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Date: 1 July 2019

Notice of meeting

Overview and Scrutiny Committee

Date: Tuesday, 9 July 2019

Time: 7.30 pm

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

To: Members of the Overview and Scrutiny Committee

Councillors:

V.J. Leighton (Chairman)
J. McIlroy (Vice-Chairman)
C. Barnard
C.L. Barratt
N.L. Cornes

J.H.J. Doerfel
J.T.F. Doran
R.D. Dunn
M. Gibson
L. Nichols

R.J. Noble
D. Saliagopoulos
J.R. Sexton
R.W. Sider BEM
R.A. Smith-Ainsley

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

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AGENDA

Description	Lead	Timings	Page Number.
1. Apologies To receive any apologies for non-attendance.			
2. Minutes To confirm the minutes of the meeting held on 21 May 2019 as a correct record.			5 - 6
3. Disclosures of Interest To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.			
4. Call-in of Cabinet decisions No Cabinet decisions have been called in.			
5. The Role of Overview and Scrutiny To note the attached documents from the Council's Constitution which are for background information. If members have any queries about any matter within these documents, please will they raise them at least 24 hours in advance of the meeting by contacting the Committee Manager, whose details are shown on the front of the agenda. <ul style="list-style-type: none">• Overview and Scrutiny Committee Terms of Reference• Overview and Scrutiny Procedure Rules			7 - 16
6. Treasury Management Annual Report 2018/19 To note the Treasury Management annual report for 2018/19 and the financial environment in global markets			17 - 28
7. 2018/19 Provisional Capital Outturn Report To note the provisional capital outturn for 2018/19.			29 - 38
8. 2018/19 Provisional Revenue Outturn Report To note the provisional revenue outturn for			39 - 60

Description	Lead	Timings	Page Number.
2018/19.			
<p>9. Corporate Project Management update</p> <p>To receive an update on progress with corporate projects and their outcomes across the Council.</p>			61 - 130
<p>It may be necessary to exclude the Press and Public during this item in relation to any confidential information to be provided to the Committee.</p>			
<p>10. Work Programme</p> <p>During this session, councillors will be invited to consider and suggest suitable topics for inclusion on the Committee's Work Programmes for 2019-20 and 2020-21.</p>			131 - 146
<p>Councillors are encouraged to speak to other Members in advance of the meeting to identify key issues for their constituents which would result in improvements for local people.</p>			
<p>The following documents are attached to assist councillors' consideration of this item:</p> <ul style="list-style-type: none"> • Review of the work programme 2018/19 • Current draft work programme for 2019/20 • Cabinet Forward Plan 			

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**Minutes of the Overview and Scrutiny Committee
21 May 2019**

Present:

Councillor V.J. Leighton (Chairman)
Councillor J. McIlroy (Vice-Chairman)

Councillors:

C. Barnard	J.T.F. Doran	R.J. Noble
C.L. Barratt	R.D. Dunn	R.W. Sider BEM
N.L. Cornes	M. Gibson	R.A. Smith-Ainsley
J.H.J. Doerfel	L. Nichols	

Apologies: Councillors D. Saliagopoulos and J.R. Sexton

157/19 Appointment of Chairman

It was proposed by Councillor J. McIlroy and seconded by Councillor C. Barnard that Councillor V.J. Leighton be appointed Chairman.

Councillor L.E. Nichols was also proposed for the role of Chairman by Councillor R.D. Dunn and seconded by Councillor N. Cornes.

It was

Resolved that Councillor V.J. Leighton be appointed Chairman of the Overview and Scrutiny Committee for the forthcoming municipal year 2019/20.

158/19 Minutes

The minutes of the meeting held on 19 March 2019 were approved as a correct record.

159/19 Appointment of Vice Chairman

It was proposed by Councillor V.J. Leighton and seconded by Councillor C. Barratt that Councillor J. McIlroy be appointed Vice Chairman of the Overview and Scrutiny Committee.

Councillor L.E. Nichols was also nominated for the role of Vice Chairman by Councillor N. Cornes and seconded by Councillor R.D. Dunn.

It was

Resolved that Councillor J. McIlroy be appointed Vice Chairman of the Overview and Scrutiny Committee for the forthcoming municipal year 2019/20.

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OVERVIEW AND SCRUTINY COMMITTEE

(15 Members)

1. GENERAL ROLE

- (a) To be member led and discharge the function of overview and scrutiny as a critical friend in relation to the development of policies and strategies to meet local needs and in relation to service delivery and performance management;
- (b) Review and / or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions
- (c) Make reports and / or recommendations to the Council and / or the Cabinet in connection with the discharge of any of the functions;
- (d) Question members of the Cabinet and / or committees and the Chief Executive, Deputy Chief Executives or Heads of Service about their views on issues and proposals affecting Spelthorne and on their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- (e) Consider any matter affecting Spelthorne or its inhabitants; and
- (f) Exercise the right to call in for reconsideration, decisions made but not yet implemented by the Cabinet.

2. POLICY REVIEW AND DEVELOPMENT

- (a) To assist the Council and the Cabinet on policy issues generally including the initiation and development of new policies and strategies (this includes not just the Council's policies and strategies but those of other bodies which affect the wellbeing of the Spelthorne community);
- (b) To consider and advise the Cabinet and Council on the content of the Corporate Plan;
- (c) To review, consider and recommend improvements and developments in advance of the decisions of the Cabinet in relation to policy matters;
- (d) Conduct research, and consultation in the analysis of policy issues and possible options;
- (e) Consider and implement mechanisms to encourage and enhance community participation in the development of policy options; and

- (f) Liaise with other external organisations operating in Spelthorne, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

3. SCRUTINY AND REVIEW

- (a) To review and monitor the Council's performance management arrangements and draw attention to local residents concerns;
- (b) To review and monitor the implementation of the Corporate Plan;
- (c) To review and monitor performance in meeting the Council's annual targets;
- (d) To review and monitor how and to what effect policies and strategies are being implemented and to make reports and recommendations, including proposals for changes to policies and practices to the Council and the Cabinet (this includes not just the delivery of Council policies and strategies but those of other bodies which affect the wellbeing of the Spelthorne community);
- (e) To review and monitor performance acting as a critical friend to the Cabinet regarding the Council's budget and policy framework;
- (f) To review and monitor any areas that the Committee believes is not performing setting up task groups as required;
- (g) To review and scrutinise as a critical friend the performance and decisions of the Cabinet in relation to service provision and performance management and to exercise the right of 'call in' of decision in accordance with the provisions of the Constitution;
- (h) To review and scrutinise the performance of other public bodies in Spelthorne, in particular they will exercise the Council's scrutiny responsibilities arising under the Police and Justice Act 2006 and the 'Councillor Call for Action' provisions under the Local Government and Public Involvement in Health Act 2007 and invite reports from appropriate public bodies by requesting them to address the committee and local people about their activities and performance; and
- (i) Question and gather evidence from any person (with their consent) to fulfil its purpose.

OVERVIEW AND SCRUTINY PROCEDURE RULES

1. NUMBER AND SIZE OF COMMITTEES

- 1.1 The Council will have an Overview and Scrutiny Committee as set out in Article 8 and will appoint members to it. The Committee may appoint such sub-committees and working groups, as it considers appropriate.

2. WHO MAY SIT ON OVERVIEW AND SCRUTINY COMMITTEES

- 2.1 All councillors except members of the Cabinet and the Mayor may be members of the Overview and Scrutiny Committee. However, no councillor may be involved in scrutinising a decision which he or she has been directly involved with.

3. CO-OPTEEES

- 3.1 The Overview and Scrutiny Committee shall be entitled to recommend to Council the appointment of a number of people as non-voting co-optees such as representatives from other organisations, local residents, outside experts etc.

4. MEETINGS

- 4.1 There shall be at least 4 ordinary meetings of the Overview and Scrutiny Committee in every year in accordance with the calendar of meetings agreed by the Council. These shall be at times and venues to be decided by the Committee.
- 4.2 In addition, extraordinary meetings may be called from time to time as and when appropriate. An extraordinary Overview and Scrutiny Committee meeting may be called by:
- (a) the Chairman of the Overview and Scrutiny Committee,
 - (b) any 3 members of the Committee; or
 - (c) The lead officer to the Committee if he or she considers it necessary or appropriate after consultation with the Chairman.
- 4.3 When calling an extraordinary meeting the justification for doing so shall be given.
- 4.4 Any councillor may attend meetings of the Overview and Scrutiny Committee of which he or she is not a member but shall sit separately from the members of the Committee so that it is clear to members of the public, who are the members of the Committee. A councillor shall not be entitled to attend meetings of working groups or sub-committees unless appointed as a member or invited to attend by the working group or sub-committee.
- 4.5 A councillor in attendance at meetings may, when invited to do so by the Chairman, speak at the meeting in relation to an issue being discussed, provided he or she has notified the Chairman before the start of the meeting of his or her wish to speak on the item.
- 4.6 A councillor appointed as the Council's representative on an outside body may attend meetings and speak in relation to an issue being discussed which affects that body, provided that he or she has notified the Chairman before the start of the meeting of his or her wish to speak on the item.

5. APPOINTMENT OF CHAIRMAN

- 5.1 At the first meeting in the municipal year the Committee will elect the Chairman for the year from amongst the councillors appointed to the Committee. In the event of an equality of votes, the appointment shall automatically be deferred to the next meeting and the Committee shall elect a Chairman for the meeting to enable the business on the agenda to be transacted. The Chairman will then conduct the appointment of a Vice-Chairman.
- 5.2 The Chairman shall preside at every meeting of the Committee at which he or she is present but may invite the Vice-Chairman of the Committee to preside over all, or any part of the meeting.
- 5.3 In the absence of the Chairman, the Vice-Chairman shall preside and, in the absence of the Chairman and the Vice-Chairman, the Committee shall elect a person from among their number to preside at the meeting, which will be conducted by the lead officer.

6. QUORUM

- 6.1 The quorum for the Overview and Scrutiny Committee (or any sub-committee) shall be one quarter of the members of the Committee.

7. WORK PROGRAMME

- 7.1 The Overview and Scrutiny Committee shall be responsible for setting its own work programme and in doing so shall take into account the wishes of members on that Committee who are not members of the largest political group on the Council. Any work programme agreed may be amended from time to time.

8. AGENDA ITEMS

- 8.1 Any councillor shall be entitled to notify the Chairman that they wish a relevant item to be included on the agenda for the next available meeting of the Committee; such notice to include the reason for wanting the matter to receive Committee consideration. The Chairman shall consider such a request and if he or she agrees that it is an appropriate matter for the Committee to discuss, the lead officer to the Committee will ensure that it is included on the next available agenda. If the Chairman does not consider it appropriate for the Committee to consider the item requested, then he or she shall give his or her reasons to the member making the request. (Note: this relates to any matter relevant to the functions of the Committee other than a 'call-in' of a key decision, which is dealt with separately in paragraph 16 below)

9. ORDER OF BUSINESS

- 9.1 The normal order of business at overview and scrutiny committees shall be:
- (a) Apologies for absence;
 - (b) Minutes of the last meeting;
 - (c) Disclosures of interests;
 - (d) Call in of a Leader, Cabinet or Cabinet Member decision;
 - (e) Any matter referred under the "Councillor call for action" procedures

- (f) Outcomes of any reports or recommendations to the Leader, Cabinet or Cabinet Member
 - (g) Matters set out in the work programme for the meeting
 - (h) Cabinet Forward Plan
 - (i) Members of the Committee to suggest items for future Committee consideration
 - (j) Work Programme; and
 - (k) Any business identified by the Lead Officer to the Scrutiny Committee and agreed by the Chairman
- 9.2 Duration of meetings (Please see Standing Orders for Council contained in part 4 section (a) of the Council's Constitution for the rules on the length of time allowed for a single meeting).

10. POLICY REVIEW AND DEVELOPMENT

- 10.1 The role of the Overview and Scrutiny Committee in relation to the development of the Council's budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules.
- 10.2 In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, the Overview and Scrutiny Committee may make proposals to the Leader, Cabinet or Cabinet Member (as the case may be) for developments in so far as they relate to matters within their terms of reference.
- 10.3 The Overview and Scrutiny Committee may hold enquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so.

11. CONDUCT OF REVIEWS

- 11.1 Before starting any review or enquiry, the Overview and Scrutiny Committee will:
- (a) Define the issue it wishes to look at and the Committee's purpose in undertaking the review;
 - (b) Indicate the type of background information and any performance or other data the Committee requires;
 - (c) Indicate the individuals the Committee would like to interview as part of their review (e.g. Members of the Cabinet, officers, representatives from other organisations, local residents and outside experts. etc);
 - (d) Set a realistic timescale including meeting dates if there are to be additional meetings to those in the calendar; and

- (e) Decide whether the review is to be undertaken by the Committee itself or by a working group of members of the Committee reporting to the main Committee.
- 11.2 The terms of reference for any review to be undertaken by the Overview and Scrutiny Committee will be agreed by the Chairman of the Committee with the assistance of the lead officer and sent to all members of the Committee. The Chairman of the Committee will then manage the review with the lead officer and support of the committee manager.
- 11.3 Where the Overview and Scrutiny Committee conducts reviews or investigations and asks people to attend to give evidence, it will proceed in accordance with the following principles:
- (a) that the review or investigation will be conducted fairly and all members of the Committee will be given the opportunity to ask questions, to contribute and speak;
 - (b) that those assisting the Committee by attending be treated with respect and courtesy; and
 - (c) that the review or investigation be conducted so as to maximise the efficiency of the investigation or analysis.

12. REPORTS FROM THE OVERVIEW AND SCRUTINY COMMITTEE

- 12.1 Once it has formed recommendations on proposals for development, the Overview and Scrutiny Committee will prepare a formal report or recommendation and submit it to the lead officer for consideration by the Leader or Cabinet (if the proposals are consistent with the existing budgetary and policy framework), or to the Council (if the recommendation would require a departure from or a change to the agreed budget and policy framework) as appropriate.
- 12.2 If the Overview and Scrutiny Committee cannot agree on one single final report or recommendation to the Council, Leader or Cabinet as appropriate, then up to one minority report or recommendation may be prepared and submitted for consideration by the Council, Leader or Cabinet with the majority report or recommendation.
- 12.3 The Council, Leader or Cabinet shall consider the report or recommendation of the Overview and Scrutiny Committee within eight weeks of it being submitted to the lead officer.
- 12.4 The agenda for Cabinet meetings shall include an item entitled 'Issues arising from Overview and Scrutiny'. The reports and recommendations of the Overview and Scrutiny Committee referred to the Leader, Cabinet or Cabinet Member shall be included at this point in the agenda (unless they have already been considered in the context of the Cabinet's deliberations on a substantive item on the agenda) within eight weeks of the Overview and Scrutiny Committee completing its report or recommendations.
- 12.5 All references and recommendations from the Overview and Scrutiny Committee will be considered by the Cabinet notwithstanding that the original decision may have been taken by an individual member of the Cabinet.

- 12.6 When the Council does meet to consider any referral from the Overview and Scrutiny Committee on a matter which would impact on the budget and policy framework, it shall also consider the response of the Leader or Cabinet to the Overview and Scrutiny proposals.
- 12.7 Where the Overview and Scrutiny Committee prepares a report or recommendation for consideration by the Cabinet in relation to a matter where the Leader has delegated decision making power to an individual member of the Cabinet, then the Overview and Scrutiny Committee will submit a copy of their report or recommendation to that individual for consideration and all members of the committee, for information. At the time of doing so, the Overview and Scrutiny Committee shall also serve a copy on the lead officer and the Leader. If the member with delegated decision making power does not accept the recommendations of the Overview and Scrutiny Committee, then they must then refer the matter to the next available meeting of the Cabinet for debate before exercising their decision making power and responding to the report in writing to the Overview and Scrutiny Committee. The Cabinet Member to whom the decision making power has been delegated will respond to the Overview and Scrutiny Committee within eight weeks of receiving its report. A copy of their written response to it shall be sent to the lead officer and the member will attend a future meeting to respond.
- 12.8 The Overview and Scrutiny Committee will in any event have access to the Cabinet's forward plan and timetable for decisions and intentions for consultation. Even where an item is not the subject of detailed proposals from the Overview and Scrutiny Committee following its consideration of possible policy/service developments, the Committee will at least be able to make its views known to the Cabinet in relation to any key decision.

13. RIGHTS OF COMMITTEE MEMBERS TO DOCUMENTS

- 13.1 In addition to their rights as councillors, members of the Overview and Scrutiny Committee have the additional right to documents, and to notices of meetings as set out in the Access to Information Procedure Rules in Part 4 of this Constitution.
- 13.2 The above provision does not prevent detailed discussion between the Cabinet and the Overview and Scrutiny Committee taking place on the particular matter under consideration.

14. MEMBERS AND OFFICERS GIVING ACCOUNT

- 14.1 The Overview and Scrutiny Committee or sub-committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member of the Cabinet, the Chief Executive, Deputy Chief Executives, or Heads of Service to attend before it to explain in relation to matters within their remit:

- (a) any particular decision or series of decisions;
- (b) the extent to which the actions taken implement Council policy; and/or
- (c) their performance.

And it is the duty of those persons to attend if so required.

- 14.2 Where any member or officer is required to attend the Overview and Scrutiny Committee under this provision, the Chairman of that committee will inform the lead officer. The lead officer shall inform the member(s) or officers in writing giving at least 5 working days notice of the meeting at which they are required to attend. The notice will state the nature of the item on which they are required to attend to give account and whether any papers are required to be produced for the committee. Where the account to be given to the Committee will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for the preparation of that documentation.
- 14.3 Where in exceptional circumstances, the member or officer is unable to attend on the required date, then the Overview and Scrutiny Committee shall in consultation with the member or officer arrange an alternative date for attendance.

15. ATTENDANCE BY OTHERS

- 15.1 The Overview and Scrutiny Committee may invite people other than those people referred to in 14 above to address the meeting, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite whosoever it considers appropriate to attend.

16. CALL IN PROCEDURE

- 16.1 The Overview and Scrutiny Committee shall be entitled to call in for consideration any decisions taken by the Leader, Cabinet or a Cabinet Member in accordance with the following procedure:
- 16.2 The "call in" procedure shall not apply to recommendations the Cabinet makes to the Council.
- 16.3 The call in procedure does not apply to urgent decisions (i.e. a decision which has been taken without the normal period of notice being given after consultation with and the agreement of the Chairman of the Overview and Scrutiny Committee that the decision was urgent).
- 16.4 Within five working days of the date on which a decision of the Leader, Cabinet or a Cabinet Member is published, not less than three members [one of whom must be the Chairman] of the Overview and Scrutiny Committee, may give notice in writing to the lead officer of their wish that the decision should be considered by the Overview and Scrutiny Committee before it is implemented.
- 16.5 On receipt of such a notice the lead officer will advise the Chairman of the Committee, of the call in and liaise with the Chairman to arrange for the committee to meet to consider the matter as soon as reasonably practicable.
- 16.6 To avoid delay in considering an item "called in", an extraordinary meeting of the Committee shall be convened within seven working days of a "call in" being received if an ordinary meeting is not scheduled in that period.
- 16.7 When calling in a Leader, Cabinet or Cabinet Member decision for review, the members doing so shall in their notice of "call in"
- outline their reasons for requiring a review;

- Indicate any further information they consider the Committee needs to have before it in order to conduct a review in addition to the written report made by officers ;
 - Indicate whether, where the decision was taken collectively by the Cabinet, they wish the Leader or his nominee (who should normally be the Cabinet Member) or where the decision was taken by a Cabinet Member, the member of the Cabinet making the decision, to attend the committee meeting; and
 - Indicate whether the officer making the report to the Cabinet or to the Cabinet Member taking the decision or his/her representative should attend the meeting.
- 16.8 When a decision is called in for review, the Chairman of the Overview and Scrutiny Committee may arrange for any additional information they consider necessary to be made available to the Committee when it meets.
- 16.9 Where requested to do so, officers will arrange for the additional information to be supplied to the meeting and the officer making the report to the Leader or Cabinet etc will attend.
- 16.10 When requested to do so, the Leader or his nominee, where the Cabinet has made the decision or the Cabinet Member who has made the decision will attend the meeting.
- 16.11 Having reviewed the decision, the Overview and Scrutiny Committee may either:
- (a) Request the Leader, Cabinet or Cabinet Member to reconsider the matter for reasons to be put forward by the Committee in their request to reconsider; or
 - (b) decide that no further action be taken, in which case the decision of the Leader or Cabinet etc may be actioned without further consideration or delay.
- 16.12 Where a decision is taken by the Leader, Cabinet or a Cabinet Member following consideration of a recommendation on the matter from the Overview and Scrutiny Committee and the decision is called in under the above procedure (ie a second call in on the same matter), the Overview and Scrutiny Committee must either:
- (a) refer the matter to the Council for decision with a recommendation from the Committee as to what it considers appropriate; or
 - (b) decide that no further action be taken, in which case the decision of the Cabinet or Cabinet Member may be actioned without further consideration or delay.

17. THE PARTY WHIP

- 17.1 The party political groups represented on the Council have recognised and agreed in principle that political group whipping as described in the Secretary of States' Guidance to New Council Constitutions is not appropriate and will not be applied in relation to the function of overview and scrutiny.

- 17.2 When considering any matter in respect of which a member of the Overview and Scrutiny Committee is subject to a party whip, the councillor must declare the existence of the whip and the nature of it before commencement of the Committee's deliberations on the matter. This shall then be recorded in the minutes of the meeting.

Overview and Scrutiny Committee

09 July 2019



Title	Treasury Management Annual Report 2018-19		
Purpose of the report	To note		
Report Author	Anna Russell, Deputy Chief Accountant		
Cabinet Member	Councillor Tony Harman	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	Overview and Scrutiny Committee is asked to note the treasury outturn position for 2018-19 and the financial environment in global markets.		
Reason for Recommendation	Not applicable.		

