers	Contract Total	7939	2468	2040	31%	26%	428
	William Penn L C	4059	1481	1257	36%	31%	224
	South Oxhey L C	3880	987	783	25%	20%	204
Watford	Contract Total	13020	3734	3020	29%	23%	714
	Watford Central	3420	1183	908	35%	27%	275

Casual Gym Activity Between 01 Oct 2020 and 08 Oct 2020

	Westminster	Watford Woodside	9600	2551	2112	27%	22%	439
		Contract Total	34904	13460	9486	39%	27%	3974
		Porchester Hall	7227	2580	1827	36%	25%	753
		Seymour Leisure Centre	6800	1835	1350	27%	20%	485
		Queen Mother Sport Centre	5742	1911	1573	33%	27%	338
		Paddington Rec Ground	2349	1721	1019	73%	43%	702
		Marshall Street L C	3936	720	191	18%	5%	529
		Little Venice Sports C	2910	1307	804	45%	28%	503
	Westway	Moberly Sports Centre	5940	3386	2722	57%	46%	664
		Contract Total	10440	3459	2800	33%	27%	659
		Westway Sport and Fitness	6527	2116	1723	32%	26%	393
	Winchester	Westway Fitness	3913	1343	1077	34%	28%	266
		Contract Total	6364	1557	1303	24%	20%	254
		River Park Leisure Centre	5356	1350	1132	25%	21%	218
		Meadowside L C - Whiteley	1008	207	171	21%	17%	36

Occupancy Attendance and Cancellations			Occupancy					
			Capacity	Bookings	Attendances	% Bookings v Capacity	% Actual Attendances v Capacity	No-shows
South East Region	Aylesbury Vale	Region total	62341	34635	21585	56%	35%	13050
		Contract Total	2320	1048	303	45%	13%	745
		Aqua Vale Swim & Fitness	1190	597	283	50%	24%	314
		Swan Pool & L C	1130	451	20	40%	2%	431
	Barking and Dagenham	Contract Total	3051	1130	717	37%	24%	413
		Abbey Leisure Centre	1151	418	280	36%	24%	138
		Becontree Heath L C	1900	712	437	37%	23%	275
	Basildon	Contract Total	2080	1578	994	76%	48%	584
		Wickford Swimming Pool	520	451	320	87%	62%	131
		Basildon Sporting Village	1560	1127	674	72%	43%	453
	Bracknell	Contract Total	1950	1190	748	61%	38%	442
		Bracknell Leisure Centre	1950	1190	748	61%	38%	442
	Brent	Contract Total	810	276	168	34%	21%	108
		Vale Farm Sports Centre	810	276	168	34%	21%	108
	Chichester	Contract Total	1400	806	71	58%	5%	735
		Westgate Leisure Centre	1400	806	71	58%	5%	735
	Crawley	Contract Total	1650	705	524	43%	32%	181
		K2 Crawley	1650	705	524	43%	32%	181
	Dacorum	Contract Total	2119	1283	519	61%	24%	764
		Berkhamsted Sports Centre	1100	477	254	43%	23%	223
		Hemel Hempstead S C	1019	806	265	79%	26%	541

Ealing	Contract Total	3439	1560	788	45%	23%	772
	Northolt Leisure Centre	959	451	300	47%	31%	151
	Acton Centre	1640	901	362	55%	22%	539
	Dormers Wells L C	840	208	126	25%	15%	82
East Hampshire	Contract Total	3132	1326	974	42%	31%	352
	Alton Sports Centre	1352	647	494	48%	37%	153
	Mill Chase Leisure Centre	920	215	128	23%	14%	87
	Taro Leisure Centre	860	464	352	54%	41%	112
East Herts	Contract Total	4290	1651	1201	38%	28%	450
	Fanshawe Pool	450	192	129	43%	29%	63
	Grange Paddocks Leisure C	1180	637	463	54%	39%	174
	Hartham Leisure Centre	1750	602	465	34%	27%	137
	Leventhorpe Pool	410	135	102	33%	25%	33
	Ward Freman Pool	500	85	42	17%	8%	43
Fareham	Contract Total	2690	1557	1143	58%	42%	414
	Holly Hill Leisure Centre	1350	724	553	54%	41%	171
	Fareham	1340	833	590	62%	44%	243
Hamble	Contract Total	464	284	185	61%	40%	99
	Hamble Sports Complex	464	284	185	61%	40%	99
Harrow	Contract Total	1560	737	525	47%	34%	212
	Harrow Leisure Centre	1560	737	525	47%	34%	212
Hart	Contract Total	1405	858	623	61%	44%	235
	Hart Leisure Centre	1405	858	623	61%	44%	235
Havering	Contract Total	5110	2533	1642	50%	32%	891
	Central Park	1510	900	536	60%	35%	364
	Hornchurch	1080	706	518	65%	48%	188
	Abbs Cross Health Fitness	480	139	92	29%	19%	47
	Sapphire Ice And Leisure	2040	788	496	39%	24%	292

Southwark	Contract Total	6347	4913	3075	77%	48%	1838
	Camberwell Leisure Centre	1165	979	638	84%	55%	341
	Dulwich Leisure Centre	720	654	438	91%	61%	216
	The Castle Centre	1680	1259	856	75%	51%	403
	Seven Islands L C	1480	964	628	65%	42%	336
	Peckham Pulse L C	1302	1057	515	81%	40%	542
Spelthorne	Contract Total	1480	946	690	64%	47%	256
	Spelthorne L C	1480	946	690	64%	47%	256
St Albans	Contract Total	1880	1609	1083	86%	58%	526
	Westminster Lodge L C	1880	1609	1083	86%	58%	526
Sutton	Contract Total	3080	1864	1338	61%	43%	526
	Cheam Leisure Centre	1300	816	613	63%	47%	203
	Westcroft Leisure Centre	1780	1048	725	59%	41%	323
Three Rivers	Contract Total	1410	839	626	60%	44%	213
	William Penn L C	990	614	454	62%	46%	160
	South Oxhey L C	420	225	172	54%	41%	53
Watford	Contract Total	3120	1531	1061	49%	34%	470
	Watford Central	1380	685	452	50%	33%	233
	Watford Woodside	1740	846	609	49%	35%	237
Westminster	Contract Total	6274	3546	1961	57%	31%	1585
	Porchester Hall	864	656	348	76%	40%	308
	Seymour Leisure Centre	1060	572	380	54%	36%	192
	Queen Mother Sport Centre	1300	724	533	56%	41%	191
	Marshall Street L C	1710	706	145	41%	8%	561
	Moberly Sports Centre	1340	888	555	66%	41%	333
Winchester	Contract Total	1280	865	626	68%	49%	239
	River Park Leisure Centre	1280	865	626	68%	49%	239







Occupancy Attendance and Cancellations			Occupancy					
			Capacity	Bookings	Attendances	% Bookings v Capacity	% Actual Attendances v Capacity	No-shows
South East Region		Region total	55500	44981	32610	75%	59%	12371
	Aylesbury Vale	Contract Total	1529	1068	768	65%	50%	300
		Aqua Vale Swim & Fitness	577	542	355	85%	62%	187
		Swan Pool & L C	952	526	413	53%	43%	113
	Barking and Dagenham	Contract Total	1208	1359	885	95%	73%	474
		Abbey Leisure Centre	330	405	257	98%	78%	148
		Becontree Heath L C	878	954	628	93%	72%	326
	Basildon	Contract Total	2065	2125	1551	93%	75%	574
		Eversley Leisure Centre	173	186	113	94%	65%	73
		Wickford Swimming Pool	496	586	383	97%	77%	203
		Basildon Sporting Village	1396	1353	1055	92%	76%	298
	Bracknell	Contract Total	2098	1253	959	59%	46%	294
		Bracknell Leisure Centre	2098	1253	959	59%	46%	294
	Brent	Contract Total	887	793	574	85%	65%	219
		Vale Farm Sports Centre	887	793	574	85%	65%	219
	Chichester	Contract Total	2078	1623	1262	75%	61%	361
		Westgate Leisure Centre	1402	1112	870	77%	62%	242
		Bourne Leisure Centre	217	197	148	86%	68%	49
		The Grange Leisure Centre	459	314	244	64%	53%	70
	Crawley	Contract Total	2133	1307	928	59%	44%	379
		K2 Crawley	2133	1307	928	59%	44%	379

Dacorum	Contract Total	3786	3208	2437	82%	64%	771
	Berkhamsted Sports Centre	981	807	616	80%	63%	191
	Hemel Hempstead S C	2805	2401	1821	82%	65%	580
Ealing	Contract Total	1322	1463	933	92%	71%	530
	Northolt Leisure Centre	737	723	494	87%	67%	229
	Acton Centre	585	740	439	98%	75%	301
East Hampshire	Contract Total	2337	1542	1186	64%	51%	356
	Alton Sports Centre	1309	864	640	64%	49%	224
	Mill Chase Leisure Centre	105	92	71	87%	68%	21
	Taro Leisure Centre	923	586	475	61%	51%	111
East Herts	Contract Total	1087	1312	852	97%	78%	460
	Grange Paddocks Leisure C	595	701	461	96%	77%	240
	Hartham Leisure Centre	492	611	391	98%	79%	220
Fareham	Contract Total	3906	3152	2394	78%	61%	758
	Holly Hill Leisure Centre	1620	1574	1165	91%	72%	409
	Fareham	2286	1578	1229	68%	54%	349
Hamble	Contract Total	623	394	282	62%	45%	112
	Hamble Sports Complex	623	394	282	62%	45%	112
Harrow	Contract Total	1571	1487	1117	88%	71%	370
	Harrow Leisure Centre	1571	1487	1117	88%	71%	370
Hart	Contract Total	2853	2191	1635	72%	57%	556
	Frogmore Leisure Centre	922	633	451	62%	49%	182
	Hart Leisure Centre	1931	1558	1184	77%	61%	374
Havering	Contract Total	3560	3118	2249	81%	63%	869
	Central Park	1790	1594	1176	83%	66%	418
	Hornchurch	1075	980	706	84%	66%	274
	Abbs Cross Health Fitness	223	215	158	86%	71%	57
	Sapphire Ice And Leisure	472	329	209	59%	44%	120

Southwark	Contract Total	3058	3512	2180	91%	71%	1332
	Camberwell Leisure Centre	315	323	161	81%	51%	162
	Dulwich Leisure Centre	670	882	517	96%	77%	365
	The Castle Centre	925	884	636	84%	69%	248
	Seven Islands L C	152	177	122	96%	80%	55
	Surrey Docks Water Sports	267	337	208	96%	78%	129
	Peckham Pulse L C	729	909	536	97%	74%	373
Spelthorne	Contract Total	3367	1503	1203	44%	36%	300
	Sunbury L C	1154	431	368	37%	32%	63
	Spelthorne L C	2213	1072	835	48%	38%	237
St Albans	Contract Total	1986	1987	1404	89%	71%	583
	Westminster Lodge L C	1986	1987	1404	89%	71%	583
Sutton	Contract Total	3022	2179	1605	67%	53%	574
	David Weir L C	260	231	216	89%	83%	15
	The Phoenix Centre	506	173	116	34%	23%	57
	Cheam Leisure Centre	544	408	282	65%	52%	126
	Westcroft Leisure Centre	1712	1367	991	73%	58%	376
Three Rivers	Contract Total	2070	1468	1102	67%	53%	366
	William Penn L C	1454	1022	794	68%	55%	228
	South Oxhey L C	616	446	308	66%	50%	138
Watford	Contract Total	3264	2354	1810	70%	55%	544
	Watford Central	1060	771	588	70%	55%	183
	Watford Woodside	2204	1583	1222	70%	55%	361
Westminster	Contract Total	4009	3429	2538	80%	63%	891
	Porchester Hall	832	766	527	81%	63%	239
	Seymour Leisure Centre	698	440	402	61%	58%	38
	Queen Mother Sport Centre	956	831	613	82%	64%	218
	Paddington Rec Ground	234	259	195	95%	83%	64

Group Exercise Activity Between 01 Oct 2020 and 08 Oct 2020

		Marshall Street L C	264	162	107	61%	41%	55
		Little Venice Sports C	25	46	46	184%	184%	0
		Moberly Sports Centre	1000	925	648	88%	65%	277
	Westway	Contract Total	240	293	187	99%	78%	106
		Westway Fitness	240	293	187	99%	78%	106
	Winchester	Contract Total	1441	861	569	57%	39%	292
		River Park Leisure Centre	1252	684	460	52%	37%	224
		Meadowside L C - Whiteley	189	177	109	88%	58%	68

Cabinet**03 December 2020**

Title	Capital Monitoring Report		
Purpose of the report	To make a recommendation to Council		
Report Author	Grantley Miles (Interim Chief Accountant)		
Cabinet Member	Councillor Sati Buttar	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	<p>Cabinet to note the current level of spend in 2020/21.</p> <p>Cabinet recommends to Council the approval of a Supplementary Capital Estimate of £40,000 for a replacement minibus to be funded from Revenue Reserves.</p> <p>Cabinet recommends that the amount shown of £15,730,000 is allocated by Virement from Future Development Projects to the Development Projects in 2020/21.</p>		
Reason for Recommendation	Not applicable		

1. Capital Programme 2020-2025 and monitoring of Capital Expenditure to date and estimated Capital Outturn.

- 1.1 The Council's multi year Capital Programme covers a 5 year period (2020-25). The sources of funding to fund capital expenditure in the Capital Programme are principally; capital borrowing, capital grants, Section 106 receipts, Asset Sales (Capital Receipts), .Community Infrastructure Levy and funding from the Revenue Budget.
- 1.2 In order to provide some context to monitoring, the detail of the Council's current approved Capital Programme, is attached as Appendix A.
- 1.3 A high level summary of the financing of the Council's approved Capital Programme is attached at Appendix B, with a detailed scheme by scheme funding statement at Appendix C. This identifies how each scheme within Capital Programme is financed and a cumulative monitoring summary Appendix D.
- 1.4 In relation to Appendix A, Members should note that items in shown as Supplementary/Virement in 2020/21 relate to a Virement of £65,000 agreed

the last meeting of Cabinet. It also includes the detailed allocation of monies of £15.730m, shown as 'Future Development Projects' previously redacted for commercial reasons, as a virement to individual projects and a Supplementary Estimate of £40,000 discussed below in Para 1.11.

- 1.5 There are revenue consequences for the Revenue Budget in relation to capital borrowing. Financing schemes from borrowing to finance capital schemes incurs interest on the relevant loan, and the requirement to set aside money from the Revenue Budget for debt repayment (Minimum Revenue Provision). Other sources of funding do not have ongoing consequences for the Revenue Budget but the availability of these sources are limited. Therefore capital borrowing is the main source for funding capital expenditure, as other sources used by Councils are limited.
- 1.6 It should be noted that a number of the capital schemes in the Programme e funded by borrowing will deliver an income stream e.g Housing and Regeneration schemes which will generate an income stream which will mitigate the borrowing costs incurred by the Council, for example with Knowle Green Estates making loan repayments which will cover or more than cover the Council's financing costs on individual housing schemes.. Appendix B & C demonstrate the prudential capital borrowing is the main source of funding for the Capital Programme. Any prudential borrowing needs to be affordable and sustainable. The 2020-25 Capital Programme will be reviewed during the budget process and any new Capital Bids will be considered for inclusion as part of the 2021/22 budget process.
- 1.7 Members should note that a detailed summary of the Development Projects which have been redacted are included as an exempt Appendix G, only 2020/21 has been unredacted.

The Council considers when setting its Capital Strategy, Treasury Management Strategy the Annual Borrowing Limits. and provides information via Prudential Indicators to Members which show that borrowing is prudent. These prudential indicators are reported to and approved by Members as part of the annual budget process. Future income streams arising from the Capital Projects e.g rental income is taken account in the calculation. The level of prudential borrowing and will next be considered as part of the 2021/22 budget process..

- 1.8 The main focus of this report is the monitoring of budgeted capital expenditure in 2020/21. Appendices E & F detail expenditure to date on capital schemes covering the period April to September 2020. Appendix E summarises the capital schemes by portfolio. Appendix F provides more details in for each capital scheme, together with comments on progress. Where schemes are not completed on time, it is possible to request carry forward underspends and this process takes place in July when the Capital Outturn and capital slippage is approved by Cabinet.

- 1.9 For the period ending September 2020, the approved 2020/21 Capital Budget including brought forward slippage is £143.0m. Actual capital expenditure including commitments to the end of September is £22.5m, with a projected outturn of £32.7m at the end of the year leading to an forecast underspend of £110.3m.
- 1.10 It should be noted that Covid-19 has impacted on the overall progress of capital schemes in 2020/21 and has caused delays in the procurement of contractors and supplies. It is anticipated that key planning and economic development schemes will be further delayed due to the impact of Covid-19 upon Planning Committee meetings. It is likely delays in obtaining approval for planning decisions will occur and this will make it difficult for some schemes to progress in line with the budget.
- 1.11 The report also proposes that Cabinet recommends to Council that a Supplementary Estimate is approved of £40,000 to add an additional scheme to the Capital Programme in respect of a Fordbridge Minibus. The replacement minibus is needed for OPAL group as there is excessive wear and tear on the existing minibus. It is proposed to fund this from the Revenue Budget via a Revenue Contribution to Capital.
- 1.12 **Councillor Attewell – Community Wellbeing and Housing**
An overspend of £30k is projected at year end. This relates to a late invoice received in 2020/21 in respect of Home Improvements for 2019/20, which was higher than expected.
- 1.13 **Councillor Barratt – Compliance, Risk and Waste**
An overspend of £306k is projected at year end. This relates the acquisition of replacement waste vehicles funded from reserves and additional CCTV which it is planned to fund from S106 funding.
- 1.14 **Councillor Chandler – Leisure**
An underspend of £1.98m is forecast on the and Spelthorne Leisure Centre, this is a significant project.
- 1.15 **Councillor McIlroy – Planning and Economic Development**
An underspend of £89.5m is forecast at year end. The underspend at year end relates to delays in a number of major redevelopments; Thameside House, Oast House, Ashford Hospital, Elmsleigh Centre. Redevelopments by their nature are subject to delay and the impact of Covid-19 on the building industry contributes significantly to the delays. Any underspend will be carried forward at year end.

1.16 Councillor Boughtflower – Leader

An underspend of £19.2m is forecast at year end. This project is aimed at acquiring sites which will support the Council's Housing and Regeneration objectives. At the end of September it is anticipated that £0.8m will be incurred on housing and regeneration acquisitions within the Borough in 2020/21.

Councillor Noble – Communications, Corporate Management & Environment

- 1.17 An overspend of £80k is projected at year end. This overspend is mainly due to a £66k overspend on IT homeworking costs resulting from the need to deliver effective working from home for staff during the Covid-19 pandemic. These costs will be funded from the Covid-19 Grant via a Revenue Contribution to Capital.

2. Financial implications

- 2.1 Any underspend on the approved Capital Programme can be used to fund additional capital schemes or reduce the amount of borrowing costs financed from the Revenue Budget .
- 2.2 The addition to the Capital Programme of an additional scheme of £40,000 to fund a replacement Fordbridge minibus can be funded from within Revenue Reserves.

3. Timetable for implementation

- 3.1 Monthly monitoring reports are prepared for Management team which incorporate regular updates on the progress of capital schemes.

Background papers: None

Appendices: A,B,C,D, E, F & Exempt Appendix G

CAPITAL PROGRAMME 2020-24- BUDGET SUMMARY														
Capital Schemes	Portfolio	Approved Budget 2019/20*	2019/20** Supplementary Estimate/ Virement	Revised Budget 2019/20 ***	Capital Outturn 2019/20****	Capital Programme Slippage 2019/20****	Approved Budget 2020/21 ***	Approved Slippage carried forward to 2020/21****	2020/21 Supplementary Estimate /Virement	Revised Budget 2020/21 *	Approved Budget 2021/22 ***	Approved Budget 2022/23 ***	Approved Budget 2023/24 ***	Total Approved Budget
Rolling Capital Programmes		£	£	£	£	£	£	£	£	£	£	£	£	£
Disabled Facilities Grant (Mandatory)	Cllr Attewell	770,000	61,000	831,000	757,110	73,890	831,300	0		831,300	831,300	831,300	831,300	3,325,200
Disabled Facilities Grant (Discretionary)	Cllr Attewell	29,600		29,600	5,000	24,600	29,600	0		29,600	29,600	29,600	29,600	118,400
Home Improvement Agency Grants	Cllr Attewell	81,000		81,000	80,450	550	0	0		0	0	0	0	0
Affordable Housing Opportunity	Cllr Attewell	0	343,200	343,200	0	343,200	0	0		0	0	0	0	0
Landlord Guarantee Scheme	Cllr Attewell	0	65,000	65,000	0	65,000	0	65,000	(65,000)	0	0	0	0	0
Upgrade Treatment Rooms Day Centres	Cllr Attewell	0		0	0	0	12,000	0		12,000	0	0	0	12,000
Fordbridge Minibus	Cllr Attewell	0		0	0	0	0	0		40,000	40,000	0	0	40,000
Tennis Court Refurbishment	Cllr Barratt	0	6,000	6,000	6,000	0	0	0		0	0	0	0	0
Refuse & Recycling Vehicles	Cllr Barratt	129,000		129,000	26,000	103,000	0	99,000		99,000	0	0	0	99,000
EV Pool Vehicles & Bikes	Cllr Barratt	0		0	101,370	(101,370)	0	0		0	0	0	0	0
Waste Vehicle	Cllr Barratt	0		0	0	0	0	0		0	0	0	0	0
Replacement Multi Use Vehicle	Cllr Barratt	0		0	0	0	100,000	0		100,000	0	0	0	100,000
Recycling Bins	Cllr Barratt	27,000		27,000	0	27,000	0	27,000		27,000	0	0	0	27,000
Wheelee Bins	Cllr Barratt	50,000	11,000	61,000	61,000	0	50,000	0		50,000	50,000	50,000	50,000	200,000
Domestic Home Energy	Cllr Barratt	30,000		30,000	11,180	18,820	30,000	0		30,000	0	0	0	30,000
CCTV Provision	Cllr Barratt	37,100		37,100	28,770	8,330	0	0		0	0	0	0	0
CCTV Enhancement	Cllr Barratt	0	120,000	120,000	94,410	25,590	0	25,600		25,600	0	0	0	25,600
Renewal of Toilet Facilities	Cllr Barratt	0	55,200	55,200	59,690	(4,490)	0	0		0	0	0	0	0
Air Quality	Cllr Barratt	0	24,500	24,500	0	24,500	0	24,500		24,500	0	0	0	24,500
River Thames Scheme	Cllr Barratt	0		0	0	0	0	0		0	0	0	1,300,000	1,300,000
Rolling Capital Programmes -Sub Total		1,153,700	685,900	1,839,600	1,230,980	608,620	1,052,900	241,100	(25,000)	1,269,000	910,900	910,900	2,210,900	5,301,700
Projects (with finite life)		£	£	£	£	£	£	£	£	£	£	£	£	£
Runnymede Estates	Cllr Mcllroy	55,600		55,600	47,290	8,310	55,600	0	0	55,600	55,600	55,600	55,600	222,400
Spelthorne Leisure Centre	Cllr Chandler	7,090,000	0	7,090,000	772,160	6,317,840	0	0	2,980,000	2,980,000		0	0	2,980,000
Laleham Park Upgrade	Cllr Mcllroy	0	248,300	248,300	10,340	237,960	0	237,900	0	237,900		0	0	237,900
Affordable Housing Opportunity	Cllr Mcllroy		0	0	0	0		0		0		0	0	0
Knowle Green Car Car Park Improvements	Cllr Mcllroy	0	44,000	44,000	(410)	44,410	0	44,000	0	44,000		0	0	44,000
Community Centre Programme	Cllr Mcllroy	0	130,000	130,000	11,470	118,530	0	118,500	0	118,500		0	0	118,500
Ashford MCP/Victory Place	Cllr Mcllroy	465,000		465,000	3,190	461,810	0	200,000	0	200,000		0	0	200,000
Plot 12 & 13 Towpath Car Park	Cllr Mcllroy	0	56,200	56,200	0	56,200	0	0	0	0		0	0	0
Bugle	Cllr Mcllroy	0	50,000	50,000	3,890	46,110	0	46,100	0	46,100		0	0	46,100
Churchill	Cllr Mcllroy		14,500	14,500	9,550	4,950	0	0	0	0		0	0	0
Ceaser Court	Cllr Mcllroy	10,123,100		10,123,100	4,387,420	5,735,680	6,376,000	0	1,940,000	8,316,000		0	0	8,316,000
Building Improvements	Cllr Mcllroy	5,000,000		5,000,000	0	5,000,000	5,000,000	0	0	5,000,000	5,000,000	5,000,000	0	15,000,000
Whitehouse	Cllr Mcllroy	1,501,500		1,501,500	14,470	1,487,030	0	0	0	0	0	0	0	0
Thameside House	Cllr Mcllroy	7,980,000		7,980,000	382,000	7,598,000	0	0	2,700,000	2,700,000		0	0	2,700,000
West Wing	Cllr Mcllroy	5,040,000		5,040,000	1,861,270	3,178,730	2,980,000	250,000	0	3,230,000		0	0	3,230,000
Whitehouse Hostel	Cllr Mcllroy	0	4,000,000	4,000,000	599,560	3,400,440	4,250,000	250,000	0	4,500,000		0	0	4,500,000
Victory Place	Cllr Mcllroy	0	16,238,000	16,238,000	0	16,238,000	0	0		0				0
Ashford Hospital	Cllr Mcllroy	0		0	0	0	0	0	4,960,000	4,960,000		0	0	4,960,000
Waterfront	Cllr Mcllroy	0		0	168,700	(168,700)	0	0	100,000	100,000		0	0	100,000
Northumberland House	Cllr Mcllroy	0	0	0	0	0	0	0		0				0
Oast House	Cllr Mcllroy	0	85,700,000	85,700,000	11,071,760	74,628,240	0	74,628,200	3,050,000	77,678,200		0	0	77,678,200
Harper House Redevelopment	Cllr Mcllroy	0	2,600,000	2,600,000	0	2,600,000	2,790,000	0	0	2,790,000		0	0	2,790,000
Elmsleigh Centre	Cllr Mcllroy	0		0	2,600	(2,600)	8,000,000	0	0	8,000,000	10,000,000		0	18,000,000
Small Scale Regeneration	Cllr Mcllroy	0		0	109,790	(109,790)	0	0	0	0		0	0	0
Regeneration and Housing Opportunities	Cllr Boughtflower	40,000,000	42,000,000	82,000,000	55,523,090	26,476,910	20,000,000	0	0	20,000,000	20,000,000	20,000,000	20,000,000	80,000,000
SCP Portal	Cllr Noble	0		0	7,495	(7,495)	1,500	0	0	1,500		0	0	1,500
Centros Upgrade- Integra	Cllr Noble	0		0	0	0	30,000	0	0	30,000		0	0	30,000
Training Room	Cllr Noble	0		0	0	0	15,000	0	0	15,000		0	0	15,000
Leisure Board	Cllr Noble	0		0	0	0	15,000	0	0	15,000		0	0	15,000
Audiocodes	Cllr Noble	0		0	0	0	12,000	0	0	12,000		0	0	12,000

