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Date: 7 September 2015

Notice of meeting

Overview and Scrutiny Committee

Date: Tuesday, 15 September 2015

Time: 7.30 pm

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

To: Members of the Overview and Scrutiny Committee

Councillors:

A.E. Friday (Chairman)
D. Patel (Vice-Chairman)
M.M. Attewell
S.J. Burkmar
S. Capes

R. Chandler
K. Flurry
I.T.E. Harvey
A.T. Jones
J.G. Kavanagh

S.C. Mooney
A. Neale
O. Rybinski
B.B. Spoor
H.R.D. Williams

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AGENDA

Description	Lead	Timings	Page Number.
<p>1. Apologies</p> <p>To receive any apologies for non-attendance.</p>	Chairman	7.30 pm	
<p>2. Minutes</p> <p>To confirm the minutes of the meeting held on 7 July 2015 (copy attached).</p>	Chairman		1 - 4
<p>3. Disclosures of Interest</p> <p>To receive any disclosures of interest from councillors in accordance with the Overview and Scrutiny Rules.</p>			
<p>4. Call-in of Cabinet decisions</p> <p>No decisions have been called in for review.</p>			
<p>5. Review of Community Safety</p> <p>To consider the report of the Community Safety Manager on a review of Community Safety in Spelthorne Borough during 2014-2015.</p> <p>In accordance with the Police and Justice Act 2006, and the Overview and Scrutiny Committee being the Council's designated Crime and Disorder Committee, it is required to meet to consider crime and disorder matters at least once in every 12 months. The role of the Committee is</p> <p>a. To act as 'critical friend' of the Spelthorne Community Safety Partnership, providing it with constructive challenge at a strategic level rather than adversarial fault-finding at an operational level;</p> <p>b. To consider actions undertaken by the responsible authorities on the Spelthorne Community Safer Partnership.</p>	Keith McGroary/ Cllr Mitchell	7.35 pm	5 - 18

Description	Lead	Timings	Page Number.
<p>6. Housing Issues</p> <p>To consider the report of the Joint Heads of Housing on Housing Issues in Spelthorne Borough (copy attached).</p>	<p>Deborah Ashman/ Karen Sinclair/ Cllr Pinkerton OBE</p>	<p>8.15 pm</p>	<p>19 - 30</p>
<p>7. Corporate Project Management update</p> <p>To note an update report on Corporate Project Management (copy attached).</p>	<p>Linda Norman/ Cllr Watts</p>	<p>9.15 pm</p>	<p>31 - 72</p>
<p>8. Leader's Task Groups - minutes</p> <p>To note the minutes of the meetings of the Leader's Task Groups which have taken place to date:</p> <p>Assets and Regeneration Sub-Task Groups for:</p> <ul style="list-style-type: none"> • Riverside Car Park • Ashford Car Park • All other Assets 	<p>Cllr Gething</p>	<p>9.35 pm</p>	<p>73 - 80</p>
<p>9. Cabinet Forward Plan</p> <p>A copy of the latest Forward Plan is attached.</p> <p>If any members of the Committee have any issues they want to raise in relation to the Forward Plan, please inform Terry Collier, Deputy Chief Executive, 24 hours in advance of the meeting with reasons for the request.</p>	<p>Chairman</p>	<p>9.50 pm</p>	<p>81 - 86</p>
<p>10. Work Programme</p> <p>To consider the Committee Work Programme for the remainder of the Municipal Year (copy attached).</p>	<p>Chairman</p>	<p>9.55 pm</p>	<p>87 - 90</p>

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**Minutes of the Overview and Scrutiny Committee
7 July 2015**

Present:

Councillor A.E. Friday (Chairman)
Councillor D. Patel (Vice-Chairman)

Councillors:

M.M. Attewell	J.G. Kavanagh	B.B. Spoor
S.J. Burkmar	S.C. Mooney	H.R.D. Williams
I.T.E. Harvey	A. Neale	
A.T. Jones	O. Rybinski	

Apologies: Councillor K. Flurry

171/15 Minutes

The minutes of the meeting held on 21 May 2015 were approved as a correct record.

172/15 Disclosures of Interest

There were none.

173/15 Call-in of a Leader, Cabinet or Cabinet Member decision

No decisions had been called in.

174/15 Fundamentals of Overview and Scrutiny

Ann Reeder, an expert advisor and regional advocate for the South of England with the Centre for Public Scrutiny facilitated a training session on the fundamentals of Overview and Scrutiny.

The Committee then split into discussion groups to identify topics they would like to consider for inclusion in their work programme for the coming year.

The groups fed back the outcome of their discussions and the Chairman advised that he would meet with the Vice-Chairman and officers to prioritise the topics identified and draft a work programme for the Committee to consider at its next meeting.

Councillors Mooney, Neale, Attewell and Patel offered to work on a template for scoping a scrutiny review undertaken by a Task Group of the Committee.

175/15 Provisional Capital Outturn 2014-2015

The Committee received the provisional capital outturn for 2014/15. It noted that £1.9m had been spent against a revised budget including carry forwards from 2014/15 of £1.12m. Due to a large capital payment of £1m paid on the last day of the financial year, there would be an overspend for the 2014/15 financial year of £784k. Had this payment been made in 2015/16 as anticipated, then there would have been an underspend of £216k which was significantly closer to budget than the last few years.

The Committee asked for the report relating to the £1m payment, which concerned nomination rights for affordable housing units at the Crooked Billet housing development site, to be circulated for information.

Resolved to note the provisional capital outturn for 2014/2015.

176/15 Provisional Revenue Outturn 2014-2015

The Committee received the report on the provisional revenue outturn for 2014/15 and noted that £13.491m had been spent against the full year revised budget of £13.621m. Taking into account the use of carry forwards, investment income and business rates retention the net underspend was approximately £250k. Carry forward requests for 2015-2016 amounting to £217k would be accommodated from the underspend. The report highlighted a better than anticipated investment income of £536k and transfers which had been made to and from reserves.

Resolved to note the provisional revenue outturn for 2014/2015.

177/15 Treasury Management Annual Report 2014-2015

The Committee received the Treasury Management Annual Report on treasury performance for 2014/15, covering the council's activities in the borrowing and investment market and the associated monitoring and control of risk.

The Committee congratulated the Chief Finance Officer and his team for identifying investment opportunities which were securing a good rate of return for the Council.

Resolved to note the Treasury Management annual report for 2014/15.

178/15 Work Programme 2015-2016

The Chairman advised that he would be working with the Vice-Chairman and officers to finalise the draft work programme, from the topics identified by the Committee during the work programming session earlier this evening.

Resolved to note the draft work programme and arrangements to finalise this.

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Overview and Scrutiny Committee

15 September 2015



Title	Review of Community Safety		
Purpose of the report	To note		
Report Author	Keith McGroary		
Cabinet Member	Councillor Tony Mitchell	Confidential	No
Corporate Priority	Delivering quality of life services		
Cabinet Values	Community		
Recommendations	To note the report of the Community Safety Manager on the review of community safety.		

1. Key issues

- 1.1 On 15th November 2012 elections for Police & Crime Commissioners (PCC) took place across the country; in Surrey an independent candidate Kevin Hurley was successful. He was elected on the back of a promise to :-
- 1.2 Take a zero tolerance policing approach; more visible street policing; put victims at the centre of the criminal justice system; give the public a greater say in how the streets are policed and protect local policing.
- 1.3 One of the mechanisms developed to help deliver some of these promises is linked to the Joint Enforcement Team (JET) pilot; there is an expectation that this type of model to be rolled out through most, if not all of Surrey.
- 1.4 Reigate officially launched their pilot in June 2014, whereas the launch in Spelthorne was in December 2014. Spelthorne now has 4 full-time JET officers and a supervisor; all of these officers have been police vetted and successfully passed a Community Safety Accreditation Scheme and at the time of writing this report are due to be accredited by the Surrey Chief Constable with additional powers similar to that of a Police Community Support Officer.
- 1.5 We have already experienced positive feedback and reaction from the general public due to the greater uniformed presence; for instance whilst attending a local school in the marked vehicle, parents quickly moved their cars away from the school entrance before the JET officers even alight from their vehicle.

2. Financial implications

- 2.1 There are no government grants or allocated funding from the PCC to support Community Safety Partnerships (CSPs) with revenue funding to support posts, this is a challenge experienced across most of England and Wales.

Research with Surrey CSPs show that there has been a loss of some posts across the county coupled with other posts becoming mainstreamed council positions.

- 2.2 In the case of Spelthorne the Community Safety team has been re-structured after the 2 post holders left within days of each other. We no longer have an ASB Coordinator and a Partnership Officer; instead we have 2 Community Safety Officers who have equal responsibility for delivering all the functions of the previous two positions, thus giving greater resilience and flexibility. Both posts are for 30 hours a week.
- 2.3 Contributions made by external Partners include A2D who agreed to provide £22k a year and BP £5.2k for a period of 3 years (this agreement ends for the 2016-17 financial year). Additionally, Surrey County Council agreed funding of £3,337 to the Partnership for 2015/16.
- 2.4 The Police and Crime Commissioner's Office have circulated to all community safety partnerships additional funding opportunities. Applications for funding will be subject to consideration by the Office of the Police and Crime Commissioner against a series of criteria to ensure that they meet the aims of the Police and Crime Plan focussing on the use of the new legislation, addressing complicated anti-social behaviour cases and supporting victims; a maximum bid of £6000 pounds is available. Spelthorne Partnership has made a bid with regards to improving the Sunbury Cross area of the Borough.
- 2.5 The Partnership has a total income of £78,636 for 2015/16. This includes the contributions from the statutory and other Partnership agencies. At present £44,900 has been allocated towards salaries and Partnership Action Day / Community Incident Action Group, but as the year progresses, funding is likely to be required for community projects and CCTV.
- 2.6 The fibre optic connections to the CCTV cameras costs SBC £50k per year; the Cabinet have approved £150k to convert these cables to wireless connectivity which will then reduce these costs to zero. Steps are currently in progress to go out to tender to deliver the contract.

3. Other considerations

3.1 Performance

PERFORMANCE OVERVIEW FOR April 2014 – March 2015

The Spelthorne Community Safety Partnership uses benchmarking against other 'similar' local authorities in order to contextualise performance. There are 14 other such authorities within our group and these are known as 'Most Similar Groups'.

The figures below show the percentage reduction / increase, the actual number of offences that have decreased / increased and our position within our allocated most similar group of local authority areas.

Iquanta Data: (Home Office data) for the period 1st April 2014 – 31st March 2015 compared to same period in the previous year.

House Burglary: - 11% (-35) MSG (Most Similar Group) from 10th position to 12th – Target is 10th

Vehicle Crime: -4% (-19) MSG 10th to 11th – Target is 9th

Criminal Damage: -4% (-34) MSG 13th to 12th – Target is 12th

Theft (Shoplifting): +22% (+133) MSG 8th to 12th – Target is 7th

Violence Against Person (Injury): + 41% (+148) MSG 12th to 11th – Target is 11th

All Reported Crime: +6% (+308)

Most Similar Group Locations

Hertfordshire - Three Rivers
Thames Valley - Bracknell Forest
Hertfordshire - St Albans
Leicestershire - Oadby & Wigston
Hampshire - Eastleigh
Surrey - Epsom & Ewell
Surrey - Woking
Dorset - Poole
Surrey - Reigate & Banstead
Leicestershire - Charnwood
Hertfordshire - Hertsmere
Surrey - Spelthorne
Sussex - Worthing
Metropolitan Police - Bromley
Hampshire - Rushmoor

Anti-Social Behaviour: (1 April 2014 – 31 March 2015)

Change in recorded incidents compared to the same period in the previous year.

+33

- 3.2 The trend over the previous financial year in crime is largely downwards with the exception of violent crime with injury and thefts; more generally all reported crime has risen by 6%, this places Spelthorne in 12th position on our most similar group.
- 3.3 There is an additional information page which breaks down the overall performance around key crime areas below.
- 3.4 As police resources have depleted, particularly around the number of PCSO's, there is a growing expectation that the Local Authority and other Partners take even more involvement with low-level ASB issues. This impact may be seen as reflected within one of the outcomes with the Enforcement Pilot. Community Safety Teams are becoming increasingly engaged with the police to support appropriate responses and interventions, something that the

police seek to encourage and value in the fight to reduce ASB and help our communities feel safe.

- 3.5 The rise in violent crime is a statistic that is likely to capture the attention of the most casual observer, and carries with it an emotional response in terms of heightened fear, particularly by the elderly and more vulnerable within society.
- 3.6 Whilst not attempting to downplay any rise, it is important that this significant rise is put into context within this document as part of the review of community safety. Violent crime has risen significantly compared to the previous year; this is mainly due to the way this crime is now recorded rather than an actual increase in violent crime. For instance, a harassment of two teenage girls sending nasty messages to each other on Facebook is now counted as violent crime. In addition what would have been dealt with as public order offences are now recorded as actual bodily harm etc.
- 3.7 Anti-social behaviour has seen its first upward trend for 7 years, albeit a very small rise. This has been anticipated for some time as the reduction could not go on indefinitely; the challenge now is to mitigate any rise, so it does not get out of control.
- 3.8 Junior Citizen continues to be rolled out with over 1,000 young people aged 10 years attending the event. Last year the Deputy PCC Jeff Harris attended and was extremely complimentary about the scheme; this year will run from 14th – 29th September.
- 3.9 Spelthorne introduced a Senior Citizen scheme last year, held at the same venue as Junior Citizen but with a focus on bogus officials, computer fraud, health and so forth. Again Jeff Harris attended and was extremely impressed by the initiative. A further event took place in March this year.
- 3.10 Both events have been supported financially and with resources by Wood Group Kenny, British Airways and A2 Dominion; Surrey police have also provided officers to support the delivery of both events; this is truly a Partnership achievement.

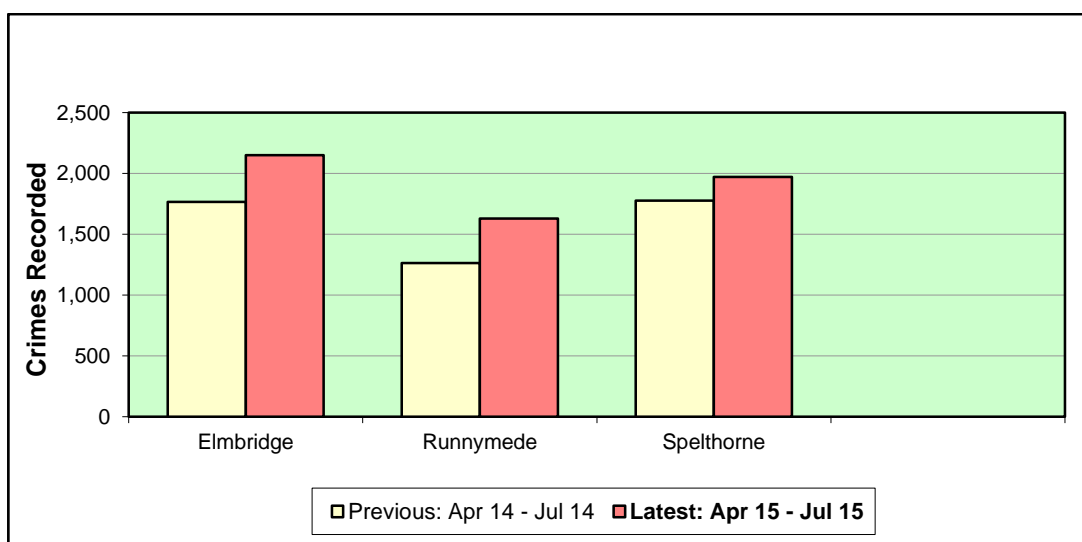
Background papers:

Introduction: The following tables consist of the Surrey Police data and Home Office iQuanta data.

The Surrey Police data illustrates performance around all reported crime from the start of the financial year 1st April to the end of July 2015. This gives a picture with regards to the current situation to the delivery of the community safety strategy's key crime priorities; the community safety strategy runs from April to March each year. It also provides for comparable performance with our closest Surrey local authority neighbours. Although there has been an increase in reported crime in Spelthorne, the level of increase is not as acute as experienced by our neighbouring Boroughs.

Latest Surrey Police Data – All reported crime April - July 2015 compared to the previous year

Cluster Boroughs Financial Year to Date Crime



Data to July 2015		Elmbridge	Runnymede	Spelthorne
Latest: Apr 15 - Jul 15		2,150	1,629	1,972
Previous: Apr 14 - Jul 14		1,765	1,262	1,776
% Change		+ 21.8%	+ 29.1%	+ 11.0%

Iquanta Home Office Data July 14 – June 15 compared to the previous year

The following three iQuanta charts are provided by the Home Office database.

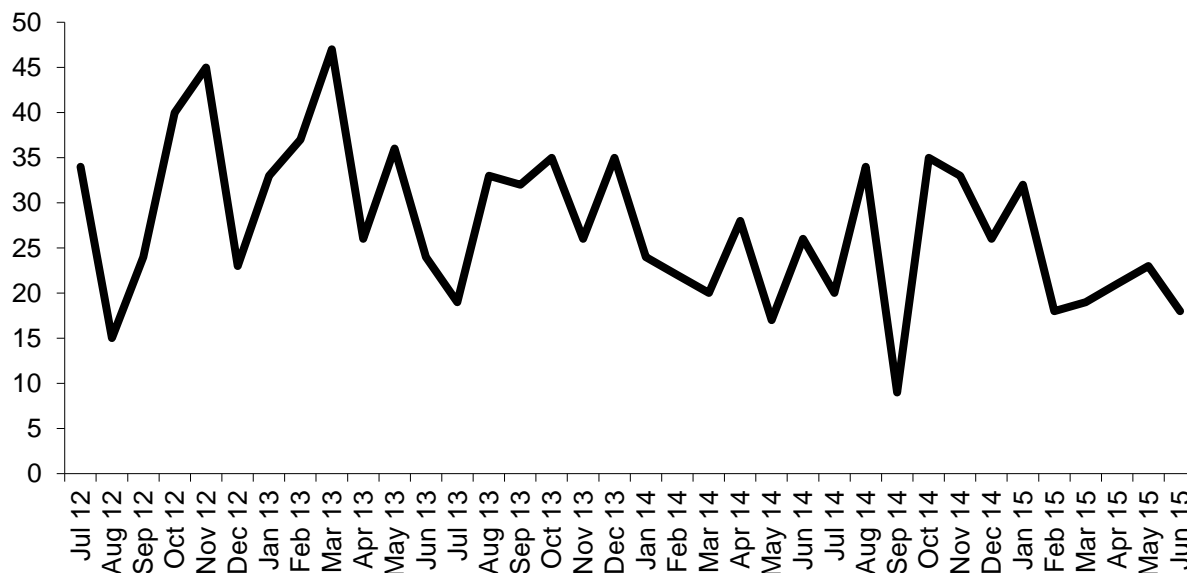
The first chart illustrates the volume of offences committed for the above period together with a figure providing the difference in total between the two periods under examination; this is supplemented with a percentage change in performance as a reduction or increase in reported offences.

The second illustration shows a graph. The left hand side of the graphs provides details regarding the volume of offences; this is shown by numbers from 0 to 50. To show the actual number of offences for any period, the figure illustrated would need to be increased by 10; so for 35 in July 2012 it would read as 350 offences.

