

APPENDIX 1

ISSP RECOMMENDATIONS (21 MARCH 2017)

Amended 3/4/17

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The Schedule containing the ISSP recommendations, as agreed by Council, is as follows:

ISSP Recommendation	Recommendation	Progress to-date
1	<p><i>“The transformational aims of the Project should be paramount. It should be clear, at all times, that the Project is not merely a construction project. A people-centric approach should be taken, ensuring that the needs of residents, businesses and other community stakeholders are identified and issues recognised.”</i></p> <p>Officer Comment (October 2015): This recommendation is agreed.</p> <p>It is proposed to establish a Sheerwater Regeneration Officer Steering Group, chaired by the Chief Executive and comprising the Corporate Management Group and such other officers that from time to time the Chief Executive considers appropriate. This Group will ensure that the corporate resources of the Council further the wider objectives of the Regeneration project both within and outside the Red Line to secure improved economic, social and environmental outcomes for the residents and businesses located within Sheerwater.</p> <p>It should be noted that the project within the Red Line is a building project requiring a Planning Consent. It is the responsibility of the Council, not the Regeneration Project Team, to engage on the wider objective for Sheerwater.</p>	<p>Update (1/12/15): The Sheerwater Regeneration Officer Group has been established. It met on 23 November 2015. The next meeting is due to be held on 11 January 2016.</p> <p>Update (16/3/16): The Sheerwater Regeneration Officer Group met on 25 January 2016 and 1 and 15 February 2016</p> <p>Update (21/3/17): An Asset Based Community Development (ABCD) steering group for Sheerwater has been established. This facilitates an ABCD approach to Sheerwater, which is to build on existing community assets, and mobilise individuals, associations and institutions to come together to build on their assets, rather than concentrating on their needs.</p> <p>On 18 March 2017, a community event to engage with local residents was organised at Parkview Community Centre, with sixteen organisations displaying details of their activities. This process will continue.</p> <p>The Sheerwater Regeneration Officer Group will continue to operate until the conclusion of the regeneration.</p> <p>Accordingly, this recommendation should be closed.</p>
2	<p><i>“Council should set out and communicate to residents its clear vision for the transformation of Sheerwater and its determination to achieve the outcomes it seeks subject to the necessary caveats relating to its obligations as a Planning Authority and the ultimate suitability of any proposed scheme to achieving that vision.”</i></p>	<p>Update (21/3/17): The Council will be requested to determine the way forward at its meeting on 6 April 2017. Provided the Council determines to proceed, there will be a Council led communication and community engagement programme, both within the red line development area, as well as the current work on the Asset Based Community Development (ABCD) across the wider Sheerwater area.</p>

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	<p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Chief Executive, in consultation with the Sheerwater Regeneration Officer Steering Group and the Leader of the Council, will ensure that the Corporate Goals of the Council in respect of the Regeneration of Sheerwater are clearly communicated separately and distinctly from any public engagement by the Sheerwater Project Team.</p>	<p><u>Update (3/4/17):- Recommendation 5 added, as follows:</u></p> <p><u><i>“Council should learn from the communication and consultation process so far and work with NVH to ensure that residents are clear what they can expect from the consultation process. In particular Council should ensure the following:</i></u></p> <p><u><i>That the Council’s marketing communications team play a strategic role in the Project.</i></u></p> <p><u><i>That residents are clear as to responsibilities for the Project.</i></u></p> <p><u><i>That there are mechanisms in place to allow residents to see how their feedback and input is incorporated into the Project and, where it is not, are helped to understand why. This could be achieved with regular reporting.</i></u></p> <p><u><i>Where residents’ questions are not capable of answer when they are asked, a mechanism for capturing such questions should be put in place so that answers can be provided at an appropriate time. Realistic expectations as to when answers might be available should be given.”</i></u></p> <p><u>Update (3.4.17): Recommendation 6(i) added, as follows:</u></p> <p><u><i>“Consideration should be given to ways in which the work of the Oversight Panel can be communicated to residents.”</i></u></p>
3	<p><i>“Council should communicate clearly the steps necessary to achieve that vision and ensure that resident expectations are clearly managed especially as regards timescales for delivery and the difficulty which these can be estimated with accuracy.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Chief Executive, in consultation with the Sheerwater Regeneration Officer Steering Group, the Sheerwater Project Team, the Portfolio Holder for the Project and the Leader of the Council, will ensure that ambitions of the Council in respect of the Regeneration of Sheerwater are clearly communicated and that the timetables are clearly set out, as far as is reasonably practical.</p>	<p>Update (21/3/17): There has been limited communication whilst the discussions with NVH were concluded. The Chief Executive has written to residents to explain the next steps leading up to a Council decision on 6 April 2017.</p> <p>For the future, if the Council approves the implementation of the regeneration, the ongoing communication will be incorporated in the activity resulting from recommendation 2, and this recommendation can be considered as complete and be closed.</p>