1. Key issues

- 1.1 The Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA TM Code, edition 2017) requires that authorities report on the performance of the treasury management function at least twice a year (mid-year and at year end). This report fulfils the Council's legal obligation to have regard to the CIPFA TM Code.
- 1.2 The Council's Treasury Management Strategy for 2018-19 was approved by Cabinet on 21 January 2018 and then by full Council on 22 February 2018.
- 1.3 This report is an outturn statement of treasury management activities for the financial year 2018-19. The Council has invested and borrowed substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.
- 1.4 CIPFA's 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 21 February 2019.

2. External Context provided by Arlingclose

- 2.1 The narrative for external context is provided by the Council's treasury advisers, Arlingclose, with minor revisions by council officers reflecting for example the timing of this report compared to the Arlingclose draft.

Economic background

- 2.2 After spiking at over \$85/barrel in October 2018, oil prices fell back sharply by the end of the year, declining to just over \$50 in late December before steadily climbing toward \$70 in April 2019. UK Consumer Price Inflation (CPI) for February 2019 was up 1.9% year/year, just above the consensus forecast but broadly in line with the Bank of England's February Inflation Report. The labour market data for the three months to January 2019 showed the unemployment rate fell to a new low 3.9% while the employment rate of 76.1% was the highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.4% as wages continue to rise steadily and provide some upward pressure on general inflation. Once adjusted for inflation, real wages were up 1.4%.
- 2.3 After rising to 0.6% in the third calendar quarter from 0.4% in the second, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England's decision to increase Bank Rate to 0.75% in August 2018, no changes to monetary policy have been made since.
- 2.4 The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the 2.25%-2.50% range in December. However, a recent softening in US data caused the Fed to signal a pause in hiking interest rates at the last Federal Open Market Committee (FOMC) meeting in March.
- 2.5 With the 29 March 2019, the original EU 'exit day' now been and gone, having failed to pass a number of meaningful votes in Parliament, including rejecting Theresa May's deal for the third time, MPs voted by a majority of one (313 to 312) to force the prime minister to ask for an extension to the Brexit process beyond 12 April in order to avoid a no-deal scenario. Recent talks between the Conservative and Labour parties to try to reach common ground on a deal which may pass a vote by MPs failed to yield any positive results. The EU has granted an extension to 31 October and its leaders have been clear that the terms of the deal are not up for further negotiation. The ongoing uncertainty continues to weigh on sterling and UK markets.
- 2.6 While the domestic focus has been on Brexit's potential impact on the UK economy, globally the first quarter of 2019 has been overshadowed by a gathering level of broader based economic uncertainty. The US continues to be set on a path of protectionist trade policies and tensions with China in particular, but with the potential for this to spill over into wider trade relationships, most notably with EU. The EU itself appeared to be show signs of a rapid slowdown in economic growth with the major engines of its economy, Germany and France, both suffering misfires from downturns in manufacturing alongside continued domestic/populist unrest in France. The International Monetary Fund downgraded its forecasts for global economic growth in 2019 and beyond as a consequence.

Financial markets

- 2.7 December saw poor performance of riskier asset classes, most notably equities. The FTSE 100 (a good indicator of global corporate sentiment) returned -8.8% assuming dividends were reinvested; in pure price terms it fell around 13%. However, since the beginning of 2019 markets have rallied, and the FTSE 100 and FTSE All share indices were both around 10% higher than at the end of 2018.
- 2.8 Gilt yields continued to display significant volatility over the period on the back of ongoing economic and political uncertainty in the UK and Europe. After rising in October, gilts regained their safe-haven status throughout December and into the New Year - the 5-year benchmark gilt yield fell as low as 0.80% and there were similar falls in the 10-year and 20-year gilts over the same period dropping from 1.73% to 1.08% and from 1.90% to 1.55%. The increase in Bank Rate pushed up money markets rates over the year. One-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaged 0.53%, 0.67% and 0.94% respectively over the period.
- 2.9 Recent activity in the bond markets and PWLB interest rates highlight that weaker economic growth is not just a UK phenomenon but a global risk. During March the US yield curve inverted (10-year Treasury yields were lower than US 3 month money market rates) and German 10-year Bund yields turned negative. The drivers are a significant shift in global economic growth prospects and subsequent official interest rate expectations given its impact on inflation expectations. Further to this is world trade growth which collapsed at the end of 2018 falling by 1.8% year-on-year. A large proportion of this downturn in trade can be ascribed to the ongoing trade tensions between the US and China which despite some moderation in January does suggest that the International Monetary Fund's (IMF) and Organisation for Economic Co-Operation & Development's (OECD) forecasts for global growth in 2019 of 3.5% might need to be revised downwards..

Credit background

- 2.10 Credit Default Swap (CDS) spreads drifted up towards the end of 2018 on the back of Brexit uncertainty before declining again in 2019 and continuing to remain low in historical terms. After hitting around 129 basis points in December 2018, the spread on non-ringfenced bank NatWest Markets plc fell back to around 96bps at the end of March, while for the ringfenced entity, National Westminster Bank plc, the CDS spread held relatively steady around 40bps. The other main UK banks, as yet not separated into ringfenced and non-ringfenced from a CDS perspective, traded between 33 and 79bps at the end of the period.
- 2.11 The ringfencing of the big four UK banks (Barclays, Bank of Scotland/Lloyds, HSBC and RBS/NatWest Bank plc) transferred their business lines into retail (ringfenced) and investment banking (non-ringfenced) entities.
- 2.12 In February, Fitch put the UK AA sovereign long-term rating on Rating Watch Negative as a result of Brexit uncertainty, following this move with the same treatment for UK banks and a number of government-related entities.
- 2.13 There were minimal other credit rating changes during the period. Moody's revised the outlook on Santander UK to positive from stable to reflect the bank's expected issuance plans which will provide additional protection for the its senior unsecured debt and deposits.

3. Local Context

Overview

- 3.1 With the purchase of commercial properties generating sustainable income streams starting with the BP international campus site in Sunbury during 2016-17, the Council now has significant levels of long-term borrowing secured on fixed rates to fund property acquisitions.
- 3.2 The Council's strategy when making strategic asset acquisitions is to take advantage of the cheap borrowing rates available and fix at those rates to provide long-term funding certainty, whilst maintaining and supplementing when possible the investment portfolio that has been built up.
- 3.3 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The CFR and resources applied are summarised in Table 1 below.

Table 1: Balance Sheet Summary as at 31 March 2019

	Actual 31/03/2018 £m	Movement 2018-19 £m	Actual 31/03/2019 £m
Opening Capital Financing Requirement	416	265	681
Capital investment	273	109	382
<i>Less:</i>			
Capital Receipts, Grants & Contributions	(2)	1	(1)
Revenue Contributions	(1)	0	(1)
Minimum Revenue Provision	(5)	(2)	(7)
Closing Capital Financing Requirement	681	373	1,054

- 3.4 On 31 March 2019, the Council had net borrowing of £970m arising from its revenue and capital income and expenditure, an increase on 2017-18 of £333m (shown at Table 2). Net borrowing has increased due to a rise in the CFR as new capital expenditure was higher than the financing applied including minimum revenue provision (MRP).
- 3.5 The Council's current strategy is to maintain borrowing below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The Council also continues to consider alternative funding to assess availability of funders at rates cheaper than the PWLB. The treasury management position as at 31 March 2019 and the change over the period is show in Table 2 below.

Table 2: Treasury Management Summary

	Balance 31/03/2018 £m	Movement £m	Balance 31/03/2019 £m	Rate 31/03/2019 %
Long-term borrowing	(651)	(389)	(1,039)	2.41%
Short-term borrowing *	(14)	3	(11)	0.79%
Total borrowing	(665)	(386)	(1,050)	
Long-term investments #	21	15	36	4.23%
Short-term investments	1	29	30	0.98%
Cash and cash equivalents	5	9	14	0.77%
Total investments	27	53	80	
Net borrowing	(638)	(333)	(970)	

Notes:

* Short term borrowing includes £5m relating to PWLB.

For long-term investments, the annualised rate of return excludes funds added to the portfolio during February 2019 where dividends had not been allocated for 2019/20.

- 3.6 The changes in long-term and short-term funds was significant during 2018-19. In summary, increased borrowing is mainly due to property acquisitions made during 2018-19, with a smaller element of financing of affordable housing developments. However, it should be noted that there is no requirement to link such borrowing to specific spend.
- 3.7 The Council increased long-term investments by £15m after consultation with our treasury management advisers, Arlingclose, who provided sensitivity analyses in the context of existing pooled funds. This enabled treasury managers to assess various options, and to diversify the pooled fund portfolio, balancing risk and returns.
- 3.8 Considering reasons for the changes in more detail, the following issues during 2018-19 contributed to changes in cash and short-term investments.
- 3.9 For the Brockton portfolio acquisition, the Council borrowed funds based on the implied value of the properties which reflected expected rental flows as well as the value of the assets. The purchase price was adjusted to account for example for vacant tenancies and outstanding contractual obligations. This reduction provided funds for cover items such as £12m for guaranteed rental sums where tenants had not been in place on acquisition and £26m for sums retained for contractual obligations including those which would only be required if specific tenants were placed.
- 3.10 A prospective and imminent £15m acquisition at the end of 2018-19 was aborted within days of completion. Funds of £20m had been borrowed a month earlier, to take advantage of low PWLB rates as well as to cover two acquisitions, the other of which was successful.
- 3.11 In terms of financing, the borrowing does help offset the capital financing requirement, which increased during 2018-19 because of acquisitions (mainly) and development projects.
- 3.12 In terms of cash, borrowing during 2018-19 has increased cash and short term investments. Increasing longer term investments is a deliberate process that takes time to action, including confirming availability of funds long term.

Borrowing Activity

- 3.13 At 31 March 2019, the Council held £1,050m of loans, an increase of £385m from 31 March 2018, including £1,027m long-term PWLB borrowing as part of the strategy for funding major acquisitions and developments. The 31 March 2019 borrowing position is show in Table 3 below.

Table 3: Borrowing Position

	Balance 31/03/2018 £m	Movement £m	Balance 31/03/2019 £m	Rate 31/03/2019 %	Maturity (wtd av) 31/03/2019 years
Public Works Loan Board	648	379	1,027	2.41%	49
Local authorities (long-term)	3	14	17	0.74%	2
Local authorities (short-term)	14	(8)	6	0.79%	<1
Total Borrowing	665	385	1,050		

- 3.14 At 31 March 2019, the Council's short-term borrowing totalled £6m. This reflected the impact of the Council's cashflow, including costs associated with acquisitions such as VAT which is reclaimed from Government. Short-term funding for acquisitions were borrowed from other local authorities because of the affordable rates on offer.
- 3.15 The Council will need to borrow additional funds on both long- and short-term bases for any further acquisition purchases that occur in the future. Work is ongoing with Arlingclose and the portfolio holder to ensure that the cheapest and most appropriate duration and source are secured.
- 3.16 The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. Flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.
- 3.17 Affordability and the "cost of carrying" remained important influences on the Council's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing.

Investment Activity to 31 March 2019

- 3.18 The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield consistent with these principles. However, the ability to maximise interest returns within these guidelines is paramount to generating sufficient funds to support the Council's revenue budget.
- 3.19 As at 31 March 2019, the Council's investment portfolio was a total of £80.6m, with £14.3m of this in short-term cashflow funds. A breakdown of the investments is given in **Appendix A**.
- 3.20 Given the increasing risk and continued low returns from short-term unsecured bank investments, it is the Council's aim to further diversify into more secure or higher yielding asset classes. The availability of funds for

investment is dependent upon the timing of precept payments, receipt of grants and progress on the capital programme. The Council has no funds placed with the ‘challenger’ bank, Metro Bank.

- 3.21 The pooled fund investments form a key part of the portfolio and a full list of these and their current performance is detailed in **Appendix B**.

Investment Performance Monitoring

- 3.22 Security of capital has remained the Council’s main investment objective. This has been maintained by following the Council’s counterparty policy as set out in its Treasury Management Strategy Statement for 2018-19.
- 3.23 Table 4 shows the performance of the Council’s investments compared to budget.

Table 4: Performance of investments

Investment Income 2018-19	Budget	Actual	Variance from budget
	£'000	£'000	£'000
Pooled Fund - Dividends	(800)	(752)	48
Fixed Term Deposits - Interest	(50)	(72)	(22)
Money Market Funds - Dividends	(50)	(193)	(143)
Total Investment Income	(900)	(1,017)	(117)

- 3.24 The Council seeks professional advice from Arlingclose and closely adheres to the advice set out in the Ministry for Housing, Communities and Local Government (MHCLG) guidance. Given Spelthorne’s dependency on investment returns to balance the budget, the Council’s investment strategy is also kept under constant review and regular quarterly review meetings are held with Arlingclose, the Council’s treasury advisors. All investment and borrowing decisions are made in consultation with our advisors.
- 3.25 Counterparty credit quality was assessed and monitored with reference to credit ratings (the Council’s minimum long-term counterparty rating for institutions defined as having “high credit quality” is A- across rating agencies Fitch, S&P and Moody’s); credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.

Non-Treasury Investments

- 3.26 The definition of investments in CIPFA’s revised Treasury Management Code now covers all the financial assets of an authority as well as other non-financial assets that an authority holds primarily for financial return. This is replicated in MHCLG’s Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.
- 3.27 The Authority also held £1bn of such investments in:
- directly owned property £1bn;
 - subsidiary £7m.

3.28 These investments generated £38m of investment income for the Council after taking account of direct costs, representing a rate of return of 3.8%.

4. Financial implications

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

5. Other considerations

5.1 The Council fully complies with best practice as set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities, the Department for Communities and Local Government (DCLG, now MHCLG) Guidance on Investments issued in March 2004 and the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management in the Public Sector 2009 and Cross Sectional Guidance Notes.

5.2 Nothing in the Council's current strategy is intended to preclude or inhibit capital investment in local projects deemed beneficial to the local community and which have been approved by the Council.

6. Timetable for implementation

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

Background papers: There are none

Appendices: Appendices A – B are attached

Details of Investments Held as at 31 March 2019

Investment Type	Initial Investment Amount £m	Yield %	Start Date	Maturity Date
<i>Pooled Investment Funds</i> <i>(see Appendix B for details)</i>				
Charteris Elite Equity Income	0.8	4.53	11 May 2012	N/A
Schroders UK Corporate Bond	1.5	4.33	11 May 2012	N/A
Schroders Income Maximiser	1.0	8.07	06 Jul 2012	N/A
Schroders Income Maximiser	1.0	4.26	24 Jul 2015	N/A
Schroders Income Maximiser	1.0	6.59	26 Aug 2016	N/A
Schroders Income Maximiser	3.0	-	25 Feb 2019	N/A
M&G Global Dividend	1.0	3.95	27 Jun 2012	N/A
M&G Global Dividend	3.0	-	20 Feb 2019	N/A
M&G Optimal Income Sterling	1.7	2.32	13 Apr 2015	N/A
M&G Extra Income Fund	2.0	3.82	15 Aug 2016	N/A
Investec Diversified Income	3.0	4.12	25 Aug 2016	N/A
Investec Diversified Income	1.5	-	20 Feb 2019	N/A
Threadneedle UK Equity Fund	2.0	3.38	08 Sept 2016	N/A
Threadneedle UK Equity Fund	1.5	-	21 Feb 2019	N/A
Threadneedle Global Equity Fund	1.5	-	21 Feb 2019	N/A
CCLA Property Fund (LAMIT)	1.5	4.71	31 Mar 2013	N/A
CCLA Property Fund (LAMIT)	1.0	3.24	30 Apr 2014	N/A
UBS Multi- Asset Income Fund	1.5	-	22 Feb 2019	N/A
Kames Diversified Monthly Income Fund	3.0	4.01	21 Feb 2019	N/A
Total	32.5	4.23		
<i>Fixed Rate Deposits</i>				
Network Housing Group	2.0	3.60	28 Apr 2016	27 Apr 2021
Total	2.00	3.60		
Total of Core Investment Portfolio	34.5	4.16	Average	

Details of Investments Held as at 31 March 2019

Investment Type	Initial Investment Amount £m	Yield %	Start Date	Maturity Date
<i>Cash Flow Investments</i>				
Aberdeen Liquidity Fund	5.0	0.78		Instant Access
Amundi	4.3	0.75		Instant Access
CCLA	5.0	0.79		Instant Access
Total	14.3	0.77		
<i>Investments: Other Local Authorities</i>				
Wokingham BC	5.0	0.92	28 Sep 2018	
Rotherham BC	5.0	0.90	15 Oct 2018	
Rhondda Cynon Taff	5.0	1.00	21 Feb 2019	
Telford & Wrekin Council	5.0	1.00	25 Feb 2019	
Total	20.0	0.96		
<i>Investments: Other</i>				
Close Brothers	5.0	0.80%	20 Dec 2018	
Lloyds Bank	5.0	1.25%		32 day notice
Total	10.0	1.03%		
<i>Funding Circle</i>				
Loans to small businesses	0.3	3.05	16 Apr 2015	N/A
Total Investments at 31 March 2019	80.6	1.92	Overall average	

Pooled Funds as at 31 March 2019

Key: New funds set up in February 2019

Fund	Date of Purchase	Initial Investment £	Dividends Received to 31/3/18 £	Dividend Yield * %	Capital Gain/ (Loss) at 31/3/18 £	Total Return at 31/3/18 £	Total Return - Yield
Charteris Elite Premium Income Fund	11/05/12	800,120	36,236.94	4.53%	(61,304)	(25,067)	(3.13%)
Schroders UK Corporate Bond Fund	11/05/12	1,500,000	65,011.27	4.33%	219,718	284,730	18.98%
Schroders Income Maximiser Fund	06/07/12	1,000,000	80,699.17	8.07%	155,515	236,215	23.62%
Schroders Income Maximiser Fund	24/07/15	1,000,000	42,551.90	4.26%	(60,639)	(18,088)	(1.81%)
Schroders Income Maximiser Fund	26/08/16	1,000,000	65,900.08	6.59%	(1,952)	63,948	6.39%
Schroders Income Maximiser Fund	25/02/19	3,000,000	-		(74,399)	(74,399)	(2.48%)
M&G Global Dividend Fund	27/06/12	1,000,000	39,464.50	3.95%	707,041	746,505	74.65%
M&G Global Dividend Fund	20/02/19	3,000,000	-		24,846	24,846	0.83%
M&G Optimal Income Sterling	13/04/15	1,690,636	39,185.48	2.32%	29,184	68,369	4.04%
M&G UK Income Distribution Sterling	15/08/16	2,000,000	76,341.06	3.82%	(38,602)	37,739	1.89%
Investec Diversified Income	25/08/16	3,000,000	123,485.45	4.12%	(116,554)	6,932	0.23%
Investec Diversified Income	20/02/19	1,500,000	-		726	726	0.05%
Threadneedle Inv Services - UK Equity	08/09/16	2,000,000	67,532.03	3.38%	(8,977)	58,555	2.93%
Threadneedle Inv Services - UK Equity	21/02/19	1,500,000	-		(26,152)	(26,152)	(1.74%)
Threadneedle Global Equity Fund	21/02/19	1,500,000	-		8,886	8,886	0.59%
CCLA - The LAs Property Fund	31/03/13	1,500,000	70,709.81	4.71%	530,450	601,160	40.08%
CCLA - The LAs Property Fund	30/04/14	1,000,000	32,408.66	3.24%		32,409	3.24%
UBS Multi- Asset Income Fund	22/02/19	1,500,000	-		15,832	15,832	1.06%
Kames Diversified Monthly Income Fund *	21/02/19	3,000,000	12,865.57	4.01%	21,060	33,926	1.13%
Value at 31/3/2018		32,490,756.00	752,391.92	2.32%	1,324,677.61	2,077,069.53	6.39%
Value excluding new funds with no dividends*		17,490,756.00	739,526.35	4.23%	1,353,879.57	2,093,405.92	11.97%

* Kames % yield was annualised to reflect that the fund was started in February 2019.

Pooled Fund Performance to 31 March 2019

The net capital appreciation of these investments as at 31/3/19 is 7.74% (4.08% including the new funds purchased during February 2019). However, capital gains and losses may fluctuate throughout the period the investments are held. In 2018-19, any gains would only have been realised had the funds been sold. Dividends are received at various times during the year, with some paid quarterly and others half yearly. The income yield for 2018-19 as at 31/3/18 is 4.23% for the year (2.32% including all new funds, most of which had no dividends for the year).

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Overview and Scrutiny Committee

9 July 2019



Title	2018/19 Provisional Capital Outturn Report		
Purpose of the report	To note		
Report Author	Laurence Woolven, Chief Accountant		
Cabinet Member	Councillor Tony Harman	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	<p>The Committee is asked to:</p> <p>a) note the provisional capital outturn spend for 2018/19</p> <p>b) note the capital carry forward of £17,474,900</p>		
Reason for Recommendation	Not applicable		

1. Key issues

- 1.1 There will be an under spend for the 2018/19 financial year of £473.68m.
- 1.2 The majority of the under spend (£444.18m) relates to the acquisition of assets project. The remaining £29.5m primarily relates to Housing Development schemes.
- 1.3 £17.5m was agreed by Cabinet on 19 June 2019 to be carried forward to 2019/20.

Details of Variances

- 1.4 Attached as Appendix A & B is the provisional level of spend as at the 31st March of £381.1m against the revised budget.

Attached as Appendix C is the list of £17.5m worth of carry forwards that MAT have agreed, of this £16.2m relates to Ashford Hospital with the remaining £1.3m from various other capital schemes.

Transactions involving all the projects are reviewed on a regular basis throughout the year to ensure that they meet the definition of capital expenditure as laid down by our external auditors and accounting standards. Any transaction that fails to meet the capital expenditure definition will be transferred to revenue.

The following projects are worth noting with respect to variances from the original planned programme.

