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TO THE CHAIRMAN AND MEMBERS OF THE EXECUTIVE

You are hereby summoned to attend a meeting of the Executive to be held on Thursday, 15 June 2023 at 7.00 pm in the Council Chamber, Civic Offices, Gloucester Square, Woking, Surrey GU21 6YL.

Please note the meeting will be filmed and will be broadcast live and subsequently as an archive on the Council's website (www.woking.gov.uk). The images and sound recording will also be used for training purposes within the Council. Generally, the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed.

The Chairman of the meeting has the discretion to terminate or suspend filming, if in his/her opinion continuing to do so would prejudice the proceedings of the meeting or, on advice, considers that continued filming might infringe the rights of any individual.

As cameras are linked to the microphones, could Members ensure they switch their microphones on before they start to speak and off when finished and do not remove the cards which are in the microphones.

The agenda for the meeting is set out below.

JULIE FISHER
Chief Executive

AGENDA

PART I - PRESS AND PUBLIC PRESENT

1. Apologies for Absence
2. Declarations of Interest (Pages 5 - 6)
 - (i) To receive declarations of disclosable pecuniary and other interests from Members in respect of any item to be considered at the meeting.
 - (ii) In accordance with the Officer Employment Procedure Rules, the Chief Executive, Julie Fisher, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mrs Fisher may advise on those items.

- (iii) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Corporate Resources, Kevin Foster declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Foster may advise on those items.
- (iv) In accordance with the Officer Employment Procedure Rules, the Strategic Director - Communities, Louise Strongitharm, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which she is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mrs Strongitharm may advise on those items.
- (v) In accordance with the Officer Employment Procedure Rules, the Head of Digital and Transformation, Adam Walther, declares a disclosable personal interest (non-pecuniary) in any items concerning the companies of which he is a Council-appointed director. The companies are listed in the attached schedule. The interests are such that Mr Walther may advise on those items.

3. Minutes

To approve the minutes of the meetings of the Executive held on 23 March 2023 and 22 May 2023 as published.

4. Urgent Business

To consider any business that the Chairman rules may be dealt with under Section 100B(4) of the Local Government Act 1972.

Questions

5. To deal with any written questions submitted under Section 3 of the Executive Procedure Rules. Copies of the questions and draft replies will be laid upon the table.

Notices of Motion

At its meeting on 30 March 2023, the Council referred the following Notices of Motion to the Executive for consideration.

6. Notice of Motion - Cllr E Nicholson - Retrospective Surface Water Action EXE23-046 (Pages 7 - 10)
Reporting Person – Corporate Leadership Team
7. Notice of Motion - Cllr K Davis - Digital Spine Connection EXE23-047 (Pages 11 - 12)
Reporting Person – Corporate Leadership Team

Matters for Determination

8. 2022-23 Woking for All Outturn Report on Performance EXE23-038 (Pages 13 - 38)
Reporting Person – Kevin Foster

9. Woking Voluntary Sector Annual Report EXE23-037 (Pages 39 - 58)
Reporting Person – Louise Strongitharm
10. Risk Management and Business Continuity Annual Report EXE23-035 (Pages 59 - 68)
Reporting Person – Kevin Foster
11. Write off of Irrecoverable Debt EXE23-007 – to follow
Reporting Person – Brendan Arnold

Performance Management

12. Performance and Financial Monitoring Information
Please bring to the meeting your copy of the latest Performance and Financial Monitoring Information (Green Book).
13. Monitoring Reports - Projects EXE23-025 (Pages 69 - 78)
Reporting Person – Kevin Foster

AGENDA ENDS

Date Published - 7 June 2023

For further information regarding this agenda and arrangements for the meeting, please contact Julie Northcote on 01483 743053 or email julie.northcote@woking.gov.uk



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Agenda Item 2.

Schedule Referred to in Declaration of Interests

Council-appointed directorships

Julie Fisher, Chief Executive	
Brookwood Cemetery Limited	Thameswey Guest Houses Limited
Brookwood Park Limited	Thameswey Housing Limited
Energy Centre for Sustainable Communities Ltd	Thameswey Limited
Rutland Woking (Carthouse Lane) Limited	Thameswey Maintenance Services Limited
Rutland Woking (Residential) Limited	Thameswey Solar Limited
Rutland (Woking) Limited	Thameswey Sustainable Communities Limited
Thameswey Central Milton Keynes Limited	VSW Hotel Limited
Thameswey Developments Limited	Victoria Square Residential Limited
Thameswey Energy Limited	Victoria Square Woking Limited
Woking Necropolis and Mausoleum Limited	

Kevin Foster, Strategic Director – Corporate Resource	
Brookwood Cemetery Limited	Thameswey Guest Houses Limited
Brookwood Park Limited	Thameswey Housing Limited
Energy Centre for Sustainable Communities Ltd	Thameswey Limited
Export House Limited	Thameswey Maintenance Services Limited
Kingfield Community Sports Centre Limited	VSW Hotel Limited
LAC 2021 Limited (Dormant)	Victoria Square Residential Limited
Thameswey Central Milton Keynes Limited	Victoria Square Woking Limited
Thameswey Energy Limited	Woking Necropolis and Mausoleum Limited
Woking Shopping Limited	

Louise Strongitharm, Strategic Director – Communities	
Rutland Woking (Carthouse Lane) Limited	Thameswey Developments Limited
Rutland Woking (Residential) Limited	Thameswey Guest Houses Limited
Rutland (Woking) Limited	Thameswey Housing Limited
Thameswey Limited	

Adam Walther, Head of Digital and Transformation	
Brookwood Cemetery Limited	Thameswey Developments Limited
Brookwood Park Limited	Thameswey Energy Limited
Thameswey Central Milton Keynes Limited	Thameswey Limited
Thameswey Sustainable Communities Limited	Thameswey Solar Limited
Woking Necropolis and Mausoleum Limited	

EXECUTIVE – 15 JUNE 2023

NOTICE OF MOTION – CLLR E NICHOLSON – RETROSPECTIVE SURFACE WATER ACTION

Executive Summary

At its meeting on 30 March 2023, the Council referred the following Notice of Motion to the Executive.

Councillor E Nicholson

“Retrospective Surface Water Action

The latest State of the UK Climate report indicates the UK has become wetter over the last few decades, although with significant annual variation. 2011-2020 was 9% wetter than 1961-1990. From the start of the observational record in 1862, six of the ten wettest years across the UK have occurred since 1998.

The recent UK climate projections (UKCP18) provide the most up-to-date assessment of how the UK climate could change over the 21st century. Overall, the UK is expected to experience wetter winters and drier summers.

However, rain that does fall in summer will likely be more intense than what we currently experience. For example, rainfall from an event that typically occurs once every 2 years in summer is expected to increase by around 25%. This will impact on the frequency and severity of surface water flooding, particularly in urban areas.

In towns and cities, flash floods are a growing problem. Concrete can't soak up rainwater, so in heavy downpours it has nowhere to go except into drains, overloading sewers and setting off flash floods. During the recent heavy rainfall, the water caused slippages within the station underpass and led to pooling of water within areas of the town centre.

Therefore this motion proposes that this Council:

1. Engages with South West Trains to seek to secure surface water drainage systems are retrospectively fitted to the two entrances to the station underpass and /or other measures to capture rainwater are installed to reduce the excess water overspill causing slippage within the underpass.
2. That Woking planning applications continue to be assessed with surface water drainage systems in mind and that the County, as the lead flood authority is consulted on planning applications where required.
3. That Woking Borough Council work proactively with the partners to green Victoria Square, and introduce features such as rainwater gardens in line with the aspirations of the town centre Masterplan.”

Notice of Motion – Cllr E Nicholson – Retrospective Surface Water Action

Revised Motion

“As South West Trains has been replaced by South Western Railway, and to reflect the parties with responsibilities for the station, Councillor Nicholson supports amending the Motion to replace the words ‘South West Trains’ with the words ‘Network Rail and South Western Railway’. Revised Motion set out below:

Councillor E Nicholson

“Retrospective Surface Water Action

The latest State of the UK Climate report indicates the UK has become wetter over the last few decades, although with significant annual variation. 2011-2020 was 9% wetter than 1961-1990. From the start of the observational record in 1862, six of the ten wettest years across the UK have occurred since 1998.

The recent UK climate projections (UKCP18) provide the most up-to-date assessment of how the UK climate could change over the 21st century. Overall, the UK is expected to experience wetter winters and drier summers.

However, rain that does fall in summer will likely be more intense than what we currently experience. For example, rainfall from an event that typically occurs once every 2 years in summer is expected to increase by around 25%. This will impact on the frequency and severity of surface water flooding, particularly in urban areas.

In towns and cities, flash floods are a growing problem. Concrete can't soak up rainwater, so in heavy downpours it has nowhere to go except into drains, overloading sewers and setting off flash floods. During the recent heavy rainfall, the water caused slippages within the station underpass and led to pooling of water within areas of the town centre.

Therefore this motion proposes that this Council:

1. Engages with Network Rail and South Western Railway to seek to secure surface water drainage systems are retrospectively fitted to the two entrances to the station underpass and /or other measures to capture rainwater are installed to reduce the excess water overspill causing slippage within the underpass.
2. That Woking planning applications continue to be assessed with surface water drainage systems in mind and that the County, as the lead flood authority is consulted on planning applications where required.
3. That Woking Borough Council work proactively with the partners to green Victoria Square, and introduce features such as rainwater gardens in line with the aspirations of the town centre Masterplan.”

Notice of Motion – Cllr E Nicholson – Retrospective Surface Water Action

Officer Comment

- “1. *Engages with Network Rail and South Western Railway to seek to secure surface water drainage systems are retrospectively fitted to the two entrances to the station underpass and /or other measures to capture rainwater are installed to reduce the excess water overspill causing slippage within the underpass.*

This Council funded the recent improvements to the underpass using grant funds but recognise that there is more that could be done to improve the environment for users. Proposals to say, retrofit drainage systems, would require an extensive discussion with Network Rail’s Basic Asset Protection team and funding from them or South Western Railway. In addition to retrofit works, Network Rail and the train operator could be encouraged to measures such as installing green roofs on subway structures such as station building to help capture rainwater and reduce runoff and / or the possibility of retrospectively installing permeable paving in car parks, pavements or other areas to help reducing runoff and allow rainwater to infiltrate into the ground.

2. *That Woking planning applications continue to be assessed with surface water drainage systems in mind and that the County, as the lead flood authority is consulted on planning applications where required.*

With regards to surface water drainage, the current criteria used for consultation is based upon the type of development proposed and its location. Householder development of up to 30sq.m is covered by the Building Regulations. However, in areas where the surface water risk is very high (1 in 30 year event), a standard condition would be used.

Planners would consult the County for developments comprising of 1-5 dwellings, buildings between 30-100sq.m, sites up to 0.5ha and householder extensions greater than 30sq.m in areas designated as high risk (1 in 100 years) and very high risk (1 in 30 years). Where such proposals are in medium surface water risk areas (1 in 100 years) or within 20m of a very high surface water risk area, the standard condition would be used.

For all proposals involving 5 dwellings or more, a building of more than 100sq.m, or where the site area is greater than 0.5ha, we would consult drainage colleagues at Surrey County Council where the proposals are in a medium (1in 1000 years), high risk (1 in 100 years) or very high risk (1 in 30 years) areas or are within 20m of a very high risk area.

3. *That Woking Borough Council work proactively with the partners to green Victoria Square, and introduce features such as rainwater gardens in line with the aspirations of the town centre Masterplan.*

As you have already mentioned, the draft Town Centre Masterplan highlights opportunities for further integration of green infrastructure into Woking town centre. It states ‘Woking Town Centre will be... a place where it is expected that development will be of exemplary design within the framework of the Townscape Strategy for the Town Centre and with green infrastructure and biodiversity embedded as an essential and integral part of the design’.

The Masterplan notes the ‘significant public realm and wayfinding improvements already achieved, with good quality and quantity of pedestrian-priority spaces’ but also recognises further scope; for example, ‘more trees and planting on streets and in public spaces would help soften and green streets and spaces in a number of locations’ as well as other facilities; ‘...this may require enabling improvements to the public realm, such as more seating and improved spaces for performance’.

Additional urban greening will assist air quality and in terms of adapting to effects of climate change but any proposals would need to be resourced; their careful planning, delivery and ongoing maintenance. Council Officers will continue to discuss options for the greening of the

Notice of Motion – Cllr E Nicholson – Retrospective Surface Water Action

town centre and continues its current programme of work including the installation of rainwater gardens, funded by grant.”

Background Papers:	None.
Reporting Person:	Councillor Ellen Nicholson Email: cllreellen.nicholson@woking.gov.uk Beverley Kuchar, Acting Strategic Director - Place Email: beverley.kuchar@woking.gov.uk , Extn: 3473
Contact Person:	Tracey Haskins, Green Infrastructure Manager Email: tracey.haskins@woking.gov.uk , Extn: 3477 Thomas James, Development Manager Email: thomas.james@woking.gov.uk , Extn: 3435
Portfolio Holder:	Councillor Peter Graves Email: cllrpeter.graves@woking.gov.uk Councillor Liam Lyons Email: cllrliam.lyons@woking.gov.uk
Date Published:	7 June 2023

EXECUTIVE – 15 JUNE 2023

NOTICE OF MOTION – CLLR K DAVIS – DIGITAL SPINE CONNECTION

Executive Summary

At its meeting on 30 March 2023, the Council referred the following Notice of Motion to the Executive.

Councillor K Davis

“At the March Overview & Scrutiny Committee meeting, Enterprise M3, the Local Enterprise Partnership discussed the Guildford to Basingstoke Digital Spine and confirmed that Woking would not have a spur to join the Gigabit link.

Connecting to the Internet via Gigabit links is a key part of the Digital Strategy as it is important for the economic output of the borough as well as the limitless opportunities high speed links provides to residents.

Would the Council please investigate opportunities that exist with a view to ensuring that the borough is connected to the fastest possible digital backbone as soon as possible and certainly within three years if it cannot be achieved within the Digital Strategy period.”

Officer Comment

“The origins of the spine project lie in the need for two landmark Local Enterprise Partnership (LEP) supported projects – the 5G Innovation Centre (5GIC) at University of Surrey and the Basing View Enterprise Zone – to have enhanced digital connectivity. This illustrated the lack of adequate ‘backhaul’ capacity in the area - backhaul being the intermediate links between the core network and the local access networks which serve end users.

Enhancing this capacity increases network coverage by providing wholesale access to the core network that can then be used by Internet Service Providers and mobile operators to support the delivery of services.

Given this need the LEP began to explore whether it would make sense to build some additional spine infrastructure to provide the necessary backhaul capacity and serve both the 5GIC and Basing View as well as accelerating the delivery of local access networks and better connectivity along that route where there were significant points of unmet demand.

Given the end points an efficient route design clearly could not cover the whole of the EM3 area, whether Woking or Winchester.

The LEP is, however, building into the contract documentation the scope for extensions and enhancements to the original spine to be undertaken. Woking could most certainly develop a proposition for a connection to the spine. Other authorities in the EM3 area both in Hampshire and Surrey are also considering such proposals. I would also bear in mind that the route which covers centres such as Guildford, Basingstoke, Camberley, Farnborough, Aldershot and Farnham, already has fibre connectivity in existence in these places or planned, similar to Woking (Openreach and other network operators). It is not clear who will provide the infrastructure first, and it may be that Openreach delay roll out because of the spine (but unlikely).

As far as Woking is concerned, linking businesses to the spine would have benefit for those businesses along the route, but infrastructure needed to expand it would be costly and will be undertaken by the private sector.

Notice of Motion – Cllr K Davis – Digital Spine Connection

Openreach have already started upgrading premises to full fibre (FTTP) on 46 of its exchanges in Surrey including Woking. At least 75% of the premises served on these exchanges are anticipated to be upgraded by December 2026.

Since the production of Woking Borough Council's Digital Strategy in 2022, gigabit coverage (speeds at 1000mbps) provided by all network operators has increased by 37% to 85.75%.

Officers will investigate further and report to a future Economic Development Working Group."

Background Papers: None.

Reporting Person: Councillor Kevin Davis
Email: cllrkevin.davis@woking.gov.uk
Kevin Foster, Strategic Director – Corporate Resources
Email: kevin.foster@woking.gov.uk, Extn: 3198

Contact Person: Chris Norrington, Business Liaison Manager
Email: chris.norrington@woking.gov.uk, Extn: 3900

Portfolio Holder: Councillor Dale Roberts
Email: cllrdaledale.roberts@woking.gov.uk

Date Published: 7 June 2023

EXECUTIVE – 15 JUNE 2023

2022-23 WOKING FOR ALL OUTTURN REPORT ON PERFORMANCE

Executive Summary

The Woking For All Strategy (WFAS) and the Supplementary and Amended Priorities document clearly sets out the Council's key objectives and priorities for the period 2022 to 2027.

A robust performance management regime around the delivery of the WFAS has been established. This will allow officers to monitor progress against each of the objectives in the Strategy which in turn will facilitate the compilation of regular reports to Councillors as to the status of each action. Performance management reports will provide updates as to successes, as well as identifying areas of concern that may require additional support or information.

Action updates relating to Quarter 4 of the 2022/23 financial year have been completed; a total of 217 actions have been recorded against the WFAS, of which, 185 (85%) have a RAG status of Green, 21 (10%) a RAG status of Amber, and 2 (1%) a RAG status of Red. 40 different officers have been assigned as action owners.

The full detail of every action and KPI is attached at Appendix 1 and 2 respectively. Appendix 1 provides an overview of the action, the action owner, a progress update for the quarter (Q4. being January to March 2023), a RAG flag rating, and a status arrow to highlight how the action is performing compared to the last report. For the purpose of this report, a brief narrative has also been prepared which highlights some of the key developments against each WFAS Theme and Outcome.

In-line with recommendations arising from a review of performance management, it is recommended that the WFAS should be monitored on a quarterly basis, with either a full breakdown of action status or reports by exception.

Recommendations

The Executive is requested to:

RESOLVE That

progress against the actions resulting from the Woking For All Strategy and the Supplementary and Amended Priorities document be noted.

Reasons for Decision

Reason: To ensure that robust performance monitoring is in place to support the delivery of the Council's Woking For All Strategy.

The Executive has the authority to determine the recommendation(s) set out above.

2022-23 Woking For All Outturn Report on Performance

Background Papers: None.

Reporting Person: Kevin Foster, Strategic Director – Corporate Resources
Email: kevin.foster@woking.gov.uk, Extn: 3198

Contact Person: Adam Walther, Head of Transformation and Digital
Email: adam.walther@woking.gov.uk, Extn: 3335
Pino Mastromarco, Corporate Strategy Manager
Email: pino.mastromarco@woking.gov.uk, Extn: 3464

Portfolio Holder: Councillor Ann-Marie Barker
Email: cllrann-marie.barker@woking.gov.uk

Date Published: 7 June 2023

1.0 Introduction

- 1.1 The purpose of this report is to provide an update on how the Council is performing against the actions and KPI's resulting from the Woking For All Strategy (WFAS) and the Supplementary and Amended Priorities document.
- 1.2 It is essential that a robust performance management regime around the delivery of the WFAS is established. This will allow officers to monitor progress against each of the objectives in the Strategy which in turn will facilitate the compilation of regular reports to Councillors as to the status of each action. Performance management reports will provide updates as to successes, as well as identifying areas of concern that may require additional support or information.

2.0 Background

- 2.1 The WFAS and the Supplementary and Amended Priorities document clearly sets-out the Council's key objectives and priorities for the period 2022 to 2027. The WFAS is structured around four service facing community themes (Healthier Communities, Engaged Communities, Greener Communities, Prospering Communities), and an inward facing theme (High Performing Council) which is designed to underpin and support the wider Council.
- 2.2 Relevant officers have been assigned as WFAS action owners, and meetings have been held to produce Quarter 4 progress updates and to assign a RAG rating and status arrow to each action. The RAG rating process has been implemented to enable a quick way to identify if an action is on track or failing for any reason. RAG's will also allow exception reporting to be applied if required. The RAG criteria that have been applied is as follows:

Red: Action is failing in one or more areas and needs immediate attention.

Amber: Action contains areas of concern which are impacting on delivery and need attention.

Green: Action is progressing according to agreed plans and targets.

Grey: Action has been superseded and is no longer being tracked.

The introduction of a status arrow against each action serves to highlight how the RAG status is performing against the previous quarterly report; each arrow indicating if the status is the same, has improved, or is worse.

- 2.3 Action updates relating to Quarter 4 of the of the 2022/23 financial year have been completed; a total of 217 actions have been recorded against the WFAS, of which, 185 (85%) have a RAG status of Green, 21 (10%) a RAG status of Amber, and 2 (1%) a RAG status of Red. 40 different officers has been assigned as action owners.

3.0 Monitoring Frequency

- 3.1 As agreed by the Executive, WFAS monitoring is produced on a quarterly basis, with either a full breakdown of action status or reports by exception.

4.0 Progress against the Woking for All Strategy Themes

- 4.1 The full detail of every action and KPI is attached at Appendix 1 and 2 respectively. Appendix 1 provides an overview of the action, the action owner, a progress update for the quarter (Q4. being January to March 2023), a RAG flag rating, and a status arrow to highlight how the action is performing compared to the last report. For the purpose of this report, a brief narrative has also been prepared which highlights some of the key developments against a range of WFAS Themes and Outcomes. These are as follows:

WFA Theme: Healthier Communities (66 actions)

4.2 WFA Outcome: Safe, thriving, and sustainable communities:

4.3 Progress in being made in relation to the Horsell Moor and Oakfield play area refurbishments. Installation is anticipated to commence in July 2023. The design for Horsell Moor has been enhanced in consultation with Councillors utilising neighbourhood CIL funding. Sutton Green Play area will now be delivered in 2023/24 due to ongoing engagement with the local residents association regarding an external funding bid.

4.4 WFA Outcome: High quality homes for all:

4.5 The Empty Homes Plan was submitted to the November Executive and has now been implemented.

4.6 The Affordable Housing Supplementary Planning Document (AHSPD) was presented to Executive on the 23rd March 2023 and was adopted by Council on 30th March 2023.

4.7 WFA Outcome: Health and wellbeing for all:

4.8 As part of a priority to promote volunteering within local businesses in support of their Corporate Social Responsibility commitments, a target to connect a minimum of ten local businesses to community projects has been met and exceeded.

4.9 A number of partnerships have been developed, including the Cardiac Rehab Level 1, 2 and 3, which has been launched to offer people the use of our Leisure Centres for specific sessions after surgery.

WFA Theme: Engaged Communities (25 actions)

4.10 WFA Outcome: Informed and consulted residents:

4.11 Progress has been made in relation to the revised Community Grants Programme. The most recent application deadline was the 23rd January 2023, and the first awarding panel for community grants commenced from early April 2023. A full review will be presented to the Executive in June 2023.

4.12 Work continues to update the Council's Climate Change Strategy; the updated document was agreed by Executive in March 2023 and consultation will commence between 15th May and 25th June 2023. This action will continue into the 2023/24 financial year.

4.13 WFA Outcome: A borough with a strong voice

4.14 The place branding and marketing project is progressing, with the tender completed and supplier appointed. The place branding and marketing launch is proposed for Autumn 2023.

4.15 WFA Outcome: Strong and effective partnerships

4.16 Work is ongoing to collaborate with Surrey Fire & Rescue to ensure the existing nine high-rise residential buildings in Woking and future developments meet the higher building safety standards required by 2023. Meetings every six weeks are ongoing and on course for target date of registration (October 2024) when building owners are required to register buildings.

4.17 The Council continues to partner Surrey Chambers of Commerce on the International Trade Forum and Local Skills Improvement Project (LSIP) and the Government Numeracy project.