Customer Portal	Cllr Noble	0	10,000	10,000	0	10,000	0	10,000	0	10,000	0	0		10,000
Customer Services Contact Centre	Cllr Noble	0	40,000	40,000	0	40,000	0	40,000	0	40,000	0	0		40,000
Reception/Meeting Room Terminals	Cllr Noble	10,000		10,000	2,850	7,150	0	5,000	0	5,000	0	0		5,000
Sharepoint Upgrade	Cllr Noble	0	35,000	35,000	0	35,000	0	35,000	0	35,000	0	0		35,000
General ICT Equipment	Cllr Noble	0		0	0	0	90,000	0	0	90,000	0	0		90,000
COVID 19 Home Working	Cllr Noble	0		0	0	0	0	0	0	0	0	0		0
Webcasting Council Meeting	Cllr Noble	0		0	0	0	0	0	0	0	0	0		0
Forward Scanning	Cllr Noble			0		0	20,000	0	0	20,000	0	0		20,000
Digital Spelthorne	Cllr Noble	0		0	0	0	50,000	0	0	50,000	0	0		50,000
Sharepoint redesign and launch	Cllr Noble	0	90,000	90,000	0	90,000	0	90,000	65,000	155,000	0	0		155,000
Corporate EDMS Project	Cllr Noble	305,000		305,000	2,500	302,500	0	302,500	0	302,500	0	0		302,500
Scanners for Corporate EDMS rollout	Cllr Noble	0	5,000	5,000	2,760	2,240	0	0	0	0	0	0		0
New Software	Cllr Noble	20,000		20,000	9,010	10,990	0	0	0	0	0	0		0
Other Hardware	Cllr Noble	40,000		40,000	46,020	(6,020)	0	0	0	0	0	0		0
Mobiles & Tablets	Cllr Noble	10,000		10,000	16,650	(6,650)	0	0	0	0	0	0		0
Replacement Data Cabinets	Cllr Noble	12,000		12,000	10,925	1,075	0	0	0	0	0	0		0
Members Electronic Devices	Cllr Noble	41,000		41,000	34,950	6,050	0	0	0	0	0	0		0
Project Lima	Cllr Noble	0	69,000	69,000	30,810	38,190	0	27,600	0	27,600	0	0	0	27,600
Future Development Projects	Cllr McIlroy	0		0	0	0	15,730,000	0	(15,730,000)	0	67,700,000	29,360,000	2,300,000	99,360,000
Projects- Sub Total		77,693,200	151,330,000	229,023,200	75,142,110	153,881,090	65,415,100	76,284,800	65,000	141,764,900	102,755,600	54,415,600	22,355,600	321,291,700
Overall Capital Programme		78,846,900	152,015,900	230,862,800	76,373,090	154,489,710	66,468,000	76,525,900	40,000	143,033,900	103,666,500	55,326,500	24,566,500	326,593,400
*Approved by Council Budget-Feb 2019														
**Approved by Cabinet during 2019														
***Approved by Cabinet Feb-2020														
**** Capital Outturn reported to Cabinet July 2020, Slippage approved														

Appendix B											
	High Level Funding Summary (1)										
	Borrowing Summary										
		2020/21		2021/22		2022/23		2023/24		Total	%
		£	%	£	%	£	%	£	%	£	
	Borrowing	135,952,800	95	102,479,600	99	54,289,600	98	23,529,600	96	316,251,600	97
	Revenue Reserves	1,251,700	1	105,600	0	105,600	0	105,600	0	1,568,500	0
	Homes England	2,850,000		0		0		0		2,850,000	1
	Capital Receipts	148,100	0	250,000	0	100,000	0	100,000	0	598,100	0
	DFG	831,300	1	831,300	1	831,300	2	831,300	3	3,325,200	1
	S106	2,000,000	1	0	0	0	0	0	0	2,000,000	1
	CIL	0	0	0	0	0	0	0	0	0	0
	Total	143,033,900	98	103,666,500	100	55,326,500	100	24,566,500	100	326,593,400	100

Appendix C																
CAPITAL PROGRAMME 2020-2024- FUNDING SUMMARY																
												Total Funding				

Elmsleigh Centre		8,000,000	10,000,000	0	0	18,000,000	18,000,000	0	0	0	0	0	0	18,000,000	0
Small Scale Regeneration		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Acquisition of Assets		20,000,000	20,000,000	20,000,000	20,000,000	80,000,000	80,000,000	0	0	0	0	0	0	80,000,000	0
SCP Portal		1,500	0	0		1,500	0	1,500	0	0	0	0	0	1,500	0
Centros Upgrade- Integra		30,000	0	0		30,000	0	30,000	0	0	0	0	0	30,000	0
Training Room		15,000	0	0		15,000	0	15,000	0	0	0	0	0	15,000	0
Leisure Board		15,000	0	0		15,000	0	15,000	0	0	0	0	0	15,000	0
Audiocodes		12,000	0	0		12,000	0	12,000	0	0	0	0	0	12,000	0
Customer Portal		10,000	0	0		10,000	0	10,000	0	0	0	0	0	10,000	0
Customer Services Contact Centre		40,000	0	0		40,000	0	40,000	0	0	0	0	0	40,000	0
Reception/Meeting Room Terminals		5,000	0	0		5,000	0	5,000	0	0	0	0	0	5,000	0
Sharepoint Upgrade		35,000	0	0		35,000	0	35,000	0	0	0	0	0	35,000	0
General ICT Equipment		90,000	0	0		90,000	0	90,000	0	0	0	0	0	90,000	0
COVID 19 Home Working		0	0	0		0	0	0	0	0	0	0	0	0	0
Webcasting Council Meeting		0	0	0		0	0	0	0	0	0	0	0	0	0
Forward Scanning		20,000	0	0		20,000	0	20,000	0	0	0	0	0	20,000	0
Digital Spelthorne		50,000	0	0		50,000	0	50,000	0	0	0	0	0	50,000	0
Sharepoint redesign and launch		155,000	0	0		155,000	0	155,000	0	0	0	0	0	155,000	0
Corporate EDMS Project		302,500	0	0		302,500	302,500	0	0	0	0	0	0	302,500	0
Scanners for Corporate EDMS rollout		0	0	0		0	0	0	0	0	0	0	0	0	0
New Software		0	0	0		0	0	0	0	0	0	0	0	0	0
Other Hardware		0	0	0		0	0	0	0	0	0	0	0	0	0
Mobiles & Tablets		0	0	0		0	0	0	0	0	0	0	0	0	0
Replacement Data Cabinets		0	0	0		0	0	0	0	0	0	0	0	0	0
Members Electronic Devices		0	0	0		0	0	0	0	0	0	0	0	0	0
Project Lima		27,600	0	0	0	27,600	0	27,600	0	0	0	0	0	27,600	0
Future Development Projects		0	67,700,000	29,360,000	2,300,000	99,360,000	98,998,800	0	0	361,200	0	0	0	99,360,000	0
Projects- Sub Total		141,764,900	102,755,600	54,415,600	22,355,600	321,291,700	314,951,600	1,010,400	2,850,000	479,700	0	2,000,000	0	321,291,700	
Overall Capital Programme		143,033,900	103,666,500	55,326,500	24,566,500	326,593,400	316,251,600	1,568,500	2,850,000	598,100	3,325,200	2,000,000	0	326,593,400	

Victory Place		0	16,238,000		0		0		0		0		0		0
Ashford Hospital		0	0		0	4,960,000	4,960,000	849,339	849,339	4,110,661	1,500,000	1,500,000	3,460,000		
Waterfront		0	0	168,700	0	100,000	268,700	60,543	229,243	39,457	17,240	185,940	82,760		
Northumberland House		0	0		0	0	0	0	0	0	0	0	0		
Oast House		0	85,700,000	11,071,760	0	77,678,200	88,749,960	1,477,653	12,549,413	76,200,547	2,000,000	13,071,760	75,678,200		
Harper House Redevelopment		0	2,600,000	0	2,790,000	2,790,000	2,790,000	2,756,275	2,756,275	33,725	2,790,000	2,790,000	0		
Elmsleigh Centre		0	0	2,600	8,000,000	8,000,000	8,002,600	413,164	415,764	7,586,836	4,000,000	4,002,600	4,000,000		
Small Scale Regeneration		0	0	109,790	0	0	109,790	1,397	111,187	(1,397)	1,500	111,290	(1,500)		
Regeneration and Housing Opportunities	40,000,000	82,000,000	55,523,090	20,000,000	20,000,000	75,523,090	146,733	55,669,823	19,853,267	750,000	56,273,090	19,250,000			
SCP Portal		0	0	7,495	1,500	1,500	8,995	9,306	16,801	(7,806)	9,500	16,995	(8,000)		
Centros Upgrade- Integra		0	0	0	30,000	30,000	30,000	0	0	30,000	30,000	30,000	0		
Training Room		0	0	0	15,000	15,000	15,000	0	0	15,000	15,000	15,000	0		
Leisure Board		0	0	0	15,000	15,000	15,000	0	0	15,000	15,000	15,000	0		
Audiocodes		0	0	0	12,000	12,000	12,000	2,640	2,640	9,360	12,000	12,000	0		
Customer Portal		0	10,000	0	0	10,000	10,000	0	0	10,000	10,000	10,000	0		
Customer Services Contact Centre		0	40,000	0	0	40,000	40,000	368	368	39,632	40,000	40,000	0		
Reception/Meeting Room Terminals	10,000	10,000	2,850	0	5,000	7,850	73	2,923	4,927	5,000	7,850	0			
Sharepoint Upgrade		0	35,000	0	0	35,000	35,000	0	0	35,000	35,000	35,000	0		
General ICT Equipment		0	0	0	90,000	90,000	90,000	23,315	23,315	66,685	90,000	90,000	0		
COVID 19 Home Working		0	0	0	0	0	0	59,387	59,387	(59,387)	65,300	65,300	(65,300)		
Webcasting Council Meeting		0	0	0	0	0	0	882	882	(882)	7,000	7,000	(7,000)		
Forward Scanning		0	0	0	20,000	20,000	20,000	0	0	20,000	20,000	20,000	0		
Digital Spelthorne		0	0	0	50,000	50,000	50,000	0	0	50,000	50,000	50,000	0		
Sharepoint redesign and launch		0	90,000	0	0	155,000	155,000	0	0	155,000	155,000	155,000	0		
Corporate EDMS Project	305,000	305,000	2,500	0	302,500	305,000	48,969	51,469	253,531	302,500	305,000	0			
Scanners for Corporate EDMS rollout		0	5,000	2,760	0	0	2,760	0	2,760	0	0	2,760	0		
New Software	20,000	20,000	9,010	0	0	9,010	0	9,010	0	0	9,010	0	0		
Other Hardware	40,000	40,000	46,020	0	0	46,020	0	46,020	0	0	46,020	0	0		
Mobiles & Tablets	10,000	10,000	16,650	0	0	16,650	0	16,650	0	0	16,650	0	0		
Replacement Data Cabinets	12,000	12,000	10,925	0	0	10,925	0	10,925	0	0	10,925	0	0		

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Appendix E

CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2020

Portfolio Member	ORIGINAL BUDGET	CARRY FORWARDS	SUPPLEMENTARY ESTIMATE	REVISED BUDGET	ACTUALS YTD	COMMIT MENTS	MANAGERS PROJECTED OUTTURN	MANAGERS PROJECTION TO REVISED BUDGET
Cllr Attwell - Community Wellbeing and Housing	872,900	65,000	40,000	912,900	235,609	91,767	938,600	25,700
Cllr Barrett - Compliance, Waste & Risk	180,000	176,100	-	356,100	137,149	357,931	661,900	305,800
Cllr Chandler - Leisure Services, Leisure Centre Development	2,980,000	-	-	2,980,000	195,265	1,267,159	1,000,000	(1,980,000)
Cllr Mitchell - Planning and Economic Development	42,201,600	75,774,700	-	117,976,300	7,791,643	12,083,817	28,458,530	(89,517,770)
Cllr Boughtflower - Leader	20,000,000	-	-	20,000,000	120,233	26,500	750,000	(19,250,000)
Cllr Noble - Corporate Management	233,500	510,100	-	808,600	88,301	67,536	888,900	80,300
	66,468,000	76,525,900	40,000	143,033,900	8,568,200	13,894,710	32,697,930	(110,335,970)

CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2020												
Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Virement	Revised Budget	Actuals YTD	Commit ments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Housing Investment Programme												
Cllr Attewell - Community Wellbeing & Housing												
Deborah Ashman & K Sinclair	40203	Disabled Facilities Mandatory	831,300	-	-		831,300	187,734	70,349	831,300	-	
Deborah Ashman & K Sinclair	40204	Disabled Facilities Discretion	29,600	-	-		29,600	-	-	29,600	-	Will be spent later in the financial year
Net Cost of Disabled Facilities Grants			860,900	-	-	-	860,900	187,734	70,349	860,900	-	
Deborah Ashman & K Sinclair	40209	Home Improvement Agency grant	-	-	-		-	30,000	-	30,000	30,000	Increase in HIA 19/20 costs, invoice not received until after 19/20 closed
Total			-	-	-	-	-	30,000	-	30,000	30,000	
Total For HIP			860,900	-	-	-	860,900	217,734	70,349	890,900	30,000	
Other Capital Programme												
Cllr Barratt - Compliance, Waste & Risk												
Sandy Muirhead	42015	Landlord Guarantee Scheme	-	65,000	-	(65,000)	-	-	-	-	-	Funding to be used towards Sharepoint redesign & relaunch as more work is required to implement office 365 to maximise the opportunities to work from home due to Covid-19.
Total			-	65,000	-	(65,000)	-	-	-	-	-	
Deborah Ashman & K Sinclair	41038	Upgrade treatment rooms	12,000	-	-		12,000	1,500	5,293	12,000	-	Works started on treatment rooms
Deborah Ashman & K Sinclair	41038	Fordbridge Minibus	-	-	40,000	0	40,000	16,375	16,125	35,700	(4,300)	Replacement minibus purchased for OPAL group as excessive wear and tear on existing minibus
Total			12,000	-	40,000	-	52,000	17,875	21,418	47,700	(4,300)	
Cllr Barratt - Compliance, Waste & Risk												
Jackie Taylor	41502	Refuse/Recycling Vehicles	-	99,000	-		99,000	37,525	59,364	99,000	-	Delayed due to Covid-19. Vehicles are on back order
Jackie Taylor	41504	EV Pool Vehicles/Bikes	-	-	-		-	851	625	1,900	1,900	This relates to the provision of an additional pool electric cycle. It was agreed that this should be funded from an underspend on the revenue budget as direct revenue financing of this capital expenditure.
Jackie Taylor	41508	Waste Vehicle	-	-	-		-	-	297,942	300,000	300,000	This relates to a replacement a refuse vehicle which was at the end of its useful life. It was agreed that this should be funded from an underspend on the revenue budget as direct revenue financing of this capital expenditure. Vehicles are on order and due for delivery by Feb/March 2021
Jackie Taylor	41609	Replacement Multi Use Vehicle	100,000	-	-		100,000	-	-	100,000	-	Procurement has been placed on hold and will be reviewed when Community Transport recommences trips
Jackie Taylor	41612	Recycling Bins	-	27,000	-		27,000	-	-	27,000	-	Bins will be ordered throughout the financial year depending on need as & when identified
Jackie Taylor	41620	Wheeler Bins	50,000	-	-		50,000	57,082	-	50,000	-	Bins will be ordered throughout the financial year depending on need as & when identified. Overspends are being moved against project
Jackie Taylor	42027	Domestic Home Energy	30,000	-	-		30,000	2,285	-	30,000	-	Home Emergency installations will be carried out throughout this financial year, take up is likely to be lower due to Covid and assessing residents energy needs
Jackie Taylor	41621	CCTV Enhancement	-	25,600	-		25,600	39,406	0	42,000	16,400	Project is expected to be completed by end of this financial year. Overspends to be funded through Section 106 funding
Total			180,000	151,600	-	-	331,600	137,149	357,931	649,900	318,300	
Lee O'Neil	41314	Air Quality	-	24,500	-		24,500	-	-	12,000	(12,500)	Further meetings are in progress with the shortlisted Contractors. It is anticipated that contractor will be finalised by end of this month and work will resume. Part of the budget is expected to be spent by year end.
Total			-	24,500	-	-	24,500	-	-	12,000	(12,500)	
Cllr Chandler- Leisure Services, Leisure Centre Development												
Heather Morgan	41024	SpelthorneLeisurCenDevelopment	2,980,000	-	-		2,980,000	195,265	1,267,159	1,000,000	(1,980,000)	Public consultation completed 10 April 2020 - 96% support. Cabinet approved budgets and submission of a planning application on 23 September 2020 and now goes to Full Council on 22 Oct for final approval. It is anticipated that a planning application will be made in November 2020. As a result of reviewing the site location the programme has slipped - no site works are currently anticipated in FY20/21.
Total			2,980,000	-	-	-	2,980,000	195,265	1,267,159	1,000,000	(1,980,000)	
Cllr McIlroy- Deputy Leader, Housing Regeneration												
Heather Morgan	41015	Runnymede Estates	55,600	-	-		55,600	-	-	55,600	-	Transfer made at year end.
Heather Morgan	41026	Laleham Park Upgrade	-	237,900	-		237,900	-	-	35,000	(202,900)	Project delayed due to Environment Agency objecting on flood risk assessment grounds. Revised site and ground floor plans issued to demonstrate 'water-compatible' use and awaiting a formal response in early September. Demolition works will now likely be delayed to spring 2021 as the window for re-roosting identified bats in pavilion is September/October or April/May. Project completion now expected in summer 2021
Heather Morgan	41622	Affordable Housing Opportunity	-	-	-		-	-	-	-	-	
Heather Morgan	42010	KG Car Park Improvements	-	44,000	-		44,000	-	-	136,690	92,690	Scope of works agreed with Leader, Deputy and MAT. Phase 1 works to the front of the Council Offices are now complete. Phase 2 of works to be organised with West Wing project. Overspend to be funded by Planned Maint revenue budget (£47.7k) & part of West Wing budget (£45k).
Heather Morgan	42034	Community Centre Projects	-	118,500	-		118,500	3,150	4,478	118,500	-	Tender plan now complete and will be issued on 5 October. Target date for start of work 4 January 2021 with an expected completion date of March 2021. Some small of may be needed if project overuns.
Heather Morgan	41328	Ashford MSCP	-	200,000	-		200,000	-	-	200,000	-	Viable feasibility options are being considered by ward councillors that optimise wider community benefits. May reduce forecast spend at next review if no progress made.
Heather Morgan	42039	Bugle	-	46,100	-		46,100	-	37,810	38,000	(8,100)	Project complete. Retention being held until final works completed. The contractor will not currently enter the apartments due to Covid.
Heather Morgan	42041	Churchill	-	-	-		-	-	-	-	-	Project complete.
Heather Morgan	42042	Ceaser Court	8,316,000	-	-		8,316,000	3,966,866	2,180,110	8,316,000	-	Phase 1 of project under construction and practical completion anticipated in mid December 2020. A planning application for Phase 2 of the project is currently being considered. Target for planning committee has been put on hold due to Member intervention
Heather Morgan	42051	Building Improvements	5,000,000	-	-		5,000,000	-	-	-	(5,000,000)	This budget is for general projects and nothing has been identified as of August 2020

CAPITAL MONITORING REPORT AT 30 SEPTEMBER 2020												
Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Virement	Revised Budget	Actuals YTD	Commit ments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Heather Morgan	42052	Whitehouse	-	-	-	-	-	-	307,691	320,000	320,000	The proposed residential scheme will not proceed until the Local Plan is adopted. There will be no further spend in this financial year.
Heather Morgan	42054	Thameside House	2,700,000	-	-	-	2,700,000	73,070	1,030,050	1,200,000	(1,500,000)	Planning application submitted and targeting Nov/Dec planning committee for a decision. Budget reduced to cover fees and potential demolition costs. Demo tenders received and slightly below budget.
Heather Morgan	42055	West Wing	2,980,000	250,000	-	-	3,230,000	1,021,046	1,865,016	3,230,000	-	Construction and project completion anticipated end Q1 2021.
Heather Morgan	42056	Whitehouse Hostel	4,250,000	250,000	-	-	4,500,000	836,563	2,991,239	4,500,000	-	Planning permission obtained. Construction started Q1 2020 with project completion end March 2021. However, due to COVID-19 and the upgrade of spec to include sprinklers, the programme for PC has slipped to 14 May 2021. Partial grant funding provided by Homes England (£22m).
Heather Morgan	42057	Ashford Hospital	4,960,000	-	-	-	4,960,000	336,095	513,244	1,500,000	(3,460,000)	Application withdrawn in March 20 for political reasons and revised application for 127 units registered 4 August. Determination forecast Nov 20.
Heather Morgan	42058	Waterfront	100,000	-	-	-	100,000	17,236	43,307	17,240	(82,760)	Arora targeting submission of a planning application within this financial year. This budget is for a monitoring surveyor to oversee the project on behalf of the Council (which will be paid for by Arora). It is unlikely we will draw this in the current FY due to planning delays.
Heather Morgan	42060	Oast House	3,050,000	74,628,200	-	-	77,678,200	537,516	940,137	2,000,000	(75,678,200)	Design/feasibility work underway. Listed building works may start in Q1/21. Current planning application submission target date delayed to March 2021. Fee spend for FY estimated at £1.5m. Listed Building works - estimated at £500k if undertaken in current FY. Managers note: budget excludes acquisition costs.
Heather Morgan	42062	Harper House Redevelopment	2,790,000	-	-	-	2,790,000	891,497	1,864,778	2,790,000	-	Main contractor on site progressing works - Project ongoing with a target completion of March 2021. Partial grant funding provided by Homes England (£850k).
Heather Morgan	42063	Elmsleigh Centre	8,000,000	-	-	-	8,000,000	108,604	304,560	4,000,000	(4,000,000)	For the regeneration of the Elmsleigh Centre, including Tothill car park. Proposals are currently at pre-feasibility stage. No date for planning submission has yet been agreed.
Keith McGroary	41619	Small Scale Area Regeneration	-	-	-	-	-	-	1,397	1,500	1,500	Project complete
Total			42,201,600	75,774,700	-	-	117,976,300	7,791,643	12,083,817	28,458,530	(89,517,770)	
Cllr Boughtflower - Leader												
Heather Morgan	42038	Regeneration & Housing Opportunities	20,000,000	-	-	-	20,000,000	120,233	26,500	750,000	(19,250,000)	Property Y acquisition likely to go ahead. The assets team will continue exploring acquisitions as and when they become available.
Total			20,000,000	-	-	-	20,000,000	120,233	26,500	750,000	(19,250,000)	
Cllr Noble - Corporate Management												
Jodie Hawkes	43601	SCP Portal	1,500	-	-	-	1,500	-	9,306	9,500	8,000	Necessary security improvements to enable electronic payments to continue to be made. The overspend reflects by some charges by some third parties to enable integration with the Council's Secure Card Portal.
Jodie Hawkes	43602	Centro Upgrade - Integra	30,000	-	-	-	30,000	-	-	30,000	-	This is a major upgrade to the Council's financial system Integra. It is aimed to carry out this work by the end of the financial year. The timescales are subject to supplier availability.
Alistair Corkish	43603	Training Room	15,000	-	-	-	15,000	-	-	15,000	-	Works adversely affected by the Covid-19 lockdown. It is anticipated that these works will be completed by year end.
Alistair Corkish	43604	Leisure Board	15,000	-	-	-	15,000	-	-	15,000	-	An options appraisal is in progress which includes working with the BID to provide a joined up solution, it is anticipated that this will be completed by year end.
Alistair Corkish	43605	Audiocodes	12,000	-	-	-	12,000	-	2,640	12,000	-	This project is in progress and expected to be completed by end of the financial year
Alistair Corkish	43625	Customer Portal	-	10,000	-	-	10,000	-	-	10,000	-	This will be part of contact centre and expected to be spent by end of this financial year
Alistair Corkish	43626	Customer Services Contact Cent	-	40,000	-	-	40,000	368	-	40,000	-	Work got delayed on new telephony system due to long procurement process and is in progress.
Alistair Corkish	43628	Reception Terminals	-	5,000	-	-	5,000	-	73	5,000	-	This is part of Lima project which is expected to be spent for updating meeting rooms and expected to be completed by end of this financial year
Alistair Corkish	43629	Sharepoint Upgrade	-	35,000	-	-	35,000	-	-	35,000	-	This will be part of contact centre and expected to be spent by end of this financial year
Alistair Corkish	43632	General ICT Equipment	90,000	-	-	-	90,000	6,560	16,755	90,000	-	Expenditure on various hardware/ software enhancements throughout the financial year
Alistair Corkish	43633	Covid-19 ICT Home Working	-	-	-	-	-	59,387	-	65,300	65,300	Expenditure to be funded through Govt. grants relating to Covid-19
Alistair Corkish	43634	Webcasting Council Meetings	-	-	-	-	-	-	882	7,000	7,000	Additional expenditure agreed by MAT to be funded through other projects
Total			163,500	90,000	-	-	253,500	66,314	29,657	333,800	80,300	
Sandy Muirhead	42008	Project Lima	-	27,600	-	-	27,600	2,720	8,177	27,600	-	Further work to be undertaken to Reception area & office configuration and general provisions re: Covid-19
Sandy Muirhead	43501	Forward Scanning	20,000	-	-	-	20,000	-	-	20,000	-	That will be used for Knowle Green offices as more monitors may be required or home and office working and also to fulfill longer term any hot desking requirements.
Sandy Muirhead	43502	Digital Spelthorne	50,000	-	-	-	50,000	-	-	50,000	-	This project is expected to progress in January 2021 to improve the Spelthorne/website
Sandy Muirhead	43512	Sharepoint redesign & Relaunch	-	90,000	-	65,000	155,000	-	-	155,000	-	This project is part of Office 365 implementation & sharepoint training needs and was delayed due to Covid-19 and expected to be completed partly in this financial year and partly next financial year
Sandy Muirhead	43515	Corporate EDMS Project	-	302,500	-	-	302,500	19,267	29,702	302,500	-	This is part of office 365 and currently the full analysis is being undertaken to find out Licence requirements & software set up. The project was delayed due to Covid-19 and expected to be completed partly this year and partly in the next financial year.
Total			70,000	420,100	-	65,000	555,100	21,987	37,879	555,100	-	
Total For Other			65,607,100	76,525,900	40,000	-	142,173,000	8,350,466	13,824,361	31,807,030	(110,335,970)	
GRAND TOTAL			66,468,000	76,525,900	40,000	-	143,033,900	8,568,200	13,894,710	32,697,930	(110,335,970)	