- 1.5 Acquisition of Assets: Successful acquisitions of Communications House, Thames Tower, Charter Building and Porter Building were completed during 2018/19. The Council is now focusing on Housing development and the underspend is therefore not being carried forward.
- 1.6 Ashford hospital: This project was agreed late in 2018/19 and the £16.2m budget has been carried forward.
- 2. Options analysis and proposal**
- 2.1 The Overview and Scrutiny Committee is asked to note the provisional capital outturn position.
- 3. Financial implications**
- 3.1 Any underspend on the approved Capital Programme enables the Council to invest the monies to gain additional investment income or can be used to fund additional schemes identified.
- 4. Other considerations**
- 4.1 Schemes which are currently incomplete and require a budget carry forward may have contractual obligations which could leave us liable to litigation if they are not allocated the funds to complete the works.
- 5. Timetable for implementation**
- 5.1 Monthly position statements are provided to MAT as an update on the current spends to date position.
- 5.2 All group heads with capital schemes are provided monthly with system reports which enable them to investigate spend in order to identify any spend which doesn't relate to the scheme.
- 5.3 Quarterly reports with officer comments are provided to Cabinet and Overview and Scrutiny committee for investigation and comments.

Background papers: None

Appendices: A, B & C

2018/19 Capital Outturn

Portfolio Member	ORIGINAL BUDGET £	REVISED BUDGET £	ACTUALS £	VARIANCE £
Cllr Attewell - Housing	73,100	279,200	233,231	(45,969)
Cllr Barratt - Environment & Compliance	362,500	494,600	234,955	(259,645)
Cllr Harvey - Planning and Economic Development	13,825,500	32,957,700	4,077,998	(28,879,702)
Cllr Harvey - Leader	-	73,100	30,900	(42,200)
Cllr Boughtflower - Corporate Management	1,462,300	1,473,800	1,203,105	(270,695)
	15,723,400	35,278,400	5,780,188	(29,498,212)
Acquisition of Assets Scheme	203,500,000	819,499,500	375,315,168	(444,184,332)
Acquisition of Assets Scheme	203,500,000	819,499,500	375,315,168	(444,184,332)
Grand Total	219,223,400	854,777,900	381,095,356	(473,682,544)

	B	C	D	E	H	I	J	M	N
1	Appendix B								
2	2018/19 Capital Outturn								
3									
4	Portfolio Member / Service Head	Cost Centre	Description	Original Budget £	Revised Budget £	Actuals £	Variance £	Comments	
5									
6	<u>Housing Investment Programme</u>								
7									
8									
9	<u>Cllr Attewell - Housing</u>								
10									
11	Deborah Ashman & K Sinclair	40203	Disabled Facilities Mandatory	707,400	845,400	1,127,997	282,597	Additional work undertaken	
12	Deborah Ashman & K Sinclair	40204	Disabled Facilities Discretion	29,600	29,600	-	(29,600)		
13			Less Specified Capital Grant	(707,400)	(707,400)	(938,349)	(230,949)	Increased grant	
14			Net Cost of Disabled Facilities Grants	29,600	167,600	189,648	22,048		
15									
16	Deborah Ashman & K Sinclair	40209	Home Improvement Agency grant	83,000	83,000	80,451	(2,549)		
17			HIA Funding	(39,500)	(39,500)	(39,368)	132		
18			Total	43,500	43,500	41,083	(2,417)		
19									
20	Total For HIP			73,100	211,100	230,731	19,631		
21									
22	<u>Other Capital Programme</u>								
23	<u>Cllr Attewell - Housing</u>								
24	Deborah Ashman & K Sinclair	42044	CommunityBuildingsGrantScheme	-	3,100	2,500	(600)		
25			Total	-	3,100	2,500	(600)		
26									
27	Sandy Muirhead	42015	Landlord Guarantee Scheme	-	65,000	-	(65,000)	The budget has been requested to be carried forward in the next financial year as the project has been morphed over time and a module was not purchased as originally envisaged.	
28			Total	-	65,000	-	(65,000)		
29									
30	<u>Cllr Barratt - Environment & Compliance</u>								
31	Jackie Taylor	41025	Tennis Court Refurbishment	27,500	27,500	14,000	(13,500)	£6,000 has been requested to be carried forward in the next financial year	
32	Jackie Taylor	41030	Hengrove Park Improvement	-	11,900	-	(11,900)	No carry forward requested	
33	Jackie Taylor	41505	GroundsMaintenanceProject	-	55,900	55,930	30		
34	Jackie Taylor	41609	Replacement Multi Use Vehicle	-	80,000	80,000	-		
35	Jackie Taylor	41620	Wheelie Bins	50,000	50,000	38,697	(11,303)	£11,000 has been requested to be carried forward in the next financial year	
36	Jackie Taylor	41624	InstallElecVehicleChargePoints	-	1,900	1,320	(580)		
37	Jackie Taylor	41627	Solar PV For Staines Comm Cent	25,000	7,400	6,454	(946)		
38	Jackie Taylor	42027	Domestic Home Energy	30,000	30,000	8,339	(21,661)	This project has been completed, no carry forward requested	
39	Jackie Taylor	42043	Renewal of Toilet Facilities	60,000	60,000	4,745	(55,255)	£55,200 has been requested to be carried forward in the next financial year - as at the 31/3/2019 there were delays in obtaining permission from the Environment Agency and also tender issues. The project has now been completed week commencing 20/5/2019.	
40	Jackie Taylor	41621	CCTV Enhancement	145,500	145,500	25,469	(120,031)	£120,000 has been requested to be carried forward in the next financial year - as at the 31/3/2019 most of the work was complete but delays in obtaining permissions and MOUs from others..i.e. Metropolitan Housing and the Police for masts to be placed on their buildings is causing a delay to completion of the project, most of the new CCTV is up and running and being monitored.	

2018/19 Capital Outturn

	B	C	D	E	H	I	J	M	N
	Portfolio Member / Service Head	Cost Centre	Description	Original Budget £	Revised Budget £	Actuals £	Variance £	Comments	
41			Total	338,000	470,100	234,955	(235,145)		
42									
43	Lee O'Neil	41314	Air Quality	24,500	24,500	-	(24,500)	The budget has been requested to be carried forward in the next financial year. The air quality action planning work is progressing but this spend is dependent upon completion of Surrey air quality modelling work and subsequent air quality scenario testing. The air quality modelling work is largely completed but has to be finalised. Conversations are currently ongoing with the air quality consultants regarding tightening the quote for the air quality scenario testing and subsequent action planning work.	
44			Total	24,500	24,500	-	(24,500)		
45									
46									
47									
48									
49									
50									
51									
52	<u>Cllr Harvey - Planning and Economic Development</u>								
53									
54	Heather Morgan	41007	Stanwell Skate Park	-	-	(1,249)	(1,249)		
55	Heather Morgan	41015	Runnymede Estates	55,600	55,600	54,653	(947)		
56	Heather Morgan	41024	SpelthorneLeisurCenDevelopment	1,800,000	1,800,000	90,149	(1,709,851)	Development work is currently on hold until later in the current financial year. Actuals relate to consultancy services.	
57	Heather Morgan	41026	Laleham Park Upgrade	200,000	200,000	1,625	(198,375)	Cabinet approval of project given, funds to be carried forward to 2019/20.	
58	Heather Morgan	41622	Affordable Housing Opportunity	966,000	343,200	-	(343,200)	Funds requested to be carried forward to enable future opportunities to be taken.	
59	Heather Morgan	42010	Knowle Green Car Park Improvements	100,000	100,000	55,904	(44,096)	Phase one works to rear have been completed. Remaining budget to be used in 2019/20 as a comprehensive review of car parking is being undertaken due to the conversion of the West Wing.	
60	Heather Morgan	42017	Memorial Gardens			(2,256)	(2,256)		
61	Heather Morgan	42034	Community Centre Projects	100,000	100,000	131,818	31,818	Project completed. Overspend due to allocation of budget being made before tender work had been carried out and an idea on cost was known. All tenders were over £100k budget allocated.	
62	Heather Morgan	42036	Plot 12&13 Towpath Car Park	41,200	56,200	-	(56,200)	The budget has been requested to be carried forward in the next financial year.	
63	Heather Morgan	41328	Ashford MSCP	-	-	30,267	30,267	MAT agreed this project go ahead. Costs associated with consultants. Parking review for Ashford currently being carried out.	
64	Heather Morgan	42039	Bugle	1,450,000	1,450,000	1,325,619	(124,381)	£50,000 has been requested to be carried forward to the next financial year for payment of retention. Therefore the project is showing a net underspend.	
66	Heather Morgan	42041	Churchill	570,000	570,000	494,877	(75,123)	£14,500 has been requested to be carried forward to the next financial year for payment of retention. Therefore the project is showing net underspend.	
67	Heather Morgan	42042	Ceaser Court	8,000,000	8,000,000	577,975	(7,422,025)	Phase 1 of the project will be undertaken during the 2019/20 financial year.	
68	Heather Morgan	42054	Thameside House	-	2,600,000	635,853	(1,964,147)	Preliminary design underway for residential development	
69	Heather Morgan	42052	Whitehouse	175,000	855,000	349,198	(505,802)	Demolition work has been completed. Planning permission & designing work are underway. Cabinet approval of design fees for Affordable Housing and Hostel approved in July & September. Project due to be complete in 2020/21.	
70	Heather Morgan	42056	Whitehouse Hostel	-	210,000	138,359	(71,641)		
71	Heather Morgan	42055	West Wing		-	151,823	151,823	Current costs associated with consultants. Further costs to be incurred in 2019/20 for actual project start.	
72	Heather Morgan	42057	Ashford Hospital	-	16,250,000	11,370	(16,238,631)	Agreement received at year end, acquisition made in 19/20 therefore remaining balance to be carried forward to fund development works.	

2018/19 Capital Outturn

	B	C	D	E	H	I	J	M	N
	Portfolio Member / Service Head	Cost Centre	Description	Original Budget £	Revised Budget £	Actuals £	Variance £	Comments	
73	Heather Morgan	42058	Waterfront	-	-	16,970	16,970		
74	Keith McGroary	41619	Small Scale Area Regeneration	605,800	605,800	137,333	(468,467)	The small scale area regeneration covered 4 shopping parades; Edinburgh Drive, Groveley Road, Clare Road and Woodlands Parade. The first 2 shopping parades have been completed. Work on Clare Road has started and work will start on Woodlands Parade as soon as Clare Road has been completed. SCC have committed £101k to these projects and work is now underway to recoup that investment.	
75			External Funding	(238,100)	(238,100)	(122,290)	115,810		
77			Total	13,825,500	32,957,700	4,077,998	(28,879,702)		
80	Deborah Ashman & K Sinclair	42045	Ward Grants	-	73,100	30,900	(42,200)	No carry forward requested.	
82			Total	-	73,100	30,900	(42,200)		
84	Cllr Boughtflower - Corporate Management								
86	Alistair Corkish	43003	New Software	20,000	20,000	17,547	(2,453)		
87	Alistair Corkish	43608	Other Hardware	38,000	38,000	45,822	7,822	Overspend funded through other lines within ICT	
88	Alistair Corkish	43611	Mobiles and Tablets	15,000	15,000	9,415	(5,585)	The project has been completed	
89	Alistair Corkish	43612	Mobile Device Management	10,000	10,000	8,832	(1,168)	The project has been completed	
90	Alistair Corkish	43621	Virtual Desktop Infrastructure	90,000	90,000	42,414	(47,586)	The project has been completed	
91	Alistair Corkish	43622	ICT Network	30,000	30,000	28,605	(1,395)	The project has been completed	
92	Alistair Corkish	43624	Council Chamber Audio	-	-	1,186	1,186	Project approved by MAT.	
93	Alistair Corkish	43625	Customer Portal	10,000	10,000	-	(10,000)	The budget has been requested to be carried forward into next financial year.	
94	Alistair Corkish	43626	Customer Services Contact Cent	40,000	40,000	-	(40,000)	The budget has been requested to be carried forward into next financial year. The demos were originally done in 2017, then again in 2018 but there were delays between customer services and procurement in agreeing the business case and spec. The carry forward is being used this year to purchase one of the systems we have seen. (£85k made up from £40k Customer Services Contact Centre, £10k Customer Portal & £35k Sharepoint Upgrade).	
95	Alistair Corkish	43627	Oracle Upgrade	10,000	10,000	8,735	(1,265)	The project has been completed	
96	Alistair Corkish	43628	Reception Terminals	8,000	8,000	5,229	(2,771)	The project has been completed	
97	Alistair Corkish	43629	Sharepoint Upgrade	35,000	35,000	-	(35,000)	The budget has been requested to be carried forward into next financial year. These will form part of an office 365 project. They now have a separate Corporate Document Management budget of £305K that sits within projects.	
98	Alistair Corkish	43630	SQL Server	30,000	30,000	26,120	(3,880)	The project has been completed	
99	Alistair Corkish	43631	Canon Printer			56,729	56,729	The project has been completed. The project is without budget due to expenditure being agreed by Management team. It saved around 20% by having the initial capital outlay rather than leasing over 5 years.	
100			Total	336,000	336,000	250,634	(85,366)		

	B	C	D	E	H	I	J	M	N
2	2018/19 Capital Outturn								
3									
4	Portfolio Member / Service Head	Cost Centre	Description	Original Budget £	Revised Budget £	Actuals £	Variance £	Comments	
5									
102	Sandy Muirhead	42008	Project Lima	885,000	885,000	950,625	65,625	Overspend to be funded through other lines within Asset Management & Agile working. Also a budget of £69k has been requested to be carried forward to be funded through Asset Management	
103	Sandy Muirhead	43503	Agile Working	27,000	27,000	671	(26,329)	This project is interlinked with Project Lima which is to deliver office space reorganisation and consolidation, new modern furniture and storage functions. Project Lima is incorporating the roll-out of Virtual Desktop infrastructure which will create more flexible hotdesking opportunities. The Agile Working Project is therefore running alongside Lima particularly in relation to creating collaborative working spaces and providing technology to support group working.	
104	Sandy Muirhead	43511	ScannersCorporateEDMS Roll out	31,000	31,000	1,175	(29,825)	£5,000 has been requested to be carried forward in the next financial year as couple of new scanners are still required.	
105	Sandy Muirhead	43512	Sharepoint redesign & Relaunch	90,000	90,000	-	(90,000)	The budget has been requested to be carried forward into next financial year. These will form part of an office 365 project. They now have a separate Corporate Document Management budget of £305K that sits within projects.	
106	Sandy Muirhead	43515	Corporate EDMS Project	93,300	104,800	-	(104,800)	No carry forward required as there is already a budget for this project in 2019-20.	
107	Total			1,126,300	1,137,800	952,471	(185,329)		
108									
109									
110	Total For Other			15,650,300	35,067,300	5,549,457	(29,517,843)	#	
111									
112	Acquisition of Assets Scheme								
113									
114	Heather Morgan	42038	Acquisition of Assets	203,500,000	819,499,500	375,315,168	(444,184,332)	No carry forward required, budget in 19/20 sufficient.	
115	Total			203,500,000	819,499,500	375,315,168	(444,184,332)		
116									
117	Total For Acquisition of Assets			203,500,000	819,499,500	375,315,168	(444,184,332)	#	
118									
119									
120	Total Expenditure			220,208,400	855,762,900	382,195,362	(473,567,538)		
121	Total Funding			(985,000)	(985,000)	(1,100,007)	(115,007)		
122	GRAND TOTAL			219,223,400	854,777,900	381,095,356	(473,682,544)		
123									
124									

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	A	B	C	D	E	F	G	H
1	Spelthorne Borough Council							Appendix C
2	Carry forward requests 2018/19							
3								
4		GL Code	Account Description	Budget 18/19	Spend 18/19	Unspent budget	Amount requested to be carried forward	Comments
5				£	£	£	£	
6								
7	Capital							
8		43626	Contact Centre Replacement	40,000	-	40,000	40,000	System to be purchased in 2019/20
9		43625	Customer Portal	10,000	-	10,000	10,000	Project anticipated to be undertaken in 2019/20
10		43629	Sharepoint Upgrade	35,000	-	35,000	35,000	To be used for Office 365 project
11		41314	Air Quality	24,500	-	24,500	24,500	Project anticipated to be finalised in 2019/20
12		41025	Tennis Court Refurbishment	27,500	14,000	13,500	6,000	Only £6k is requested to be carried forward in next financial year
13		41621	CCTV Enhancement	145,500	25,469	120,031	120,000	The balance of budget is requested to be carried forward to be spent in next financial year
14		41620	Wheelie Bines	50,000	38,697	11,303	11,000	Requested to be carried forward to fund additional bin purchases
15		42043	Renewal of Toilet Facilities	60,000	4,745	55,255	55,200	Project delayed due to obtaining Environment Agency permissions
16		42015	Landlord Guarantee Scheme	65,000	-	65,000	65,000	Project anticipated to be undertaken in 2019/20
17		43511	Scanners Corporate EDMS	31,000	1,175	29,825	5,000	Only £5k is requested to be carried forward in next financial year
18		43512	Sharepoint Design & Relaunch	90,000	-	90,000	90,000	To be used for Office 365 project
19		41026	Laleham Park	200,000	1,625	198,375	198,300	Cabinet approval to progress with project given. Anticipate spend in full in 2019/20
20		41622	Affordable Housing opportunity	343,200	-	343,200	343,200	monies required to spot purchase on street properties to assist housing
21		42010	KG Car park Improvements	100,000	55,904	44,096	44,000	Remainder of budget to be used in 2019/20. Review of car parking is currently being undertaken - talk of £20k being used for project LIMA which is not shown
22		42036	Plot 12 & 13 towpath car park	56,200	-	56,200	56,200	Project not yet started
23		42039	The Bugle	1,450,000	1,325,619	124,381	50,000	reserve contingency for post payment of retention
24		42041	Churchill	570,000	494,877	75,123	14,500	reserve contingency for post payment of retention
25		42057	Ashford Hospital	16,250,000	11,370	16,238,631	16,238,000	Currently with consultants and monies required to ensure development can be delivered
26		42008	Project Lima	885,000	933,259	Nil	69,000	To be funded through Asset Management Budget
27								
28								
29							17,474,900	

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Overview and Scrutiny Committee

9 July 2019



Title	2018/19 Provisional Revenue Outturn Report		
Purpose of the report	To note		
Report Author	Laurence Woolven, Chief Accountant		
Cabinet Member	Councillor Tony Harman	Confidential	No
Corporate Priority	Financial Sustainability		
Recommendations	<p>Overview and Scrutiny Committee is asked to:</p> <p>a) Note the provisional revenue outturn for 2018/19</p> <p>b) Note the revenue carry forwards for 2018/19 totalling £1,626,061</p>		
Reason for Recommendation	Not applicable		

1. Key issues

- 1.1 The summary on Appendix A shows a surplus for the year of £2.97m, £1.63m of this figure relates to proposed carry forward items with £1.34m being able to be set aside for future planned projects. This results in a net balanced budget.
- 1.2 During the year an additional £10.2m was achieved due to rental income generated from new property purchases, this was offset by additional debt costs of £6m and additional sinking fund transfers of £4m.
- 1.3 The collection rates for Council Tax and Business Rates were 98.4% and 99.7% respectively.
- 1.4 There were a number of salary underspends throughout the year and these ensured that the vacancy monitoring saving requirement was met.
- 1.5 The Council opted to make additional Minimum Revenue Provision payments of £500k in year, in order to reduce the burden on future years by setting aside additional funds for future debt repayments.
- 1.6 Appendix B summarises spend across portfolios by service areas broken down in employees, other expenditure and income.
- 1.7 Appendices C1 to C9 give a breakdown by service of spend against the revised budget plus comments on various variances.

Investment Income

- 1.8 Interest earned on our investments amounted to £301k above the original budget. The main reason for this extra income is due to the income from acquisitions.
- 1.9 The average interest rate on long term investments was 4.22% compared to a base rate of 0.75%.

Transfers to and from Funds

- 1.10 In year, £5.8m has been transferred to the various property sinking fund reserves and £1.3m has been transferred to planned project funds for projects including Surrey infrastructure work (partly match funded by SCC), Fordbridge Community Centre extension and a range of other Environmental works such as Photovoltaic Cells on Council buildings, electric vehicle charging points, new trade refuse vehicle and tree planting.
- 1.11 Carry forwards totalling £1,626k have been put forward for approval. The largest of these relates to the ring fenced Economic Development schemes (£886k) funded from specific Business Rates Pilot income. These have been taken into account on appendix A and can be accommodated within the overall budget position. It is proposed to transfer to these carry forwards to specific planned project funds.
- 1.12 These Schemes are identified in appendix D.

2. Options analysis and proposal

- 2.1 The Overview and Scrutiny Committee is asked to note the provisional revenue outturn position and list of carry forwards approved by Cabinet.

3. Financial implications

- 3.1 There are no on-going financial implications in the report but variances which have occurred will be investigated to see if they are on-going and should be incorporated into future year budget deficit/surplus projection calculations.

4. Other considerations

- 4.1 There are none.

5. Timetable for implementation

- 5.1 Quarterly reports with officer comments are provided to Cabinet and Overview and Scrutiny committee for investigation and comments.
- 5.2 Monthly system generated summary reports with drill down facilities are sent to corporate management team, group heads of service and cabinet members.