WFA Theme: Greener Communities (43 actions)

4.18 WFA Outcome: Greener living

4.19 A draft Planet Woking wildlife garden guide has been developed with informal input of key stakeholders and considered by Greener Woking Working Group in March 2023. Consultation to follow in the new municipal year. This action will continue into the 2023/24 financial year.

4.20 Phase two of the on-street charge point project continues. The Electric Vehicle concession framework operator has been identified and the contractual arrangements are being finalised by Surrey County Council. Potential locations for charge point installation are being identified to inform a countywide network plan for delivery from Spring/Summer 2023.

4.21 WFA Outcome: Greener economy

4.22 Work continues to identify and cost further energy efficiency measures and renewable installations for implementation across the Council estate. The audit is ongoing, and the results will be known Q1 2023/2024. Efficiency work will then be implemented as part of ongoing energy management of the Council's property portfolio.

4.23 WFA Outcome: Greener place leadership

4.24 Discussions and meetings continue with the County Council on Rainwater Gardens. The full funding for this project is via the County's grant. Ownership of the delivery of the project is with WBC and a new lead officer has been appointed.

4.25 A baseline study of our corporate carbon footprint has been undertaken and a carbon reduction road map has been produced.

WFA Theme: Prospering Communities (35 actions)

4.26 WFA Outcome: A borough of opportunity

4.27 A full review of town centre Wi-Fi provision has now been undertaken and recommendations as to the future direction of travel are being considered.

4.28 WFA Outcome: Strong and sustainable economy

4.29 In this municipal year forty clinics between Business Advisors and local businesses have been delivered via Woking Works (WBC). These sessions offer one hour tailored advice in relation to a range of operational activities such as social media, marketing, and business strategy.

4.30 Support for school leavers has been provided in the form of a workstream called 'Inspiring the Future Workforce' which is designed to link students and their careers advisors with local businesses to offer work experience.

4.31 WFA Outcome: A borough with an enabling infrastructure

4.32 Unfortunately, the Levelling-Up (2) bid was unsuccessful, as was the recent County Council and WBC supported active travel bid for West Byfleet. Notwithstanding, the bids have demonstrated appetite for external financial support to achieve our corporate and community aims and ambitions. Feedback on the Active Travel bid suggests further work would be beneficial and the potential for resubmission later in 2023.

4.33 Work continues with partners to review the Victoria Arch project. Regular fortnightly meetings and monthly board meetings are being held between the Council and Homes England. Homes

2022-23 Woking For All Outturn Report on Performance

England are undertaking a review of all HIF schemes across the Country which face cost implications due to market conditions.

WFA Theme: High Performing Council (48 actions)

4.34 WFA Outcome: A transparent, listening and learning council

4.35 As part of a review of Business Continuity arrangements, Zurich (the Council's insurers) will be assessing all documentation related to Business Continuity to ensure that the plans are as robust as possible. Zurich will work with the Business Improvement Team to enhance the plans and provide training and/or test regimes where appropriate.

4.36 Sheerwater Together were granted £20,000 to support resident's wellbeing during the 2022/23 winter. A number of suggestions were put forward and voted on by residents and as a result implemented. Examples of this activity are Walking Group, Female Swimming, Cycling, Tea and Coffee mornings.

4.37 WFA Outcome: A high performing council

4.38 The corporate review of the Thameswey financial model is ongoing. One year business plans were approved by Council in February 2023 and work will progress with Thameswey during 2023/24 on longer term plans. These include a review of the Sheerwater Regeneration Project due to report in Summer 2023.

4.39 Work to review the principle of the "One Stop Shop" which Customer Service staff currently operate under is underway. A review/investigation into current 'as is' operations is complete, and an action plan to deliver efficiencies, improvements, and maximise a 'Digital First' approach is in development.

4.40 WFA Outcome: A modern employer with a progressive workforce

4.41 A new Intranet has been successfully rolled out to all staff, which includes key enhancements such as integration with SharePoint and a Yammer social function. The intranet will enable teams to work closer together to achieve consistent and integrated services for residents.

4.42 WFA Outcome: A financially responsible Council with sustainable and affordable plans

4.43 Updates were provided to the January 2023 Executive ahead of Council approval of the budget in February 2023. A further update on the MTFs was provided in March 2023 setting the strategic direction to be adopted during 2023/24.

4.44 The Council hosted the DLUHC Review team in February 2023 and feedback has now been received. An action plan will be developed in 2023/24 in response to the report.

5.0 Corporate Strategy

5.1 The ongoing review and monitoring of all actions resulting from the WFAS is an essential function to ensure that that the Council's ambitions remain on track.

6.0 Implications

Finance and Risk

6.1 There are no financial or risk implications arising from this report.

Equalities and Human Resources

6.2 There are no equalities or human resource implications arising from this report.

Legal

6.3 There are no legal implications arising from this report.

7.0 Engagement and Consultation

7.1 None.

REPORT ENDS

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q4. 2022/23 Update (Jan-Mar)	Progress	RAG Status	Status since last report	
Healthier Communities	Safe, thriving and sustainable communities	Recognise the distinctive identity of our towns, villages and neighbourhoods, ensuring they have vibrant centres that support community life, wellbeing, pride and identity.	Continue to broaden the offer at community centres to be inclusive for all ages.	Developed schedule of use and updated the Council website to demonstrate regular cultural and intergenerational community benefits.	Adam Thomas	01/07/22	31/03/23	As a result of this action we have increased our partnerships and improved our communication outputs, ongoing considerations will now be adopted as part of business as usual activity.	Completed	Green	→	
				Expanded the universal youth offer at Knaphill and explored expanding the offer to Goldsworth Park and Byfleet.	Adam Thomas	01/02/22	31/03/23	The charity Woking Youth, is successfully delivering universal services from the Woking Youth Arts Centre in Knaphill and the Lakeview Community Centre in Goldsworth Park. The will continue to be independently run as a resource for young people in the area.	Completed	Green	→	
				Launched a weekly boxing club for Kingsmoor Park youth.	Adam Thomas	01/06/2022	31/03/23	Partners have been introduced to continue this action. The action is now completed.	Completed	Green	↑	
				Enhanced the café provision at Community Centres by supporting local social enterprises to run the food and drink offer.	Adam Thomas	01/06/2022	30/06/23	Successful community café running at St Mary's, cafe due to launch at Moorcroft in April 2023. The Vyne café is currently under review. This action will continue into the 2023/24 financial year.	Ongoing	Green	→	
			Continue to support the development of neighbourhood plans.	Provided sufficient resource to ensure that neighbourhood plans and proposals accord with up-to-date evidence and align with strategic policies of the adopted Local Plan and National Planning Policy.	Beverley Kuchar	01/04/22	31/03/24	This workstream is ongoing. WBC have provided comments for two draft neighbourhood plans and are anticipating further work with these groups in the forthcoming year. This action will continue into the 2023/24 financial year.	Ongoing	Green	→	
				Continued to provide information, guidance and signposts for those communities looking to develop a neighbourhood plan for their area.	Beverley Kuchar	01/04/22	31/03/23	WBC are continuing to provide guidance and advice to those individuals on Neighbourhood Planning on an ongoing and as needed basis. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→	
			Support local villages and neighbourhood communities to create the place residents want it to be and working with neighbourhoods to assess gaps in services.	In partnership, completed a joint case study of a given neighbourhood area to understand the current services in place and identify gaps. This action will continue into the 2023/24 financial year.	Chris Norrington	01/01/23	31/03/24	The strategic asset management plan is anticipated to be taken to the June Executive. After the Executive meeting a view will be taken on whether this action is progressed or not. This action will continue into the 2023/24 financial year.	Ongoing	Green	→	
			Return highways grass and tree maintenance back to Surrey County Council.	Completed handover, returned to normal operations, and achieved anticipated savings of £300k.	Emma Bourne	01/04/23	31/03/23	This has now been completed and highways grass and tree maintenance has been handed back to SCC. Relevant website pages have been updated to inform residents. The action has been changed to completed.	Completed	Green	→	
			Ensure that new developments coming forward, such as West Hall in West Byfleet, meet the objectives set out in the Site Allocations Development Plan Document.	Encouraged developers to engage and consult on their plans and proposals with local communities and actively listen to the communities' views in developing their plans.	Thomas James	01/04/22	31/03/23	As per Q3 update - Encouraging developers to engage and consult is a national planning policy requirement and this has been ongoing for numerous years on large scale proposals and will continue. Developers are encouraged to engage with communities early so their views can be incorporated into the developing plans, as appropriate. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→	
				Provided a joined-up pre-applications service to secure the delivery and implementation of sustainable development to meet needs.	Thomas James	01/04/22	31/03/23	As per Q3 update - Engagement with key major developers taking place in both informal and formal pre-applications formats. Developers encouraged to engage with local ward members and residents on their proposals. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→	
				Worked proactively with developers to ensure that site infrastructure provided by developers meets the development's needs without creating a burden on the community.	Beverley Kuchar	01/04/22	31/03/23	As per Q3 update - We have continued to engage with pre-application discussions on West Hall and various other sites and commented on planning applications for development management. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→	
			Given the scale of housing development planned for the east of the borough - we will work with partners to secure infrastructure to meet the needs of residents.	Work with communities to develop plans for the use of the neighbourhood element of the Community Infrastructure Levy (CIL) funds.	Beverley Kuchar	01/04/22	31/03/23	Monthly CIL reports and Neighbourhood CIL task group has been established and Senior Policy Officer now in post to manage this area of work. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→	
			Create safe and accessible public spaces through high quality development and regeneration.	Complete the first new play area to be delivered as part of the regeneration of Sheerwater.	Complete the first new play area to be delivered as part of the regeneration of Sheerwater in Red Phase.	Paola Capel-Williams	01/11/22	31/05/23	Play equipment installed along with the safety surface, works continuing to the areas outside of the play area to facilitate safe access, anticipated completion is still May 23. This action will continue into the 2023/24 financial year.	Started	Green	→
				Bring forward new Suitable Alternative Natural Green space (SANG) provision as an integral part of our strategy.	Supplementary action not previously identified for 2022/23.	Tracey Haskins / Beverley Kuchar	01/04/22	31/03/24	As per Q3 update - Ongoing challenge to bring future SANG sites forward which is what the status is amber. Recent meetings with Horsell Common Preservation Society and progression of Brookwood SANG need resource allocation and funding. Agreement to recruit new Biodiversity Net Gain officer is being assessed.	Started	Amber	→
				Put in place an updated programme for playground refurbishments, recognising the value and importance of accessible play provision.	Undertake an audit of the current play area provision and highlight options to achieve accessibility for all including for neuro-diverse children.	Arran Henderson	01/04/22	31/03/23	Approach to play area refurbishment presented to and agreed by the February 2023 Executive. Development of this approach has included an audit of all play areas to determine refurbishment requirements and opportunities to improve accessible and inclusive play.	Completed	Green	→
				Develop a play area improvement plan and ensure delivery of the current plan to upgrade three play areas.	Develop a play area improvement plan and ensure delivery of the current plan to upgrade three play areas.	Arran Henderson	01/04/22	31/03/23	An approach to play area refurbishment was presented to and agreed by the February 2023 Executive. This approach has involved the development of an assessment tool to determine priorities for play areas. A programme of priority works is now being developed for 2023/24 in line with available budgets.	Completed	Green	↑

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				Carried out regular inspections of public play areas across the borough and repaired defects in a timely fashion.	Arran Henderson	01/04/22	31/03/23	As per Q3 update - Play areas are inspected by Serco on a weekly basis as part of existing contractual arrangements with findings recorded, risk assessed, and actioned accordingly. There is also an annual independent play area inspection carried out by an external play inspector consultant. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→		
				Designed, consulted upon and implemented three play area improvements ensuring accessibility for all.	Arran Henderson	01/04/22	31/03/24	Purchase orders have been placed for the Horsell Moor and Oakfield play area refurbishments. Installation is anticipated to commence July 2023. The design for Horsell Moor has been enhanced in consultation with Councillors utilising neighbourhood CIL funding. Sutton Green Play area will now be delivered in 2023/24 due to ongoing engagement with local residents association regarding external funding bid. This action will continue into the new 2023/24 financial year.	Started	Green	↑		
	Encourage and increase active lifestyles and participation through the provision of varied cultural and sporting opportunities and amenities.		Open the refurbished cycle track at Goldsworth Park Recreation Ground, which will include a fully asphalted pump track, an all-weather mountain bike circuit and a grass track circuit.	Progressed the Goldsworth Park Project in conjunction with local cycling clubs to increase access and enhance the quality of cycling provision.	Steve May	01/04/22	20/04/22	As per Q3 update - The project is now complete - the old cycle track has been refurbished and free training is provided by volunteers to children every Saturday morning.	Completed	Green	→		
					Continue to host the Surrey Half Marathon.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	12/03/23	This event took place as scheduled and therefore this action is completed.	Completed	Green	→
					Support looked after children, care leavers and foster families with a leisure offer.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	30/09/22	This action is now complete. As at the end of March 2023 there were 376 applicants (38% of eligible children).	Completed	Green	→
					Delivered the Active Communities Outreach programme and continue to target areas of poor attendance or known social problems.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/07/23	The Diabetes project operates out of Eastwood Leisure Centre and continues at least till the end of July 2023, when funding will be reviewed. This action will continue into the new 2023/24 financial year.	Ongoing	Green	→
					Develop a high quality ladies only offering, building on the strong base we already have in Sheerwater.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/03/23	As per Q3 update - 2 ladies only gym and swim sessions have been introduced at Eastwood Leisure Centre followed by a social session. One ladies only session is run per week from the Tigers facility.	Completed	Green	→
					Worked with Active Surrey to develop more Ladies coaches from the community to ensure longevity of service.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/03/24	The first cohort of 12 ladies is complete, with an aim of a further 12 each quarter. We are continuing to train ladies to deliver community sessions across the Borough. This action will continue into the 2023/24 financial year.	Ongoing	Green	→
	Engage the Community Safety Partnership to raise awareness and support our most vulnerable residents through partnership working to tackle borough wide issues.		Maintain a high standard of addressing Anti-Social Behaviour (ASB) across the borough, using the tools and powers from the ASB Crime and Policing Act 2014 where appropriate.	Supplementary action not previously identified for 2022/23.	Camilla Edmiston / Gerri Summers	01/04/22	31/03/23	Countywide framework for Police and Local Authority response to cannabis odour agreed. Implementation is due to start in Q1 of 2023/4 and throughout the remainder of the year. This will include joining up responses within WBC and ensuring all departments are providing the same consistent advice. A joint approach to tackling ASB at 121 Chertsey Road has proved successful. Surrey Police achieved a partial closure on the building, whilst housing and community safety teams have worked to address the behaviours of the residents and guests at the location. Issues have re-emerged at the 3G car park relating to cars causing a noise nuisance. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→		
					Work with partners to find a sustainable way to support vulnerable women in our borough.	Supplementary action not previously identified for 2022/23.	Camilla Edmiston	01/04/22	31/03/23	Ongoing support to the Women's Support Centre to raise awareness of its services and fundraise for its continuation, always looking for sustainable sources. Currently working towards charitable status in 2023/4. Supported International Women's Day on 8 March with a well-attended event with partner agencies and clients at the Centre. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→
					Invest in additional CCTV cameras to target fly-tipping and anti-social behaviour hotspots.	Supplementary action not previously identified for 2022/23.	David Loveless	01/04/22	31/03/23	This action is complete. The cameras are in operation.	Completed	Green	→
					Work in partnership with Your Sanctuary and other statutory services to raise awareness of the help and support available for those experiencing domestic abuse.	Supplementary action not previously identified for 2022/23.	Camilla Edmiston	01/10/22	31/12/23	The plan to seek White Ribbon accreditation is currently paused due to financial constraints. There will still be ongoing work to raise awareness of support for those experiencing domestic abuse with campaigns planned for 2023/4. This action will continue into the new 2023/24 financial year.	Not started	Green	→
	High Quality Homes for All	Support the provision of high quality, sustainable, well managed and affordable homes to meet housing standards and local needs, including those for key workers.	Meet our target to deliver 102 additional affordable homes.	Completed the development of affordable flats at Ryden's Way.	Jon Herbert	01/04/22	31/11/22	As per Q3 update -Completed and handed over to WBC on the 12th December 2022.	Completed	Green	→		
				Commenced work on site at Bonsey Lane.	Jon Herbert	01/04/22	31/03/24	Project received planning permission in March 2023 and the bid for grant funding was submitted to Homes England shortly after. However, Homes England did not approve the grant application due to significant concerns over project deliverability. The project is no longer viable at the current time and will be closed.	Superseded	N/a	N/a		

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				Developed an Asset Management Strategy for Council-owned stock and identified potential development sites.	Craig Humphrey / Jon Herbert	01/04/22	31/12/23	This action will continue into the 2023/24 financial year. Progress will be dependent on available resources.	Started	Amber	→	
				Continued to seek policy compliant affordable housing contributions from new developments and comprehensively appraised viability assessment where the affordable housing requirement are not proposed to be met.	Jon Herbert	01/04/22	31/03/23	Discussions are undertaken with developers prior to any planning application being submitted and this is to ensure that the WBC affordable housing policy numbers are achieved. Where applications are not compliant with WBC affordable housing policy levels, we seek further independent opinion on any submitted viability assessment. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→	
			Develop and adopt new affordable housing policies which respond to the needs of the borough and incorporate prioritisation of first homes for key workers.	Worked with colleagues in Planning to complete the Affordable Housing Planning Document, present it to the LDF Working Group, and consulted stakeholders.	Jon Herbert	01/04/22	31/03/23	The Affordable Housing Supplementary Planning Document (AHSPD) was presented to Executive on the 23rd March 2023 and was adopted by Council on 30th March 2023.	Completed	Green	→	
				Adopted a revised supplementary planning document that updates the detailed requirements of the Council in relation to affordable housing under the adopted Local Plan policy.	Beverley Kuchar	01/04/22	31/03/23	Affordable Housing Supplementary Planning Document (SPD) is being recommended for adoption by Full Council on the 31st March 2023.	Completed	Green	→	
			Improve our Housing Services by bringing housing and asset management services back into the council and commencing the new housing repairs and maintenance contracts.	Completed a Housing restructure to enable the integration of NVH staff into the Council with everyone working as one team.	Adam Browne	19/03/21	30/06/22	As per Q3 update - Services are in place, mobilisation has completed and establishing the service was achieved in Q1. Management restructure has been completed and recruitment to additional posts is underway.	Completed	Green	→	
				Issued customer satisfaction surveys to assess service provision.	Simon Price	05/01/23	31/12/23	This action has not yet started due to competing priorities. Next steps will be assessed and action carried forward into the new 2023/24 financial year.	Not started	Amber	↓	
				Completed the appointment of responsive repairs and cleaning contracts and commenced operations.	Adam Browne	19/03/21	30/06/22	As per Q3 update - Services are in place, mobilisation has completed and establishing the service was achieved in Q1. Management restructure has been completed and recruitment to additional posts is underway.	Completed	Green	→	
				Be more visible and available to all residents, including holding at least 4 local events/surgeries in each Housing Manager patch.	Gerri Summers	01/04/22	31/03/24	Housing officers will be diarising and holding 4 events with general needs tenants between April and September. Additionally they will diarise monthly surgeries at venues to be agreed, not sheltered or extra care facilities, and booked for year. This action will continue into the 2023/24 financial year.	Ongoing	Amber	↓	
				Introduced tenant panels and other engagement methods to seek views and opinions.	Gerri Summers	01/04/22	31/03/24	A schedule of monthly meetings has been agreed with involved tenants, there is no focus groups or panels planned for 2023/24. We will be introducing a tenant wide survey as above and Tenant Satisfaction Measures as part of regulatory regime reporting by the end of 2023/24. This action will continue into the 2023/24 financial year.	Ongoing	Green	→	
			Complete a review of the council's Selective Licensing Scheme and agree a way forward from 2023 to maintain private rented housing standards.	Held the Bi-annual Landlord Forums and send quarterly newsletters to landlords to promote good relationships and education.	Anne Woodward	01/04/22	31/03/24	The report and recommendations went to Executive in October 2022 and a decision was made to end the scheme on the 31st March 2023. Quarterly newsletters have been sent out and we are still planning to hold a bi-annual forum for landlords. This action will continue into the 2023/24 financial year.	Ongoing	Green	↑	
				Reviewed the selective licensing scheme and submitted recommendations to the Housing Task Group, Executive and Council.	Anne Woodward	01/05/22	31/03/23	A report was reviewed by the Executive in October and it was agreed that the Selective Licensing Scheme was not to continue.	Completed	Green	→	
			Use all methods possible to achieve more lower cost homes.	Bring forward an empty homes plan in Autumn of 2022.	Clare Hadley	01/11/22	31/10/22	The Empty Homes Plan was submitted to the November Executive and has now been implemented.	Completed	Green	→	
				Identify additional council-owned sites which can be prioritised for affordable housing and come forward with plans for their development.	Jon Herbert	01/04/22	31/03/23	This is an ongoing objective to be delivered in partnership with Housing Associations and will be informed through conversations with the Head of Housing Assets. Visits to potential sites to assess compacity are planned for 2023/24. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→	
				Expand the range of partners we work with to deliver affordable homes.	Jon Herbert	01/04/22	31/03/23	As per Q3 update - this is an ongoing objective to be delivered in partnership with Housing Associations. Discussions with Housing Associations; of varying sizes; are underway. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→	
			Deliver new homes in the Sheerwater development to schedule whilst minimising the levels of disruption as far as possible to local residents and businesses.	Review the Sheerwater development phasing plans.	Louise Strongitharm	01/04/22	31/07/23	Construction of 386 homes is currently underway on site. Following consideration of the Thamesway Business Plans at Full Council in February 2023, a full review of delivery of future phases of the Sheerwater Regeneration is underway and will report to Council in July 2023, which is why the rag flag is amber. This action will continue into the 2023/24 financial year.	Ongoing	Amber	↓	
			Prevent homelessness and its root causes.	Maintain strong partnership working to tackle rough sleeping and homelessness.	Continue to bid for Government Rough Sleeping Initiative funding to support the end of Rough Sleeping.	Catherine Butler	01/11/21	31/05/22	As per Q3 update - Funding for 2022 to 2025 was agreed by DLUHC in May 2022 and will be received on a phased payment basis. This funding covers several posts within the rough sleeper team.	Completed	Green	→
					Worked closely with York Road Project for Outreach and Inreach work with Rough Sleepers.	Catherine Butler	01/04/22	31/03/25	WBC meetings with Chief Exec of York Road project regularly, who is also involved in the DLUHC meetings. All meetings will continue until 2025. This action is marked as completed and will continue as business as usual activity	Completed	Green	→