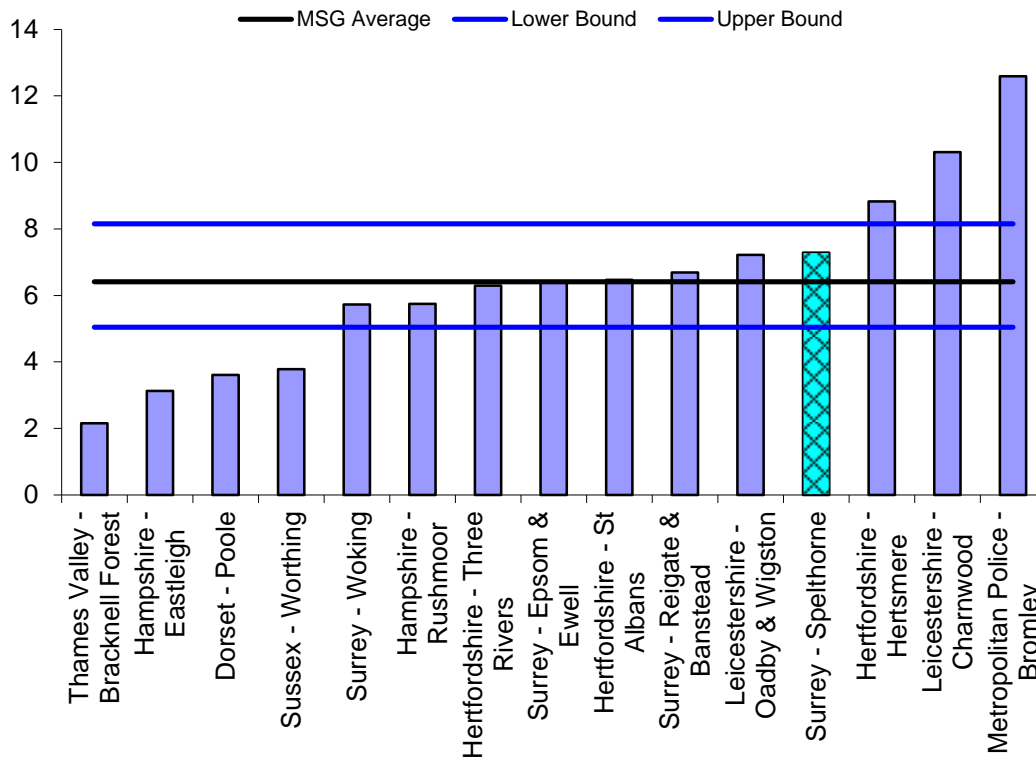
With regards to the bar chart in the third illustration, the figures on the left hand side refer to the number of victims per 1,000 population. So in the below chart which captures the figures for house burglary, Spelthorne has the equivalent of 7 victims per 1,000 population, this allows accurate comparisons of performance, no matter what size of the population within a local authority area. In the case of the bar chart the closer to the left position, the better the performance; 1st position is better than 15th.

House Burglary

Prev Year Ending Selected Month	Year Ending Selected Month
01 Jul 13 - 30 Jun 14	01 Jul 14 - 30 Jun 15
317	288
Down 29 (9%)	

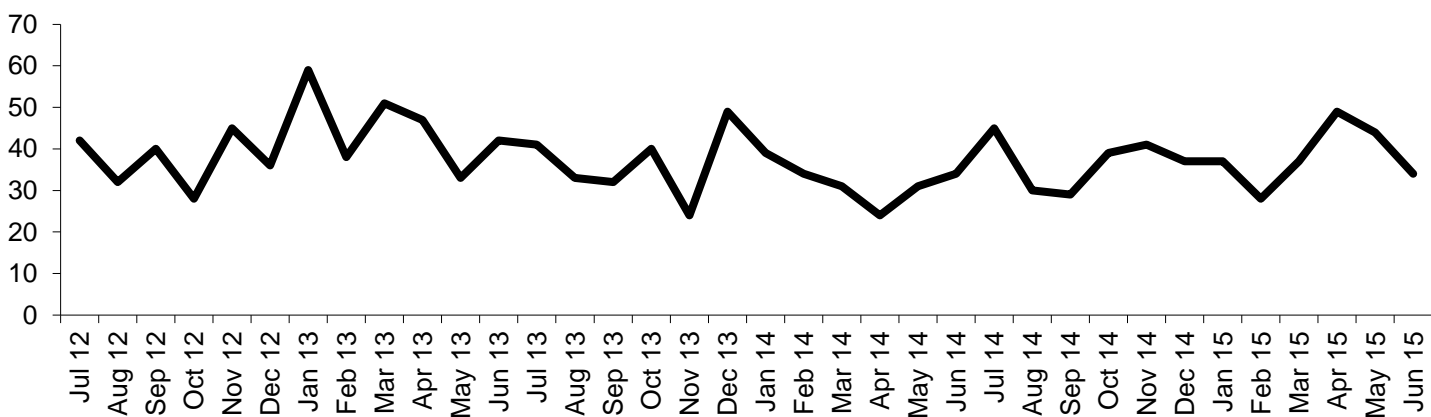


Most Similar Family Group – started 4th position: currently 12th

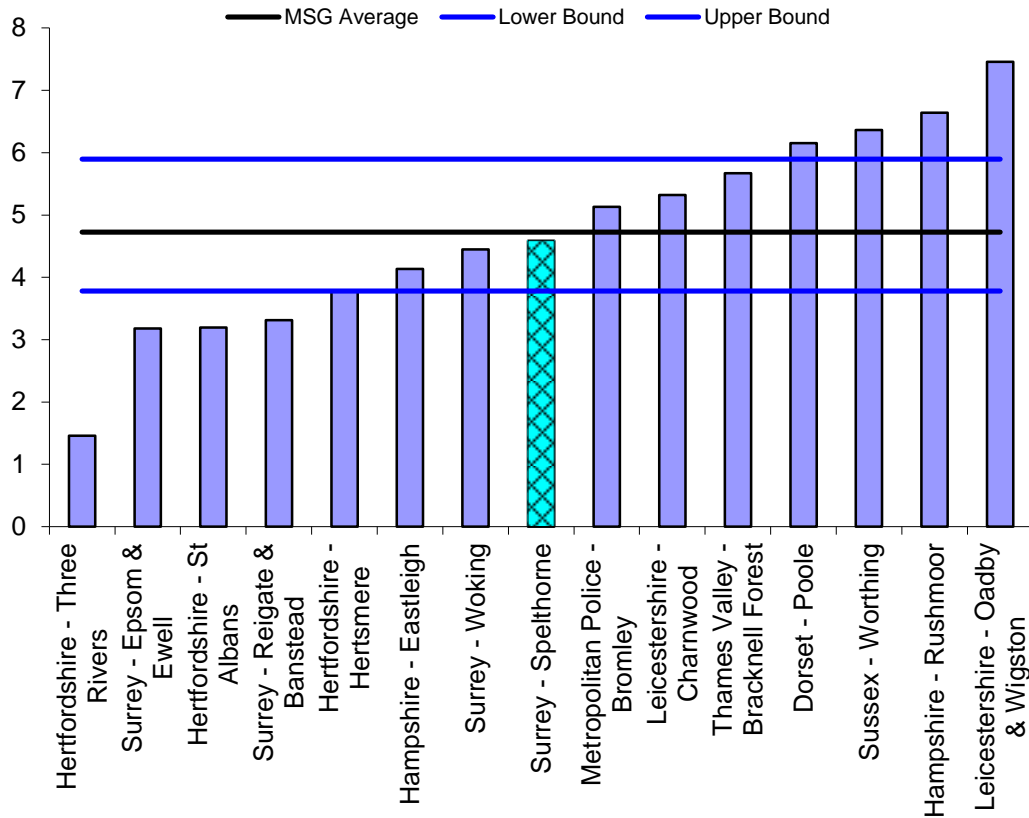


Theft - Shoplifting

Year Ending Selected Month	
01 Jul 13 - 30 Jun 14	01 Jul 14 - 30 Jun 15
412	450
	Up 38 (9%)

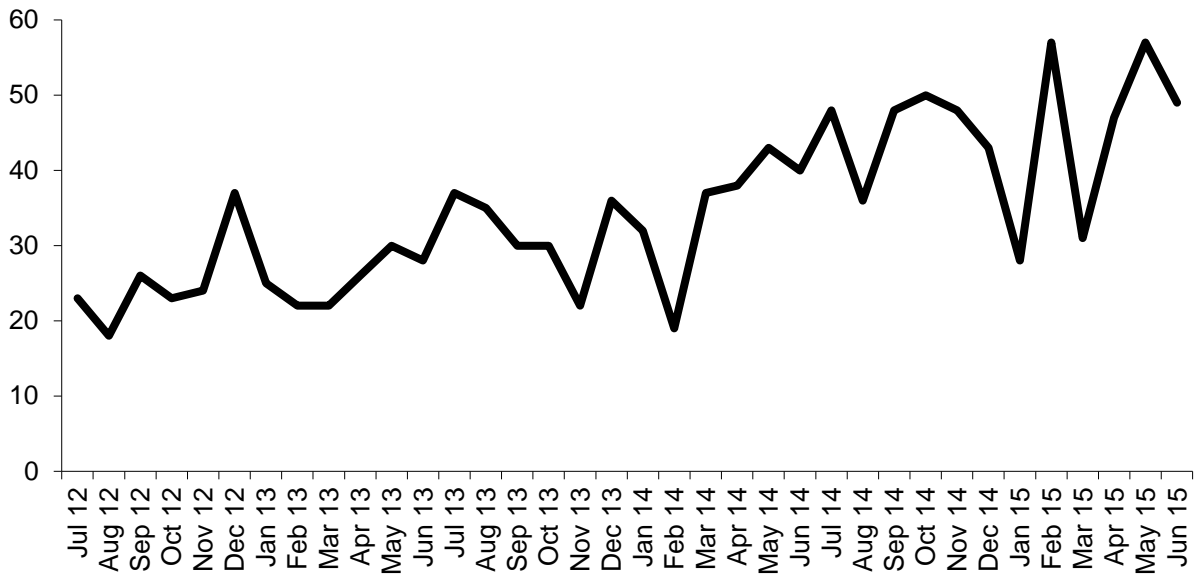


Most Similar Family Group – started in 12th position: currently 8th

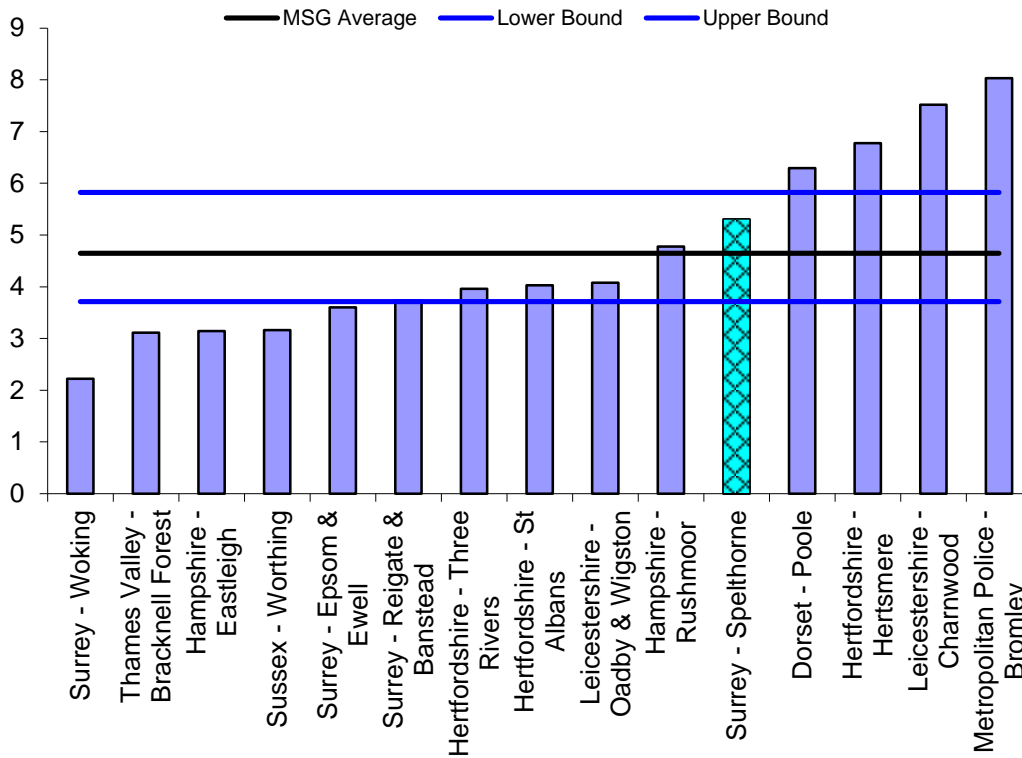


Violence with injury

Prev Year Ending Selected Month		Year Ending Selected Month	
01 Jul 13 - 30 Jun 14		01 Jul 14 - 30 Jun 15	
399	Up 143 (36%)	15	542

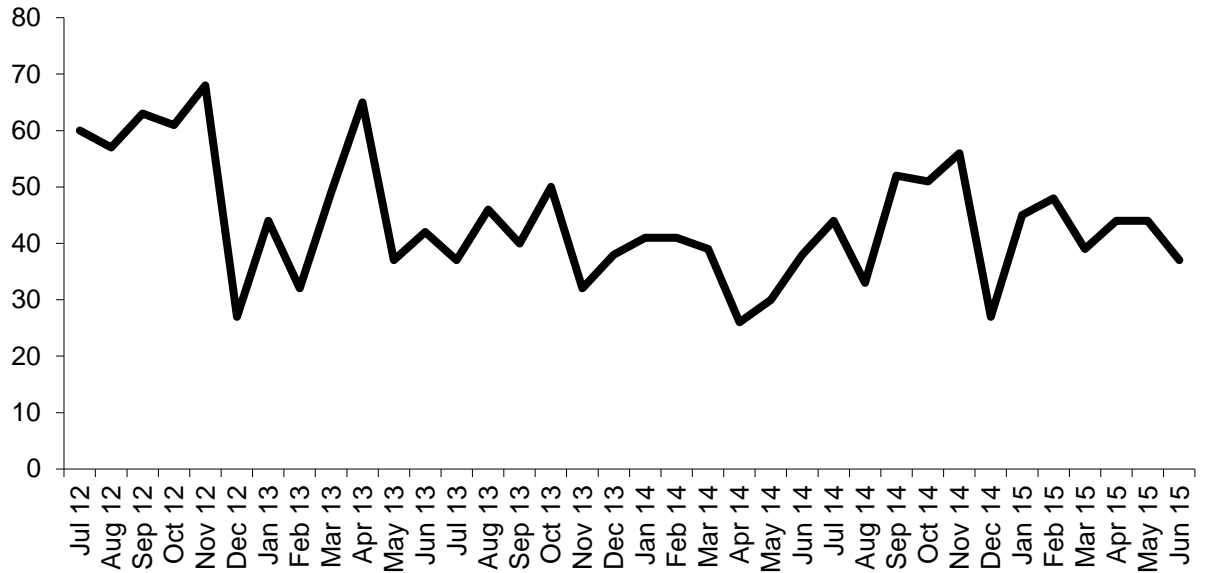


Most Similar Group – started in 6th position; currently 11th

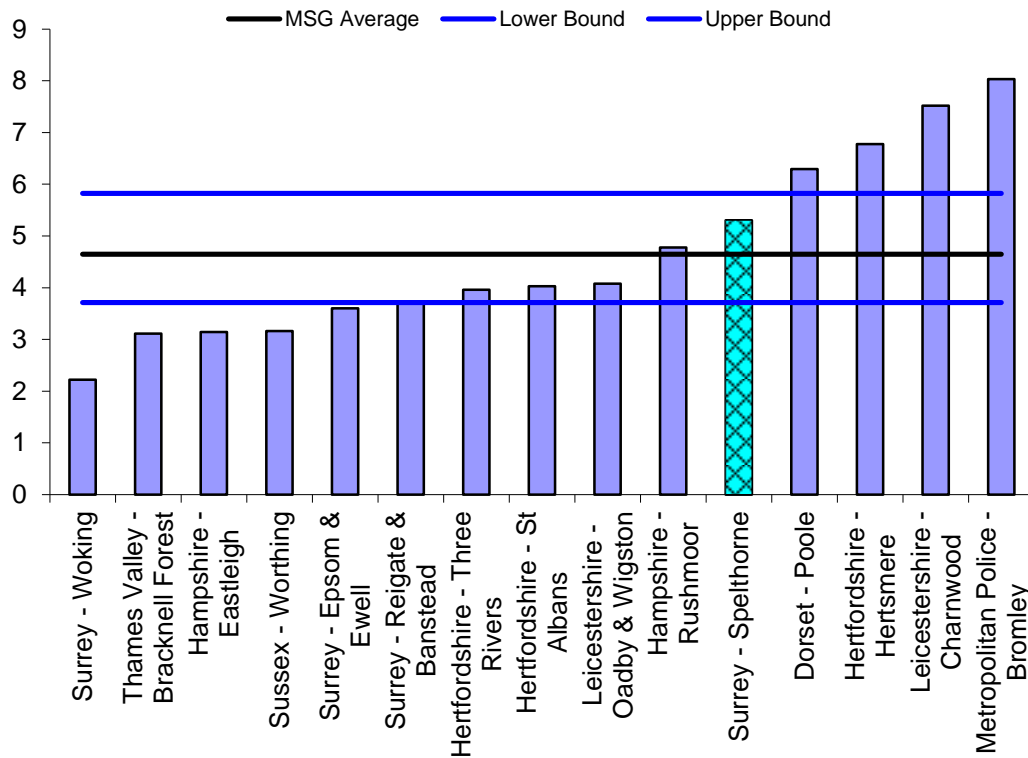


Vehicle Crime

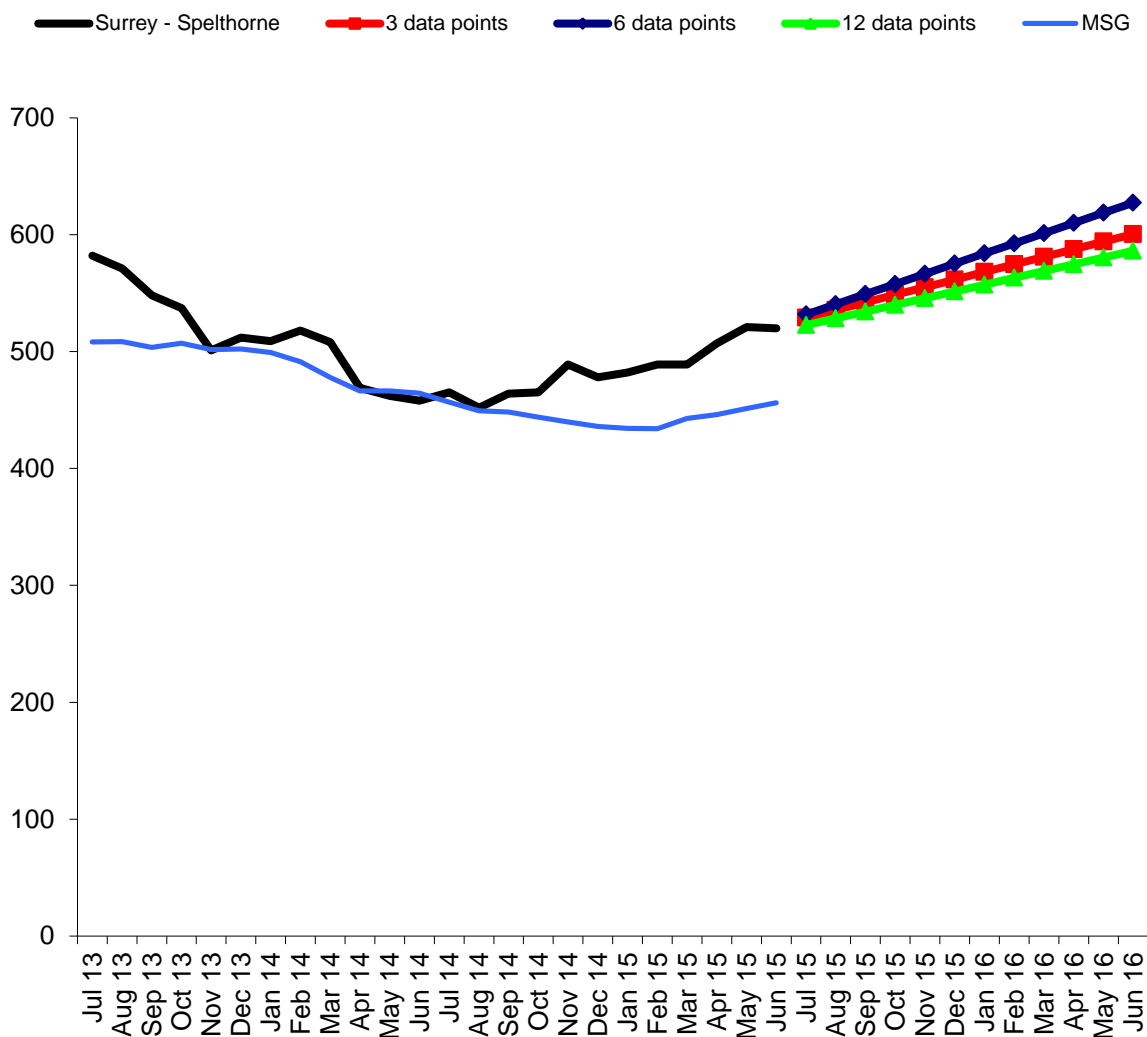
Prev Year Ending Selected Month	Year Ending Selected Month
01 Jul 13 - 30 Jun 14	01 Jul 14 - 30 Jun 15
458	520
	Up 62 (14%)



Most Similar Family Group – started in 10th position: currently 11th



Projection: All Crime



As can be seen from the above chart, the projection over the next 12 months is an upwards trend, whether in Spelthorne, Surrey or our most similar group of local authorities. It is suggested that much of the increase is due to a combination of different recording practices applied by the police, combined with an increase in crime that is now becoming more prominent via computers; this would include cybercrime, identity theft and child sexual exploitation. Another contributory factor includes the budget cuts to the police service that has resulted in reduced officers including PCSO's that are available.