Background papers: None

Appendices: A, B, C & D

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	A	B	C	D	G
1	APPENDIX A				
2	2018/19 Net Revenue Budget Monitoring				
3	As at end of 31 MARCH 2019				
4					
5		18/19	18/19	18/19	18/19
6		Budget		Total	Variance
7		Original	Revised	Actuals	to Revised
8		£	£	£	£
9					
10	Gross Expenditure	63,189,300	63,109,600	62,650,566	(459,034)
11	Less Benefits (offset by grant)				
12	Total Gross Expenditure excluding Benefits	63,189,300	63,109,600	62,650,566	(459,034)
13	Less Housing Benefit grant	(32,021,000)	(31,221,000)	(30,064,064)	1,156,936
14	Less Specific fees and charges income	(9,733,400)	(9,664,400)	(13,074,568)	(3,410,168)
15	Net Expenditure - broken down as below	21,434,900	22,224,200	19,511,934	(2,712,266)
16					
17	Leader of the Council	1,404,000	1,367,100	1,221,225	(145,875)
18	Deputy Leader	563,400	573,100	568,142	(4,958)
19	Corporate Management	2,155,700	2,383,800	1,087,652	(1,296,148)
20	Housing	2,103,900	2,108,800	2,016,344	(92,456)
21	Finance and Customer Service	2,660,500	2,690,800	2,877,740	186,940
22	Planning and Economic Development	4,446,500	4,891,800	5,471,463	579,663
23	Environment and Compliance	5,691,200	5,778,400	4,115,012	(1,663,388)
24	Community Wellbeing	393,300	393,300	316,840	(76,460)
25	Transport	2,016,400	2,037,100	1,837,516	(199,584)
26					
27	NET EXPENDITURE AT SERVICE LEVEL	21,434,900	22,224,200	19,511,934	(2,712,266)
28					
29	Salary expenditure - vacancy monitoring	(300,000)	(300,000)	-	300,000
30					
31					
32	NET EXPENDITURE	21,134,900	21,924,200	19,511,934	(2,412,266)
33					
34	NET EXPENDITURE	21,134,900	21,924,200	19,511,934	(2,412,266)
35					
36	Asset Acquisition Income	(31,305,500)	(31,305,500)	(41,521,081)	(10,215,581)
37	Debt Interest Payable	14,395,300	14,395,300	20,403,851	6,008,551
38	Minimum Revenue Provision	7,344,700	7,344,700	7,844,734	500,034
39	Refurbishments Reserve Contributions	1,700,000	1,700,000	5,783,826	4,083,826
40					
41	Interest earnings	(900,000)	(900,000)	(1,201,143)	(301,143)
42	Other Revenue Grants	(56,000)	(133,900)	416,690	550,590
43	Revenue Contributions to Capital Outlay	747,000	747,000	747,000	-
44					
45	BUDGET REQUIREMENT	13,060,400	13,771,800	11,985,811	(1,785,989)
46					
47	Baseline NNDR Funding	(3,300,000)	(3,300,000)	(3,539,622)	(239,622)
48	Business Rates - Economic Development Set Aside	(1,000,000)	(1,000,000)	(1,000,000)	-
49	New Homes Bonus	(956,900)	(956,900)	(907,678)	49,222
50	Section 31 Grants			(991,494)	(991,494)
51					
52	NET BUDGET REQUIREMENT	7,803,500	8,514,900	5,547,017	(2,967,883)
53					
54	2017/18 Revenue carry forward	-	(711,400)	(711,384)	16
55					
56	Collection Fund Surplus/(deficit)	(48,100)	(48,100)	(48,100)	-
57	Income from Council Tax	(7,755,400)	(7,755,400)	(7,755,443)	(43)
58					
59	(Surplus)/Deficit for the year	-	-	(2,967,910)	(2,967,910)
60					
61	Contributions to Planned Project Funds	-	-	1,341,849	1,341,849
62	2018/19 Revenue carry forward	-	-	1,626,061	1,626,061
63					
64	Net Position	-	-	0	0
65					

Appendix B				
REVENUE MONITORING 2018/19				
EXPENDITURE AND INCOME SUMMARY 31 MARCH 2019				
Results to 31-Mar-19	Budget		Actual YTD	Variance to Revised
	Original	Revised		
	£	£	£	£
Leader of the Council				
Employees	982,800	934,800	834,688	(100,112)
Other Expenditure	619,700	630,800	640,740	9,940
Income	(198,500)	(198,500)	(254,203)	(55,703)
	1,404,000	1,367,100	1,221,225	(145,875)
Deputy Leader				
Employees	137,600	137,600	159,130	21,530
Other Expenditure	431,800	441,500	415,693	(25,808)
Income	(6,000)	(6,000)	(6,681)	(681)
	563,400	573,100	568,142	(4,958)
Corporate Management				
Employees	1,604,000	1,660,300	1,312,646	(347,654)
Other Expenditure	596,000	767,800	561,608	(206,192)
Income	(44,300)	(44,300)	(786,601)	(742,301)
	2,155,700	2,383,800	1,087,652	(1,296,148)
Housing				
Employees	1,630,500	1,630,500	1,623,987	(6,513)
Other Expenditure	34,291,400	33,496,300	32,943,563	(552,737)
Housing Benefit grant income	(32,021,000)	(31,221,000)	(30,064,064)	1,156,936
Income	(1,797,000)	(1,797,000)	(2,487,142)	(690,142)
	2,103,900	2,108,800	2,016,344	(92,456)
Finance and Customer Service				
Employees	2,502,300	2,502,300	2,472,065	(30,235)
Other Expenditure	171,100	201,400	415,814	214,414
Income	(12,900)	(12,900)	(10,139)	2,761
	2,660,500	2,690,800	2,877,740	186,940
Planning and Economic Development				
Employees	2,062,300	2,062,300	1,996,742	(65,558)
Other Expenditure	3,712,700	4,158,000	5,391,046	1,233,046
Income	(1,328,500)	(1,328,500)	(1,916,325)	(587,825)
	4,446,500	4,891,800	5,471,463	579,663
Environment and Compliance				
Employees	5,308,500	5,314,500	5,389,518	75,018
Other Expenditure	4,272,700	4,284,900	3,801,919	(482,981)
Income	(3,890,000)	(3,821,000)	(5,076,424)	(1,255,424)
	5,691,200	5,778,400	4,115,012	(1,663,388)
Community Wellbeing				
Employees	1,747,500	1,747,500	1,711,040	(36,460)
Other Expenditure	681,400	681,400	731,084	49,684
Income	(2,035,600)	(2,035,600)	(2,125,284)	(89,684)
	393,300	393,300	316,840	(76,460)
Transport				
Employees	1,046,200	1,046,200	993,630	(52,570)
Other Expenditure	1,390,800	1,411,500	1,255,654	(155,846)
Income	(420,600)	(420,600)	(411,768)	8,832
	2,016,400	2,037,100	1,837,516	(199,584)
NET EXPENDITURE AT SERVICE LEVEL	21,434,900	22,224,200	19,511,934	(2,712,266)

REVENUE MONITORING 2018/19				
EXPENDITURE AND INCOME SUMMARY 31 MARCH 2019				
	Budget		Actual	Variance
Results to	Original	Revised	YTD	to Revised
31-Mar-19	£	£	£	£
Total Employees	17,021,700	17,036,000	16,493,447	(542,553)
Total Other Expenditure	46,167,600	46,073,600	46,157,119	83,519
Housing Benefit grant income	(32,021,000)	(31,221,000)	(30,064,064)	1,156,936
Total Income	(9,733,400)	(9,664,400)	(13,074,568)	(3,410,168)
	21,434,900	22,224,200	19,511,934	(2,712,266)
Total Expenditure	63,189,300	63,109,600	62,650,566	(459,034)
Total Income	(41,754,400)	(40,885,400)	(43,138,632)	(2,253,232)
Net	21,434,900	22,224,200	19,511,934	(2,712,266)

Leader of the Council

Results to 31-Mar-19	Budget		Actual	Variance	Comments
	Revised	YTD	YTD	to Revised	
	£	£	£	£	
Employees	106,900	106,900	100,870	(6,030)	
Other Expenditure	2,200	2,200	4,136	1,936	
Income	0	0	0	0	
Corporate Governance	109,100	109,100	105,006	(4,094)	
Employees	12,100	12,100	13,176	1,076	
Other Expenditure	356,800	356,800	370,770	13,970	Members allowances are higher against the budget
Income	0	0	0	0	
Democratic Rep & Management	368,900	368,900	383,946	15,046	
Employees	2,300	2,300	0	(2,300)	
Other Expenditure	7,900	7,900	7,418	(482)	
Income	0	0	(3,908)	(3,908)	
Elections	10,200	10,200	3,510	(6,690)	
Employees	137,800	137,800	146,249	8,449	Higher expenditure against temporary staff budget
Other Expenditure	100,900	100,900	85,720	(15,180)	Overall expenditure is lower against the budget
Income	(1,000)	(1,000)	(2,137)	(1,137)	
Electoral Registration	237,700	237,700	229,831	(7,869)	
Employees	63,200	63,200	62,611	(589)	
Other Expenditure	42,600	42,600	29,279	(13,321)	Less money to be paid to SCC due to reduction in searches
Income	(180,000)	(180,000)	(173,979)	6,021	New burdens grant received, reduction in search fees due to uncertainty around Brexit.
Land Charges	(74,200)	(74,200)	(82,089)	(7,889)	
Employees	556,300	556,300	463,131	(93,169)	Savings due to vacant posts, partially covered by agency staff.
Other Expenditure	51,600	51,600	86,118	34,518	Legal costs & Software costs are higher against the budget
Income	(17,500)	(17,500)	(74,169)	(56,669)	Higher income due to more activity
Legal	590,400	590,400	475,080	(115,320)	
Employees	56,200	56,200	48,651	(7,549)	
Other Expenditure	68,800	68,800	57,300	(11,500)	
Income	0	0	(10)	(10)	
People & Partnerships	125,000	125,000	105,941	(19,059)	
Total Employees	934,800	934,800	834,688	(100,112)	
Total Other Expenditure	630,800	630,800	640,740	9,940	
Total Income	(198,500)	(198,500)	(254,203)	(55,703)	
	1,367,100	1,367,100	1,221,225	(145,875)	

Deputy Leader

Results to 31-Mar-19	Budget		Actual	Variance	Comments
	Revised	YTD	YTD	to Revised	
	£	£	£	£	
Employees	137,600	137,600	159,130	21,530	A couple of members of staff worked additional hours to cover the Web related work which has been approved by MAT
Other Expenditure	99,600	99,600	92,969	(6,631)	Savings achieved mainly against marketing budget off set by higher costs against software & web support budget
Income	(5,000)	(5,000)	(6,681)	(1,681)	
Corporate Publicity	232,200	232,200	245,418	13,218	
Employees	0	0	0	0	
Other Expenditure	109,600	109,600	103,324	(6,276)	
Income	(1,000)	(1,000)	0	1,000	
Emergency Planning	108,600	108,600	103,324	(5,276)	
Employees	0	0	0	0	
Other Expenditure	219,300	219,300	219,400	100	
Income	0	0	0	0	
General Grants	219,300	219,300	219,400	100	
Employees	0	0	0	0	
Other Expenditure	13,000	13,000	0	(13,000)	
Income	0	0	0	0	
Research & Consultation	13,000	13,000	0	(13,000)	
Total Employees	137,600	137,600	159,130	21,530	
Total Other Expenditure	441,500	441,500	415,693	(25,808)	
Total Income	(6,000)	(6,000)	(6,681)	(681)	
	573,100	573,100	568,142	(4,958)	

Appendix C3						
Corporate Management						
Results to	Budget			Actual	Variance	Comments
31-Dec-18	Original	Revised	YTD	YTD	to Revised	
	£	£	£	£	£	
Employees	282,000	282,000	282,000	244,583	(37,417)	Savings mainly due to lower expenditure against Temporary staff / consultants relating to Local pay. A request to Carry forward a budget of £10k has been put forward
Other Expenditure	57,300	57,300	57,300	22,500	(34,800)	A total of £30k budget has been requested to carry forward in the next financial year
Income	0	0	0	(5)	(5)	
HR	339,300	339,300	339,300	267,079	(72,221)	
Employees	55,400	55,400	55,400	52,894	(2,506)	
Other Expenditure	800	800	800	460	(340)	
Income	0	0	0	0	0	
Payroll	56,200	56,200	56,200	53,354	(2,846)	
Employees	568,900	568,900	568,900	464,972	(103,928)	Savings due to current vacant post partially covered by additional payments to other members of staff
Other Expenditure	348,400	348,400	348,400	302,127	(46,273)	Savings achieved against overall Infrastructure & applications budget
Income	(44,300)	(44,300)	(44,300)	(9,365)	34,935	Shared partnership has ceased in the 1st quarter of this financial year
Information & Comms Technology	873,000	873,000	873,000	757,735	(115,265)	
Employees	89,400	89,400	89,400	91,412	2,012	
Other Expenditure	18,000	18,000	18,000	14,470	(3,530)	
Income	0	0	0	0	0	
Committee Services	107,400	107,400	107,400	105,882	(1,518)	
Employees	256,000	256,000	256,000	23,600	(232,400)	Retention allowance payments are lower against the budget
Other Expenditure	158,000	158,000	158,000	213,965	55,965	Treasury Management (£4k), Other expenses (£26k), Books & Publications (£7k) and consultants costs are higher against budget
Income	0	0	0	(11,650)	(11,650)	
Corporate Management	414,000	414,000	414,000	225,916	(188,084)	
Employees	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	
Income	0	0	0	(750,000)	(750,000)	Result of an exercise to clear old credit balances on Council Tax accounts
Corporate Savings	0	0	0	(750,000)	(750,000)	
Employees	352,300	408,600	408,600	435,184	26,584	Additional expenditure mainly incurred for Back Scanning funded through Back Scanning Budget (Please see below)
Other Expenditure	13,500	185,300	185,300	8,085	(177,215)	Lower expenditure mainly against Back Scanning Budget out of which £30k has been requested to be carried forward into next financial year
Income	0	0	0	(15,582)	(15,582)	
Project Management	365,800	593,900	593,900	427,687	(166,213)	
Total Employees	1,604,000	1,660,300	1,660,300	1,312,646	(347,654)	
Total Other Expenditure	596,000	767,800	767,800	561,608	(206,192)	
Total Income	(44,300)	(44,300)	(44,300)	(786,601)	(742,301)	
	2,155,700	2,383,800	2,383,800	1,087,652	(1,296,148)	

Housing

Results to	Budget		Actual	Variance	Comments
	Revised	YTD	YTD	to Revised	
31-Mar-19	£	£	£	£	
Employees	1,078,200	1,078,200	1,086,916	8,716	
Other Expenditure	44,200	44,200	55,498	11,298	
Income	(33,900)	(33,900)	(25,054)	8,846	
Housing Needs	1,088,500	1,088,500	1,117,360	28,860	
Employees	0	0	0	0	
Other Expenditure	2,133,400	2,133,400	2,408,675	275,275	
Income	(1,441,200)	(1,441,200)	(2,047,032)	(605,832)	£300k Revenue grants received, transferred to usable funds in "Other revenue grants" line
Homelessness	692,200	692,200	361,642	(330,558)	
Employees	552,300	552,300	537,071	(15,229)	
Other Expenditure	46,700	46,700	45,770	(930)	
Income	(321,900)	(321,900)	(415,056)	(93,156)	Revenue grant received, transferred to usable funds in "Other revenue grants" line
Housing Benefits Admin	277,100	277,100	167,786	(109,314)	
Employees	0	0	0	0	
Other Expenditure	31,272,000	31,272,000	30,433,620	(838,380)	
Income	(31,221,000)	(31,221,000)	(30,064,064)	1,156,936	£233k relates to benefits awarded not attracting 100% subsidy, the balance is due to non recovery of benefit overpayments
Housing Benefits Payments	51,000	51,000	369,556	318,556	
Total Employees	1,630,500	1,630,500	1,623,987	(6,513)	
Total Other Expenditure	33,496,300	33,496,300	32,943,563	(552,737)	
Total Income	(33,018,000)	(33,018,000)	(32,551,206)	466,794	
	2,108,800	2,108,800	2,016,344	(92,456)	

Appendix C5					
Finance and Customer Service					
Results to 31-Mar-19	Budget		Actual	Variance	Comments
	Revised	YTD	YTD	to Revised	
	£	£	£	£	
Employees	196,600	196,600	208,926	12,326	Corporate Training costs are higher against the budget
Other Expenditure	8,400	8,400	7,388	(1,012)	
Income	0	0	0	0	
Chief Executive	205,000	205,000	216,314	11,314	
Employees	114,900	114,900	117,492	2,592	
Other Expenditure	3,600	3,600	3,864	264	
Income	0	0	0	0	
MaT Secretariat & Support	118,500	118,500	121,356	2,856	
Employees	255,500	255,500	252,473	(3,027)	
Other Expenditure	2,400	2,400	1,398	(1,002)	
Income	0	0	(134)	(134)	
Deputy Chief Executives	257,900	257,900	253,737	(4,163)	
Employees	121,400	121,400	74,994	(46,406)	Savings mainly due to vacant post in the earlier part of the year
Other Expenditure	88,500	88,500	84,495	(4,005)	
Income	(12,900)	(12,900)	0	12,900	No income from Woking Borough Council for ICT audit work
Audit	197,000	197,000	159,489	(37,511)	
Employees	541,900	541,900	548,348	6,448	Professional training costs with no budget
Other Expenditure	46,900	46,900	36,770	(10,130)	Savings achieved against Subscription and Books & Publications budget
Income	0	0	(10,005)	(10,005)	Mainly recharge income from Knowle Green Estates Ltd with no budget
Accountancy	588,800	588,800	575,112	(13,688)	
Employees	1,272,000	1,272,000	1,269,832	(2,168)	
Other Expenditure	51,600	51,600	45,174	(6,426)	Savings achieved mainly against Document Exchange budget (£3k) and In house training budget
Income	0	0	0	0	
Unapportionable Central O/Heads	1,323,600	1,323,600	1,315,007	(8,593)	
Employees	0	0	0	0	
Other Expenditure	0	0	236,725	236,725	Increase in general Bad Debts provision by £120k, Written of old Balance Sheet Balances (£129k) partially off set by cashbook write off credit balances
Income	0	0	0	0	
Misc Expenses	0	0	236,725	236,725	
Total Employees	2,502,300	2,502,300	2,472,065	(30,235)	
Total Other Expenditure	201,400	201,400	415,814	214,414	
Total Income	(12,900)	(12,900)	(10,139)	2,761	
	2,690,800	2,690,800	2,877,740	186,940	

Appendix C6					
Planning and Economic Development					
	Budget		Actual	Variance	
Results to	Revised	YTD	YTD	to Revised	
31-Dec-18	£	£	£	£	
Employees	0	0	0	0	
Other Expenditure	1,479,900	1,479,900	1,161,477	(318,423)	Estimate based on current expenditure
Income	0	0	0	0	
Planned Maintenance Programme	1,479,900	1,479,900	1,161,477	(318,423)	
Employees	124,900	124,900	128,037	3,137	
Other Expenditure	953,700	953,700	89,692	(864,008)	Projects over a 3 year plan for Gigabit installation (500k), Business incubator(150k), Electric Charging points (175k). Likely that not much will be spent in 18/19 and majority of spending will commence in 2019/20.
Income	0	0	267	267	credit note relating to 17/18
Economic Development	1,078,600	1,078,600	217,996	(860,604)	
Employees	357,500	357,500	291,782	(65,718)	Agency budget (50K) - will be capitalising project manager salary, posts being recruited
Other Expenditure	1,070,200	1,070,200	3,604,435	2,534,235	Additional costs relating to assets acquired in year which are offset by the additional income received, other variances relate to Thameside House related costs (464k), White House, Ashford (10k), legal fees relating to Stadbury Meadow (15k), overspends at Station Road and Bugle redevelopments (6.6k) & (5.6k) respectively. Main underspends on other budgets; KG relocation (100k), KG redevelopment (85k) & Spelthorne Leisure Centre (87k), Elmsleigh Lifts (118k) under - due to start Feb.
Income	(7,500)	(7,500)	(28,163)	(20,663)	Income from living guardians at Thameside House, £24,763 reimbursement from KGE
Asset Mgn Administration	1,420,200	1,420,200	3,868,054	2,447,854	
Employees	0	0	0	0	
Other Expenditure	0	0	3,550	3,550	
Income	0	0	0	0	
Sea Cadets	0	0	3,550	3,550	
Employees	332,400	332,400	388,705	56,305	Training costs for staff member (£7.5k), Professional subs (£1k) due to a bigger team, £50,907 relates to Env Imp
Other Expenditure	102,400	102,400	122,735	20,335	Legal costs, cases won will be recovered, £55,609 relate to exp Env Imp
Income	(1,000)	(1,000)	(160,555)	(159,555)	Income received for Heathrow project, offset by expenditure elsewhere
Planning Policy	433,800	433,800	350,885	(82,915)	includes net (50,221) relating to Env Impact
Employees	896,500	896,500	832,500	(64,000)	New post recruited to throughout the year
Other Expenditure	183,100	183,100	231,424	48,324	Legal costs (£20k), higher advertising costs of planning notices due to increased applications, Computer Software 25k more than forecast
Income	(512,000)	(512,000)	(774,904)	(262,904)	Increase in planning fees in the year
Planning Development Control	567,600	567,600	289,020	(278,580)	
Employees	0	0	0	0	
Other Expenditure	140,000	140,000	1,503	(138,497)	
Income	0	0	0	0	
Staines Upon Thames Programme	140,000	140,000	1,503	(138,497)	
Employees	351,000	351,000	355,717	4,717	
Other Expenditure	21,400	21,400	15,780	(5,620)	
Income	(360,000)	(360,000)	(386,782)	(26,782)	Income is higher due to more activity
Building Control	12,400	12,400	(15,285)	(27,685)	
Employees	0	0	0	0	
Other Expenditure	47,300	47,300	42,354	(4,946)	
Income	(48,000)	(48,000)	(73,208)	(25,208)	Additional licences granted for use of part of Bugle, back rent payment
General Property Expenses	(700)	(700)	(30,855)	(30,155)	
Employees	0	0	0	0	
Other Expenditure	160,000	160,000	118,097	(41,903)	42k credit back rec'd Jan 19
Income	(400,000)	(400,000)	(492,980)	(92,980)	
Staines Town Centre Management	(240,000)	(240,000)	(374,883)	(134,883)	
Total Employees	2,062,300	2,062,300	1,996,742	(65,558)	
Total Other Expenditure	4,158,000	4,158,000	5,391,046	1,233,046	
Total Income	(1,328,500)	(1,328,500)	(1,916,325)	(587,825)	
	4,891,800	4,891,800	5,471,463	579,663	