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4	<p><i>“Council should work to build a relationship with the community, being open in communications and encouraging trust. The characteristics of Sheerwater as a community should be recognised. In particular the Council should be visible within the community and not perceived as hiding behind its contractors.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>However it must be acknowledged that it will take time to build trust with the community. The Chief Executive, in consultation with the Leader of the Council, will undertake to ensure that this is positively pursued and that the Council’s objectives are clear.</p> <p>It should also be noted that the Council has, both in the context of the Sheerwater Regeneration Project and the Council’s wider responsibilities, recognised the characteristics of Sheerwater as a community. This recognition will continue and can be emphasised, as appropriate.</p>	<p>Update (21/3/17): The Council has embarked on a wider Asset Based Community Development (ABCD) approach to Sheerwater. This will continue in an attempt to start to build trust. If the regeneration is approved, the recommendation will remain open until the completion of the regeneration.</p>
5	<p><i>“Council should learn from the communication and consultation process so far and work with NVH to ensure that residents are clear what they can expect from the consultation process. In particular Council should ensure the following:</i></p> <p><i>That the Council’s marketing communications team play a strategic role in the Project.</i></p> <p><i>That residents are clear as to responsibilities for the Project.</i></p> <p><i>That there are mechanisms in place to allow residents to see how their feedback and input is incorporated into the Project and, where it is not, are helped to understand why. This could be achieved with regular reporting.</i></p> <p><i>Where residents’ questions are not capable of answer when they are asked, a mechanism for capturing such questions should be put in place so that answers can be provided at an appropriate time. Realistic expectations as to when</i></p>	<p>Update (21/3/17): If the Council approves the implementation of the Sheerwater Regeneration, the objectives of this recommendation and recommendation 2 will be merged under recommendation 2, and this recommendation (5) can be closed.</p>

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	<p><i>answers might be available should be given.”</i></p> <p>Officer Comment (October 2015):</p> <p>The recommendation is agreed.</p> <p>The Chief Executive will undertake to ensure that these issues are addressed in taking forward the Sheerwater Regeneration Project by differentiation between the role of the contractor and the role of the Council with clear timescales for addressing issues raised by residents and where issues cannot be addressed setting out when they can be and/or why they cannot be addressed should that be the case.</p> <p>The Chief Executive will also undertake to ensure that “lessons are learnt” and that appropriate mechanisms are established from the outset of any similar project; for example as has been the case with the Woking Town Centre Regeneration where the Council’s objectives have been clearly communicated to all residents and businesses even though the Council has used a third party project team to manage the work.</p>	
6	<p><i>“The governance structure for the Project should be revisited and, in particular the role of the Oversight Panel should be reconsidered.</i></p> <ol style="list-style-type: none"> <i>a. It should be formalised, run by the Council and receive the support of Member Services.</i> <i>b. It should have a formally appointed Chairman. This person should be someone who does not have a specific role within the Project at present.</i> <i>c. It should meet regularly with a standing report to Council to ensure maximum engagement.</i> <i>d. Formal minutes should be kept of meetings of the Panel with minutes made available to the wider Council.</i> <i>e. There should be an agreed method of escalating concerns which arise but remain unaddressed.</i> <i>f. Sheerwater ward Councillors should be supported in playing a</i> 	<p>Update (1/12/15): The Sheerwater Regeneration Oversight Panel was set up by Council on 22 October 2015, and is operating in accordance with the ISSP’s recommendations.</p> <p>Update (16/3/16): The Sheerwater Regeneration Oversight Panel continues to meet on a regular basis.</p> <p>Update (21/3/17): As the Sheerwater Regeneration Oversight Panel is established and operational, it is considered that this recommendation should be closed.</p>