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Cabinet**3 December 2020**

Title	Revenue Monitoring Report		
Purpose of the report	To note		
Report Author	Grantley Miles (Chief Accountant)		
Cabinet Member	Councillor Sati Buttar	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	To note the current level of spend		
Reason for Recommendation	Not applicable		

1. Key issues

- 1.1 This report provides a summary of the forecast outturn position at the end for the 2020-21 financial year, based on income and expenditure up to the end of September 2020.
- 1.2 The report considers the Council's financial position in the light of the Covid-19 pandemic. It should be noted that the Covid-19 pandemic has created a dynamic environment leading to continuous change to plans and figures. The current environment is constantly changing in relation to events, plans and programmes. As a result of this it is inevitable that there will be changes over time in financial information, forecasts and reports to Members.
- 1.3 A forecast overspend has been identified within the General Fund budget. The key variances are summarised in the table below.
- 1.4 The Council's General Fund forecast outturn, estimates that the General Fund will be underspent, against the revised budget, overall by £1.516m at the year end. The table below details the impact of Covid-19, together with the additional grant funding received from Government to meet the costs of Covid-19, is shown separately from Non-Covid-19 impacted services. The impact of Covid-19 is shown as an underspend of £1.385m, this takes into account the Supplementary Revenue Estimate which was approved by Council. This is currently suggests that the Council will not need to apply all of the £2.2m supplementary estimate, funded from reserves, that was approved by Council on 21st May. Non Covid-19 expenditure is showing an underspend of £0.131m.

- 1.5 **Covid-19 Uncertainties** – The table shows the impact of Covid-19 on those areas affected. Appendix A and B show an additional breakdown of the forecast impact of Covid-19 on each area within the Council's General Fund budget. The forecast overspends are based on discussions with Budget Managers and are based on knowledge available to Budget Managers and should be seen as a realistic and prudent assessment. However, it should be recognised that it is difficult for Managers to form a judgement on circumstances which are currently very fluid. There are a number of unknowns such as when the lockdown and measures on social distancing will end and importantly when a return to normal activity will occur.

Forecast Outturn Position at 31/3/21	Revised Budget £'000	Forecast Outturn £'000	Covid-19 Variance £'000	Non Covid-19 Variance £'000	Total Variance £'000
Service Level Expenditure	59,917	60,803	586	300	886
Housing Benefit Income	(25,621)	(25,680)	-	(59)	(59)
Service level Income	(12,041)	(10,156)	2,111	(226)	1,885
Salary budget saving (<i>actual vacancy savings are reflected in services level expenditure</i>)	(300)	-	-	300	300
2020/21 Pay Award		40		40	40
Supplementary Covid Budget	2,200	-	(2,200)	-	(2,200)
Net Asset Income	(10,124)	(9,916)	-	208	208
Project Delivery Fund	1,397	1,397	-	-	-
Other Adjustments	(390)	(455)	629	(694)	(65)
External Financing	(4,351)	(6,862)	(2,511)	-	(2,511)
Revenue Carry forward	(204)	(204)	-	-	-
General Fund Reserves	(2,200)	(2,200)	-	-	-
Council Tax Income	(8,283)	(8,283)	-	-	-
Net Over/(Underspend)	-	(1,516)	(1,385)	(131)	(1,516)

- 1.6 Covid-19 Grant funding for the General Fund – Funding has been received from central government to mitigate the impact of Covid-19 together with a New Burdens Grant to offset the costs of the additional work involved in administering the Business Support Grants and the 100% Business Rate Relief schemes. Government has also announced additional funding will be provided for the loss of income resulting from the pandemic. Councils will have to meet the first 5% of the loss and will receive 75% funding for the remainder of the loss of Sales, Fees and Charges. The additional grant funding is shown in the table below.

Covid- 19 Revenue Grants	£'000
Covid-19 Grant (Tranche 1) – Received	34
Covid-19 Grant (Tranche 2) – Received	987
Covid-19 Grant (Tranche 3) – Received	161
Covid-19 Grant (Tranche 4) - Received	304
New Burdens Grant – Received	130
Income Recovery Grant (estimated claim)	895
Anticipated Covid-19 Revenue Grant Support	2,511

- 1.7 **Business Support Grants** – Government has provided additional funding to Local Government to be distribute to eligible small businesses within the Council's area to mitigate against the financial impact of Covid-19. This funding provided was provided in the form of a non-discretionary scheme and a discretionary scheme. The Non- Discretionary Grants scheme ended on the 30th September. In addition to this Government has provided grant funding to Councils to enable additional Council Tax Support of up to £150 per eligible council taxpayer to be provided to Council Taxers who receive Council Tax Support..

Business Grants	Grant Received	Grant Distributed as at 31/9/2020
	£000's	£000's
Non-Discretionary Business Grant	14,428	12,795
Discretionary Business Grant	715	715
Council Tax Hardship Grant	588	471

2. **Forecast Budget Under/Overpends at year end by Portfolio**

- 2.1 Overall the financial position shows change from the position last reported from a forecast underspend of £2.016m to a forecast underspend of £1.606m. The movement is mainly attributable to the receipt of Business Rate demands for a number of Development Properties which total £840,000 and which are subject to challenge these are offset by an additional Covid-109 Grant allocation of £0.304m. The following tables identifies significant forecast over and underspends greater than 5% or £10,000 of the spend area for each Cabinet portfolio. Figures shown without brackets represent an overspend, figures shown within brackets represent an underspend.

Leader - Portfolio

Spend Area	Variance £'000	Comment
Corporate Governance	25	Additional consultancy costs relating to Group Head recruitment
Legal	62	Additional temporary/agency staff costs offset by increased income
Staines Town Centre Mgt	90	The £390k per annum income share under the previous arrangement with Elmsleigh has been replaced with £300k (index linked) being top sliced from the Elmsleigh rental directly.
Information Technology	(50)	Anticipated savings from vacant posts
Total	127	

Deputy Leader - Portfolio

Spend Area	Variance £'000	Comment
Asset Mgt Administration	(16)	Underspend expected as a result of vacant posts offset by unbudgeted Covid -19 expenditure.
Development Properties	838	This relates to costs of properties awaiting development mainly Elmsleigh Centre Multi Storey, Hannover House & Thameside House. These relate in large part to large charges for Business Rates. These Business Rates charges are currently under appeal with the Valuation Office . This represents a worst case scenario but are included at this stage on the basis of prudence. The service charges in relation to Elmsleigh multi storey car park service charges can also be mitigated from the Elmsleigh Sinking Fund.
Total	822	

Finance - Portfolio

Spend Area	Variance £'000	Comment
Court Costs	125	A shortfall is anticipated in the income receivable from Court Costs. The Courts have been shut for some time because of Covid-19 and have only recently re-opened.
Total	125	

Leisure & New Leisure – Portfolio

Spend Area	Variance £'000	Comment
Leisure Admin	19	Additional costs incurred covering two posts on maternity leave
Spelthorne Leisure Centre	420	Loss of income plus support package for Spelthorne Leisure Centre. This includes an amount paid to SLM of £217 for additional costs and the loss of income from the Management Fee of £260,000. This loss of income is reduced by Covid -19 Grant of £189,000 which is shown elsewhere in the Budget.
Public Health	65	Higher expenditure due to Covid-19 and reduced income from courses
Total	504	

Community Wellbeing & Housing- Portfolio

Spend Area	Variance £'000	Comment
SPAN	(38)	Surrey Telecare grant of £10k & additional SPAN income
Com Care Admin	(63)	Vacant positions hoping to be filled by January 2021
Day Centres	153	Income affected by the closure of day centres offset by vacancies and reduced spend on supplies and services
SAT	(52)	Income is reduced due to Covid-19
Housing Needs	92	Overspend on staffing budget due to an unbudgeted post transferred from Family Support and additional overtime as a result of Covid-19.
Homelessness	252	Bed and Breakfast costs higher than budgeted due to additional demands arising from Covid-19
Housing Benefit Admin	(64)	Additional new burdens grants received
Housing Benefit Payments	(59)	Increase in DHP Contribution, amount not known until after budget set
Total	221	

Compliance, Waste and Risk Management- Portfolio

Spend Area	Variance £'000	Comment
Car Parks	490	Income is lower than budgeted due to Covid-19 pandemic & lower business rates
Cemeteries	(49)	Burials higher than budgeted due to an increase in number of deaths
DS Management and Support	17	No management recharge income as the contract with Runnymede has ended.
Licensing	37	Income lower than budgeted due to Covid-19
Refuse Collection	(41)	Green Waste bin income is higher than anticipated
Staines Market	200	Income lower than budgeted due to Covid-19 & higher business rates
Taxi Licensing	54	Income lower than budgeted due to Covid-19
Waste Recycling	231	Increase in the gate fees charged by Surrey and reduced income recycling credits.
Total	939	

Planning and Economic Development - Portfolio

Spend Area	Variance £'000	Comment
Building Control	83	Income lower than budgeted due to Covid-19
Community Infrastructure Levy	0	Currently £296k of levies raised up to Q2. SBC are able to keep 5% of these as admin receipts. Currently £15k approx.
Economic Development	30	Project costs to be funded from NNDR retention for Business Incubator and Staines Town Centre.
Land Charges	61	Income lower than budgeted due to Covid-19
Planning Development	(154)	This underspend is as a result of staff vacancies and additional income from planning performance agreements, this currently offsets our forecast to achieve 72% of the planning fees budget in 20-21
Planning Policy	33	This is mainly attributable to Local Plan costs not budgeted, but expected, less a staffing vacancy.
Public Halls	27	Income lower than budgeted due to Covid-19
Total	(106)	

Communications, Corporate Management and Environment – Portfolio

Spend Area	Variance £'000	Comment
Corporate Management	33	The overspend represents expenditure on River Thames improvements (to be met from reserves), increased bank charges and expenditure on the Covid- 19 pandemic.
Total	33	

2.2 Net Asset Income (Commercial and Regeneration Assets)

The table below shows the latest monitoring position for the acquired assets, the net income is used to meet additional expenditure resulting from reduced government grant, Surrey County Council funding and other pressures.

Net Asset Income from Commercial and Regeneration Assets	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Rental Income	(53,006)	(53,021)	(15)
Loan Interest Payable	24,035	24,258	223
Minimum Revenue Provision	11,903	11,903	0
Sinking Funds	5,814	5,814	0
Asset Supervision Costs	1,130	1,130	0
Net Income (used to fund Revenue budget)	(10,124)	(9,916)	208

- 2.3 It can be seen in the table above that the Council places a significant amount of the income earned into sinking funds (£4.022m) to cover future changes in circumstance, such as capital refurbishments or rent free periods. The sinking funds are being built up over a number of years in anticipation of when required. The sinking fund positions for the various acquisitions are as follows:

Proposed Allocation to Reserves	Balance 31/03/20 £'000	Additions 2020/21 £'000	Applied 2020/21 £'000	Balance 31/03/21 £'000
BP Main Site	3,909	500	0	4,409
BP SW Corner	848	150	0	998
Elmbrook House	438	50	0	488
12 Hammersmith Grove	4,086	900	(1,428)	3,558
Stockley Park	1,580	100	(319)	1,361
World Business Ctre 4	200	200	0	400
Communications House	1,054	500	0	1,554
Thames Tower	1,998	1,050	0	3,048
Charter Building	4,074	1,190	0	5,264
Porter Building	1,384	200	0	1,584
Summit Centre	391	250	(44)	597
Elmsleigh Centre	548	724	0	1,272
Total	20,510	5,814	(1,791)	24,533

2.4 Project Delivery Fund Contributions

This Project Delivery Fund provides funding for two separate projects:-

- A sum of £0.9m was set aside for a Green Belt Fighting Fund currently none of this funding has been required and it is anticipated that this provision will be carried forward into the next financial year.
- The balance of the Fund (£0.497m) was set aside before the impact of Covid-19 occurred, to be allocated by Cabinet to support a number of specific projects. Following the start of the Pandemic, it was then decided to retain the funding to offset any net financial impact from Covid-19. At this current time, it appears that the financial position of the Council is such that these funds could be considered for release for other projects.

2.5 Impact on the Council's Cash Flow as a result of Covid-19

There is a concern amongst Billing Authorities (i.e. the borough and district councils who raise the bills) about the extent to which Covid-19 reduces the cash collected in respect of Council Tax and Business Rates. As many Billing Authorities only retain a small proportion of, with the majority collected being paid to preceptors. The concern is as precepts were set well before the start of the financial year, prior to the onset of Covid-19 collection rates will be significantly below expectation as the finances of residents and local businesses are impacted. As precept payments to Surrey County Council, Surrey Police and the Government were set in line with statute the gearing effect will reduce the Spelthorne's cashflow. The impact of this is shown in the table above under Other Adjustments. The impact is £0.629m, which comprise

a loss of interest receivable of £0.398m as a result of lower interest rates and additional short term borrowing costs of £0.231m.

- 2.6 Currently the Council Tax and Business Rates collection rate stand at 95.6% and 96% respectively. If these rates continue to the end of the year the impact of these lower rates on the Council's cash flow is estimated at £3.1m. These lower collection rates will impact on the Council's borrowing costs in 2020/21. If the Council is unable to collect Council Tax/Business Rates in 2020/21 in line with the levels of previous years, it is also likely that additional bad debt provisions will need to be made in 2020/21 in respect of any uncollected debt. This could give rise to deficits on the Collection Fund for both Council Tax and Business Rates which are apportioned between SBC and the preceptors. As deficits have to be met from future budgets, this places additional pressure on the budget setting process for 2021-22. The Council is monitoring collection rates closely, to assess the risks. Government has advised that they will be flexing the regulations to enable Collection Fund deficits to be spread over 3 years, rather than 1 year as at present.
- 2.7 **Charges to Knowle Green Estates Ltd**- Knowle Green Estates is a wholly owned company set up to meet the housing needs of residents including affordable rented and private rented accommodation and key worker homes. The company does directly employ any staff but commissions or procures the work required by the Board from the Council. The services provided by the Council are provided at cost. The company is at an early stage in its development cycle and it would not be appropriate at this time to take on the burden of fixed overhead costs until it becomes more mature.
- 2.8 In 2020/21 the estimated charges made to Knowle Green Estates for services provided by the Council are set out in the table below.

Spelthorne Charges for Services to Knowle Green Estates Ltd		
	2020/21 Budget £000's	2020/21 Estimated Charge to end September £000's
Charges for Commissioned Work		
Senior Management	9,700	4,800
Property Team	70,600	35,250
Finance	5,500	2,700
Housing	3,500	1,800
Legal	12,000	6,000
Total of Commissioned Work	101,300	50,550
Debt Financing Costs		
Loan Interest*	101,320	50,060
Loan Repayment*	45,780	23,390
Total to be recharged by Spelthorne	248,400	124,000

2.9 2020/21 Pay Award

Additional Provision been included within the budget to allow for the backdated pay award, relating to the 0.25% by which the national pay award exceeded the local Spelthorne pay award, which has been agreed by the Council at an estimated cost of £40,000.

3. Financial implications

3.1 Financial implications are as set out within the report and appendices.

4. Other considerations

4.1 There are none.

5. Timetable for implementation

5.1 Monthly financial monitoring reports are produced for Management team.

Background papers: None

Appendices: A, B and C

APPENDIX A						
2020/21 Net Revenue Budget Monitoring						
As at end of 30 SEPTEMBER 2020						
	2020/21	2020/21	2020/21	2020/21	2020/21	2020/21
	Budget		Forecast	Variance	Variance	Variance
	Original	Revised	Outturn	Covid	Non-Covid	to Revised
	£	£	£			£
Gross Expenditure	62,712,500	59,916,700	60,802,820	586,112	300,008	886,120
Less Housing Benefit grant	(28,621,000)	(25,621,000)	(25,679,800)	-	(58,800)	(58,800)
Less Specific fees and charges income	(12,040,600)	(12,040,600)	(10,155,584)	2,110,793	(225,777)	1,885,016
Net Expenditure - broken down as below	22,050,900	22,255,100	24,967,436	2,696,905	15,431	2,712,336
Leader of the Council	2,556,200	2,544,200	2,648,900	(370)	105,070	104,700
Deputy Leader	2,419,000	2,419,000	3,256,860	63,781	774,079	837,860
Finance	4,389,000	4,434,000	4,426,500	134,745	(142,245)	(7,500)
Community Wellbeing	1,520,700	1,548,800	1,651,900	415,479	(312,379)	103,100
Housing	2,318,500	2,383,200	2,604,000	199,006	21,794	220,800
Leisure Services	48,300	48,300	547,420	483,190	15,930	499,120
Compliance, Waste & Risk	4,248,100	4,248,100	5,187,400	1,245,072	(305,772)	939,300
Planning & Economic Development	1,060,100	1,060,100	1,139,356	114,188	(34,932)	79,256
Communications & Corporate Management	2,222,400	2,285,500	2,301,780	40,673	(24,393)	16,280
Environment	1,268,600	1,283,900	1,203,320	1,141	(81,721)	(80,580)
NET EXPENDITURE AT SERVICE LEVEL	22,050,900	22,255,100	24,967,436	2,696,905	15,431	2,712,336
Salary expenditure - Vacancy monitoring	(300,000)	(300,000)	-	-	300,000	300,000
2020/21 Pay Award Settlement	-	-	40000	-	40,000	40,000
NET EXPENDITURE	21,750,900	21,955,100	25,007,436	2,696,905	355,431	3,052,336
NET EXPENDITURE	21,750,900	21,955,100	25,007,436	2,696,905	355,431	3,052,336
Covid-19 Supplementary Estimate	-	2,200,000	-	(2,200,000)	-	(2,200,000)
Asset Acquisition Income	(53,006,200)	(53,006,200)	(53,021,200)	-	(15,000)	(15,000)
Interest Payable-Long Term	24,034,600	24,034,600	24,257,600	-	223,000	223,000
Minimum Revenue Provision	11,902,900	11,902,900	11,902,900	-	-	-
Refurbishments Reserve Contributions	5,814,000	5,814,000	5,814,000	-	-	-
Asset Supervision Costs	1,130,000	1,130,000	1,130,000	-	-	-
Project Delivery Fund Contributions	1,397,400	1,397,400	1,397,400	-	-	-
Interest Receivable	(1,340,000)	(1,340,000)	(1,636,000)	398,000	(694,000)	(296,000)
Interest Payable-Short Term	200,000	200,000	430,800	230,800	-	230,800
Revenue Contributions to Capital Outlay	750,000	750,000	750,000	-	-	-
BUDGET REQUIREMENT	12,633,600	15,037,800	16,032,936	1,125,705	(130,569)	995,136
Baseline NNDR Funding	(3,000,000)	(3,000,000)	(3,000,000)	-	-	-
Non Ring-fenced Grants	(800,000)	(800,000)	(800,000)	-	-	-
Covid-19 Support Grant	-	0	(2,511,000)	(2,511,000)	-	(2,511,000)
New Homes Bonus	(551,100)	(551,100)	(551,100)	-	-	-
NET BUDGET REQUIREMENT	8,282,500	10,686,700	9,170,836	(1,385,295)	(130,569)	(1,515,864)
2019/20 Revenue carry forward	0	(204,200)	(204,200)	-	-	-
General Fund Reserves- Supplementary Estimate	-	(2,200,000)	(2,200,000)	-	-	-
Collection Fund Surplus/(deficit)	(63,000)	(63,000)	(63,000)	-	-	-
Income from Council Tax	(8,219,500)	(8,219,500)	(8,219,500)	-	-	-
Net Position	-	-	(1,515,864)	(1,385,295)	(130,569)	(1,515,864)

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REVENUE MONITORING 2020/21						
EXPENDITURE AND INCOME SUMMARY 30 SEPTEMBER 2020						
	Budget		Forecast			
Results to	Original	Revised	Outturn	Covid-19	Non-Covid-19	Total Variance
30-Sep-20	£	£	£	Variance £	Variance £	to Revised £
Leader of the Council						
Employees	2,010,400	2,010,400	2,059,700	259	49,041	49,300
Other Expenditure	1,258,100	1,246,100	1,097,150	(86)	(148,864)	(148,950)
Income	(712,300)	(712,300)	(507,950)	(550)	204,900	204,350
	2,556,200	2,544,200	2,648,900	(376)	105,076	104,700
Deputy Leader						
Employees	1,237,200	1,237,200	1,112,150	3,096	(128,146)	(125,050)
Other Expenditure	1,818,400	1,818,400	2,711,030	60,409	832,221	892,630
Income	(636,600)	(636,600)	(566,320)	280	70,000	70,280
	2,419,000	2,419,000	3,256,860	63,785	774,075	837,860
Finance						
Employees	4,140,700	4,140,700	4,011,200	0	(129,500)	(129,500)
Other Expenditure	628,800	673,800	670,800	9,750	(12,750)	(3,000)
Income	(380,500)	(380,500)	(255,500)	125,000	0	125,000
	4,389,000	4,434,000	4,426,500	134,750	(142,250)	(7,500)
Communications & Corporate Management						
Employees	1,131,100	1,176,100	1,086,980	5,958	(95,078)	(89,120)
Other Expenditure	1,131,300	1,149,400	1,252,280	21,297	81,583	102,880
Income	(40,000)	(40,000)	(37,480)	13,420	(10,900)	2,520
	2,222,400	2,285,500	2,301,780	40,675	(24,395)	16,280
Community Wellbeing						
Employees	2,087,000	2,087,000	2,015,400	11,107	(82,707)	(71,600)
Other Expenditure	845,200	873,300	765,300	(10,226)	(97,774)	(108,000)
Income	(1,411,500)	(1,411,500)	(1,128,800)	414,600	(131,900)	282,700
	1,520,700	1,548,800	1,651,900	415,481	(312,381)	103,100
Leisure Services						
Employees	222,900	222,900	239,800	448	16,452	16,900
Other Expenditure	166,000	166,000	369,320	215,842	(12,522)	203,320
Income	(340,600)	(340,600)	(61,700)	266,900	12,000	278,900
	48,300	48,300	547,420	483,190	15,930	499,120
Compliance, Waste & Risk						
Employees	5,202,200	5,202,200	5,202,400	3,070	(2,870)	200
Other Expenditure	3,427,800	3,427,800	3,081,100	0	(346,700)	(346,700)
Income	(4,381,900)	(4,381,900)	(3,096,100)	1,242,000	43,800	1,285,800
	4,248,100	4,248,100	5,187,400	1,245,070	(305,770)	939,300
Planning & Economic Development						
Employees	2,014,600	2,014,600	1,884,470	638	(130,768)	(130,130)
Other Expenditure	341,800	341,800	466,520	1,212	123,508	124,720
Income	(1,296,300)	(1,296,300)	(1,211,630)	112,340	(27,670)	84,670
	1,060,100	1,060,100	1,139,360	114,190	(34,930)	79,260
Housing						
Employees	1,958,000	1,958,000	2,075,600	63,020	54,580	117,600
Other Expenditure	31,668,400	28,733,100	29,325,300	199,179	393,021	592,200
Housing Benefit grant income	(28,621,000)	(25,621,000)	(25,679,800)	0	(58,800)	(58,800)
Income	(2,686,900)	(2,686,900)	(3,117,100)	(63,193)	(367,007)	(430,200)
	2,318,500	2,383,200	2,604,000	199,007	21,793	220,800
Environment						
Employees	984,800	984,800	984,800	818	(818)	0
Other Expenditure	437,800	453,100	391,520	321	(61,901)	(61,580)
Income	(154,000)	(154,000)	(173,000)	0	(19,000)	(19,000)
	1,268,600	1,283,900	1,203,320	1,139	(81,719)	(80,580)
NET EXPENDITURE AT SERVICE LEVEL	22,050,900	22,255,100	24,967,440	2,696,911	15,429	2,712,340
Total Employees	20,988,900	21,033,900	20,672,500	88,416	(449,816)	(361,400)
Total Other Expenditure	41,723,600	38,882,800	40,130,320	497,698	749,822	1,247,520
Housing Benefit grant income	(28,621,000)	(25,621,000)	(25,679,800)	0	(58,800)	(58,800)
Other Covid-19 Grant Income						
Total Income	(12,040,600)	(12,040,600)	(10,155,580)	2,110,797	(225,777)	1,885,020
	22,050,900	22,255,100	24,967,440	2,696,911	15,429	2,712,340
Total Expenditure	62,712,500	59,916,700	60,802,820	586,114	300,006	886,120
Total Income	(40,661,600)	(37,661,600)	(35,835,380)	0	(284,577)	1,826,220
Net	22,050,900	22,255,100	24,967,440	586,114	15,429	2,712,340