Appendix C7					
Environment and Compliance					
Results to	Budget		Actual	Variance	Comments
	Revised	YTD	YTD	to Revised	
31-Mar-19	£	£	£	£	
Employees	0	0	0	0	
Other Expenditure	3,500	3,500	2,390	(1,110)	
Income	0	0	0	0	
Abandoned Vehicles	3,500	3,500	2,390	(1,110)	
Employees	0	0	0	0	
Other Expenditure	114,700	114,700	160,098	45,398	Higher Utility costs (£9k), Business Rates (£7K), Insurance excess payments (£5k) and remainder relates to higher payment to Surrey County Council relating to street lighting for 2017-18 & 2018-19. Please note the overall expenditure is lower against the overall budget of Neighbourhood Services
Income	0	0	0	0	
Depot	114,700	114,700	160,098	45,398	
Employees	1,075,700	1,075,700	1,064,681	(11,019)	Mainly employee Insurance costs are lower against the budget
Other Expenditure	93,900	93,900	90,849	(3,051)	
Income	(3,000)	(3,000)	(27,442)	(24,442)	Additional income for shared services from Runneymede BC & Higher Penalty charges fees income
DS Management & Support	1,166,600	1,166,600	1,128,087	(38,513)	
Employees	1,274,500	1,274,500	1,220,758	(53,742)	Savings achieved due to vacant posts during the year which were partially covered by Agency staff & additional overtime payments.
Other Expenditure	886,000	886,000	812,494	(73,506)	Savings achieved against Vehicles Tyres (£30k) and Surrey County Council Contracts Budget. A request has also been put forward to carry forward a budget of £39k in the next financial year
Income	(662,600)	(662,600)	(917,484)	(254,884)	Green waste and Textile services income are higher due to more activity
Refuse Collection	1,497,900	1,497,900	1,115,768	(382,132)	
Employees	0	0	0	0	
Other Expenditure	10,100	10,100	7,938	(2,162)	
Income	0	0	(906)	(906)	Additional renewable energy income through Solar PV's
Energy Initiatives	10,100	10,100	7,032	(3,068)	
Employees	0	0	0	0	
Other Expenditure	92,500	92,500	77,352	(15,148)	
Income	(25,000)	(25,000)	(2,281)	22,719	
Environmental Enhancements	67,500	67,500	75,071	7,571	Overall Neighborhood services expenditure is below against the budget
Employees	0	0	0	0	
Other Expenditure	0	0	0	0	
Income	0	0	0	0	
Enviro Services Administration	0	0	0	0	
Employees	631,700	631,700	569,160	(62,540)	Savings achieved due to vacant posts which were partially covered by Agency staff & additional overtime payments.
Other Expenditure	314,500	314,500	311,673	(2,827)	
Income	(47,700)	(47,700)	(46,895)	805	
Street Cleaning	898,500	898,500	833,938	(64,562)	
Employees	0	0	0	0	
Other Expenditure	410,000	410,000	(416)	(410,416)	No payments made this year due to change of Recycling credit system as the final income for this year has included all the payments (Please see below)
Income	(505,200)	(505,200)	(338,029)	167,171	
Waste Recycling	(95,200)	(95,200)	(338,445)	(243,245)	
Employees	0	0	0	0	
Other Expenditure	20,700	20,700	12,003	(8,697)	Savings achieved due to closure of Public Conveniences
Income	0	0	(9,000)	(9,000)	Refund received for previous year's payments due to earlier closure
Public Conveniences	20,700	20,700	3,003	(17,697)	
Employees	0	0	0	0	
Other Expenditure	22,900	22,900	22,831	(69)	
Income	(37,000)	(37,000)	(28,721)	8,279	Income is less against the budget due to low activity
Allotments	(14,100)	(14,100)	(5,891)	8,209	
Employees	0	0	0	0	
Other Expenditure	78,200	78,200	91,975	13,775	Electricity costs and Business rates are higher against the budget. A request has been put forward to carry forward £12k in the next financial year
Income	(63,200)	(63,200)	(97,344)	(34,144)	
Parks Strategy	15,000	15,000	(5,369)	(20,369)	

Environment and Compliance

Results to 31-Mar-19	Budget		Actual	Variance	Comments
	Revised	YTD	YTD	to Revised	
	£	£	£	£	
Employees	920,800	920,800	1,121,193	200,393	Additional Staff used in High Verges for additional shared service work was undertaken for Runnymede BC/ Surrey County Council, funded through higher shared services income. Additionally vacant posts are also covered by agency staff with higher payments and overtime payments funded through other lines. A request has been put to carry forward a budget of £8,800 in next financial year
Other Expenditure	776,000	776,000	647,334	(128,666)	Please see above
Income	(86,800)	(86,800)	(290,542)	(203,742)	Please see above
Grounds Maintenance	1,610,000	1,610,000	1,477,986	(132,014)	
Employees	0	0	0	0	
Other Expenditure	5,500	5,500	4,045	(1,455)	
Income	0	0	0	0	
Water Courses & Land Drainage	5,500	5,500	4,045	(1,455)	
Employees	414,000	414,000	416,103	2,103	
Other Expenditure	996,200	996,200	1,107,721	111,521	Mainly higher Business Rates (£62k) and higher on Street Parking costs payable to Surrey County Council
Income	(1,932,900)	(1,932,900)	(2,807,806)	(874,906)	Backdated Penalty Charges notices income of £559k received from Surrey County Council for prior years & this year with no budget and higher income received for major car parks due to more usage
Car Parks	(522,700)	(522,700)	(1,283,983)	(761,283)	
Employees	0	0	0	0	
Other Expenditure	113,300	113,300	134,827	21,527	Mainly higher Business rates against the budget
Income	(250,000)	(250,000)	(224,576)	25,424	Income is less due to lower activity
Staines Market	(136,700)	(136,700)	(89,749)	46,951	
Employees	807,300	807,300	808,803	1,503	
Other Expenditure	78,200	78,200	47,242	(30,958)	Consultants costs relating to Heathrow expansion and Computer Software costs are lower against the budget
Income	0	0	(8,254)	(8,254)	Income with no budget
Environmental Health Admin	885,500	885,500	847,790	(37,710)	
Employees	0	0	0	0	
Other Expenditure	64,000	64,000	52,019	(11,981)	Pollution control monitoring expenditure lower (£9K) and Noise Control expenditure lower against the budget
Income	(5,100)	(5,100)	(2,985)	2,115	
Environmental Protection Act	58,900	58,900	49,034	(9,866)	
Employees	0	0	0	0	
Other Expenditure	21,900	21,900	13,845	(8,055)	Kennel costs are lower (£7k) and Pest control contract expenditure is lower against the budget
Income	(5,000)	(5,000)	(3,773)	1,228	
Rodent & Pest Control	16,900	16,900	10,073	(6,827)	
Employees	0	0	0	0	
Other Expenditure	1,300	1,300	742	(558)	
Income	(3,000)	(3,000)	(124)	2,876	Income is less due to low number of external courses undertaken this year
Food Safety	(1,700)	(1,700)	618	2,318	
Employees	0	0	590	590	
Other Expenditure	7,900	7,900	2,904	(4,996)	
Income	(12,900)	(12,900)	(13,906)	(1,006)	
Public Health	(5,000)	(5,000)	(10,412)	(5,412)	
Employees	125,200	125,200	131,480	6,280	Vacant post was covered by agency staff with higher costs and also one off payment to take on Agency staff permanently
Other Expenditure	3,000	3,000	6,447	3,447	
Income	(102,600)	(102,600)	(155,782)	(53,182)	Exceeded the budget due to higher HMO Licences income
Licensing	25,600	25,600	(17,854)	(43,454)	
Employees	0	0	0	0	
Other Expenditure	0	0	9,409	9,409	
Income	0	0	(21,802)	(21,802)	
Parks Properties Project	0	0	(12,394)	(12,394)	
Employees	65,300	65,300	56,750	(8,550)	One member of staff worked on reduced hours and also due to a vacant post in latter part of the year
Other Expenditure	167,300	167,300	183,729	16,429	Higher CCTV maintenance costs against the budget
Income	0	0	(2,790)	(2,790)	Recharged income for staisafe through Staines BID
Community Safety	232,600	232,600	237,689	5,089	
Employees	0	0	0	0	
Other Expenditure	3,300	3,300	2,468	(832)	
Income	(79,000)	(79,000)	(75,982)	3,018	
Taxi Licensing	(75,700)	(75,700)	(73,514)	2,186	

Environment and Compliance

Results to	Budget		Actual	Variance	Comments
	Revised	YTD	YTD	to Revised	
	£	£	£	£	
31-Mar-19					
Total Employees	5,314,500	5,314,500	5,389,518	75,018	
Total Other Expenditure	4,284,900	4,284,900	3,801,919	(482,981)	
Total Income	(3,821,000)	(3,821,000)	(5,076,424)	(1,255,424)	
	5,778,400	5,778,400	4,115,012	(1,663,388)	

Appendix C8					
Community Wellbeing					
Results to	Budget		Actual	Variance	Comments
	Revised	YTD	YTD	to Revised	
	£	£	£	£	
31-Mar-19					
Employees	91,900	91,900	88,226	(3,674)	
Other Expenditure	83,200	83,200	83,720	520	
Income	(205,000)	(205,000)	(230,262)	(25,262)	
Span	(29,900)	(29,900)	(58,315)	(28,415)	
Employees	277,000	277,000	204,539	(72,461)	Vacancies
Other Expenditure	18,500	18,500	15,344	(3,156)	
Income	(78,000)	(78,000)	(270)	77,730	No employee recharge to Disabled Facilities Grant scheme
Com Care Administration	217,500	217,500	219,613	2,113	
Employees	485,900	485,900	457,066	(28,834)	
Other Expenditure	245,000	245,000	287,866	42,866	Cleaning costs, tutors and equipment purchases - all higher than budget
Income	(419,800)	(419,800)	(395,422)	24,378	Higher needs income lower than anticipated
Day Centres	311,100	311,100	349,511	38,411	
Employees	110,000	110,000	105,338	(4,662)	
Other Expenditure	87,400	87,400	79,864	(7,536)	
Income	(151,600)	(151,600)	(126,363)	25,237	Lower number of meals invoiced to date
Meals on Wheels	45,800	45,800	58,839	13,039	
Employees	379,100	379,100	445,140	66,040	
Other Expenditure	8,800	8,800	24,969	16,169	
Income	(406,100)	(406,100)	(421,462)	(15,362)	
Spelthorne Troubled Families	(18,200)	(18,200)	48,648	66,848	Surrey County Council funding lower against the actual costs incurred
Employees	182,900	182,900	185,174	2,274	
Other Expenditure	48,100	48,100	53,978	5,878	Vehicle Maintenance costs are higher against the budget
Income	(74,300)	(74,300)	(109,093)	(34,793)	Additional funding of £20k from Surrey County Council which was not expected earlier, Higher Fordbridge Charges & other income
SAT	156,700	156,700	130,059	(26,641)	
Employees	204,400	204,400	223,511	19,111	
Other Expenditure	10,000	10,000	10,283	283	
Income	0	0	0	0	
Leisure Administration	214,400	214,400	233,794	19,394	
Employees	0	0	0	0	
Other Expenditure	57,600	57,600	48,266	(9,334)	
Income	(245,400)	(245,400)	(260,346)	(14,946)	Increase in profit share forecast
Spelthorne Leisure Centre	(187,800)	(187,800)	(212,079)	(24,279)	
Employees	12,500	12,500	1,314	(11,186)	
Other Expenditure	3,300	3,300	3,197	(103)	
Income	(3,100)	(3,100)	(2,892)	208	
Resource Centre	12,700	12,700	1,619	(11,081)	
Employees	2,300	2,300	640	(1,660)	
Other Expenditure	16,500	16,500	21,123	4,623	
Income	(6,500)	(6,500)	(14,673)	(8,173)	
Sports Development	12,300	12,300	7,090	(5,210)	
Employees	0	0	0	0	
Other Expenditure	0	0	0	0	
Income	(46,200)	(46,200)	(41,732)	4,468	
Sunbury Golf Club	(46,200)	(46,200)	(41,732)	4,468	
Employees	0	0	0	0	
Other Expenditure	1,000	1,000	100	(900)	
Income	0	0	0	0	
Safeguarding	1,000	1,000	100	(900)	
Employees	0	0	0	0	
Other Expenditure	7,700	7,700	2,529	(5,171)	
Income	(51,900)	(51,900)	(47,884)	4,016	
Public Halls	(44,200)	(44,200)	(45,355)	(1,155)	
Employees	0	0	0	0	
Other Expenditure	4,900	4,900	9,328	4,428	
Income	(8,000)	(8,000)	0	8,000	
Museum	(3,100)	(3,100)	9,328	12,428	
Employees	0	0	33	33	
Other Expenditure	25,500	25,500	23,384	(2,116)	
Income	0	0	0	0	
Youth	25,500	25,500	23,417	(2,083)	
Employees	0	0	0	0	
Other Expenditure	5,000	5,000	2,692	(2,308)	
Income	(600)	(600)	(75)		

Community Wellbeing

Community Wellbeing					
Results to 31-Mar-19	Budget		Actual	Variance	Comments
	Revised	YTD	YTD	to Revised	
	£	£	£	£	
Active Lifestyle	4,400	4,400	2,617	(1,783)	
Employees	1,500	1,500	59	(1,441)	
Other Expenditure	29,800	29,800	24,376	(5,424)	
Income	(3,000)	(3,000)	(3,210)	(210)	
Arts Development	28,300	28,300	21,225	(7,075)	
Employees	0	0	0	0	
Other Expenditure	27,100	27,100	40,862	13,762	Higher Business Rates (£12k) and Grounds maintenace costs against the budget
Income	(336,100)	(336,100)	(471,601)	(135,501)	Additional income due to more activity
Cemeteries	(309,000)	(309,000)	(430,739)	(121,739)	
Employees	0	0	0	0	
Other Expenditure	2,000	2,000	(798)	(2,798)	
Income	0	0	0	0	
Events	2,000	2,000	(798)	(2,798)	
Total Employees	1,747,500	1,747,500	1,711,040	(36,460)	
Total Other Expenditure	681,400	681,400	731,084	49,684	
Total Income	(2,035,600)	(2,035,600)	(2,125,284)	(89,684)	
	393,300	393,300	316,840	(76,460)	

Customer Service, Estates & Transport

Results to	Budget		Actual	Variance	Comments
	Revised	YTD	YTD	to Revised	
31-Mar-19	£	£	£	£	
Employees	906,700	906,700	848,883	(57,817)	Savings achieved due to vacant posts during the year which were partially covered by agency/ temporary staff & Consultants
Other Expenditure	380,000	380,000	460,115	80,115	Additional Consultants costs incurred to cover vacant posts
Income	(311,500)	(311,500)	(333,807)	(22,307)	Council Tax recovered income costs are higher against the budget
Cserv Management & Support	975,200	975,200	975,191	(9)	
Employees	139,500	139,500	144,748	5,248	
Other Expenditure	733,500	733,500	559,436	(174,064)	Lower external printing costs, no lease charge for printers from Oct, savings on contract cleaning
Income	(109,100)	(109,100)	(77,064)	32,036	Budgeted income from KG Rental Income & Surrey Police will not be received.
Facilities Management	763,900	763,900	627,119	(136,781)	
Employees	0	0	0	0	
Other Expenditure	269,700	269,700	192,922	(76,778)	Insurance costs are lower against the budget
Income	0	0	(897)	(897)	
Insurance	269,700	269,700	192,025	(77,675)	
Employees	0	0	0	0	
Other Expenditure	28,300	28,300	43,182	14,882	Business rates are higher against the budget
Income	0	0	0	0	
Bus Station	28,300	28,300	43,182	14,882	
Total Employees	1,046,200	1,046,200	993,630	(52,570)	
Total Other Expenditure	1,411,500	1,411,500	1,255,654	(155,846)	
Total Income	(420,600)	(420,600)	(411,768)	8,832	
	2,037,100	2,037,100	1,837,516	(199,584)	

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	A	B	C	D	E	F	G	H
2	Carry forward requests 2018/19							
3								
4				Budget	Spend	Unspent	Amount	
5	GL Code	Account Description		18/19	18/19	budget	requested to be	Comments
6				£	£	£	£	
6	Revenue							
7		454032202	Grounds Maintenance	1,432,600	1,425,189	7,411	7,400	Underspend used to replenish food caddies and bin stock
8		302012205	DS Management	1,166,600	1,128,087	38,513	16,400	Underspend used to replenish food caddies and bin stock
9		202015042	Refuse Collection	2,004,300	1,883,130	121,170	39,000	Replenish bin stocks, ordered will arrive early 2019
10		151012208	Parks Strategy	15,000	- 5,369	20,369	12,000	Shepperton Lock toilets, work to be completed May 2019
11		30130	Human Resources	395,500	320,433	75,067	10,000	Needed for project work of discretionary pensions policy
12			Human Resources				15,000	iTrent contract negotiations will lead to increase
13			Human Resources				10,000	Technical Consultancy support for iTrent system work
14			Human Resources				5,000	Employee assistance programme as part of Occ Health review
15		315054979	Corporate Back Scanning	188,000	74,436	113,564	30,000	To undertake back scanning of HR files
16		318041012	Procurement	65,000	11,385	53,615	48,600	Carry forward for Procurement Interim costs
17		266985042	Car Parks	- 522,700	- 1,283,983	761,283	100,000	Tender advertised but unlikely to be awarded until April 2019
18		124014002	SPAN IL	6,400	-	6,400	4,400	Required to fund spend in 19/20
19		121065501	DHP	400,000	342,388	57,612	30,000	Required to fund spend in 19/20
20		21114	Knowle Green Redevelopment	100,000	39,236	60,764	60,764	Additional works required post project Lima (e.g. roof, toilets, clock tower, lighting, car park, disabled access)
21		21121	Elmsleigh Lifts	445,300	144,269	301,031	177,000	works in progress. Completion expected 07/19
22		30703	Knowle Green Offices	647,300	595,173	52,127	52,000	see 21114 above
23		21106	Bridge Street Car Park	40,000	1,503	38,497	23,497	to further site investigations and surveys that may be required
24		21008	Tothill Car Park / Elmsleigh IV	100,000	-	100,000	100,000	to cover external expert resource required to deal with Elmsleigh Centre (more active role will be required if Aberdeen sell on long leasehold to an active 'development' company rather than a passive pension investor)
25		213014401	Economic Development	909,000	24,000	885,000	885,000	Economic Development projects funded by ring fenced BR money
26								
27							1,626,061	

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Overview and Scrutiny Committee

09 July 2019



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

1. Key issues

- 1.1 This report highlights the work of the Council on projects.
- 1.2 The Corporate Project Dashboard attached (Appendix 1) tracks progress of projects and work streams to fall in line with the Groups in place since May 2016 (Commissioning and Transformation / Community Well Being / Neighbourhood Services / Regeneration and Growth / Customer Relations / Finance), with the inclusion of those projects falling under a Corporate and/or 'miscellaneous' heading.
- 1.3 The council's focus continues on property acquisitions and housing projects, with the property acquisition portfolio being managed, controlled and reported through the 'Development and Investment Group' and the 'Investment and Property Group' – with the property project names, and high-level information being captured as part of the "Corporate Project Register" and "Corporate Project Dashboard" documents. A presentation of the risks associated with the 'Confidential' development projects shall be made in a 'Part 2' (Confidential) section of the meeting. Should this continue to be an acceptable, and workable, format which suits the O&S Committee Members, then it shall be adopted for future meetings. Should there be any revisions/improvements which may prove necessary, then Officers shall see to introduce those improvements for the next session.

Moving forward the Group and Deputy Group Head Commissioning and Transformation (CTG) will continue to meet with all Group Heads to obtain their views on current and future needs in relation to projects. Project managers also need to ensure they seek appropriate authorisations before progressing projects to ensure there is a business case and resources are in

Thursday, 04 July 2019

Page 1 of 4.

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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.

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

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

- 1.5 The Project Steering Group continue to meet and discuss individual projects in 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. Updates are provided to Management Team on a weekly basis.

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 the initiation stage have a clear business case and highlight Procurement, Legal, ICT Finance, Communications and GDPR requirements that need supporting during the course of the project. This will assist with workload planning where projects cross several different services.

3. Financial implications

- 3.1 Projects should not be initiated unless there is a clear business case and funding stream/resources are in place. These should be indicated at the project planning stage and it is expected there will be continuing support given for the initial business case documentation to be completed thus allowing projects to be effectively reported on and monitored.
- 3.2 The Project Management documentation will also include the Procurement Business Case document as produced by Procurement with the project manager where 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 so as to engage key members of the delivery Team at the times conducive to meeting deadlines and fulfilling expectations.
- 4.3 Where resource availability is proving to be a risk with potential to threaten the agreed delivery date, then escalation for support must be considered.

5. Other considerations

- 5.1 Projects will need to address GDPR, equality and diversity issues together with those of sustainability, financial, social and environmental.
- 5.2 The introduction, and regular sitting, of the Project Steering Group (PSG) shall seek to further support each project by way of adherence to the current SBC project principles, recommended practices and processes. All of these shall serve to ensure that projects are managed in a manner conducive with focus to effective, efficient and controlled delivery. Risks and issues shall continue to alert the PSG of where additional consideration and support shall become necessary to review and address project priorities with those of corporate direction and needs.
- 5.3 In a bid to promote speedier submission of project documentation a new streamlined document Project Brief and Business case has been developed and circulated for use. This wraps into one document the 'Project Summary', 'Project Initiation' and 'Business Case' requirements, to make it simpler for project managers.