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	<p><i>full and productive role in the Panel.</i></p> <p><i>g. Expertise from among the Council's staff and its partners should be utilised on the Oversight Panel to help the Council overcome some of the issues identified in this report. Amongst those who should be considered are the marketing communications team, the community development worker for Sheerwater, members of the planning team and partner agencies such as Surrey County Council's SureStart team and similar bodies.</i></p> <p><i>h. Consideration should be given to the formation of a steering group for the Council's own Project activity. Representatives from this group could attend the Oversight Panel.</i></p> <p><i>i. Consideration should be given to ways in which the work of the Oversight Panel can be communicated to residents."</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The existing Oversight Panel has not operated as efficiently as it could have done, particularly in terms of there being an evidence trail of its deliberations and transparency.</p> <p>It is proposed that the Oversight Panel be reconstituted on the following basis:</p> <ul style="list-style-type: none"> ○ The remit of the Oversight Panel will be expanded to ensure the social, environmental and economic issues for the residents and businesses in Sheerwater, both inside and outside the Red Line, so as to build upon its earlier status as a Prime Place. ○ The reconstituted Panel, to be known as the Sheerwater Regeneration Oversight Panel ("Panel"), shall comprise the Leader of the Council (Chairman), the Portfolio Holder for Housing (Councillor Kemp), the three Maybury and Sheerwater Ward Councillors 	
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	<p>(Councillors Aziz, Mohammed and Raja), one further Conservative Member (Councillor Davis) and two Liberal Democrat Members (Councillors Eastwood and Johnson).</p> <ul style="list-style-type: none"> ○ The Portfolio Holder for the Sheerwater Regeneration Project shall not be appointed a member of the Panel. ○ Group Leaders who are not members of the Panel may attend Panel meetings as observers. The Chairman of the Panel shall have the discretion to allow such persons to speak at meetings of the Panel. ○ The Panel will act as an advisory and oversight panel of the Council. It will have no decision-making powers. Any disputed issues or differences of opinion which need a Member level decision shall be referred to the Executive for determination. ○ The Panel will be advised by the Sheerwater Regeneration Project Team (led by Councillor Bittleston (Project Leader) and Strategic Director Mark Rolt (Project Director)), together with such other support as they deem necessary. The Sheerwater Regeneration Project Team shall be responsible for making day-to-day Project decisions which will, where appropriate, be reported to Council in due course. Only disputed issues or differences of opinion considered and determined by the Executive will be capable of overriding decisions of the Project Team. ○ The Panel will be serviced by Member Services. ○ The Panel will have scheduled meetings which will be held in private. ○ The Panel will have Agendas for, and Minutes of, its meetings. These will be made available to all Members of the Council on a confidential basis. Draft Minutes will be issued within five working days of a meeting of the Panel, which will be approved, or 	
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	<p>amended and approved, at the next meeting of the Panel.</p> <p>A provisional calendar of meetings for the Panel, starting at 7.00 p.m., is as follows: Thursday 5 November 2015, Monday 7 December 2015, Thursday 7 January 2016, Tuesday 16 February 2016, Thursday 24 March 2016 and Monday 18 April 2016.</p>	
7	<p><i>“The Panel’s comments on the draft Community Charters should be considered and, in particular, the Community Charters should be fully consulted on and adopted prior to Gateway 4.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>It is proposed that the draft Community Charters should be reported to Council on 3 December 2015. This will allow time for the Sheerwater Regeneration Project Team, with support from the Sheerwater Regeneration Officer Steering Group to prepare a full report on the consultation carried out on the draft Community Charters. The report will detail the consultation responses received and any amendments made to the draft Community Charters as a result of those responses. The amended draft Community Charters shall, where considered necessary, contain additional illustrations of the compensation being offered by the Council to enable lay persons to understand how they will, or might be, affected.</p> <p>The Sheerwater Regeneration Project Team’s draft report will be submitted to the first meeting of the Sheerwater Regeneration Oversight Panel on 5 November 2015. The comments of the Panel will be included in the final report to Council on 3 December 2015.</p> <p>The Panel may ask for a further short period of consultation on the amended Community Charters if it is not satisfied that there has been adequate consultation. The results of any further consultation will be included in the final report to Council on 3 December 2015. This approach</p>	<p>Update (1/12/15): The draft Community Charters are due to be considered by Council on 3 December 2015, following consideration by the SROP on 5 November 2015.</p> <p>The report to Council includes the comments of the SROP. The SROP did not consider that further consultation on the draft Community Charters was necessary.</p> <p>Update (16/3/16): The Community Charter was adopted by Council on 14 January 2016, following detailed consideration by the Sheerwater Regeneration Oversight Panel.</p> <p>Update (21/3/17): As the Community Charter has been approved and will be implemented if the Council decides to proceed with the Sheerwater Regeneration, this recommendation should be closed.</p>

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	<p>should ensure that Council can be satisfied that there has been adequate consultation on the amended draft Community Charters, and that all issues that should have been addressed have been addressed before it decides whether to approve the draft Community Charters.</p>	
<u>ISSP Recommendations Specific to the draft Community Charters</u>		
8	<p><i>“Future iterations (if any) of the Community Charters should be clearly branded with the Council’s corporate identity.</i></p> <p><i>Consideration should be given to the introduction of a Project brand to clearly identify Project communications.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>In the short term, the amended draft Community Charters will be clearly branded with the Council’s logo. In the medium term, the Sheerwater Regeneration Project Team will produce a draft Project “brand” for consideration by the Sheerwater Regeneration Project Steering Group and the Council’s Marketing and Communications Team.</p>	<p>Update (1/12/15): The report to Council, on 3 December 2015, on the draft Community Charters recommends that the SROP be authorised to agree the final presentational format of the Community Charters. The Council’s logo will be included at this stage.</p> <p>Update (16/3/16): The Community Charter was adopted by Council on 14 January 2016, following detailed consideration by the Sheerwater Regeneration Oversight Panel.</p> <p>Update (21/3/17): The Community Charter has been approved and this recommendation should be closed.</p>
9	<p><i>“Translation blocks in alternative languages should be used in the Community Charters. The Community Charters should be drafted in plain English and avoid the use of jargon and industry terms.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The amended draft Community Charters will reflect this recommendation.</p>	<p>Update (1/12/15): The report to Council, on 3 December 2015, on the draft Community Charters recommends that the SROP be authorised to agree the final presentational format of the Community Charters. The Council’s Marketing and Communications team will review the draft Community Charters, from a plain English point of view, prior to the SROP agreeing the final presentational format of the Charters.</p> <p>Update (16/3/16): The Community Charter was adopted by Council on 14 January 2016, following detailed consideration by the Sheerwater Regeneration Oversight Panel.</p> <p>Update (21/3/17): The Community Charter has been approved and this recommendation should be closed.</p>
10	<p><i>“Clear contact details be set out in the Community Charters, rather than relying on the central switchboard</i></p>	<p>Update (1/12/15): The report to Council, on 3 December 2015, on the draft Community Charters recommends that</p>