ASB Data July 14 to June 15 compared to the previous 12 months period

ABND VEH NOT STOLEN OR CAUSING OBSTRUCTN	5
ANIMAL PROBLEMS	-8
FIREWORKS - INAPP SALE /USE /POSSESSION	0
MALICIOUS / NUISANCE COMMUNICATIONS	-20
NOISE	22
LITTERING/DRUGS PARAPHERNALIA	-26
NUISANCE NEIGHBOURS	19
ROWDY OR INCONSIDERATE BEHAVIOUR - TOTAL	-27
ROWDY OR INCONSIDERATE BEHAVIOUR NUISANCE	
ROWDY OR INCONSIDERATE BEHAVIOUR PERSONAL	
STREET DRINKING	3
TRESPASS	-2
VEHICLE NUISANCE / INAPPROPRIATE USE	7
TOTAL	-27

Total ASB incidents from 1st April – 31st July 2015

ABND VEH NOT STOLEN OR CAUSING OBSTRUCTN	67
ANIMAL PROBLEMS	38
FIREWORKS - INAPP SALE /USE /POSSESSION	1
MALICIOUS / NUISANCE COMMUNICATIONS	87
NOISE	95
LITTERING/DRUGS PARAPHERNALIA	25
NUISANCE NEIGHBOURS	85
ROWDY OR INCONSIDERATE BEHAVIOUR - TOTAL	622
ROWDY OR INCONSIDERATE BEHAVIOUR NUISANCE	439
ROWDY OR INCONSIDERATE BEHAVIOUR PERSONAL	183
STREET DRINKING	9
TRESPASS	11
VEHICLE NUISANCE / INAPPROPRIATE USE	262
TOTAL	1302

The first chart shows that the level of reported anti-social behaviour has reduced by 27 compared to the previous period last year; whilst the reduction is small, it is a good sign that it is now heading in the right direction after the marginal increase last year.

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Overview and Scrutiny Committee

15 September 2015



Title	Housing Issues		
Purpose of the report	To note		
Report Author	Deborah Ashman/ Karen Sinclair		
Cabinet Member	Councillor Mrs Jean Pinkerton OBE	Confidential	No
Corporate Priority	Delivering quality of life services		
Cabinet Values	Community and Accountability		

1. Key issues

1.1 The Joint Heads of Housing and Independent Living have been asked to present a report on how the Council is dealing with:

- a) Homelessness
- b) Affordable Housing
- c) The Winter Shelter Duty
- d) Registered Social Landlords

2. Background

2.1 Local Housing Authorities continue to face a series of challenges in responding to housing demand and preventing homelessness, particularly in high value areas like Surrey. Spelthorne has the added dimension of being surrounded by 3 London Boroughs all who have extensive housing need and problems with homelessness.

2.2 As homelessness remains one of the most important issues facing strategic housing authorities and given the impact that housing has on all aspects of people's lives it is essential to address.

2.3 Accessing the housing market in Surrey is challenging for people on average and above-average incomes. Affordability ratios in the County are up to 14 times an average income. Across Surrey average residence-based incomes greatly exceed work-based incomes, as those in lower paid employment find it difficult to afford a place to live close to where they work. The issues are as follows:

- a) Access to available mortgage finance is more difficult and buyers are expected to provide larger initial deposits.
- b) Although there has been growth in the private rented sector, rents are high due to restricted supply and high property prices and there

is limited availability of private rented properties within the Local Housing Allowance (LHA) rates – the recent July Budget has confirmed that these will now be fixed for four years.

- c) Average incomes among new social rented tenants is £15,000 according to the housing association Continuous Recording statistics.
- d) The majority of social housing tenants are receiving Housing Benefit (HB) to help with their rent, but most of those of working age are in low paid employment.
- e) Increase in housing association rents following the introduction of affordable rents for new homes delivered with Homes and Communities Agency funding since 2011, and conversions to affordable rents within their existing stock to increase financial capacity for new house building.
- f) Housing Association rents will be impacted by the proposed 1% year on year reduction as set out in the July Budget.
- g) The introduction of Universal Credit is being rolled out across Surrey at a slower pace than expected, making it difficult to estimate the longer term impact.
- h) The benefit cap for families in Surrey has been confirmed at £20,000 p.a. This is expected to have a particular impact on larger families who will only be able to afford to live in certain areas. Residents in our neighbouring London Boroughs will have a higher cap of £23,000.
- i) The under-occupation charge continues to have an impact on working age households and many have joined Housing Registers to enable them to move to a smaller home. Discretionary Housing Payments have provided short-term help, but are not available as a long-term solution.
- j) No housing benefit will be payable for the majority of 18-25 year-olds and this is expected to lead to an increase in the number of young people becoming homeless.
- k) Generally in the last decade or so governments have reduced the direct funding of new social house building.
- l) Spelthorne Council transferred its housing stock in 1997 which restricts the Council from having the control or influence on any social housing stock that other Councils who are stock holders have.

3. The Housing Register

- 3.1 Spelthorne currently has 1394 households on the Housing Register. All households are given a banding and priority date as prioritised by the council's allocation policy. Long term social housing units are allocated via our Choice Based Letting Scheme called SEARCH Moves.
- 3.2 The SEARCH Moves scheme is operated as a partnership that covers the boroughs of Spelthorne & Elmbridge and includes A2 Dominion Housing

Group and Paragon Community Housing Group. Cross boundary bidding is available for 30% of the available social housing properties which ensures effective use of all the vacancies across both areas. To reflect the new Welfare Reform changes, as introduced by central government in 2014 and to address the increase in housing need, the partnership agreed a new common housing allocation policy. This instigated a review of all households on the housing list and it reduced the list by approximately 40%. However the changes as instigated by government in reference to under occupation have meant that demand for 2 bedroomed properties has increased.

4. Homelessness

- 4.1 In 2014/15 more than 1300 households approached Spelthorne's Housing Options Team for advice on homelessness and prevention. Prevention is essential to reducing the statutory responsibility of assisting priority households with accommodation. The resources available to the Housing Options Team in Spelthorne, as in other Surrey Authorities, are limited.
- 4.2 In 2014/15 there was an increase in homelessness applications. Bed and Breakfast figures increased dramatically from 45 households at 31 March 2014 to 74 at 31 March 2015 families. (At 31 August 2015 there were 104 households in bed and breakfast.) It is acknowledged that bed and breakfast is not a long term acceptable alternative to a stable home. Currently Spelthorne is using bed and breakfast accommodation in Spelthorne, Wembley, Windsor, Slough, Southall, Hounslow, Hayes and Greenford. As the majority of households are placed out of borough and not in Surrey it adds further complications as child protection, mental health support and vulnerable adults are all put at risk by moving out of the Surrey area.
- 4.3 The financial impact on the Council with the increase in bed and breakfast is concerning. In 2014/15 the bed and breakfast net budget of £171,000 was overspent by £146,000, totalling £317,000. In 2015/16 the budget was increased by £94,000 totalling £265,000 net. However due to the dramatic increase in bed and breakfast figures the forecast spend is £567,000 which is an overspend of £302,000. (Based on a figure of 108 households in bed and breakfast).
- 4.4 It should be noted that invoices totalling approximately £1.8 million are expected to be paid this year, but with housing benefit payments and applicants contributions a receipt of approximately £1.2 million should be received.
- 4.5 In addition the Council also has 54 longer term temporary units occupied by accepted homeless households. The temporary units consist of 50 A2D dwellings where at the time of transfer the Council ensured that nomination rights for use of the properties for temporary accommodation were put in the contract of transfer. There are also 2 properties which Spelthorne Council owns which were previously used for park keeper's accommodation which have been adapted to use for temporary accommodation and 2 private sector properties.
- 4.6 Other forms of temporary accommodation have been investigated including Private Sector Leasing, a scheme which Spelthorne had run about 7 years ago but due to the decrease in homelessness approaches at that time the Council decided to stop the scheme. Discussions with A2D and other private sector providers have taken place to investigate other options available.

4.7 In 2014/15 Spelthorne prevented 202 households from homelessness. The number of homelessness acceptances (i.e. number of households where a full rehousing duty has been accepted by the Council) totalled 130, a significant increase from the from 2013/14 total of 89.

Fig.1 Reasons for homelessness

The main causes of homelessness locally and nationally are eviction from family or friends' accommodation and the ending of private sector (shorthold) tenancies.

Reasons for homelessness duty acceptance (national figures)				
	Parental eviction	Other friend/ relatives eviction	End of shorthold tenancy	Other reasons for homelessness (includes relationship breakdown, violence, harassment, end of social housing tenancies, leaving prison or hospital)
2011	20%	14%	15%	51%
2012	19%	14%	19%	48%
2013	17%	14%	24%	45%
2014	16%	12%	27%	45%
2015	15%	12%	29%	44%
Reasons for homelessness duty acceptance (Spelthorne year until 21 March 2015)				
2015	23%	12%	35%	30%

Data extracted from CLG live data tables- national data relates the quarter ending 31 March in each year.

Analysis:

- 6.1 Over the last 4 years there has been a marked national increase in the end of private tenancies as a reason for homelessness (up from 15% in 2011 to 29% in 2015).
- 6.2 Spelthorne has experienced more tenancies ending in 2015 than the national trend.
- 6.3 Over the last 4 years parental/ relative evictions have broadly decreased (from 34% combined in 2011 to 27% combined in 2015) nationally however Spelthorne cases remain high at 35% in 2015.

5. Prevention initiatives

- 5.1 The Housing Options Team use various means to try and prevent homelessness:

- 5.2 The Sanctuary Scheme which provides and installs security measures such as locks, fire proof letter boxes, a safe room etc. This enables a victim or potential victim of domestic violence to stay in their property.
- 5.3 Appropriate referrals and sign posting to agencies such as Citizen Advice Bureau, RentStart, and Surrey Credit Union. All these agencies are given funding by Spelthorne Council to undertake their roles which include assisting with money advice, illegal evictions, and maximisation of benefits, child custody and other general advice.
- 5.4 The Court Desk which is based at Staines Court is jointly funded by Spelthorne, Hounslow and Runnymede Councils from their respective Homelessness Initiatives budget. This service is a reactive measure to assist tenants or homeowners who are about to be evicted or repossessed to provide advice and come to some arrangement with the court to try to prevent an immediate possession order being granted.
- 5.5 Protocols have been implemented with A2Dominion to ensure that extensive preventative work is undertaken by the social landlord with the Housing Options Team before a notice seeking possession is obtained for the property.
- 5.6 Extensive communication and sharing of information with A2Dominion takes place when there are welfare benefit changes which could lead to rent arrears and ultimate eviction. Substantial work was undertaken when the Benefit cap was introduced which has created good communication channels between Housing Benefit, Housing Options and the Management Team at A2D.
- 5.7 The Housing Options Team are trying to establish protocols with various Social Care services based in Surrey County Council so that joint preventative work can be undertaken before clients reach a critical crisis point which causes them to lose their property. Unfortunately this initiative proves to be quite difficult due to the constant changes of staffing within Surrey. However the Team now has a good working relationship with the Spelthorne Locality Team assisted by the fact the team are located in Knowle Green. Unfortunately the Children and Families Team are based in Leatherhead.
- 5.8 Hospital discharges continue to be a problem from the Abraham Cowley Unit at St Peter's hospital. Often patients who are homeless are sent directly to the Council Offices with an expectation of assistance. Work has begun to try and introduce effective protocols to deal with this issue.
- 5.9 Spelthorne Housing Options Team has jointly accessed national funding with other Surrey Authorities for additional support services to help prevent homelessness for single people. SHAWS (Single Homeless Support Service) has just started and works within the Family Support Programme. Its aim is to work alongside single people to move them from rough sleeping to stable and contributing lives within their communities.
- 5.10 Close liaison with the Family Support Team who support vulnerable families is recognised by the Housing Options Team as essential and a good working relationship is in place.
- 5.11 Discretionary Housing Payments (DHP) is an allowance given by Central Government to Local Authorities to assist in the shortfall of any housing benefit rent payments especially for those who are vulnerable to eviction or those affected by the under occupation welfare changes that need to stay in a

larger property due to disability etc. The government has significantly reduced (40%) Spelthorne's allocation of DHP this year.

Fig. 2

2015/ 16	£120,689
2014/ 15	£202,187
2013/ 14	£202,036
2012/ 13	£362,767
2011/ 12	£25,811

5.12 Due to the reduction in allocation of DHP Corporate Management Team and the Cabinet agreed to make up the shortfall as a revenue growth item as it was recognised that the budget is necessary to prevent homelessness in the social and private sectors and that it would be more cost effective to maintain this level of provision.

5.13 Housing Benefit payments in the private sector is calculated against the Local Housing Allowances Rates as defined by Central Government. For the next 4 years they will remain the same.

Fig. 3

	Local Housing Allowance per week	Local Housing Allowance per month	Approximate market rate expected from landlords.
One bed rate	£173.41	£751.44	£950.00
Two bed rate	£221.72	£960.79	£1,200
Three bed rate	£276.67	£1198.90	£1,400
Four bed rate	£382.64	£1658.11	£1,700

5.14 The figures of rent expected from landlords demonstrate the demand in the area for private rented properties. The fact that LHA is much lower than required and will remain the same for the next four years highlight how difficult it is for families on low income to move to private rented accommodation . There is also a perception that all households referred by the Council are difficult which is not the case.

6. The Private Rented Sector

6.1 Homelessness legislation allows Councils to discharge their housing duty by placing households into suitable accommodation in the private sector as well as social housing. Due to the lack of social housing available access to the private rented sector is essential.

6.2 Due to the very limited affordable housing in London , London Boroughs have been using incentives (up to £5,000 as a one off payment) to persuade landlords in Spelthorne and other areas to take their tenants. We are currently aware that Ealing, Brent, Westminster, Hounslow and Harrow have placed families in Spelthorne.

6.3 To encourage landlords to use referrals from Spelthorne a Rent Bond Scheme is in operation. Financial help to households is offered which ensures the first month's rent is paid in advance and the Council guarantees a month's deposit for a 12 month period. Management support to the landlord is offered and landlords are reassured that their tenants' housing benefit applications will be managed and treated as a priority. The Housing Options Team have a good relationship with a number of landlords but due to other Councils offering large financial incentives the current scheme is being reviewed.

Fig. 4 - Family household placements via the Rent Bond Scheme

2011/12	33
2012/13	45
2013/14	42
2014/15	38

6.4 Households placed via this scheme may be placed:

- a) As a homeless prevention measure, i.e. before they have been provided with direct accommodation via Spelthorne Council.
- b) As a duty discharge case i.e. as a way of rehousing households where Spelthorne Council is already accommodating the family due to homelessness

Fig. 5

Homeless prevention placements 2014/15	18
Duty Discharge placements 2014/15	20
Total Placements 2014/15	38

7. Fraud

7.1 Spelthorne Council led on an initiative to obtain funding jointly with other Surrey Authorities from the Department for Communities and Local Government (DCLG) to undertake fraud prevention work focussing on all aspects of housing including applications, verification and granting of tenancies. The substantial knowledge held by the Housing Benefit fraud team, whose previous responsibilities have now been transferred to the DWP, is being used as the officers have been redeployed to undertake this new role.

8. Access into Social Housing

8.1 Long term social housing units are mainly allocated via the Choice Based Lettings Scheme according to the Council's allocation policy. Homeless households have a high priority on the housing register but they are only one priority group amongst others needing housing. It should be noted that allocations to new build properties have to comply with an agreed lettings plan to ensure a sustainable community is created. New build properties on the Crooked Billet and London Irish sites will therefore be directly let.

Fig. 6 - Allocations per year (social housing properties allocated by the council)

2012/2013	207
2013/2014	250
2014/2015	222

Analysis:

8.2 Approximately 50% of allocations per year are for family sized properties however there are three times as many families in urgent need on the housing register compared to properties available.

9. Affordable Housing

9.1 An important part of the capability to meet housing needs is through re-letting units that become available from the existing stock of social housing. The total social housing stock in Spelthorne is some 5,500 units which are held by 12 'Registered Providers (formerly referred to as Housing Associations). The number of re-lets each year varies but over the past 10 years this has been around 180 and 230 per annum. Inevitably there is not always a perfect match between availability and unit sizes required.

9.2 The number of re-lets however does not match total demand. Whilst increasing efforts are made to secure private rented accommodation for people, the provision of new social provision is a crucial element in 'bridging' the demand gap. Under their planning powers (Section 106 agreements) Councils can require private developers of larger sites (15+ dwellings) to provide a proportion of social housing.

9.3 Overall Spelthorne has, in comparison to most Surrey Districts, been relatively successful in securing accommodation this way. In the last 8 years the average net addition via new build social units has been some 48. However the increasing affordability gap between property prices and average incomes is placing increasing pressure on social provision and the new build levels of social housing that are secured are not keeping pace with need. It is therefore increasingly important to secure the maximum number of affordable units that are feasible from schemes within the terms of planning policy.

9.4 One of the features of new build provision is the inevitability that the rate of new supply is not even. This is because we have no control on when particular schemes come forward and, once they have planning permission, when they start and are completed. The demolition of affordable units prior to new build can even lead to a net loss of units in a single year as in 2014/15. Figure 7 below nevertheless shows a degree of consistency overall in net annual completions from 2006/7 to 2013/14. The net loss of 27 units in 2014/15 goes some way to explain the particular rise in the numbers in temporary accommodation at the present time. The projected completion of social units in 2015/16 is projected to be some 130 units. All these units are under construction with the 29 units at Crooked Billet site coming forward for occupation in September and 40 units at the London Irish site from October.

In addition to the 130 there are another 11 units under construction due for completion in 2016/17.