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 Briefing and Overview and Scrutiny every quarter.
- 6.2 The corporate project team will continue to meet and discuss individual projects in more detail particularly those with a red or amber status. Highlight reports underpin the project report hierarchy and will continue to be produced monthly by project managers.
- 6.3 It is envisaged that as the Groups provide greater support for this corporate requirement that the content and timing of the data input shall become more efficient thereby ensuring that the overall process, and its own requirements shall provide enhanced benefits.

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 historically been 'cumbersome' but a more streamlined version 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

Background papers:

Appendices:



Appendix 1: Corporate Project Dashboard

Appendix 2: Corporate Project Dashboard – Project Detail

Appendix 3: Corporate Project Register

What is a project – How do you decide?

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

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

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

Project Categorisation – Guide

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

Page 66

Criteria to determine Project Status

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

Overall project status colour is highest of individual Key Status Indicators (e.g. if 1 red, 1 amber, and 4 green, then overall project is red)

Commissioning and Transformation

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated	
					Completion Date	Completed
<i>Priority Flagship</i>	Project Lima	MAT	Siraj Choudhury		Mar 2019	
<i>Flagship</i>	Root and Branch	MAT	Sandy Muirhead		Jun 2019	
<i>High</i>	GDPR Compliance – 12 Steps to Readiness	Sandy Muirhead	Clare Williams	Mar 2017	Nov 2019	
	EDRMS (Electronic Data Resource Management System)	Sandy Muirhead	Dawn George		Dec 2018	
	Agile Working	Incorporated into Project Lima deliverables				
	Corporate Hybrid Printing	Sandy Muirhead	Michael Pegado	*** New Project***		
<i>Medium</i>						
<i>Service</i>	VDI - Virtual Desktop Infrastructure	Sandy Muirhead	Alistair Corkish		Mar 2019	
	Exchange 2016	Alistair Corkish	Chris Layte	TBA	Mar 2019	
	HR	Alistair Corkish	TBA	WIP	ongoing	
	Office 365		Alistair Corkish	TBA	2021	
	SQL upgrade	Alistair Corkish	Sarah George	TBA	Mar 2019	
	Sharepoint upgrade	Alistair Corkish	Alistair Corkish	TBA	TBA	
	PSN re-accreditation	Alistair Corkish	Jak Chauhan	Jan 2018	May 2018	✓
	Network Refresh	Sandy Muirhead	Alistair Corkish		Nov 2018	✓

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

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

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

Community Wellbeing

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated	
					Completion Date	Completed
<i>Priority Flagship</i>						
<i>Flagship</i>						
<i>High</i>	Search Moves Partnership & Update Allocations Policy	Karen Sinclair	Jayne Brownlow		Jun 2018	
	Civica Housing Module / LG2	Deborah Ashman / Karen Sinclair	Jayne Brownlow		Sept 2018	
	Housing B&B and Rent Management System	Sandy Muirhead	Michael Pegado		Oct 2019	
<i>Medium</i>						
<i>Service</i>	Procurement of Meals on Wheels Vehicles	Karen Sinclair	Jayne Brownlow	Sept 2018		

Page 99

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

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

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

Closure report content shall also feature on the Dashboard.

Customer Relations

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated	
					Completion Date	Completed
<i>Priority Flagship</i>						
<i>Flagship</i>						
<i>High</i>	Replacement Phones	Roy Tilbury	Alistair Corkish Dan Dredge	May 18	April 2019	
	Web Upgrade	Roy Tilbury	Mandy Binley	Jan 18	December 2018	February 2019
<i>Medium</i>	Replacement Booking System	Roy Tilbury	Daniel Dredge	Feb 2018	July 2018	January 2019
	Civica Upgrade	Roy Tilbury	Daniel Dredge	May 2018	October 2019	
<i>Service</i>	Mailing for main billing²	Roy Tilbury	Daniel Dredge	June 18	June 2019	
	Enforcement Agents	Terry Collier	Martyn Forward	June 2019	Dec 2019	

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

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

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

Civica Upgrade¹ Not being considered in Customer Relations due to cost implications. Other services may choose to upgrade based upon their requirement/s.
Mailing for main billing² This requirement will now be considered/managed as part of the corporate "Hybrid Printing" initiative

Finance

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

Page 71

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

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

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

Neighbourhood Services

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

Page 72

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

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

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

Closure report content shall also feature on the Dashboard.

Withdrawn at request of Francesca Lunn (17 June 2019) so as to rescope the project requirement ...see E-mail for detail.

Regeneration and Growth

Project Categorisation	Project Name	Project Sponsor	Project Manager	Anticipated		Completed
				Start Date	Completion Date	
Priority Flagship	Spelthorne Leisure Centre	Lee O'Neil	Richard Mortimer	Feb 2017	Sept 2021	
	Bugle redevelopment	Heather Morgan	Richard Mortimer	Mar 2017	Jan 2019	✓
	White House redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Ceaser Court Phase I	Heather Morgan	Richard Mortimer		Confidential	
	Ceaser Court Phase II	Heather Morgan	Richard Mortimer		Confidential	
	Waterfront redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Ashford MSCP redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Thameside House redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	West Wing Conversion Knowle Green	Heather Morgan	Richard Mortimer		Confidential	
	Ashford Hospital Car Park	Heather Morgan	Richard Mortimer		Confidential	
	Knowle Green Estates Ltd	Terry Collier	Michael Graham/Heather Morgan	Oct 2018	Oct 2019	
	Northumberland Close	Heather Morgan	Richard Mortimer		Confidential	
	Southern Light Rail (SLR)	Daniel Mouawad	Heather Morgan	May 2018	End 2022	
Churchill redevelopment	Heather Morgan	Richard Mortimer		Oct 2018	✓	
Flagship	Supporting Spelthorne Secondary Shopping Areas	Keith McGroary	Alfred Osawe (Runnymede)	Jan 2016	Apr 2019	✓
	Heathrow Launch Pad (Incubator)	Keith McGroary	Tracey Carter	Feb 2018	Oct 2019	
	Greeno Centre Extension	Heather Morgan	John Hesbrook	May 2018	Apr 2019	✓
	Gigabit City Project	Heather Morgan	Keith McGroary	***New Project***		
	Staines Jetty	Jackie Taylor	Keith McGroary	***New Project***		
High	Contract for Strategic Asset Valuations	Nick Cummings	Katherine Mcllroy	May 2018	Oct 2018	✓
	Laleham Park Pavilion	Nick Cummings	Jeremy Gidman		Feb 2020	
Medium	Property Management Software	Nick Cummings	Katherine Mcllroy	May 2018	Nov 2019	
	Cleaning contract	Heather Morgan	John Hesbrook	Nov 2017	Aug 2018	✓
	Land Registry - Local Authority Migration	Heather Morgan	Gillian Vince & /Lea Appleyard	***New Project***		
Service	Enterprise (Idox)	Esme Spinks	Gillian Richardson	Dec 2017	Dec 2019	

Page 73

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

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

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

Closure report content shall also feature on the Dashboard.

Miscellaneous

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated	
					Completion Date	Completed
<i>Priority Flagship</i>						
<i>Flagship</i>						
<i>High</i>	Every Ward at Its Best	Corporate	Michael Graham	Dec '17	Apr '19	
<i>Medium</i>						
<i>Service</i>						

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

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

Enterprise (iDOX)	Green	Esmé Spinks	Gillian Richardson	Regen. & Growth	Dec '17	Sept '19	£20,000													
Waste and Recycling in Schools	Green	Jackie Taylor	Francesca Lunn	N'Hood Services	Jul '18	On-going														
Refurbishment of Laleham Park Play Area	Amber	Jackie Taylor	Sabena Sims	N'Hood Services	Sep '17	On Hold														

Recently Completed (within last 12 months):

Priority Flagship:

Greeno Centre Extension	Green	Heather Morgan	John Hesbrook	Regen. & Growth	May '18	Mar '19	£100,000													
Churchill Hall Redevelopment		Heather Morgan	Richard Mortimer	Regen. & Growth		Sept '19														
Bugle Returns Redevelopment	Green	Heather Morgan	Richard Mortimer	Regen. & Growth	Mar '17	Mar '19	Confidential	Confidential												

High:

Web Upgrade	Green	Roy Tilbury	Dawn Morrison	Communications	Jul '18	Feb '18	£14,300													
Staines Market Tender	Green	Jackie Taylor	Francesca Lunn	N'Hood Services	Jun '19	Nov '19	Nil													
CallSecure		Laurence Woolven	Jodie Hawkes	Customer Relations		Aug '18														
Contract for Strategic Asset Valuations	Green	Nick Cummings	Katherine McIlroy	Regen. & Growth	May '18															
Cleaning Contract	Green	Heather Morgan	John Hesbrook	Regen. & Growth	May '18	Apr '19														
Supporting Spelthorne Secondary Shopping Areas	Amber	Keith McGroary	Runnymede	Regen. & Growth	Mar '16	Apr '19	£350,000	5% >												
Every Ward at Its Best	Green	Corporate	Michael Graham	Corporate		Feb '20	£25,000													

Medium:

Replacement Room Booking System	Green	Roy Tilbury	Daniel Dredge	Customer Relations	Feb '18	Aug '18														
PeopleSafe		Corporate	Stuart Mann	Corporate	Mar '17	Aug '18	£76,000													

Service:

VDI - Virtual Desktop Infrastructure	Green	Sandy Muirhead	Alistair Corkish	ICT		Mar '19														
Refurbishment of Shepperton Lock Facilities	Green	Jackie Taylor	Sabena Sims	N'Hood Services	Jun '18	Mar '19														
Cedars Recreation Park - Toddlers Play Area			Sabena Sims	N'Hood Services		Sep '18														
PSN RE-accreditation			Alistair Corkish	Comm. & Trans.	Jan '18	May '18														
Exchange to MS 2016 Solution	Green	Alistair Corkish	Chris Layte	ICT		Apr '19														

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.

Corporate Project Dashboard

June 2019

Portfolio of Projects:

Priority Flagship	Flagship	High	Medium	Service
Knowle Green Estates Limited	Root and Branch Review	GDPR Compliance	Replacement of Mitel/Liquid Voice Phone Systems	***Completed*** VDI – Virtual Desktop Infrastructure
Project Lima	Heathrow Launch Pad (Incubator)	EDRMS	Staines Jetty	***Completed*** Exchange to MS 2016 Solution
Ceaser Court Redevelopment Ph. 1	Gigabit City Project	Agile Working (as per Project Lima)		Office 365
Ceaser Court Redevelopment Ph. 2	Fordbridge Day Centre	Search Moves Completed		SQL Server Upgrade
White House Redevelopment (Phase 1)		LSVT Update		Multi-use Bins in Parks
White House Redevelopment (Phase 2)		Civica/Locata Housing Module		***Completed*** Refurbishment of Shepperton Lock Facilities
Waterfront Redevelopment		Rent Management System		Enterprise iDox
Knowle Green (West Wing)		Property Management Software		Waste and Recycling in Schools *
AMSCP		***Completed*** Every Ward at Its Best		*** On Hold *** Refurbishment of Laleham Park Play Area
Thameside House		Corporate Hybrid Printing		
Spelthorne Leisure Centre		Laleham Park Pavilion		
Ashford Hospital Car Park				
Southern Light Railway (SLR)				
Northumberland Close				

* Deemed to be a 'Business as usual' / routine delivery type piece of work.

Thursday, 04 July 2019

Page 1 of 54

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Project: Knowle Green Estates Limited

Category: Priority Flagship

RAG Status: Red

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

There is no target completion date formally set. The main benefit which is being scoped at present is the delivery of a new business unit outside the Council to more effectively manage all of our property dealings.
- **Progress Against Milestones:**

No milestones are identified and no formally scope set though work is progressing through Cabinet to identify the basis on which the Cabinet wishes to proceed.
At that point it will be clearer as to delivery milestones.
- **Identified Risks and Issues:**

Risks:
Issues:
Main issue is the delivery/refinement of a business case. This has been ongoing for some months and expert advisors are working with the Council to refine and review the early draft business cases due to the complexity of the proposal.
- **Budget Management:**

No budget is set. The business case is going to identify the resources required in order to deliver a project of this nature.
- **Stakeholder Engagement:**

Some issues to think about. A small number of senior staff and councillors have knowledge of the Company and what it does. This needs to be expanded to a wider range of staff and councillors.
- **Resources:**

There are a number of staff working on this project: Housing, Legal, Finance, Assets.
Comms, HR, ICT to be further engaged.
Could do with a Project Officer to assist.
Expert external advisors are procured and working with us.
- **Anticipated Completion Date:**

March 2020.
- **Comments:**

This project has evolved but needs to be co-ordinated properly in order to deliver results.
RAG Status marked as RED due the following:-
Needs business case.
Needs project brief with identified benefits
Needs PID on delivery of benefits
Needs project budget
Needs stakeholder engagement plan
Could do with a Project Officer to assist

Project: Project Lima

Category: Priority Flagship

RAG Status: Green

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

Project Lima has focussed staff minds on consolidating and reducing storage materials. Greater focus on back-scanning and forward-scanning. New desk configurations have settled and staff are working in cleaner, brighter and more modern office accommodation. The Council has reduced its office footprint by 40%. The “development potential” benefit of the vacated space is being pursued by the Assets Team with a prior approval application having been submitted for a conversion to housing (The West Wing Project). The enabling works for conversion to housing were underway from April 2019 with soft strip due in July 2019.
- **Progress Against Milestones:**

All 4 phases were completed to plan. The Project Lima run-time was July 2018 to April 2019 (36 weeks) during which time 55 offices and workspaces were newly refurbished and decorated with 30 teams (250 staff) successfully relocated to new office spaces. The final clearance of the West and North Wings (relocation of archive materials + re-use and recycling of unwanted furniture stock) ran between April to June 2019 (8 weeks).
- **Identified Risks and Issues:**

Risks:

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

Issues:
- **Budget Management:**

The two largest elements of expenditure were 1) building works 2) fixtures + fittings. The building works expenditure was on track. The enabling works expenditure was slightly over budget due to additional data work requirements. Approximately £50k of additional out-of-scope elements were completed - but this was covered by stripping back in other areas e.g. fixtures + fittings budget. Overall, the overspend was identified as being just over £25k.
- **Stakeholder Engagement:**

Meetings were undertaken with representatives and managers of all teams plus UNISON. Presentations were made at staff meetings plus drop-in sessions were held. Ongoing feedback inbox and post-box. There was ongoing engagement with external tenants at KG.
- **Resources:**

Additional casual labour (ICT and Facilities tasks) has been used to meet project deadlines. ICT team has successfully delivered the VDI rollout as part of office moves.
- **Anticipated Completion Date:**

Completion by 24 June 2019

CONFIDENTIAL

Project: Ceaser Court Redevelopment Phase I

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed housing in the borough
 - To provide an income stream
- **Progress Against Milestones:**
 - Start on site in 24 June 2019.
 - Works are anticipated to last 58 weeks.
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ceaser Court Redevelopment Phase II

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed housing in the borough
 - To provide an income stream
- **Progress Against Milestones:**
 - Public Consultation took place on 17/18 May. Generally well supported.
 - Next steps – submit planning application (end of June/early July).
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: White House Redevelopment (Phase 1)

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed hostel accommodation for homeless in the borough
 - To provide an income stream
- **Progress Against Milestones:**
 - Planning application submitted 28 May
 - Homes England grant funding application to be submitted very shortly.
 - Heads of Terms to be issued to our proposed operator.

Identified Risks and Issues:

CONFIDENTIAL

Risks:

Issues:

- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: White House Redevelopment (Phase 2)

Category: Priority Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed housing accommodation in the Borough.
 - To provide affordable housing for those in need in the Borough.
- **Progress Against Milestones:**
 - Due to delays in SHLAA and green belt issues, this will be put into abeyance until the Local Plan is further progressed.
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
 - Management Operator (Phase 2)
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Waterfront Redevelopment

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Regeneration of Staines-upon-Thames.
- **Progress Against Milestones:**
 - A market engagement session is going to be held on 17 June to supplement prior soft market testing.
 - The above session will inform our strategy for ensuring future marketing is fully OJEU compliant.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: **Knowle Green West Wing**

Category: **Priority Flagship**

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed housing in the Borough.
 - To provide an income stream
- **Progress Against Milestones:**
 - Soft strip and enabling works to commence 17 June
 - Tender for main contractor to commence in mid-June
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ashford Multi-Storey Car Park (AMSCP)

Category: Priority Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
In the stages of early feasibility.
- **Progress Against Milestones:**
On programme.
 - Review of the impact of the parking enforcement to be undertaken from June onwards.
 - Further consultation to follow in Q4/2020.
- **Identified Risks and Issues:**
CONFIDENTIAL
Risks:
Issues:
- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
 - Construction Team
- **Resources:**
Asset Management / Property Development
Project Team
Legal
Procurement
Communications
Enforcement
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Thameside House

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much needed housing in the borough
 - To provide an income stream
- **Progress Against Milestones:**
 - On programme. Public consultation held on 31 May and 1 June 2019.
 - Design Review Panel Presentation – support for bulk/massing/height.
 - Next Steps – planning submission in July 2019.
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management team
 - Councillors
 - Design Team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

Project: Spelthorne Leisure Centre

Category: Priority Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - Long term public health of residents
 - New facility addressing leisure needs of residents
 - Greater capacity with broader range of facilities
 - Fit for purpose
 - Future proofing for the growing population
- **Progress Against Milestones:**
 - Alternative sites being assessed against required criteria. Assessment is ongoing.

Identified Risks and Issues:

Risks:

1. Delay to project will increase costs of eventual facility
2. Delay to project will require temporary remedial works to current facility
3. Delay to delivering to benefits outlined above
4. Decline in usage of current leisure facilities
5. Decline in retention of staff operating current facility
6. Subject to planning

Issues:

- **Budget Management:**
CONFIDENTIAL
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management team
 - Councillors
 - Residents
 - Design Team
- **Resources:**
Healthy availability of both internal and external personnel
- **Anticipated Completion Date:**
CONFIDENTIAL
- **Comments:**
Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Ashford Hospital Car Park

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - To provide much need housing in the borough
 - To provide an income stream
- **Progress Against Milestones:**
 - On programme. Public consultation took place on 10/11 May with positive feedback on the design.
 - Next steps – submit planning application (end of June 19).
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management Team
 - Councillors
 - Design team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Southern Light Railway (SLR)

Category: Flagship

RAG Status: Green

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

The SLR will deliver a light rail route from Staines-upon-Thames to Heathrow airport. It can be delivered in advance of the expansion of the airport to provide a third runway. It will 'join up journeys' and provide a complementary service to that of heavy rail. There would be a connection with the main rail network at Staines –upon-Thames station (to provide a seamless journey from Central, south and west London as well as from the wider south east).

A light rail solution allows for additional stations to provide a new public transport interchange closer to the town centre, as well as a station close to the airport.

The scheme will run alongside an existing railway for part of the route and then immediately to the east of the M25, linking into T5 or the new terminal (and option to then link to CTA, other Terminals, Cargo etc.).

Key benefits include:-

- Connectivity to the airport from the south (including London and wider south east) 7 minutes to airport, every 6 minutes
 - 24/7 connectivity to the airport for local residents (98% reliability)
 - Act as a catalyst for further regeneration of the town centre 'Airport City'
 - Park and Ride Parkway to help alleviate traffic closer to Stanwell Moor and Stanwell (Heathrow are proposing 25,000 space car park on the doorstep of these communities)
 - Minimises impact on Staines Moor SSSI compared to a heavy rail solution
- **Progress Against Milestones:**
 - The project is currently at pre-feasibility stage so there are no set milestones. However we are looking to ensure that the SLR feeds into and is part of the Heathrow Expansion Masterplan.
 - As the project develops and we move to business case development then set milestones will emerge which can be added to the project plan at that stage.
 - Awaiting the decision of HAL and Innovation Partners process as to moving into the 3rd round of the process – expected to be by the end of June 2019.

- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:

- **Budget Management:**

CONFIDENTIAL

- **Stakeholder Engagement:**

SBC key delivery partners:

CONFIDENTIAL

Thursday, 04 July 2019

Page 14 of 54

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Project: Southern Light Railway - SLR (cont'd)

Legal
Procurement
Comms

External key delivery partners:

CONFIDENTIAL

- **Resources:**

Project Lead Daniel Mouawad

Staff resource Heather Morgan Group Head Regeneration and Growth

Michael Graham, Head of Corporate Governance

Ann Biggs, Strategic Planning Manager

External To be determined.

- **Anticipated Completion Date:**

Project start date Jan 2018

Anticipated completion 2023 (this assumes that the scheme gets funding agreed and the Consortium undertakes the project delivery)

- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

CONFIDENTIAL

Project: Northumberland Close

Category: Priority Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - Valuable air cargo warehouse providing surplus income compliant with Asset Management plan and Capital strategy
- **Progress Against Milestones:**
 - Planning application imminent
- **Identified Risks and Issues:**

CONFIDENTIAL

Risks:

Issues:
- **Budget Management:**

CONFIDENTIAL
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management Team
 - Councillors
 - Design team
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

CONFIDENTIAL
- **Comments:**

Reported directly to Development Investment Group on a two weekly basis

***** Completed *****

Project: Supporting Spelthorne Secondary Shopping Areas

Category: Flagship

RAG Status: Green

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

The results of a survey that was carried out with retailers at all the parades on 18th April 2019, are to be obtained by E-mailing a request to the Economic Development Manager (k.mcgroary@spelthorne.gov.uk).

The satisfaction levels were skewed by the responses from Woodlands Parade, this is largely due to the improvements over-running by 2 weeks where a few of the retailers felt that their businesses had been affected; additionally, the survey was carried out before the retailers had a chance to feel any difference between the before and after.