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	<p><i>details.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The amended draft Community Charters will reflect this recommendation.</p>	<p>the SROP be authorised to agree the final presentational format of the Community Charters. Relevant contact details for appropriate persons at the Council will be included at this stage.</p> <p>Update (16/3/16): The Community Charter was adopted by Council on 14 January 2016, following detailed consideration by the Sheerwater Regeneration Oversight Panel.</p> <p>Update (21/3/17): The Community Charter has been approved and this recommendation should be closed.</p>
11	<p><i>“In the interest of transparency, feedback on the Community Charters should be made available to residents (without identifying the source) at the earliest opportunity.</i></p> <p><i>If the Project continues, the adoption of the Community Charters should be expedited such that they are fully consulted on and adopted well in advance of Gateway 4.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Council’s Marketing and Communications Team will be tasked with providing residents with anonymised feedback on the Community Charters.</p> <p>A report on the final draft Community Charters will be presented to Council on 3 December 2015 (well in advance of Gateway 4).</p>	<p>Update (1/12/15): The Council is due to consider the draft Community Charters on 3 December 2015.</p> <p>Update (16/3/16): The Community Charter was adopted by Council on 14 January 2016, following detailed consideration by the Sheerwater Regeneration Oversight Panel.</p> <p>Update (21/3/17): The Community Charter has been approved and this recommendation should be closed.</p>
<u>Further Project Recommendations</u>		
12	<p><i>“Consider the adoption of a project management framework for the Council’s objectives and activities which are separate to the NVH goals. Ensure buy-in for, and application of, this framework.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>It is clear that the ISSP has raised concerns that the Council was perceived by some to be “hiding behind” New Vision homes, and that the Council had not sought to address issues in Sheerwater, other than buildings, to ensure that the</p>	<p>Update (1/12/15): The Sheerwater Regeneration Officer Group has been established. It met on 23 November 2015. The next meeting is due to be held on 11 January 2016.</p> <p>Update (16/3/16): The Sheerwater Regeneration Officer Group met on 25 January 2016 and 1 and 15 February 2016.</p> <p>Update (21/3/17): The Sheerwater Regeneration Officer Group has been established. The Sheerwater Regeneration Oversight Panel has been established.</p> <p>The proposal to Council on 6 April 2017 makes it clear that the way forward for the</p>

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<p>regeneration improves the lives of current Sheerwater residents.</p> <p>It is proposed to address this perception through the establishment of the Sheerwater Regeneration Officer Steering Group. This will comprise of the Corporate Management Group and such other officers as the Chief Executive may determine from time to time including, the Marketing Communications Officer and the Sheerwater Community Development Officer. The Chief Executive may invite such other Officers and/or external representatives to assist the Officer Steering Group as he considers appropriate.</p> <p>The roles of the Officer Steering Group members will be as follows:</p> <p>Chief Executive: Chairman.</p> <p>Strategic Director Mark Rolt: Project Director (to drive the delivery of the Project in the red-line area).</p> <p>Deputy Chief Executive: To ensure proper consideration is given to planning, environment and infrastructure in the red-line area and the wider Sheerwater area ("Place").</p> <p>Strategic Director Sue Barham: To ensure housing services, and social and community infrastructure are developed to support occupants of the red-line area and the wider Sheerwater area ("People").</p> <p>Head of Democratic and Legal Services: To provide legal, procedural, and Member Services advice.</p> <p>Chief Finance Officer: To provide financial advice.</p> <p>Marketing Communications Officer: To provide Communications advice.</p> <p>Sheerwater Community Development Officer: To liaise with the Sheerwater community.</p> <p>The Chief Executive of the Officer Steering Group will report to the Leader and Deputy Leader of the Council at their regular weekly meetings. Any political steer that is required will be given, or sought, at those weekly meetings.</p>	<p>regeneration is separate from NVH. Accordingly, if the Council approves the implementation of the Sheerwater Regeneration by Thameswey Developments Limited, this recommendation can be closed.</p>
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13	<p><i>“Council should satisfy itself that there was appropriate and meaningful engagement and appropriate opportunities for the collection of feedback during the consultation to date, particularly in light of the issues identified in relation to the CCF and the changes to the format of those engagements.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The ISSP report sets out the extensive consultation, engagement and public information dissemination that had been undertaken or sought to be undertaken. It is reasonable for the Council to be satisfied that it has done all it can even though there are clearly some residents that have not taken all the opportunities available to them for engagement. Given that the next stage of the process, if approved by Council, will be further detailed consultation during the consideration of the Hybrid Planning Application any gaps that may have appeared to exist in previous consultation and engagement will be properly addressed through that statutory process in an open and transparent manner.</p>	<p>Update (1/12/15): On 4 November 2015, Council agreed that New Vision Homes could submit a hybrid planning application for the Sheerwater regeneration scheme. The application was submitted on 13 November 2015.</p> <p>Update (21.3.17): The Hybrid Planning Application has been determined. If the Council approves the implementation of the Sheerwater Regeneration by Thameswey Developments Limited, the uncertainty around whether or not the regeneration will happen will be removed and clarity obtained. There will be further consultation exercises, as part of the normal Planning Application process on the detail of future phases. Accordingly, this recommendation should be closed.</p>
14	<p><i>“Consideration is given to holding community engagement events during standard school term-time where possible and available venues permit to encourage and allow maximum community engagement.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>Future community engagement events will, where practicable, be held during standard school term-time.</p>	<p>Update (16/3/16): The Sheerwater Open Day on 16 January 2016 was in standard school term-time.</p> <p>Update (21/3/17): This recommendation has been implemented and should now be closed.</p> <p><u>Update (3/4/17): The Sheerwater Regeneration Oversight Panel considered that this recommendation should not be closed.</u></p>
15	<p><i>“Consideration be given to providing hard copies of significant plans and documents at engagement events to facilitate residents’ understanding and consideration of the same as not all are able to access and respond to this information online.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>By way of example, the Council has</p>	<p>Update (16/3/16): Hard copies of key documents were available at the Sheerwater Open Day on 16 January 2016.</p> <p>Update (21/3/17): Hard copies of documents continue to be given to residents. By way of example, secure tenants were provided with an extract of the Community Charter relevant to them as part of the current Section 105</p>