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Appendix C1									
Leader of the Council									
Results to	Budget			Actual	Forecast	Covid-19	Non-Covid-19	Total Variance	Comments
30-Sep-20	Original	Revised	YTD	YTD	Outturn	Variance	Variance	to Revised	
	£	£	£	£	£	£	£	£	
Employees	158,600	158,600	78,700	122,152	169,700	0	11,100	11,100	Higher due to overlapping of costs for the month of July for Corporate Governance. Additional costs for Procurement are expected to be recharged to Capital Projects
Other Expenditure	7,200	7,200	3,600	19,974	21,200	0	14,000	14,000	Additional consultants costs relating to recruitment of Group Head post.
Income	0	0	0	0	0	0	0	0	
Corporate Governance	165,800	165,800	82,300	142,126	190,900	0	25,100	25,100	
Employees	12,100	12,100	8,500	8,923	12,900	0	800	800	
Other Expenditure	407,700	407,700	185,200	165,419	394,400	0	(13,300)	(13,300)	Savings expected against members allowances
Income	0	0	0	0	0	0	0	0	
Democratic Rep & Management	419,800	419,800	193,700	174,343	407,300	0	(12,500)	(12,500)	
Employees	2,300	2,300	1,100	0	0	0	(2,300)	(2,300)	
Other Expenditure	7,900	7,900	3,900	0	0	0	(7,900)	(7,900)	
Income	0	0	0	0	0	0	0	0	
Elections	10,200	10,200	5,000	0	0	0	(10,200)	(10,200)	No expenditure if there is no by elections
Employees	152,600	152,600	76,900	78,488	157,200	0	4,600	4,600	
Other Expenditure	100,900	100,900	31,000	29,725	104,900	0	4,000	4,000	
Income	(1,000)	(1,000)	(500)	(8,689)	(9,600)	0	(8,600)	(8,600)	Additional Individual Electoral Registration (IER) Grant funding of £8.5k to fund the additional costs as above
Electoral Registration	252,500	252,500	107,400	99,525	252,500	0	0	0	
Employees	505,400	505,400	248,600	289,664	591,300	235	85,665	85,900	Additional legal work relating to Litigation & S106 is being undertaken by Agency/ Temporary staff, partially expected to be off-set by additional income
Other Expenditure	26,600	26,600	25,100	35,122	36,000	(116)	9,516	9,400	Higher software costs by £4k due to upgrade and higher Books & publications by £3k and remainder relates to consultants costs
Income	(77,500)	(77,500)	(8,800)	(25,407)	(111,000)	0	(33,500)	(33,500)	Higher income due to more activity
Legal	454,500	454,500	264,900	299,379	516,300	119	61,681	61,800	
Employees	119,100	119,100	59,000	52,202	111,100	0	(8,000)	(8,000)	Savings expected due to a vacant post
Other Expenditure	24,900	24,900	12,300	12,548	24,900	0	0	0	
Income	0	0	0	0	0	0	0	0	
Committee Services	144,000	144,000	71,300	64,750	136,000	0	(8,000)	(8,000)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	82,400	82,400	41,200	12,968	83,090	0	690	690	
Income	(83,800)	(83,800)	(41,900)	(57,747)	(84,350)	(550)	0	(550)	Current budgeted income due to be received.
General Property Expenses	(1,400)	(1,400)	(700)	(44,779)	(1,260)	(550)	690	140	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	0	0	0	530	1,560	0	1,560	1,560	Cleaning costs for the Lammas Pavilion.
Income	0	0	0	0	0	0	0	0	
Sea Cadets	0	0	0	530	1,560	0	1,560	1,560	
Employees	0	0	0	0	0	0	0	0	This is an old budget now due to the acquisition of the Elmsleigh Centre.
Other Expenditure	160,000	160,000	80,000	0	0	0	(160,000)	(160,000)	
Income	(550,000)	(550,000)	(275,000)	(150,000)	(300,000)	0	250,000	250,000	
Staines Town Centre Management	(390,000)	(390,000)	(195,000)	(150,000)	(300,000)	0	90,000	90,000	
Employees	317,300	317,300	149,000	152,187	322,500	25	5,175	5,200	Additional overtime payments and higher superannuation payments against the budget, expected to be funded through other lines
Other Expenditure	57,300	75,300	15,000	15,832	75,300	0	0	0	
Income	0	0	0	(5)	0	0	0	0	
HR	374,600	392,600	164,000	168,014	397,800	25	5,175	5,200	
Employees	57,900	57,900	29,700	31,222	59,900	0	2,000	2,000	
Other Expenditure	800	800	400	95	400	30	(430)	(400)	
Income	0	0	0	0	0	0	0	0	
Payroll	58,700	58,700	30,100	31,317	60,300	30	1,570	1,600	
Employees	685,100	685,100	338,500	284,891	635,100	0	(50,000)	(50,000)	Savings expected due to vacant posts, expected to be covered by additional payments
Other Expenditure	382,400	352,400	194,100	230,675	355,400	0	3,000	3,000	
Income	0	0	0	(3,500)	(3,000)	0	(3,000)	(3,000)	
Information & Comms Technology	1,067,500	1,037,500	532,600	512,066	987,500	0	(50,000)	(50,000)	
Total Employees	2,010,400	2,010,400	990,000	1,019,729	2,059,700	259	49,041	49,300	
Total Other Expenditure	1,258,100	1,246,100	591,800	522,889	1,097,150	(86)	(148,864)	(148,950)	
Total Income	(712,300)	(712,300)	(326,200)	(245,347)	(507,950)	(550)	204,900	204,350	
	2,556,200	2,544,200	1,255,600	1,297,270	2,648,900	(376)	105,076	104,700	

Appendix C2									
Deputy Leader									
Results to	Budget			Actual	Forecast	Covid-19	Non-Covid-19	Total Variance	Comments
30-Sep-20	Original	Revised	YTD	YTD	Outturn	Variance	Variance	to Revised	
	£	£	£	£	£	£	£	£	
Employees	629,300	629,300	314,600	332,533	484,650	0	(144,650)	(144,650)	2 vacant posts and a underspend on agency staff.
Other Expenditure	406,600	406,600	203,300	247,069	465,350	59,259	(509)	58,750	Current cost of £58k on unbudgeted Covid19 expenditure, include the Stanwell foodbank.
Income	(635,600)	(635,600)	(14,200)	(9,800)	(565,600)	0	70,000	70,000	Year end transfer from set asides to fund expenditure, public halls income expected to be on target (£24.5k). Landid are being kept on for an extra quarter and this will cost £70k. This was funded by the set asides and factored in that only 2 quarters of payments would be made, now there will be 3.
Asset Mgn Administration	400,300	400,300	503,700	569,803	384,400	59,259	(75,159)	(15,900)	
Employees	0	0	0	0	0	0	0	0	This covers revenue costs for properties being developed or awaiting development.
Other Expenditure	0	0	0	738,155	837,780	0	837,780	837,780	£15k show home furniture for Ceaser Court(potentially moving to 43k per committments, extra not forecasted), £151k service charge liability for Elmsleigh Multi-story Car Park, £151k Hannover House empty costs, £498k Thameside House running costs (electricity & insurance and a big rates demand), £7k Benwell insruance liability and running costs for Oast House totalling £14 approx.
Income	0	0	0	0	0	0	0	0	
Development Properties	0	0	0	738,155	837,780	0	837,780	837,780	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	1,284,100	1,284,100	642,200	403,397	1,284,100	0	0	0	Expected to be on budget.
Income	0	0	0	280	280	280	0	280	Credit note relating to the previous FY has caused this charge.
Planned Maintenance Program	1,284,100	1,284,100	642,200	403,677	1,284,380	280	0	280	
Employees	213,300	213,300	95,200	97,142	216,500	0	3,200	3,200	
Other Expenditure	8,400	8,400	4,000	1,681	5,000	1,150	(4,550)	(3,400)	
Income	0	0	0	0	0	0	0	0	
Chief Executive	221,700	221,700	99,200	98,824	221,500	1,150	(1,350)	(200)	
Employees	274,000	274,000	135,700	138,406	281,000	0	7,000	7,000	Additional allowance payment to one member of staff as S151 officer
Other Expenditure	2,400	2,400	1,300	(79,297)	2,400	0	0	0	Early pension payment of £80k due to Surrey County Council is still outstanding and waiting to be charged
Income	0	0	0	0	0	0	0	0	
Deputy Chief Executives	276,400	276,400	137,000	59,109	283,400	0	7,000	7,000	
Employees	120,600	120,600	59,400	68,576	130,000	3,096	6,304	9,400	Honorarium is being paid to 2 members of staff for additional responsibilities and additional costs relating to Covid-19
Other Expenditure	4,800	4,800	2,400	1,908	4,300	0	(500)	(500)	i
Income	0	0	0	0	0	0	0	0	
MaT Secretariat & Support	125,400	125,400	61,800	70,485	134,300	3,096	5,804	8,900	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	112,100	112,100	41,700	39,861	112,100	0	0	0	
Income	(1,000)	(1,000)	0	0	(1,000)	0	0	0	
Emergency Planning	111,100	111,100	41,700	39,861	111,100	0	0	0	
Total Employees	1,237,200	1,237,200	604,900	636,657	1,112,150	3,096	(128,146)	(125,050)	
Total Other Expenditure	1,818,400	1,818,400	894,900	1,352,775	2,711,030	60,409	832,221	892,630	
Total Income	(636,600)	(636,600)	(14,200)	(9,520)	(566,320)	280	70,000	70,280	
	2,419,000	2,419,000	1,485,600	1,979,913	3,256,860	63,785	774,075	837,860	

Appendix C3									
Finance									
Results to	Budget			Actual	Forecast	Covid-19	Non-Covid-19	Total Variance	Comments
30-Sep-20	Original	Revised	YTD	YTD	Outturn	Variance	Variance	to Revised	
	£	£	£	£	£	£	£	£	
Employees	659,700	659,700	326,500	307,464	659,700	0	0	0	Vacant posts are being covered by agency staff which are usually paid in arrears
Other Expenditure	46,900	76,900	30,900	29,271	76,900	75	(75)	0	
Income	(69,000)	(69,000)	0	(74)	(69,000)	0	0	0	
Accountancy	637,600	667,600	357,400	336,661	667,600	75	(75)	0	
Employees	2,330,000	2,330,000	1,165,000	(207,654)	2,330,000	0	0	0	Added years Pension & compensation payments of £1.93m for previous financial years is still due to Surrey County Council and September payment for current financial year is actually made one month in arrears
Other Expenditure	61,600	61,600	22,200	20,446	58,600	0	(3,000)	(3,000)	
Income	0	0	0	0	0	0	0	0	
Unapportionable CentralO/Heads	2,391,600	2,391,600	1,187,200	(187,208)	2,388,600	0	(3,000)	(3,000)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	
Misc Expenses	0	0	0	0	0	0	0	0	
Employees	101,000	101,000	49,600	47,028	96,500	0	(4,500)	(4,500)	
Other Expenditure	71,700	86,700	12,900	(106,006)	86,700	0	0	0	Early pension payment of £117k due to Surrey County Council is still outstanding and waiting to be charged
Income	0	0	0	0	0	0	0	0	
Audit	172,700	187,700	62,500	(58,978)	183,200	0	(4,500)	(4,500)	
Employees	1,050,000	1,050,000	524,300	450,858	925,000	0	(125,000)	(125,000)	Savings expected due to vacant posts, partially to be used to pay for temporary staff to clear back log of work
Other Expenditure	448,600	448,600	302,400	313,168	448,600	9,675	(9,675)	0	
Income	(311,500)	(311,500)	0	0	(186,500)	125,000	0	125,000	Income is expected to be low due to Covid-19 crisis
CServ Management & Support	1,187,100	1,187,100	826,700	764,026	1,187,100	134,675	(134,675)	0	
Total Employees	4,140,700	4,140,700	2,065,400	597,696	4,011,200	0	(129,500)	(129,500)	
Total Other Expenditure	628,800	673,800	368,400	256,879	670,800	9,750	(12,750)	(3,000)	
Total Income	(380,500)	(380,500)	0	(74)	(255,500)	125,000	0	125,000	
	4,389,000	4,434,000	2,433,800	854,501	4,426,500	134,750	(142,250)	(7,500)	

Appendix C5									
Community Wellbeing									
Results to	Budget			Actual	Forecast	Covid-19	Non-Covid-19	Total Variance	Comments
30-Sep-20	Original	Revised	YTD	YTD	Outturn	Variance	Variance	to Revised	
	£	£	£	£	£	£	£	£	
Employees	107,300	107,300	52,800	48,241	102,400	158	(5,058)	(4,900)	
Other Expenditure	82,900	82,900	41,200	32,385	84,600	0	1,700	1,700	
Income	(205,000)	(205,000)	(147,300)	(201,312)	(240,200)	0	(35,200)	(35,200)	Surrey Telecare grant of £10k & additional SPAN income
Span	(14,800)	(14,800)	(53,300)	(120,687)	(53,200)	158	(38,558)	(38,400)	
Employees	451,900	451,900	226,100	188,544	388,500	7,752	(71,152)	(63,400)	Vacant positions hoping to be filled by January 2021
Other Expenditure	19,300	19,300	8,000	8,615	19,300	0	0	0	
Income	(20,000)	(20,000)	(10,000)	0	(20,000)	0	0	0	
Com Care Administration	451,200	451,200	224,100	197,159	387,800	7,752	(71,152)	(63,400)	
Employees	622,200	622,200	308,900	245,154	523,400	2,079	(100,879)	(98,800)	Vacant positions hoping to be filled by January 2021
Other Expenditure	289,800	289,800	155,000	73,399	177,500	774	(113,074)	(112,300)	Supplies and services costs lower due to COVID19
Income	(394,200)	(394,200)	(197,400)	(8,862)	(30,200)	364,000	0	364,000	Income impacted by closure of Day Centres due to COVID19
Day Centres	517,800	517,800	266,500	309,692	670,700	366,852	(213,952)	152,900	
Employees	124,600	124,600	61,100	65,891	135,600	1,119	9,881	11,000	Evening MOW Driver to start in December, funded by residual balance of PPP grant
Other Expenditure	87,400	87,400	47,100	53,195	96,200	0	8,800	8,800	
Income	(160,300)	(160,300)	(68,400)	(88,750)	(177,400)	(17,100)	0	(17,100)	Additional meals ordered due to COVID 19
Meals on Wheels	51,700	51,700	39,800	30,337	54,400	(15,981)	18,681	2,700	
Employees	525,600	525,600	260,600	250,843	617,100	0	91,500	91,500	Additional costs relating to Social Workers funded through additional income from Surrey County Council
Other Expenditure	12,400	12,400	6,100	8,616	17,200	0	4,800	4,800	
Income	(538,000)	(538,000)	(538,000)	(555,434)	(634,700)	0	(96,700)	(96,700)	Please see above
Spelthorne Troubled Families	0	0	(271,300)	(295,975)	(400)	0	(400)	(400)	
Employees	199,600	199,600	96,300	92,133	199,600	0	0	0	
Other Expenditure	48,100	48,100	14,600	6,463	32,100	(16,000)	0	(16,000)	Savings expected against overall transport budget due to less usage due to Covid-19
Income	(94,000)	(94,000)	(36,900)	(4,021)	(26,300)	67,700	0	67,700	Income for the year is expected to be lower than budget due to the COVID-19 crisis
SAT	153,700	153,700	74,000	94,575	205,400	51,700	0	51,700	
Employees	55,800	55,800	27,700	24,163	48,800	0	(7,000)	(7,000)	
Other Expenditure	82,700	87,100	42,900	12,712	92,100	5,000	0	5,000	
Income	0	0	0	0	0	0	0	0	
People & Partnerships	138,500	142,900	70,600	36,874	140,900	5,000	(7,000)	(2,000)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	209,600	222,900	111,500	118,250	222,900	0	0	0	
Income	0	0	0	0	0	0	0	0	
General Grants	209,600	222,900	111,500	118,250	222,900	0	0	0	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	13,000	23,400	10,000	0	23,400	0	0	0	
Income	0	0	0	0	0	0	0	0	
Research & Consultation	13,000	23,400	10,000	0	23,400	0	0	0	
Total Employees	2,087,000	2,087,000	1,033,500	914,970	2,015,400	11,107	(82,707)	(71,600)	
Total Other Expenditure	845,200	873,300	436,400	313,635	765,300	(10,226)	(97,774)	(108,000)	
Total Income	(1,411,500)	(1,411,500)	(998,000)	(858,379)	(1,128,800)	414,600	(131,900)	282,700	
	1,520,700	1,548,800	471,900	370,226	1,651,900	415,481	(312,381)	103,100	

Appendix C9									
Housing									
Results to	Budget			Actual	Forecast	Covid-19	Non-Covid-19	Total Variance	Comments
30-Sep-20	Original	Revised	YTD	YTD	Outturn	Variance	Variance	to Revised	
	£	£	£	£	£	£	£	£	
Employees	1,327,400	1,327,400	658,600	734,060	1,457,000	63,020	66,580	129,600	Overspend due to Heads of Housing working additional hours due to COVID19. One post not budgeted for, as transferred from Family Support. Increase in Super contributions
Other Expenditure	62,500	56,500	21,100	17,757	58,600	63	2,037	2,100	
Income	(33,900)	(33,900)	(16,900)	(10)	(74,000)	0	(40,100)	(40,100)	Increase of reimbursements for RSI & KGE at end of year in line with 19/20 actuals
Housing Needs	1,356,000	1,350,000	662,800	751,807	1,441,600	63,083	28,517	91,600	
Employees	39,000	39,000	19,500	0	39,000	0	0	0	
Other Expenditure	2,892,200	2,898,200	1,438,100	2,009,188	3,469,300	199,116	371,984	571,100	
Income	(2,353,000)	(2,353,000)	(1,422,700)	(1,588,645)	(2,672,500)	(63,193)	(256,307)	(319,500)	
Homelessness	578,200	584,200	34,900	420,543	835,800	135,923	115,677	251,600	B&B costs higher than budgeted, due to COVID19
Employees	591,600	591,600	292,600	286,581	579,600	0	(12,000)	(12,000)	Two part time posts vacant
Other Expenditure	41,700	41,700	19,300	40,180	60,700	0	19,000	19,000	Software costs to be covered by new burdens grants
Income	(300,000)	(300,000)	(150,200)	(265,509)	(370,600)	0	(70,600)	(70,600)	Additional new burdens grants received
Housing Benefits Admin	333,300	333,300	161,700	61,252	269,700	0	(63,600)	(63,600)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	28,672,000	25,736,700	14,357,400	12,614,941	25,736,700	0	0	0	
Income	(28,621,000)	(25,621,000)	(14,310,400)	(11,418,674)	(25,679,800)	0	(58,800)	(58,800)	Increase in DHP Contribution, amount not known until after budget set
Housing Benefits Payments	51,000	115,700	47,000	1,196,267	56,900	0	(58,800)	(58,800)	
Total Employees	1,958,000	1,958,000	970,700	1,020,641	2,075,600	63,020	54,580	117,600	
Total Other Expenditure	31,668,400	28,733,100	15,835,900	14,682,067	29,325,300	199,179	393,021	592,200	
Total Income	(31,307,900)	(28,307,900)	(15,900,200)	(13,272,838)	(28,796,900)	(63,193)	(425,807)	(489,000)	
	2,318,500	2,383,200	906,400	2,429,870	2,604,000	199,007	21,793	220,800	

Appendix C6									
Leisure Services									
Results to	Budget			Actual	Forecast	Covid-19	Non-Covid-19	Total Variance	Comments
30-Sep-20	Original	Revised	YTD	YTD	Outturn	Variance	Variance	to Revised	
	£	£	£	£	£	£	£	£	
Employees	207,200	207,200	102,600	112,349	225,600	267	18,133	18,400	Additional costs incurred covering two posts on maternity leave
Other Expenditure	11,200	11,200	5,500	4,700	11,800	613	(13)	600	
Income	0	0	0	0	0	0	0	0	
Leisure Administration	218,400	218,400	108,100	117,049	237,400	879	18,121	19,000	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	57,600	57,600	48,000	48,000	217,220	159,620	0	159,620	Payment Holiday of profit share & employee contributions, due to impact of COVID19 as agreed by Cabinet
Income	(260,300)	(260,300)	0	0	0	260,300	0	260,300	Additional income as per contract
Spelthorne Leisure Centre	(202,700)	(202,700)	48,000	48,000	217,220	419,920	0	419,920	
Employees	12,600	12,600	6,300	6,397	12,700	181	(81)	100	
Other Expenditure	3,300	3,300	2,100	2,579	6,100	0	2,800	2,800	
Income	(3,100)	(3,100)	(1,600)	332	(1,800)	1,300	0	1,300	
Resource Centre	12,800	12,800	6,800	9,308	17,000	1,481	2,719	4,200	
Employees	1,600	1,600	700	40	200	0	(1,400)	(1,400)	
Other Expenditure	17,900	17,900	8,900	5,560	12,300	0	(5,600)	(5,600)	
Income	(6,500)	(6,500)	(3,200)	1,000	(3,000)	3,500	0	3,500	
Sports Development	13,000	13,000	6,400	6,600	9,500	3,500	(7,000)	(3,500)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	0	0	0	
Income	(46,200)	(46,200)	(8,200)	(8,200)	(46,200)	0	0	0	
Sunbury Golf Club	(46,200)	(46,200)	(8,200)	(8,200)	(46,200)	0	0	0	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	1,100	1,100	100	0	1,100	0	0	0	
Income	0	0	0	0	0	0	0	0	
Safeguarding	1,100	1,100	100	0	1,100	0	0	0	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	5,400	5,400	4,400	5,008	6,000	0	600	600	
Income	(8,000)	(8,000)	(8,000)	0	(8,000)	0	0	0	
Museum	(2,600)	(2,600)	(3,600)	5,008	(2,000)	0	600	600	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	24,800	24,800	12,800	4,896	24,800	0	0	0	
Income	0	0	0	0	0	0	0	0	
Youth	24,800	24,800	12,800	4,896	24,800	0	0	0	
Employees	0	0	0	636	1,300	0	1,300	1,300	
Other Expenditure	5,000	5,000	2,500	0	2,600	0	(2,400)	(2,400)	
Income	(600)	(600)	(300)	0	(300)	300	0	300	
Active Lifestyle	4,400	4,400	2,200	636	3,600	300	(1,100)	(800)	
Employees	1,500	1,500	700	0	0	0	(1,500)	(1,500)	
Other Expenditure	29,800	29,800	19,600	13,063	26,000	0	(3,800)	(3,800)	
Income	(3,000)	(3,000)	(1,500)	0	(1,500)	1,500	0	1,500	
Arts Development	28,300	28,300	18,800	13,063	24,500	1,500	(5,300)	(3,800)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	2,000	2,000	1,000	0	1,000	0	(1,000)	(1,000)	
Income	0	0	0	0	0	0	0	0	
Events	2,000	2,000	1,000	0	1,000	0	(1,000)	(1,000)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	7,900	7,900	4,600	55,701	60,400	55,609	(3,109)	52,500	Higher expenditure relating to Health & Safety due to covid-19 crisis
Income	(12,900)	(12,900)	(6,500)	(468)	(900)	0	12,000	12,000	No income is expected for Health & Safety as no external courses are to taken due to other priority work and Public Health reimbursement income is expected to be lower against the budget
Public Health	(5,000)	(5,000)	(1,900)	55,233	59,500	55,609	8,891	64,500	
Total Employees	222,900	222,900	110,300	119,422	239,800	448	16,452	16,900	
Total Other Expenditure	166,000	166,000	109,500	139,508	369,320	215,842	(12,522)	203,320	
Total Income	(340,600)	(340,600)	(29,300)	(7,336)	(61,700)	266,900	12,000	278,900	
	48,300	48,300	190,500	251,593	547,420	483,190	15,930	499,120	