The survey was carried out early at the behest of Cllrs Barnard and Harvey who required the information in order to answer questions from their colleagues.

- **Progress Against Milestones:**

All shopping parades have now been completed - Edinburgh Drive, Groveley Road, Clare Road and as of 18th April Woodlands Parade.

- **Identified Risks and Issues:**

Risks:

Issues:

- **Budget Management:**

- **Stakeholder Engagement:**

- **Resources:**

- **Anticipated Completion Date:**

- **Comments:**

Project: Root and Branch Review

Category: Flagship

RAG Status: Green

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

To identify efficiencies and savings wherever feasible and improved processes to ensure the authority delivers its services in the most effective manner for the Council and residents.
- **Progress Against Milestones:**

Phase 1: Team Reviews – Revised completion date March 2019
Phase 2: Customer Services, Independent Living implementation plans – May 2019
Phase 2: Detailed Discovery – July 2019
- **Identified Risks and Issues:**

Risks:

 - Resource – in particular ICT personnel.
 - Also resource availability within services to review process maps – this is extending timelines and ability to progress quickly especially in areas such as finance and customer services.
 - Services positively taken on board findings and implementing them without “feeding” back into the process final efficiencies/savings achieved.
 - Implementation timelines likely to be lengthened if significant ICT input required.
 - Service reticence to engage

Issues:

 - **Budget Management:**

Projects coming out of Root and Branch will need to be costed and put together as growth items but provide opportunities for efficiency savings.
 - **Stakeholder Engagement:**

Regular and on-going meetings with:-

 - Staff
 - Councillors
 - Management Team and Group Heads
 - 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 - temporary root and branch officer now successfully operating within the role

Post-delivery / Implementation:
Once have implementation plans likely to involve ICT solutions – availability of resource likely to be a significant risk.

Anticipated Completion Date:
December 2019
 - **Comments:**
 - Discovery Phase progressed and large number of services covered at a high level and a number in detail.
 - Continuing Phase 1 and Phase 2 coverage after areas merged due to cross cutting issues identified.

Project: Root and Branch (cont'd:)

Thursday, 04 July 2019

Page 18 of 54

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- Continue updates at staff meetings
- Customer services using documentation produced to assist with service delivery
- Independent Living taking forward some of the initiatives highlighted by the Root and Branch Team.
- Resource availability within services to discuss issues and confirm process maps before moving from “as is” to “to be” can be an issue due to workloads
- Liberata project involving implementation of direct debits for court summonses reducing time required from 3 hours per week to 20mins
- Prioritising projects

Project: Heathrow Launch Pad (Incubator)

Category: Flagship

RAG Status: Red

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

This project will provide below market rate desk space for start-up and early stage businesses together with a comprehensive programme of business support. Discussions have now resumed with SETSquared and Royal Holloway's Creative Hub, both being recognised as offering exceptional business support for start-up businesses. It is hoped that these partnerships will help to promote the incubator to prospective tech type entrepreneurs into the borough.

The anticipated project completion of September 2019 now looks unlikely to be achieved. Further enquiries regarding the proposed premises at Thames Street have revealed that the unit is currently over-rented. Discussions with the landlord are taking place to re-negotiate to try and achieve a truer reflection of the OMRV. Until the outcome of these discussions are agreed the timeline of the project remains at risk.
- **Progress Against Milestones:**

The application for change of use for café use on the ground floor and office use on the first floor has now been submitted.

Costings have been tendered for the various small works required.

Costings for works/kitting out and operating have been revised.
- **Identified Risks and Issues:**

Risks:

The main risk to this project has been the change of location which is once again a potential risk if the re-negotiation of the rent is unsuccessful.

Issues:
- **Budget Management:**

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

Stakeholders have been kept up to date. Plans are in place to introduce key stakeholders to the space to ensure commitment to support the project. Meetings have taken place with both SETSquared 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.

Legal Services – who are managing the current negotiations with the landlord.

Communications – who have been briefed to prepare a comms plan.
- **Resources:**

All resources have been identified and no issues are anticipated. The comms and design team are looking at a redesign of the name and logo.
- **Anticipated Completion Date:**

Target completion date (opening of the incubator) of December 2019 assuming the lease is agreed by July. This project has been live since October 2017.

Project: Heathrow Launch Pad (Incubator) (cont'd:)

Thursday, 04 July 2019

Page 20 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

- **Comments:**

Once the rental figure has been agreed, the lease can then be signed and the project will be able to get underway. The fact there have been 4 locations proposed for this project has impacted on progress to date, but assuming occupancy of this new space is confirmed the project will be completed in the new timeframe of December 2019.

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

- Deadlines for milestones have been missed as the location for the incubator was withdrawn at 3 separate locations. As soon as the new lease is agreed new project timelines will be set and the project will move out of red.
- Amber for risks and issues until the legal agreement has been completed for the new site.
- Green for stakeholder engagement, which remains strong.

Project: Gigabit City

Category: Flagship

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
 - Aligns with an action in the Spelthorne Economic Strategy 2017-2022 to improve broadband provision within the Borough, and also fits with the 2016-19 Corporate Plan, under Economic Development *“To stimulate more investment, jobs and visitors to Spelthorne...”*
 - Delivery of up to 1gb of broadband connectivity to, in excess of, 3,000 businesses and homes in Staines-upon-Thames
- **Progress Against Milestones:**
 - Soft Market Testing (6 suppliers) concluded on 3rd June 2019
 - Options Appraisal Report to be prepared by end of June – for presentation to MAT
- **Identified Risks and Issues:**

Risks:

Issues:
- **Budget Management:**

OJEU considerations as in excess of £181,302
- **Stakeholder Engagement:**
- **Resources:**
- **Anticipated Completion Date:**

May 2020
- **Comments:**
 - We had obtained quotes with regards to the completion of a technical specification to deliver the project; however this process brought up questions in relation to the selection of the most appropriate delivery mechanism. Should we pursue a joint project to deliver gigabit capability whereby SBC retain a part ‘ownership’ of the fibre or would it be quicker and cheaper to engage with existing broadband companies to connect Staines to gigabit speeds.
 - A telephone conversation took place with a consultant Michael Snaith who has a considerable amount of experience working with councils on similar projects. It became clear that there were a number of other alternatives that could work and it was agreed that we would commission an options appraisal so that an informed decision could be made as to the most suitable way forward.

Project: Fordbridge Day Centre

Category: Flagship

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Additional floor space for use by the Centre's visitors.
- **Progress Against Milestones:**
 - Project is in initiation stage
 - Engaging with various Stakeholders
- **Identified Risks and Issues:**
Risks:
Planning delays
Issues:
- **Budget Management:**
Confidential
- **Stakeholder Engagement:**
Regular and on-going information sharing with:-
 - Management Team
 - Councillors
 - Design team
 - Contractors
 - Day Centre manager
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**
June 2020 – subject to Planning timelines
- **Comments:**

Project: General Data Protection Regulation (GDPR) Compliance

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
Compliance with data protection legislation and ultimately better use of the Council's information assets.
- **Progress Against Milestones:**
Progress by services on their Information Asset Registers has picked up due to the employment of a casual data protection assistant. Progress on the Data Protection Compliance plans for services is variable and MAT+ were asked to help progress this across the council..
- **Identified Risks and Issues:**
Risks:
Non-compliance with data protection legislation. Personal information could be processed inappropriately resulting in breaches of the DP legislation, Information Commissioner fines, compensation awards and reputational damage.
Loss of public confidence.
No budget allocated to this project.
Issues:
Lack of focus on Information Governance (IG) across the Council over previous years.
Documenting compliance with GDPR requires a considerable amount of work and many services are forced to prioritise other work above data protection.
Increased risk from 25 May 2018 when GDPR became enforceable.
- **Budget Management:**
There was no budget allocated originally. However funding was made available for a data protection administrator's salary (9 months initially) which has now been extended for a further 9 months.
- **Stakeholder Engagement:**
Regular and on-going information sharing with MAT+. Data protection compliance plan for services supported by MAT+ who have requested detail progress reports going forward.
- **Resources:**
All departments/staff who process personal data are involved however many staff seem unaware of the importance of data protection. 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.
- **Comments:**
Current status of the project; behind schedule.
A reportable breach has occurred and this has been reported to the ICO who have appointed a case officer to investigate this breach.

Project: Electronic Document and Records Management System (EDRMS)

Category: High

RAG Status: Amber

- **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

Departments currently benefitting the most from the service:

- Building Control
- Planning
- Environmental Health

- **Progress Against Milestones:**

Good progress has been made in: - Planning, Building Control and Environmental Health.

- **Identified Risks and Issues:**

Risks:

1. The project timelines are flexible but could be impacted as Licensing are compiling a specification of what is required and will highlight key points:
 - Document to be stored
 - Guidelines for easy access
 - Retention policies.
2. For each department/area back scanning is undertaken, a mutually agreed scope identifies what data period back scanning applies and indicates from when the back scanning team relinquishes support or reassesses support needs.

Issues:

1. Responsibility needs to be agreed for staff matters:
 - Appraisals and signing off of these

- **Budget Management:**

Funds have been allocated for staff salaries to continue backscanning

Stakeholder Engagement:

Discussed at MAT, so the Group Heads are aware.

- **Resources:**

Two full time members in the Back Scanning team, plus one recruited for Asset work. Consideration for HR Scanner to sit in same office.

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

- **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 is still required.
- 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.

Thursday, 04 July 2019

Page 25 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

- 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.
- It is likely Sharepoint will be utilised for services without a specific system such as Civica or Uniform/IDOX 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: Agile Working

Category: High

RAG Status: Green

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

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

- **Progress Against Milestones:**

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

- **Identified Risks and Issues:**

Risks:

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

Issues:

- **Budget Management:**

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

- **Stakeholder Engagement:**

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

- **Resources:**

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

- **Anticipated Completion Date:**

Beyond June 2019

- **Comments:**

The Agile Working Project is running as part of Project Lima and is likely to split off again to explore future opportunities as a new project involving hot desking and individual services are trialling options.

Project: Search Moves Partnership & Update Allocations Policy

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
 - New Allocations Policy in place which complies with case law and is legally robust.
 - A further term agreed for the Search Moves partnership to operate
 - A series of updates to the Locata software used by partners to improve the customer experience. Updates include;
 - A new electronic housing register application form to reflect the new Allocations Policy
 - An updated Search Moves Website with new and more relevant features
 - The move to daily bidding for properties allowing accommodation to come on line and turn around faster and to help RPs get a quicker void turnaround time and therefore reduce lost income.

- **Progress Against Milestones:**
 - Allocations policy implemented on schedule in April 2017 alongside the new e-form for registering for inclusion on the Housing register.
 - New Search Moves website and daily bidding went live autumn 2017
 - Search Moves contracts still not completed and signed. Still with Elmbridge to agree wording. PA Housing have agreed. Regular chases take place through Legal Services
 - Due to the continued lack of progress with the contract, a Steering Group meeting for Search Moves Partners has been arranged for mid-January to discuss contracts and get updates from other members on how they are progressing with the partnership elements of the agreement, in particular the implications of the withdrawal of the common allocation policy.
 - Steering Group meeting held 10 January where contract status was discussed. Elmbridge BC have since responded with some comments and the negotiation process is re-established.
 - An agreement has been reached to close this project identifying the contract as an outstanding item for delivery. Jayne to write a project closure report prior to the March project reporting cycle to close the project
 - Closure report delayed to April project reporting cycle due to pressure of work
 - Agreement between all parties on wording of partnership agreement. Now with legal services to compile final copies.
 - Steering Group to meet mid-May and agreement is in place to sign the contracts at this meeting hence closing the project and all residual actions.

- **Identified Risks and Issues:**

Risks:

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

Issues:

Existing RP tenants now have to apply directly to SBC housing register. It was anticipated this would mean 300 new applications at short notice. It has been raised by Officers that this has given rise to verbal complaints from tenants who feel they are now disadvantaged because

Project: Search Moves Partnership & Update Allocations Policy (cont'd):

Thursday, 04 July 2019

Page 28 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

they are applying from scratch and previous time waiting has not been taken into consideration.

- **Budget Management:**

Project delivered on time and on budget. No further cost implications

- **Stakeholder Engagement:**

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

- **Resources:**

- Although most of the work to deliver this project is complete and the Search Moves elements are live, there is still some legal input to progress the Search Moves contracts. Legal Services are progressing with Elmbridge.
- A project closure report is to be written by the project manager.

- **Anticipated Completion Date:**

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

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

- **Comments:**

- Most Search Moves tasks have been completed but the final sign-offs (with Legal) have caused the timescales to slip. This slippage has been attributed to late contributions and engagement from Elmbridge with regard to Search Moves.
- An internal agreement has been reached to close the project as most of the deliverables have been completed. The only outstanding element is the contract.

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.
- **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:**
Outstanding is the LSVT contractual elements. A2 have been chased again but still awaiting their reply so completion date now moved out to July 2019.
- **Comments:**
The LSVT sign off is close to agreement.
Housing are to meet with Legal (w/c 24 June 2019) to discuss A2D's Legal input.

Project: CIVICA / Locata Housing Module LG2

Category: High

RAG Status: Amber

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

The Civica Housing module has been;

 - Developed for use by the Rent Assure Scheme. Work ongoing to populate the scheme user details (tenants and landlords) and backscan current live case information. There is a new tenancy sustainment officer appointed who will be fundamental to moving the Rent Assure work forward.
 - Configured and process maps developed for the new Housing module. The implementation will be staggered into 2 phases
 - Phase 1** – Went live August 2018 and included the migration of all users' accounts and associated documents from Contact Manager to the Housing Options module. Staff training completed -this element is live.
 - Phase 2** – due April 2019 – The process maps to guide staff through the workflow for booking a household into emergency accommodation are complete. Go Live delayed due to key staff holidays, sickness and other work pressures.
 - Phase 3** – due April 2019 – Roll out of letter templates within Civica. These are mostly completed but testing and further refinement is required and dependant on the preferred Integra solution.
 - The Locata Civica interface has been developed, tested and set live.

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

- **Identified Risks and Issues:**

Risks:

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

Issues:

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

- **Budget Management:**

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

Civica module - £17.5K,

Locata interface development £7.5K

Ad hoc expenses for training - £500

- **Stakeholder Engagement:**

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

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

- **Resources:**

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

- **Anticipated Completion Date:**

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

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

- **Comments:**

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

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

Project: Rent Management and B&B (Finance)

Category: High

RAG Status: Amber

- **Benefits Identified and Anticipated Delivery to Target:**
Reduction in manual tasks with the introduction/implementation of 'automated' processes. The need to have the Integra and Crystal Reports tested in the Customer environment has been delayed, as some new processes need to be tested with others dependent upon resource (across the areas) being available to write, develop and test the new processes (*e.g.* Credit Control Letters in Crystal reports).
- **Progress Against Milestones:**
The availability of resource (ICT/Housing/Finance) continues to remain an issue and is currently being managed with the assistance of a Deputy Chief Executive, as the lack of resource, and their availability, is an issue currently being experienced across the Authority.

The proposal to move to a weekly managed payment cycle was agreed to by the external Auditors (BDO) on 1st April 2019.

It was agreed internally that we would, on a trial basis, convert 10 cases (a mix of B&B and Rent Assure) to the new weekly schedule and monitor the results for any issues over a 4 week period commencing on the 10th April.

Should this pilot prove successful then the remaining cases (currently totalling 61 x B&B and 70 x Rent Assure) shall be converted to the weekly cycle.

Positive progress has been made with the letter writing/issue process, and testing remains to be conducted.

Data verification of some 2,000 Access records is being conducted, with 500 having been completed thus far. Expectation is that the remainder shall be completed by the middle of July.

Once this has been concluded then the data can be uploaded to Integra for an accurate reflection of what is contained in the Access Database.

- **Identified Risks and Issues:**
Risks:
 1. Resource availability
 2. Data cleansing requirement does not deliver the anticipated/desired result/s, and will become an on-going 'manual intensive' exercise.
 3. The deliverables of this project do not meet the needs of the requirement for a new 'Rent Accounting System'.Issues:
 1. Lack of resource availability (within ICT, Housing and Finance), is now impacting upon, and has historically hindered the delivery timeline.
 2. The validity and accuracy of the database has necessitated that a 'data cleansing' exercise be conducted.
- **Budget Management:**
No budget.

Project: Rent Management and B&B (Finance) (cont'd:)

Thursday, 04 July 2019

Page 33 of 54

E:\moderngov\Data\AgendaItemDocs\8\8\9\AI00007988\\$nzcuskv.docx

- **Stakeholder Engagement:**
Regular meeting with Project Delivery Team and 'resource owners' are now taking place with a view to understanding the service line demands alongside the project delivery expectations.
- **Resources:**
Resource availability and prioritisation of tasks have been escalated for support and direction. This requirement causes the RAG Status to be at Amber.
- **Anticipated Completion Date:**
The early October 2018, has now been 'revised' for Sept 2019.
- **Comments:**
The delivery of this work stream was anticipated to 'dovetail' with the delivery of the Civica/Locata LG2 Module so as to deliver savings by way of the improvement to internal processes, and data/record management.
Resource availability across the services areas has proven difficult due to responsibilities of current staff
Senior Management are now assisting in the understanding and management of the resource requirement, in efforts to achieve the revised 'Go-Live' date.

Project: Property Management Software

Category: High

RAG Status: Green

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

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

- **Progress Against Milestones:**

- The contract was awarded to Trace Solutions on 16th April via the Intend system. The contract is being agreed. The installation in the cloud by the Tech Team will be completed on 27th June.
- We had a good Kick off meeting with the Trace Project Manager on May 2nd. After our discussion she produced a new Implementation plan which was circulated. The intended Go Live date is 1st November.
- This is now considered a new project to Implement the Property Management Software and the relevant project documents will be produced and governance considered.
- The lease data capture is now complete. The Senior Solicitor and the Asset Management Contractor will continue with the creation of summaries in excel format via our forms software. IT have fixed the four issues we had with the forms.
- We have been sent the Data Load User Guide and templates and continue to work on setting up the data required from our spreadsheets of information.
- By 14th June we will have a meeting to review our data load resourcing requirements and estimates.
- We are now meeting fortnightly with Sales Ledger and Finance to discuss progress and we are getting good advice and feedback.

- **Identified Risks and Issues:**

Risks:

- Lack of resource from sales ledger/purchase ledger to assist the migration of the data and configure the system.
- Not being able to recruit a Property Accounts Manager to help migrate the accounting data and ultimately use the accountancy module.
- Loss of data when we migrate the data to the new system.

Issues:

- Direct Debit payments to the Knowle Green Estates need to be considered. This could be another project.

- **Budget Management:**

The approved budget is £226,062.50 over 4 years including initial consultancy.

- **Stakeholder Engagement:**

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

- **Resources:**

We need technical resource to advise us about the accounting systems. Assets staff that are key to the data loading exercise must be released from some of their usual tasks as soon as possible. Interviews for the Property Accounts Manager will be held on July 24th.

Project: Property Management Software (cont'd:)

- **Anticipated Completion Date:**
July to October for uploading and migrating the data. Objective to run a rent raising exercise for the November month's rent charges.
- **Comments:**

***** Completed Project: Every Ward at Its Best Completed *****

Category: High

RAG Status: Green

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

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

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

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

Project is progressing as anticipated.

There are a number of improvements coming out of the project. Some of these will be delivered in that timescale, some may take a little longer.
- **Identified Risks and Issues:**

Early issue of councillor engagement has now resolved itself.

No other reported risks have materialised.

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

Risks:

Issues:
- **Budget Management:**

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

Stakeholder engagement has proceeded as anticipated. No adverse feedback.

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

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

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

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

Closure Report to follow.

Project: Corporate Hybrid Printing

Category: High

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Still at the 'pre-initiation' phase, but, this project hope to deliver real, and substantial, savings in the Authority's printing, postage and advertising expenditure.
There are also gains, and benefits, to be made with the more effective use of Staff members' time with the introduction of more efficient processes.
- **Progress Against Milestones:**
Initial "Project Start-up" phase documentation ('Project Kick-off' and Project Consideration Document') has been produced.
Supplier assessment and cost analysis is being conducted following product demos by 3 companies.
'Soft Market Testing' has commenced with 3 Suppliers presenting during the week commencing 22nd April so as to further progress our scope requirement.
Information gleaning (internal ~ usage and costings) continues so business case can be completed. Information from services and their future requirements for "printing" being out together
.
- **Identified Risks and Issues:**
Risks:
Issues:
- **Budget Management:**
To be advised.
- **Stakeholder Engagement:**
'Key Delivery Partners'
 - Legal / Procurement
 - ICT
 - Communications
 - FinanceDelivery Team to be agreed.
- **Resources:**
To be fully determined.
- **Anticipated Completion Date:**
Prior to end of 2019.
- **Comments:**
Hybrid printing provides the opportunity for the council to save on both its printing and postage costs.

Project: Laleham Park Pavilion

Category: High

RAG Status: Amber

- **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:**
 - Planning submission delayed due to resource availability
 - Project team has been appointed, budget costs prepared.
 - Critical path identified and design process underway.
- **Identified Risks and Issues:**

Risks:
Delays due to ecology considerations.

Issues:
- **Budget Management:**

Confidential
- **Stakeholder Engagement:**

Regular and on-going information sharing with:-

 - Management Team
 - Councillors
 - Design team
 - Contractors
- **Resources:**
 - Asset Management / Property Development
 - Project Team
 - Legal
 - Procurement
 - Communications
- **Anticipated Completion Date:**

February 2020
- **Comments:**

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

***** Completed *****

Project: Replacement Room/Venue Booking System

Category: Medium

RAG Status: Green

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

Cost savings – substantial over the previous supplier’s product/service.