Fig. 7 Affordable Housing Completions 2006/7 – 2015/16

Year	Number of individual affordable units completed in year	
	Gross	Net
2006-07	81	68
2007-08	22	22
2008-09	57	57
2009-10	99	45
2010-11	96	52
2011-12	144	85
2012-13	63	43
2013-14	44	44
2014-15	16	-27
<i>2015-16 projected</i>	<i>130</i>	<i>130</i>
Total Comps 2006/7 – 2014/15	622	389

Table Note – net figures account for the loss of affordable units in any year due to demolitions prior to construction. In 2014/15 43 units were demolished at Sunna Lodge, Sunbury (accounting for the minus 27 figure above) and the new scheme of 49 units is now under construction.

- 9.5 In terms of future provision of social units we are needing to take into consideration the changing profile of need resulting from demographics, household composition and welfare reform (e.g. impact of under-occupation charge on the housing needs of working households). This includes providing the right size housing across all tenures to encourage downsizing within the existing stock - particularly by older people to free up family sized homes.
- 9.6 Members may wish to note that in limited cases for new housing development a commuted sum in lieu of on-site affordable housing provision has been accepted. The Crooked Billet site is an example of where such monies have been used with other funds from the Council's £2m Capital Programme to part finance an RSL to buy an entire site from a private house builder. However, suitable sites are likely to be limited and therefore agreement to commuted sums in favour of on-site provision must always be regarded as exceptions to policy.
- 9.7 Some authorities have explored the setting up of their own housing companies. Spelthorne has given this some initial consideration. For many authorities this is primarily a means of establishing an alternative investment 'vehicle' to boost future income rather than being primarily a means of

boosting social housing supply. The Council will need to come to a view in due course as to what its objectives should be in this respect.

- 9.8 As a final point under this section Members will note the recent government announcement to extend the “Right To Buy” to housing associations. This could have a serious impact in the longer term on the number of re-lets coming forward from the existing social stock and further challenge the Council’s ability to meet needs - unless receipts from sales are sufficient to fully fund a replacement unit.

10. Opportunities for Partnership Working

- 10.1 To tackle the housing issues strategically there is an increasing need to work with our partners in both the voluntary and public sector to find solutions and deliver positive outcomes for local people. The Joint Heads of Housing are heavily involved in:
- a) Gathering county-wide housing information to inform the next Joint Strategic Needs Assessment (JSNA)
 - b) Working with health and social care providers to make best use of the Better Care Fund to fund statutory services, responsive evidence-based service delivery and innovative projects, including Housing Related Support funding
 - c) Progressing the Equipment, Aids and Adaptations Review
 - d) Involvement in Health and Wellbeing Boards
 - e) Jointly leading with Surrey Colleagues to procure B&B suppliers to improve quality and deliver better value for money

11. Winter Shelter Provision

- 11.1 The Winter Shelter provision is a response to central government’s good practice guide for local authorities and the voluntary sector. The “Severe weather emergency protocol and extended cold weather provision” (SWEP) was introduced with the aim of ensuring local areas should have adequate provision to prevent rough sleeping during the winter period as this time often presents the greatest risk to health. It also provides increased opportunities to engage with entrenched rough sleepers and other hard to reach groups as they may be more likely to accept support at this time of year.
- 11.2 Between 2011-2014 bed and breakfast was used when the severe emergency provision was triggered (when the night time temperature was forecast to be zero degrees or below for three consecutive nights). However in 2014 in partnership with Elmbridge, Runnymede and Transform Housing and Support a more suitable winter shelter was created at Whiteley Village in Hersham in a building that was about to be renovated.
- 11.3 The Hostel was a success and fully utilised by rough sleepers from all three boroughs.
- 11.4 Unfortunately Whiteley Village is not available this year and other buildings are being investigated as to the suitability. Recommendations as to the type of dwellings that can be used state that agencies should make the most of existing resources e.g. day centres and communal rooms in hostels. It is acknowledged that the use of bed and breakfast will be expensive.

11.5 Long term plans should ensure that there is a provision of a winter shelter from 2016. A2D and Transform Housing have submitted proposals for extending and enhancing the facilities at 35 Hersham Rd which will include an increase in hostel bedrooms and an extension and refurbishment of the ground floor to operate as a single homeless hub and winter shelter. This property is hostel for the single homeless in Elmbridge, Runnymede and Spelthorne. Spelthorne has participated in a partnership bid to the HCA Homelessness Change Funding Programme to assist with the financing of the proposal (we still await the result). A2D has also provisionally agreed to bid for capital funding under this programme if the bid is successful.

12. Registered Social Landlords

12.1 Operationally Spelthorne has a good relationship with its RSL partners especially A2D and Paragon Housing Association who are already Spelthorne's Choice Based lettings partners.

12.2 Regular meetings are held and protocols are in place with A2D and Paragon to ensure homelessness, housing allocations and housing benefit are effectively dealt with for the benefit of all the tenants.

12.3 The majority of the social housing in the borough is owned and managed by A2D. Officers with Cabinet are exploring the potential to set up a Housing Company to both increase supply of affordable housing and provide a future rental income stream to the Council outside the statutory constraints of the Housing Revenue Account. However it has to be accepted that the RSLs will remain the main provider of affordable housing in the borough (it would cost tens of millions of pounds to purchase back stock from A2D.)

12.4 In reference to maintenance matters or general complaints, tenants of A2D are expected to approach the organisation directly. The Joint Heads of Housing and Independent Living will get involved if necessary and have good communication channels within A2D, however they have limited influence as A2D is now a commercial entity covering over 22 boroughs.

12.5 Regular operational meetings with Thames Valley Housing are now taking place as they are Spelthorne's partners in the Crooked Billet site as well as other existing sites.

12.6 Spelthorne has worked in partnership with A2D on Stanwell New Start and facilitated the provision of 350 new homes in the area, including over 100 affordable homes and 44 Extra Care Units (supported homes for the elderly). The scheme is coming into its fourth and final stage, planning has been approved and works should commence over the next few months. On completion of the scheme the Council will be handed several pieces of usable open space where leisure facilities have been developed.

13. New Developments

13.1 The Councils RSL Preferred Partners are:

- Thames Valley HA
- A2 Dominion Housing Group
- Notting Hill
- Catalyst HG
- Paragon Community Housing Group

- 13.2 When a new build housing development comes into the Planning Department that will meet the criteria for providing affordable housing on site, developers are encouraged to approach these 5 organisations to partner with in bringing the affordable housing on site forward. This works well as all the relevant RSL's have existing housing stock in the borough and established housing management staff with responsibility for housing stock in Spelthorne.
- 13.3 The Housing Strategy Officer based in the Planning department liaises regularly with all the development staff of all the preferred partners. Information is given to them of schemes coming forward that will be required to provide affordable housing and any development opportunities that might be forthcoming. It was through these discussions that the opportunity to partner on the Crooked Billet scheme was realised.

14. The Future

- 14.1 Officers continue to review and assess options to further contain the level of temporary accommodation needed. Good Practice is identified from across the country and are investigated, the business case look at evaluated and if suitable, introduced. This is something we are currently doing whilst reviewing the Rent Guarantee Scheme.
- 14.2 It is interesting to note that upon investigation it is clear that many councils deploy greater staff resources on initiatives than Spelthorne and a careful balance/judgment is required around the resource costs and scope to achieve greater savings on what is currently a rapidly increasing cost area. The Corporate Management Team and Cabinet have been very supportive in this matter and the review of resources is ongoing.
- 14.3 The need for further affordable housing is critical. The statutory responsibility under the Housing Act 1985 to assist households who are in priority need, homeless and not intentionally homeless with suitable affordable accommodation is clear. Without further resources the temporary accommodation budget will increase and families will be placed in unsuitable bed and breakfast accommodation that is proven to have an adverse effect on child protection, mental health issues as well as not being financially viable.
- 14.4 In January 2015 Cabinet agreed to the partial sale of the Knowle Green site for affordable housing. This would effectively mean 40% of the dwellings built would be affordable and would be used to help address the need for accommodation for households in need.
- 14.5 Cabinet have also agreed to a corporate focus on using its assets to increase housing supply, and a budget of £2,000,000 was identified from the capital programme to use for affordable housing. It was with part funding from this budget that the Crooked Billet scheme was financed.

Background papers: None

Appendices: None

Overview and Scrutiny Committee

15 September 2015



Title	Corporate Project Management Report.		
Purpose of the report	To note		
Report Author	Linda Norman		
Cabinet Member	Councillor Robert Watts	Confidential	No
Corporate Priority	Value for money Council		
Cabinet Values	Accountability		
Recommendations	<p>Overview and Scrutiny Committee is asked to receive the report on the progress being made with:</p> <p>(a) The TaSF programme and work stream updates</p> <p>(b) The status of the Corporate Projects dashboard and Spelthorne Projects map;</p> <p>(c) Note the work the Corporate Project Team is undertaking to promote good practice and support project managers.</p>		

1. Key issues

- 1.1 This report provides an update to Overview and Scrutiny Committee on the progress of the Council's Priority projects and the Towards a Sustainable Future (TaSF) programme. Detailed reporting of all projects continues through Internal Project Boards. The latest detailed dashboards can be viewed on the Projects made Simple area on Spelnet.
- 1.2 Separate dashboards continue to be maintained for the Corporate Projects (Appendix 1) and the TaSF programme (Appendix 2) to record and track the progress of the key projects and work streams.
- 1.3 Work on the TaSF programme is ongoing. The Head of Customer Services has produced a TaSF Programme Brief (Appendices 3 – 6) for Management Team (MAT) and Cabinet which includes:
 - (a) Programme Brief
 - (b) Projects Register
 - (c) Benefits Realization plan
 - (d) Risk Register

2. TaSF Projects Dashboards Update

- 2.1 The current Project Support Officer (MP) has been promoted to TaSF Programme Support Officer and he will maintain the Programme Brief throughout the lifetime of the programme.

The Community Development Manager has been appointed to manage both internal and external communications and a stakeholder engagement plan

(Appendix 7) has been developed. A TaSF area has been set up on Spelnet at <http://spelnet.spelthorne.gov.uk/article/3531/Towards-a-Sustainable-Future-TaSF> as well as an e-mail facility to enable staff to ask questions and FAQ's to be developed

- 2.2 Interviews to fill the vacant temp Project Officer post have been undertaken and a candidate has been offered the position. The main role will be to project manage the Agile Working strand of the TaSF programme.
- 2.3 There are currently 13 project areas defined on the TaSF project map (see Appendix 8). These include Income Generation (Use of Assets Programme) (6), Knowle Green Programme (5) and Structural review (2). The number of projects identified is likely to increase as the programme is further defined
- 2.4 Good headway is being made on all aspects of the Knowle Green Programme. The Programme Board continues to meet monthly and includes project managers, the project sponsor, key stakeholders such as ICT and Legal. A detailed project plan for the programme has been created.
- 2.5 Work is progressing on the roll out of the EDMS (Document Management) and Agile Working projects. These projects are both on the critical path to enabling the Council to relocate to smaller offices in 2017.
- 2.6 Following market testing, the EDMS solution agreed was based on contacts from the public relating to people, property and internally generated documentation such as policies, procedures (Appendix 9). Work is now underway to implement the 'Property' based EDMS system, with a target of this being completed by late autumn 2015. A number of service areas have also been identified to trial elements of the Agile Working strand (e.g. Environmental Health will be undertaking a hot desking pilot)
- 2.7 Project Managers have been identified to deliver the Housing projects and work is underway to scope and develop the strategic framework. These will form a part of the Council's Transformation Programme, linked not only to TaSF but also to the Council's new Housing and Homelessness Strategies
- 2.8 The TaSF Structural Review is progressing according to schedule. Following Liz Borthwick's retirement the interim structure is now operational with the new organisational structure due to be in place by the beginning of 2016. There will be further consultation as proposals for long term restructure firm up. Work on the Democratic review cannot proceed until the structural review has completed.
- 2.9 Progress is being made on the Alternative Delivery Models (ADM) with the Applied Resilience contract due to go live from September 2015.
- 2.10 Legal Services and Environmental Heath / Licensing are both working with Mutual Ventures to progress the business plans for their proposed ADM's. Work on development of these plans should be completed by the end of September 2015. Part of this work will involve further analysis regarding how their models would impact on support services.
- 2.11 Progress with the development of the Surrey Building Control Partnership is due to be discussed at a meeting of Surrey Chief Executives in September 2015. Guildford's Managing Director is leading on this on behalf of the Chief Executives for the west Surrey Councils and proposals for appointing a project manager to oversee development of the partnership have been drawn up.

3. Corporate Project Dashboards Update

- 3.1 Excluding the TaSF related projects, there are now 12 corporate projects of different categories which are currently being reported through the Internal Boards and the Spelthorne Projects map (Appendix 10). These are split into Priority (2), Statutory, (0) Income generating (1) and Service Delivery (9).
- 3.2 Good progress has been made in closing a number of the existing projects. The Project Office has received closure reports for the Banking Service Replacement and IER. A closure report is currently being prepared for the Manor Park Community Café which is being closed early due to insufficient interest. Manor Park project is being redefined.
- 3.3 The next development drop in session for staff is being arranged by the corporate project team and this will cover project planning.
- 3.4 A further training course on Project Management took place in July and which focused on training new project managers in project management principles and the Spelthorne Project Made simple toolkit.
- 3.5 The 'Projects' area on our main website to publicise the successful delivery of our projects to the community will be reviewed and updated in the coming months.
- 3.6 The Project Assurance Officer is currently reviewing the departmental service plans to identify any new projects planned for the coming year and any projects identified will be covered in the next quarterly report.

4. Financial implications

- 4.1 Funding and approval for new projects will need to be carefully considered by all parties. Projects should not be initiated unless there are clear funding streams available with costs identified at the project planning stage.
- 4.2 Funding for the new TaSF programme needs to be quantified in all areas of the programme and managed closely. Funding of project resources, consultants and capital purchase of new building(s) will be required and be mainly sourced from reserves and capital receipts on an 'invest to save' basis. The 2015-16 Budget has built in £550k funding for resources for TaSF from reserves.

5. Other considerations

- 5.1 Despite the current focus being on the TaSF programme, the Council is still managing a portfolio of flagship projects which will continue to need to be managed, tracked and monitored.
- 5.2 With the 'TaSF' programme looking to deliver a self-funding Council by March 2019, many new projects with concurrent work streams will emerge. These projects will need to be delivered under robust programme management methodology which will enable the Council to deliver our strategy and manage the transformation.
- 5.3 Both the Corporate and the TaSF risk registers will need to be kept up to date and actively monitored as the 'TaSF' programmes progress.
- 5.4 Increased levels of project work will put additional pressure on project managers both within the Project Office and across the Council

6. Timetable for implementation

- 6.1 Project progress will continue to be reported to MAT, Cabinet Briefing and Overview and Scrutiny every quarter.

Background papers: None

Appendices:

Appendix 1 – Corporate Priority Projects dashboard August 2015

Appendix 2 - TaSF Projects Dashboard August 2015

Appendix 3 – Programme Brief

Appendix 4 – Projects Register

Appendix 5 – Benefits Realization plan

Appendix 6 – Risk Register

Appendix 7 – Stakeholder Engagement Plan

Appendix 8 - TaSF Projects Map August 2015

Appendix 9 – EDMS Visual

Appendix 10 - Spelthorne Projects Map August 2015

Priority and Statutory Project Status Dashboard - August 2015

Appendix 1

Priority Flagship Projects – Strategic Housing and Community Board

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Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Stanwell New Start (Priority 6)	Green	Green	Amber	Amber	Green	Green	KS	TC	2015/16 (inclusive of phase 4)	<p>Project Status: Green Latest Highlight Report received: 07/07/15</p> <ul style="list-style-type: none"> The Lang House scheme was approved by Planning Committee subject to a Section 106 being signed. Will provide 16 units, 8 for affordable rent, 4 of the 8 private units to be used as decant accommodation for existing residents from Phase 4 (A2D) A2D requested a further 17 plots be released, Plots 126-133, Plots 154-162. Resulting in 40 units released out of the 49 Private Units, this equates to 81.63% of the Private Units released. This revised percentage has been agreed by Councillor Pinkerton. Negotiations regarding the play equipment and open space for Phase 4 have commenced Planning Update, Phase 4. The Reserved Matters has been submitted and was validated Wednesday 14 January. The proposal is for 48 dwellings, 24 being affordable. CM fed back our changes regarding the planting and open space on Phase 4 with alternative play equipment proposals to James Blake Associates.

Statutory Flagship Projects – ICTSIG

Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks and Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Introduction of Individual Electoral Registration	Green	Green	Green	Green	Green	Green	JMcE	MG	June-15	<p>Project Status: Completed</p> <p>Closure report prepared and being submitted to ICTSIG</p>

Priority Flagship Projects – Waste Management Board

Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks and Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
DCLG Waste Collection Project (Priority 5)	Green	Green	Green	Green	Green	Green	JW	JT	Mar-16	<p>Project Status: Green Latest Highlight Report received: 16/06/15</p> <ul style="list-style-type: none"> Continue to meet on site with various managing agent to discuss new collection service.. Continual monitoring of recycling and food bins to make sure correct items are going in to the bins. Continue to move across properties across to new collection system, adaptations/new bin stores have been provided at some recent developments to accommodate the new bins, also receiving good feedback from residents about the new service they now have. Door knocking with recycling packs at any new development to have recycling and food waste is ongoing so as much communication is given before the change to new collections service. Since the last report in March 2015 approximately 91 properties have been moved on to the new collection system.

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Knowle Green Programmes – Asset Management Board

Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor	Anticipated Completion Date	Project Status
Knowle Green: Relocation	Green	Green	Green	Green	Green	Green	DP	TC	March 2019	<p>Project Status: Green</p> <p>Latest highlight report received: 18/08/15</p> <ul style="list-style-type: none"> Tenders 'opened' and reviewed, but, Cabinet involvement/direction required. Team Meeting requests have been issued and acceptance received by approximately 25%. Request made of MAT to reiterate the importance and request support of this communication to their DMTs. Third Knowle Green Planning Day scheduled for Monday 05th October. Telephony Relocation Project has been initiated so as to identify the functional requirements, Service needs and business advantages offered by the respective telephony systems. "Kick-off" meeting scheduled for 26th August. Linda Norman has been appointed Project Manager with Dave Phillips the Project Sponsor.
Knowle Green: Redevelopment	Green	Amber	Green	Green	Green	Green	HM	TC	May 2015	<p>Project Status: Green</p> <p>Latest highlight Report Received: 18/08/15</p> <ul style="list-style-type: none"> 6 tenders – redevelopment, 6 - relocation and redevelopment, 7 - relocation Tenders being assessed with evaluation matrix
Knowle Green: EDMS IDOX Document Management System Implementation	Green	Green	Green	Amber	Green	Amber	JB	HD	Phase 1: October 2015 IDOX: November 2015	<p>Project status: Green</p> <p>Latest Highlight Report received: 09/07/15.</p> <ul style="list-style-type: none"> Base IDOX DMS software installation completed. SAN and a new volume have been set up by IT to accommodate the DMS Basic document types agreed for all categories. IDOX in the process of set up. Docloader (link to Uniform) configuration partially in place. Final set up to be completed on 20 July. Order placed for the Civica data extract for Planning, Building Control, Enforcement, Historic Grants Data migration dates supplied by Civica. Work will be completed out of hours. <ul style="list-style-type: none"> First sample data extract completed by Civica on 6 July. Full data cut scheduled from 30 July to 7 August (140,000 documents) Differential data to be extracted immediately prior to go live with Planning.(tba) SBC IT to split the data file provided by Civica into category types for import into IDOX IDOX to complete review of sample data set and confirm dates to run into the test DMS system. Also to confirm dates for the full data extract import to DMS (to match the Civica output dates.) Document type matching exercise to be completed for all data being extracted from Civica to ensure it is directed to the correct document type in IDOX First phase of UAT completed and issues sent through to IDOX. Items identified to be addressed on the 20 July when they dial in to review and fix. The IT project lead (Karl Dyer) has left the organisation and Chris Thompson now acting in this role. Regular weekly teleconferences ongoing with the IDOX project manager and monthly meetings of the internal project team. <ul style="list-style-type: none"> First 2 phases of IDOX billing milestones completed and paid.
Knowle Green Agile Working	Green	Amber	Green	Amber	Green	Amber	JB	LN	31 st Jan 2017	<p>Project Status: Green</p> <p>Latest Highlight Report received: 31/07/15</p> <ul style="list-style-type: none"> Replacement Project Manager interviews took place on 30 July. Suitable candidate selected and offer made. Meeting took place on 21 July to scope the Environmental Health hot desking pilot. Agreed that this will act as a pilot for the corporate Agile Working project as well as for the E. Health LATC Visit undertaken to Horsham District Council on 8 July to see their new office layout, design and to discuss their experiences around the transition to a hot desking/flexible working environment. Some very useful ideas and tips gathered which can be applied to our project.
Relocation Telephony							LN	DP		<p>Project Status: Green</p> <p>Latest Highlight Report received: xx/xx/xx</p> <ul style="list-style-type: none"> Project Kick-off meeting held on 26th August.