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				Liaised with landlords and tenants at the earliest opportunity to negotiate and prevent homelessness.	Catherine Butler	01/04/22	31/03/24	One of the key roles of Housing Options is to proactively liaise with applicants, tenants and landlords on an ongoing basis. The indicator is amber as the unprecedented demand for services and capacity constraints has meant the team has been unable to do as much early preventative work as they would ideally seek to do. Due to the high number of families in Bed and Breakfast accommodation, the Council is working with DHLUC to implement an improvement plan, which will increase the focus on early engagement and intervention. This action will continue into the 2023/24 financial year.	Ongoing	Amber	→		
			Deliver five additional homes for rough sleepers.	Acquire five further apartments within local authority blocks using Government RSAP funding.	Catherine Butler	01/11/21	30/06/22	As per Q3 update - 8 additional apartments have been purchased using Rough Sleeper Accommodation Programme funding. Also secured funding for a Tenancy Sustainment Officer to support the rough sleepers who are housed in these apartments.	Completed	Green	→		
			Commence development of the new homelessness hostel in Goldsworth Road.	Site clearance to commence late 2022.	Jon Herbert / Louise Strongitharm	01/04/22	Ongoing	Discussions are continuing with the developer in relation to costs and the schedule for site clearance and funding for the hostel, as well as exploring alternative delivery options. The RAG flag is amber due to this ongoing delay. This action will continue into the 2023/24 financial year.	Started	Amber	→		
	Health and Wellbeing for all	Work with partners to embed health and wellbeing into all that we do.	Maintain strong partnership working to support the integration of health facilities into council and community facilities.	Explored opportunities for leisure and family services to partner with children's mental health providers.	Steve May	01/04/22	30/09/24	As per Q3 update - The Leisure and Cultural team has been working with Public Health England Children and Adolescent Mental Service (CAMHS) to encourage them to use WBC leisure and cultural facilities. CAMHS use facilities for discovery sessions (first point of contact with those in need) and exploring whether a permanent base can be identified in the Sheerwater Community Campus. This action will continue into the 2023/24 financial year.	Ongoing	Green	→		
				Established a local partnership group.	Julie Meme	01/01/22	31/04/23	As per Q3 update - The Woking Place Based Transformation Group was established in April 2022. A range of partners including Health, Social Care, Voluntary Sector, and the Council meet on monthly basis to discuss local initiatives for the good of the community.	Completed	Green	→		
				Increased the number of health partners using the community centres.	Adam Thomas	01/04/22	31/03/23	As a result of this action the centres are now used by a wide range of partners serving a wider demographic of the community.	Completed	Green	→		
				Further developed partnerships with health agencies to reinforce the benefits of using the Council's leisure and cultural services for health intervention, rehabilitation and prehabilitation.	Steve May	01/04/22	31/03/24	As per Q3 update - A number of partnerships have been developed, including the Cardiac Rehab Level 1, 2 and 3 which has been launched to offer people the use of our Leisure Centres for specific sessions after surgery. A surgical prehabilitation initiative has been launched with Surrey University and St Peters hospital to support patients prior to surgery, to get fitter where possible. Covid Rehabilitation Plus has also been started for Surrey residents for those suffering with long covid. This action will continue into the 2023/24 financial year.	Ongoing	Green	→		
				Promote volunteering within local businesses as part of their Corporate Social Responsibility commitments.	Connected local businesses to the Woking Community Fund to grow the endowment by a minimum of 1% p.a.	Emma Thompson	01/04/22	31/03/23	An open evening launch event took place attended by local businesses in Export House to raise some funds. Information is still widely available on several websites and information is dispatched to businesses who enquire about Corporate Social Responsibility (CSR). This action has achieved its objective and therefore is considered business as usual going forward.	Completed	Green	→	
					Connected local business to community projects and delivered a minimum of 10 projects.	Adam Thomas	01/04/22	31/03/23	Exceeded target, therefore this action has now been marked as completed.	Completed	Green	→	
				Work with Surrey County Council and health providers to seek improvements to schools, transport and health infrastructure recognising the importance of local provision to the education, health and well-being agendas.	Commence the building works on the health and community campus in Sheerwater.	Paola Capel-Williams	01/11/22	30/04/24	The concrete frame has now commenced on both the health and community spaces along with drainage and external works. Works are currently on programme. This action will continue into the 2023/24 financial year.	Started	Green	→	
					Developed a Community hub proposal and submitted it to committee for approval.	Adam Thomas	01/04/22	31/03/23	This action has been paused due to the Sheerwater Project which is under review which is why the rag flag is amber. This action will continue into the 2023/24 financial year.	Started	Amber	↓	
				Encourage people to be more proactive about their health and wellbeing in order to increase independence and reduce the need for care and support services.	Continue to offer a range of independent living services, such as Careline and Community Meals, to enable residents to live independently for longer.	All health and wellbeing targets are measured within the metrics of the Health and Wellbeing Action Plan and Strategy.	Julie Meme	01/04/22	31/03/23	As a result of this action the new Woking Wellbeing Group will form in June 2023 and it will be their responsibility to consider the detail of the strategy. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→
						Developed the Active Walking Projects to ensure that additional events have been delivered with wider community engagement.	Steve May	01/04/22	31/03/23	This action has instigated the Active Walking Project which will continue at no cost and is now deemed a leisure as usual activity. This item is therefore marked as completed.	Completed	Green	→
					Explore the expansion of the council's fall responder service.	Supplementary action not previously identified for 2022/23.	Julie Meme	01/04/22	31/09/23	The Council is working with SCC, health and social care partners through the Alliance to provide a consistent Surrey response linking in the frailty hubs and Urgent Care Units. SCC are trialling a model in Mole Valley which might be rolled out to Woking. However, until funding is confirmed from partners no progress can be made. This action will continue into the 2023/24 financial year.	Ongoing	Green	→

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		Provide early support to residents to prevent their health and wellbeing deteriorating.	Launch a programme of intergenerational activities linking our community centres with local schools to reduce social isolation.	Progressed the delivery of the Health and Wellbeing action plan and reported outcomes to Health and Wellbeing task group.	Julie Meme	01/04/22	31/03/23	As a result of this action the new Woking Wellbeing Group will form in June 2023 and it will be their responsibility to consider the action plan. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→	
			Promote the Woking Independent Show Home, which showcases different equipment and technology to aid independent living.	Supplementary action not previously identified for 2022/23.	Julie Meme	01/04/22	30/11/22	As per Q3 update - A video has been produced and shared with partners and used to promote the clinic.	Completed	Green	↑	
			Support children to develop healthy habits and reduce levels of childhood obesity.	Supplementary action not previously identified for 2022/23.	Steve May	01/04/22	31/03/23	Work continues with Public Health England and Surrey Heartlands to identify the causes of a spike in obesity in Canalside and Goldsworth Park. A range of activities have been undertaken including installation of a Cycle Track and free coaching plus a Holiday Activity Fund to feed children healthy options during school holidays. A programme of direct intervention has been written in conjunction with Active Surrey, Public Health England and WBC and has been trialled with Broadmere Primary School in Q4. This action is marked as completed and will continue as business as usual activity.	Completed	Green	→	
		Work with partners to improve access to health and care services.	Work in partnership with Surrey County Council to introduce a pilot local area coordinator approach in Canalside.	Appointed a Local Area Coordinator to link with local Canalside groups.	Adam Thomas	01/06/2022	01/07/22	As per Q3 update - Local Area Coordinator recruited, first in the County, to Sheerwater and Maybury.	Completed	Green	→	
			Support Public Health in response to COVID-19 recovery and promote health in communities.	Completed the Covid-19 vaccination engagement in Sheerwater and Maybury.	Julie Meme	01/05/22	28/02/23	As per Q3 update - Covid Vaccination Coordinator has been appointed to support the increase in take-up of Covid vaccinations in the Sheerwater and Maybury areas. Due to the success the post was extended to the end of February 2023.	Completed	Green	↑	
Engaged Communities	Informed and consulted residents	Consult and engage residents more frequently and encourage all residents to have their say.	Establish a panel for tenant and leaseholder engagement.	Consulted the current Resident Operations Board and requested feedback regarding new tenant engagement approach.	Simon Price	01/04/22	31/09/2023	Two meetings have been held with tenant representatives, with more diarised for the remainder of the year. Name of and terms of reference for the group have been agreed, these are working documents and will be amended as required. The capacity to carry out this work is not available at the moment; as officers are working on operational issues. An engagement strategy for 2023/24 is required. Leaseholder and shared holder representation on the panel will be progressed over the coming six months. This action will continue into the 2023/24 financial year.	Ongoing	Amber	→	
				Build on the existing Resident Operations Board to expand representation, including writing tenant panel volunteer job descriptions and developing a recruitment process for volunteers.	Gerri Summers	01/04/22	31/03/23	Going forward this action will fall under the Terms of the Engagement Strategy and has therefore been closed.	Closed	Green	→	
				Establish a tenant and leaseholder area on the Woking Community Forum.	Utilised the Woking Community Forum to communicate with tenant and leaseholders - encouraging feedback, holding polls, and using the data to improve engagement the correct way.	Gerri Summers	01/04/22	31/03/24	The Housing Service is implementing an Improvement Plan across the board with resident engagement starting from a low base. A panel of engaged tenants is now meeting regularly but this action has been flagged as red; as further work needs to happen on wider engagement and involvement. New mandatory "Tenant Satisfaction Measures (TSMs)" are being introduced by the Regulator for 2023/24, which will be the focus for this year and start a more regular feedback process. This action will continue into the 2023/24 financial year.	Ongoing	Red	→
				Agree the engagement strategy for the review of the Core Strategy in 2023.	Drafted and adopted an engagement strategy for the review of the Local Plan, building on the recently approved Statement of Community Involvement.	Beverley Kuchar	01/10/22	30/06/23	The engagement strategy is anticipated to be complete by the end Q1 2023/24. This action will continue into the 2023/24 financial year.	Started	Green	→
				Commence a review of the Core Strategy in preparation towards a new strategy for adoption in 2027.	Drafted and agreed a high-level project plan which sets out a process to review the Local Plan, in preparation for adoption of a new plan in 2027.	Beverley Kuchar	01/10/22	31/10/23	The work has commenced and will be completed by the end of October 2023. This action will continue into the 2023/24 financial year.	Started	Green	→
			Reach and listen to all our communities and act on their feedback.	Develop and publish a Community Engagement Plan.	Supplementary action not previously identified for 2022/23.	Lynette Lawson-Tyers	01/04/22	31/12/23	As per Q3 update - An engagement policy, strategy, and associated toolkit has been prepared and is now in place to support engagement across the organisation.	Completed	Green	→
	Develop a community engagement calendar with a target of six sharing and listening events over the year.	Ran a Planet Woking event focused on sustainable transport.		Tracey Haskins	01/03/22	31/05/22	As per Q3 update - The event was delivered in May 2022 with a range of guest speakers. The event is available to view from the Planet Woking website.	Completed	Green	→		
		Carried out consultation with stakeholders to inform the review of the climate change strategy.		Tracey Haskins	01/09/22	01/09/23	Updated document agreed by Executive in March 2023 and consultation will commence between 15th May 2023 and 25th June 2023. This action will continue into the 2023/24 financial year.	Started	Green	→		
	Be out and about meeting businesses, organisations and residents across the borough to ensure the administration understand what is important.	Hold a Cost of Living summit in September and develop actions in response to the outputs from the summit.		Adam Thomas	01/09/22	31/03/23	Ongoing bi-monthly updates are submitted to the Executive. This action is completed.	Completed	Green	→		
	Be open and transparent in the management of council business.	Continue to support the scrutiny of the council's strategies in order to strengthen democratic accountability.	Continued to support the O&S Committee to effectively hold the Council to account.	Frank Jeffrey	01/04/22	31/03/23	As per Q3 update - Strategic Director - Place is the CLT sponsor for Overview & Scrutiny (O&S). A Democratic Officer has been recruited to support the O&S function. Members have received appropriate training.	Completed	Green	→		
		Develop a new community grants scheme.	Supplementary action not previously identified for 2022/23.	Adam Thomas	01/02/22	30/06/23	The application deadline was the 23rd January 2023. First awarding panel for community grants to commence early April 2023. A full review will be presented to the Executive in June 2023. This action will continue into the 2023/24 financial year.	Ongoing	Green	→		
	A borough with a strong voice	Have a strong voice and influence with government and business to achieve the best outcomes for the borough.	Continue with an active response to government consultations to represent the voice of communities of the borough.	Continued to respond on proposals emerging from the Planning Reform White Paper 'Planning for the Future'.	Beverley Kuchar	01/04/22	31/03/24	We are actively engaging with all current consultations on reform to the planning system. This action will continue into the 2023/24 financial year.	Started	Green	→	

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q4. 2022/23 Update (Jan-Mar)	Progress	RAG Status	Status since last report				
Strong and effective partnerships	Attract investment and protect our interests by raising the profile of the borough.		To use our representation on the Members Board of the District Councils' Network to collaborate, strengthen the voice of District and Borough Councils and influence national policy.	Engaged on key district council matters for the Borough related to the 'Place' agenda and used the network for collaboration and best practice.	Giorgio Framallicco	01/04/22	31/03/23	The District Council Network remains a source of information and support to the Council on place and other priority matters. The use of the network is more business as usual and would not require an action in the future update of the Woking for All Strategy. This action has therefore been marked completed.	Completed	Green	→				
			Agree and implement a Destination Woking marketing project to promote the borough to attract inward investment.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/23	31/03/25	We have completed the tender and appointed a supplier. The place branding and marketing project will include a marketing strategy. The place branding and marketing launch is proposed for Autumn 2023. This action will continue into the 2023/24 financial year.	Started	Green	↑				
	Actively seek opportunities to work collaboratively with the county council and other public, voluntary, community and faith sectors.			Continue to engage with businesses, to support them in their recovery and sustained growth.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/22	31/03/23	We continue to support businesses through the cost of living/inflation/energy crises. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→			
				Strengthen relationships with partners and stakeholders such as EM3 LEP, Surrey County Council and the Government to ensure cohesive, aligned and effect collaboration in critical projects.	Supported SCC property services to ensure WBC can deliver an independent local authority-based inspection service across Surrey - currently 30% of the workload with a target of 100% by 2024.	David Edwards	01/04/22	31/03/24	As per Q3 update - Since April 2022 Woking are now the partnership authority for Surrey County Council for all minor maintenance work. We are still seeking to engage further for major projects e.g. new schools etc. This action will be carried forward as SCC undergo review of property management and investment opportunities. This action will continue into the 2023/24 financial year.	Ongoing	Green	→			
				Worked with Surrey Fire & Rescue to ensure the existing 9 high-rise residential buildings in Woking and future developments meet the higher building safety standards required by 2023.	David Edwards	01/06/22	31/10/24	Six weekly meetings are ongoing and on course for target date of registration (October 2024) when building owners are required to register buildings. Final registration being April 2025 when enforcement action will begin. Level 6 training is ongoing (50% of staff training has now been achieved); again with the registration required by October 2024 for delivery by April 2025. This action will continue into the 2023/24 financial year.	Started	Green	→				
				Engaged fully on the Surrey 2050 ambition, addressing areas over governance and the delivery of infrastructure such as transport/flooding.	Beverley Kuchar	01/06/22	31/08/22	As per Q3 update - Council input into the revised Surrey County Council 2050 vision has been completed. The 2050 document has subsequently been published by SCC. Ongoing engagement on the delivery of the strategy will continue.	Completed	Green	→				
				Strengthen relationships with partners and stakeholders such as EM3 LEP, Surrey County Council and the Government to ensure cohesive, aligned and effect collaboration in critical projects.	Engaged with the Environment Agency on proposals to secure investment in flood alleviation works.	Tracey Haskins	01/04/22	31/03/24	As per Q3 update - Engaged with the Environment Agency on the progression of proposals for the works. There is ongoing challenges around the availability of Council resource and expertise to progress these works. This action will continue into the 2023/24 financial year.	Ongoing	Amber	→			
				Collaborated with the Economic Development Team at Surrey County Council (Invest in Surrey) to define synergies and joint-working options.	Chris Norrington	01/04/22	Ongoing	Officers are having ongoing discussions with both County and other Boroughs and Districts to identify joint working and collaboration opportunities which is being led by the Chief Executive of Woking Borough Council. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→				
				Worked proactively with private investors where their proposals support Council objectives and priorities.	Giorgio Framallicco	01/04/22	31/03/24	A report on the town centre masterplan was considered by the Executive in February 2023. The Portfolio Holder advised that Officers were considering next steps and a report on those options would be brought to a future meeting of the Executive. Further work on place branding has been advanced (report to November 2022 Executive) and a contract is now in place following a procurement exercise. This area of work remains a key priority given the need to support sustainable economic growth, town centre vitality and the full and effective utilisation of the council's commercial property assets. This action will continue into the 2023/24 financial year.	Ongoing	Green	→				
				Develop a community engagement plan in collaboration with Surrey County Council.	Supplementary action not previously identified for 2022/23.	Elspeth Andrews	01/04/22	31/03/23	Various meetings to address and consider changing local needs are attended by Districts and Boroughs and include the Strategic Voluntary Sector of Surrey, Community Volunteer Sector and topics such as Funding for Foodbanks, vaccinations and spontaneous volunteers. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→			
				Establish and maintain strong and effective relations with government, communities, local businesses and partners.			Develop an Animal Welfare Action Plan.	Considered findings from the animal welfare consultation and produced a detailed action plan ready for implementation.	Emma Bourne	01/04/21	31/03/23	This has now been approved by Committee and the action is now completed.	Completed	Green	→
							Work with the Chamber of Commerce to champion businesses and develop trading opportunities.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/22	Ongoing	We continue to partner Surrey Chambers of Commerce on the International Trade Forum and Local Skills Improvement Project (LSIP) and the Government Numeracy project. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→
							Sign up to the Local Digital Declaration with government.	Supplementary action not previously identified for 2022/23.	Adam Walther	01/01/23	31/03/23	The Local Digital Declaration has now been signed.	Completed	Green	→

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Greener Communities	Greener living	Help communities to reduce their carbon footprint and impact on the environment.	Deliver the actions within the Climate Emergency Action Plan.	Delivered further energy efficiency improvements to Council owned housing via continued maintenance and retrofit programmes.	Adam Browne	01/08/22	Ongoing	WBC was intending to submit a small-scale Social Housing Decarbonisation Fund bid jointly with other Surrey councils to upgrade eleven properties. Shortly before the bid deadline, a partner withdrew due to insufficient match funding. Bids had to be of a certain scale (minimum 100 properties) and WBC would not have been able to collate sufficient data or find enough match funding of this scale (over £2m) to submit a bid on its own. This action is marked as red as it is not currently feasible due to insufficient data and funding. Next possible steps include forming a consortium bid with other authorities with Surrey County Council leading on our behalf. This action will continue into the 2023/24 financial year and beyond.	Ongoing	Red	→																	
				Continued to engage with residents and businesses via Planet Woking's website and social media with advice and guidance on living greener.	Tracey Haskins	01/04/22	31/03/23	Continuing communications through all relevant channels. All content to be prepared and published in house from July 2023. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→																	
				Work with partners to continue to deliver household energy efficiency improvements and tackle fuel poverty.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	As per Q3 update - Continuing to work through Action Surrey to deliver against this priority. Dashboard reports from Action Surrey are provided to WBC to demonstrate progress. Also continuing communications through Planet Woking. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→																
		Use the borough's natural assets and green spaces to support green and sustainable living.	Continue work through Planet Woking, to sustain a programme of online resources and events focused on the natural environment and habitats.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	As per Q3 update - Continuing communications through Planet Woking to signpost online resources and events. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→																	
												As part of Her Majesty the Queen's Platinum Jubilee Celebrations in the borough, plant 500 saplings.	Coordinated the allocation of 500 saplings to Woking's various communities as part of the Queen's Jubilee Green Canopy.	Chris Norrington	01/04/22	02/06/22	As per Q3 update - 500 saplings were distributed as part of the Queen's Jubilee to businesses and community groups - this action is now complete.	Completed	Green	→								
												Through partnership working with Serco and communities we are seeking a year-round approach to sustainable gardening.	Establish and deliver a proposal for engagement with communities on the theme of sustainable gardening in communities.	Tracey Haskins	01/10/22	31/03/24	A draft Planet Woking wildlife garden guide developed with informal input of key stakeholders and considered by Greener Woking Working Group in March 2023. Consultation to follow in new municipal year. This action will continue into the 2023/24 financial year.	Ongoing	Green	↑								
												Through partnership working with Serco and communities we are seeking an evaluation of a programme to adopt green flag standards for the borough, starting in Woking Park.	Initiate a framework for achieving green flag standards in Woking Park.	Arran Henderson	01/04/22	31/03/24	A requirement to develop a Green Flag management plan for Woking Park has been included in the recently agreed Environmental Maintenance contract with Serco. Serco have begun drafting the proposed management plan which will continue to be developed in consultation with officers and portfolio holders. This action will continue into the 2023/24 financial year.	Started	Green	→								
												Through partnership working with Serco and communities we are seeking to identify space for allotment and community garden space.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	As per Q3 update - Various WBC teams continue to provide advice to local community groups seeking to work on local public land. At the current time there is not considered to be sufficient latent demand to warrant the need for a new allotment site, however this continues to be monitored and consideration will be given to potential future requirements, taking into account the Infrastructure Delivery Plan (2022) findings in the context of planned future development, and whilst recognising identification of suitable new sites is challenging. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→								
		Work with partners to develop and incentivise greener travel choices, embed wider carbon reductions and greater biodiversity support in our operations.	Deliver a minimum of 70 additional EV charging points in council car parks and contribute to the County programme to trial kerbside EV points.	Installed and made operational 70 electric vehicle charging points in the new Victoria Place Red car park.	David Loveless	01/04/21	28/04/22	As per Q3 update - 72 charging points have been installed and are now operational.	Completed	Green	→																	
												Installed and operating new Electric Vehicle charging points and made progress towards an approach to charging the user.	David Loveless	01/09/22	31/03/24	The contractor has been appointed, a programme is yet to be finalised and we are awaiting a response from the contractor. This action will continue into the 2023/24 financial year.	Started	Green	→									
												Assisted in the delivery of 20 on-street electric vehicle charging bays as part of a Surrey County Council led pilot project.	Tracey Haskins	01/04/22	31/03/24	Phase two of the on-street charge point project continues. The Electric Vehicle (EV) concession framework operator has been identified and the contractual arrangements are being finalised by Surrey County Council (SCC). Potential locations for charge point installation are being identified to inform a countywide network plan for delivery from Spring/Summer 2023. This action will continue into the 2023/24 financial year.	Started	Green	→									
												Identified a ChargePoint operator for the management and maintenance of the borough's electric vehicle infrastructure.	David Loveless	01/09/22	31/03/23	The intention will be to use the same operator as is used for the Red Car Park once initial roll out has been evaluated. This action will continue into the 2023/24 financial year.	Completed	Green	→									
												Continue to work in partnership with Surrey County Council to attract additional funding that will support the delivery of the Local Walking and Cycling Infrastructure Plan.	Finalised the remaining elements of the town centre enhancement programme under the Woking Integrated Transport Package.	Louisa Calam	01/04/22	30/06/23	The time extension was approved to the end of June 2023. We are on track for closing the project within the revised end date. This action will continue into the 2023/24 financial year.	Started	Green	↑								
																					Developed plans (subject to funding) to bring forward a new cycle and pedestrian bridge at Lockfield Drive.	Louisa Calam	01/04/22	31/03/23	As described in the November 2022 Executive report, the Victoria Place development will have a reduced scope to exclude elements of the February 2021 approval including the Lockfield Drive pedestrian and cycle bridge. This action has therefore been marked as superseded	Superseded	N/a	N/a
																					Worked in collaboration with the County Council as the highway authority to secure investment in cycle and walking provision.	Louisa Calam	01/04/22	31/03/23	Feedback has now been received on the levelling up bid and although a strong case was submitted, WBC and SCC were jointly unsuccessful at this time in securing the investment in cycle and walking provision. Next steps are being considered in light of this outcome. This action has therefore been marked as superseded	Superseded	N/a	N/a