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	publicised that hard copies of the ISSP's report are available on request. In circumstances where residents request a hard copy of documents being considered by the Council because they cannot access online services the custom and practice is to do so.	consultation. This recommendation has been implemented and should now be closed.
16	<p><i>"A review of the level of Council visibility at community engagement events should be undertaken."</i></p> <p>Officer Comment (October 2015): This recommendation is agreed. Officers of the Council at an appropriate level will attend such events and wherever possible Members will be encouraged to engage with such events provided they do not have a conflict of interest.</p>	<p>Update (16/3/16). Members and Officers attended the Sheerwater Open Day on 16 January 2016.</p> <p>Update (21/3/17): The review was undertaken. Appropriate representation at community engagement events is arranged.</p> <p>This recommendation has been implemented and should now be closed.</p>
17	<p><i>"Consideration should be given to providing alternatives to sit alongside internet-based information where possible."</i></p> <p>Officer Comment (October 2015): This recommendation is agreed. As set out in response to recommendation 15 hard copies will be made available.</p>	<p>Update (16/3/16): Hard copies of key documents were available at the Sheerwater Open Day on 16 January 2016.</p> <p>Update (21/3/17): Hard copies of documents continue to be given to residents. By way of example, secure tenants were provided with an extract of the Community Charter relevant to them as part of the current Section 105 consultation.</p> <p>This recommendation has been implemented and should now be closed.</p>
18	<p><i>"Residents and community groups should be encouraged and supported to enable them to form Neighbourhood Forums."</i></p> <p>Officer Comment (October 2015): This recommendation is agreed. Residents and community groups have been provided with details of the relevant persons in Planning Services who can provide advice on setting up Neighbourhood Forums and this service is available to all communities in Woking. Further contact will be made, by Planning Services, with appropriate representatives of residents and community groups in Sheerwater.</p>	<p>Update (21/3/17): On 18 April 2016, the Sheerwater Regeneration Oversight Panel received a report on the assistance given to the Sheerwater community in connection with setting up a Neighbourhood Forum. It was accepted that the ISSP's recommendations had been complied with. Accordingly, this recommendation should be closed.</p>
19	<p><i>"Care should be taken to describe the Project and in a way which that accurately reflects the situation and</i></p>	<p>Update (21/3/17): The branding of the project will be reviewed if the Council appoints Thamesway Developments</p>

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	<p><i>the Council's plans and ambitions."</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>It is proposed that a clear brand be developed for the project itself so as to make clear that it is a building project within the Red Line. The wider regeneration ambitions of the Council for Sheerwater will also be positively promoted by the Council more widely to ensure the fullest possible engagement to address the social, environmental and economic well being of the residents and businesses of Sheerwater both inside and outside the Red Line.</p>	<p>Limited to implement the regeneration.</p>
20	<p><i>"Council should be aware of the issues highlighted in this report, particularly at paragraphs 26.4 and 52, in relation to the various engagements and surveys undertaken as part of the Project when considering the application of those results. In particular Council should consider the levels of engagement and the source of the feedback. When considering engagements that pre-date the Project consideration should be given to the context in which feedback was sought and whether it is appropriate to apply the results to this Project."</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Council considered the results of the consultation on recreation facilities, which was initiated following issues raised as part of the definition of Sheerwater as a Priority Place, and determined that the results should be taken into account when considering the proposed Regeneration of Sheerwater. Earlier attempts at addressing health and well being issues in Sheerwater, with proposals for facilities at Bishop David Brown School, had failed due to lack of funding. The evidence base for need for facilities had originated from the Council's Green Space Strategy and from the Joint Strategic Needs Assessment (Health) which both showed a lack of facilities and a</p>	<p>Update (21/3/17): The Council accepted that the earlier consultations were relevant and valid. Accordingly, this recommendation should be closed.</p>

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	<p>lack of well being within Sheerwater.</p> <p>The Council is therefore recommended that the earlier research is wholly relevant and its incorporation in bringing forward proposals was wholly relevant. The Sheerwater recreation proposals, which incorporated the earlier outcomes of consultation and evidence, were fully included in the consultation on the regeneration proposals.</p> <p>The Council therefore can proceed upon the basis that it is content that information taken into account is relevant in the context of the proposed project.</p>	
21	<p><i>“Council should ensure that it is satisfied that NVH has demonstrated that it has given due consideration to engagement outcomes and public feedback in the production of its Masterplan.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>As far as has been practical the Council has, through the engagement of the Project Portfolio Holder (Cllr David Bittleston) and the Project Director (Mark Rolt), ensured that NVH has given due consideration to engagement outcomes and public feedback in the production of its Masterplan. It is however clear that through the Council’s failure to make clear its corporate policy commitment to regeneration of Sheerwater some residents thought that they had choice about regeneration whereas the Council’s intention had been to regenerate the area and the NVH engagement was solely about how it should be achieved.</p>	<p>Update (21/3/17): The Council subsequently approved the submission of the Masterplan, and the Planning Committee approved the Hybrid Application. Accordingly, this recommendation should be closed.</p>
22	<p><i>“Council should satisfy itself that there is sufficient understanding of the needs of the residents within the Red Line Zone and that individual needs, particularly where they differ from the needs of the majority, are identified. There should be a clear engagement plan in place to capture residents’ needs at the appropriate</i></p>	<p>Update (21/3/17): If the Council approves that the Sheerwater Regeneration be implemented, and approves the proposals in respect of the ability for private owners to sell early, and for secure tenants to be able to move early, Officers will then positively engage with individual residents to, as far as possible, meet their respective needs.</p>