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Use of Assets Programmes – Strategic Housing & Community Board and Asset Management Board

SBC Local Housing Company										<p>Project status: Pre-project Planning</p>
SBC Local Lettings Agency										<p>Project status: Pre-project Planning</p>
Airport Parking	Green	Amber	Amber	Green	Green	Green	CM	TC	Dec 2015	<p>Project Status: Green</p> <p>Latest Highlight Report received: 28/07/15.</p> <ul style="list-style-type: none"> Planning consultant appointed and documents sent through Cabinet Member updated Allotments Officer updated Legal identifying documents for Secretary of State approval to change use of allotment site Secretary of State department contacted regarding change of use for allotment site <p>Planning documents being prepared</p>

SUT Development Development of Tothill car park / Elmsleigh Phase IV (Priority 3 (1))	Green	Green	Green	Green	Green	Green	HM	RT	01/12/17 development completed	Project status: Closed Closure report received for current project. Review of project to be scheduled.	Closure report received 12/11/14
SUT Development Development of Bridge Street Car Park (Priority 3 (2))	Green	Green	Amber	Green	Green	Green	HM	RT	01/10/17 development completed 01/10/17 (development completed – revised 05.14)	Project status: Amber Latest highlight report received: 18/08/15 <ul style="list-style-type: none"> Press release agreed by all parties and issued Meeting with Bellway team re planning process and timescales Meeting with Head of Sustainability re BUPA spaces and parking order Meeting with Community Development Manager re winter shelter Sea cadets 'chased' re lease Design SE confirm their continuing involvement in planning process re design 	
SUT Development Development Riverside Car Park (Priority 3 (3))	Green	Amber	Green	Amber	Green	Green	HM	RT	Scheduled development completion: 01/06/16	Project status: Amber Latest update received: 18/08/15 <ul style="list-style-type: none"> Cabinet budget briefing – update on current position and design competition. Cabinet agreement – asset strategy to be developed for the town centre including this site. Asset sub group meeting held – views expressed re keeping river views open 	
SUT Development Staines-upon-Thames promotional document and website Priority 3 (4)	Green	Amber	Green	Green	Green	Green	HM	RT	20/03/15 (with revised scope)	Project status: Amber (video only) Latest highlight report received: 18/08/15 <ul style="list-style-type: none"> Draft video provided to SBC Meeting held with Simon Twilley re issues and areas of additional work required 	
SUT Development Elmsleigh Surface Car Park (Priority 3 (5))	Green	Amber	Amber	Amber	Green	Green	CM	RT			
Fire Brigade Relocation ***	N/A	Green	Green	Green	Green	Green	DP	TC		Project status: Closed Capital receipted Feb 2015	
Short Lane	Green	Green	Green	Green	Green	Green	CM	TC	30/11/15	Project Status: Green Latest Highlight Report received: 28/07/15 . <ul style="list-style-type: none"> Draft Planning Statement for site produced Staines Lammas FC meeting re football club Costs received for top site clearing Site being marketed Tenders received from advert in Estates Gazetteer Clarification requested on tenders Short List of tenders analysed 	
Ashford Multi Storey Car Park Development (Priority 4)	Green	Green	Green	Green	Green	Green	CM	TC	Dec 2015	Project Status: Green Latest Highlight Report received: 29/07/15 . <ul style="list-style-type: none"> Development Brief and tender will be sent out Use of site determined Members Briefing Fixed Asset Task Group updated Bids for site will be returned 	

Structural Review

Project Name	Budget	Progress against Milestones	Benefits Realisation	Risks & Issues	Stakeholder Engagement	Resources	Project Manager	Project Sponsor		
Corporate Structural Review	Green	Green	Green	Green	Green	Green	LO / JH	MAT		Project Status: Green Latest Highlight Report received: 01/07/15 <ul style="list-style-type: none"> Applied Resilience work towards Mutual setup Workshop to provide toolkit to senior staff to improve resilience and well being Workshop to prepare for organisational change Dates arranged for individual one to one support for senior staff as required Applied Resilience contract signed for 1 September start date, Tupe related work including for pensions admission agreement in progress.
Alternative Delivery Models (ADMs)	Green	Amber	Green	Green	Amber	Green	LO	MAT		Project Status: Green Latest Highlight Report received: 01/07/15 <ul style="list-style-type: none"> Applied resilience contract developed Legal progressing business case for Cabinet approval Head of Sustainability appointed as contract manager for Applied Resilience Applied Resilience recruiting staff Building control partnership report to be discussed at CEO meeting Sept15 – Guildford MD leading for West Surrey CX's Environmental Health commencing hot desking pilot and undertaking further analysis regarding support services

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1 Programme Brief - Vision

- To deliver savings in the region of £3 million by 2019.
- To reduce reliance on Central Government funding by 2019.
- To provide efficient, sustainable, purpose built office accommodation from which the Council and partners can operate from in an effective manner.
- To provide a significant income stream to the Council, which will support the continuation of the current high level of service delivery that are important to Spelthorne residents.
- To provide much needed affordable housing in the Borough through innovative channels.
- To align service delivery to the Council's priorities and corporate plan.

2 Background Information

The Council is facing significant financial pressures over the next four years and needs to save in the region of £3million which represents almost 25% of the Council's overall budget.

To enable Spelthorne to rise to this challenge and set the Council on a path to becoming a self-funding Council; not reliant on dwindling Revenue Support Grant funding, 'The Towards a Sustainable Future (TaSF) Programme' has been developed.

3 Programme Definition

- To provide a firm foundation for 'The Towards A Sustainable Future' (TaSF) Programme
- To give direction and scope of the programme and forms the 'contract' between the project teams and corporate management.
- Any significant change to the material contained in the Programme Brief will thus need to be referred to corporate management team for consideration.

This programme will review the way the Council delivers services including the organisational structure of the Council so that Spelthorne can be more efficient and cost-effective, deliver real savings, align more resources to the Council's priorities and make better use of synergies between some of the services we provide. The Council wishes to develop income streams to reduce reliance on government funding as well as fulfil the need for more affordable housing in the Borough.

The three work-streams have been identified are:

- Use of Assets
- Knowle Green Programme
- Structural Review

3.1 Objectives

The overall objective of this programme is to review the way the Council delivers services including the organisational structure of the Council so that Spelthorne can be more efficient and cost-effective, deliver real savings, align more resources to the Council's priorities and make better use of synergies between some of the services we provide. The Council wishes to develop income streams to reduce reliance on government funding as well as fulfil the need for more affordable housing in the Borough.

- To provide, control and deliver all elements of the programme by utilising Spelthorne's Project Management methodology.
- To respond rapidly, and appropriately, to any issues and risk which may provide threat to the programme timeline and objectives.
- To ensure that the relevant parties remain adequately informed for the duration of the programme.

Appendix 3 Towards a Sustainable Future Programme Brief

- To deliver, administer and ensure continued maintenance of any/all policies, processes and procedures which shall be implemented as a result of improvements and opportunities identified as providing on-going benefit and realisation of the sustainability objectives.

3.2 Scope

3.2.1 Included in Scope

The current work-streams, identified as:-

- Use of Assets portfolio of projects, currently including:-
 - Bridge Street
 - Riverside car park
 - Staines Upon Thames Promotional document
 - Ashford Multi-storey
 - Local Housing Company
 - Local Lettings Agency
 - Airport Parking
 - Short Lane
- Knowle Green Programme, which includes:-
 - Knowle Green Relocation
 - Knowle Green Redevelopment
 - Electronic Document Management System (EDMS)
 - Agile Working
- The Structural Review
 - Alternative Delivery Models (ADM)
 - Structural review
 - Democratic review

3.2.2 Excluded from Scope

- Treasury Management Investment – Finance will be responsible for this area of work.

3.3 Outline Benefits/Desired Outcomes

- Create substantial ongoing income stream
- Reduced reliance on central government funding
- Reduced ongoing revenue costs
- Reduced ongoing maintenance costs
- Reduced carbon foot print
- Create more affordable homes made available to Spelthorne residents

3.4 Constraints and Assumptions

Constraints

There are a number of constraints that will impact the programme:

- Appointment of consultants to deliver the Knowle Green Relocation and Redevelopment work-streams may be different and will require additional resources to manage effectively.
- Key decisions require 4 months notice on Council's forward plan and as such, project managers' will need to ensure careful planning to avoid challenge
- Budget constraints may require growth items outside budget setting cycle.
- Procurement regulations require transparent and open process which may impact on key dates
- Resource issues may not be sufficient to deliver all tasks at appropriate times.

Appendix 3 Towards a Sustainable Future Programme Brief

Assumptions.

- On-going support and approval from the relevant governing boards, including MAT, Cabinet, Leaders Task group, Overview and Scrutiny etc.
- All costs should be identified at start of project so as to deliver the programme as per the agreed schedule and target date.
- All resources required to deliver the programme, and its workstreams, shall be made available at all times so as to achieve the key milestones and ultimate target date.
- Technical solutions shall remain consistent to meet the requirements of all elements of the programme and for the duration of its delivery.
- Appropriate measures to meet/manage any “future proofing” shall be considered and progressed as required.

3.5 Dependencies

There are a number of dependencies that the programme has. These may be a dependency on the delivery of another project, or they may be other projects that are dependent on the successful delivery of this programme:

- Knowle Green Relocation project is dependent on the success of:
 - EDMS
 - Agile working
 - Redevelopment of Knowle Green
 - Suitable alternative accommodation at a price the Council can afford
 - Alternative accommodation can accommodate the Council's vision on ICT
- Knowle Green Redevelopment is dependent on the success of:
 - EDMS
 - Agile working
 - Relocation of Knowle Green
 - Appropriate planning permission for change of use
 - Suitable interest in site at price Council can agree upon
- Structural review
 - Staff and Unison consultation on proposed long term structures may delay recruitment process.
 - Suitable internal candidates selected for positions may impact start date for delivering efficiencies and savings.
 - Impact of Alternative Delivery Models on core council functions may affect business case and viability of ADM

Pension and redundancy costs may be prohibitive or impact on savings targets.

3.6 Interactions – critical paths

There will be interactions with a number of areas including:

- Assets
 - Identification and cost of suitable property
 - Identification of suitable sites for Local Housing Company
 - Planning restrictions
- ICT
 - requirements and lead in times
 - Hardware requirements

Appendix 3 Towards a Sustainable Future Programme Brief

- Infrastructure and telephony requirements
- Resource issues
- Success of EDMS and Agile working streams
- Legal / Procurement
 - Acquisition of new premises
 - Sale and development of Knowle Green
 - Contract management of ADM, local housing company, lettings agents etc
- Stakeholder engagement including:
 - Staff
 - Councillors
 - Senior managers
 - Unison
 - Residents

3.7 Key Stakeholders

- MAT
- Cabinet
- Overview and Scrutiny
- Heads of Service
- Staff
- Unison
- Residents
- Ward Councillors

4 Outline Business Case

- To deliver savings in the region of £3 million by 2019.
- To reduce reliance on Central Government funding by 2019.
- To provide a significant income stream to the Council, which will support the continuation of the current high level service delivery that are important to Spelthorne residents.
- To provide much needed affordable housing to the Borough through innovative channels.
- To align service delivery to the Council's priorities.
- To deliver TaSF programme comprising of:

Use of Assets

- Create income streams through the sale or redevelopment of Council Assets including:
 - Bridge Street
 - Riverside car park
 - Staines Upon Thames Promotional document
 - Ashford Multi-storey
 - Local Housing Company
 - Local Lettings Agency
 - Airport Parking
 - Short Lane

Knowle Green Relocation

- To co-ordinate move with redevelopment of Knowle Green site
- To relocate the required number of staff to another suitable location(s) within the borough
- Assess impact on other Council owned buildings
- Facilitate agile working and community hubs (e.g. community centres, depot etc.)
- Review equipment required in new premises and/or hubs

Appendix 3 Towards a Sustainable Future Programme Brief

- Review contract requirements for tenants, partners and Council assets
- Review hardware and infra-structure requirements across relevant locations
- Review document management requirements across relevant locations.

Knowle Green Redevelopment

- Secure the most appropriate redevelopment/conversion of the Council for residential
- Reach a decision on whether the site should:
 - focus on increasing the private rented sector
 - provide affordable rented accommodation on the site or elsewhere (3) accommodate private housing for sale
 - focus in delivering a vibrant integrated community
- Reach a decision on whether the Council should:
 - sell the site for a capital receipt and re-invest that money to provide an on-going income stream
 - enter into a partnership or joint venture to provide a secure and consistent on-going income stream
 - undertake the whole development itself
- Reach a decision on the level of investment that the Council wishes to make
- Undertake an OJEU procurement process for the appointment of property advisors, to make a decision on the most appropriate method of tendering and to make that appointment prior to moving to the delivery project

EDMS

- Work with Heads of Service and Managers to agree a service by service approach to transitioning to paper light offices.
- Conduct a review of the marketplace for suitable EDMS systems.
- Working with IT to review current hardware and software capacity and identify any additional requirements.
- Working with the suppliers and the service areas, install, configure and test the preferred solution. This includes :
 - Idox
 - Civica
 - Sharepoint
- Gather costs for bureau back scanning of existing paperwork.
- Ascertain the requirement (if any) for offsite document storage
- Consider any data migration requirements
- Hand over to business as usual

Agile Working

- To deliver a mobile solution that will provide practical support for staff enabling them to perform tasks as efficiently as if they were in the back office.
- Reduce the need for staff to return to a central location and to have real time information available.
- Give staff more control over their working time and allow them to apply their skills more productively.
- To ensure any solution works on a wide range of council devices or networks.
- Enable staff to work off line even if there is a loss of signal/internet.
- Ensure seamless back office integration.
- Ensure any system security will meets the Council's CoCo requirements.
- Provide robust management information.
- Protect lone workers.
- Taking the service to our more vulnerable customers

Structural Review

- Alternative delivery models
- Structural review to create savings, efficiencies and resilience
- Democratic review to align portfolios with Corporate priorities and be more accountable to residents.

Appendix 3 Towards a Sustainable Future Programme Brief

4.1 Benefits

Please see TaSF Benefits Realisation Plan

4.2 Costs

Still to be fully ratified.

5 Programme Organisation

- Cabinet lead
Leader – Robert Watts
- Senior responsible group
MAT
- Programme Support Officer
Michael Pegado
- Programme Communications lead
Joanne Jones
- Programme Human Resources lead
Jan Hunt
- Project Managers
 - Jayne Brownlow
 - Dave Phillips
 - Cathy Munro
 - Heather Morgan
- Project personnel
 - Communications
Dawn Morrison
 - Customer Services
Linda Norman
 - Environmental Health
Tracey Wilmott French
 - ICT
Helen Dunn
Alistair Corkish
 - HR
Debbie O’Sullivan
 - Housing
John Hesbrook
 - Legal
Victoria Statham
 - Sustainability
Francesca Lunn

6 Risks

Please see TaSF Risk Register

7. Budgets

List budget available to spend across period of programme

TaSF Programme Brief Aug15 v1

Appendix 3 Towards a Sustainable Future Programme Brief
Still to be ratified.

Baseline	Amount

8. Governance

The TaSF Programme reports directly to MAT as the Senior Responsible Group.

It is the responsibility of the Project Office and in particular, the Programme Support Officer to prepare quarterly reports for:

- Corporate Risk Group
- MAT
- Cabinet
- Overview and Scrutiny

Any changes to the programme require approval by MAT and where appropriate Cabinet and change control methodology including version control must be followed to ensure the programme is delivered in a transparent and logical way.