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q4. 2022/23 Update (Jan-Mar)	Progress	RAG Status	Status since last report
				Supported further active travel improvements as part of the borough's Local Cycling and Walking Infrastructure Plan (LCWIP) and Woking Strategic Transport Project.	Tracey Haskins	01/04/22	31/03/24	During 2023/24, SCC will be developing a countywide programme of Local Cycling and Walking Infrastructure Plans (LCWIP) for each of the districts and boroughs. As part of this programme, a wider borough LCWIP will also be developed for Woking, further enhancing cycling and walking provision and connectivity. The earlier active travel bid was unsuccessful, however a further application was made by SCC in February 2023 for the Woking - West Byfleet route, the result of which is expected imminently. This action will continue into the 2023/24 financial year.	Ongoing	Green	→
			Complete the £3m grant funded energy efficiency project to connect Midas House and Export House to the Thameswey heat network.	Supplementary action not previously identified for 2022/23.	David Loveless	01/02/21	30/04/23	The system has been operating since mid-February 2023 with minor snagging items and balancing items being addressed. It is anticipated that completion will be granted by the end of April 2023. This action will continue into the 2023/24 financial year.	Started	Green	→
			Consider new, more-informed and evidence based approaches to car park provision that best supports the Council's priorities.	As part of the Town Centre Management strategy - develop a new parking strategy that reflects emerging insights from hybrid working; promoting a night time economy; town centre living and the promotion of greener travel.	Ian Reynolds	01/10/22	31/05/23	The scope of the strategy was developed during Q4, with an anticipated completion during Q1 2023-24 after final agreement by CLT and leadership. This action will continue into the 2023/24 financial year.	Ongoing	Green	↑
			Work with partners to increase the provision of charging points for electric vehicles and cycles.	Work with partners to increase the provision of charging points for electric vehicles and cycles.	Lara Beattie	01/07/22	31/03/24	On behalf of the Surrey Electric Vehicle (EV) Forum, SCC is tendering for a fully funded concession framework to accelerate delivery of electric vehicle charging infrastructure in the county. Further on-street charging point locations to also be determined with SCC. SCC's bid to the Levelling-up Active Travel Fund for improved walking and cycling infrastructure in Sheerwater was unsuccessful, however a further bid was submitted under a new government fund with the result due imminently. This action will continue into the 2023/24 financial year.	Ongoing	Green	→
			Explore how we can provide improved safer cycle parking.	Work with partners to develop options for increasing safe, secure and well-located cycle parking provision.	George Chisenga	01/08/22	31/03/24	Although WBC have been shortlisted, we are still waiting for a response to our application from the SWR community fund, feedback has been received to advise that we are still being considered. This action will continue into the 2023/24 financial year.	Ongoing	Green	→
			Work with Surrey County Council on issues of highway maintenance - paths need to be well maintained, pavements in good condition, bushes cut back and road crossings safe.	Work with our partner Surrey County Council, to ensure their spending on the maintenance of the highways and verges delivers the best outcomes from the funding available.	Emma Bourne	01/04/22	31/03/23	Regular meetings have been held with partners. Now that highways grass and tree maintenance has been handed back to SCC, remaining work has been reviewed to maximise value for money and identify potential savings. This work and regular liaison will continue as part of business as usual.	Completed	Green	→
	Greener economy	Develop the green and sustainable sector as part of the strategy for economic growth.	Create and sustain a Green Tech led "hub" (incubator / accelerator) to support businesses to meet the challenges climate change has brought to the planet.	Engaged in discussions with partners to deliver a Green Tech Hub.	Chris Norrington	01/01/22	31/10/24	Previous identified partner has withdrawn from the project. This action will continue into the 2023/24 financial year.	Ongoing	Green	→
			Promoted the Borough as a Digital Centre of Excellence centred around Green Technologies.	Promoted the Borough as a Digital Centre of Excellence centred around Green Technologies.	Chris Norrington	01/04/22	31/10/23	As per Q3 update - This action will now feature under the Destination Woking programme which has a specific action assigned.	Superseded	N/a	N/a
			Subject to funding, created a Green Tech led hub (incubator/accelerator) to support businesses to meet the challenges climate change has brought to the planet. This would encompass organisations that are developing technologies in net carbon/reusable/cleantech/net zero/sustainable energy sector.	Subject to funding, created a Green Tech led hub (incubator/accelerator) to support businesses to meet the challenges climate change has brought to the planet. This would encompass organisations that are developing technologies in net carbon/reusable/cleantech/net zero/sustainable energy sector.	Chris Norrington	01/01/22	30/04/24	Previous identified partner has withdrawn from the project. This action will continue into the 2023/24 financial year.	Started	Green	→
		Promote sustainable technology and innovation.	Implement further intelligent highway messaging boards to improve wayfinding around the borough.	Delivered the Town Centre Signage / Wayfinding Project in the public realm.	George Chisenga	01/12/21	31/12/22	As per Q3 update - This project is now completed and signage has been installed.	Completed	Green	→
		Promote and invest in low carbon energy supply across the borough.	Identify opportunities for renewable energy projects across the council estate and the wider borough in furtherance of the council's Renewable Energy Plan.	Worked with colleagues to identify and cost further energy efficiency measures and renewables installations for implementation across the Council estate.	David Loveless	15/09/22	31/03/23	The audit is ongoing and the results will be known Q1 2023/2024. This will be adopted within business as usual, ongoing energy management of the Council's property portfolio. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	↑
	Continue delivery of fully funded energy efficiency improvements for eligible households via Action Surrey.	Helped our residents to access energy efficiency improvements via Action Surrey's delivery of the Government's Sustainable Warmth funding, saving money on fuel and reducing their environmental impact.	Tracey Haskins	01/04/22	31/03/24	A further phase of Sustainable Warmth funding is being delivered. The funding was awarded to Surrey County Council by central Government and is being managed by Action Surrey. The date by which installations must be completed has recently been extended from March to September 2023. This action will continue into the 2023/24 financial year.	Ongoing	Green	→		
	Support Thameswey to progress investment proposals to extend the district heat network, provide the capacity for major new connections and enable the planned transition to lower carbon technologies.	Worked in partnership with Thameswey Limited to support the expansion of the network and encouraged developments to connect to the existing CHP network.	Giorgio Framalicco	01/04/22	31/03/24	The March Medium Term Financial Strategy approved a loan facility to Thameswey. A Heat Network Investment Grant has also been awarded to Thameswey. The implementation of the expanded network will take place as future developments come forward. The district heat network is also supported within the town centre masterplan. This project will be impacted on, in part, by the delivery and timing of the Housing Infrastructure Fund project which as reported to the Executive in December; is under review with detailed discussions taking place between the council and Homes England. This action will continue into the 2023/24 financial year.	Ongoing	Green	→		

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q4. 2022/23 Update (Jan-Mar)	Progress	RAG Status	Status since last report
Greener place leadership	Lead an integrated approach to the management of flood risk, air quality and conserving water.		Explore innovative finance mechanisms to fund green initiatives.	Supplementary action not previously identified for 2022/23.	Giorgio Framallicco	01/04/22	31/03/23	Draft climate change strategy presented to the Executive in March 2023 which will include details of the completed carbon assessment. Public consultation to take place in Spring / Summer 2023. Further investment into the council's decarbonisation programme would be dependent on the award of external grants and achievable business cases. This action will continue into the 2023/24 financial year.	Ongoing	Green	→
			Commit the Council to fund its agreed share of the flood relief works in Byfleet and work with the Environment Agency and Surrey County Council to support the delivery of a viable scheme.	Progressed the site surveys and feasibility studies for the Byfleet flood alleviation scheme.	Giorgio Framallicco / Tracey Haskins / Ian Tomes	01/04/22	31/03/25	Meetings continue to be supported. As reported, the EA anticipated programme is that detailed design starts early 2023, planning application expected Autumn 2023, with construction starting Summer 2024. This action will continue into the 2023/24 financial year.	Ongoing	Green	→
			Review the next steps in flood relief.	Develop and propose the next steps for flood alleviation along the River Wey and Hoe Stream.	Giorgio Framallicco / Tracey Haskins	01/04/22	31/03/23	As per Q3 update - A presentation for both schemes was made to CLT on the 11/07/22. The outcome of these proposals will need to be formalised in due course.	Completed	Green	→
				Collaborated with County and Environment Agency to bring forward options appraisals and business cases in relation to infrastructure to support environmental and flood management schemes.	Giorgio Framallicco / Tracey Haskins	01/04/22	31/03/24	Discussions and meetings continue with the County Council on the Rainwater Gardens. The full funding for this project is via the County's grant. Ownership of the delivery of the project is with WBC and a new lead officer has been appointed. This action will continue into the 2023/24 financial year.	Ongoing	Green	↑
				Continued to deliver further rainwater gardens.	Faouzi Saffar	01/04/22	31/03/24	Resourcing identified and the process of reinitiating the project has started. This action will be carried over the next financial year as part of a three-year programme. This action will continue into the 2023/24 financial year.	Ongoing	Green	↑
	Conserve, restore and expand existing habitats.	Maintain and expand the provision of Suitable Alternative Natural Green Spaces (SANG) and open space as part of our borough wide green network.	Ensured that development contributes to the ongoing management of areas of open space to mitigate the impact on the Special Protection Areas for ground nesting birds.	Beverley Kuchar	01/04/22	31/03/24	As per Q3 - Ongoing work on Horsell Common SANG extension. Five SANGs are being maintained in perpetuity, there are four proposed SANGs in the SADPD. No SANGs have been identified for the Housing Infrastructure Fund. 40% of CL contributions are ring-fenced for SANGs. This action will continue into the 2023/24 financial year.	Ongoing	Green	→	
			Progressed proposals to provide new SANG provision to match demands arising from new housing growth and to protect biodiversity.	Tracey Haskins	01/04/22	31/03/24	As per Q3 update - This is an ongoing priority across services, including Green Infrastructure and Planning. Monthly officer task group meetings are in place to work to progress delivery of additional SANG. Additional SANG sites have been allocated through the Site Allocations DPD in October 2021 but there is an ongoing challenge to bring some of these sites to fruition. This action will continue into the 2023/24 financial year.	Ongoing	Amber	→	
		Prepare for effective implementation of mandatory Biodiversity Net Gain developer requirements.	Run a biodiversity awareness event, Wild About Woking, in partnership with Surrey Wildlife Trust.	Tracey Haskins	01/01/22	31/05/22	As per Q3 update - This event was delivered in May 2022 in partnership with the Surrey Wildlife Trust.	Completed	Green	→	
			Undertaken early preparations for implementation of Biodiversity Net Gain working with Planning Services.	Tracey Haskins	01/04/22	31/03/24	As per Q3 update - This is an ongoing priority across services, including Green Infrastructure and Planning. Monthly officer task group meetings are in place to work to progress steps needed ahead of Autumn 2023. At this stage resource is not available to prioritise this work. Steps being taken to move this forward. Awaiting Government to publish secondary legislation following the Environment Act 2021. This action will continue into the 2023/24 financial year.	Started	Amber	→	
	Deliver a carbon neutral council by 2030 and lead by example to support Woking businesses to be greener and more sustainable.		Undertake an independent self-assessment of our operations and buildings to develop a baseline for carbon reduction management.	Undertaken a baseline study of our corporate carbon footprint and produced a carbon reduction road map.	Tracey Haskins	01/06/22	30/09/22	Baseline study and road map prepared - this action is complete.	Completed	Green	→
			Adopt a carbon reduction by design approach to all projects and programmes.	Ensured all specifications for new build / refurbishment works include carbon reduction measures.	David Edwards	24/06/22	24/08/22	As per Q3 update - This is the adoption and application for the June 24th changes to the Building Regulations for improvements of energy consumption, over-heating, ventilation and provision for electrical car charging. Engagement with local architects and builders has been completed to ensure that they are aware of the changes and are actively pursuing them on new build work.	Completed	Green	→
				Considered the affordability and mechanics of creating a potential Corporate Carbon Offset Fund, ringfencing funds for the delivery of climate projects.	Tracey Haskins	01/01/23	31/03/24	As per Q3 update - Focus and attention has been on the delivery of the carbon assessment work and continues to be on the development of the revised draft Climate Change Strategy. This action will continue into the 2023/24 financial year.	Not started	Amber	→
			Asses the implications of the Government's Waste Strategy and develop local implementation plans.	Supplementary action not previously identified for 2022/23.	Mark Tabner	01/04/22	31/03/25	The Governments new Waste strategy has not yet been announced. Surrey Environmental Partnership has developed an interim plan to deal with waste for the next three years to position us ready for the Government full publication. This plan was adopted at the February 2023 Executive. This action will continue into the 2023/24 financial year.	Ongoing	Green	→
			Give greater visible leadership, pace and actions to the Council's Climate Change Strategy.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/24	The updated document was agreed by Executive in March 2023 and consultation will commence between 15th May 2023 and 25th June 2023. The ongoing work and strategy will continue to demonstrate the Council's commitment to net zero by 2030. This action will continue into the 2023/24 financial year.	Ongoing	Green	→

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q4. 2022/23 Update (Jan-Mar)	Progress	RAG Status	Status since last report	
			Complete the assessment of the Council's corporate carbon footprint so that we can improve the Council's knowledge of its environmental impact. This will help to further identify key areas of focus, in order to reach our net zero target by 2030.	Deliver a clear evidence-based assessment of the Council's corporate carbon footprint by September 2022.	Tracey Haskins	01/06/22	30/09/22	Baseline study and road map prepared - this action is complete.	Completed	Green	➔	
Prospering Communities	A borough of opportunity	Develop a connected borough that can harness the opportunities provided by new technology.	Improve 5G mobile connectivity.	Undertaken a review of town centre Wi-Fi provision and made recommendations as to future direction of travel.	Adam Walther	01/01/23	31/03/23	A paper will be taken to CLT on the 3rd April 2023 with recommendations to remove council funded Wi-Fi provision but maintain Victoria Place Wi-Fi provision. This action has now been marked as completed.	Completed	Green	➔	
				Explored partnerships and built a case for an increase in 5G roll-out in the borough.	Chris Norrington	01/09/21	Ongoing	OpenReach and Toob (fibre infrastructure providers) are seeking permissions to supply our housing estate (flats) with gigabit speeds broadband. Box broadband has started to install fibre in West Byfleet. This will be deemed business as usual and therefore this action has been marked as completed.	Completed	Green	➔	
	Establish the borough as a destination – a place that is open for business and investment.		Adopt the Woking Town Centre Masterplan – which sets out a vision for the place and identifying development opportunities.		Consulted on and developed a town centre masterplan to be submitted to the Executive for adoption as supplementary planning guidance.	Beverley Kuchar	01/04/22	31/03/24	A report on options for taking the Masterplan forward will be reported to Executive in the new administration. This action will continue into the 2023/24 financial year.	Started	Green	➔
					Subject to funding, to have identified a suitable partner to manage the Centre of Excellence service and commence fit-out.	Chris Norrington	01/01/22	30/04/24	Previous identified partner has withdrawn from the project. This action will continue into the 2023/24 financial year.	Started	Green	➔
					Produced a gap analysis as part of Destination Woking to inform the Estate Management Sales Strategy & Action Plan, looking at how assets are used and how they are performing.	Chris Norrington	01/01/23	31/03/24	As mentioned in Q3, the strategic asset management plan is currently being developed and an outcome of this is expected to be the Estate Management Sales Strategy & Action Plan and the gap analysis (which has been featured elsewhere within the W4AS 2022/2023). All will be carried forward subject to resources. The strategic asset management plan is anticipated to be taken to the June 2023 Executive. After the June 2023 Executive meeting a view will be taken on whether this action is progressed. This action will continue into the 2023/24 financial year.	Not started	Green	➔
					Completed a costed and deliverable project plan, building on the marketing work completed and implemented key actions.	Chris Norrington	01/04/22	31/10/23	We have now completed the tender on a place branding and marketing project that will include a marketing strategy and plan. The place branding and marketing launch is proposed for Autumn 2023. This action will continue into the 2023/24 financial year.	Started	Green	➔
					Delivered a campaign to promote Woking as a business and visitor destination of choice.	Chris Norrington	01/04/23	31/03/25	We have now completed the tender on a place branding and marketing project that will include a marketing strategy and plan. The place branding and marketing launch is proposed for Autumn 2023. This action will continue into the 2023/24 financial year.	Not started	Green	⬆
					Secure a design-led Woking Town Centre masterplan that: responds to the characteristics of the town, supports sustainable economic and housing growth, and is underpinned by wide-ranging public consultation.	Beverley Kuchar	01/04/22	31/03/24	A report on options for taking the Masterplan forward will be reported to Executive in the new administration. This action will continue into the 2023/24 financial year.	Ongoing	Green	⬆
	Strong and sustainable economy	Support businesses to recover from the pandemic and grow.	Continue to provide business advice clinics and webinars on business strategy, finance, marketing, exporting, customer service.	Planned and delivered up to 10 Business Advice Clinics per month.	Chris Norrington	01/04/22	31/03/23	In this municipal year forty 1 - 1 clinics with a Business Advisor plus several workshops and other individual ad-hoc sessions were delivered by Woking Works (WBC) for businesses. These offer one hour tailored advice in relation to social media, marketing, business strategy etc. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	➔	
				Delivered the Covid Additional Relief Fund supporting businesses in the borough through business rates relief.	Leigh Clarke / Brendan Arnold	01/04/22	30/09/22	As per Q3 update - All of the grant was awarded to local businesses by the 30th September 2022 deadline.	Completed	Green	➔	
Completed final reconciliation of the business grants schemes administered during the Covid pandemic.				Leigh Clarke / Brendan Arnold	01/04/22	31/12/23	The majority of the reconciliations are now complete but this action remains ongoing as some elements of the government assurance process will continue into 2023/24. In addition to this action during the year 2022/23 the Council took on a number of energy grant schemes from the Government which continue into 2023/24. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔		
Keep talent and skills within the borough by creating more opportunities for career progression and advancement.		Promote and encourage careers and apprenticeships in knowledge-based industries for young people.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/09/21	31/03/24	Linking school leavers and their careers advisors with local businesses to offer work- experience is being continued under a new workstream called 'Inspiring the Future Workforce.' This action will continue into the 2023/24 financial year.	Ongoing	Green	➔		

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			Work with employers, partners and the education sector to highlight skills gaps and shortages and promote opportunities for young people.	Supplementary action not previously identified for 2022/23.	Chris Norrington	01/04/22	31/03/24	As per Q3 update - conversations have been started with the Surrey Chambers of Commerce who are managing a local skills improvement plan. Gaps in local Woking organisations has been started to facilitate local engagement. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔
	Create a vibrant town centre, bringing together a compelling offer of high quality leisure, retail and sustainable living opportunities.		Celebrate and support the opening of Victoria Place to provide an even stronger retail, hotel and leisure offer.	Continued to promote Victoria Place and the wider town centre to increase footfall and to promote and attract additional investment in the town centre.	Giorgio Framalico	01/04/22	31/03/24	In the Spring 2023 new owners of the Peacocks Centre were confirmed and collaboration between the Council, Victoria Place and Aurora continue to ensure joined up asset management and place making. Commission made to understand the options and future operational model for the centre. This will need to be taken forward and put in place for Spring 2024. Agreement being sort as to the plan for the Summer Zone for 2023. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔
Delivered a successful programme focused on the Queen's Jubilee.				Riette Thomas	02/06/22	05/06/22	As per Q3 update - A review report of the event was submitted to CLT by the end of June 2022, this included details of the objectives as well as leaving a legacy in place for future generations.	Completed	Green	➔	
Agree an over-arching town centre management strategy to support the delivery of a mixed-use centre, supporting local needs while being a shopping destination of choice.			Implemented changes to develop commercial and strategic finance capacity and expertise across the Council's asset portfolio/investments to deliver positive outcomes for the borough.	David Loveless	05/01/23	31/06/23	As per Q3 update - The Strategic Asset Management plan is currently being produced. The development of the Town Centre Management Strategy will be implemented once the Asset Management Plan is complete. This will be subject to funds and is why the action has an amber RAG status. This action will continue into the 2023/24 financial year.	Not started	Amber	➔	
			Developed and adopted a town centre management strategy and action plan which will set-out the strategic vision for the place, as well as providing access to engage with new tenants and support existing tenants and seek additional commercialisation opportunities.	David Loveless	05/01/23	31/06/23	As per Q3 update - The Strategic Asset Management plan is currently being produced. The development of the Town Centre Management Strategy will be implemented once the Asset Management Plan is complete. This will be subject to funds. This is why the action is amber. This action will continue into the 2023/24 financial year.	Not started	Amber	➔	
Implement new wayfinding in the town centre.			Completed a project to improve wayfinding within the town centre.	George Chisenga	01/12/21	31/12/22	This action has been completed and signage installed.	Completed	Green	➔	
Protect the Council's interest and investment in the town centre and across the borough and ensure they are used for the benefit of Woking residents and businesses.			Explore use of council and privately owned office space to support flexible working and emerging modern workstyle demands.	Chris Norrington	01/04/22	31/03/24	Othership.com are still assisting the 'Drop in Woking' workstream. This action will continue into the 2023/24 financial year.	Started	Green	➔	
Find solutions to make full use of town centre open spaces.			Explore and propose options for the animation of the Victoria Square and Henry Plaza spaces so that they enhance town centre experience and vitality.	David Loveless	01/07/22	31/03/23	Ongoing activities to reflect festive and seasonal events. The Council are updating the public realm usage policy. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	➔	
A borough with an enabling infrastructure			Establish a strong case for investment in infrastructure that supports the vision and priorities of communities.	Work in partnership with Homes England and Network Rail to deliver a replacement for the Victoria Arch bridge and transport connectivity within Woking Town Centre.	Progressed the CPO submission to secure land required to complete the project, whilst seeking to reach a negotiated solution with landowners.	Louisa Calam	01/04/22	31/03/24	The project is still under review and until a firm programme is agreed, this action cannot progress. This action will continue into the 2023/24 financial year.	Started	Amber
	Progressed proposals to gain planning permission for the temporary and permanent access to the aggregates yard.	Louisa Calam			01/04/22	31/03/24	The project is still under review and until a firm programme is agreed, this action cannot progress. This action will continue into the 2023/24 financial year.	Started	Amber	➔	
	Scheduled works in conjunction with appointed multi-utility contractor to survey current utilities under Victoria Arch and progress their relocation.	Louisa Calam			01/06/22	30/09/22	This work has been concluded and the results fed into the project programme.	Completed	Green	➔	
	Continued to work with the County to coordinate road closures and works with developers/stakeholders to minimise the impact on access.	Louisa Calam			01/04/22	31/03/24	The project is still under review and until a firm programme is agreed, this action cannot progress. This action will continue into the 2023/24 financial year.	Ongoing	Amber	⬇	
	Worked closely with Homes England on the project including identifying additional funds to support the full costs of the project.	Louisa Calam			01/04/22	31/03/24	The project is still under review and until a firm programme is agreed, this action cannot progress. This action will continue into the 2023/24 financial year.	Ongoing	Amber	➔	
	Liaised with local residents and businesses on proposals, particularly those impacting residents affected by access to the aggregates yard.	Louisa Calam			01/04/22	31/03/24	Continuous liaison has taken place with businesses and residents on the progress of the project through press releases, newsletters and letters directly sent to properties. These are all saved on the Victoria Arch webpages. Residents and businesses were informed of the planning application submissions in October 2022. They have been given a statutory right to make representations which will be considered by the Local Planning Authority. The project is still under review and until a firm programme is agreed. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔	