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	<p><i>time.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>If the Council determines to proceed with the project, following consideration of the Gateway 3 Report, and subsequently approves the Charters at its meeting on 3 December 2015 Officers will positively engage with the residents within the Red Line. Only when these two key decisions are made can there be meaningful dialogue in addressing the impact on individuals, both home owners and tenants, within the Red Line.</p>	
23	<p><i>“Where a question cannot be answered, where possible, reasons for that inability are given together with a likely timescale within which an answer will be available. Where the answer to a question is likely to affect a group of people (rather than an individual or household) consideration should be given to proactively disseminating the answer when it is available.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The action proposed in response to other recommendations in the report will seek to ensure that information is more effectively disseminated by the Council to all those that need it.</p>	<p>Update (21/3/17): This issue has been addressed in response to other recommendations. Accordingly, this recommendation should be closed.</p>
Recommendations of General Applicability to the Council		
24	<p><i>“Briefing papers to Council and its committees should include all substantive information and should highlight any departures from standard practice. In the event that what is proposed changes after consideration by Council or its relevant committee, care should be taken to ensure that delegations and authorities are not exceeded and that Council or its relevant committee is informed as required and in any event when the matter comes back before it.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>Whilst this is normal practice and</p>	<p>Update (21/3/17): The Council's Constitution has been amended. Accordingly, this recommendation should be closed.</p> <p><u>Update (3/4/17): The Sheerwater Regeneration Oversight Panel requested that the relevant provisions of the Constitution be referenced.</u></p> <p><u>Article 11 of the May 2016 Constitution obligates the Monitoring Officer to (i) report to Council/Executive/Leader if any decision would give rise to unlawfulness and (ii) advise Councillors on the scope of powers and authorities to take decisions.</u></p>

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	<p>every effort is usually made to ensure any material intent or variation is specifically drawn to the attention of the approving body arrangements will be put in place to enable the Monitoring Officer to report any matter directly to the approving body should he (or she) not be content that those making the decision would have been clear of the intent. The Monitoring Officer will include the appropriate provision in the update of the Council's Constitution.</p>	<p><u>The Scheme of Delegations, contained in the Constitution, provides that no Officer may exercise a delegation without first identifying and documenting the source of the delegated authority, whether contained in the Scheme, or otherwise granted to the Officer. Where authority to act is in question, Officers must take the advice of the Monitoring Officer before exercising the delegation.</u></p>
25	<p><i>“To the extent not already in place, a checklist should be drawn up to be used in procurement exercises to ensure that procedural obligations are met in a timely fashion. Where procurement is outsourced, in whole or in part, the Council’s officer responsible for the project should ensure that due regard is paid to such checklist and obligations notwithstanding the fact that day to day management of the project has been outsourced as it remains the Council’s ultimate responsibility.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Council's Procurement Team will be tasked with reviewing and, where necessary, amending the Council's standing procurement practices and recommended to the Corporate Management Group. This review will be completed for determination by 31 March 2016.</p>	<p>Update (21/3/17): Procurement procedures and Financial Regulations are being reviewed and will be considered by the Executive and Council in June/July 2017 (Financial Regulations) and September/October 2017 (procurement procedures).</p>
26	<p><i>“Procedures should be in place to ensure that working copies of contracts accord with the engrossed versions thereof.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Council's Procurement Team will be tasked with ensuring that this happens for future procurements.</p>	<p>Update (21/3/17): The Monitoring Officer has ensured that copies of engrossed contracts are made available to operation teams. Accordingly, this recommendation should be closed.</p> <p><u>Update (3/4/17): “operation” in the update above should read “operational”.</u></p>
27	<p><i>Engrossment copies of contracts drawn up by outside professionals should be checked prior to execution to ensure no manifest errors.”</i></p> <p>Officer Comment (October 2015):</p>	<p>Update (21/3/17): The Monitoring Officer has put in place the necessary internal check on contracts drawn up by third parties upon behalf of the Council. Accordingly, this recommendation should be closed.</p>