Appendix C7									
Compliance, Waste & Risk									
Results to 30-Sep-20	Budget			Actual	Forecast	Covid-19	Non-Covid-19	Total Variance	Comments
	Original	Revised	YTD	YTD	Outturn	Variance	Variance	to Revised	
	£	£	£	£	£	£	£	£	
Employees	457,000	457,000	226,000	189,717	457,000	0	0	0	Vacant posts are being covered by agency staff and additional paymernts which are usually paid in arrears
Other Expenditure	1,001,300	1,001,300	731,400	237,662	648,300	0	(353,000)	(353,000)	Savings expected of £258k against Business Rates budget mainly due to no Business rates paid for Elmsleigh Centre & Elmsleigh Road Car Parks and lower rates for Bridge Street Car park. £95k savings as no rental payment due to Surrey County Council for Oast House within Kingston Road car park in this financial year as this was purchased recently and annual On- Strret parking payment due to Surrey County Council is also outstanding for 2019/20
Income	(2,126,200)	(2,126,200)	(1,017,600)	(222,800)	(1,283,200)	843,000	0	843,000	Income for the year is expected to be lower than budget due to the COVID-19 crisis.
Car Parks	(667,900)	(667,900)	(60,200)	204,579	(177,900)	843,000	(353,000)	490,000	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	28,800	28,800	20,700	21,978	28,800	0	0	0	
Income	(351,100)	(351,100)	(170,000)	(208,752)	(400,000)	0	(48,900)	(48,900)	Income is expected to exceed the budget target due to an increase in number of deaths.
Cemeteries	(322,300)	(322,300)	(149,300)	(186,774)	(371,200)	0	(48,900)	(48,900)	
Employees	67,500	67,500	33,400	33,466	67,700	50	150	200	
Other Expenditure	176,900	176,900	93,300	92,208	174,900	0	(2,000)	(2,000)	
Income	0	0	0	0	0	0	0	0	
Community Safety	244,400	244,400	126,700	125,674	242,600	50	(1,850)	(1,800)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	116,200	116,200	104,500	112,491	116,200	0	0	0	
Income	0	0	0	0	0	0	0	0	
Depot	116,200	116,200	104,500	112,491	116,200	0	0	0	
Employees	1,175,200	1,175,200	580,800	554,813	1,175,200	2,500	(2,500)	0	Vacant posts are being covered by agency staff which are usually paid in arrears
Other Expenditure	136,300	136,300	80,600	82,742	136,300	0	0	0	
Income	(24,200)	(24,200)	(20,600)	(2,940)	(7,000)	0	17,200	17,200	No management recharge income from Runnymede BC due to cease of contract
DS Management & Support	1,287,300	1,287,300	640,800	634,615	1,304,500	2,500	14,700	17,200	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	2,500	2,500	1,100	130	200	0	(2,300)	(2,300)	
Income	(4,500)	(4,500)	(2,300)	(755)	(1,000)	0	3,500	3,500	
Food Safety	(2,000)	(2,000)	(1,200)	(625)	(800)	0	1,200	1,200	
Employees	1,294,500	1,294,500	630,200	624,108	1,294,500	0	0	0	Vacant posts are being covered by agency staff and additional overtime payments which are usually made in arrears
Other Expenditure	643,300	643,300	255,100	257,330	643,300	0	0	0	
Income	(248,600)	(248,600)	(120,900)	(112,516)	(248,600)	0	0	0	
Grounds Maintenance	1,689,200	1,689,200	764,400	768,922	1,689,200	0	0	0	
Employees	215,200	215,200	106,900	81,640	215,200	0	0	0	Vacant post is expected to be covered by agency/temporary staff which are usually paid in arrears
Other Expenditure	5,400	5,400	2,600	3,674	6,500	0	1,100	1,100	
Income	(115,600)	(115,600)	(59,600)	(53,959)	(79,600)	36,000	0	36,000	Income for the year is expected to be lower than budget due to the COVID-19 crisis.
Licensing	105,000	105,000	49,900	31,356	142,100	36,000	1,100	37,100	
Employees	1,333,700	1,333,700	670,500	677,249	1,333,700	0	0	0	Vacant posts are being covered by agency staff and 3 members of staff are on long term sick leave also being covered by additional payments.
Other Expenditure	886,000	886,000	685,300	644,777	886,000	0	0	0	
Income	(793,000)	(793,000)	(696,500)	(761,553)	(834,000)	109,000	(150,000)	(41,000)	Refuse Collection income is expected to be lower against the budget due to Covid-19 crisis, off- set by higher Green wastes bins income due to more activity
Refuse Collection	1,426,700	1,426,700	659,300	560,473	1,385,700	109,000	(150,000)	(41,000)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	113,300	113,300	59,000	68,599	123,100	0	9,800	9,800	Higher Business Rates
Income	(250,000)	(250,000)	(125,000)	(30,566)	(60,000)	190,000	0	190,000	Income for the year is expected to be lower than budget due to the COVID-19 crisis.
Staines Market	(136,700)	(136,700)	(66,000)	38,034	63,100	190,000	9,800	199,800	
Employees	659,100	659,100	326,200	295,626	659,100	520	(520)	0	Vacant posts are being covered by agency staff which are usually paid in arrears
Other Expenditure	314,500	314,500	222,500	215,438	314,500	0	0	0	
Income	(47,700)	(47,700)	(47,700)	(46,660)	(46,700)	0	1,000	1,000	
Street Cleaning	925,900	925,900	501,000	464,404	926,900	520	480	1,000	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	3,300	3,300	1,800	1,072	3,000	0	(300)	(300)	
Income	(79,000)	(79,000)	(39,500)	(19,909)	(25,000)	54,000	0	54,000	Income for the year is expected to be lower than budget due to the COVID-19 crisis.
Taxi Licensing	(75,700)	(75,700)	(37,700)	(18,837)	(22,000)	54,000	(300)	53,700	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	0	0	0	
Income	(342,000)	(342,000)	(12,500)	40,296	(111,000)	10,000	221,000	231,000	Income is expected to remain below the budget due to changes to the financial mechanism system and increases in charges, which has resulted in lower income from Surrey County Council. School Recycling income is also lower by £10k due to Covid-19 crisis
Waste Recycling	(342,000)	(342,000)	(12,500)	40,296	(111,000)	10,000	221,000	231,000	
Total Employees	5,202,200	5,202,200	2,574,000	2,456,621	5,202,400	3,070	(2,870)	200	
Total Other Expenditure	3,427,800	3,427,800	2,257,900	1,738,102	3,081,100	0	(346,700)	(346,700)	
Total Income	(4,381,900)	(4,381,900)	(2,312,200)	(1,420,113)	(3,096,100)	1,242,000	43,800	1,285,800	
	4,248,100	4,248,100	2,519,700	2,774,610	5,187,400	1,245,070	(305,770)	939,300	

Appendix C8									
Planning & Economic Development									
Results to	Budget			Actual	Forecast	Covid-19	Non-Covid-19	Total Variance	Comments
30-Sep-20	Original	Revised	YTD	YTD	Outturn	Variance	Variance	to Revised	
	£	£	£	£	£	£	£	£	
Employees	423,200	423,200	209,800	196,076	403,200	638	(20,638)	(20,000)	Savings expected due to a vacant post
Other Expenditure	18,400	18,400	9,700	6,427	18,400	0	0	0	
Income	(410,000)	(410,000)	(205,000)	(147,308)	(307,500)	102,500	0	102,500	Income for the year is expected to be lower than budget due to the COVID-19 crisis.
Building Control	31,600	31,600	14,500	55,196	114,100	103,138	(20,638)	82,500	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	0	0	0	
Income	0	0	0	(296,009)	0	0	0	0	SBC is able to retain 5% of this income to administer CIL. Amounts received in year rely on levies on developments making it difficult to forecast for.
Community Infrastructure Levy	0	0	0	(296,009)	0	0	0	0	
Employees	145,700	145,700	72,700	57,807	146,800	0	1,100	1,100	Recent restructure and new post created for Town Centre Manager. This post is to be funded from the NNDR retention cash allocated to Economic Development.
Other Expenditure	46,700	46,700	23,200	13,300	118,400	132	71,568	71,700	Overspend relating to NNDR retention funded projects for Business Incuator, Town Centre cycle racks and other Town Centre related work / improvements.
Income	0	0	0	0	(42,850)	0	(42,850)	(42,850)	EM3 grant expected to be received soon
Economic Development	192,400	192,400	95,900	71,108	222,350	132	29,818	29,950	
Employees	66,100	66,100	33,100	29,961	59,850	0	(6,250)	(6,250)	Full time post budget being temporary worked against part time.
Other Expenditure	27,500	27,500	13,600	11,501	16,800	35	(10,735)	(10,700)	Less money to be sent onto SCC due to lower collections with search fees.
Income	(155,000)	(155,000)	(77,500)	(61,298)	(77,500)	77,500	0	77,500	Impact on searches in first quarter due to main lockdown period of Covid 19. We have seen a pick up with searches in Q2 but remain cautious on the impact of another lockdown which may be looming in Q3.
Land Charges	(61,400)	(61,400)	(30,800)	(19,837)	(850)	77,535	(16,985)	60,550	
Employees	986,300	986,300	493,200	453,249	915,620	0	(70,680)	(70,680)	Two current vacancies.
Other Expenditure	169,200	169,200	84,500	99,906	181,300	914	11,186	12,100	Variance due to additional legal costs resulting from planning disputes. If these appeals and cases are successul, some income may be received to reimburse these costs.
Income	(632,100)	(632,100)	(316,100)	(418,539)	(727,160)	(95,060)	0	(95,060)	We are forecasting to receive 72% of the planning fee budget & pre-application advice budget for the year. It is expected that we will receive £245k in PPAs which will offset any loss in income at these levels.
Planning Development Control	523,400	523,400	261,600	134,616	369,760	(94,146)	(59,494)	(153,640)	
Employees	393,300	393,300	196,700	202,776	359,000	0	(34,300)	(34,300)	1 vacancy and hours reduction for 1 employee.
Other Expenditure	71,700	71,700	35,800	64,615	123,600	131	51,769	51,900	Costs associated with local plan. Although not budgeted, these costs were largely expected this year for our local plan.
Income	(71,800)	(71,800)	0	(350)	(56,620)	0	15,180	15,180	This is to fund 2 CIL posts, currently only one post is filled. Variance here will be offset by favourable variance in staff costs.
Planning Policy	393,200	393,200	232,500	267,041	425,980	131	32,649	32,780	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	8,300	8,300	5,200	4,150	8,000	0	(300)	(300)	
Income	(27,400)	(27,400)	(18,200)	64	0	27,400	0	27,400	No Income for the year is expected for this financial year due to the COVID-19 crisis.
Public Halls	(19,100)	(19,100)	(13,000)	4,213	8,000	27,400	(300)	27,100	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	0	0	0	24	20	0	20	20	
Income	0	0	0	0	0	0	0	0	
Staines Upon Thames Programme	0	0	0	24	20	0	20	20	
Total Employees	2,014,600	2,014,600	1,005,500	939,870	1,884,470	638	(130,768)	(130,130)	
Total Other Expenditure	341,800	341,800	172,000	199,923	466,520	1,212	123,508	124,720	
Total Income	(1,296,300)	(1,296,300)	(616,800)	(923,441)	(1,211,630)	112,340	(27,670)	84,670	
	1,060,100	1,060,100	560,700	216,353	1,139,360	114,190	(34,930)	79,260	

Appendix C4									
Communications & Corporate Management									
Results to	Budget			Actual	Forecast	Covid-19	Non-Covid-19	Total Variance	Comments
30-Sep-20	Original	Revised	YTD	YTD	Outturn	Variance	Variance	to Revised	
	£	£	£	£	£	£	£	£	
Employees	256,000	256,000	131,000	119,001	202,300	1,944	(55,644)	(53,700)	Savings expected against overall Retention Allowance budget
Other Expenditure	154,100	172,200	86,600	165,802	258,600	16,584	69,816	86,400	Expenditure on River Thames Improvements of £29k to be funded through reserves, increase in bank charges and expenditure Covid-19 crisis
Income	0	0	0	0	0	0	0	0	
Corporate Management	410,100	428,200	217,600	284,803	460,900	18,528	14,172	32,700	
Employees	0	0	(50,000)	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	0	0	0	
Income	0	0	0	0	0	0	0	0	
Corporate Savings	0	0	(50,000)	0	0	0	0	0	
Employees	214,000	214,000	107,100	89,961	176,780	2,266	(39,486)	(37,220)	1 vacancy - this post will be deleted for 2020-21.
	526,600	526,600	257,000	109,387	543,080	4,714	11,766	16,480	Public address system causing overspend to budget along with extra cleaning products required to deal with Covid19. There is potential scope for this to be funded through budgets unspent for equipment purchases and maintenance.
Other Expenditure									Credit note issued on invoice relating to 1920.
Income	0	0	0	13,416	13,420	13,420	0	13,420	
Facilities Management	740,600	740,600	364,100	212,764	733,280	20,400	(27,720)	(7,320)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	319,100	319,100	0	0	319,100	0	0	0	
Income	(35,000)	(35,000)	0	(897)	(35,900)	0	(900)	(900)	
Insurance	284,100	284,100	0	(897)	283,200	0	(900)	(900)	
Employees	188,600	188,600	93,200	106,911	190,400	1,747	53	1,800	Any overspends will be recharged to Leisure Centre project
Other Expenditure	68,000	68,000	33,800	32,339	68,000	0	0	0	
Income	(5,000)	(5,000)	0	0	(15,000)	0	(10,000)	(10,000)	Expected higher recharges to Runnymede BC for shared services
Corporate Publicity	251,600	251,600	127,000	139,250	243,400	1,747	(9,947)	(8,200)	
Employees	472,500	517,500	235,600	233,114	517,500	0	0	0	
Other Expenditure	63,500	63,500	1,500	2,231	63,500	0	0	0	
Income	0	0	0	2	0	0	0	0	
Project Management	536,000	581,000	237,100	235,347	581,000	0	0	0	
Total Employees	1,131,100	1,176,100	516,900	548,987	1,086,980	5,958	(95,078)	(89,120)	
Total Other Expenditure	1,131,300	1,149,400	378,900	309,758	1,252,280	21,297	81,583	102,880	
Total Income	(40,000)	(40,000)	0	12,521	(37,480)	13,420	(10,900)	2,520	
	2,222,400	2,285,500	895,800	871,267	2,301,780	40,675	(24,395)	16,280	

Appendix C10									
Environment									
Results to	Budget			Actual	Forecast	Covid-19	Non-Covid-19	Total Variance	Comments
30-Sep-20	Original	Revised	YTD	YTD	Outturn	Variance	Variance	to Revised	
	£	£	£	£	£	£	£	£	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	3,500	3,500	2,300	2,840	3,500	0	0	0	
Income	0	0	0	0	0	0	0	0	
Abandoned Vehicles	3,500	3,500	2,300	2,840	3,500	0	0	0	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	23,000	23,000	7,300	7,938	23,000	0	0	0	
Income	(30,500)	(30,500)	(500)	(1,077)	(30,500)	0	0	0	
Allotments	(7,500)	(7,500)	6,800	6,861	(7,500)	0	0	0	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	25,300	25,300	24,100	3,247	4,800	0	(20,500)	(20,500)	No Business rates payment
Income	0	0	0	0	0	0	0	0	
Bus Station	25,300	25,300	24,100	3,247	4,800	0	(20,500)	(20,500)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	10,100	10,100	5,000	6,310	10,100	0	0	0	
Income	0	0	0	(0)	0	0	0	0	
Energy Initiatives	10,100	10,100	5,000	6,310	10,100	0	0	0	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	46,000	46,000	43,600	44,125	46,000	0	0	0	
Income	(25,000)	(25,000)	0	475	(25,000)	0	0	0	
Environmental Enhancements	21,000	21,000	43,600	44,600	21,000	0	0	0	
Employees	984,800	984,800	488,200	472,997	984,800	818	(818)	0	Vacant posts are being covered by agency/ temporary staff which are usually paid in arrears
Other Expenditure	79,000	79,000	16,200	14,713	54,000	321	(25,321)	(25,000)	Savings expected against consultants budget due to delayed work on Heathow expansion
Income	0	0	0	(4,735)	(7,000)	0	(7,000)	(7,000)	Enforcement Notice Charges income with no budget
Environmental Health Admin	1,063,800	1,063,800	504,400	482,974	1,031,800	1,139	(33,139)	(32,000)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	119,400	134,700	42,100	39,129	134,700	0	0	0	
Income	(21,100)	(21,100)	(2,800)	(2,696)	(21,100)	0	0	0	
Environmental Protection Act	98,300	113,600	39,300	36,433	113,600	0	0	0	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	0	0	0	2,881	6,420	0	6,420	6,420	Managing agent costs - awaiting confirmation if to be managed by KGE Ltd.
Income	0	0	0	(10,766)	(16,000)	0	(16,000)	(16,000)	Forecast on basis income will remain consistant with previous months as no change in tenants.
Parks Properties Project	0	0	0	(7,885)	(9,580)	0	(9,580)	(9,580)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	87,200	87,200	29,500	24,776	87,200	0	0	0	
Income	(72,400)	(72,400)	(55,100)	(57,314)	(72,400)	0	0	0	
Parks Strategy	14,800	14,800	(25,600)	(32,538)	14,800	0	0	0	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	12,400	12,400	10,400	5,644	5,800	0	(6,600)	(6,600)	Savings expected due to closure of Public Conveniences
Income	0	0	0	0	0	0	0	0	
Public Conveniences	12,400	12,400	10,400	5,644	5,800	0	(6,600)	(6,600)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	26,400	26,400	13,200	5,132	10,500	0	(15,900)	(15,900)	Savings expected mainly due to no contract payment for Rodent & Pest control
Income	(5,000)	(5,000)	(2,500)	(185)	(1,000)	0	4,000	4,000	
Rodent & Pest Control	21,400	21,400	10,700	4,947	9,500	0	(11,900)	(11,900)	
Employees	0	0	0	0	0	0	0	0	
Other Expenditure	5,500	5,500	0	0	5,500	0	0	0	
Income	0	0	0	0	0	0	0	0	
Water Courses & Land Drainage	5,500	5,500	0	0	5,500	0	0	0	
Total Employees	984,800	984,800	488,200	472,997	984,800	818	(818)	0	
Total Other Expenditure	437,800	453,100	193,700	156,734	391,520	321	(61,901)	(61,580)	
Total Income	(154,000)	(154,000)	(60,900)	(76,299)	(173,000)	0	(19,000)	(19,000)	
	1,268,600	1,283,900	621,000	553,432	1,203,320	1,139	(81,719)	(80,580)	

Climate Change Task Group

The climate change task group held its first meeting since the start of lockdown on 22 September 2020. At the meeting Cllr Noble explained that “green” issues were much higher up the agenda with the new administration. This was the first official meeting of the group so needed to determine brief in detail and to address two areas:-

- a) what we control and can take direct action on.
- b) What we can influence in Spelthorne (and beyond) i.e. greener agenda in the Borough.

It was considered that the following were some key areas to work on: -

- 1) Reduce carbon footprint - what is it currently?
- 2) Look at all Council policies to identify green issues and review planning policies in line with Local Plan development.
- 3) Financial investments - how green- look at ethical investments - Suggested already most of our investments are ethically based.
- 4) Talk to people – including Surrey wide activities e.g. Surrey Environment Partnership
- 5) As a group need to get as much factual information together as possible. -Need facts rather than opinions. Try and get experts to speak with the Group.
- 6) Communications – key in terms of residents and businesses – could we develop a green champions network?
- 7) The Working Group members to come forward with suggestions on educating and informing others.

Since that first meeting the Leader has declared a climate emergency for Spelthorne and the second meeting of the Task Group on 28 October 2020 will define in more detail next steps with sub-groups to focus on specific issues including ethical investments.

A verbal update on that meeting will be provided to the Overview and Scrutiny Committee on 3 November 2020.

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Overview and Scrutiny Committee

03 November 2020



Title	Corporate Project Management Report		
Purpose of the report	To note		
Report Author	Sandy Muirhead Group Head Commissioning and Transformation		
Cabinet Member	Councillor Robert Noble	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 (Appendices 2 and 3) tracks progress of projects and work streams across the Council. Some projects have been impacted by the emergency response to COVID-19 but it is expected that over the next few months the backlog will be addressed subject to their not being a second major emergency response needed with a second wave of COVID-19.
- 1.3 The council's focus continues to be on property investments and housing projects, with the property acquisition portfolio being managed, controlled, and reported through the 'Development and Investment Group' and the 'Investment and Property Investment Committee'. The detail of these projects is captured at these meetings with high-level information being captured as part of the "Corporate Project Register" and "Corporate Project Dashboard" documents. A presentation of the risks associated with the 'Confidential' development projects is made in a 'Part 2' (Confidential) section of the meeting. This format has been used for the past two Overview and Scrutiny meetings. Should there be any revisions/improvements which may prove necessary, then Officers shall see to introduce those improvements for the next session. This includes consideration of future formats.
- 1.4 Moving forward the Commissioning and Transformation (CTG) project manager will continue to meet with all Group Heads to obtain their views on current and future needs in relation to projects. Project Managers 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 focus on performance to ensure that all aspects of project

work are captured to enable the Council to clearly demonstrate its achievements

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

GDPR considerations are now being discussed at more project meetings.

- 1.6 The Project Steering Group continue to meet and discuss individual projects in greater 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 has been 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 project. This will assist with workload planning where projects cross several different services. To ease reporting requirements relevant forms and database are being developed to make it both easier for project managers and summary reporting by CTG.
- 2.3 Some projects listed have now been completed but given COVID 19 have been included to demonstrate those projects which managed to progress and be completed during the last few months. These will be removed from the listings in the next cycle.

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.
- 3.2 Project Management shall also include the Procurement Business Case document as appropriate.

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 will prove crucial 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.
- 5.3 In a bid to promote speedier submission of project documentation a new streamlined document (Project Brief and Business Case) covering the 'Project Summary', 'Project Initiation' and 'Business Case' requirements, has been produced and circulated for use.

Initial feedback on use of the document has proved to be very positive.

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 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.

This will include the maintenance of an accurate 'Corporate Project Register', which provides an up-to-date record of all project activity within the Authority. This shall enable opportunities for the necessary support to be provided to the project teams by way of a corporate assessment of budget, resource and man-power needs/availability and the appropriate prioritisation/reprioritisation on an ongoing basis. It is therefore imperative that the Group Heads impart their knowledge of project activity in their respective areas, in a timely manner, to those maintaining the corporate documentation.

- 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 approach is now 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 continues 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

The Project Office, supported by the PSG and MAT, continue to consider opportunities to improve the Project reporting mechanisms and presentation formats based upon the needs and requirements of all the recipients of the data. Research into potential solutions is ongoing, and shall be reported upon in due course with the preferred option/s.

In the interim, the current reporting methods and documentation shall remain in place, whilst addressing the need to share project progress and current status.

So as to assist with the navigation within the “Corporate Project Dashboard – Project Detail” document, hyperlinks from the front page to the various project update pages.

The Reader will need to hover their cursor over the respective project on the ‘Portfolio of Projects’ page (page 1) and then simultaneously press ‘Ctrl’ and the left hand mouse key to move to the project detail page.

ICT are supporting the Project Reporting process and are working to produce a more automated method and E-Form mechanism to streamline the process by making it less time-consuming.

The fully functional roll-out of these changes are anticipated to be delivered by Autumn/Winter 2020.

Background papers: There are none

Appendices:

Appendix 1: Corporate Project Register

Appendix 2: Project Detail Non-Confidential Projects

Appendix 3: Project Detail including public and confidential detail

Project Name (by Categorisation)	Status (RAG)	Project Sponsor	Project Manager	Group	Key Delivery Partners						Start Date	End Date	Original Approved Budget	Budget Variance < % >	Timeline (12 months commencing Sept 2020)												Current General Health
					Finance	ICT	Legal	Proc	GDPR	Comms					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		

Priority Flagship (x13)

[illegible]

Flagship (x8)

[illegible]

High (x12)

[illegible]

Medium (x14)

[illegible]

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 April 2019.

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

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Corporate Project Dashboard
August 2020

Portfolio of Projects:

Priority Flagship	Flagship	High	Medium	Service
EU Exit	Continuous Improvement Programme	GDPR – Steps to Compliance	Payment Allocation	Revamp of Intranet (Spelnet)
	Office 365	EDRMS	CIVICA Migration to SQL Server	Multi-use Bins in Parks
	Incubator	Corporate Hybrid Printing	CIVICA Disposal Module	River Ash Walk (Wetland Habitat Creation)
	Fordbridge Day Centre (Extension)	Rent Management and Homelessness System	Academy to 2012 / Ingres Upgrade	Refurbishment of Laleham Park Play Area
	SharePoint Development	LSVT (Large Scale Voluntary Transfer)	UNIFORM Disposal Module ***Completed***	Commercial Waste
	Door Entry System (HFX)	Replacement Phones	2008 R2 Upgrades to 2016 ***Completed***	Bartec for 'Refuse Enquiries'
	Webcasting	Enforcement Agents	Property Management Software	Enterprise (IDox)
	Replace "Skype for Business" / "Teams"	Knowle Green Works/Project Claude	Land Registry – LA Migration	Virtualising ORACLE
		Laleham Park Pavilion		
		Staines Jetty		
		Homeworking Kit: Roll-out		
		PA System		

Project: Brexit/EU Exit

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To ensure Spelthorne Borough Council, its community and businesses are as prepared as possible, given the uncertainties of the EU Exit especially a “No Deal”.
It is anticipated the UK will now leave the EU on 31 December 2020. However, it is still not clear the precise impacts as a result. Milestone/s can be set once more is known.
- **Progress Against Milestones:**
 - As of 1 January 2020 the UK entered a transition period. Negotiations continue to be ongoing with the EU but with no sign of a firm deal the Local Resilience Forum has once again commenced contingency planning for a “No Deal”. However, due to COVID-19 there has been no substantial activity over last 7 months.
 - Conducted / progressed assessments of a number of Food Banks in the Borough so as to determine what assistance might be necessary for those financially impacted by the EU Exit.
- **Identified Risks and Issues:**
 - Risks:
 1. **Impact of ‘No Deal’ exit:-** Likelihood 4 x Impact 4 = **Risk Score: 16**
 - Issues:
 1. **Uncertainty of position of UK on exiting the EU.**
- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£12,000	
Actual Spend to Date	£12,.000	Budget spent to support food banks as requirements high in last 8 months
Projected Spend	TBC	
Variance From Agreed Budget	0%	

- **Stakeholder Engagement:**
Plan in place.
- **Resources:**
Resource requirement and availability shall receive prioritisation once the dates and tasks for EU Exit become more defined.
- **Anticipated Completion Date:**
Spring 2021.
- **Comments:**
As we are currently in the transition period we are still awaiting further understanding and direction but plans are now being put in place for a No Deal scenario and impacts on various aspects of trade, food availability and impacts on the financially vulnerable.