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		Work with Government and infrastructure providers to address shortfalls in provision.		Supported and concluded the Overview and Scrutiny Committee's review of HIF Housing Outputs.	Giorgio Framallicco	01/04/22	15/06/22	As per Q3 update - This action was completed through the HIF Housing Outputs Task Group on the 15th June 2022 where recommendations were made to the Overview and Scrutiny Committee in July. One of these recommendations was that the Task Group could be reinstated later in the year if needed.	Completed	Green	➔		
				Sought opportunities to further our place making objectives, secured infrastructure investment, for example through the Levelling Up agenda, and UK Shared Prosperity Fund etc.	Giorgio Framallicco	01/04/22	31/03/24	Levelling-Up (2) bid was unsuccessful and recent County Council and WBC supported active travel bid for West Byfleet was also unsuccessful. Notwithstanding the bids have demonstrated our appetite for external financial support to achieve our corporate and community aims and ambitions. Feedback on the Active Travel bid suggests further work would be beneficial and the potential for resubmission later in 2023. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔		
				Collaborated with Surrey County Council as the highway authority to secure investment in smart and hard improvements to the highway.	Louisa Calam	01/04/22	31/03/23	As per Q3 update - Liaison with Surrey County Council on proposals to secure highway investment is ongoing and will continue under business as usual. Therefore this action has been marked as completed.	Completed	Green	➔		
				Developed the work of the Infrastructure Working Group to hold infrastructure providers to account and ensure that the Council supports providers to unlock proposals and bring forward schemes.	Beverley Kuchar	01/04/22	31/03/23	A New Policy Officer with infrastructure responsibility has started and a new SCC Officer Joint working Group has been established and meet quarterly. This action will be included in business as usual and therefore this action has been marked as completed.	Completed	Green	➔		
				Engaged on the County's Minerals and Waste Local Plan, particularly in relation to securing sustainable waste management solutions and the potential for the relocation of the aggregates yard.	Beverley Kuchar	01/04/22	31/12/24	Due to Surrey County Council's work programme, there was no activity in this quarter. A further consultation on the Minerals and Waste Local Plan is expected in June 2023. This action will continue into the 2023/24 financial year.	Started	Green	➔		
				Liaised with Network Rail on plans to relocate the aggregates yard.	Louisa Calam	01/04/22	31/03/23	This action aims to keep open discussions with Network Rail and is a long-term objective between both WBC and Network Rail. Currently no suitable alternative sites have been identified. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	➔		
				Review the Victoria Arch project.	Get the Victoria Arch widening scheme on a sustainable footing this year and ensure residents are kept well informed.	Louisa Calam	01/04/22	31/03/24	Due to increased construction costs and rising inflation, the HIF project is under pressure to deliver on budget. It is currently undergoing various reviews by WBC, SCC, and Homes England to understand whether costs can be reduced or other sources of funding can be found and whether the duration of the bridge closure and resulting impacts to the public can be reduced. A further report to Executive is due once the review has been completed. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔	
		Align space planning for business with our economic strategy.	As part of the masterplan and the economic action plan, review the estate and recommend flexible solutions that allows for future sustained business growth.	Carried out agency functions in the town centre and the new Victoria Plan on behalf of Surrey County Council, this will include any highway and street scene maintenance, street work co-ordination, traffic regulations, as well as borough wide pavement licensing.	David Loveless	01/04/21	31/03/24	As per Q3 update - Work on this action is ongoing via the Town Centre Engineering Team. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔		
				Explored the viability of replicating agency functions in Sheerwater Regeneration Area.	David Loveless / George Chisenga	01/11/22	31/03/24	As per Q3 update - Discussions around the Town Centre Management Agreement and its future post August 2024, along with possible replication within the Sheerwater Regeneration area, will be commenced early 2023. This action will continue into the 2023/24 financial year.	Not started	Amber	⬇		
		A High Performing Council	A transparent, listening and learning council	Active use of independent and peer reviews to inform service improvement.	Agree and implement an action plan arising from the Planning peer review.	Reviewed and improve the planning section of the Council website to enhance the offering for residents to self-serve.	Thomas James	15/10/22	31/03/24	The process to establish the requirements on how to improve the planning section of the Council website will be undertaken jointly with the Digitalisation and Transformation team and an action plan produced for consideration by CLT. This will be considered as part of the Fit for the Future Programme. This action will continue into the 2023/24 financial year.	Not started	Green	⬆
						Delivered a training programme for officers and members to improve the understanding of each-others role /decision making in Planning.	Thomas James	01/04/22	31/03/24	An ongoing training programme will be devised in consultation with the Chair of Planning Committee after the elections. This action will continue into the 2023/24 financial year.	Started	Green	➔
						Improved engagement between planning committee members and officers prior to committee.	Thomas James	15/09/22	31/03/24	An ongoing training programme will be devised in consultation with the Chair of Planning Committee after the elections. This action will continue into the 2023/24 financial year.	Started	Green	⬆
Further strengthen our business continuity arrangements.	Undertaken a review of Business Continuity and made recommendations as to what improvements can be made to existing processes.			Pino Mastromarco	01/11/22	31/03/24	To support this work, Zurich (the Council's insurers) will be assessing all documentation related to Business Continuity to ensure that the plans are as robust as possible. Zurich will work with the Business Improvement Team to enhance the plans and provide training and/or test regimes where appropriate.	Not started	Green	➔			
	Participated in an internal audit of cyber security resilience.			Adam Walther	01/03/22	09/09/22	As per Q3 update - The final Cyber Security Audit report has been received and recommendations have been received. These recommendations are being added to work schedules.	Completed	Green	➔			

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A high performing council	Involve residents in the development of strategies and policies.		Develop a new Borough vision and mission statement through the stakeholder and engagement plan.	Supplementary action not previously identified for 2022/23.	Amanda Jeffrey	01/04/22	30/06/23	As per Q3 update - work to develop a new Borough vision and mission statement will commence in the 2023/24 financial year. This action will continue into the 2023/24 financial year.	Not started	Green	→
			Review and establish council values and behaviours.	Human Resources to have reviewed and developed Council values and behaviour policy.	Amanda Jeffrey	01/01/23	30/06/23	As per Q3 update - This action is linked to the People Strategy and a value and behaviour policy will be reviewed/developed during the next financial year - 2023/24. This action will continue into the 2023/24 financial year.	Not started	Green	→
			Actively seek resident feedback in service improvement.	Supplementary action not previously identified for 2022/23.	Lynette Lawson-Tyers	31/04/22	31/03/23	Social Prescribers each have their own continuous monitoring form and Choice Based Lettings have introduced a mechanism for continuous feedback to aid service improvements. Every consultation will provide the opportunity to provide feedback in line with that service area and therefore this action has been completed as going forward it is deemed business as usual.	Completed	Green	→
				Developed the Woking Community Forum portal and supported colleagues from across the Council to utilise the tool.	Lynette Lawson-Tyers	01/04/22	31/03/23	Sheerwater Together were granted £20,000 to support resident's wellbeing during the 2022/23 winter. A number of suggestions were put forward and voted on by residents and as a result implemented. Examples of this activity are: Walking Group, Female Swimming, Cycling, Tea and Coffee mornings. This action is now completed.	Completed	Green	→
				Supported the delivery of at least 6 community events/roadshows across the borough.	Andy Denner	25/07/22	17/10/22	As part of the comprehensive Master Plan borough wide consultation, we delivered two additional community led roadshows with residents and key stakeholders. This action has been completed.	Completed	Green	↑
	Help residents to understand and take an interest in democratic processes.		Develop a suite of information bitesize factsheets and explanatory media.	Supplementary action not previously identified for 2022/23.	Kevin Foster	01/09/22	31/03/23	Marketing and Communications resources have had to focus on other Council priorities and responsive media and communications therefore this action has not been accomplished. It is proposed that this action is not carried forward into 2023/24.	Superseded	N/a	N/a
			Continue to use online engagement and digital media tools to improve democratic inclusivity.	Supplementary action not previously identified for 2022/23.	Lynette Lawson-Tyers	01/04/22	31/03/23	This action is deemed business as usual and therefore completed. Supporting colleagues to use online engagement and digital media tools is ongoing. Exploring ways to improve democratic inclusivity is also ongoing.	Completed	Green	→
	A high performing council	Develop and strengthen strategic and financial planning and performance and risk management.	Agree and implement a strategic asset management plan to ensure that all assets contribute to financial and place making ambitions.	Escalated the asset management strategy as a key project reporting to the Corporate Programme Board, alongside a quarterly report on the performance of retail and office assets.	David Loveless	01/01/23	31/03/24	Once the Strategic Asset Management Plan is finished and an Action Plan developed and agreed, reporting mechanisms will be established. Progress so far is the plan is in its final draft and will be taken to the July 2023 Executive for adoption. This action will continue into the 2023/24 financial year.	Not started	Green	→
				Developed through engagement a Strategic Asset Management Plan ensuring the Council's land and property assets portfolio supports business, employment, and investment into the borough.	David Loveless	01/04/22	31/01/23	Progress so far; is the plan is in its final draft and will be taken to the July 2023 Executive for adoption. This action will continue into the 2023/24 financial year.	Started	Green	→
			Establish a council-wide framework for the management of commercial activity and opportunities.	Appointed a new Commercialisation Manager to secure additional attractions and investment in the town.	David Loveless	01/04/22	01/07/22	As per Q3 update - A Commercialisation Officer was appointed in July 2022.	Completed	Green	→
				Secured further commercial investment and activity including a Christmas offer.	David Loveless	01/04/22	31/03/23	This is now adopted as business as usual activity and therefore marked as completed.	Completed	Green	↑
			Undertake a review of the governance of council investments and interests.	Completed a review of Council owned companies' governance arrangements. Implemented changes to consolidate governance arrangements and ensure the effectiveness and appropriateness of measures in place.	Gareth John	01/04/22	31/03/24	Implementing governance arrangements is ongoing. Locum in position to assist with Shareholder role. Senior Programme Manager has all they need to inform the recruitment. This action will continue into the 2023/24 financial year.	Ongoing	Green	→
				Reviewed the Council's current performance management arrangements and reported recommendations for improvements to the Overview and Scrutiny Committee and Executive.	Pino Mastromarco	16/05/22	06/10/22	The review has been undertaken and the detailed report with associated recommendations went to the O&S Committee on 01/09/22 and the Executive on 06/10/22. Now recommendations have been agreed Phase 2 works will commence.	Completed	Green	→
				Developed internal capacity to support the Council's commercial investments and act on findings from the EY report.	Leigh Clarke / Brendan Arnold	01/04/22	31/03/24	The under resourcing of the Financial Services Department in recent years has presented challenges in providing support to key financial services functions, one of which is supporting the Council's commercial investments (as identified by EY). Recruitment requests are being brought forward to CLT to bring in sufficient resources to ensure there is capacity within the Team to carry out its functions. In the long term a restructure of the department may be required. This action will continue into the 2023/24 financial year.	Ongoing	Amber	→
Develop and review the business plans of companies in which the council has an interest.			Supported the corporate review of Thameswey business plans and financial models.	Leigh Clarke / Brendan Arnold	01/04/22	31/03/24	One year business plans were approved by Council on the 23rd February 2023 and work will progress with Thameswey during 2023/24 on longer term plans. These include the review of the Sheerwater Regeneration Project due to report in Summer 2023. This action will continue into the 2023/24 financial year.	Ongoing	Green	→	
Develop and review the business plans of companies in which the council has an interest.			Supplementary action not previously identified for 2022/23.	Gareth John	01/08/22	31/03/24	Thameswey Business Plans approved. VSWL have been commissioned. This action will continue into the 2023/24 financial year.	Started	Green	→	

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				Completed and implemented a commissioned review of the governance of Victoria Square to ensure the Council can transition its client management focus from the development and build phase to operation and delivery phase.	Giorgio Framaliccio	01/09/22	31/03/24	In the Spring 2023 new owners of the Peacocks Centre were confirmed and collaboration between the Council, Victoria Place and Aurora continue to ensure joined up asset management and place making. Commission made to understand the options and future operational model for the centre. This will need to be taken forward and put in place for Spring 2024. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔
			Review the financial model used to fund council owned companies.	Review all council investments and set clear performance targets for the returns these investments need to provide for the Council and the borough.	Leigh Clarke / Brendan Arnold	01/04/22	31/03/24	Work in relation to this action has been superseded by recovery work being undertaken and led by Finance. This action now covers a wider area of investigation and will be carried forward.	Superseded	N/a	N/a
			Get expert opinion to advise on the financial sustainability of the Council's investments into companies.	Review all council investments and set clear performance targets for the returns these investments need to provide for the Council and the borough.	Leigh Clarke / Brendan Arnold	01/04/22	31/03/24	Work in relation to this action has been superseded by recovery work being undertaken and led by Finance. This action now covers a wider area of investigation and will be carried forward.	Superseded	N/a	N/a
	Develop the council's digital maturity and capability.	Develop and deliver the Digital Strategy 2022 action plan.	Review the principle of the "One Stop Shop" which Customer Service staff currently operate under and maximise a "Digital First" approach.	Adam Walther	28/11/22	30/06/23	Consultants are due to report findings at the end of April 2023. An Action Plan is to be developed starting May 2023. This action will continue into the 2023/24 financial year.	Started	Green	➔	
			Reported on the progress of actions listed in the Digital Strategy.	Adam Walther	01/02/22	31/07/23	On track to be integrated into the revised Green Book due July 2023. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔	
		Implement digital car parking management system and payments.	Initiated a project to deliver cashless on street parking payment options.	Ian Reynolds	01/04/22	31/03/23	The project to deliver cashless on street parking is no longer applicable due to the cancellation of the on-street parking agreement with Surrey County Council. This action has been marked as superseded.	Superseded	N/a	N/a	
			Initiated a project to deliver a virtual permit system for on-street parking.	Ian Reynolds	01/04/22	31/03/23	As per Q3 update - The project to deliver virtual permits for on street parking is no longer applicable due to the cancellation of the on-street parking agreement with Surrey County Council. Progress changed to superseded as no further actions are required by WBC.	Superseded	N/a	N/a	
			Introduced a new paperless car park system to all town centre car parks with multiple payment options.	Ian Reynolds	01/11/20	30/11/22	Current options relating to the paperless car park systems are being evaluated for Heathside Crescent which is due to be completed in April 2023. All other town centre car parks are now completed.	Completed	Green	➔	
		Launch the CCTV control room and develop plans to exploit its potential and grow its business.	Supplementary action not previously identified for 2022/23.	David Loveless	01/04/22	31/03/24	Consideration of the report is still ongoing and will formulate the basis of transformation of CCTV services which will be reviewed during the Spring 2023 as part of the Fit for the Future Programme. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔	
	Adopt a council operating model that delivers the best outcomes from investments.	Review and implement the Organisational Change policy.	Human Resources will have reviewed the Organisational Change Policy and applied all necessary updates in consultation with CLT.	Amanda Jeffrey	01/04/23	31/03/24	As per Q3 update - The policy has been reviewed and the updates have been applied in draft, however HR are awaiting comments. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔	
			Update the Council's Organisational Change Policy and associated action plan and submit for adoption.	Amanda Jeffrey	01/04/23	31/03/24	As per Q3 update - work on this action will commence in the 2023/24 financial year. This action will continue into the 2023/24 financial year.	Not started	Green	➔	
		Deliver and rollout a hybrid working platform that is tailored to the needs of services.	Provided specialist training on Microsoft 365 to make the most of the tools available and achieve efficiency gains.	Adam Walther	01/06/21	31/03/23	A cross Council Champions Group and a SharePoint training site, both supported by ICT are in place.	Completed	Green	➔	
			Commenced a detailed analysis of the business needs across the organisation to drive efficiencies and improvements.	Adam Walther	01/11/22	30/06/23	Detailed analysis underway with a report due Q1 2023/24. This action will continue into the 2023/24 financial year.	Started	Green	➔	
			Updated the Council's Workstyle Policy to reflect the new technologies and hybrid working opportunities available.	Amanda Jeffrey	01/04/22	31/09/2023	As per Q3 update - Workstyle Policy to reflect the new technologies is currently being reviewed. Alongside this a Hybrid Working Guide has been developed and further consideration is underway to assess 365 feature requirements. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔	
			Completed the implementation of Microsoft 365 to enable staff to work flexibly from any location and from a range of devices.	Adam Walther	01/06/21	31/03/23	Staff have the ability to work flexibly on a range of devices using M365. Action now completed.	Completed	Green	➔	
	Review and develop opportunities for shared services with other Local Authorities.	Explored joint working opportunities with Surrey Heath and Runnymede to assess options for collaboration and shared services.	Kevin Foster	01/04/22	31/03/24	An arrangement has been entered with Orbis Procurement through Surrey County Council. Partnership discussions will continue with Districts and Boroughs to identify any further opportunities. This action will continue into the 2023/24 financial year.	Ongoing	Green	➔		

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q4. 2022/23 Update (Jan-Mar)	Progress	RAG Status	Status since last report
A modern employer with a progressive workforce	Continue to invest in staff, our greatest resource, by ensuring they have the skills and equipment necessary to perform their roles to the best of their ability.	Gain new accreditation to Investors in People, a global benchmark for people management.	Undergone reaccreditation for the Investors in People award.	Amanda Jeffrey	01/04/22	31/03/23	As per Q3 update - Reaccreditation achieved in October 2022.	Completed	Green	↑	
			Develop a people strategy which will improve the outcomes that the council delivers and supports staff to achieve their full potential in work.	Developed a new People Strategy.	Amanda Jeffrey	01/04/22	30/06/23	As per Q3 update - Capacity issues may have an impact to completing this action within the original deadline of 2022/23 therefore the completion date is now anticipated to be 30/06/2023. Engagement sessions with employees to be commenced in the Spring 2023. An additional resource has now been appointed and in post. This action will continue into the 2023/24 financial year.	Not started	Green	↑
			Continued to manage the internal talent and develop a framework for succession planning.	Amanda Jeffrey	01/04/22	31/12/23	Woking continue to look internally and externally when promotional opportunities occur however there is not currently a framework for succession. The draft framework will be developed by the end of this calendar year. This action will continue into the 2023/24 financial year.	Ongoing	Green	→	
			Develop a new council vision and set of values through engagement with stakeholders.	Human Resources will have supported the development of a new vision and values statement, in partnership with the Consultation and Engagement Group.	Amanda Jeffrey	01/04/22	31/03/24	As per Q3 - The Consultation and Engagement Group no longer meet. This action is linked to the People Strategy and a new vision and values statement will now be a product of engagement with employees. An additional resource has now been appointed and in post. This action will continue into the 2023/24 financial year.	Ongoing	Green	↑
	Work closer together to achieve consistent and integrated services for residents.	Review the performance management framework against the strategy priorities.	Supplementary action not previously identified for 2022/23.	Pino Mastromarco	01/05/22	31/03/24	Work to review performance management framework against the Woking For All Strategy will commence once the scope and direction of the Fit For The Future Programme are known. This will ensure that change to the organisation can be properly aligned to the WFAS going forward.	Ongoing	Green	→	
			Adopt a service and team collaboration platform.	Supplementary action not previously identified for 2022/23.	Adam Walther	01/04/22	31/03/23	Intranet successfully rolled out including integration with SharePoint and a Yammer social function. Action now completed.	Completed	Green	→
			Integrate New Vision Homes back into the council's housing services.	Supplementary action not previously identified for 2022/23.	Louise Strongitharm	19/03/21	30/06/22	As per Q3 update - Services are in place, mobilisation has completed and establishing the service was achieved in Q1. From here on efforts will be made to continually improve the service.	Completed	Green	→
	A financially responsible council with sustainable and affordable plans.	Ensure that affordability, financial control and delivery of value for money are embedded in how the council conducts its business.	Get the Council's finances under control - this is our first priority.	Supported the delivery of the Medium-Term Financial Strategy, and the Fit For Future savings initiative.	Leigh Clarke / Brendan Arnold	01/04/22	31/03/23	Updates were provided to the January 2023 Executive ahead of Council approval of the budget in February 2023. A further update on the MTFS was provided in March 2023 setting the strategic direction to be adopted during 2023/24. This action is therefore completed.	Completed	Green	↑
				Work constructively with the Department for Levelling Up, Housing and Communities (DLUHC) to deliver plans for a sustainable budget and directly address the concerns the Government has about the council's levels of debt and exposure to financial risk.	Kevin Foster	01/05/22	31/03/24	Hosted the DLUHC Review team in February 2023 and are currently awaiting the feedback report through the Minister. An action plan will be developed in 2023/24 in response to the published report when issued. This action will continue into the 2023/24 financial year.	Started	Green	→
			Consider new approaches to increase income.	Seek greater leverage of private sector and market investment into Woking to enhance the economic vitality of the borough and maximise the benefit that Woking communities experience from this investment.	Giorgio Framallicco / Chris Norrington	01/04/22	31/03/24	Further work on place branding has been advanced (report to November 2022 Executive) and a contract is now in place following a procurement exercise. This area of work remains a key priority given the need to support sustainable economic growth, town centre vitality and the full and effective utilisation of the council's commercial property assets. This action will continue into the 2023/24 financial year.	Ongoing	Green	→
Make decisions in an open and transparent way.			Deliver clearer and more transparent financial performance reporting through to meetings of the Council.	Kevin Foster	01/04/22	31/03/24	Work to enhance financial performance reporting is underway and will be reported to meetings of the Council in due course.	Started	Green	→	

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RAG Status	Description
Red	Action is failing in one or more areas and is in need of immediate attention.
Amber	Action contains areas of concern which are impacting on delivery and may need remedial action.
Green	Action is progressing according to agreed plans and targets.
N/a	Action has been superseded and is no longer being tracked.
→	Overview RAG Flag is the same as the last W4AS Report.
↑	Overview RAG Flag has improved since the last W4AS Report.
↓	Overview RAG Flag is worse than the last W4AS Report.

Theme	Corporate Objective	Performance Measure	2019-20	2020-21	2021-22	2022-23 Target	2022 - 2023 Actual
Healthier Communities	High quality homes for all	Net additional new homes provided	303	147	386	292	650
Healthier Communities	High quality homes for all	Number of empty properties brought back into use through LA intervention	57	14	46	40	Data to become available by July Executive.
Healthier Communities	High quality homes for all	% of non-decent council homes	0.1	2.9	2.6	No target set.	6.1
Healthier Communities	High quality homes for all	Number of affordable homes delivered	22	36	178	102	15
Healthier Communities	High quality homes for all	Total number of households in B&B, temporary accommodation and non-secure accommodation	148	191	184	No target set.	228
Healthier Communities	High quality homes for all	Average length of stay of homeless households in B&B, temporary accommodation and non-secure accommodation	312	342	358	No target set.	365
Healthier Communities	High quality homes for all	Average days void	n/a	30.13	47.13%	No target set.	92.14
Healthier Communities	Safe. Thriving and sustainable communities	Number of fly-tipping incidents	1,253	1,705	1263	No target set.	1186
Healthier Communities	Safe. Thriving and sustainable communities	Number of fly-tipping enforcement actions	1,488	1,748	1494	No target set.	1450
Healthier Communities	Safe. Thriving and sustainable communities	Abandoned vehicles	97	96	95	94	96
Healthier Communities	Safe. Thriving and sustainable communities	Satisfaction with street cleaning	74.2	83.8	75	81	76.2
Healthier Communities	Safe. Thriving and sustainable communities	Satisfaction with landscaping	74.4	82.3	77.6	80	78
Healthier Communities	Safe. Thriving and sustainable communities	Inspecting food premises	86	8	83	100	120
Healthier Communities	Safe. Thriving and sustainable communities	Percentage of establishments with a food hygiene rating of 3 or better	96	96	95	No target set.	95
Healthier Communities	Safe. Thriving and sustainable communities	Total of members living in the borough using council leisure facilities	N/a	N/a	N/a	N/a	9322
Engaged communities	Informed and consulted residents	Percentage of those on the electoral register who voted	36.3	n/a	40	No target set.	40
Engaged communities	Informed and consulted residents	Number of residents registered on the residents' panel	N/A	N/A	Circa 750	Circa 750	Circa 750
Greener communities	Informed and consulted residents	Energy efficient council owned homes	68.5	69.1		69	68.7
Greener communities	Informed and consulted residents	Percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestions	57.44	56.87	52.9	61	56
Greener communities	Informed and consulted residents	Residual household waste per household (kg)	387	406	394	350	381
Prospering communities	A borough of opportunity	Growth in the business base	5,055	5,335	5,450	No target set.	4,870
Prospering communities	A borough of opportunity	New business creation per head of population	121	Not available	Not available	TBC	Data not available.