It is the responsibility of the Programme Support Officer to maintain the following documents and ensure the TaSF area on Spelnet is regularly updated with the latest documents and links:

- Project Register
- Benefits realisation plan
- Programme risk register
- Stakeholder Engagement strategy
- Communications plan
- Highlight reports
- TaSF dashboard

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Appendix 4 – Projects Register
TaSF Project Register

Work stream	Project	Project Manager	Project Sponsor	Project Board	Delivery Date
Use of Assets	Local Housing Co	Jayne Brownlow	Terry Collier	Strategic Housing & Community	Mar 17
	Local Lettings Agency	Jayne Brownlow	Terry Collier	Strategic Housing & Community	Mar 17
	Airport Parking	Cathy Munro	Terry Collier	Asset Management	Dec 15
	Staines Upon Thames <ul style="list-style-type: none"> • Bridge Street • Riverside • Tothill • Elmsleigh • Friends Walk 	Heather Morgan	Terry Collier	Asset Management	
	Fire Station Relocation	Dave Phillips	Terry Collier	Asset Management	Jan15
	Short Lane	Cathy Munro	Terry Collier	Asset Management	Dec15
	Ashford Multi storey	Cathy Munro	Terry Collier	Asset Management	Dec15
Knowle Green	Relocation <ul style="list-style-type: none"> • Options • Move 	Dave Phillips	Terry Collier	Asset Management	Mar 19
	Redevelopment <ul style="list-style-type: none"> • Options • Delivery 	Heather Morgan	Terry Collier	Asset Management	Mar 19
	Electronic Document Management System (EDMS) <ul style="list-style-type: none"> • Property • People • Internal 	Jayne Brownlow	Linda Norman	Asset Management ICT SIG	Jun17
	Agile working <ul style="list-style-type: none"> • Home working • Mobil working • Hot desking 	Sonia Hazlehurst	Linda Norman	Asset Management ICTSIG	Jan 17
Structural Review	Alternative Service delivery models <ul style="list-style-type: none"> • Mutuals • LATC • Partnership 	Lee O'Neil	MAT	MAT	
	Service Redesign <ul style="list-style-type: none"> • Corporate Structural Review • Service delivery 	Lee O'Neil / Jan Hunt	MAT	MAT	Jan16
	Democratic review <ul style="list-style-type: none"> • Portfolio • Cabinet 	TBA	MAT	MAT	TBA

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Appendix 5 TaSF Benefits Realization Plan

Use Of Assets	Benefit	Who benefits	Type	Timescale	Deliverables	Outcomes achieved
Fire Brigade Relocation	<ul style="list-style-type: none"> Capital Receipt 	Council Fire Brigade	Financial	Jan 15	To identify suitable location for relocation and to facilitate transfer	£160k received Dec14
Bridge Street	<ul style="list-style-type: none"> Capital Receipt 	Council Property developers Residents	Financial Community Economic development	Dec16	Est Capital Value £18.2m	
Airport Parking Spout Lane	<ul style="list-style-type: none"> Income generation 	Council Airport Residents	Financial Community Economic development	Dec15	Estimated income of £250K p.a.	Planning application submitted in July 2015 then marketed
Former Esso Site Short Lane	<ul style="list-style-type: none"> Income generation 	Council Residents	Financial Community	Dec15	Estimated income £25K per annum	Site currently being marketed
Ashford Multi storey	<ul style="list-style-type: none"> Income generation 	Council Residents	Financial Community	Dec15	Estimated income £4.5-£6m	Tenders received and clarification on top 3 bids being sought
Staines Upon Thames Redevelopment	<ul style="list-style-type: none"> Economic Development 	Council Residents	Financial Community	Dec16	To provide restaurant units to assist evening/leisure economy Estimated income of £200k pa	
SBC Local Housing Company	<ul style="list-style-type: none"> Affordable Housing 	Council Residents	Financial Community			
Knowle Green	Benefit	Who benefits	Type	Timescales	Deliverables	Outcomes achieved
Relocation	<ul style="list-style-type: none"> Reduce ongoing accommodation costs 	Council Residents Staff	Financial Sustainable Economic	Mar 2019	<ul style="list-style-type: none"> Relocated Council services to 	

Appendix 5 TaSF Benefits Realization Plan

	<ul style="list-style-type: none"> • Use office space more efficiently • Reduce carbon footprint of organisation • Facilitate redevelopment of Knowle Green 		development		<ul style="list-style-type: none"> • appropriate location • Reduced maintenance costs • More energy efficient 	
Redevelopment	<ul style="list-style-type: none"> • Provide an income stream • Facilitate a residential redevelopment 	Council Residents Businesses	Financial Community Economic development	Feasibility Jan 16 Redevelopment Mar2019	<ul style="list-style-type: none"> • To provide an on-going income stream • Assist in providing affordable housing to residents 	Estimated £800k pa income stream
Electronic Document Management System (EDMS)	<ul style="list-style-type: none"> • Facilitate relocation of Knowle Green • Reduce carbon footprint of organisation • Facilitate agile working through electronic documents • Improve efficiencies in the management storage and retrieval of document images 	Council Staff Residents	Financial Sustainability	Jul 17	<ul style="list-style-type: none"> • Reduced storage costs • Reduced processing time for documents 	
Agile Working	<ul style="list-style-type: none"> • Facilitate relocation of Knowle Green • Reduce carbon footprint of organisation • Protect lone workers 	Council Staff Residents	Financial Community Sustainability Economic development	Jan 17	<ul style="list-style-type: none"> • Flexible workforce • Reduced accommodation costs 	

Appendix 5 TaSF Benefits Realization Plan

	<ul style="list-style-type: none"> • Enable staff to work offline • Taking service to residents 					
Structural Review	Benefit	Who benefits	Type	Timescales	Deliverables	Outcomes achieved
Alternative Delivery Models (ADM)	<ul style="list-style-type: none"> • Reduced staffing costs • Future growth • Increased income • Efficiencies • Service resilience 	Council Residents	Financial	Mar 2019	Business Resilience Environmental Health Legal Building control	July 2015
Structural Review	<ul style="list-style-type: none"> • Reduced staffing costs • Reduce reliance on Government funding • Increase resilience in specialist areas 	Council Residents	Financial	Jan 16	Balanced budget Economic development Robust workforce	£237k pa Dec15
Democratic Review	<ul style="list-style-type: none"> • Reduced councillor allowance costs • Focus on core priorities • Align portfolio to service delivery 	Council Residents	Financial Community	Mar 16	Closer working of portfolio holders with officers Clear links to corporate plan and service delivery Increased accountability	

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Appendix 6 – Corporate Risk Register

Knowle Green Programme - Asset Management Board					
Project	Risk / Issues	Control / Action / Remedy	Ownership	Target Date	Escalate? (y/n)
Knowle Green Relocation	Insufficient Resources to deliver project	Backfill Head of Asset and Office Services to work full time on Project	DP	June 2015	n
	Lack of suitable accommodation at an affordable cost	Appoint consultants to conduct high options appraisal to identify suitable venue. Use of tools such as CoStar to pro-actively identify potential sites	DP		n
	Knowle Green non-complaint on H&S matters	Monitor current situation and possible emergency budget to rectify non-complaint issues	DP		n
	Cost of project not quantified	This will be quantified at options analysis stage but MAT and Cabinet need to be aware that project requires significant funding (£7m- built into the Capital Programme)	DP		n
	Political interference may cause change in direction or outcomes	Adopt a flexible approach to changing direction with a view to taking quick decisions on any potential project closure or change control – for example to modify elements of project.	DP		n
	Delays in other work-streams will impact on relocation	Knowle Green Programme board established with key stakeholders	DP		n
	Business continuity requirements and impact of potential emergencies may effect timescales	Monitor current climate and report through Programme Board	DP		n
	Public perception of Council may have an adverse impact at any stage of the relocation	Communication strategy including quarterly updates on website and use of other channels such as Borough Bulletin, Council Tax leaflet	DP		n
	Income stream from other projects such as Bridge street may not be viable to support the investment required to deliver the project	Monitor progress from other projects and report through Programme Board	DP		n
	Cultural change with staff, managers and councillors resulting in lack of buy-in and /or support	Communication strategy and change management training for all staff and members	DP		n
	Risk / Issues	Control / Action / Remedy	Ownership	Target Date	Escalate? (y/n)
Knowle Green Redevelopment	OJEU tender process has been delayed due to other work pressures	Work to move this forwards (does not affect the offices strategy)	HM	June 2015	n

	Downturn in the economy and appetite for residential development dries up	Use expert external property advice to ensure the eventual option is 'market proof'	HM		n
	Poor financial information could mean that the Council does not maximise the opportunities available to it	Use external professional advice to highlight options and risks to enable full and informed decision making	HM		n
	The project is delayed due to lack of decision making on which options to work up in detail, and on the final decision	Staged Options Appraisal prior to key final decision so that organisationally and politically everyone is clear about the route being taken	HM		n
	Lack of interest from Investors in the site and redevelopment does not meet market demand	Staged Options Appraisal with clear advice on what the market demands	HM		n
	Delay in obtaining budget	Include requirements in Cabinet reports and make bid for funding at appropriate budget setting cycles	HM		n
	Large scale partnership agreement and we have relatively limited expertise	Bring on board the relevant external advisors (through a tender process)	HM		n
	We are not able to secure high quality property advice for the delivery phase of the project	Undertake an EU tender for the property advisors who will see through the delivery of the redevelopment of KG (and re-location)	HM		n
	Failure to appoint and manage consultants/contractors in accordance with procurement policies leading to costly claims, legal disputes, poor value for money and potential reputational damage	Ensure procurement processes are transparent and properly governed and that any contracts are properly monitored with clear deliverables and objectives identified at start of process	HM		
	Risk / Issues	Control / Action / Remedy	Ownership	Target Date	Escalate? (y/n)
Electronic Document Management	Insufficient finance to deliver all aspects of the project	Clarify costs as early as possible including on-going revenue. Due to the approach it is likely that a supplementary bid will be required in 2016/17 to cover the SharePoint re-engineering and roll out	JB	Sept 2015	n
	Resistance to change. New working practices may not be accepted by staff	Working with Systems Administrators, Senior Managers and Service Champions to ensure transition is clearly communicated and training available to all staff.	JB		n
	Delivery timeline may change	Close working with the Knowle Green accommodation move team to ensure key delivery timelines are synchronised.	JB	June 2017	n
	Cultural change with staff, managers and councillors	Communication strategy and training and support for all staff.	JB		n

	Resources clash impacts on timelines	Due to the large number of TaSF projects being implemented at the same time, careful planning of key resources at a high level is necessary to avoid slippage	JB		n
	ICT infrastructure is not capable of supporting the new ways of working	Close working with ICT to ensure the upgrade to the virtual hosts is completed in advance of systems going live. Failure to do so will result in the project stalling as the current infrastructure cannot support the required additions for EDMS.	JB		n
	Failure to agree the updated Document Retention Policy	Work is ongoing to created and agree the new Document Retention Policy through Information Governance Group.	JB		
	Impact of Mutuals and spin outs	Regular updates required from affected service areas so that the scope of the project is clear. (If service areas are outsourced they will not be moving as part of Spelthorne Council).	JB		
	Risk / Issues	Control / Action / Remedy	Ownership	Target Date	Escalate? (y/n)
	Timescale drift and are not met	Ensure appropriate budget and team to deliver the project Agree realistic timescales Appropriate contractual obligations with development partner	SH		n
	Insufficient finance to deliver tall aspects of the project	Clarify costs as early as possible. Due to the approach it is likely that an additional capital bid will be required in 2016/17 to cover the SharePoint re-engineering and roll out	SH		n
	Changes to work locations (eg homeworking) may increase costs for staff	Development of robust homeworking policy to address unforeseen challenges and consultation with Unison	SH		n
	Lack of appropriately skilled staff to deliver solutions	Need to identify and allocate staff resources	SH		n
	Poor quality technology solutions	Research available software and review references from other local authorities to ensure fit for purpose software identified	SH		n
	Cultural change with staff, managers and councillors	Communication strategy and training and support for all staff.	SH		
	Insufficient time to roll-out technological solutions across Council	Establish pilot areas as soon as practicable and close working with ICT	SH		
	Failure to performance manage staff whether remotely or within the Council Offices leading to outcomes not being delivered	Change in focus for senior managers to monitor staff on outcomes rather than outputs and to link performance management to service delivery, plans and targets	HoS		
Lack of clarity in new ways of working	Provide clearly defined working practices and HR policies	SH			

Use of Assets

Project	Risk / Issues	Control / Action / Remedy	Ownership	Target Date	Escalate? (y/n)
Bridge Street	Press coverage around the bidding process and police investigation	Press statements have been issued. Need to keep an eye on the situation to see if it escalates. Communications to consider reputational damage and seek to mitigate. Bellway were contacted and gave a comment to say they've not been approached by police (still very interested in the site).	HM		Y – possibly project critical
	Impact on the Council budget due to (1) delay in capital receipt (2) reduced capital receipt	Deputy CEX monitoring situation and will need to consider the impacts on the budget in terms treasury management strategy and with respect income stream and whether savings/additional income will need to be found elsewhere as a result or other projects deferred	TC		Y – possibly project critical
	Bellway advised on 20 April that they could not sustain the original bid level and needed to significantly reduce it. As such they were looking to pull out of the deal	Discussion with C& W and Clyde and Co on possible alternative options. Shortened tender process on a set sized scheme (Bellway) and set plan (Bellway) the quickest and least open to challenge. Options put to Cabinet re the above, including alternatives of starting again and for SBC to get planning permission and then go out to market for an unconditional sale. Cabinet agree to accelerated tender process but want external legal advice on who can go to the shortlist.	HM		Y – possibly, project critical
	Rights of Light raised as a significant issue for deal	RoL consultants employed on both side, reports and technical assessment undertaken to identify compensation risk and insures policy agreed as part of SDA.	HM		N
	Right of way issue (Thames Path and National Cycle Trail)	SBC to serve Light Obstruction Notice re Hanover House to prevent RoL kicking in (less than 20 years). Research undertaken and discussions with SCC on whether it's a public right of way and mechanism to ensure an alternative route is provided (SBC cannot stop up). Wording agreed as part of the SDA			
Cabinet Members indicating that they only made the decision to run with Bellway on the basis that they would run a design competition.	Discuss further with CEX. <u>Outcome 02.15</u> Meeting set up between Cllrs, Bellway and TP Bennett. Share design criteria with Cllrs to provide re-assurance on the importance of getting the design right. Bellway have agreed to (1) provide three alternative concept designs for the site (2) a series of further design meetings to explain to Cllrs how the scheme is evolving.	HM		N	
Cabinet made it very clear that they want a high quality design for the site. The decision to appoint Bellway was made on the basis that the six design	Design SE appointed as design advisors for the Council: Looking at developing more detail around the design criteria for Bellway to sign up to	HM		N	

criteria in the original marketing brief are met in full	Assist and advise on the list of architects Give design input at pre-application stage Challenge Bellway in terms of any design issues			
Cabinet want to ensure that as far as possible the bid is not diluted during the pre-application process, and that a robust and transparent mechanism for the price is achieved	Heads of Terms will include the transparent mechanism as requested by Cabinet and SBC will be actively involved in getting the Heads of Terms agreed. This will ensure that we maintain control over the issue. SBC will also be actively involved on the design side (see above) which could potentially have the largest impact on the price	HM		N
There have been a number of revised bids submitted during the shortlisting process (some requested by C&W and others submitted by bidders). A number of Cllrs (including the Portfolio Holder) are clear that a strong design is a prime requirement (step change for Staines-upon-Thames). The brief to C&W, following on from the decision of Cabinet in November 2013, was to proceed with a disposal of the site for a financial receipt	Need for clear and unambiguous advice from C&W on the financial offers of the shortlisted parties, and a clear recommendation for a preferred developer. Need for clear and unambiguous advice from Design South East on the capability of the shortlisted parties to deliver an acceptable scheme Need for MAT discussion with the Head of Corporate Governance and Regeneration Manager (and the Leader) once these reports are received. Need to take a view on the implications for the process.	HM		N
Concern from some Cllrs (including Portfolio Holder) that the approach being taken to disposal of site in isolation may not be the right one, and that we may need to look at JV and linking sites	Immediate 'hold' put on issuing the advert for site disposal Meeting set up with concerned Cllrs to understand issues, risks, and implications (financial and time wise) <u>Outcome (01.07.14)</u> Meeting resolved to go out to market on Bridge Street (receipt or long lease) alongside an Estates Prospectus for other town centre sites we own and the vision for the riverside	HM		N
Hanover House may wish to be included in a wider development site which could delay or complicate the process	Establish by June 2014 whether there is a firm interest or not and then proceed accordingly. Advice from C&W that there is no marriage value and therefore will not be pursued. Bid submitted to include adjoining site but value not likely to be high enough.	HM		N
Timescales drift and are not met	Ensure appropriate budget and team to deliver the project. Agree realistic timescales. Appropriate contractual obligations with development partner.	HM		N
Loss of income from the permanent closure of the car park does not offset capital receipt	Reduce by developing decked car parking at Elmsleigh surface car park to compensate if this is required. Regular review of the business case. Income achieved from bids would be well in excess of parking income.	HM		N
Risk of claims against the Council from unsuccessful bidders as a result	Ensure procurement processes are transparent and properly governed and that any contracts are properly monitored with clear deliverables	HM		

	of investigations publicised in local press and associated reputational damage	and objectives identified at start of process			
	Cannot find alternative parking for 100 contract spaces during redevelopment and as part of final scheme (if they still require them)	Reduce by finding suitable temporary space and permanent space. Avoid by re negotiating the lease for contract spaces. Now only require 22 spaces which can be accommodated off site in Riverside underground car park. Agreement engrossed and in effect.	HM		N
	Recommendations of the Staines Transport Study / LEP Strategic Economic Plan for widening of Staines Bridge	Active discussions with SCC to understand and mitigate any potential impact. Advised SCC that the Bridge Street would not account for full 10m width – look for a different solution. The LEP funding bid was not successful. Scope to discuss with SCC a more appropriate solution. (SCC not willing to look at alternatives – SBC to speak p LEP re alternatives.)	HM		N
Development of Riverside car park	Risk / Issues	Control / Action / Remedy	Ownership	Target Date	Escalate? (y/n)
	Some Cllrs are focused on achieving a mixed café/restaurant/residential scheme on site, rather than a more straightforward café/restaurant proposal.	Central issue is the safe route of escape which would require 'landing' on the far side of Thames Street. Consider short term immediate option of 3 restaurant units and longer term option of restaurants and residential linked to a large redevelopment including the Tothill car park and Elmsleigh Phase IV.	HM		N
	Concern of some councillors (including Portfolio holder) that the Riverside car park should be linked to Bridge Street car park and/or other sites (comprehensive approach)	Meeting set up with concerned Cllrs to understand issues, risks, and implications (financial and time wise) <u>Outcome (01.07.14)</u> Meeting resolved to go out to market on Bridge Street (receipt or long lease) alongside an Estates Prospectus for other town centre sites we own and the vision for the riverside. This includes the riverside car park and land to the front. Development of "masterplan" approach to Staines-upon-Thames	HM		Y project and possibly programme critical
	Timescale drift and are not met	Ensure appropriate budget and team to deliver the project. Agree realistic timescales. Appropriate contractual obligations with development partner.	HM		N
	Council is faced with high level of risk by taking the lead on the development	Ensure there are staged commitments with the necessary pre-leasing and prefunding commitment secured at each stage.	HM		N
	Loss of income from the permanent closure of the car park does not offset income stream	Decked car parking at Elmsleigh surface car park to compensate or partial retention of current parking provision (06.14) Current proposal will mean the retention of 2/3 of the parking as an on-going income stream and valued resident asset	HM		N
	Negative reaction and 'kick back' from business and retailing community	Reduce by early meaningful consultation before formal pre app discussions; involve Ward councillors and interested groups.	HM		N

	Issues regarding flooding	Reduce by early discussion with Environment Agency (05.14) Consultants advice is that there is a solution to flooding for commercial (not really viable for residential) Local Planning Authority confirm that they would not accept residential development in this location due to flooding	HM		N
	Risk / Issues	Control / Action / Remedy	Ownership	Target Date	Escalate? (y/n)
	Clirs keen for the video clip to be launched with the website but no contract in place and inadequate time to shoot and complete the video clip	Agreed it was better to get the video clip right (cold weather was not the best for 'fresh and green' footage)	HM		N
	One template is still outstanding and could impact on final delivery date of the website (calendar)	Speaking to a senior Account Manager at GOSS.	HM		N
	The work on the video clip for the website has not been progressed due to other work of the project team which has taken priority	Council has gone out to local suppliers who are on the SBF list. Interviews have taken place. <u>Update 01.15</u> Supplier chosen and format of video discussed. <u>Update 02.15</u> Contract has gone out to supplier.	HM		N
	There has been a delay in the development of the templates by 4 weeks. This has meant we have not been able to upload the information onto the template to review the layout. There is a risk that the time available may be too tight to test and go live by mid-November.	Email and phone to the project manager and senior account manager at GOSS to express serious concerns about the on-going delays and impact on project delivery Meeting with Senior Account Manager at GOSS Do not pay any invoices received until the matter is satisfactorily resolved/re-negotiate cost <u>Update 11.14</u> Templates not yet available but text and photos uploaded and ready to be transferred when templates are available <u>Update 12.14</u> Main templates received mid-December (not all of them have yet been made available). Not yet been able to 'test' the templates	HM		N
	Concern from ICT SIG and Head of Comms at use of micro site and SOCITM advice	Meeting held with Head of Communications after receipt of concerns from the chair of the ICT SIG. After setting out the aims and scope of the project, it was agreed that a mock-up of what could be achieved using the Councils website would be considered and discussed with the Cabinet Member. Councillors and Chair of SBF were very clear that the microsite was the only option. ICT SIG advised accordingly.	HM		N
	Cost of micro site which may go over project budget	Develop a business case. Re-allocate programme money from overall budget. Cost will reduce through use of templates (£2,000) and now	HM		N

		likely to bring within the overall budget. 06/14 costs has increased to £4,400 to get required functionality and will come in £200 over budget (2.5% over).			
	Delay in obtaining budget	Early effective bidding.	HM		N
	Timescales are not met	Set clear delivery timescales at outset.	HM		N
	Document does not deliver in line with Council requirements	Get sign off from key Cabinet Members and Economic Development Task Group.	HM		N
	Local business community do not sign up	Include key stakeholders in comms strategy (including Spelthorne Business Forum).	HM		N
	Risk / Issues	Control / Action / Remedy	Ownership	Target Date	Escalate? (y/n)
Ashford Multi Storey Car Park Development	Lack of staff resource	Use more internal staff	CM	This project is about to be completed and income received	n
	No interest in site	Go out to market	CM		n
	Risk / Issues	Control / Action / Remedy	Ownership	Target Date	Escalate? (y/n)
Local Housing Company	Lack of expertise	Learn from experience of other councils and appoint appropriate advisers	JB		n
	Failure to deliver project due to lack of resources	Ensure project manager has identified resources required at start of project and any requests for additional resources are submitted to MAT prior to the commencement of the project	JB		
	The Council is still caught by requirement to conform to Housing Revenue Account framework	Obtain appropriate advice	JB		n
	Liability for Housing Company losses	Ring fence the company, take out professional indemnity insurance and close monitoring of risks	JB		n
	Company costs exceed expectations	Clear cost and budget profile agreed as part of the Housing Company brief. Detailed management agreement between Council and Housing Company	JB		n
	Lack of legal control over the Housing Company	Carefully considered legal agreement/contract with sanctions and exit routes defined if the Company fails. Representation on the Company board.	JB		n