[‘Portfolio of Projects’](#)

Project: Root and Branch Review/Continuous Improvement Programme

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. There are likely to be some 'cashable' savings, but, most are likely to be 'non-cashable'.

- **Progress Against Milestones:**

1. Last period Key Achievements:-

- End of 'Basic Discovery' – completed to schedule.
- End of 'Phase 1 Discovery' ("Staff Impacting") – delayed due to capacity and engagement difficulties.
- End of 'Phase 1 Discovery' ("Customer Impacting") – significantly delayed due to increased detail of discovery and engagement difficulties.
- End of 'Phase 2 Discovery' – timescales reviewed with 8 month plan completed
- Review of Project (internal) – from late April 2020
- Presentation of R&B Project (May 2018-April 2020) outputs – in June 2020
- Proposal for 'Annual Continuous Improvement Function for The Council' – for commencement in June 2020.
- COVID-19 has led to difficulties in engagement with all teams due to emergency response in many areas but also undertaken some improvements which have assisted staff in that response

2. Next period Key Activities:-

- Delivery of projects to ensure improvements made
- Further engagement with teams to see further benefits

- **Identified Risks and Issues:**

Risks:

1. **Lack of Officer resource in R&B Project:-** Likelihood 4 x Impact 5 = **Risk Score: 20**
2. **Difficulty engaging with Staff:-** Likelihood 4 x Impact 5 = **Risk Score: 20**
3. **Difficulty with Staff not being 'open':-** Likelihood 3 x Impact 4 = **Risk Score: 12**
4. **Resistance to change/'Silo' working:-** Likelihood 3 x Impact 4 = **Risk Score: 12**
5. **Loss of project focus due to breadth of task:-** Likelihood 3 x Impact 4 = **Risk Score: 12**
6. **Outputs are insufficient for MAT/Cabinet:-** Likelihood 3 x Impact 4 = **Risk Score: 12**

Issues:

None offered.

- **Budget Management:**

Projects costed and delivery plan constructed to identify priority areas and any invest to save growth items which provide opportunities for efficiency savings.

- **Stakeholder Engagement:**

Regular and on-going meetings with:-

- Staff team and individual level
- Management Team and Group Heads

Project: Root and Branch Review (cont'd:)

- Communication developed and issued on Spelnet together with IT tips - monthly updates on both IT tips and root and branch ideas and successes.
- **Resources:**
 - Delivery:

Business analyst for ICT started April and workload high. Resourcing – recruitment progressing to bring the Team numbers back to strength.
 - Post-delivery / Implementation:

Once have implementation plans likely to involve ICT solutions – availability of resource across the organisation likely to be a significant risk.
- **Anticipated Completion Date:**

Ongoing work with individual projects and quick wins hence title change to Continuous Improvement Programme.
- **Comments:**

Project: Office 365 Upgrade

Category: Flagship

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:**
 - **Last Period Key Achievements:**
 - Nothing recorded.
 - **Next Period Key Activities:**
 - Continued Testing and checking of VDI profile for office 365
 - Migration of actual mailboxes for all users
 - Rollout of Office 365 to more users
 - Start of implementation of Microsoft Teams
- **Identified Risks and Issues:**
Risks:
 1. **User Adoption:-** Likelihood: 4 x Impact: 2 = **Risk Score: 8**
 2. **Hardware Compatibility issues with MS Teams:-** Likelihood: 4 x Impact: 3 = **Risk Score: 12**
 3. **Lack of staffing resource:-** Likelihood: 3 x Impact: 5 = **Risk Score: 15**Issues:
 1. **VDI Template**
- **Budget Management:**
 - The 'Corporate Document Management Capital Budget is being used for this project
- **Stakeholder Engagement:**
- **Resources:**
Need trainers to be identified and in place when roll out commences – increasing ICT Staff numbers should assist with this. Some delays due to ICY having to focus on issues related to COVID-19
- **Anticipated Completion Date:**
2020 and fully operational by 2021.
- **Comments:**

Project: Incubator

Category: Flagship

RAG Status: Red

- **Benefits Identified and Anticipated Delivery to Target:**
 - Following the council's purchase of the Summit Centre at Sunbury Cross it is now hoped that the incubator project will be housed in the lower ground floor area. Once finalised there will be the need for some minor alterations to the functional layout.
 - Although progress has been slower than envisaged it has provided time to research other incubator models and the introduction to CoTribe, who remain committed to the project.
- **Progress Against Milestones:**
 1. Costings will need to be revisited once the venue is finalised.
- **Identified Risks and Issues:**

Risks:

The main risk to this project has been the change of locations, there have been 8 different locations identified for the incubator to date. However it is preferable to occupy premises owned by the Council rather than renting externally.

Issues:
- **Budget Management:**

Budget of £150K has been ring-fenced to cover initial life of the project from the business rate retention pilot.
- **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. Meetings have taken place with both SETsquared (a global business incubator and accelerator) based at Surrey University and the Royal Holloway University to pick up on previous discussions.

Internally, meetings and conversations have taken place with:

 - ICT – who have provided a proposal for the installation and management of the ICT.
 - Asset Management who can assist with the preparations of the location to make it fit for purpose
 - Legal Services – who are managing the current negotiations with the Landlord.
 - Communications – who have been briefed to prepare a Communications plan.
- **Resources:**
- All resources have been identified and no issues are anticipated. The final plans cannot be drafted until we have access to the building and so full resource requirements are unclear. However, as previously stated, much work has been carried out previously when preparing for other locations, so a significant amount of knowledge has been built up, as well as contacts.
- **Anticipated Completion Date:**
- Accessing and renting a space/building is key to the success of the incubator. Subject to no major delays with the finalising of the purchase of the building it is hoped that occupancy will take place in April 2020 in order for a time frame of September 2020 if not before, to be achieved.
- Current discussions with Assets, Procurement and with a 3rd Party we are confident that the delivery of an operational Incubator will be by the end of 2020.

Project: Incubator (cont'd:)

- **Comments:**

The project had been given a 'Red' status due to:

1. Deadlines for milestones have been missed as the location for the incubator was withdrawn at a several separate locations. As soon as an occupancy date is agreed, a delivery date will be confirmed but is expected to be no later than the end of 2020.
 2. The project was in Red due to missing the deadlines, but now the deadline has now been re-set due to lack of location.
- This project is likely to be rebranded and renamed, so as to include and emphasise the Spelthorne association. This is likely to confirmed during August 2020.

['Portfolio of Projects'](#)

Project on hold following Senior Management Team instruction due to Covid

Project: Fordbridge Day Centre (Extension)

Category: Flagship

RAG Status: Red

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

Additional floor space for use by the Centre's visitors.

- **Progress Against Milestones:**

1. Last period Key Achievements:-
 - Planning Application approved – 5 February 2020
 - Design received.
2. Next period Key Activities:-
 - Prepare and complete Tender Specification.
 - Tenders return and review.

- **Identified Risks and Issues:**

Project may not be delivered due to changing role of Day Centres post Covid

Risks:

1. **Build cost inflation considerations:-** Likelihood 3 x Impact 3 = **Risk Score: 9**

Issues:

1. Need to agree pedestrian access layout with highways officer.
2. Full structural drawings not yet produced ~ which shall delay tendering the project.

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£130k	
Actual Spend to Date	£5.449k	
Projected Spend		
Variance From Agreed Budget	£124.551k	Unspent

- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

1. Management Team
2. Councillors
3. Design team
4. Contractors
5. Day Centre manager

- **Resources:**

1. Asset Management / Property Development
2. Project Team
3. Legal
4. Procurement
5. Communications

- **Anticipated Completion Date:**

This project is being held in abeyance until such time as Independent Living have reviewed how they will be delivering services moving forward, and whether or not they now need the centre to be extended or not.

- **Comments:**

'Portfolio of Projects'

Project: SharePoint Development

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To implement the project will greatly improve document storage of the organisation and assist further with meeting GDPR requirements.
The project has not yet been initiated as need to roll out Office 365 first
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**

Late 2021
- **Comments:**

['Portfolio of Projects'](#)

Project: Door Entry System (HFX)

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
The door entry system is out of date and plan is to replace.
Project only just initiated and documentation being worked on so will update in next cycle.
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
Approx £100k
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
2021
- **Comments:**

['Portfolio of Projects'](#)

Project: Webcasting

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To enable virtual meetings to be more easily broadcast to a wider audience
- **Progress Against Milestones:**
Initiated – researching best equipment *etc.*
- **Identified Risks and Issues:**
Risks:
Issues: best equipment to use
- **Budget Management:**
Approx £12k
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**
Initiation of project is imminent
To be updated once equipment identified

['Portfolio of Projects'](#)

Project: Replace “Skype for Business” / “Teams”

Category: High

RAG Status: Green

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

- **Progress Against Milestones:**

- **Last Period Key Achievements:**

- New project.
 - PO has been raised
 - Awaiting ‘Start Date’ from Supplier

- **Next Period Key Activities:**

- Nothing Recorded
 - Nothing Recorded

- **Identified Risks and Issues:**

- Risks:

- 1.

- Issues:

- 1.

- **Budget Management:**

- Approved Budget: £ xx,xxx.xx**

- Actual Spend (To Date): £ xx,xxx.xx**

- **Stakeholder Engagement:**

- **Resources:**

- **Anticipated Completion Date:**

- **Comments:**

[‘Portfolio of Projects’](#)

Project: General Data Protection Regulation (GDPR) Steps to Compliance

Category: High

RAG Status: Red

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

To achieve compliance and avoid risks.

- **Progress Against Milestones:**

- Many services have failed to meet the deadlines in the DP Compliance Plan for Services.

- **Identified Risks and Issues:**

Risks:

1. **IC fine following non-compliance:-** Likelihood: 3 x Impact: 5 = **Risk Score: 15**
2. **Further compensation claims following non-compliance:-** Likelihood: 4 x Impact: 5 = **Risk Score: 20**
3. **Reputational damage following non-compliance:-** Likelihood: 4 x Impact: 5 = **Risk Score: 20**
4. **Loss of Public confidence following non-compliance:-** Likelihood: 4 x Impact: 5 = **Risk Score: 20**

Issues:

1. Non-compliance with data protection legislation. Increased risk from 25 May 2018 when GDPR became enforceable.
 2. Compensation claims following non-compliance.
 3. Lack of engagement by many staff.
 4. Despite support by MAT+ of the DP compliance plan for services; the original deadlines were not met and continue not to be met (despite reassurances at MAT+).
 5. Failure of some staff to attend meetings.
 6. Failure of some staff to complete work identified in Information Asset Register meetings.
 7. Failure of many managers to comply with timelines for Data Protection Compliance Plan for services.
- **Budget Management:**
No budget.
 - **Stakeholder Engagement:**
Regular and on-going information sharing with MAT+. Data protection compliance plan for services supported by MAT+.
 - **Resources:**
All departments/staff who process personal data are involved however many staff view data protection as an “add on”. 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. MAT+ agreed that the Compliance Plan for services is a priority.

Project: General Data Protection Regulation (GDPR) Steps to Compliance (cont'd:)

- **Comments:**

Current status of the project: significantly behind schedule.

In November 2019 a German company received the first GDPR fine triggered by their non-compliance with data retention apparently due to their use of a software system that did not automatically delete obsolete information.

The case is important because there was no misuse of actual data but a breach of admin obligations under GDPR. Many SBC services are not complying with their retention periods, even in those areas that have software systems that are capable of deleting personal information that is outside of its retention period.

Project: Electronic Document and Records Management System (EDRMS)

Category: High

RAG Status: Green

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

The main benefits of EDRMS are:

- Document security rules advised, implemented and adhered to (public and sensitive)
- Easier retrieval and linking of documentation
- Effective management of documents in relation to retention and destruction
- Reduction in paper usage and storage facilities
- Meeting GDPR requirements

Departments currently benefitting the most from the service:

- Building Control
- Planning
- Environmental Health
- Some work in relation to assets also undertaken

- **Progress Against Milestones:**

Little progress had been made on scanning since the start of the Covid emergency.

1. **Last period Key Achievements:-**

- Template work for the Planning DM team (to enable them to use IDOX Enterprise) is almost complete
- Re-categorisation of Planning applications submitted as merely "Other Plans" has been done while working from home
- Created volunteer passes one day a week for 2 months - for the S4S Hub activities
- Scan the plans in the applications received by post to help the Planning DM admin team
- Spent 5 days making phone calls to businesses to tell encourage them to apply for the discretionary grant

2. **Next period Key Activities:-**

- Continue with Planning DM scanning now there is a partial return to the office an using the scanners
- Complete the Template work. (10 days to go.)
- Complete the scanning of the journals
- Complete the Surrey Youth Games scanning. 2009 -2013
- Find an optimum mix of the other scanning (Building Control, Interment forms etc.)

- **Identified Risks and Issues:**

Risks:

1. **Originals are destroyed before scanning:-** Likelihood: 3 x Impact: 4 = **Risk Score: 12**
2. **Data quality and retrieval time concerns:-** Likelihood: 2 x Impact: 5 = **Risk Score: 10**

Issues:

1. Space concerns – files and filing cabinets.
2. Data retrieval.
3. Data retrieval for FOI requirements.
4. Resource availability/priority of work.
5. Scanning maybe inefficient.

['Portfolio of Projects'](#)

Project: Electronic Data Resource Management System (EDRMS) (cont'd;)

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£61,200	
Actual Spend to Date	£13,284	
Projected Spend	£60,000	
Variance From Agreed Budget	TBA	Variance as a percentage (%)

Stakeholder Engagement:

Discussed at MAT, so the Group Heads are aware.

- **Resources:**

One Team Member is now assisting with Planning DM projects.

- **Anticipated Completion Date:**

Required actions and volume terms to be discussed on an on-going basis until all services requiring back scanning are project scoped.

- **Comments:**

- Review of longer term scanning strategy and agreed to progress with two staff.
- 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. Retention periods widely differ between departments from 6/7 years to indefinitely so each section will need to be evaluated separately.
- 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.
- Sharepoint will be utilised once Office 365 is implemented as it comes as part of the package. This will be a new version of Sharepoint as the current version becomes unsupported by 2020.

Project: Corporate Hybrid Printing

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Project hopes to deliver real, and substantial, savings in the Authority's printing, postage and advertising expenditure plus time efficiencies whereby staff will not have to "stuff" envelopes. Once the contract is in place be more effective in measuring outputs
- **Progress Against Milestones:**
 1. Last period Key Achievements:-
 - Feasibility study approved by MAT
 - Specification document created and RFQ sent to three suppliers
 2. Next period Key Activities:-
 - To secure legal contract for pilot.
- **Identified Risks and Issues:**
Risks:
 1. **Resource availability from stakeholder departments for Feasibility study:-**
Likelihood: 4 x Impact: 5 = **Risk Score: 20**
 2. **Potential risk of Covid-19 second wave resulting in staff redeployment:-** Likelihood: 3 x Impact: 3 = **Risk Score: 9**
 3. **Potential risk of supplier being unable to continue with study due to Covid-19:-**
Likelihood: 2 x Impact: 5 = **Risk Score: 10**Issues: Obtaining all relevant data from services
- **Budget Management:**
To be advised.
- **Stakeholder Engagement:**
'Key Delivery Partners'
 1. Legal / Procurement
 2. ICT
 3. Communications
 4. Finance
 5. Customer Services and Elections
- **Resources:**
Project managers allocated and taking forward with procurement staff.
- **Anticipated Completion Date:**
Autumn 2020. Pilot to run to autumn 2021
- **Comments:**

**Project: Rent Management and Homelessness System Replacement Project –
Integra and CIVICA**

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 1. Replacement of the client recording element of the 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.
 2. Replacement of the current Rent Assure Scheme (SRA) management processes (mainly spreadsheets) by a system developed within Civica to record and monitor all aspects of the 'people' (Landlord and tenant) element of the scheme in a more structured way.
 3. 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.
 4. Introduction of a weekly interface between Integra and Academy Housing Benefits system to update client payments status
 5. Development of a system of recording both B&B and SRA payments on Integra to include monitoring of rent account status and a series of debt management letters generated based on non-payment of rent.
 6. 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:**

A revised timeline project plan was produced in September 2019 amalgamating the two projects. Target dates were set to start parallel running in January 2020 and go live at the end of March 2020, however this has slipped due to Covid pressures on staff and difficulties encountered whilst working from home.. Work on the project picked up again in June 2020 and all key elements of the B&B Rent Management is now live on the new Integra system. There are still a few outstanding issues with the Civica process maps which are due to be resolved in the next few weeks. The B&B rent management continues to run in parallel for the time being Work is continuing on the RGS Rent Management process.

This is scheduled to be completed by the middle of September.

Project: Rent Management and Homelessness System Replacement Project –

Integra and CIVICA (cont'd:)

- **Identified Risks and Issues:**

Risks:

1. **Reconciliation of Integra and B&B systems for parallel running:-** Likelihood 3 x Impact 4 = **Risk Score: 12**
2. **All element being ready on time for parallel running:-** Likelihood 3 x Impact 3 = **Risk Score: 9**
3. **Resource availability to deliver project requirements:-** Likelihood 4 x Impact 4 = **Risk Score: 16**
4. **Slippage due Covid-19:-** Likelihood 4 x Impact 5 = **Risk Score:20**

Issues:

Delay in rolling out completed product due to Covid pressures.

- **Budget Management:**

Project on budget. There have been no change control items affecting costs. To date all of the known costs have been paid. There is no residual budget for this project, and no budget overspend.

Item	Amount	Date and Comments
Approved Budget	£22.5K	
Actual Spend to Date	£22.5K	Budget spent
Projected Spend		
Variance From Agreed Budget		0%

Civica module – cost £17.5K, (Paid)

Locata interface development cost £7.5K (Paid)

Ad hoc expenses for training - £500 (Paid)

Integra development work – FOC – Sourced internally

- **Stakeholder Engagement:**

Regular fortnightly development sub team meetings are scheduled for the duration of the project. Monthly Project Board meetings are also scheduled. Both meetings include representatives from Housing, Finance, and ICT. In addition the head of Commissioning and Transformation attends the project board meetings.

Legal, Procurement and Comms have no input into the delivery of this project at this point in time.

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

- **Resources:**

Additional resource to help Housing in the delivery of the project has been agreed. A resource from Finance has been identified to work alongside Housing until the end of the year for 2 days per week and an additional temporary resource is due to be recruited to assist with the financial administration tasks.

- **Anticipated Completion Date:**

Mid-September 2020.

- **Comments:**

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 and any new builds since LSVT date.
- **Progress Against Milestones:**
LSVT changes have been agreed in principle with A2D and with both organisations. Legal teams to finalise. Legal requested to follow up in November and December
- **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. Ongoing 'Legal Services' costs.
- **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:**
February 2020
- **Comments:**
Please note this was agreed some years ago. The issues in principle have been agreed between the two parties, however the legal teams (A2D and SBC) need to finalise.
This is taking a long time and we are over time.

Project: Replacement of Mitel/LiquidVoice Phone Systems

Category: High

RAG Status:

- **Benefits Identified and Anticipated Delivery to Target:**
Provide better customer experience allow for 1 number and automatic routing to departments. Integrated email routing facility. Customer service skilling and in built CRM history. Allow for add on such as live chat. Give Customer Services Greater control on managing front end options. Allow for phone calls to be routed for home working.
- **Progress Against Milestones:**
Project has been on hold due Covid-19 emergency.
 1. Last period Key Achievements:-
 -
 2. Next period Key Activities:-
 - PM to be assigned Aug/Sep 20
- **Identified Risks and Issues:**
Risks:
Disaster Recovery considerations to be fully understood and risks mitigated.
Issues:
 1. Covid-19 associated delay
 2. Delivery to coincide with that of the ICT “Microsoft Teams” project ~ likely to be that delivery date +6weeks
- **Budget Management:**
Expenditure is anticipated to be in the £50,000 - £90,000 range as the ultimate delivery shall be dependent upon our module selection/use it is anticipated that a phased install will allow for costs to be spread.
- **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:**
2021 date which aligns with the ICT delivery of the migration to “Microsoft Teams”
- **Comments:**
The telephony comes with a CRM (Customer Relations Management) system, and it may lead to the discontinuation of the Civica version which will be evaluated prior to implementation.

Project: Enforcement Agents

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Provision of an 'in-house' enforcement service is to be considered alongside the option/potential to extend that service Surrey-wide.
- **Progress Against Milestones:**
Project has been on hold due Covid-19 emergency.
 1. Last period Key Achievements:-
 -
 2. Next period Key Activities:-
 - Project to resume in September 2020
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
March 2021
- **Comments:**
Joint Venture considerations currently being pursued.

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Project: Knowle Green Works/Project Claude

Category: High

RAG Status: Green

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

To provide modern and fit-for-purpose facilities by conducting the:-

1. Refurbishment of WCs and showers
2. Creation of new disabled toilets and showers
3. Refurbishment of the Social Club and kitchen

- **Progress Against Milestones:**

- Last period Key Achievements:-

- Delayed appointment of contractor and delayed start on site.

- Next period Key Activities:-

- Tender Review and appointments for kitchenette, toilets and washrooms.
 - Design review for the Social Club

- **Identified Risks and Issues:**

Risks:

1. **Contractor timeframe problems:-** Likelihood 3 x Impact 3 = **Risk Score: 9**
2. **Design Approval:-** Likelihood 3 x Impact 4 = **Risk Score: 12**
3. **Staff inconvenience:-** Likelihood 5 x Impact 3 = **Risk Score: 15**

Issues:

1. Management's approval of budget for Social Club works.

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£184,000	
Actual Spend to Date		
Projected Spend		
Variance From Agreed Budget		

The £184k figure is for the toilet refurbishments only. The work for the Social Club is to be tendered separately.

- **Stakeholder Engagement:**

Plan in place and being progressed.

- **Resources:**

- **Anticipated Completion Date:**

Summer 2020

- **Comments:**

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Project: Laleham Park Pavilion

Category: High

RAG Status: Red

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide seasonal catering facility and reduce Health & Safety risks by the demolition of a redundant pavilion building
 - Provision of new toilet facilities.
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - EA objecting to flood risk assessment and presence of bats identified
 - Next period Key Activities:-
 - To move project forward as flood risk assessment agreed and appropriate plans in place to safely move the bats late spring 2021

- **Identified Risks and Issues:**

Risks:

Issues:

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£250K	
Actual Spend to Date	£10.5K	
Projected Spend	£250K	
Variance From Agreed Budget	Nil	

- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management Team
 - Councillors
 - Design team
 - Contractors
 - Liaising with Jackie Taylor, Heather Morgan and Mark Rachwal
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

Late summer 2021
- **Comments:**

Anticipated completion date is subject to Planning and Ecology surveys being processed as quickly as possible.

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Project: Staines Jetty

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
To provide jetty facilities at a key strategic point upon the River Thames within the Borough.
Activity to help deliver the long desired aim to make more of the River Thames as one of Spelthorne's key assets, to encourage visitors and support the visitor economy
- **Progress Against Milestones:**
 1. Last period Key Achievements:-
 - COVID-19 caused project to be stalled ~ due contractors having to furlough Staff.
 - Contractors had to re-prioritise their workload/delivery.
 2. Next period Key Activities:-
 - Jetty has been fully constructed and positioned in its final location
- **Identified Risks and Issues:**
 1. Risks:
 1. Localised lock-down due COVID_
 2. Issues:
- **Budget Management:**
Project to deliver on budget.
- **Stakeholder Engagement:**
Councillors
MAT
Legal
Procurement
Environment Agency
- **Resources:**
River Thames Task Group
Economic Development Manager
Neighbourhood Services
- **Anticipated Completion Date:**
Complete.
- **Comments:**
The River Thames Task Group meets on a regular basis and members of the group will be updated accordingly.

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Project: Homeworking Kit

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - **Last Period Key Achievements:**
 - Nothing recorded.
 - **Next Period Key Activities:**
 - Finish build of 50 new laptops
 - Make sure all 50 laptops have the same build
 - Staff to collect kit
- **Identified Risks and Issues:**
 - Risks:
 2. **Damage to new kit:-** Likelihood: 2 x Impact 4: = **Risk Score: 8**
 3. **Running out of stock of new kit:-** Likelihood: 1 x Impact 5: = **Risk Score: 5**
 4. **Kit not being returned:-** Likelihood: 1 x Impact 5: = **Risk Score: 5**
 5. **Users misplacing kit:-** Likelihood: 4 x Impact 4: = **Risk Score: 8**
 - Issues:
 1. Requirements for the laptops keep changing
 2. ISPs/Users not providing their internet speeds
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
Complete
- **Comments:**

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Project: Public Address System

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - **Last Period Key Achievements:**
 - Nothing recorded.
 - **Next Period Key Activities:**
 - Resolving Issues
 - Recall of “Google Home Minis”
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
 - 1. Crackling sound from CX's microphone
- **Budget Management:**
 - Approved Budget: £12, 650**
 - Actual Spend (To Date): £12,650**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
 - Completed on time and to budget**
- **Comments:**

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Project: Payment Allocation

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
The new e-form will be easier to use for the resident. It will also allow us more control over the tracking of these payments
- **Progress Against Milestones:**
 1. Last period Key Achievements:-
 - Internal Stakeholders agreed priorities
 - Capita changes to the website have been made and are in test. Just waiting on the new GOSS header to implement
 - ICT have almost completed the new e-form. Including understanding how to interface with the Capita payment taking module to return the payment reference
 2. Next period Key Activities:-
 - Obtain GOSS header so that website changes can be made
 - Complete the new e-form and testing
 - Create flow diagram from call script notes and discuss with Customer
- **Identified Risks and Issues:**

Risks:

 1. **User complaints if delay in improvements to web payment process: -**
Likelihood: - 5 x Impact: - 1 = **Risk Score: 5**

Issues:

 1. Dependent on GOSS changes
 2. Dependent on SCP changes
 3. Dependent on Firmstep changes
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
November 2020
- **Comments:**
This project may close due to other priorities..