Theme	Corporate Objective	Performance Measure	2019-20	2020-21	2021-22	2022-23 Target	2022 - 2023 Actual
Prospering communities	A borough of opportunity	GVA per job filled (£)	61,763	Not available	Not available	TBC	Data not available.
Prospering communities	A borough of opportunity	Job Seeker Allowance claimants (as percentage of 16-64 population)	1.20%	4.40%	2.70%	TBC	2.20%
Prospering communities	A borough of opportunity	Unemployment (not including economically inactive)	2.9%	3.2%	3.9%	May-22	2.7%
Prospering communities	A borough of opportunity	Median gross weekly wages	£712.20	£662.20	£655.00	Oct-22	£736.50
Prospering communities	A borough of opportunity	Employment rate of working age population	89.70%	80.30%	76.60%	TBC	78.60%
Prospering communities	A borough of opportunity	Self-employment rate of working age population	16.90%	6.90%	8.30%	TBC	2.80%
Prospering communities	Strong and sustainable economy	Business survival rates. Year 1 (born 2019)	88%	Not available	Not available	Not available	Data not available.
Prospering communities	Strong and sustainable economy	Business survival rates. Year 2 (born 2018)	73%	Not available	Not available	Not available	Data not available.
Prospering communities	Strong and sustainable economy	Business births	790	775	595	TBC	Data not available.
Prospering communities	Strong and sustainable economy	% occupied office and retail and industrial outlets - Office	87.80%	88.2%	88%	No target set.	86.70%
Prospering communities	Strong and sustainable economy	% occupied office and retail and industrial outlets - Retail	98.7%	98.8%	98.5%	No target set.	99.40%
Prospering communities	Strong and sustainable economy	% occupied office and retail and industrial outlets - Industrial	95.8%	96.1%	96.2%	No target set.	97.40%
A high performing council	A modern council with a progressive workforce	Top 5% of earners who are - women	31.8%	27.3%	40.9%	No target set.	27.3%
A high performing council	A modern council with a progressive workforce	Top 5% of earners who are - disabled	0.0%	0.0%	0.0%	No target set.	0.0%
A high performing council	A modern council with a progressive workforce	Top 5% of earners who are - BME	4.6%	4.6%	9.1%	No target set.	4.6%
A high performing council	A modern council with a progressive workforce	Average days lost through sickness	8.1	5.5	6.0	No target set.	5.6
A high performing council	A high performing council	Invoices paid on time	96	96	94	97	98

EXECUTIVE – 15 JUNE 2023

WOKING VOLUNTARY SECTOR ANNUAL REPORT

Executive Summary

Woking Borough Council has provided a significant level of funding and support to the Voluntary Sector in the last year. This report seeks to inform the Executive of the outcomes of the community grants for 2023/24 and the breadth of wider support offered by Council staff and teams within the various local community partnerships. This includes new innovative approaches to increasing sustainable funding for future years through external donations and wider funding streams.

For 2023/24, a new partnership commenced with the Community Foundation for Surrey to launch the Woking Council Community Fund and £144,649 has been awarded to 21 groups in line with the Council's corporate priorities. A further £21,362 was awarded to charities and voluntary groups in Woking through wider external funds administered through the Community Foundation. This 15% increase to the budget from external funds demonstrates the benefits of this new partnership, enabling beneficiaries to access multiple funds through one expression of interest.

The Council agreed to ringfence £20,000 of the community grants budget to match fund (50%) new external donations to the existing Woking Community Fund, which is an endowment used to provide grants to Woking community groups. So far, £14,250 has been added to the endowment which is positive.

Service Level Agreements have been established to fund groups that are deemed particularly important in supporting the Woking community in partnership with Council teams. These are Citizen's Advice Woking, Woking Community Transport, York Road Project, Woking Asian Business Forum, and Woking People of Faith.

Council Officers and teams across directorates work collaboratively and in partnership with local charities and community groups. Last year, Volunteer Woking supported local charities to gain over £1.2million in funding and the team managed the successful Working Together for Woking networking event with over 60 charities and 200 attendees.

Green Infrastructure and Property Services have supported the town centre climate hub with Woking Environment Action (WEAct) and various green projects across the Borough. Leisure Services promote, support, and advise over 70 volunteer sports clubs including bespoke classes for female residents in key neighbourhoods; teaching key life skills such as swimming and cycling. Health and Wellbeing staff support and advise groups with Dementia, digital accessibility, and befriending services; connecting through local networks as part of the wider NW Health Alliance. Centres for the Community also create local hubs for charities to work together to provide accessible community support for residents.

These are an overview of just some of the partnerships and collaboration undertaken by the Council with the Woking Voluntary sector. It is noted that nationally Volunteers Week falls at the start of June and therefore this is a fitting time to report and update on this work.

Recommendations

The Executive is requested to:

RESOLVE That

the wide range of support for the voluntary sector in Woking be noted, including the benefits of the partnership with the Community Foundation for Surrey in administering community grants.

Reasons for Decision

Reason: To report on the outcomes of the awards from the Woking Council Community Fund, and the wider discretionary support provided to the voluntary sector from the Council.

The Executive has the authority to determine the recommendation(s) set out above.

- Background Papers:** None.
- Reporting Person:** Louise Strongitharm, Strategic Director - Communities
Email: louise.strongitharm@woking.gov.uk, Extn: 3599
- Contact Person:** Adam Thomas, Head of Family & Community Services
Email: adam.thomas@woking.gov.uk, Extn: 3811
- Portfolio Holder:** Councillor Will Forster
Email: cllrwill.forster@woking.gov.uk
- Date Published:** 7 June 2023

1.0 Introduction

- 1.1 The Council provides a wide range of financial and in-kind support to the Woking voluntary sector through its grants, partnerships, and wider discretionary support. This report provides an overview of the new process for administering community grants through the Woking Council Community Fund and Service Level Agreements, plus incentivising private sector donations to support the voluntary sector.
- 1.2 Local charities and community groups are also supported through a range of networks and partnerships with Officers and Council Teams. An overview of some of these is presented with insights from Volunteer Woking, Health and Wellbeing, Green Infrastructure, Leisure, Property, and Community Services teams.

2.0 Community Grants – Woking Council Community Fund

- 2.1 In 2022 the Council embarked on a new approach for administering community grants through a partnership with the Community Foundation for Surrey (CFS). This brought the process in line with other countywide Area Funds administered by CFS. It simplified the application procedure enabling community groups to have access to multiple funds through one expression of interest. The criteria for grants were updated to reflect the Council's corporate priorities and a new panel was created to agree grant awards, consisting of an independent Chair, Council Members, Officers, and wider Woking stakeholders. Details of the Woking Council Community Fund including the criteria and application guidance, can be found on the CFS website: www.cfsurrey.org.uk.
- 2.2 Following the decision to change the administration process, all previous beneficiaries of community grants were written to in the Summer 2022 explaining the new process and inviting groups to attend online briefings where they could ask further questions. These sessions were held in September and December and feedback from the participants was positive.
- 2.3 The panel for the Woking Council Community Fund met for the first time on 4th April 2023 to agree the grant awards for 2023/24 with a budget of £144,694. A detailed breakdown of the due diligence process, the awards confirmed for the successful applicants, and information regarding the unsuccessful applications is provided below in a report from CFS, included in this report in Appendix 1.
- 2.4 The Panel awarded all the funds to 21 organisations. All applications recommended to the panel had undergone a thorough due diligence assessment and every award given clearly demonstrated a local and specific benefit to Woking residents, as per the Council's priorities. One recommendation from the Panel was to seek to promote any future grants to local green initiatives as there was a lack of applications linked to Council's Greener Communities strategic priority.
- 2.5 The organisations that received funding from the Woking Council Community Fund are:
 - Cherry Trees
 - East to West
 - Emmaus Transformation Trust
 - GASP Motor Project
 - Headway Surrey
 - Home-Start Runnymede and Woking
 - Intergenerational Music Making
 - Jigsaw (South East)
 - Liaise Women's Centre (Maybury Centre Trust)

- Maybury and Sheerwater Community Trust (MASCOT)
- North Surrey Community Counselling Partnership
- Parkinson's UK - Woking and Weybridge Branch
- Peer Productions
- Sight for Surrey
- Surrey Welfare Rights Unit
- TALK Surrey CIO
- Woking & District Men's Shed
- Woking Community Furniture Project
- Woking Shopmobility
- Woking Street Angels
- YourSanctuary

2.6 In addition to the Council's budget, a further £21,362 was sourced from wider CFS funds which means that 24 groups benefited overall. This 15% increase demonstrates the added value of the partnership in accessing multiple funding streams through one expression of interest. Full details are included in Appendix 1.

3.0 Match-funding to the Woking Community Fund

- 3.1 In 2022 the Council explored innovative ways to increase local investment into the voluntary sector through external, private donations. It agreed to ringfence up to £20,000 from the community grants budget to use to match-fund (50%) donations to the Woking Community Fund. The Woking Community Fund a pre-existing endowment fund also administered by the Community Foundation for Surrey and is similar to other local area funds in the County. This approach seeks to create more sustainable funding for the voluntary sector in future years.
- 3.2 A joint meeting was held between CFS, Woking Works and Volunteer Woking to promote this new initiative. As a result, greater awareness has been raised and new donations totalling £14,250 (including the match-funding) have already been received:

Total donations received to date	Total match-funded	Amount added to date
£9,500	£4,750	£14,250

4.0 Service Level Agreements

- 4.1 Service Level Agreements have been created for organisations that were deemed particularly important in supporting the Woking community in partnership with Council teams.

Organisation	2023/24 Award	Service Provision
Citizen's Advice Woking	£265,750	To support Woking residents with free, confidential, impartial, and independent advice on all areas of social law, including in the town centre and outreach across the Borough. The services include the County Court Help Desk and Financial Capability Programme. Grant includes premises service charge.

Woking Community Transport	£170,485	To provide door to door transport for anybody who has a mobility or sensory impairment which means they are unable to use or experience difficulty or discomfort using alternative means.
York Road Project	£43,290	To provide a rapid response service to rough sleepers in Woking and to individuals at risk of homelessness in Woking through the Resource and Prevention Centre.
Woking Asian Business Forum	£10,000	To provide networking opportunities in Woking and advice on health and wellbeing, professional development, and business liaison. Community outreach is led by the Outreach Manager which includes managing the Alpha Road Community Hall (ARCH).
Woking People of Faith	£9,000	To draw together Woking representatives from Jewish, Christian, Muslim, Hindu, Baha'i and other recognised World religions, organising educational events and other activities which help the wider community to understand differences in faith and culture, thereby reducing prejudice and improving inter-community relations.

5.0 Council Teams and Officer Support

Volunteer Woking

- 5.1 Volunteer Woking recruits and matches individuals and groups interested in volunteering with local charities, with over 500 organisations and 2,300 active volunteers. It also provides advice and training on governance, safeguarding, identifying gaps in provision of services, local collaboration and strategy, and processing Disclosure & Barring Service checks. The team promotes its services on a dedicated website, for more information see: www.volunteerwoking.org.uk.
- 5.2 Volunteer Woking organises the annual event 'Working Together for Woking' which brings together over 60 charities to promote local services and volunteering opportunities. In 2022, over 200 people attended, and feedback was positive with over 25 new volunteers signing up to work with charities on the day. This is a popular networking opportunity and the event for this year is scheduled for 9th November 2023.
- 5.3 Funding support from Volunteer Woking ranges from bespoke advice and help with draft applications to Woking-specific funding newsletters, with opportunities to network and meet the funders. Over £1.2million of funding was awarded to Woking charities in the last financial year because of this support.
- 5.4 Last year Volunteer Woking organised over 906 hours of Corporate Social Responsibility volunteering with Woking businesses, benefitting many local charities and schools. Active involvement in the local community can bring a range of benefits to businesses. Following a volunteering day on The Basingstoke Canal, Jane Damon, Ecommerce Growth Executive at BOC said, "It was very satisfying to look back over the canal at the end and see the results of

our hard work. We found it very rewarding to give something back to our local community, and it proved to be a memorable experience for us all with positive feedback from everyone involved.”

Green Infrastructure

- 5.5 The Green Infrastructure Team support local volunteering initiatives with the Woking Biodiversity Group and Surrey Wildlife Trust at sites across the Borough including St John’s Lye, Millmoor Common, White Rose Lane and Westfield Common. It also promotes ways for Woking residents to get involved through volunteering through Planet Woking, with information on the website and the Woking Community Forum for consultations. The team has also long supported Woking Environment Action (WEAct) including the new hedgehog project and, together with the Property Services Team, climate hub initiative in the town centre.

Leisure and Community Services

- 5.6 Leisure Services support many voluntary initiatives in line with the Council’s Health and Wellbeing Priorities. Woking has over 70 volunteer sports clubs including some of the biggest junior clubs in Surrey, helping to keep residents active. The Council team support with venue provision, development, marketing, and general advice including governance and safeguarding. A recent priority has been to increase voluntary exercise classes for female residents in key neighbourhood areas, including helping to teach participants important life skills such as swimming and cycling.
- 5.7 Sheerwater Together is one example of a collaborative volunteer group working to enhance the community and social offer for residents in Sheerwater. Woking Tigers are also a successful charity in the same area, running well attended youth nights and other community activities, all by volunteers and linked in with local partnership networks.
- 5.8 The Centres for the Community continue to develop their offer for local communities by bringing charities together to co-locate as community hubs. An initiative for 2023 is launching the new café at Moorcroft in Westfield, run by the charity Dramatize which supports adults with additional needs to gain skills and training for employment. A further success is Andy’s Man Club which is run out of The Vyne, bringing men together to support one another with mental health needs. Wellbeing groups for men are notoriously challenging to promote and sustain due to the nature of the needs and target group, however, Andy’s Man Club consistently has over 20 participants which is a great achievement in Knaphill.

Health and Wellbeing

- 5.9 The breadth of overall support is far reaching, and the aforementioned networks and team collaborations are just part of the wider landscape of how the Council works together with the voluntary sector. Notably, the Council also delivers many services funded through health partnerships which supports the voluntary sector. For example, Social Prescribing signposts residents to charities and community groups all over the Borough, many of whom do not meet thresholds for statutory services and rely on this community provision.
- 5.10 Supporting residents to access services online is a challenge and Health and Wellbeing Officers are supporting with various initiatives in partnership with the voluntary sector. The ‘Tech to Connect’ initiative brings people together to reduce digital exclusion and 25 Officers have been trained to be ‘Tech Angels’ along with numerous volunteers, helping individuals to get online and access the support they need. The Council have supported Woking ROC, a community engagement group, to PAT test donated laptops before giving them to residents who need them. The Health and Wellbeing teams have also linked local groups, such as Welcome Church, with Surrey Coalition of Disabled People to ensure that services are inclusive and accessible.

5.11 Dementia, and loneliness and isolation are key Health and Wellbeing priorities, and Council teams work collaboratively with the voluntary sector to support these. A full action plan which shows the wider detail of this work is now presented to the Woking Wellbeing Group. Examples include working with the charity Silver Friends to enhance friendship and befriending across the Borough. Officers who are Dementia Ambassadors also visit faith networks, schools, community groups and charities to share knowledge and information, bringing these together as joint stakeholders to form the Woking Local Dementia Action Alliance.

6.0 Corporate Strategy

6.1 The criteria for the Woking Council Community Fund reflects the Council's corporate priorities as outlined in the Woking for All Strategy. These were promoted by the Community Foundation for Surrey and the outcomes have been mapped according to these categories in Appendix 1 of this report. The criteria were promoted as follows:

6.2 Healthier Communities:

- Projects which support improving health outcomes in our communities in particular addressing health inequalities in our Borough (Priorities: Mental Health, Living independently, carers, isolation and loneliness, obesity).
- Projects that encourage and increase active lifestyles and participation through the provision of varied cultural and sporting opportunities and amenities.
- Projects supporting safer communities.
- Projects to provide early support to improve residents' health and wellbeing, or support residents to be more proactive about their health.
- Support improved engagement in active lifestyles, in particular by under-represented groups/ages.

6.3 Engaged Communities:

- Projects which support the ability of communities to develop solutions to local needs and support those most disadvantaged in our communities.
- Projects supporting older, vulnerable, and disabled people in our community.
- Projects supporting engagement in areas of the Borough highlighted by the Indices of Multiple Deprivation, particularly with children, younger people, and older people.

6.4 Greener Communities:

- Projects which support access to green space for members of the community who wouldn't normally be able to access.
- Projects which support the Borough in tackling climate change, noting the Council's target of the Borough becoming carbon neutral by 2050.

6.5 Prospering Communities:

- Projects which support our communities to improve skills and raise aspirations.

- Projects which improve signposting of career opportunities to those seeking employment and training.

7.0 Implications

Finance and Risk

- 7.1 This report highlights the financial and wider support given to the voluntary sector in Woking. Any future financial support is subject to annual budgetary approval and needs to be reviewed within this context.

Equalities and Human Resources

- 7.2 This report highlights many ways that the Council seeks to enhance inclusivity for residents through supporting and working in partnership with the voluntary sector.

Legal

- 7.3 All agreements, including Service Level Agreements to beneficiaries and contracts with the Community Foundation for Surrey, have been agreed through the Council's legal mechanisms.

8.0 Engagement and Consultation

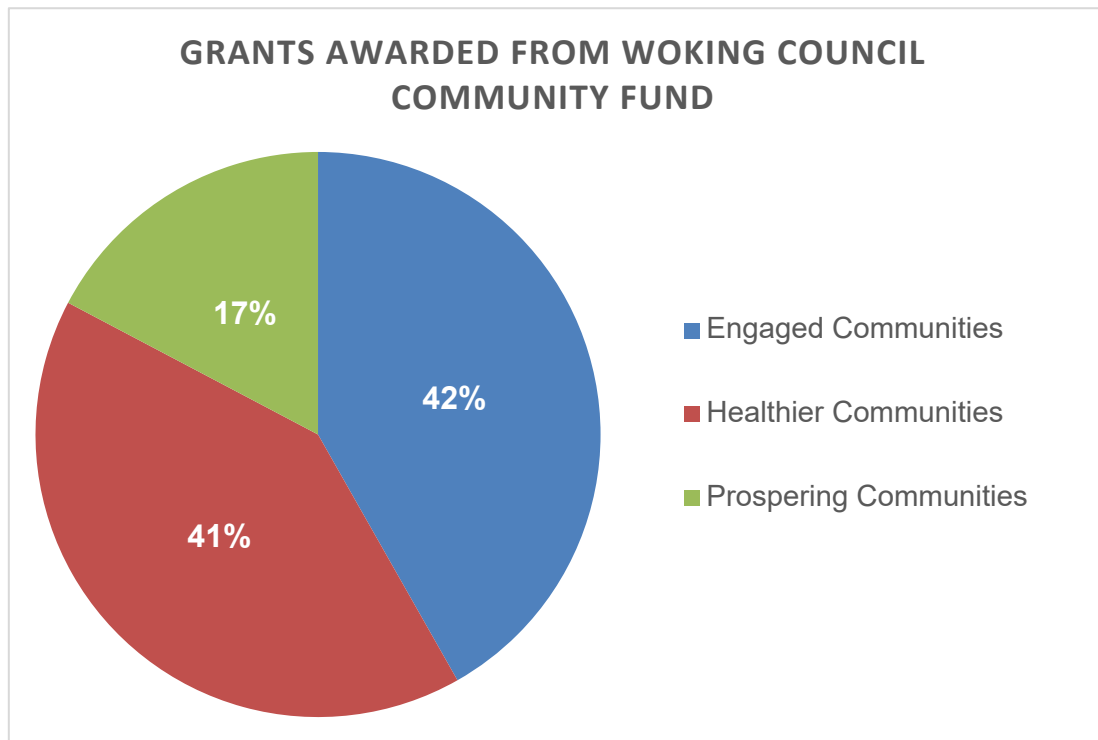
- 8.1 The new processes for administering community grants were designed to enhance engagement with the voluntary sector, providing both financial and wider advice and support as highlighted in this report. It should be noted that in 2022, all prior beneficiaries of community grants were written to, and two online briefing, and question and answer sessions were conducted.

REPORT ENDS

Woking Council Community Fund Report from the Community Foundation for Surrey

Executive Summary

- £166,056 was awarded to 24 groups of which **£144,694** was awarded from Woking Council Community Fund.
- 38 applications were received totalling £258,347
- 26 applications were presented for consideration by the grants panel, 12 applications were not recommended for consideration as they did not pass due diligence or were not deemed a good fit for the fund criteria.



The purpose of the partnership between Woking Borough Council and Community Foundation for Surrey was to deliver voluntary grants in Woking in the most effective way possible, to:

- Leverage funding from other community foundation donors and provide a single front door for applicants.
- Maximise the impact of the grants by applying Community Foundation due diligence to ensure the funded organisations are well run and governed.
- Ensure projects supporting those in the highest need in Woking are prioritised for funding.
- Ensure projects funded address the strategic priorities of Woking Borough Council

Recommendations for 2024/25

- Notify potential applicants of timescales for 2024/25 in good time to enable community groups in Woking to plan.
- Announce the decision on the budget available in time to promote the fund to suitable applicants.
- No applications were received which fit the theme of Greener Communities. The panel may wish to ring fence funds for this priority and the Foundation can proactively seek appropriate projects.

Process

In July 2022 Woking Borough Council (WBC) announced the partnership with the Community Foundation for Surrey (CFS) to deliver voluntary grants in Woking. The programme was widely advertised to communicate the change to the previous system. WBC staff contacted all previous grant holders to ensure they were aware of the new process.

CFS and WBC held joint Q&A sessions to answer questions and concerns from potential applicants. First stage Expression of Interest were invited for a deadline of 9th of January 2023. Those applicants with a suitable project were invited to make a full application with the deadline 23rd of January 2023.

Applications received underwent Due Diligence and Application Review (See Annex 1). The purpose of the due diligence performed on eligible applicants is to manage the potential risks associated with granting funds as they relate to;

- Grantee fraud
- Ineffective or poor-quality grants
- Consequent damage to reputation

The decision-making panel for the fund was made up of the CFS Woking Community Fund panel, two CFS Trustees, two elected members from WBC selected for their portfolio, Cllr Will Forster and Cllr Colin Kemp, and two WBC employees from the Communities team.

Qualifying applications were shared with the panel for comment ahead of the awards meeting on 4th April 2023.

Outcomes

The panel awarded all of the available funds to 21 Woking organisations.

- Cherry Trees
- East to West
- Emmaus Transformation Trust
- GASP Motor Project
- Headway Surrey
- Home-Start Runnymede and Woking
- Intergenerational Music Making
- Jigsaw (South East)
- Liaise Women's Centre (Maybury Centre Trust)
- Maybury and Sheerwater Community Trust (MASCOT)
- North Surrey Community Counselling Partnership
- Parkinson's UK - Woking and Weybridge Branch
- Peer Productions
- Sight for Surrey

- Surrey Welfare Rights Unit
- TALK Surrey CIO
- Woking & District Men's Shed
- Woking Community Furniture Project
- Woking Shopmobility
- Woking Street Angels
- YourSanctuary

CFS were also able to find CFS donors to support 3 groups which had not been funded due to availability of funds:

- Canalside Community Fridge
- Dance Woking
- Woking and Sam Beare Hospices

Additional funds were also awarded to Emmaus Transformation Trust which had received a partial award from the Woking Council Community Fund.