	Reputational damage to Council if the Housing Company fails	Strong/enforceable controls over the operation of the company. Regular monitoring and presence on the company board	JB		n
	Return on Investment is not realised	All schemes to have a full financial appraisal. Funds made available on commercial terms and monitored by an independent body. Commercial agreements in place to offer assurance over funds and returns	JB		n
	Political - Lack of clarity on the way the Government steers the funding for this model.	Monitoring of Government publications. Take advice.	JB		n
Local Lettings agency	Most advantageous model for the operation of the lettings agency is not available	Ensure all information on options are investigated before a decision is made	JB		n
	Finding the right company to partner with may prove difficult	Careful research and vetting to ensure the best available partners are identified to ensure the Councils interests are protected.	JB		n
	Lack of suitable landlords and properties in the area	Active marketing and inducements to join the scheme. Inclusion of reactive property maintenance element	JB		n
	Over reliance on funding streams through government grants	Actively identify and monitor risks around grant funding	JB		n
	Tenancy management offer to landlords is not cost effective	Consider exit plans to cater for this eventuality	JB		n

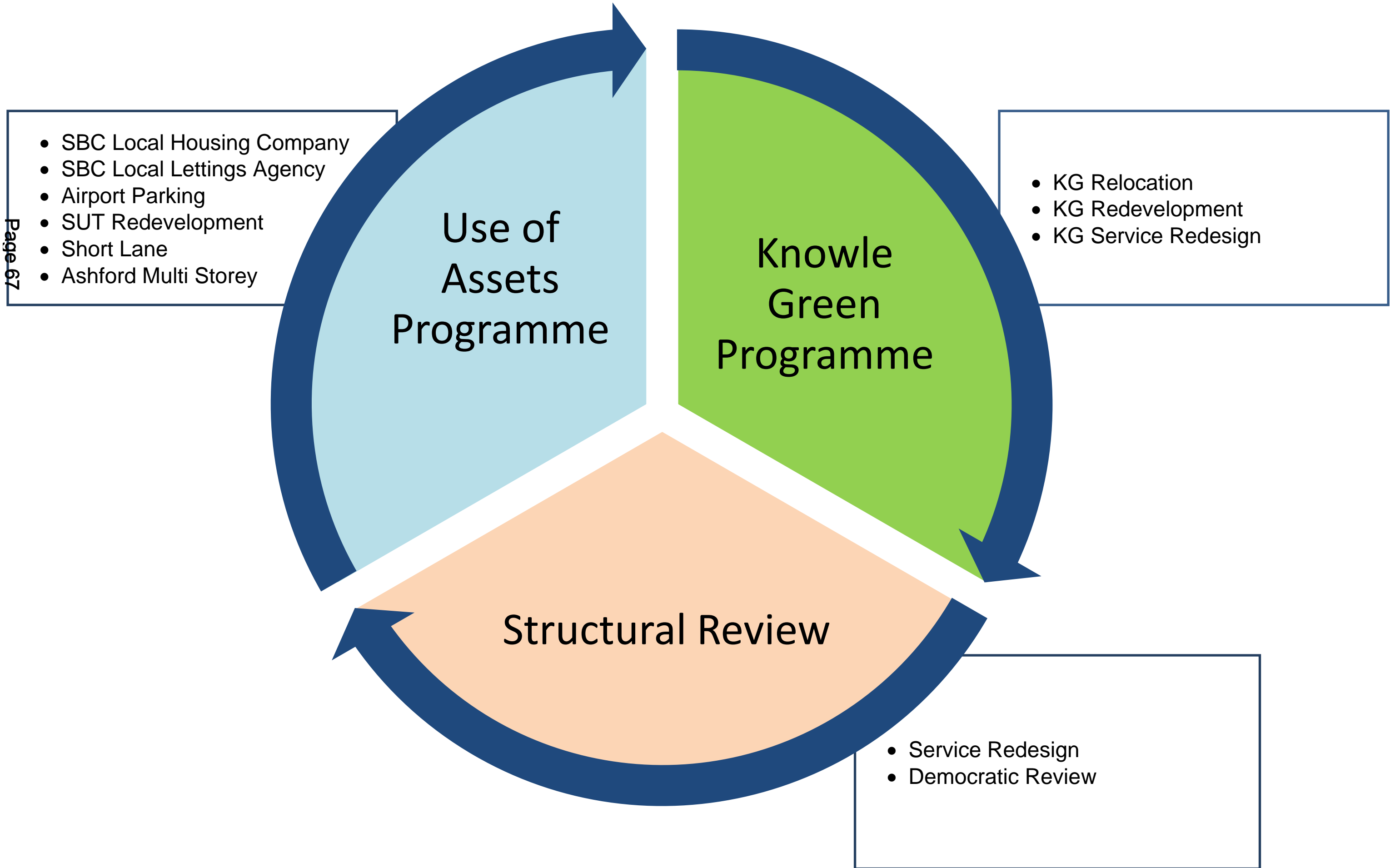
Structural Review

Project	Risk / Issues	Control / Action / Remedy	Ownership	Target Date	Escalate? (y/n)
Alternative Delivery Model	Requires potential up front investment for feasibility stages where there may be no return on investment	Services to work with Mutual Ventures to provide robust business case with return on investment identified within agreed period outlined by Council	LON		n
	Alternative delivery models do not succeed in commercial environment as anticipated	The Council and the company have clear and agreed objectives for the future growth of the company. Appropriate governance put in place at board level on the ADMs	Council		n
	Alternative delivery model is not financially viable and able to operate in commercial environment	Ensure company structure, governance and its operations established prior to entering into contract	Council		n
	Contract between Council and ADM	Obtain professional advice and support on areas such as finance, legal,	HoS		n

	not robust	tax and HR to ensure both sides are happy with terms			
	Staff do not have the skills to operate in commercial environment	Ensure staff have support and training in new areas such as account management, business growth, marketing, finance	HoS		n
	Impact on corporate and support services not fully quantified	Assess impact through RAG status prior to transferring service to ADM and where impact is critical, Council to ensure sufficient resources or funding is available to corporate core and undertake appropriate due diligence such as pensions advice,	Council		n
	Lack of resources/skills within Council to manage contracts	New area of procurement and contract monitoring created in new structure. Ensure staff have support and training in new areas	Council		n
	Lack of political buy-in to ADM	Ensure robust business case that clearly identifies the benefit to the Council as a whole and ensure stakeholder engagement strategy includes councillors so they are kept informed	HoS		n
Structural review	Change in political make-up may cause change in outcomes and direction	Adopt a flexible approach to changing direction with a view to taking quick decisions on any potential closure or change controls	MAT		n
	The project is delayed due to lack of decision making on which options to work up in detail and on the final decision	Staged options appraisal prior to key final decisions so that organisationally and politically everyone is clear about the route being taken	MAT		n
	Impact of mutual and spin outs	Regular updates required from the affected service areas so that the scope of the project is clear	MP		n
	Impact on senior managers during the change process	External support agreed to help individuals prepare to apply for and undertake new roles	MAT	Dec 2015	n
	Impact on service delivery whilst HoS/Managers are distracted by uncertainty	Regular explanation, consultation and support to be offered throughout change process	MAT		n
	New structure does not deliver savings/improvements expected	Options appraisal, consultations, clear specifications for new posts, explanation of new arrangements and budget identified to manage the changes and transition to new structure	MAT		n
Democratic review	Change in political make-up may cause change in outcomes and direction	Adopt a flexible approach to changing direction with a view to taking quick decisions on any potential closure or change controls	MAT		n
	Lack of support from Cabinet to reduce current levels of port folio holders	MAT and Cabinet need to have clear agreement on project deliverables and outcomes	MAT		n

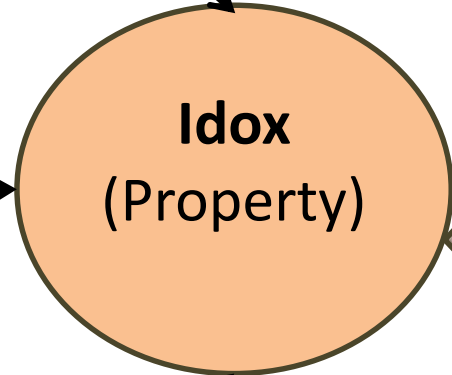
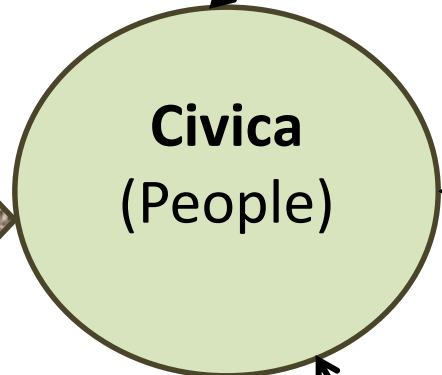
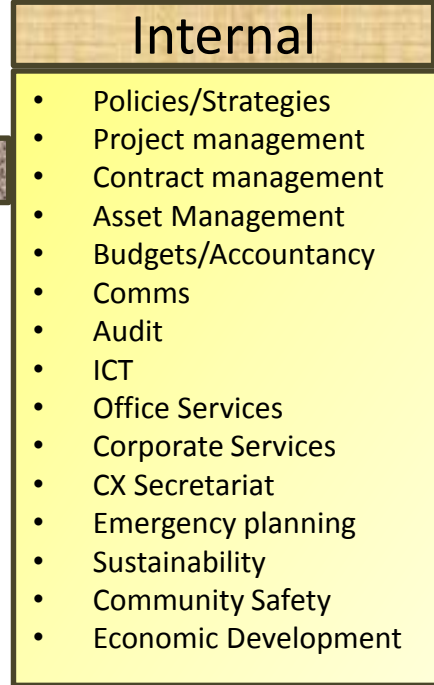
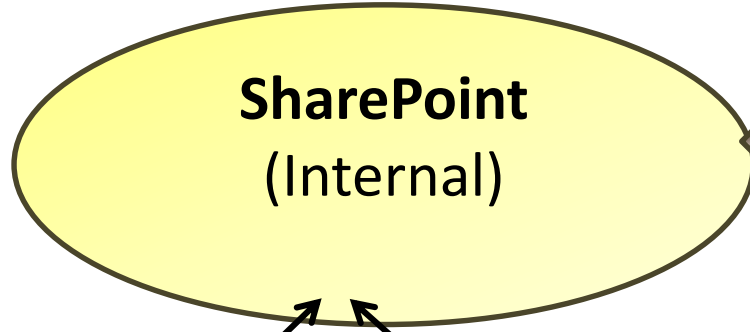
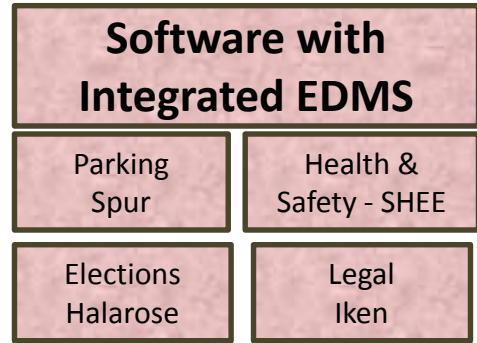
Report	Start Date	Duration	End Date
Newsletter: Source Information	05-Nov-15	18	23-Nov-15
Newsletter: Prepare Copy	23-Nov-15	1	23-Nov-15
Newsletter: Present to MAT & HR for Approval	24-Nov-15	7	01-Dec-15
TaSF Programme Dashboard Update ~ for MAT	01-Dec-15	34	04-Jan-16
Newsletter: Forward Final Version to Comms Team	02-Dec-15	1	02-Dec-15
Newsletter: Publish on Spelnet	02-Dec-15	1	02-Dec-15
Newsletter: Source Information	03-Dec-15	17	20-Dec-15
Newsletter: Prepare Copy	21-Dec-15	1	21-Dec-15
Newsletter: Present to MAT & HR for Approval	22-Dec-15	14	05-Jan-16
MAT Meeting	05-Jan-16	1	05-Jan-16
TaSF Programme Dashboard Update ~ for Cabinet Briefing	05-Jan-16	5	10-Jan-16
Newsletter: Forward Final Version to Comms Team	06-Jan-16	1	06-Jan-16
Newsletter: Publish on Spelnet	06-Jan-16	1	06-Jan-16
Newsletter: Source Information	07-Jan-16	17	24-Jan-16
Cabinet Briefing Meeting	11-Jan-16	1	11-Jan-16
TaSF Programme Dashboard Update ~ for O&S	11-Jan-16	7	18-Jan-16
O&S Meeting	19-Jan-16	1	19-Jan-16
Newsletter: Prepare Copy	25-Jan-16	1	25-Jan-16
Newsletter: Present to MAT & HR for Approval	26-Jan-16	7	02-Feb-16
Newsletter: Forward Final Version to Comms Team	03-Feb-16	1	03-Feb-16
Newsletter: Publish on Spelnet	03-Feb-16	1	03-Feb-16
Newsletter: Source Information	04-Feb-16	17	21-Feb-16
Newsletter: Prepare Copy	22-Feb-16	1	22-Feb-16
Newsletter: Present to MAT & HR for Approval	23-Feb-16	7	01-Mar-16
TaSF Programme Dashboard Update ~ for MAT	01-Mar-16	34	04-Apr-16
Newsletter: Forward Final Version to Comms Team	02-Mar-16	1	02-Mar-16
Newsletter: Publish on Spelnet	02-Mar-16	1	02-Mar-16
Newsletter: Source Information	03-Mar-16	24	27-Mar-16
Newsletter: Prepare Copy	28-Mar-16	1	28-Mar-16
Newsletter: Present to MAT & HR for Approval	29-Mar-16	7	05-Apr-16
MAT Meeting	05-Apr-16	1	05-Apr-16
Newsletter: Forward Final Version to Comms Team	06-Apr-16	1	06-Apr-16
Newsletter: Publish on Spelnet	06-Apr-16	1	06-Apr-16
TaSF Programme Dashboard Update ~ for Cabinet Briefing	06-Apr-16	5	11-Apr-16
Cabinet Briefing Meeting	12-Apr-16	1	12-Apr-16
TaSF Programme Dashboard Update ~ for O&S			
O&S Meeting		1	

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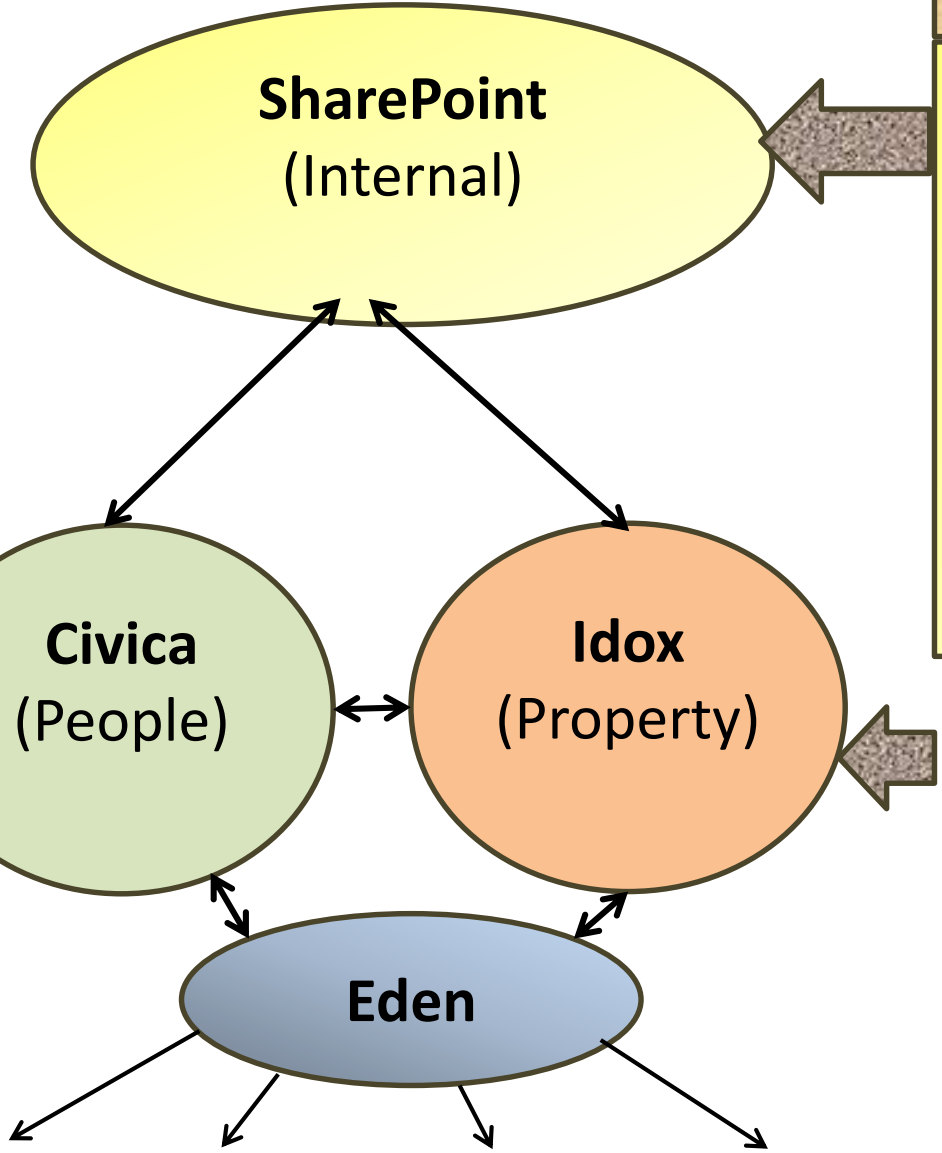