Project: CIVICA Migration to SQL Server

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 1. Last period Key Achievements:-
 - Upgrade Civica to version 26
 - Move the database server
 - Allocated space on the new server to receive the migrated data.
 2. Next period Key Activities:-
 - Civica to Run a script to transfer live data to the new SQL database
 - Civica to Run testing to ensure documents are accessible
 - Civica to Switch off old data store
 - Civica to Move links in the test area to point to the new data store
- **Identified Risks and Issues:**

Risks:

 1. **Document accessibility post switch-over:-** Risk: 3 x Impact: 5 = **Risk Score: 15**
 2. **Resourcing within the CIVICA Project team:-** Risk: 4 x Impact: 3 = **Risk Score: 12**

Issues:
- **Budget Management:**

Approved Budget: £18,000
Actual Spend (To Date): £18,000
- **Stakeholder Engagement:**

Plan to be prepared and implemented.
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Project: CIVICA Disposal Module

Category: Medium

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
Improved data management and meeting of GDPR requirements.
- **Progress Against Milestones:**
Due to lack of resources, the project was not able to progress as planned
 1. Last period Key Achievements:-
 2. Next period Key Activities:-
 - Start implementing retention policies where appropriate
 - Look on solutions on how to implement HB policies
- **Identified Risks and Issues:**
Risks:
Issues:
 1. Housing Benefits retention policies are heavily dependent on outcome from Academy
 2. Due to the pandemic, teams have become busy in responsive work
 3. Member of the project team left
- **Budget Management:**
Approved Budget: £10,000.05
Actual Spend (To Date): £10,000.05
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
Ongoing
- **Comments:**

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Project: Academy to 2012 / Ingres Upgrade

Category: Medium

RAG Status: Red

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Capita completed work to migrate the servers in Test
 - Testing carried out by ICT and System Administrators.
 - Migration work completed – weekend of 30 November 2019.
 - All scripts, integrations, printers and client machines updated.
 - Next period Key Activities:-
 - Complete project.
- **Identified Risks and Issues:**
 - Risks:
 - Issues:
- **Budget Management:**

No information supplied.
- **Stakeholder Engagement:**

Plan to be prepared and implemented.
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Academy Migration to 2012 complete, however, Capita have not yet released the 'Ingres' upgrade, so the delivery is postponed.

Project: UNIFORM Disposal Module

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - Last period Key Achievements:-
 - Rule Creation and Testing by Environmental Health
 - Building Control - Test rule setup – awaiting feedback from dept.
 - Estates Management - Test rule setup – awaiting feedback from dept.
 - Street Naming & Numbering - Test rule setup – awaiting feedback from dept.
 - Planning - Test rule setup – awaiting feedback from dept.
 - Licensing - Test rule setup – awaiting feedback from dept.
 - Housing - Test rule setup – awaiting feedback from dept.
 - Next period Key Activities:-
- **Identified Risks and Issues:**

Risks:

 1. **Non take up by Departments:-** Likelihood 4 x Impact 4 = **Risk Score: 16**

Issues:

 1. **Non take up by Departments.**
- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£1k	
Actual Spend to Date	£750	
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
Completed and “Closure Report” provided.
- **Comments:**

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Project: 2008 R2 Upgrades to 2016

Category: Medium

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:**

Completed – except for Sharepoint which shall be progressed as part of the Office365 project.
- **Comments:**

“Closure Report” provided.

Project: Property Management Software

Category: Medium

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:**

1. Last period Key Achievements:-

- Data entry:-
 - All properties
 - Property types
 - Property unit codes
- Leases:-
 - Investment property entries continue
 - Municipal properties are about 50% entered via MOJO (Bluebox front-end).
- E-Discussions with Dwellant about this product – implementation now on hold.
- Technical training day completed.
- Property Manager providing 'quality assurance'.
- Portal content has been created for the template and the first property
- Discussions with Dwellant to ensure they can meet the timetable. They have helped with portal structure and content.
- Logo change scheduled
- Conversations with KGE secretary to keep informed.

2. Next period Key Activities:-

- Bank account decision to be made – wish appropriate signatories.
- Dwellant implementation and training.
- Continue with 'quality assurance'.
- Test the tenant portal and have a tenant test it
- Demo the portal for our first property to get feedback
- Present the portal to the key approvers.
- Create content pages for the West Wing and Caesar Court.
- Investigate the possibility of using the portal for a document repository for the directors and councillors.

- **Identified Risks and Issues:**

Risks:

1. **GDPR data considerations:-** Likelihood: 1 x Impact: 5= **Risk Score: 5**

Issues:

1. E-mail considerations.
2. Bank Account concerns/considerations.
3. Interface with Integra requirement.
4. Lack of clarity as to roles and responsibilities.
5. GDPR privacy requirement in contract.

Project: Property Management Software (cont'd:)

6. Lack of resource/capacity/availability.
7. Lack of skillset (ICT) – for Test Plans.
8. Lack of skillset (general technical).
9. No parallel running opportunities.
10. Data Loss.
11. System integrity – confidence within Finance/Sales Ledger.
12. Process concerns.

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£226k	over 4 years including initial consultancy
Actual Spend to Date		
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**

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

- **Resources:**

- Fully resourced.

- **Anticipated Completion Date:**

September to December for uploading and migrating the data. Objective to run a rent raising exercise for the February month's rent charges and Go Live on 1st April 2020.

- **Comments:**

Project: Land Registry – LA Migration

Category: Medium

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
- **Identified Risks and Issues:**
 - Risks:
 - 1. **COVID - 19 second Wave: Likelihood: - 3 x Impact:- 4 = Risk Score: 12**
 - Issues:
- **Budget Management:**
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

Project: Revamp of Intranet (Spelnet)

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
Project has been on hold due Covid-19 emergency
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
-
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**
Meeting to be scheduled with iGoss (Supplier) post the Covid-19 emergency and that shall determine delivery dates.

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Project: Multi-use Bins in Parks

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - Potentially an annual saving due to a change in supplier
 - Staff time for other duties increased due to less bins to service
 - No loss of facilities for members of the public using the parks
 - Less “Clutter “ in parks with duplicated furniture
 - The level of dog bag usage is significantly reduced
- **Progress Against Milestones:**
 1. Lammas Park trial – Complete
 2. Plan developed for parks across the borough
 3. Installation of bins and signage has commenced at the first park (Littleton)
 4. Survey work complete at 9 sites
- **Identified Risks and Issues:**
None currently identified.
Risks:
Issues:
- **Budget Management:**
Figures to be provided for next report.
- **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:**
 - Installation of new furniture and removal of redundant bins will be undertaken by in house staff.
 - Cost of external contractor to carry out this work was found to be excessive.
- **Start and Anticipated Dates:**

Started	To Commence	Completed
Woodthorpe Rd. Rec. – Mar. '19*	Studios Rd.	Lammas Park – Nov. '18
Stanwell Moor Rec. – Mar. '19*	Splash Meadow	Littleton Rec. – Feb. '19*
Shepperton Rec. – Mar. '19*	Groveley Rec.	
Staines Park – Mar. '19*	Alexandra Rd. Rec.	
Bishop Duppas Park – Mar. '19*	Kenyngton Manor Rec.	
Russell Rd. – Mar. '19*	Nuthatch Close	
Long Lane – Mar. '19*	Russell Rd.	
Feltham Hill Rd. Rec. – Mar. '19*	Greenfield Rec.	
Woodlands Parade – Mar. '19*	Manor Park	
	Clockhouse Rec.	
	Fordbridge Park	
	Fordbridge North	

	Moormede	
	Halliford Green (by Goat)	
	Cedars Rec.	
	Sunbury Park	
	Rivermead Island	
	Lower Hampton Rd.	
	Flowerpot Green	
	Old Bathing Station	
	Halliford Park	
	Donkey Meadow	
	Littleton Green	
	Manor Farm Avenue	
	Woodthorpe Rec.	
	Hetherington Rec.	
	Catlin Crescent	
	Hengrove Rec.	
	Village Park	
	Staines Riverside	
	Birch Green	

Nb. Sites marked with an asterisk (*) are those which have undergone surveys.

- **Comments:**
 - Following the trial at Lammas Park, there has been no negative feedback received.
 - Survey work has been completed at the first 9 sites on the list
 - Orders placed for new furniture
 - Bases completed at Littleton, awaiting delivery of bins
 - Littleton Rec now completed.
 - We have no dedicated budget for the installation of new furniture and are reliant on staff carrying out this on overtime.
 - Other pressures have resulted in a delay in carrying out this work.
 - We have now sourced quotations from external contractors to carry out this work.
 - We are using the most advantageous of quotes received.
 - Anticipate completion of Long Lane Rec and Woodthorpe Rec by mid-September.
- Awaiting the return to duty of the Project Manager.

Project: River Ash Walk (Wetland Habitat Creation)

Category: Service

RAG Status: Green

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

The project chiefly encompasses the restoration of the river Ash (approx. 300m) section South of Bronzefield prison, this will provide a varied flow and an increase in habitat value. Seasonal ponds will also be created to provide riparian habitat. It was originally hoped that a looped walk could be created incorporating the existing pond to the rear of the prison, but this might not be achievable, instead a walkway will be created to the east of the pond, still creating a circular path (River Ash walk).

- Ecological enhancement
- Increased recreational value

- **Progress Against Milestones:**

- **Last Period Key Achievements:**

- Tender for detail specification of works via – contractor attained.

- **Next Period Key Activities:**

- Stakeholder agreement with final detail design.

- **Identified Risks and Issues:**

Risks:

Issues:

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£23k	Capital funding
External Funding	£58,490	
Total Funding	£81,490	
Actual Spend to Date	£	Budget spent
Projected Spend		
Variance From Agreed Budget		0%

- **Stakeholder Engagement:**

- **Resources:**

- **Anticipated Completion Date:**

Between September and November 2020.

- **Comments:**

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ON HOLD

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:**
 - Two tenders were received in January 2019
 - Both tenders were not quite right for the area
 - Will work with Asset Management to review what is going to be installed and then work out the requirement for the area.

- **Identified Risks and Issues:**

Risks: Installing equipment in the correct season.

Issues:

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£60,000	
Actual Spend to Date		
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**
- **Resources:**
Key Delivery Partners include:-
 - Asset Management
 - Finance
 - Legal
 - Communications
- **Anticipated Completion Date:**
Currently 'ongoing' due to research in the latest equipment becoming available.
- **Comments:**
Project withdrawn/paused whilst Asset Management progress with work to the pavilion. When that work is completed this project shall be reassessed.

Project: Commercial Waste (Spelthorne Direct Services)

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Additional customers wanting to sign contracts
- **Progress Against Milestones:**
Legal and Finance are slightly behind schedule.
 - **Last Period Key Achievements:**
 - Company incorporated with registration for VAT and HMRC complete
 - JT & CT company directors and VS Company Secretary
 - IT equipment purchased with KEENIT
 - Back office system for trucks purchased with VWS
 - Customer contracts to be signed by the end of this week 3rd Aug
 - Currently writing new risk assessments which will include sections for Driving, loading, personal, H&S regulations etc.
 - Website (Cloud based) and branding achieved, 365 with encrypted emails
 - Communications terms currently being drafted for use of information
 - Lloyds bank account
 - **Next Period Key Activities:**
 - Contracts to be sent out
 - Invoices raised
 - Marketing letters/campaigned with business rates depts.
 - Website released
 - Purchase of bins
 - HR contracts to be written
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget		£450,000 anticipated spend.
Actual Spend to Date	£18,000	
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
To be assessed with Covid-19 considerations.
- **Comments:**

['Portfolio of Projects'](#)

Project: Bartec for 'Refuse Enquiries'

Category: Service

RAG Status: Green

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

Those identified thus far include:-

- Time and Cost savings
- Reduction in calls to the service
- Improved all-round Customer experience
- Reduction in paper process/usage
- In Depot reporting/analysis

- **Progress Against Milestones:**

The relevant Project Documentation is currently being prepared.

The Project Team have been continuously working with ICT and Bartec to roll actions to reach milestones. Training, testing the new system upgrade, testing web view and route optimisation for road sweepers.

- **Last Period Key Achievements:**

- Continuous work on overview of current waste management system
- Training for in-cab terminals has been provided for the Operations Manager
- Garden Waste new customers are now been added to Bartec by the Admin Team
- Spelthorne upgrade to test session R16 is currently underway
- R16 training for our Bartec champion
- Access to web view is now live
- Demonstration of the functionality of the system provided by Bartec to ICT

- **Next Period Key Activities:**

- To determine the possibility of Customer Services Officers to have access to Bartec web view
- Define what automated processes are required
- Decide processes and arrange workshops for ICT and Bartec
- Internal workflows for admin team

- **Identified Risks and Issues:**

Risks:

1. **Software:-** Likelihood 3 x Impact 4 = **Risk Score: 12**
2. **New workflows not adhered to:-** Likelihood: 2 x Impact: 3 = **Risk Score: 6**

Issues:

1. **Project timeframe/delivery delay**
2. **Covid-19 emergency**

- **Budget Management:**

To be confirmed.

- **Stakeholder Engagement:**

- **Resources:**

Anticipated Completion Date:

To be confirmed.

- **Comments:**

['Portfolio of Projects'](#)

Project: Enterprise Project – iDOX (Planning)

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:**
 1. Last period Key Achievements:-
 - New process set up for 'Authorisation of Decisions' via Uniform.
 - All acknowledgements, site notices, Public Speaking letters and statutory consultees set to be E-mailed directly from Uniform and stored in EDRMS.
 - All invalid letters to be generated directly from Uniform and stored in EDRMS.
 - Delegated Report generated from Uniform (as a Word document to allow track changes by Authorising Officer).
 - Decision Notices generated directly from Uniform and E-mailed to Agent (or printed if no E-mail address).
 2. Next period Key Activities:-
 - Continue testing DM and ENF Mobile Apps.
 - Develop Enterprise – 3 Days IDOX consultancy booked
 - Standard Templates and Processes to be set up within Uniform Enforcement Module
- **Identified Risks and Issues:**

Risks:

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

Issues:

 - **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 November 2019.
 - **Comments:**

['Portfolio of Projects'](#)

Project: Virtualising ORACLE

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - **Last Period Key Achievements:**
 - New project.
 - **Next Period Key Activities:**
 - Server Validation
 - Server move, Oracle Upgrade and testing
- **Identified Risks and Issues:**
 - Risks:
 1. **Server move and upgrade to take longer than anticipated:-** Likelihood: 3 x Impact 4: = **Risk Score: 12**
 2. **Server validation to raise issues:-** Likelihood: 2 x Impact 3: = **Risk Score: 6**
 - Issues:
 2. Systems on other servers were locking data, leading to spacial migration failing halfway through the process, causing downtime
- **Budget Management:**

Approved Budget: £ 8,200
Actual Spend (To Date): £ 5,500
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

['Portfolio of Projects'](#)

Project: **BLANK**

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**
 - **Last Period Key Achievements:**
 - New project.
 - **Next Period Key Activities:**
 - Nothing Recorded
 - Nothing Recorded
- **Identified Risks and Issues:**

Risks:

 - 6. **Xxxxx xxxx:-** Likelihood: 1 x Impact 2: = **Risk Score: 2**
 - 7. **Xxxxx xxxx:-** Likelihood: 1 x Impact 2: = **Risk Score: 2**
 - 8. **Xxxxx xxxx:-** Likelihood: 1 x Impact 2: = **Risk Score: 2**

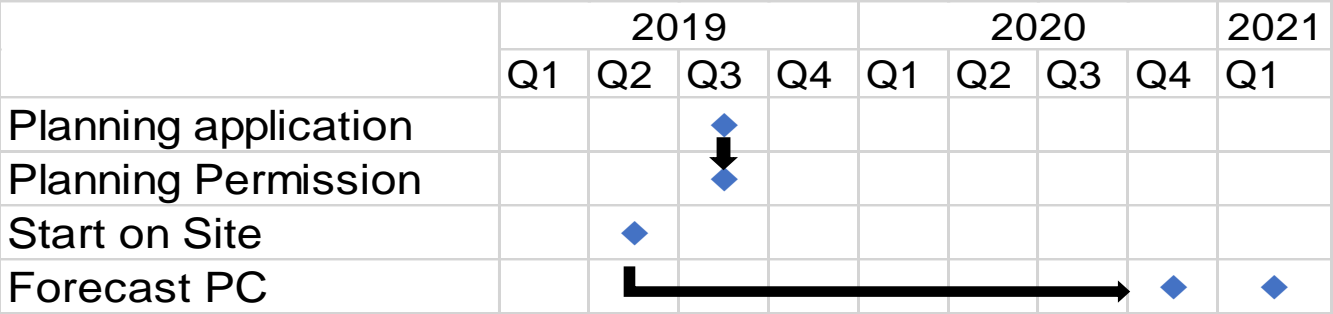
Issues:

 - 3.
- **Budget Management:**

Approved Budget: £ xx,xxx.xx
Actual Spend (To Date): £ xx,xxx.xx
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**
- **Comments:**

['Portfolio of Projects'](#)

Part 1 public



Last Planning submission	July (Roof works)
Latest Planning permission	Aug 2019 Committee
Start on Site	June 2019
Forecast PC	Dec 2020/Mar 2021

Development costs	
Gross development value	

West Wing Knowle Green Status Report

Report Date: 3 November 2020

Project status

Lifebuild – Contractors met Building Control to obtain final approval of mock up of floor section and outstanding fire proofing details. Agreement reached on all 3rd floor roof fire compliance changes. These works may result in 10 week delay on 3rd floor. PC forecast - 8 March 21 (under review due to above works).

Jointing and making good car park trenches and removal of fence line completed. Ground,1st/2nd floors boarded and plastering underway. DDA changes to 3 bed unit on ground floor agreed with Housing Support to accommodate family on the register.

Quadriga Duty Holder H&S inspection on 19 Aug.

Key Milestones		Comments	Date
External Works/Demo Contract		Photo Voltaics and fire protection works completed. Storm left site.	27 Apr 20
Main Fit Out		28 week programme. Partitioning complete to all floors except 3 rd .Plastering and 1 st fix Mechanical & Electrical on GF/1 st /2 nd floor underway	Oct 20
Practical Completion		Full PC of whole site in March 2021.	Dec-Mar 21

Key Issues / Risks		Mitigation
Operational Clashes	L	Regular engagement with internal stakeholders to ensure key areas of sensitivity are addressed. Progress disruptive works whilst building is empty.
Cost certainty For Conversion	L	Split package strategy has been successful in managing out risk. Reviewing costs for additional fire protection works but currently still within total forecast budget.
Increasing Covid-19 risks: social distancing may slow down fit out. Supply chain issues may delay products if closures enforced.	M	Continue to impose very high standards of hygiene protocols. Daily toolbox talks re distancing/safety. Place early orders and consider equal/approved spec items where non-availability.

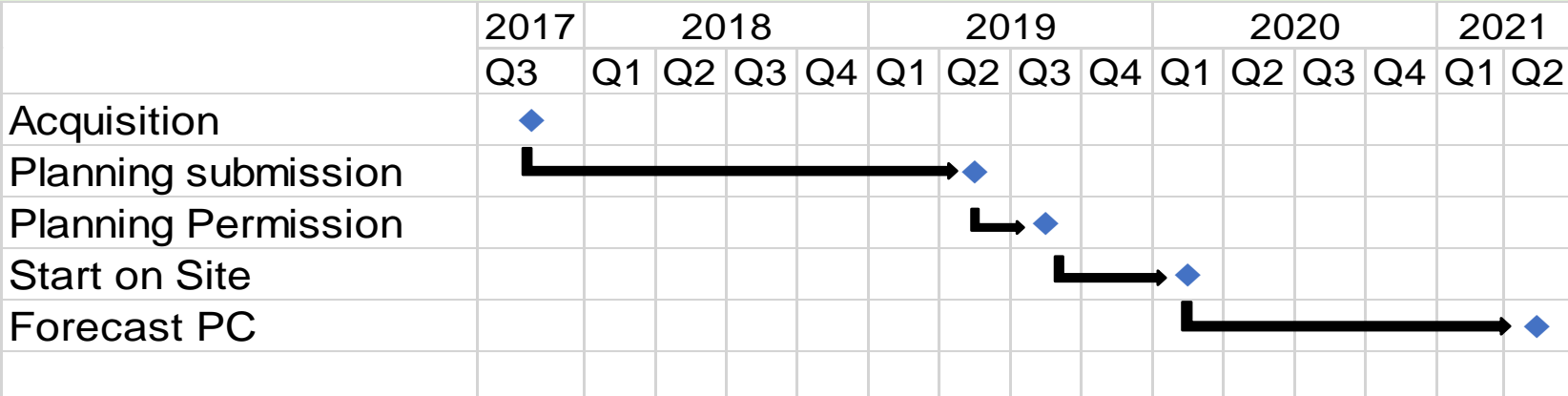
Sales/ revenue	Numbers	Gross Sales	Rents- Monthly/U nit	Gross rent pcm	Gross rent annual	Net per annum (assuming 25%)
Studio/1 Bedroom	4					
2 Bedroom	17					
3 Bedroom	4					
Totals	25					

Finance	Cost to Date	Forecast to PC	Comments
Cabinet approved development costs			
Main Contractor build costs			
Soft Strip / Demo			
Professional fees			
Other cost (CIL, Planning etc)			
Site purchase			
Associated costs			
Interest costs			
Contingency			
Total			

Return on cost (excluding interest)	Gross yield per annum	Net yield per annum (assuming 25% costs)

White House, Staines-upon-Thames

Project Sponsor Heather Morgan
Project Manager Richard Mortimer/David Birley



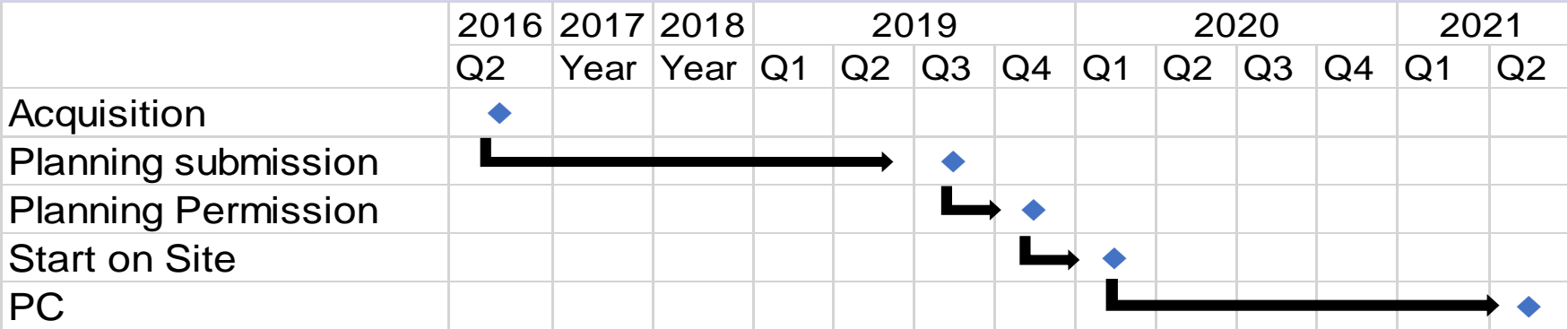
Acquisition	31 July 2017
Planning submission	28 May 2019
Planning permission	18 September 2019
Start on Site	17 February 2020
Forecast PC	14 May 2021

Total Acquisition cost	
Forecast Build costs	
Fees	
GDV	

White House Status report					Report Date:		3 November 2020					
<p>Project status</p> <p>Homes England – quarterly progress meeting held. Acknowledged good progress being made in challenging Covid conditions. PC date falls within extended long stop date of March 2022.</p> <p>Planning – consent granted for energy centre/bins and 3 extra cars spaces on 4 June. Planning granted for extended working hours.</p> <p>S.278 highways – agreed with one exception. Surrey inspected last week and awaiting confirmation its one of their assets. Legal then need to close out mini S278 Agreement.</p> <p>Preferred operator identified via tender process. Cabinet approval obtained on 23 September 2020 to progress with preferred provider and contracts are now in place. Initial project inception kick off meeting held.</p>					Sales/ revenue		Flat numbers	Flat Rents	Gross rent pcm	Gross rent annual	Net rent per annum (assuming 25%)	
					Single room hostel		27					
					Studio hostel		4					
					Totals		31					
Health & Safety		Occurrences										
Accidents reported		- 0										
Near Misses		- 0										
Actions taken		- n/a										
Key Milestones			Comments		Date							
HE Funding			HE contract executed		April 20							
Procure operator			Tender process concluded and preferred bidder selected.		Sept 20							
Main Works			Formation of roof trusses, parapets completes next week. Following week, window fitting commences. Watertight in early December.		Oct 20							
Practical Completion			7 weeks programme slippage reported. A mix of Covid related impacts including delays in getting floor slabs delivered to site. Extended working hours may help limit further loss of time.		May 21							
Key Issues / Risks			Mitigation									
S278 works agreed. Ownership of drain to be confirmed by Surrey prior to completing legal agreement.		L	Awaiting Surrey engineers to confirm ownership and capacity. Then need to agree liability for costs of works. Complete using mini S278 Agreement									
COVID-19 will lead to programme slippage (time/materials availability)		M	Collaborating with contractor to minimise programme/financial risks. Extended hours. Bringing forward works to mitigate.									
New operator required		L	Preferred operator approved at Cabinet on 23 September and contracts finalised.									