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	<p>This recommendation is agreed.</p> <p>Engrossment copies of contracts will be checked for manifest errors by the Council's Legal Services Team before being executed by the Council.</p>	<p><u>Update (3/4/17): The Sheerwater Regeneration Oversight Panel asked that the internal check referred to in the update above should be referenced.</u></p> <p><u>The process for sealing contracts requires the Council's seal to be witnessed by the Head of Democratic and Legal Services or, in his absence, the Legal Services Manager (as well as the Mayor or, in her absence, the Deputy Mayor). No contract prepared by third parties on behalf of the Council will be sealed unless the Head of Democratic and Legal Services, or the Legal Service Manager, is satisfied that it has been checked for manifest errors.</u></p>
28	<p><i>"Periodic reviews of the work of outside professionals should be carried out with feedback sought from those with whom they have dealt to ensure that the Council receives the best quality work and value for money. This should be the case even where the provider provides a service under a framework agreement."</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>Reviews will be carried out, at appropriate intervals, by the relevant Senior Manager of the Council and reported to the Council's Corporate Management Group.</p>	<p>Update (21/3/17): The Corporate Management Group has yet to establish a programme for review of outside professionals. Having due regard to pressure of existing workloads and available resources, it is anticipated that the review process will be established for operation in 2018/19.</p>
29	<p><i>"Working groups and panels should ensure that a record is kept of meetings and discussions and such records should be available for Councillors to access.</i></p> <ul style="list-style-type: none"> <i>• Consideration should be given to diarising regular oversight meetings for Councillors involved in large projects particularly where part of the purpose of such meetings is to keep Councillors engaged and informed.</i> <i>• There should be an agreed method of regularly communicating information between an oversight panel and Councillors who are not part of such arrangements and an agreed method of escalating concerns which remain</i> 	<p>Update (21/3/17): In respect of the Sheerwater Regeneration Oversight Panel and similar arrangements, procedures have been put in place through Members Services. Members' access to these notes will depend on the nature of the activity and, in some cases, may require Members to sign confidentiality agreements. Accordingly, this recommendation should be closed.</p>

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	<p><i>unaddressed by an oversight panel should be adopted.</i></p> <ul style="list-style-type: none"> <i>Consideration should be given as to how best to use the skills and knowledge that ward Councillors can bring to a project in a manner that will not adversely affect their ability to represent their constituents."</i> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The recommended action has been incorporated in the proposals for the reconstituted Sheerwater Regeneration Oversight Panel (see paragraph 2.9 above).</p> <p>Working Groups or Oversight Panels for projects of a similar scale will be set up on a similar basis. Other Task Groups will be provided with a template minute document for completion by the Member or Officer in that Task Group duly appointed for that role.</p>	
30	<p><i>"Corporate knowledge should be protected through the use of project files or clear methods of identifying documents and decisions that relate to an evolving project."</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>Information relating to projects will be kept on dedicated Sharepoint, Iken or equivalent files.</p>	<p>Update (21/3/17): Revised arrangements have been established, using Sharepoint, to hold folders for projects so that corporate documentation can be securely stored and available to all relevant personnel. Accordingly, this recommendation should be closed.</p>
31	<p><i>"The Council's Marketing Communications team should play a greater role in strategic planning for major projects."</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Marketing and Communications Team will be consulted and/or involved from the outset in major projects.</p>	<p>Update (21/3/17): The Council's Marketing and Communications team has been strengthened and now play a more significant role in the strategic planning of major projects. Further consideration will need to be given to the marketing and communication resources available within the team, and Thamesway Developments Limited, should the Council authorise the implementation of the Sheerwater Regeneration.</p>
32	<p><i>The Council's External Communications Policy should be reviewed and updated to promote a consistent approach to external communications."</i></p> <p>Officer Comment (October 2015):</p>	<p>Update (16/3/16): An amended External Communications Policy is to be considered by the Executive on 17 March 2016.</p> <p>Update (21/3/17): An External Communications Strategy was adopted by the Council on 14 April 2016. An External</p>

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	<p>This recommendation is agreed.</p> <p>The Chief Executive, the Head of Democratic and Legal Services and the Marketing and Communications team will review the Council's External Communications Policy. This will be reported to the Executive on 17 March 2016 and, if appropriate, to Council on 14 April 2016.</p>	<p>Communications Strategy Action Plan was agreed by the Executive on 2 February 2017. Accordingly, this recommendation should be closed.</p>
33	<p><i>“Where, on a substantive project affecting a particular ward, it is suspected that ward Councillors are not engaging actively with the constituents they were elected to serve, efforts should be made by the Leader of the Council supported by other Councillors to encourage participation and/or minimise the effects of any lack of representation. This may be particularly pertinent in wards which are made up of more than one distinct community.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Leader of the Council will take the necessary action, where appropriate.</p>	<p>Update (21/3/17): Officers are now aware of the risk, and will draw to the attention of the Leader of the Council should such a risk arise in future. Accordingly, this recommendation should be closed.</p>
34	<p><i>“Care should be taken at the commencement of any project which is likely to have a significant effect on a community that that community is assisted in understanding what is being proposed, why it is being proposed and what it is being consulted on.</i></p> <p><i>Where there is a shortfall in understanding, procedures and protections should be put in place to minimise the impact.</i></p> <p><i>The Council’s Marketing Communications Team should be involved in strategic planning to assist in this regard.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Corporate Management Group, with advice and support from the Marketing and Communications Team, will take responsibility for such matters.</p>	<p>Update (21/3/17): This has been fully taken into account by Management. As an example, the recent engagement strategy around the Woking Town Centre Integrated Transport Project has been extensive, and communications have been led by the Marketing and Communications team with external support. Accordingly, this recommendation should be closed.</p>