Only two organisations which were considered by the Woking panel received no funding (see below table). These were considered by the panel to be a lower priority. These applications were not appropriate for other Community Foundation Donor Funds.

Successful applicants were notified informally of the outcome of the panel pending receipt of funds from WBC to make formal grant offers and payment. Grant holders will be asked to provide monitoring reports by end of February 2024.

Woking Voluntary Sector Annual Report

Grant Application Name	Amount applied for	Awarded from Woking Council Community Fund	Awarded from other CFS Funds	Project Description - Summary
Canalside Community Fridge - Core costs	£ 1,500.00		£ 1,500.00	Core costs to support a community fridge
Cherry Trees - Woking provision	£ 6,000.00	£ 6,000.00		Funding towards the cost of respite care for disabled children from Woking.
Coram Life Education - PSCH workshops	£ 9,999.95	£ -		Funding for PSHE workshops in primary schools in Woking
Dance Woking - Social Travelling Tea Dance	£ 4,862.00	£ -	£ 4,862.00	Funding for a social tea dance for isolated over 65's.
East to West - Short Stay School support worker	£ 7,472.00	£ 7,472.00		Funding for relational support workers in a North West Surrey Short Stay school to support the pastoral care of vulnerable students.
Emmaus Transformation Trust - core costs	£ 15,000.00	£ 10,000.00	£ 5,000.00	Funding towards the core costs of a community hub supporting a wide section of the local community with many successful projects.
GASP Motor Project - Woking	£ 10,000.00	£ 10,000.00		Funding for vocational training for young people in danger of becoming NEET
GIVE - Volunteer Coordinator	£ 6,000.00	£ -		Funding for a volunteer coordinator for a new mental health befriending charity.
Headway Surrey - survivors support courses and counselling	£ 7,000.00	£ 7,000.00		Funding for a specialist charity to deliver courses and counselling to individuals in Woking with acquired brain injury.
Home-Start Runnymede and Woking - core costs	£ 10,000.00	£ 10,000.00		Funding towards the core costs of a charity supporting young families.
Intergenerational Music Making, CIC - Woking Hub	£ 2,500.00	£ 2,500.00		Funding for intergenerational music workshops in Woking.
Jigsaw (South-East) - Woking	£ 3,300.00	£ 3,300.00		Funding for grief support for children in Woking
Liaise Women's Centre (Maybury Centre Trust) - Coordinator Salary	£ 10,000.00	£ 10,000.00		Funding for the salary costs of a Project Coordinator supporting women from minority ethnic backgrounds to increase wellbeing, and tackle loneliness and isolation.

Woking Voluntary Sector Annual Report

Maybury and Sheerwater Community Trust (MASCOT) - Core Costs	£ 10,000.00	£ 10,000.00		Core costs to support a community hub
North Surrey Community Counselling Partnership - bursaries	£ 10,000.00	£ 10,000.00		Funding for bursaries to allow individuals in need to access subsidised long-term counselling.
Parkinson's UK - Woking and Weybridge Branch - Hydrotherapy	£ 1,600.00	£ 1,600.00		Funding for weekly hydrotherapy for people with Parkinsons
Peer Productions Project Purple	£ 7,949.89	£ 8,000.00		Funding for a referral only 10 week creative workshop for teenagers who are vulnerable in some way e.g. mental health, learning difficulty in Woking.
Sight for Surrey - Benefits Service	£ 1,500.00	£ 1,500.00		Funding for a benefit advice service for individuals in Surrey affected by slight loss.
Surrey Welfare Rights Unit - Core costs	£ 10,000.00	£ 10,000.00		Funding towards the core costs of a debt and benefits advice charity.
TALK Surrey CIO- Core costs	£ 2,500.00	£ 2,500.00		Funding for core costs of an aphasia support group.
Woking & District Men's Shed - outdoor extension and equipment	£ 3,000.00	£ 2,862.00		Funding to support an extension of a Men's Shed and new equipment for day to day running.
Woking and Sam Beare Hospices - Community Specialist Nurse	£ 10,000.00		£ 10,000.00	Funding for a clinical nurse specialist to support palliative care in a deprived community.
Woking Community Furniture Project - core costs	£ 4,710.00	£ 4,710.00		Funding for the organisation's core costs of fuelling and running a van to collect donated items and deliver goods to those in need.
Woking Shopmobility - Core costs	£ 11,250.00	£ 11,250.00		Funding towards the running costs of a charity supporting people with mobility issues in and around Woking.
Woking Street Angels - Core Costs	£ 11,204.00	£ 9,000.00		Funding towards a late-night weekend patrol by volunteers helping people who may be vulnerable due to becoming intoxicated or separated from friends.
yourSanctuary - Telephone helpline for Woking	£ 7,000.00	£ 7,000.00		Funding for a helpline for people experiencing domestic abuse.

	Total applied for	Total awarded from Woking Council Community Fund	Total awarded from wider CFS funds	
	£184,347.84	£144,694.00	£21,362.00	

Applications received but not recommended to the Panel with reasons

Grant Application Name	Amount applied for	Reason for Rejection (notes)
Catalyst Outline	£10,000.00	Positive project but Surrey-wide without specific focus on Woking.
Food Matters Foundation	£7,000.00	National charity - not a priority local group. No track record in Woking.
Halow Project	£4,750.00	Not an established service for Woking - no track record or evidence of need.
Lakeview Community Action Group	£5,000.00	Good project but high reserves and the 2022 WBC grant has not yet been spent. Recommend support on financial management from Volunteer Woking/CFS.
Let's Read Ltd	£9,000.00	High reserves, close to statutory provision questions about efficacy of project.
Maybury Centre Trust	£8,600.00	Application lacks information no evidence of need or what the funding would be used for.
Mediation Surrey CIO	£4,500.00	The organisation has high reserves and is therefore not a priority for funding at this time.
Other Ways To Care	£5,000.00	Unclear what they want to do. Income requires them to register with CC - refer to Volunteer Woking or CFS.
Relate West Surrey	£5,000.00	Initial appointment cost of c. £70 is potentially still prohibitive for many clients.
Surrey Wildlife Trust	£9,150.00	Positive project but difficult to demonstrate impact.
Woking Disability Football for All	£5,000.00	The group were previously awarded a grant to fund the kit requested in this application, the grant offer specifically excluded cost of a trip. However group spent the funds on a trip and social activities and have not demonstrated understanding of how to manage a future grant.

Woking Gymnastics Club - Disability Awareness Course	£1,000.00	Having reviewed the safeguarding documentation and further discussions with the group it is assessed that more needs to be achieved to meet the required policies and governance.
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Application Due Diligence and Review

Due Diligence

The purpose of the due diligence performed on eligible applicants is to manage the potential risks associated with granting funds as they relate to;

- Grantee fraud
- Ineffective or poor-quality grants
- Consequent damage to reputation

On behalf of donors we seek to identify applicants which have genuine charitable purposes, and which can manage a grant award successfully to achieve positive change in the community.

Eligibility check

- Is there a management committee of at least 3 unrelated people?
- Are the governing documents appropriate? Do they contain a dissolution clause or asset lock?
- Does the group have an appropriate financial policy and apply proper processes?
- Is the Bank account in the name of the group, is the bank statement provided recent and are the bank details legitimate?

Organisation Structure and Governance:

All applicants

- What sort of organisation it is (e.g. community group, registered charity, CIC, not for profit company etc.)
- Check Charity Commission website/Companies House – is the reporting up to date
- Does the application conform to the purposes of the organisation?
- Is the level of resource - the number of trustees/committee members, staff and volunteers in proportionate with the scope of the project.?
- How do the trustees provide governance? How often do they meet, how involved are they in supporting the running of the organisation?
- Appropriate safeguarding policy and processes are in place.

Repeat Applicant

- Has anything significant has changed since the last application – e.g. new CEO or Chair of Trustees, change to governing docs or policies.

Finance:

- Are the R&A in a standard format?
- Have the accounts been externally examined and signed as approved?
- What is the surplus or deficit?

- Is there a significant change between this FY and last? Is there a trend?
- What are the reserves at the year end and what portion of the reserves is unrestricted
- What is the ratio of restricted and unrestricted activity/income?
- How many months' operational expenditure do current reserves equate to?
Approximately equal to. 6-12 months is usually considered ideal – depending upon the size of the organisation, whether staff are employed the proportion of activity which is not restricted, are they saving for a specific project etc.
- Sources of income – is there a healthy spread or a worrying dependence on one source of funds.
- How does the overall financial situation relate to the application? Could they fund the project from their own resources?

If accounts are older than 18 months review an updated financial position

Policies

Financial Policy

Guidance

<https://www.gov.uk/government/publications/internal-financial-controls-for-charities-cc8/internal-financial-controls-for-charities>

Example Financial policies are available to share with applicants.

Safeguarding:

Guidance <https://www.gov.uk/guidance/safeguarding-duties-for-charity-trustees>

Must have –

- Definitions of abuse
- Reporting procedure
- An adult/child protection officer
- Training for everyone in the organisation who would be working with vulnerable people
- DBS checks to adequate levels and details about reporting issues to the relevant authorities
- Annual renewal (or a good reason why it isn't annual)

Equality Policy:

Must have –

- Reference to Equality Act 2010
- Details about equal access to services and employment
- A section on the prevention of harassment
- A section on how complaints are dealt with (must be fairly)
- Reference to age, pregnancy, sexuality, disability, race, religion/belief, gender, transsexual people

Evaluation

The Project/request

- The extent to which the proposal is responding to clearly demonstrated need or demand

- Whether the number of beneficiaries is realistic and if they have demonstrated sound (and appropriate) plans to reach and engage their target audience.
- Effective Practice - assessment of the group's ability to manage the work - AND - **whether** the proposed activities will be successful in producing the outcomes they have specified and that the two are clearly linked.
- What will happen once the funding period comes to an end and how will the work be sustained in the future?

Previous grants:

- What has been the quality of reporting and more importantly what outcomes has the applicant been able to present.

Fit with Fund:

- Does the group or project fit well with the aims and criteria of any of our donor funds?

EXECUTIVE – 15 JUNE 2023

RISK MANAGEMENT AND BUSINESS CONTINUITY ANNUAL REPORT

Executive Summary

Risk Management and Business Continuity Management are the two main disciplines through which the Council identifies, manages, and mitigates its business and operational risks. An annual report is submitted to the Executive to outline any activities or issues that have occurred.

Good progress in relation to Risk Management and Business Continuity has been made since the last annual report, the key highlights being:

- Corporate Strategic Risks have been reviewed and updated by CLT (every 3 months), and the risks that have been identified have been logged with owners allocated. The most recent version, reviewed in May, is attached as an appendix.
- A Corporate Risk Appetite Statement has been developed and adopted. Risk Appetite is defined as a target level of loss exposure that the organisation views as acceptable.
- Risk management training has been delivered to senior managers and Councillors.
- All annual updates required for Business Continuity have been completed in-line with agreed monitoring requirements. The key outputs being an updated Business Impact Analysis and the review of Action Cards for the Council's most critical services.
- The Business Continuity Strategy and associated documents are being reviewed by Zurich (the Council's insurers) to ensure that all associated plans are robust and as up to date as possible.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the report be noted; and
- (ii) Risk Management and Business Continuity arrangements will continue to be reviewed and updated in-line with agreed monitoring arrangements.

Reasons for Decision

Reason: The continuous development of Risk Management and Business Continuity is essential to ensure effective management and planning within the Council.

The Executive has the authority to determine the recommendation(s) set out above.

Risk Management and Business Continuity Annual Report

Background Papers: None.

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Date Published: 7 June 2023

1.0 Introduction

- 1.1 The purpose of this report is to provide Members with an update on Risk and Business Continuity Management arrangements that are in place within the Council. The status of both functions is reported on an annual basis. Risk Management and Business Continuity provides the framework through which the Council identifies, manages, and mitigates its business and operational risks.
- 1.2 Risk Management is the process through which the organisation methodically identifies and manages the threats and opportunities that might exist within a Council activity. Business Continuity sets out to enhance the strategic and tactical capability of the organisation to plan for incidents and business disruptions, in order to continue business operations at an acceptable pre-defined level.
- 1.3 Risk Management and Business Continuity Planning are not one-off activities. They are part of a continuous process that runs throughout the Council's activities, considering all aspects such as projects as well as day-to-day work that is undertaken. Both disciplines must be integrated into the culture of the Council with an effective strategy and be led from the top.
- 1.4 The continuous improvement of risk and business continuity arrangements will also feed into the ongoing work of aligning strategic planning and performance management functions across the Council. All of these functions working together will provide an integrated and cohesive framework for prioritising the delivery of effective services.
- 1.5 The functional responsibility for corporate risk management and business continuity rests with the Corporate Leadership Team (CLT). The Business Improvement Team is accountable for overall delivery and review. All senior managers are responsible, with guidance and support from Business Improvement, for ensuring appropriate risk and business continuity arrangements are deployed in their functions, services, and areas of responsibility.

2.0 Risk Management

- 2.1 Risk can be defined as the combination of the probability of an event and its consequences. In any organisation there is the potential for events and consequences that can result in opportunities for benefits or threats to success. Since the last annual report, progress has been made in the following areas:
 - Corporate Strategic Risks have been reviewed and updated by CLT (every 3 months), and the risks that have been identified have been logged with owners allocated. The most recent version, reviewed in May, is attached as an appendix to this report.
 - A Corporate Risk Appetite Statement has been developed and adopted. Risk Appetite is defined as a target level of loss exposure that the organisation views as acceptable.
 - Risk management training has been delivered to senior managers and Councillors. The training sessions, which were planned and delivered in partnership with Zurich, were well attended; the majority of senior managers participated in the day session and 15 Councillors were present for the evening session.
 - Corporate strategic risks, along with an updated Risk Management Policy, were submitted to the Overview and Scrutiny committee in November and to the Executive in January for review.
 - Workshops have been held with teams across the Council to identify and map operational risks that fall within each of the Council's three directorates. Work is now underway with each Strategic Director to finalise directorate level risk registers.

3.0 Strategic Risk Register

- 3.1 The Strategic Risk Register (Appendix 1) contains risks that are of a size and nature that could affect the delivery of significant Council objectives and targets. These risks are often at such a level where only CLT can influence and mitigate them through political and financial intervention, or other means such as redistributing resources.
- 3.2 Strategic risks will be fewer in number but would typically be high-scoring (representing the biggest threats) and may sit outside of the Council's tolerance and appetite levels. The identification of strategic risk is an essential element of good practice and demonstrates a proactive stance to managing key threats in a transparent way.
- 3.3 The Strategic Register was last updated by CLT in May 2023 and is attached at Appendix 1. Highlights from the risk register include:
- There are currently twelve strategic risks that have been identified.
 - Six risks have a score which is beyond the Council's stated risk appetite i.e., these risks are higher than we feel comfortable with and will require closer monitoring. Of these risks, four are marked as black which signifies the highest risk score (16); these risks sit outside of the Council's tolerance thresholds and will be reviewed every month.
 - Each risk has mitigation plans in place, and progress to manage the risk has been identified and recorded.
- 3.4 Changes to risks since the last report. Each number refers to the Risk Number in the Appendix.
1. Risk one: the wording has changed from:
 - i. "Risk that the council is unable to set a balanced budget without a significant negative impact to, and reduction of, service delivery" to
 - ii. "Risk that the Council is unable to bridge a budget shortfall of £9.5m". The risk remains the same at 4,4 before mitigation and changed from 3,4 to 4,3 (higher probability, reduced severity) after mitigation, leading to the same score of 12
 2. Risk two is new: "Risk that the Council's large-scale investments and financial operations have led to, and continue to contribute towards, a deficit financial position of strategic dimensions which cannot be overcome without Government Support.": 4,4, and 3,4
 3. Group company risks unchanged
 4. Workforce resilience risk unchanged
 5. Woking For All Strategy risk increases from 3,4 to 4,4, giving a risk before mitigation of 16, after mitigation unchanged at 9
 6. Business Continuity risk unchanged
 7. Cyber Security risk unchanged
 8. Government policy risk falls from 3,4 to 3,3 before and after mitigation
 9. Risk of economic vitality not being sustained also falls from 3,4 to 3,3 before mitigation, and falls from 3,3, to 2,3 after mitigation
 10. The Community Engagement Risk has been reworded from:
 - i. "Risk that the renewed commitment to community engagement does not improve public perception of the Council' to:

Risk Management and Business Continuity Annual Report

- ii. "Risk that the Council's financial position will lead to reputational damage with residents, staff, partners, and other stakeholders." The risk has increased from 3,3 to 4,3 before mitigation and increased from 2,3 to 3,3 after
- 11. Cost of living risk decreases from 4,4, to 4,3 before mitigation and remains the same after mitigation at 4,3
- 12. Risk 12 is new: Risk that WBC fails to meet its statutory and regulatory requirements in respect of housing: 4,3 and 2,3

4.0 Business Continuity

- 4.1 Various documents and procedures make up the Council's Business Continuity Plans. These are listed here:

Business Continuity Strategy: This document details the purpose of Business Continuity Management, the Council's overall approach to Business Continuity (including documentation, organisational structure, testing and training), and the relationship between Business Continuity, Emergency Planning and Disaster Recovery.

Business Continuity Incident Plan: The Business Continuity Incident Plan details the steps that should be taken when faced with a Business Continuity disruption. This plan lists the process that will be taken to ensure that critical functions remain up and running, or are brought back into action, in the event of a threat to normal service.

Business Impact Analysis (BIA): Analysis is undertaken annually to identify the Council's most critical functions that need to continue to run in the event of a Business Continuity disruption. The BIA assesses what the impact would be if a function were not available in a particular time period and in a particular circumstance.

Action Cards: An Action Card is completed for any Council function that is assessed as having a 'disaster' level of impact if it was unavailable. This document details the things that would stop the service running (e.g., lack of staff, loss of the Civic Offices), any mitigation action that has been taken to reduce the impact of the issue, and actions that would be taken to restore the service to an acceptable minimum standard. The Action Card also lists the people that would be responsible, the equipment and information they would require, and the overall actions that they would take to respond to a Business Continuity disruption.

Alternative Premises Plan: The Alternative Premises Plan details the process for setting up the Upper Gallery at the Leisure Centre as the Council's main base of operations should the Civic Offices be unavailable for any reason.

- 4.2 All annual updates required for Business Continuity have been completed in-line with agreed monitoring requirements. The key outputs being an updated Business Impact Analysis and the review of Action Cards for the Council's most critical services.
- 4.3 The Business Continuity Strategy and associated documents are scheduled to be reviewed and updated in 2023. To support this work, Zurich (the Council's insurers) will be assessing all documentation related to Business Continuity to ensure that the plans remain as robust as possible. Zurich will work with Business Improvement to enhance the plans and provide necessary training and/or test regimes where appropriate. This work will be at zero additional cost to the Council, as it is covered within the insurance annual support package that is already in place. Further updates will be made when the work is completed.

5.0 Conclusions

5.1 The thorough application of Risk Management and Business Continuity Management remains essential for the Council. Good progress has been made in strengthening the corporate approach to risk management. Work is also ongoing to further align risk and business continuity principles with emergency planning and disaster recovery, to ensure that the Council can achieve a robust and joined-up approach in all of these areas for the future.

6.0 Corporate Strategy

6.1 Risk management and business continuity are themes that need to be considered across all Council services. These disciplines underpin the effective delivery of the functions that the Council provides, which in turn supports the objectives listed in the Corporate Strategy.

7.0 Implications

Finance and Risk

7.1 No additional implications arise specifically from the report but any proposals to further improve or enhance resilience may have cost implications and these would be identified in any such proposal.

7.2 There are no risk implications, other than those outlined in this report.

Equalities and Human Resources

7.3 None arising from this report.

Legal

7.4 None arising from this report.

8.0 Engagement and Consultation

8.1 None arising from this report.

REPORT ENDS

Woking Borough Council Strategic Risk Register May 2023

Identification and Classification of Risk									Controlling / Managing the Risk							Risk within agreed appetite level?	
Risk No	Directorate	Risk Classification and Appetite	Threat (Cause)	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation / Mitigation	Comment/update on progress since last review (January 2023 Executive)	Risk Owner	Target Date	Revised Probability	Revised Severity		Revised Score
1	Corporate Resources	Financial Risk - Moderate Appetite (up to 9)	<p>Risk that the Council is unable to bridge a budget shortfall of £9.5m.</p> <p>The Council's revenue budget is based on predicted levels of demand and need which has resulted in the identification of a budget shortfall of £9.5m for 2024/25. There are significant financial challenges in the budget due to a range of issues outside of the Council's control. These include national/global challenges resulting from inflation, cost of living, and uncertainty surrounding Ukraine, as well as Council specific issues such as recovery of commercial and fees and charges income post Covid, timing of investment by group companies, levels of government grant settlements, changes in Government policy e.g. HRA rents, removal of funding by SCC and other agencies for services, increased demand/changing arrangements for services and the impact of the Councils Investment Programme. There is also uncertainty on future Government policy regarding Business Rates and the potential impact, including any additional responsibilities.</p>	<ul style="list-style-type: none"> Reduction/removal in service levels. Impact on staff. Adverse audit opinion. Political issues. Damaged reputation / adverse publicity. Reduction in resource available to maintain properties (HRA). 	<ul style="list-style-type: none"> Integrated service and financial planning approach ensuring alignment of budgets to strategic priorities. Budget monitoring in green book. Ongoing update of Medium Term Financial Strategy. Mitigation strategies in place for income generation/cost reductions. Invest to save projects and other transformation and efficiency and saving initiatives (Fit For the Future). 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> Maintain current controls. Continue to review financial monitoring/forecasts. Continue to review Investment Programme. Explore income generation opportunities. Completion of the Strategic Asset Management Plan. Development of a clear approach to commercialisation, risk appetite, and investment as part of the MTFS. Seek different delivery models. Undertake a programme of service reviews, transformation and savings opportunities. 	<ul style="list-style-type: none"> Company financial models reviewed and being incorporated into MTFS. Fit for the Future programme established and working on phase 3 to deliver corporate wide efficiencies and financial savings. 	Brendan Arnold	Ongoing	4: Probable	3: Moderate	12	NO
2	Corporate Resources	Financial Risk - Moderate Appetite (up to 9)	<p>Risk that the Council's large-scale investments and financial operations have led to, and continue to contribute towards, a deficit financial position of strategic dimensions which cannot be overcome without Government Support.</p> <p>As a result of a large scale and continued programme of investment in fixed assets, the Council is in a position where it relies heavily on the receipt of significant income/funding streams to sustain that investment. The Council is now facing challenges in organising its management and financial response to suitably manage the scale of investment, which has led to and continues to contribute to a financial deficit. Accordingly, a Financial Assurance exercise is being undertaken to crystallise the challenges facing the Council. As part of the Financial Assurance exercise, the Council will review the benefits and limitations of the funding mechanisms employed, the business model used to underpin acquisitions, and the extent to which loans advanced to Group Companies are recoverable.</p>	<ul style="list-style-type: none"> The laying of one or more Section 114 notices. Engagement with Government to acquire financial support in the context of a Recovery Plan for the Council and the Borough. Potential disposal of property and other cost reduction initiatives. Reputational damage. Service review and possible reduction/removal. 	<ul style="list-style-type: none"> The priority of building a Recovery Plan is underway. Deep review of financial and business management and property investment activities. Programme of work to eliminate and mitigate risk. Appointed a new Section 151 Officer. 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> The development of a revised Medium Term Financial Strategy Develop detailed recovery plans. Continued engagement with the Government. Continued Project Assurance to ensure that statutory requirements are being employed on an ongoing basis. 	n/a - new risk	CLT	Jan-24	3: Possible	4: High	12	NO
3	Corporate Resources	Supplier, Contractor, Partnership Risk - High Appetite (up to 12)	<p>Risk that WBC Group Company(s) do not deliver to their approved business plans.</p> <p>The Council has made significant long term investments in a number of Group Companies. The Council's medium term budget is more heavily dependent on the performance of the Group Companies given the scale of recent investment. Should any of the Companies fail for whatever reason, the ability to repay loans to the Council may be compromised, as will any projected income that the Council might have received.</p>	<ul style="list-style-type: none"> Failure to repay loans to WBC and meet liabilities. Extra stress on Council revenue. Impact on capital investment. Significant impact on service delivery. Extra capacity and resources required to manage the situation. Detracts capacity and resource from other key areas. Reputational. 	<ul style="list-style-type: none"> Group Companies are subject to robust governance and are open and transparent. Staff capacity has been increased to underpin business. Companies are subject to robust financial reporting processes. Greater control of projects and business risks. Annual review of the Group Companies business plan has been undertaken. Undertaken a formal group company governance review. 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> Continue to monitor performance. Support increased business activities. Monitor/Deliver on identified FFF savings and develop corporate FFF programme. Progress work to consolidate company structure. Continued dialogue between company directors and WBC in respect of funding and ongoing concern matters. 	<ul style="list-style-type: none"> Ongoing review of Thamesway and Victoria Square Business Plans. Company Governance arrangements reviewed and agreed to adopt national best practice principles. Additional resources approved to strengthen client side stakeholder advisory capacity and capability, and continued strengthening of this capacity throughout 2023. 	Kevin Foster	Ongoing	3: Possible	4: High	12	YES
4	Corporate Resources	Service Delivery Risk - Moderate Appetite (up to 9)	<p>Risk that workforce resilience will be negatively impacted if recruitment, retention, and succession planning is not actively managed.</p> <p>As with any organisation, the Council is reliant on a workforce that can demonstrate a range of particular skills and/or an understanding of key processes, systems and projects. The Council has big ambition, and a dependable/stable workforce is key to future success. Given current national challenges outside of the Council's control (inflation, cost of living, recruitment, upward pressures on costs etc.), there is a risk that workforce resilience will be impacted if recruitment, retention, and succession planning is not actively managed. This might have specific impact on staff in lower paid roles who might seek career change for higher wages. The Council falling within the financial territory of laying a Section 114 notice might also impact the ability to retain and/or recruit staff.</p>	<ul style="list-style-type: none"> Loss of corporate memory. Disrupts ability to operate. Further reliance on key people. Abdication / deferring of responsibility. Reputational damage. 	<ul style="list-style-type: none"> Regular team meetings and briefings to share information. Systems such as SharePoint and Contract Management in place to aid collection of information. Leadership Academy for senior managers has upskilled officers.. SharePoint project is now complete. 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> Develop a Learning and Development Strategy. Continue to implement SharePoint and other information management initiatives to ensure that all information is recorded and is easily accessible. Develop resilience and knowledge between teams. Development of a People Strategy. Continued engagement with staff. 	<ul style="list-style-type: none"> Pay Award and Pay Progression agreed for 2023/24. Investors in People reaccreditation. Work planned to develop a Recruitment and Retention Strategy as local and national pay awards are more likely to reduce our offer as an employer of choice. Considerable attention being given to staff communication in respect of budget shortfalls and mitigation measures. 	Kevin Foster	Ongoing	3: Possible	3: Moderate	9	YES