 - Previous supplier: £35,000 set-up cost + on-going £9,000pa
 - BookingLive: £11,000 set-up cost + on-going £3,500pa

Enhancement to our ‘customer self-service’ policy.
Time savings – permitting reallocation of Staff to other duties.
- **Progress Against Milestones:**

Delivery has been delayed on a few occasions – totalling a month – due to availability of supplier’s resource.
- **Identified Risks and Issues:**

Risks:
Service may not be used to its full capabilities.

Issues:
- **Budget Management:**

On target with no increased spend.
- **Stakeholder Engagement:**

ICT and SBC user base.
- **Resources:**

In-house training requirement.
- **Anticipated Completion Date:**

Completed and went ‘live’ on Monday 18th March 2019.
- **Comments:**

Booking Live product has been awarded ‘Room Booking System of the Year – 2019’ and has been identified to now host allotments as well.

Project: Replacement of Mitel/LiquidVoice Phone Systems

Category: Medium

RAG Status: Amber

- **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 restarted following procurement process being taken over by Legal Services meaning the tender process shall have to be re-initiated. Specification has been agreed and site visits have been undertaken band costing received. Integration with existing systems has been confirmed.
Tender process has recently been initiated.
- **Identified Risks and Issues:**
Risks:
Disaster Recovery considerations to be fully understood and risks mitigated.
Issues:
- **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:**
End of 2019 / early 2020 though this shall be very much dependent upon resource availability during the delivery phase.
- **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: Staines-upon-Thames Jetty

Category: Medium

RAG Status: Amber

- **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:**

Using the Surrey County Council 'Professional and Technical Services' framework agreement, a mini-competition for a suitably qualified consultant to design the jetty was issued on 12 June 2019 to nine consultants. There were responses from 4 consultancies expressing their interest in working up the jetty design. Responses – which will include their proposed approach to design the jetty, to submit all necessary planning applications and to manage the requirements of the Environment Agency – are due back on 28 June 2019. Evaluation will take place on 1 & 2 July, and, subject to any clarifications, an appointment of the consultant should be possible on or around 4th July.
- **Identified Risks and Issues:**

Risks:

 1. Realistic management of expectations (dates).
 2. Costs for the design and construction of the jetty are likely to be higher than the £25k allocated.

Issues:

 1. Difficulties experienced whilst identifying skill set requirements, of local businesses, to conduct the necessary work;
 2. Availability of experienced consultants to design the jetty and manage all the necessary applications, and who are willing to submit a proposal in response to our requirement
 3. Because this will be a SBC asset the planning application must go before Planning Committee.
- **Budget Management:**

The River Thames Task Group, chaired by Cllr Leighton have been awarded £25k by the Leader to promote the river. This is the funding which would be used for this project. True costs should be known when the design/build details are learned (by 28 June 2019).
- **Stakeholder Engagement:**

Councillors
MAT
Legal
Procurement
Environment Agency
- **Resources:**

River Thames Task Group
Economic Development Manager
Neighbourhood Services
- **Anticipated Completion Date:**

Late 2019/early 2020 subject to various Environment agency, planning and committee approvals.

Thursday, 04 July 2019

Page 42 of 54

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- **Comments:**

An evaluation of the tender exercise will be undertaken by the Group Head of Neighbourhood Services and the Corporate procurement manager during the 1st week of July, at which stage it is hoped that a successful tenderer will be identified and a contract awarded.

The EA have already been made aware of the project's intent and specific location and are vocally supportive of the proposed project.

***** Completed Project: Virtual Desktop Infrastructure (VDI) Completed *****

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- **Progress Against Milestones:**

To date, with the additional influences of the 'Project Lima' delivery schedule, the VDI roll-out has achieved a 80% completion figure of staff that can be moved. (Some staff will never be moved due to application restrictions).
Remaining staff will be migrated in line with Lima moves.
Customer Services will remain on PCs until they move to their new phone system.
- **Identified Risks and Issues:**

Risks:
Systems not working on CITRIX or those not identified to ICT but used by services.

Issues:
Reticence of Staff to embrace the concept due to the perception of technology
- **Budget Management:**

2017/18 £180,265 2018/19 £31308 of £90000 budget. Anticipated full year spend of less than £50000
- **Stakeholder Engagement:**

The roll-out to each individual service line has been thorough and methodical so as to ensure that all their systems continue to work in the VDI 'environment'. It has also been 'dovetailed' wherever possible with Project Lima.
- **Resources:**

ICT Staff have been stretched to deliver this and Project Lima though the latter has provided a good base for the roll-out.
- **Anticipated Completion Date:**

March 2019.
- **Comments:**

VDI successfully rolled out and project completed - just specific service requirements to address.

 - 236 members of Staff are now on VDI
 - 46 members of Staff will be moved when the upgrade to Windows 10 and new graphic cards are employed
 - 17 members of Staff identified as those who will not move to VDI
 - Beyond the original scope of the project, deliverables include:-
 - Day Centre Staff are being added to VDI
 - All Councillors have been given VDI access.

***** Completed Project: Exchange to MS 2016 Solution ***Completed**

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
Provision of an 'up-to-date' system and platform.
Increase in mailbox size (doubled).
- **Progress Against Milestones:**
On schedule.
All mailboxes migrated successfully.
- **Identified Risks and Issues:**
Risks:
Issues:
Budget Management:
No additional spend over the term of the project.
- **Stakeholder Engagement:**
As this impacted ALL users, communications have been regular and timely ~ including "IT Alerts".
- **Resources:**
ICT Staff.
- **Anticipated Completion Date:**
End of March 2019.
- **Comments:**
All users are migrated onto the new servers.
Outgoing mail is still being routed via the old server due to issues with setting up Egress
Incoming mail is also being routed through the old server and (redirected to the new server)
due to a technical issue with the mail flow.
Incoming mail flow has to be repointed to the new 2016 servers before the old server can be switched off.

Project: Office 365 Upgrade

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
The current Microsoft product is being replaced with the Office 365 product.
As Office 365 is a hosted product, the training programme, along with the actual roll-out, shall prove to be 'significant'.
- **Progress Against Milestones:**
 - Initial discussions with suppliers have begun.
 - Research work with neighbouring Boroughs is to commence shortly
 - SCC to be approached to determine option for securing the most preferential rates for procurement.
- **Identified Risks and Issues:**
Risks:
Resource to deliver.
Issues:
- **Budget Management:**
Budget requirement will be identified in time for 20/21 bids
- **Stakeholder Engagement:**
- **Resources:**
Need trainers to be identified and in place when roll out commences – increasing ICT Staff numbers should assist with this.
- **Anticipated Completion Date:**
2020 and fully operational by 2021.
- **Comments:**
This project is not being started until the 20/21 financial year.

Project: SQL Server Upgrade

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
SQL2008 R2 is to have support withdrawn by Microsoft at the end of 2018.
A number of software suppliers have yet to confirm which version of SQL they will support after Microsoft withdraw their support of the product.
- **Progress Against Milestones:**
 - 'Lunar' has been completed
 - 'Canopus' is still awaiting the SPUR (car parks system) to complete their database move
- **Identified Risks and Issues:**
Risks:
Lack of resource to complete due to service demands taking precedence.
Issues:
- **Budget Management:**
Spend to date - £21870 of £30000. Anticipated full spend will be less than £25000
- **Stakeholder Engagement:**

- **Resources:**
ICT Team
- **Anticipated Completion Date:**
April 2019
- **Comments:**
There are six external databases left to move and two internal ones. Still on target to be completed by 31 March
All the larger databases have been moved.
67 databases have been taken offline.

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:

- Lammas Park trial – Complete
- Plan developed for parks across the borough
- Installation of bins and signage has commenced at the first park (Littleton)
- 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.	Long Lane – Mar. '19*
Staines Park – Mar. '19*	Alexandra Rd. Rec.	Feltham Hill Rd. Rec. – Mar. '19*
Bishop Duppas Park – Mar. '19*	Kenyngton Manor Rec.	Woodlands Parade – Mar. '19*
Russell Rd. – Mar. '19*	Nuthatch Close	
	Russell Rd.	
	Greenfield Rec.	
	Manor Park	
	Clockhouse Rec.	
	Fordbridge Park	
	Fordbridge North	
	Moormede	
	Halliford Green (by Goat)	
	Cedars Rec.	

Thursday, 04 July 2019

Page 48 of 54

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	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.

***** Completed Project: Refurbishment of Shepperton Lock Facilities Completed *****

Category: Service

RAG Status: Green

- **Benefits Identified and Anticipated Delivery to Target:**
- Shepperton Lock Toilets were original Healthmatic Automated Public Convenience. The maintenance costs were high and the contract not renewed. It was decided to take out the units and take the toilets back to the original use. The general public will benefit from these being re furnished and Shepperton Lock in the summer is a popular area.
- **Progress Against Milestones:**
 - Order to be placed w/k commencing 11 March 2019.
 - Awaiting on Legal to confirm payment plan is acceptable.
 - Awaiting on Asset Management to get permission from Environment Agency.
 - Plans submitted to Building Control

Identified Risks and Issues:

Risks:

1. Purchase of equipment – delay to delivery dates.

Issues:

- **Budget Management:**

Item	Amount	Date and Comments
Approved Budget	£60,000	
Actual Spend to Date	£4745.00	
Projected Spend		
Variance From Agreed Budget		

- **Stakeholder Engagement:**
Updates made through the Communications Team.
- **Resources:**
Key Delivery Partners include:-
 - Assets
 - Legal
 - Communications
- **Anticipated Completion Date:**
Start date – 11 March 2019
Completion Date – 25 March 2019
- **Comments:**

Project: Enterprise Project - iDOX

Category: Service

RAG Status: Green

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

- **Progress Against Milestones:**

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

To be identified and discussed at the IDOX Planning Audit.

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

The IDOX Consultant carried out an Audit of the Enforcement Module on the 28th February 2019. The report and recommendations have been received from IDOX. Training dates for Enforcement Officers have now been agreed for 23rd and 24th October, with further consultancy taking place on 30th and 31st October and 1st November 2019.

- **Identified Risks and Issues:**

Risks:

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

Issues:

- **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:**

Project: Waste and Recycling in Schools

Category: Service

RAG Status: Green

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

15 Schools adding food waste to their additional service	February 2019
Mailshot to be rolled out to encourage new schools to participate	March 2019
All invoicing correct with schools and purchase ledger	March 2019
Continue with review meetings with schools	March 2019
- **Identified Risks and Issues:**

Risks:

 1. Contamination at school
 2. Cancelling of service

Issues:

 1. Missed collections
 2. Incorrect invoicing
- **Budget Management:**
None at present
- **Stakeholder Engagement:**
Key Delivery Partners:-
 - ICT n/a
 - Legal Services n/a
 - Procurement n/a
 - Communications Team when required
- **Resources:**
None identified
- **Anticipated Completion Date:**
No variance anticipated, completion date is March 2019
- **Comments:**
We are working on a drip feeding method with the schools to encourage more recycling and identifying that food waste is a service for them.

* Deemed to be a 'Business as usual' / routine delivery type piece of work.

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
 - Project now on hold and will be reviewed again in the new financial year

Identified Risks and Issues:

Risks:

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:**
On hold – date to be agreed.
- **Comments:**

Project: **BLANK**

Category: High

RAG Status: Green

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

Review of Work undertaken by Overview and Scrutiny in 2018-19

Meeting date	Topic
July 2018	The role of Overview and Scrutiny
	Capital and revenue outturn 2017/18
	Project Management update
September 2018	Review of Community Safety
	Treasury Management Strategy Annual Report
	Temporary Flood Defence Scheme – EA update
	Project Management update
November 2017	Air Quality - review
	Capital Strategy presentation
	Budget Issues 2019/20 to 2020/21 presentation
	Capital and Revenue Monitoring Q2
	Houses in Multiple Occupation – Article 4 Direction
January 2019	Capital Strategy – pre-Scrutiny
	Heathrow and Southern Light Railway - update
	Housing Options update
	Leisure Centre consultation review
	Treasury Management half-yearly report
	Project Management update
March 2019	SW Rail update
	Fly Tipping - review
	Recycling and Waste collections - review
	Commercial Investments and management of risks - review
	Parking in Ashford - review
	Capital and Revenue Monitoring Q3
	Project Management update

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Overview and Scrutiny Committee Work Programme 2019-2020

Date of Meeting	ISSUE	Lead Officer	Objectives
9 July 2019	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Capital Outturn 2018/19	Laurence Woolven/Cllr Harman	To note the Capital outturn and carry forwards for 2018/19
	3. Revenue Outturn 2018/19	Laurence Woolven/Cllr Harman	To note the Revenue outturn and carry forwards for 2018/19
	4. Treasury Management Strategy Annual Report	Anna Russell / Cllr Harman	To note the outturn report on Treasury Management for 2018/19
	5. Project Management update	Sandy Muirhead/Cllr Boughtflower	To receive an update on the status of current Council projects.
	6. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

Overview and Scrutiny Committee Work Programme 2019-2020

Date of Meeting	ISSUE	Lead Officer	Objectives
10 September 2019	7. Minutes	Chairman	To agree the minutes of the previous meeting.
	8. Review of Community Safety	Jackie Taylor / Cllr Barratt	To review community safety matters for the period 2018/19. Representatives from Surrey Police will be invited to respond to questions.
	9. Capital Strategy update	Nick Cummings/Cllr Harvey	To receive an update report on the Council's Capital Strategy.
	10. Project Management update	Sandy Muirhead/Cllr Boughtflower	To receive an update on the status of current Council projects.
	11. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

Overview and Scrutiny Committee Work Programme 2019-2020

Date of Meeting	ISSUE	Lead Officer	Objectives
26 November 2019	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Review of HMOs	Esme Spinks	To consider a review of the use of Article 4 Directions to manage conversions to Houses in Multiple Occupation.
	3. Budget Issues 2019/20 – 2020/21	Terry Collier / Cllr Harman	To consider the issues for the Budget 2019/20 to 2020/21.
	4. Capital Monitoring Report Q2	Laurence Woolven / Cllr Harman	To receive and note the current Capital spend position.
	5. Revenue Monitoring Report Q2	Laurence Woolven / Cllr Harman	To receive and note the current Revenue spend position.
	6. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Forward Plan.

Overview and Scrutiny Committee Work Programme 2019-2020

Date of Meeting	ISSUE	Lead Officer	Objectives
21 January 2020	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Capital Monitoring Report and projected outturn	Laurence Woolven / Cllr Harman	To receive and note the current Capital spend position.
	3. Revenue Monitoring Report and projected outturn	Laurence Woolven / Cllr Harman	To receive and note the current Revenue spend position.
	4. Treasury Management half-yearly report	Laurence Woolven / Cllr Harman	To note the Treasury Management situation.
	5. Project Management update	Sandy Muirhead/Cllr Boughtflower	To receive an update on the status of current Council projects.
	6. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Cabinet Forward Plan.

Overview and Scrutiny Committee Work Programme 2019-2020

Date of Meeting	ISSUE	Lead Officer	Objectives
17 March 2020	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Capital and Revenue Monitoring Q3	Laurence Woolven / Cllr Harman	To note the current Capital and Revenue spend to January 2020.
	3. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest for the future work programme from the Cabinet Forward Plan.

Items to be scheduled at an appropriate time:

Scrutinising Heathrow Airport Ltd's consultation process and procedures

Considering the new Statutory Guidance for Overview and Scrutiny

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Spelthorne Borough Council

Cabinet Forward Plan and Key Decisions



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

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

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

Cllr I.T.E. Harvey	Leader of the Council	Cllr.harvey@spelthorne.gov.uk
Cllr A.C. Harman	Deputy Leader and Finance	Cllr.harman@spelthorne.gov.uk
Cllr. M.M. Attewell	Community Wellbeing and Housing	Cllr.attewell@spelthorne.gov.uk
Cllr R.O. Barratt	Environment and Compliance	Cllr.barratt@spelthorne.gov.uk
Cllr J. Boughtflower	Corporate Management	Cllr.boughtflower@spelthorne.gov.uk
Cllr O. Rybinski	Economic Development, Customer Service, Estates and Transport	Cllr.rybinski@spelthorne.gov.uk

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

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

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

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

Spelthorne Borough Council

Cabinet Forward Plan and Key Decisions for 1 July 2019 to 31 December 2019

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 17 07 2019	Infrastructure Feasibility Fund - Key Decision To consider a request to set aside funds for infrastructure feasibility studies.	Key Decision It is likely to result in the Council incurring expenditure above or making savings of up to £164,000	Public	Keith McGroary, Economic Development Manager Leader of the Council
Cabinet 17 07 2019	Exempt report - White House construction budget - Key Decision To consider an exempt report on the construction budget required for the White House development.	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 Leader of the Council
Cabinet 17 07 2019	Exempt report - Acquisition W - 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	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 17 07 2019	Exempt report - Acquisition X - 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	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 17 07 2019	Annual Report To note the Council's Annual Report for 2018/19.	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation Leader of the Council

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 17 07 2019	Public Space Protection Orders To consider a proposal to make Public Space Protection Orders in the borough and to consult residents on the matter.	Non-Key Decision	Public	Michael Graham, Head of Corporate Governance Portfolio Holder for Environment and Compliance
Cabinet 17 07 2019	Exempt report - Property Letting A To consider the proposed letting 'A' at a Council owned property.	Non-Key Decision	Private	Katherine McIlroy, Property Manager Leader of the Council
Cabinet 17 07 2019	Exempt Report - Property Letting 'B' To consider the proposed letting 'B' at a Council owned property.	Non-Key Decision	Private	Katherine McIlroy, Property Manager Leader of the Council
Cabinet 11 09 2019	Response to Heathrow Consultation 2 - Key Decision To consider the Council's response to Heathrow consultation 2.	Key Decision It is significant in terms of its effect on communities living or working in an area comprising two or more wards	Public	Ann Biggs, Strategic Planning Manager Portfolio Holder for Corporate Management
Cabinet 25 09 2019	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 Leader of the Council

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 25 09 2019	Exempt Report - Knowle Green Estates Ltd - Business Plan To decide on the strategy for the Company	Non-Key Decision	Private	Michael Graham, Head of Corporate Governance Leader of the Council
Cabinet 25 09 2019 Council 24 10 2019	Housing Strategy To receive a report and consider the Housing Strategy for the borough.	Non-Key Decision	Public	David Birley, Housing Strategy and Policy Manager Portfolio Holder for Community Wellbeing and Housing
Cabinet 25 09 2019	Recommendations from the Local Plan Working Party To consider the recommendations of the Local Plan Working Party on Local Plan consultation documents.	Non-Key Decision	Public	Ann Biggs, Strategic Planning Manager Leader of the Council
Cabinet 25 09 2019	Review of Polling Stations To consider a review of the polling stations in the borough.	Non-Key Decision	Public	Jayne McEwan, Electoral Services Manager Leader of the Council
Cabinet 25 09 2019	Exempt report - Acquisition Y - 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	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 25 09 2019	Exempt report - Acquisition Z - 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	Nick Cummings, Property and Development Manager Leader of the Council

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 25 09 2019	Acquisition AA 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	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 25 09 2019	Acquisition AB 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	Nick Cummings, Property and Development Manager Leader of the Council
Cabinet 25 09 2019	Property Letting 'C' To consider the proposed letting 'C' at a Council owned property.	Non-Key Decision	Private	Katherine McIlroy, Property Manager Leader of the Council
Cabinet 25 09 2019	Property Letting 'D' To consider the proposed letting 'D' at a Council owned property.	Non-Key Decision	Private	Katherine McIlroy, Property Manager Leader of the Council
Cabinet 25 09 2019	Capital Monitoring Q1 (April to June) To receive and note the current Capital spend position.	Non-Key Decision	Public	Laurence Woolven, Chief Accountant Deputy Leader and Portfolio Holder for Finance
Cabinet 25 09 2019	Revenue Monitoring Q1 (April to June) To receive and note the current Revenue spend position.	Non-Key Decision	Public	Laurence Woolven, Chief Accountant Deputy Leader and Portfolio Holder for Finance

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 06 11 2019	Property Letting 'E' To consider the proposed letting 'E' at a Council owned property.	Non-Key Decision	Private	Katherine McIlroy, Property Manager Leader of the Council
Cabinet 06 11 2019	Property Letting 'F' To consider the proposed letting 'F' at a Council owned property.	Non-Key Decision	Private	Katherine McIlroy, Property Manager Leader of the Council
Cabinet 06 11 2019	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	Michael Graham, Head of Corporate Governance Portfolio Holder for Environment and Compliance
Cabinet 04 12 2019	Outline Budget 2020/21 To consider a report on the Outline Budget for 2020/21 to 2023/24.	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 Deputy Leader and Portfolio Holder for Finance
Cabinet 04 12 2019 Council 12 12 2019	Homelessness Strategy To consider a report on a review of the Strategy.	Non-Key Decision	Public	David Birley, Housing Strategy and Policy Manager Portfolio Holder for Community Wellbeing and Housing
Cabinet 04 12 2019 Council 12 12 2019	Calendar of Meetings To consider the draft Calendar of Meetings for 2020/21 and make a recommendation to Council.	Non-Key Decision	Public	Gillian Scott, Principal Committee Manager Leader of the Council

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer/ Cabinet Member
Cabinet 04 12 2019	Treasury Management Strategy - half yearly report To receive the half yearly report on Treasury Management 2019/20.	Non-Key Decision	Public	Laurence Woolven, Chief Accountant Deputy Leader and Portfolio Holder for Finance
Cabinet 04 12 2019	Capital Monitoring Q2 (July - September) To receive a report on the capital spend for the period July to September 2019.	Non-Key Decision	Public	Laurence Woolven, Chief Accountant Deputy Leader and Portfolio Holder for Finance
Cabinet 04 12 2019	Revenue Monitoring Q2 (July - September) To receive a report on the revenue spend for the period July to September 2019.	Non-Key Decision	Public	Laurence Woolven, Chief Accountant Deputy Leader and Portfolio Holder for Finance

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