Harper House, Ashford

Project Sponsor Heather Morgan
Project Manager Richard Mortimer/David Birley



Acquisition	10 May 2016
Planning submission	July 2019
Planning permission	18 October 2019
Start on Site	Feb 2020
PC	April 2021

Total Acquisition cost	
Development costs	
Gross development value	

Harper House status report

Project status

Homes England (HE) funding – Agreement signed. HE – quarterly meeting held on 8 Oct. HE audit concluded and draft report awaited. Site well managed and no delays currently being reported.

MCS (main contractor) programme of 52 weeks. Currently on programme/cost.
H&S Duty Holder drop in inspection undertaken by Quadriga on 19 August – satisfactory.

Preferred operator identified via tender process. Cabinet approval obtained on 23 September 2020 to progress with preferred provider and contracts are now in place. Initial project inception kick off meeting held.

Key Milestones	Comments	Date
Planning Permission	Granted	Oct 19
Demolition	Works completed 24 Feb.	Feb 20
Main Build Works	Timber roof trusses 95% complete, progressing floor screed at GF/1 st floors. 1 st fix Mechanical & Electrical /plumbing progressing on floors 1&2	Oct 20
Practical Completion	MCS build programme forecast at 52 weeks. On programme.	April 21

Key Issues / Risks		Mitigation
Crane – larger crane installed and more oversail licences needed	L	Crane jib now being folded out of hours so no oversailing when winded.
Programme risk due to COVID-19 which impacts time and availability of materials	M	High hygiene levels being maintained. MCS procuring ahead of need. Resequencing of works to bring forward GF/1 st floor screed and 1 st fix M&E and plumbing.
New operator required	L	Preferred operator approved at Cabinet on 23 September and contracts finalised

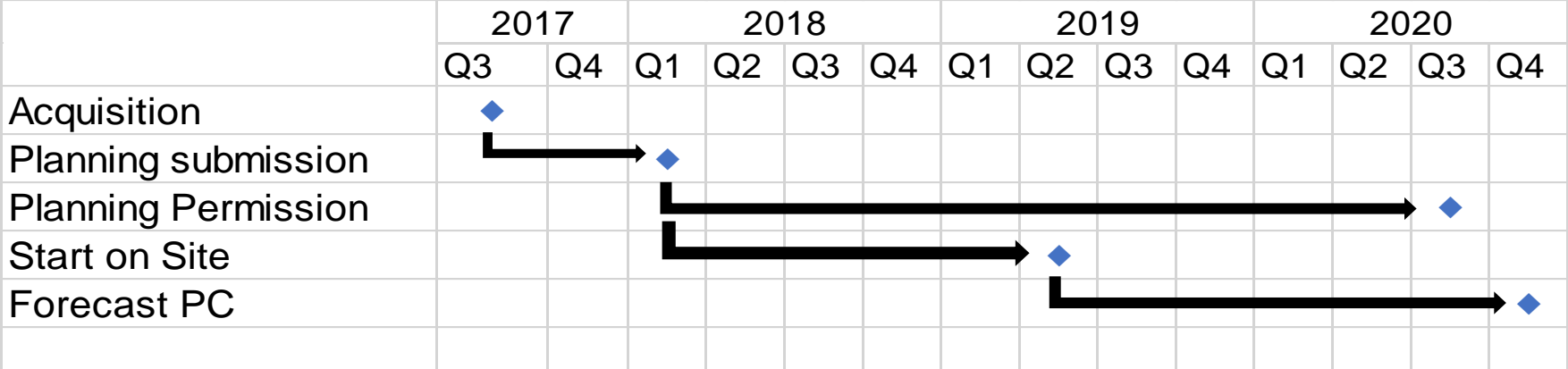
Report Date: 3 November 2020					
Sales/ revenue	numbers	Rents	Gross rent pcm	Gross rent annual	Net per annum (assuming 25%)
1 Bedroom					
2 Bedroom					
3 Bedroom					
Totals					

Finance	Cost to Date	Forecast to PC	Comments
Cabinet approved development costs			
Main Contractor build costs			
Professional fees			
Demo			
Other cost (CIL, Planning			
Site purchase			
Associated costs			
Finance costs			
Contingency			
Total			

Return on cost	Gross yield per annum	Net yield per annum (assuming 25% costs)

Ceaser Court Phase 1

Project Sponsor Heather Morgan
Project Manager Richard Mortimer

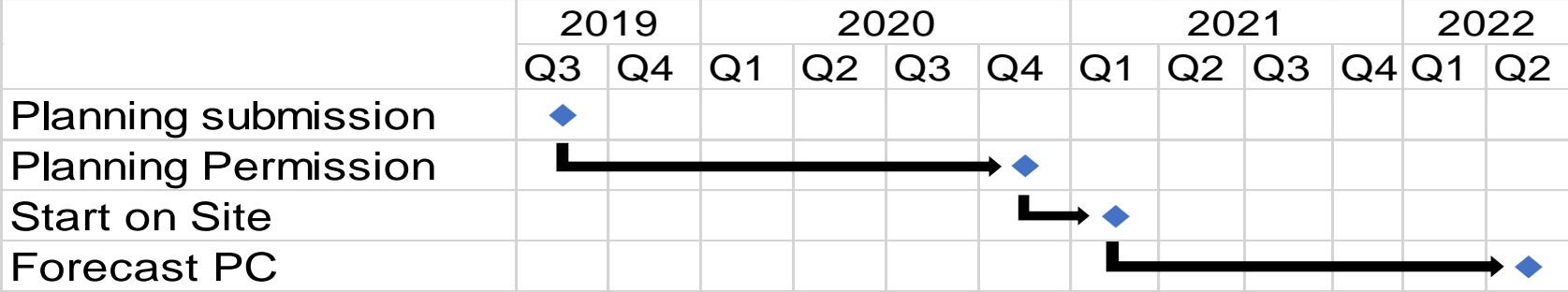


Acquisition	20 September 2017
Planning submission	March 2018
Last Planning permission	July 2020
Start on Site	24 June 2019
Forecast PC	December 2020

Total Acquisition cost	
Forecast Build costs	
Gross development value	

Ceaser Court Phase 2

Project Sponsor Heather Morgan
Project Manager Richard Mortimer



Planning submission	August 2019
Planning permission	December 2020 tbc
Start on Site	Mar 2021
Forecast PC	July 2022

Development costs	
Gross development value	

Ceaser Court Status Report

Project status

Phase 1 - non completion notice issued in August. Steps being taken with Legal.

Changes to Phase 2 – Proposed removal of community space and replace with 3 apartments. Revised documents and plans to be submitted to LPA and changes to be reconsulted upon.

Outstanding matters are – 1. Crossing – agreed, awaiting written confirmation from Surrey Highways. 2. Revised Viability Assessment for S106 affordable housing to reflect 39 apartment scheme.

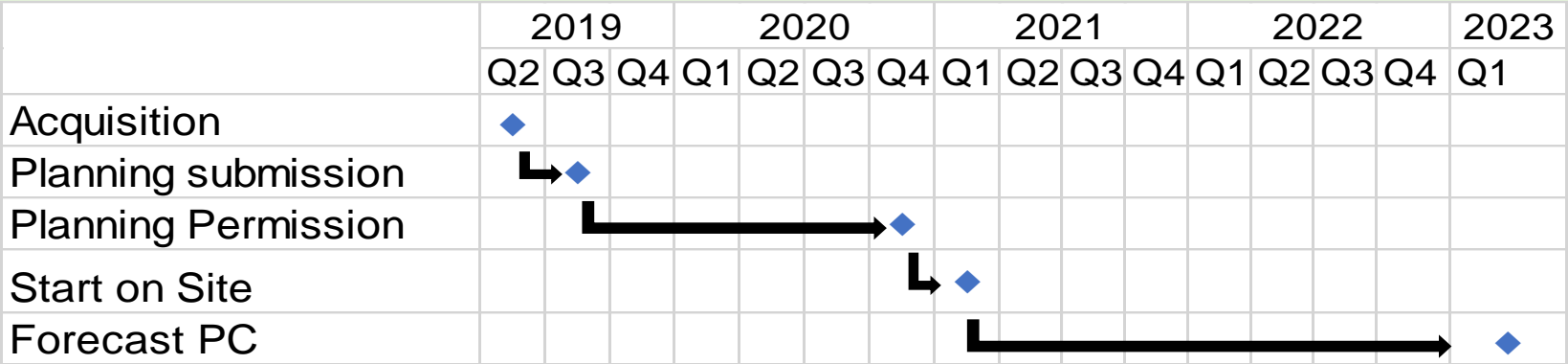
Report to December Cabinet and Council for revised budget for Phase II

Health & Safety		Occurrences	
Accidents reported		Site manager had COVID-19 symptoms. Off work from16 March. Returned to work on 6 April.	
Near Misses		- 0	
Actions taken		Site works stopped and thoroughly deep cleansed	
Key Milestones		Comments	Date
Phase 1 – Works .		Tiling, 2 nd fix M&E/carpentry and tiling progressing to 5 th floor. Works to stair cores commences next week. GF/1 st floor snags underway. M&E certification underway. Roof – 95% complete.	Oct 20
Planning submission – Phase 2		Submitted 29 August 19.	Aug 19
Planning Determination – Phase 2		Changes to scheme will delay planning determination	Dec 20
Key Issues / Risks		Mitigation	
LPA negotiations ongoing re % affordable housing	M	Produce revised Viability Assessment to respond to 39 unit scheme.	
Planning for removal of TPO trees required to facilitate location of Sulo bins. Risk to programme	M	Part of Phase 2 application, Due to delays, a separate TPO application has been submitted to clear this requirement.	
Change to scheme may lead to planning delays and increase build costs/risks post Brexit.	H	Revised scheme being prepared. Has put back Cabinet Paper for build costs approval to 3 December and Council on 10 December.	

Report Date: 3 November 2020					
Sales/ revenue	Flat numbers	Flat Rents	Gross rent pcm	Gross rent annual	Net per annum (assuming 25%)
P1 - 1 Bedroom	22-incl 6 AH				
P1 - 2 Bedroom	33 – incl 6 AH (at present)				
P2 – 1 Bedroom	13				
P2 – 2 Bed	23				
P2- 3 bed	3				
Totals					
Finance		Cost to Date	Forecast to PC	Comments	
Cabinet approved build costs					
Forecast build costs – P1/P2					
Soft Strip Demo					
Professional fees					
Other cost (CIL, Planning)					
Site purchase					
Associated costs					
Interest costs					
Contingency costs					
Total					
Return on cost		Gross yield per annum		Net yield per annum (assuming 25% costs)	
P1					

Ashford Hospital status report

Project Sponsor Heather Morgan
Project Manager Richard Mortimer



Acquisition	04 May 2019
Planning submission	13 July 2020
Planning permission	Nov 2020
Start on Site	Q1 2021
Forecast PC	Q1 2023

Total Acquisition cost	
Build costs	
Gross development value	

Ashford Hospital status report

Project status

Planning application for 127 units. Memorandum of Understanding signed with NHS to take up to 115 units. All 12 S106 affordable housing units in Block B)B). Local Planning Authority now seeking higher number of S106 units as a result of viability assessment.

Archaeology dig and SI submitted to remove pre-commencement condition. Preferred bidder - awaiting final feedback on costings for slightly revised design.

Cabinet approved construction budget on 23 September subject to planning and goes to reconvened Council on 29 October. Planning progressing well. 5 objections/clarifications.

Key Milestones		Comments	Date
Demo		If Viability Assessment is agreed early, demolition could be started earlier (on risk). Prior Notification needed.	Sept 20
Main Works Tender		Finalising contract sum/terms based on Stage 3.	Oct 20
Planning Determination		Targeting November Committee.	Nov 20
Conclude main contractor appointment		Full Council approval for budget and planning required to conclude contract.	Nov 20
Start on site		Archaeology/SI completed, Demo start in Dec. Main works – end Q1 21	Dec 20

Key Issues / Risks		Mitigation
Archaeology a risk/delay	L	Works undertaken. Final report awaited. Nothing of value revealed.
Responses from Surrey Highways may delay determination	L	LPA and consultants chasing for confirmation unit increase remains de minimis.
Build costs are higher than original approval	L	Value Engineering undertaken and +12 more units to mitigate. Full Council approval sought for budget at reconvened meeting 29 October.

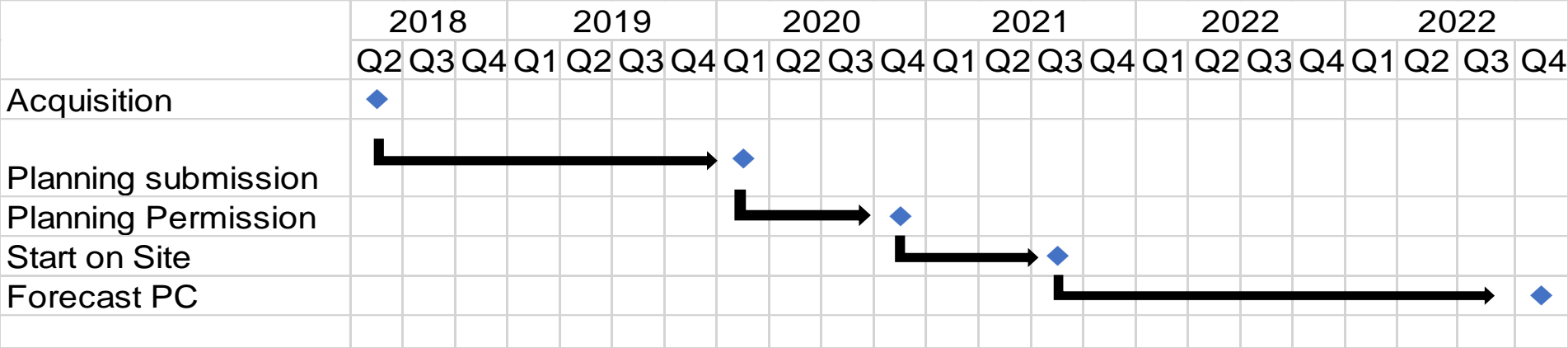
Report Date: 3 November 2020

Sales/ revenue	numbers	Rents pcm-80%MRV	Gross rent pcm	Gross rent annual	Net per annum (assuming 25% costs)
1 Bedroom	36				
2 Bedroom	88				
3 Bedroom	3				
Totals	127				

Finance	Cost to Date	Forecast to PC	Comments
Cabinet approved development costs			
Main Contractor build costs			
Professional fees			
Other cost (CIL, Planning)			
Site purchase			
Associated costs			
Finance costs			
Contingency			
Total			

Return on cost	Gross yield per annum	Net yield per annum (assuming 25% costs)

Project Sponsor Heather Morgan
Project Manager Richard Mortimer



Acquisition	02 May 2018
Planning submission	12 March 2020
Planning permission	Dec 2020
Start on Site (main build)	Q3/2021
Forecast PC	Q4/2023

Total Acquisition cost	
Forecast Build costs	
Gross development value	

Thameside House Status Report

Project status

1.Environment Agency (EA) – agreed outstanding flooding matters. 2.Viability – In discussion

Remaining key planning issues - 1. Lead Local Flood Authority (LLFA)– final sign off awaited from Surrey .2 Bin lorry tracking. 3. Tree Officer – agreed additional enhancements. 4. EA – revisions agreed and final document submitted for sign off. 5. Additional daylighting/sunlighting test requested by Local Planning Authority (LPA).

Demo – tender returns received last week.

Rents – will review as evidence base indicates these may have increased

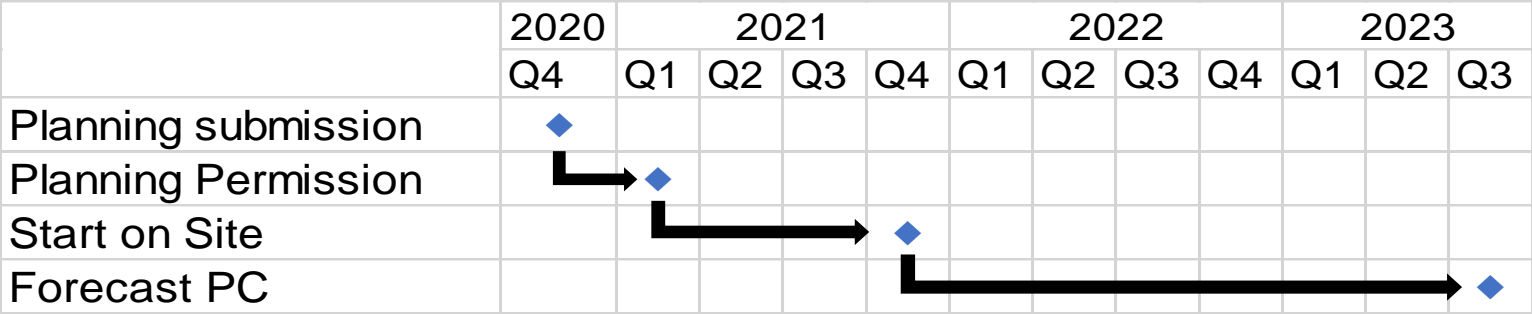
Key Milestones		Comments	Date
Planning Submission		Submitted on 12 March	Mar 20
Statutory Consultation		Thames Water/Highways/Heritage/Viability/EA. LLFA – condition proposed.	Oct 20
Planning Determination		Target Dec subject to LPA agreement.	Dec 20
Start on Site (soft strip/demo)		Soft strip/demo tenders returned last week and being qualified. Below budget.	Feb 20

Key Issues / Risks		Mitigation
Minimum height and density required to maintain viable scheme.	M	Design Review Panel (DRP) support in principle. Public sentiment a risk. Scheme compliant with Civil Aviation Authority (CAA) regs.
Cost certainty. Tall buildings on tight site (programme and logistical aspects)	L	Design to Stage 3+ and early contractor engagement to refine buildability/logistics. Network Rail engagement pre-demo.
Significant objections about height from local residents/Staines Town Society.	H	Berkeley consent a precedent for tall buildings. DRP support.
LPA raised queries regarding impacts on specific junctions.	L	Surrey Highways have confirmed the Transport Assessment is acceptable and no further junction testing is required.

		Report Date: 3 November 2020					
Sales/ revenue	Numbers	Area	Gross Sales	Rents	Gross rent pcm	Gross rent annual	Net per annum (assuming 25%)
1 Bedroom	69						
2 Bedroom	67						
3 Bedroom	4						
Offices		22,547sq ft					
Totals	140 apts	112,135 sq ft					
Finance		Cost to Date		Forecast to PC		Comments	
Cabinet approved development costs							
Main Contractor build costs							
Professional fees							
Other cost (CIL, Planning etc)							
Site purchase							
Associated costs							
Interest costs							
Contingency							
Total							
Return on cost (including interest)		Gross yield per annum			Net yield per annum (assuming 25% costs)		

Leisure Centre

Project Sponsor Lee O’Neil
Project Manager Richard Mortimer



Planning submission	Nov 2020
Planning permission	Feb 2021
Start on Site	Nov 2021
Forecast PC	Q4 2023

Development costs	
Gross development value	

Leisure Centre Status report

Report Date:

3 November 2020

Project status

All surveys completed for planning submission. Comments on transport strategy awaited from Surrey Highways. Base Stage 3 design frozen. LPA confirmed EIA not required.

A 10 week design programme commenced in August to accommodate Passivhaus so planning submission target for November

Passivhaus - £3.3m design fees. Preparing OJEU draft tender to commence post planning submission.

Report approved at Cabinet on 23 September to recommend to Council a supplementary capital estimate. To be considered at reconvened Council 29 October

Key Milestones		Comments	Date
Cabinet Approval		Approval to proceed with consultation	29 Jan 20
Public Consultation		96% support. Design adjusted to reflect feedback	10 Apr 20
Pre-Application Meeting		2 meetings held	
Cabinet and Council Approval		Cabinet approval 23 September. Full Council decision at reconvened meeting on 29 October.	Oct 20
Target Planning Submission		Nov - pending Cabinet and Council approval	Nov 20
Key Issues / Risks		Mitigation	
Site designated as Public Urban Open Space	L	Site usage surveys show de-minimis use. Public consultation 96% support.	
Programme delays have led to greater uncertainty over build costs. Also now COVID-19/Brexit.	M	Soft market test to firm up on procurement process.	
High water table in parts of site will increase costs	L	Final cost effective containment designed below building and may require permanent dewatering.	

Sales/ revenue

25 m Main pool with 250 spectator seats, Learner pool, Splash Pad, Sauna, Steam room and Spa, Sports Hall (6 courts) with spectator seating, 3 Squash Courts (changeable to studio space or 2 badminton courts) Health & fitness, Multi Activity Studio, Spin studio, Multi-purpose room, Soft play, 2 x rooms for physio, Clip n climb, Reception with retail, Café (100 seats) with poolside viewing, four 3G small sized pitches, roof garden, clip 'n' climb, 300 parking spaces

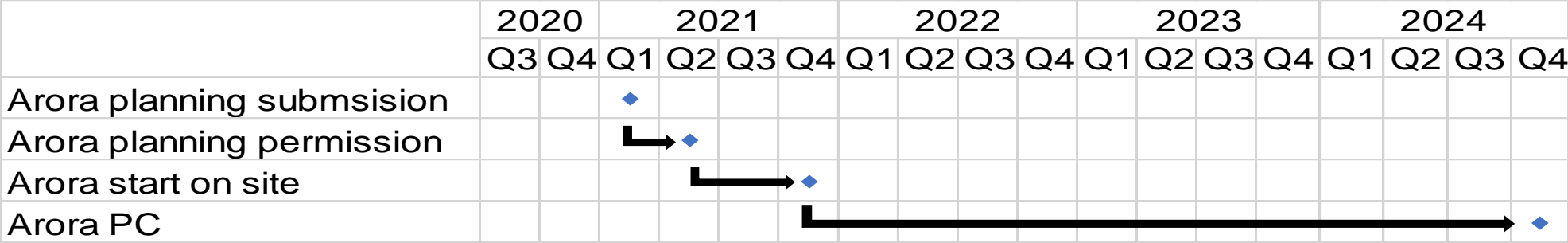
Total

Anticipated Net income

Finance	Cost to Date	Forecast to PC	Comments
Cabinet approved development costs			
Main Contractor build costs			
Professional fees			
Other cost (CIL, Planning etc)			
Site purchase			
Associated costs			
Interest costs			
Contingency			
Total			
Return on cost		Gross yield per annum	Net yield per annum (assuming 25% costs)

Waterfront status report (Development Agreement with Arora to deliver)

Project Sponsor Heather Morgan
Project Manager Richard Mortimer



Arora planning submission	Q1/2021
Arora planning permission	Q2/2021
Arora start on site	Q4/2021
Arora forecast PC	Q4/2024

Development costs	N/A
Gross development value	N/A

Waterfront status report

Project status (provided by Arora who are delivering the scheme)
EA have provided initial flood advice and mitigation measures are being developed. Pre –app date being sought. Local Planning Authority requested Planning Performance Agreement (standard for large scale applications). Arora proposed change in brand from DoubleTree to Pullman accepted which provides a higher quality offer. Arora extension of time to 31 January2021 for planning submission accepted (delay due to COVID and some of their consultants teams being furloughed). Notice served on Thameside Brewery requiring vacant possession by 31 December 2020 as per Development Agreement. Other tenants to vacate by same date.

Health & Safety		Occurrences	
Accidents reported		N/A	
Near Misses		N/A	
Actions taken		N/A	
Key Milestones		Comments	Date
Pre App 1			Oct 20
Public Consultation		Delay in pre app date likely to defer public consultation to December	Oct 20
Cabinet Presentation		Date to be confirmed	Jan 21
Planning Application		Contract target – 31 Oct 2020. Extended to 31 Jan 2021	31 Jan 21
Key Risks/Issues			
Loss of car park and its mitigation needs careful consideration	M	Town Centre study currently being undertaken. Arora (as developer) will need to offset impacts.	
COVID-19 led market instability could lead to Arora renegotiating terms/withdrawing	L	The deal is structured so both parties are aligned in the short/long term performance of the project.	
Scale of development will need to be sympathetic to Conservation Area. Objectors already mobilising	M	Arora to develop a scheme that addresses appropriately	

Report Date: 3 November 2020					
Sales/ revenue	numbers	Rents	Gross rent pcm	Gross rent annual	Net per annum (assuming 25%)
1 Bedroom	N/A	N/A	N/A	N/A	N/A
2 Bedroom	N/A	N/A	N/A	N/A	N/A
Other facilities	Proposed hotel and community facilities- size and mix subj to planning				
Totals	N/A	N/A	N/A	N/A	N/A
Finance		Cost to Date	Forecast to PC	Comments	
Cabinet approved development costs		N/A	N/A		
Main Contractor build costs		N/A	N/A		
Professional fees		N/A	N/A		
Other cost (CIL, Planning etc)		N/A	N/A		
Site purchase		N/A	N/A		
Associated costs		N/A	N/A		
Finance costs		N/A	N/A		
Contingency		N/A	N/A		
Total		N/A	N/A		
Return on cost		Gross yield per annum		Net yield per annum (assuming 25% costs)	
N/A		N/A		N/A	

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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