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35	<p><i>“Addressed mail should be used wherever possible to convey major communications to their recipients.</i></p> <p><i>Particular care should be taken when determining the method of distribution of communications to communal buildings if direct mail is not used.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>Project Directors will take responsibility for such direct communication which may be delivered by hand, by post or by email.</p>	<p>Update (21/3/17): This requirement has been taken on board. The more recent communications about the Sheerwater Regeneration have been individually addressed, either to the resident of a particular property or to a named tenant. With the Woking Town Centre Integrated Transport Project, letters were sent to properties affected by the works, and to properties on traffic diversion routes. Accordingly, this recommendation should be closed.</p>
36	<p><i>“Preference should be given to individual, face-to-face engagement for matters that may have a significant effect on an individual or community to ensure a greater degree of understanding and to build a relationship on which the Council can develop.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>Whilst Project Directors will take responsibility for such matters and do all they can to assist understanding consideration will need to be given to the form of communication and recording to ensure that inconsistencies that can arise from multiple “face to face” individual meetings are minimised.</p>	<p>Update (21/3/17): This is being adopted where practical. The Woking Town Centre Integrated Transport Project used face-to-face engagement at an exhibition of the town centre highway works, and made arrangements for individual face-to-face meetings with many of the businesses affected by the highway works. Accordingly, this recommendation should be closed.</p>
37	<p><i>“Consideration should be given in future projects to whether independent consultants should be used to engage or facilitate engagement with residents to counter any issues of perception that a contractor may not act fairly or openly.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>Project Directors will take responsibility for such matters. In some cases it will be appropriate to engage wholly independent consultants but in many cases, for example the provision of play equipment around the Borough it</p>	<p>Update (21/3/17): Where appropriate, this approach is being taken. Consideration is given to the proportionality of the issue. For Woking town centre works, a variety of independent agencies have been used to support community engagement exercises and consultations. Accordingly, this recommendation should be closed.</p>

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	<p>may be more appropriate to use the preferred contractor to ensure effective engagement. The key issue is that consideration will be given and evidenced in the project notes.</p>	
38	<p><i>“Translation blocks in alternative languages should be considered as part of the equalities impact assessment for critical communications.</i></p> <p><i>Documents should be drafted using plain English, avoiding the use of jargon or industry terms.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Marketing and Communications Team will take responsibility for such matters. However the Council will need to consider where there is a risk of inequality would addressing that inequality due to unfamiliarity with English be better addressed by English language course for speakers of other languages rather than printing in multiple languages.</p>	<p>Update (1/12/15): Following comments made at Council on 22 October 2015 and at the SROP on 5 November 2015, the Officer Comment in respect of this ISSP recommendation has been amended to read:</p> <p><i>“This recommendation is agreed.</i></p> <p><i>The Marketing and Communications Team will take responsibility for such matters. However, equality impact assessments should consider whether providing “English language courses for speakers of other languages” would be preferable to printing documents in multiple languages.”</i></p> <p>Update (21/3/17): Increased resources have been made available to support ESOL classes in Sheerwater, Lakeview and Westfield. Accordingly, this recommendation should be closed.</p>
39	<p><i>“Consideration should be given to the adoption of a protocol detailing how Councillors respond to communications (whether by email, letter or otherwise). It is suggested that there should be an agreed time-frame in which an acknowledgement and, if appropriate, a reply should be expected and a procedure for who should be responsible for responding to group emails (with alternates to cover known absences). It may be possible to use the Council’s Customer Care Code as a basis for this.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Head of Democratic and Legal Services in consultation with the Revenues and Benefits Manager (who is responsible for Customer Services) will draft a protocol for consideration by the Council prior to the end of the 2015/16 Municipal Year.</p>	<p>Update (16/3/16): The Head of Democratic and Legal Services has not drafted the proposed Protocol. This will be done during the 2016/17 Municipal Year, following adoption of the new Constitution by Council on 14 April 2016.</p> <p>Update (21/3/17): Corporate Management Group consider that it would be appropriate for this recommendation to be addressed with recommendation 40.</p> <p><u>Update (3/4/17): This recommendation will be closed.</u></p>
40	<p><i>“Review the Customer Care Code and its application to ensure it meets the needs of the organisation and</i></p>	<p>Update (16/3/16): The Head of Democratic and Legal Services has not reviewed the Customer Care Code. This</p>

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	<p><i>expectations of the public.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Head of Democratic and Legal Services in consultation with the Revenues and Benefits Manager (who is responsible for Customer Services) will draft a protocol for consideration by the Council prior to the end of the 2015/16 Municipal Year.</p>	<p>will be done during the 2016/17 Municipal Year, following adoption of the new Constitution by Council on 14 April 2016.</p> <p>Update (21.3.17): Due to pressure of other business, the Customer Care Code has not been reviewed and updated. Consideration is currently being given to a wider programme of customer care training, particularly with the introduction of the Apprenticeship Levy. The Council's own code and training programme will be reviewed and updated in 2017/18.</p>
<p style="text-align: center;">41</p>	<p><i>“Consideration should be given to third party review of important communications using staff unconnected to the project to which they relate to minimise the risk of such communication being poorly received. Members of the communications or neighbourhood teams may be well placed to undertake such a review of how a communication might be read and received.”</i></p> <p>Officer Comment (October 2015):</p> <p>This recommendation is agreed.</p> <p>The Marketing and Communications Team will be consulted, where appropriate, and if necessary the Corporate Management Group will determine any dispute.</p> <p>The Head of Democratic and Legal Services will be responsible for monitoring that the decisions of the Council in respect of the ISSP's recommendations are complied with.</p>	<p>Update (21.3.17): The Marketing and Communications team use a network of colleagues unassociated with a particular issue to review the meaning of key communications. Accordingly, this recommendation should be closed.</p>