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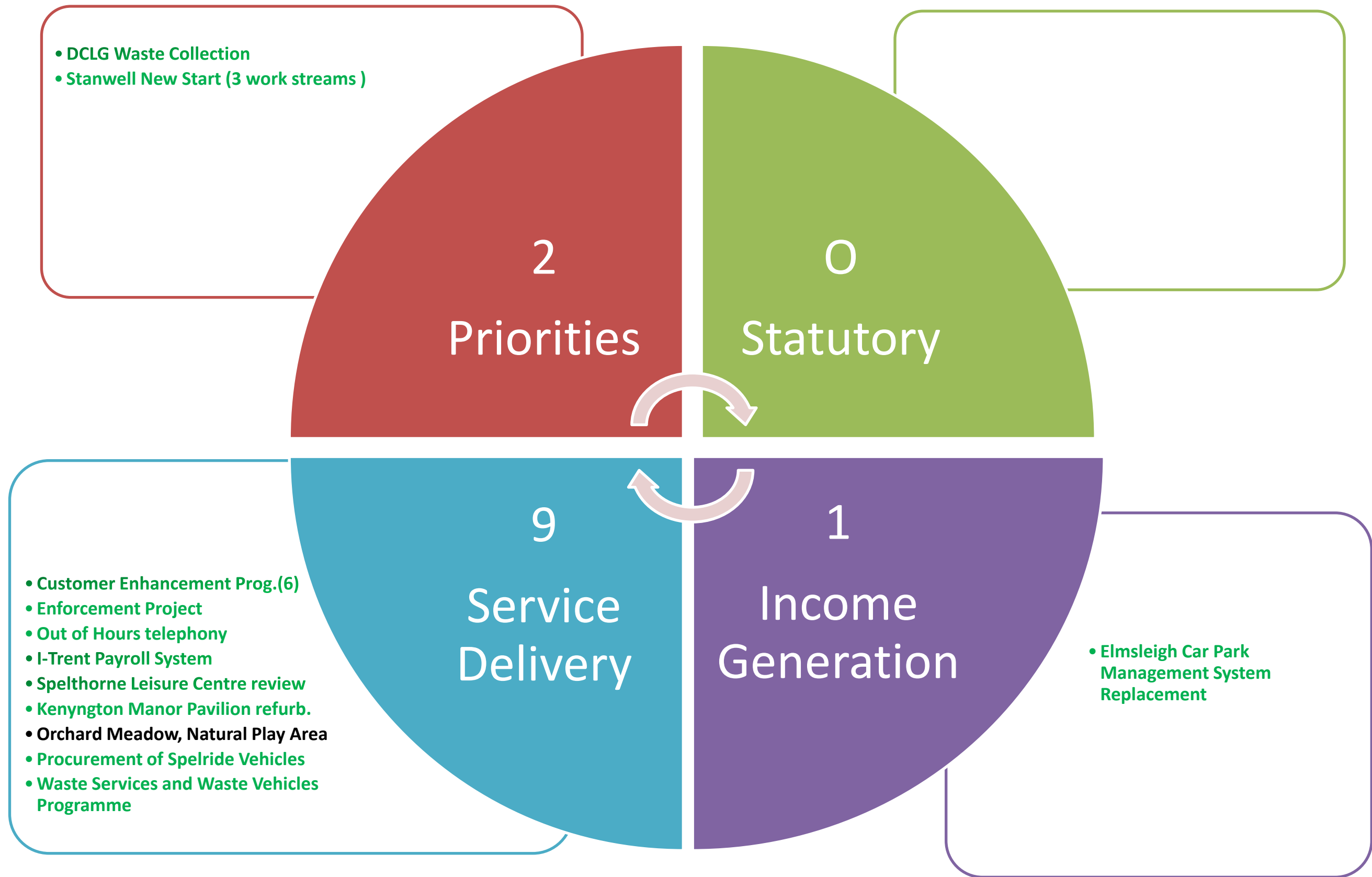
Appendix 9 Electronic Document Management at Spelthorne



Face to Face Telephony Web/Emails Post



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Project Status Key

- Escalate to Project Board
- No current issues

- Project not on track in one or more area
- Project not yet started

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ASSET AND REGENERATION TASK GROUP

SUB GROUP A – RIVERSIDE CAR PARK

28 July 2015

Present:

Cllr Patel (Chair) Cllr Dunn Cllr Gething Cllr Williams

Staines-Upon-Thames Regeneration Manager (Heather Morgan - HM)

Joint Head of Asset Management (Dave Phillips - DP)

TaSF Project Support Officer (Michael Pegado - MP)

Apologies

Cllr Burkmar

1 Minutes of previous meeting

None – as this was the first meeting.

2 Terms of reference (attached)

The ToR were circulated by the Chair (Cllr Patel), discussed and agreed (with changes to names of Cllrs on the Group as required). An information sheet was also passed round to members of the Task Group.

The Chair reinforced the need to maintain strict confidentiality where commercially sensitive information was shared with the Task Group.

The Chair agreed that Cllr Gething would receive copies of any minutes and that comments could be reported by him onto Cabinet.

3 Presentation

A presentation was made by HM. This covered:

- Progress so far, including flood risk assessment (issue - safe route of escape if we are to look at residential development – unless via bridge link to Tothill car park site as part of a wider Elmsleigh development)
- Soft market testing and valuation appraisals for a café/restaurant offer (3 units) plus retention of 1/3 of the car park
- Option to consider an architectural competition for the design
- It also included thoughts around a possible future requirement as part of the review of the Local Plan to turn this car park into public open space. This would be used to serve the additional residential units that were likely to come forward in future within the town centre.

The Cabinet Member (Cllr Gething) gave an update on current Cabinet thinking:

- Mix of a number of financial pressures and development opportunities
- Need to maximise the wider riverside asset
- Need to get income via sale of on-going income stream
- Residential development as well as cafes and restaurants

4 Feedback from Task Group

- Wanted re-assurance that any approach on this site tied in with the tourism agenda and improved use of the Thames side setting.
- Discussed the critical importance of views of the river from Thames Street from all directions. The Task Group felt that a development which was built up too high here (and/or which extended too far across the width of the site) would obscure views of the Thames. It would become even more hidden from view, which would be at odds with ensuring that people could see/enjoy/make use of the Thames.
- Agreed with Cabinet that Memorial Gardens should not be part of the site.
- Support was expressed for cafes and restaurants in this location
- Point was made that some of the public parking needed to be kept as this is a well-used car park by those who are less mobile.

5 Actions/request for information

The Chair requested that the following information be provided in advance of the next meeting:

- Summary of the soft market testing which has been done
- Appraisals for the café/restaurant uses
- Appraisal for café/restaurant uses plus residential -if done
- Project plan/milestones and key dates

6 Recommendations

None as the first meeting

7 Date of next meeting

Thursday 1 October at 6.30pm in the Goddard Room, Knowle Green

Meeting Next Steps

Title: Leader's Task Group – Ashford MSCP

Date: 16 June 2015

Present:

Councillor Frazer	Councillor Islam	
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In attendance:

Cathy Munro		
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Apologies: Councillor Kavanagh

Next Steps

No.	Action	By whom	When
1.	It was clarified that this was not the first official meeting of the Task Group but a pre meeting. Cathy reiterated that any information or discussions are highly confidential and commercially sensitive and not to be discussed with any other Member or Officer. Councillor Frazer confirmed that this would not be a decision making group but will monitor the project.	CM	
2.	Terms of Reference Cathy had prepared a draft Terms of Reference and circulated this to the Task Group for their consideration. She informed them that the Leader did not want any official meetings taking place until he was satisfied that the ToR for all Task Groups.	CM	End of July 2015
3.	Update Cathy gave a brief background and update on the project. Councillor Frazer asked for a copy of the brief that was sent to prospective bidders.	CM	17.06.15
4.	Date of Next Meeting It was agreed that the first official meeting will be at the end of July after a meeting with the top 3 bidders has taken place.	CM	End of July 2015

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Meeting Next Steps

Title: Leader's Task Group – Ashford MSCP

Date: 5 August 2015

Present:

Councillor Frazer		
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In attendance:

Cathy Munro		
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Apologies: Councillor Kavanagh

Next Steps

No.	Action	By whom	When
1.	Cathy reiterated that any information or discussions are highly confidential and commercially sensitive and not to be discussed with any other Member or Officer.	CM	
2.	Update Cathy gave a full update on the project. Councillor Frazer asked Cathy to ensure that the Council follows best value process when choosing a preferred bidder.	CM	
3.	Date of Next Meeting It was agreed that the next meeting will be in September when everyone is back from leave. Date will be confirmed at the end of August.	CM	September 2015

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Meeting Next Steps

Title: Leader's Task Group – All other Assets

Date: 10 August 2015

Present:

Councillor Harman	Councillor Chandler	
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In attendance:

Cathy Munro	Dave Phillips	
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Apologies: Councillor Jones

Next Steps

No.	Action	By whom	When
1.	The Terms of Reference were agreed by the Task Group.	All	
2.	Update - Dave Dave gave an update on all of the technical and estates work that Assets covers including building maintenance and health and safety.	DP	
3.	Update – Cathy Cathy gave an update on the strategic level asset projects including Airport Parking, Short Lane and the Leisure Centre with expected income, next steps and timescales.	CM	
4.	Councillor Harman stated that the Task Group will concentrate on the asset projects for future meetings. It was also agreed that Cathy will send out Highlight Reports regarding the projects to the Group.	CM	
5.	Date of Next Meeting The date of the next meeting is 8 October 2015.	All	October 2015

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Spelthorne Borough Council – Forward Plan - 08/09/15

	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
	Change to bulky waste collections	Greg Halliwell	C.A. Davis	No		08-Sep						
A	Annual Governance Statement	Punita Talwar	T.J.M. Evans	No		08-Sep					24-Sep	
A	Corporate Risk Management	Punita Talwar	T.J.M. Evans	No		08-Sep					24-Sep	
A	Effectiveness of the system of internal audit	Punita Talwar	T.J.M. Evans	No		08-Sep					24-Sep	
A	External Audit report on Audit and Statement of Accounts	Terry Collier	T.J.M. Evans	No		08-Sep					24-Sep	
A	Internal Audit interim report	Punita Talwar	T.J.M. Evans	No		08-Sep					24-Sep	
A	Workforce monitoring	Jan Hunt	R.L. Watts	No		15-Sep						
	The Council's sustainable future	Terry Collier	R.L. Watts	No			29-Sep					
	Joint Municipal Waste Management Strategy 2015	Sandy Muirhead	C.A. Davis	Yes		30-Jun	29-Sep	14-Oct				
	Appointment of property consultants for Knowle Green (provisional)	Heather Morgan	N.J. Gething	No		15-Sep	29-Sep	14-Oct				
A	Capital monitoring	Adrian Flynn	T.J.M. Evans	No		15-Sep	29-Sep	14-Oct		10-Nov		
A	Revenue monitoring	Adrian Flynn	T.J.M. Evans	No		15-Sep	29-Sep	14-Oct		10-Nov		
	Ashford multi-storey car park	Cathy Munro	N.J. Gething	Yes	Fully exempt	15-Sep	29-Sep	14-Oct				
	Joint Enforcement pilot	Keith McGroary	A.J. Mitchell	No	Open	15-Sep	29-Sep	14-Oct				
	Review of parking fees and charges	Sandy Muirhead	C.A. Davis	Yes		15-Sep	29-Sep	14-Oct				

	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
	The proposed self-management of Fordbridge Park tennis courts	Mary West	J.M. Pinkerton OBE	Yes	Open	15-Sep	29-Sep	14-Oct				
	Briefing note - Updated procedures for incidents	Linda Norman		No		22-Sep						
	Secondary Shopping Centre re-generation	Jackie Taylor	N. Gething	No	Open	22-Sep						
A	Monthly income and salary monitoring	Ryan Maslen	T.J.M. Evans	No		29-Sep						
	Restructure decision after consultation	Jan Hunt		No		06-Oct						
	Leaders task groups update report to O&S			No		20-Oct				10-Nov		
A	Monthly income and salary monitoring	Adrian Flynn	T.J.M. Evans	No		27-Oct						
	Making Spelthorne sustainable	Mark Rachwal	A.C. Harman	No		10-Nov	23-Nov	09-Dec				
A	Review of Members' Allowances	Greg Halliwell	R.L. Watts	No		10-Nov	23-Nov	09-Dec				17-Dec
A	6-month Capital monitoring and projected outturn	Ryan Maslen	T.J.M. Evans	No		10-Nov	23-Nov	09-Dec		19-Jan		
	Amendment to Pay Policy Statement	Jan Hunt	R.L. Watts	No	Open	10-Nov	23-Nov	09-Dec				17-Dec
A	6-month Revenue monitoring and projected outturn	Ryan Maslen	T.J.M. Evans	No		10-Nov	23-Nov	09-Dec		19-Jan		
A	Capital Programme 2016-17 1st draft	Terry Collier	T.J.M. Evans	No		10-Nov	23-Nov	09-Dec				
	Corporate Plan	Lee O'Neil	R.L. Watts	Yes		10-Nov	23-Nov	09-Dec				17-Dec
A	Outline Budget 2016-17	Terry Collier	T.J.M. Evans	Yes		10-Nov	23-Nov	09-Dec				

	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
A	Treasury Management half-yearly report	Ryan Maslen	T.J.M. Evans	No		10-Nov	23-Nov	09-Dec				
	Waste Services and Waste Vehicles Project To propose a change to the waste collection services and new waste vehicles	Sandy Muirhead	C.A. Davis	Yes	Open	10-Nov	23-Nov	09-Dec				
	Gambling Act Policy 2016-2019	Dawn Morrison	A.J. Mitchell	Yes		10-Nov	23-Nov	09-Dec				17-Dec
	Monthly income and salary monitoring	Ryan Maslen	T.J.M. Evans	No		24-Nov 24-Nov						
A	Calendar of Meetings 2016-17	Greg Halliwell	R.L. Watts	No		07-Dec	11-Jan	27-Jan				25-Feb
A	Capital Programme 2016-17 draft	Terry Collier	T.J.M. Evans	No		07-Dec	11-Jan	27-Jan				
A	Fees and Charges 2016-17	Terry Collier	T.J.M. Evans	Yes		07-Dec	11-Jan	27-Jan				
A	Pay Policy Statement 2016-17	Jan Hunt	R.L. Watts	No		07-Dec	11-Jan	27-Jan				25-Feb
A	Revenue Budget 2016-17 1st draft	Terry Collier	T.J.M. Evans	No		07-Dec	11-Jan	27-Jan				
	Review of the Leisure and Culture Strategy action plan for 2015 and proposed action plan for 2016	Lisa Stonehouse	J.M. Pinkerton OBE	No		07-Dec	11-Jan	27-Jan				
A	Treasury Management Strategy	Terry Collier	T.J.M. Evans	Yes		07-Dec	11-Jan	27-Jan				25-Feb
	Leaders task groups update report for O&S			No		15-Dec				19-Jan		
A	Project Management dashboard update			No		05-Jan	11-Jan			19-Jan		
	Monthly income and salary monitoring	Ryan Maslen	T.J.M. Evans	No		22-Dec						

	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
A	Monthly income and salary monitoring	Ryan Maslen	T.J.M. Evans	No		26-Jan						
A	Annual Grants awards 2016-17	Joanne Jones	V.J. Leighton	No		26-Jan	09-Feb	24-Feb				
A	Capital Programme 2016-17 final	Terry Collier	T.J.M. Evans	Yes		26-Jan	09-Feb	24-Feb				25-Feb
A	Revenue Budget 2016-17 final	Terry Collier	T.J.M. Evans	Yes		26-Jan	09-Feb	24-Feb				25-Feb
A	Council Tax and Business Rates write-offs	Linda Norman	T.J.M. Evans	No		26-Jan	09-Feb	24-Feb				
A	Discretionary Rate relief	Linda Norman	T.J.M. Evans	No		26-Jan	09-Feb	24-Feb				
A	Food and Health and Safety Service Plans 2016-17	Jonathan Bramley	J.M. Pinkerton OBE	No		26-Jan	09-Feb	24-Feb				
A	Recommendation from Audit Committee on Corporate Risk Management	Sam Nicholls	T.J.M. Evans	No		26-Jan	09-Feb	24-Feb				
	Leaders' task groups update report for O&S			No		22-Feb				15-Mar		
A	Monthly income and salary monitoring	Ryan Maslen	T.J.M. Evans	No		23-Feb						
A	Appraisal timetable	Jan Hunt	R.L. Watts	No		01-Mar						
	Monthly income and salary monitoring	Ryan Maslen	T.J.M. Evans	No		29-Mar						
A	Project Management dashboard update			No		05-Apr	12-Apr					
A	Annual Sickness Monitoring to 31 March	Jan Hunt	R.L. Watts	No	Open	26-Apr						
A	Christmas opening for 2016o	Debbie O'Sullivan	R.L. Watts	No		09-Aug						

	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
A	Summary of Appraisal feedback 2016	Debbie O'Sullivan		No		16-Aug						
A	Monthly income and salary monitoring	Ryan Maslen	T.J.M. Evans	No		16-Aug						

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Overview and Scrutiny Committee Work Programme 2015-2016

Date of Meeting	ISSUE	Lead Officer	Objectives
15 September 2015	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Community Safety	Keith McGroary	To receive a report on a review of Community Safety.
	3. Housing and Homelessness	Karen Sinclair/Deborah Ashman/Cllr Pinkerton	To receive a report on how the Council is dealing with homelessness, its impact on the Council and actions we are undertaking to mitigate this impact, including the supply of temporary accommodation and provision of more affordable homes.
	4. Leader's Task Groups	Lead Councillor	To receive update reports (Next Steps) on the work of the Task Groups.
	5. Project Management update	Linda Norman/Cllr Watts	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 from the Forward Plan.

Overview and Scrutiny Committee Work Programme 2015-2016

Date of Meeting	ISSUE	Lead Officer	Objectives
10 November 2015	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Highways Maintenance	SCC Highways and Highways Agency	To receive a presentation from partners on the maintenance of the highway in the Borough.
	3. Council Assets	Dave Phillips/Cathy Munro Cllrs Gething and Evans	To receive a report/presentation on how the Council is using its assets for income generation and the impact on car park provision in the Borough.
	4. Budget Issues – 2016–2017/2017-2018	Terry Collier/Cllr Evans	To consider the issues for the Budget 2016-2017.
	5. Capital Monitoring Report	Terry Collier / Adrian Flynn / Cllr Evans	To receive and note the current Capital spend position.
	6. Revenue Monitoring Report	Terry Collier / Adrian Flynn/ Cllr Evans	To receive and note the current Revenue spend position.
	7. Leader’s Task Groups	Lead Councillor	To receive update reports on the work of the Task Groups.
	8. Project Management update	Linda Norman	To receive an update on the status of current Council projects.
	9. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest from the Forward Plan.

Overview and Scrutiny Committee Work Programme 2015-2016

Date of Meeting	ISSUE	Lead Officer	Objectives
19 January 2016	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Performance Review of Contracts	Heads of Service	To receive a report/presentation on the performance of the Council's main contracts in terms of value for money and service level agreements.
	3. Capital Monitoring Report and projected outturn	Terry Collier / Adrian Flynn / Cllr Evans	To receive and note the current Capital spend position.
	4. Revenue Monitoring Report and projected outturn	Terry Collier / Adrian Flynn/ Cllr Evans	To receive and note the current Revenue spend position.
	5. Treasury Management half-yearly report	Terry Collier / Adrian Flynn/ Cllr Evans	To note the Treasury Management situation.
	6. Leader's Task Groups	Lead Councillor	To receive update reports on the work of the Task Groups
	7. Project Management update	Linda Norman	To receive an update on the status of current Council projects.
	8. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest from the Forward Plan.

Overview and Scrutiny Committee Work Programme 2015-2016

Date of Meeting	ISSUE	Lead Officer	Objectives
15 March 2016	1. Minutes	Chairman	To agree the minutes of the previous meeting.
	2. Leader's Task Groups	Lead Councillor	To receive update reports on the work of the Task Groups
	3. Review of Community Infrastructure Levy and Infrastructure provision	John Brooks/Cllr Leighton	To receive a report on a review of the first year's operation of CIL and the effectiveness of the infrastructure delivery plan.
	4. Work Programme and Cabinet Forward Plan	Chairman / Terry Collier	To note the proposed work programme and consider issues of interest from the Forward Plan.

Items identified for inclusion in future work programme yet to be scheduled:

- Corporate Plan Review (reserve item for November 2015)
- Health Service (GP surgeries) provision
- Planning Enforcement Policy
- Complaints procedure
- Small/medium enterprise and job creation
- Staff performance v Council priorities