Risk No	Directorate	Risk Classification and Appetite	Threat (Cause)	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation / Mitigation	Comment/update on progress since last review (January 2023 Executive)	Risk Owner	Target Date	Revised Probability	Revised Severity	Revised Score	Risk within agreed appetite level?
5	Corporate Resources	Service Delivery Risk - Moderate Appetite (up to 9)	<p>Risk that the capability and capacity of the Council is not sufficient to deliver the ambitions of the Woking for All Strategy.</p> <p>The Council has adopted an ambitious Corporate Strategy called 'Woking For All'. The strategy runs from 2022 to 2027, and sets a clear vision of what we want to achieve over the next five years. Woking for All sets a number of clear objectives for every part of the Council, but there is a risk that these will not be achieved if the necessary capability and capacity is not in place to deliver it.</p>	<ul style="list-style-type: none"> The objectives listed in the strategy will not be delivered. The outcomes and benefits for the community will not be realised. Reputational damage as the strategy is a public statement of intent. 	<ul style="list-style-type: none"> The introduction of the Corporate Programme Board has provided a forum to which progress can be monitored and senior managers can escalate capability/capacity issues. Robust monitoring arrangements to regularly review the progress of all objectives have been developed. 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> Ensure that senior managers have a forum to escalate capability/capacity issues. Review the scope and number of objectives/actions in the strategy to ensure ambition aligns with Council capability and capacity. 	<ul style="list-style-type: none"> A monitoring regime for the Woking For All Strategy has been developed and quarterly reports are submitted to the Executive - last report went to 2nd Feb Executive. 	Kevin Foster	Ongoing	3: Possible	3: Moderate	9	YES
6	Place	Business Continuity / Resilience Risk - Moderate Appetite (up to 9)	<p>Risk that an emergency or business continuity event occurs and the Council fails to respond effectively.</p> <p>The Council has adopted an Emergency Plan and a Business Continuity Plan. Despite procedures in place, there is always a risk that appropriate resources cannot be mobilised within a sufficient timeframe to deal with a sustained emergency or business continuity situation. Emergency situations, as highlighted by flooding and issues resulting from climate change, are likely to become more frequent. From a business continuity perspective, there is a risk that possible energy blackouts throughout winter may impact on the delivery of critical Council functions.</p>	<ul style="list-style-type: none"> Confusion. Mixed messages internally and externally. Impact on key services. Service failure. Impact on vulnerable people. Potential health and safety issues. Possible corporate manslaughter. Drop in standards. Possible breach of contract. 	<ul style="list-style-type: none"> Emergency plan procedures are in place. Regular training and exercises are provided to staff. Enhanced forecasting of weather emergencies. Mutual aid agreements with other organisations are in place. Emergency 4x4 vehicles are available. Minimum 12 Incident Liaison Officers have been trained. All caretakers at WBC Centres have keys to access all premises. Business Continuity procedures in place with annual updates / monitoring. 	3: Possible	3: Moderate	9	Treat	<ul style="list-style-type: none"> Continue to develop partnerships. Maintain existing controls. Continue to explore collaboration opportunities with SCC to increase resilience. 	<ul style="list-style-type: none"> SCC Emergency Planning resource has been seconded to support the Council. Additional staff have been identified/trained to support emergency planning response. Annual Business Impact Analysis (BIA) has been undertaken to identify critical Council functions. Zurich (the Council's insurer) has been appointed to undertake a detailed audit of Business Continuity arrangements at no cost to the Council. 	Beverley Kuchar	Ongoing	2: Unlikely	3: Moderate	6	YES
7	Corporate Resources	Cyber Risk - Low Appetite (up to 4)	<p>Risk that the Council's ICT is significantly compromised due to cyber-attack resulting in material business disruption.</p> <p>For the Council to operate effectively, the stable and consistent access to ICT is essential. ICT underpins everything the Council does and the network, telephony, infrastructure and application data is required at all times if the Council is to function. Despite best efforts, there is always a risk that ICT might suffer significant compromise due to a cyber-attack that would result in material business disruption.</p>	<ul style="list-style-type: none"> Systems not available. Loss of data. Inability to process data accurately and in a timely way. Possible inability to make correct payments, recover monies, provide advice and (self) service on time and in accordance with customer expectations. Loss of income. Loss of reputation. Key business areas throughout the Council may not be able to work which could have a knock on effect for customers, residents and partners. Possibility of financial cost in terms of purchasing new IT equipment. 	<ul style="list-style-type: none"> Anti-virus software installed on servers, PCs and laptops. Intruder protection software in place on the network. Mobile devices protected with device management software. Firewalls in place to protect access to the network. Access to PC's and network is password controlled and permissions managed by Active Directory. Restrictions and policies in place on removable devices. Emails and web traffic scanned for malicious sites / content. Data is backed up overnight. Back up data retained off site which would enable data & key systems to be restored. Remote access to network requires 2 factor authentication. Servers are virtualised and replicated at second data centre. Maintain ICT security policies to ensure secure systems are implemented. 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Comprehensive review of ICT Policies. Establish a departmental risk register. A new cyber security module will be rolled out to all staff as mandatory training. Update all cyber security policies. Consider cyber security specialist as part of wider organisation review of capability. Actions from the LGA Cyber Security Stocktake are to be reviewed and updated in line with current best practice to mitigate areas of risk. 	<ul style="list-style-type: none"> Mazars have completed a Cyber security review. Four of the nine recommendations have already been delivered. These include: <ul style="list-style-type: none"> A Cyber Security Working Group has been established. Domain admin accounts adjusted. Access management reviewed. Schedule weekly scans moved to mid week. Leavers process revised, accounts locked after 30 days of non use. Digital Strategy action plan is complete. Vast majority of WBC owned laptops now using M365 build. 	Adam Walther	ongoing	2: Unlikely	3: Moderate	6	NO
8	All	Service Delivery Risk - Moderate Appetite (up to 9)	<p>Risk that Government policy will impact on the long to medium term strategic planning of the Council.</p> <p>The Government is introducing (or considering to introduce) a number of key initiatives and making changes to existing policy/legislation. These changes will have a significant impact on Local Government across a range of functions such as: housing, business rates, MRP (Minimum Revenue Provision), planning etc. but the specifics are not yet know. There is a risk that Government change will impact on the long to medium term strategic planning of the Council.</p>	<ul style="list-style-type: none"> Lack of clarity regarding direction of travel. Financial uncertainty resulting from policy change, devolution etc. Not able to plan with any certainty for long term strategic vision. 	<ul style="list-style-type: none"> Engaged in conversation with politicians to try to influence change. Working with existing Council and Local Government networks. 	3: Possible	3: Moderate	9	Tolerate	<ul style="list-style-type: none"> Strengthen policy resources within the Council to enable proactive 'horizon scanning' of Government initiatives. It is recommended that the Council remains flexible to deal with issues as and when they arise. Continue to engage in Delivery Board (Leaders and Chief Execs) on regular basis to pursue joint activities. 	<ul style="list-style-type: none"> Regular contact / engagement with DLUHC throughout the year. 	Julie Fisher	Ongoing	3: Possible	3: Moderate	9	YES

Risk No	Directorate	Risk Classification and Appetite	Threat (Cause)	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation / Mitigation	Comment/update on progress since last review (January 2023 Executive)	Risk Owner	Target Date	Revised Probability	Revised Severity	Revised Score	Risk within agreed appetite level?
9	Place	Financial Risk - Moderate Appetite (up to 9)	<p>Risk that the economic vitality of Woking is not sustained.</p> <p>Woking Town Centre is of key strategic importance to the economic viability of the Borough. Economic development is a priority of the Council and significant investment has been made in the town centre, with enhancements to Wolsey Place, the public realm in general and flagship projects such as the Victoria Square development. These developments are designed to attract businesses and customers into the town and increase income via business rates, car parking etc. Given the current economic climate and external pressures, there is an ongoing risk that the economic viability of the town is not sustained.</p>	<ul style="list-style-type: none"> • Uncertainty in the local economy. • Businesses move away from the town and business rates decrease. • Vacant premises in town centre. • Negative impact on Woking pride of place. • Loss of income. • Loss of reputation. • Council priority of economic development will not be met. 	<ul style="list-style-type: none"> • Development of the town centre to enhance the surroundings and make area attractive to business/customers. • Economic development strategy written and adopted and action plan agreed. • Consulting with businesses to develop partnerships i.e. McLaren, WWF. • Digital Strategy has been written and adopted. 	3: Possible	3: Moderate	9	Treat	<ul style="list-style-type: none"> • Continue to apply existing controls. • Deliver the Economic development action plan. • Continue to invest to enhance the quality of the town centre. • Work is underway to diversify the town centre economy i.e. exploring other/new uses that are complimentary to town centre activities that will encourage visitors to the town. 	<ul style="list-style-type: none"> • Economic development strategy written and adopted and action plan agreed. • Transport improvements in the town centre nearly complete (WITP project). • A Place branding proposition for Woking is being developed. • A Place board comprised of key stakeholders including local businesses to be established in 2023. 	Kevin Foster	Ongoing	2: Unlikely	3: Moderate	6	YES
10	Corporate Resources	Reputational Risk - Low Appetite (up to 4)	<p>Risk that the Council's financial position will lead to reputational damage with residents, staff, partners, and other stakeholders.</p> <p>The current financial challenge facing the Council is attracting local and national press coverage. Significant effort is being made to proactively and transparently address the financial challenges, and work continues on a daily basis to deliver core services to our residents. However, there is a risk that the reputational damage will impact on relationships with residents, staff, partners, and other stakeholders which will hinder the ability to introduce necessary change across the organisation.</p>	<ul style="list-style-type: none"> • Distrust of Council officers, councillors. • Partners unwilling to engage/work with the Council. • Negative impact on staff morale. • Reputational damage. • Stakeholder disengagement. 	<ul style="list-style-type: none"> • Implementation of transparent governance arrangements. • The initiation of the Fit For The Future programme is underway which will drive efficiencies and savings across the organisation. • CLT working closely with DLUCh, CIPFA, LGA and other key partners to manage/mitigate current financial challenges. 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> • Continue to maintain/implement recent controls that have been put in place. • Prepare detailed position statement as part of the July MTFS. • Develop a strong communication strategy to provide necessary information and transparency. 	n/a - new risk	Kevin Foster	Ongoing	3: Possible	3: Moderate	9	NO
11	Communities	Service Delivery Risk - Moderate Appetite (up to 9)	<p>Risk that the cost of living pressures for Woking residents will lead to increased demand on Council services that cannot be met within existing resources.</p> <p>The national cost of living crisis (resulting from high inflation, high energy and food costs, global uncertainty etc.) will have a direct impact on the residents and communities of Woking. As more residents are impacted many will look to the Council for additional support. There is a risk that this increased demand on Council services will not be able to be met within existing resources.</p>	<ul style="list-style-type: none"> • Residents unable to pay rent, potentially leading to homelessness. • Households falling into fuel poverty. • Households seeking additional assistance from the voluntary, community and faith sectors which are also facing challenging times. • Council might need to rationalise/prioritise services to focus on the needs of residents. • More homelessness presentations. 	<ul style="list-style-type: none"> • Partnership working with the VCFS sector is well established. • the Woking for All Strategy has set clear priorities for the Council with the focus on supporting residents. • Efficient processes are in place for the distribution of Government relief funds. • Further Household Support Fund guaranteed for 23/24 by Government. 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> • Implement the cost of living action plan resulting from the Cost of Living Summit with key partners. • Clearly sign-post available support and Council services to residents online and in the Woking Magazine. • Maintain an up-to-date cost of living website. • Use Household Support Funding to full effect. 	<ul style="list-style-type: none"> • Household Support Funding continuing to be used. • Dedicated cost of living webpage in place. • Action plan developed. 	Louise Strongitharm	Ongoing	4: Probable	3: Moderate	12	NO
12	Communities	Legal / Regulatory Risk - Low Appetite (up to 4)	<p>Risk that WBC fails to meet it statutory and regulatory requirements in respect of housing.</p> <p>The Council has a number of statutory and regulatory requirements that fall within the remit of housing - these include properties not meeting decent homes standards, use of B&B over 6 wks. for homelessness etc. There is a risk that the Council will fail to meet these requirements due to budget pressures, (both General Fund and HRA), lack of historic investment, and risking demand for services.</p>	<ul style="list-style-type: none"> • Loss of Government funding for homelessness. • Regulator interventions • Reputational damage. • Increased judicial reviews. • Increased disrepair claims. 	<ul style="list-style-type: none"> • Working closely with DLUCh on an elimination plan in respect of B&B use for homelessness. • Appointed resource to develop an asset management plan (RAND) to support decent homes - producing a 5 & 30 yr. plan 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> • Assess options for property disposals to fund investment. • Continue to work on HRA recovery plan ready for submission to the Executive in July. • Development of a 30 yr. HRA Plan as part of the Council's recovery plan. 	n/a - new risk	Louise Strongitharm	Mar-25	2: Unlikely	3: Moderate	6	NO

EXECUTIVE – 15 JUNE 2023

MONITORING REPORTS - PROJECTS

Executive Summary

The Executive receives regular reports on the progress of projects in the interests of financial prudence and to ensure open and transparent corporate governance.

This report provides an update of progress in relation to the Council's project management arrangements, assurance, and processes.

A monitoring report detailing the status of every Council project (as at the end of April 2023), incorporating both capital and revenue projects, is attached at Appendix 1. The monitoring report provides a status update, and an assessment against project risks, issues, schedule, and budget.

There are no specific areas for concern or action by the Executive.

Recommendations

The Executive is requested to:

RESOLVE That

- (i) the report be received; and
- (ii) the detailed project monitoring recorded in Appendix 1 to the report be approved.

Reasons for Decision

Reason: To monitor progress on development to the Council's project management approach.

The Executive has the authority to determine the recommendation(s) set out above.

Background Papers: None.

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Date Published: 7 June 2023

1.0 Introduction

- 1.1 The undertaking of projects is an integral part of Woking Borough Council business delivery, and a significant amount of Council resources are allocated to their successful completion. Project management processes have therefore been developed and maintained to bring consistency to how projects are managed, and to aid the project manager in delivering projects on time, to budget, and to the desired standard.
- 1.2 The process has been structured to be flexible and user friendly so it can meet the specific needs of the Council. It has been designed to add value to officers who are leading on projects and support the development of a common standard and capability. Every WBC project, regardless of size or type, is required to follow the corporate process.
- 1.3 In line with the Woking For All Strategy outcome 'A high performing Council', the developing Medium Term Financial Strategy, and in response to peer reports and learning from best practice, we are developing our project management practices so that we continually improve, use resources wisely, and deliver benefits from our investment into project activity.
- 1.4 It has been highlighted to the Executive that the Medium-Term Financial Strategy (MTFS) contains a number of unknowns and assumptions within its financial forecasting that pose a risk to its delivery. The MTFS also highlights the associated prudent and responsible approach it is taking to manage these risks through its Financial Resilience Strategy. The risk that this represents for the delivery of projects has not been reflected on each project assurance line but is instead reported in this introduction to represent a generic issue that may have an impact on the delivery of the portfolio of projects.

2.0 Progress Update

- 2.1 The key activity since the last report to the Executive has been:
 - The Project Support Office has met with every project manager to discuss project progress and assess performance.
 - Project portfolio reports have been produced and presented to CLT as part of the quarterly Corporate Programme Board meetings.
- 2.2 Detailed project status is contained within the project monitoring report at Appendix 1. The key points to note from the monitoring report are:
 - There are 38 projects in delivery and at practical completion, of which:
 - ~81.5% (31) projects are green.
 - ~8% (3) projects are amber.
 - ~10.5% (4) projects are red.
 - There are 7 projects that have been closed in the period. Projects that have been closed during the period are not RAG (Red, Amber, Green) rated as this rating relates to projects in delivery. Projects that have been closed in the reporting period are highlighted with blue shading where the project has exceeded the end date and/or where actual project costs exceeded planned project costs.

3.0 Financial Exception items

- 3.1 In accordance with Financial Regulations, there are no project(s) being highlighted because actual spend exceeds the approved budget by the greater of £10k or 5%.

4.0 Items of Note

- 4.1 Victoria Place: Please note that the project budget remains green despite the fact that actual spend is showing as over budget - the reason for this is that the Final Account process is yet to be undertaken which will resolve the value of compensation events and bring the project back within agreed budget once concluded.

5.0 Corporate Strategy

- 5.1 The ongoing review and monitoring of all projects initiated within the Council, directly relates to the 'A high performing Council' outcome as listed in the Woking For All Strategy.

6.0 Implications

Finance and Risk

- 6.1 There are no financial implications arising from this report.

Equalities and Human Resources

- 6.2 There are no specific Equalities or Human Resource implications arising from this report. Additional project management training is being scoped and assessed and will be considered subject to costs and budget provision.

Legal

- 6.3 There are no legal implications arising from this report.

7.0 Engagement and Consultation

- 7.1 None.

REPORT ENDS

Ref	Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
10206	Playground Improvements Phase 4	Green	→	The Play Strategy has been agreed and priorities for improvements and refurbishments of play areas have been determined. Funding now agreed for the remaining three play areas at Horsell Moor, Oakfield and Sutton Green. Contractor appointed for Horsell Moor and Oakfield, with public consultation completed. Officers have been working with the supplier and local ward Councillors to agree amendments to the design in line with feedback. Works anticipated to start at the beginning of July 2023. Separately working with Sutton Green Residents Association to progress refurbishment of Sutton Green Play Area.	Green	Green	Green	Green	Arran Henderson	Giorgio Framalico	01/08/2007	30/04/2009	31/03/2024	£ 883,000	£ 693,155	£ 592,740
10297	Local Development Framework	Green	→	The Development Management Policies (DPD) has been adopted and is now part of the Development Plan for the area. The Site Allocations DPD has also been adopted. The original programme is completed, and the core strategy is about to be reviewed, the target for this element to be completed is by October 2023 which aligns to the end date of the five year review.	Green	Green	Green	Green	Mike Slater	Beverley Kuchar	01/04/2010	01/12/2014	31/10/2023	£ 389,550	£ 689,550	£ 636,513
10916	Hoe Valley Flood Alleviation And Enhancement Appraisal	Green	→	Project originally commenced work in 2016, when a contractor was appointed to develop the outline design work ready for planning. Public consultation was also undertaken in 2017. The project was temporarily suspended in 2020, following a review of the investment programme. Next steps are now being considered.	Green	Green	Green	Green	David Loveless	Giorgio Framalico	01/04/2016	31/10/2017	31/07/2023	£ 600,000	£ 1,103,205	£ 772,835
20000	Sheerwater Regeneration	Red	→	The leisure and recreational facilities in the grounds of Bishop David Brown were completed in September 2021. Eastwood Leisure Centre was officially opened 16 October 2021. The purple phase of the project was completed in September 2021. Work has started on site on both the red and the copper phases. Yellow phase is under construction. Confirmation of the Compulsory Purchase Order has been agreed by the Secretary of State. <u>Project is red because of financial risks, including build cost inflation, rising interest rates and availability of funding.</u> A financial review of the original scheme is being undertaken and may change how the scheme is delivered - the outcome of the review is due to be reported to Council in July. Options for the delivery of the scheme are being explored such as working with Housing Associations to deliver future phases.	Red	Amber	Amber	Green	Paola Capel-Williams	Louise Strongitharm	22/07/2018	30/09/2027	None.	£ 491,657,023	£ 491,657,023	£ 187,875,210
20019	Heather Farm SANG	Green	→	Land has been leased to the Council and leased back to Horsell Common Preservation Society to manage the site as a Suitable Alternative Natural Green Space (SANG). All the original financial and legal requirements are complete. The site opened in January 2016. The Council has provided funding for the expansion of car parking spaces to support the increasing use of the SANG. The Heather Farm management plan sets out certain infrastructure items to be delivered as part of the maintenance of the SANG. The project end date enables those works to be carried out during these first ten years of its operation. Further consideration now needs to be given as to whether to close this project and manage the site as part of business activities.	Green	Green	Green	Green	Beverley Kuchar	Giorgio Framalico	31/10/2014	31/10/2019	31/12/2025	£ 1,719,856	£ 1,850,039	£ 1,707,071
20067	Developing A Favourable Conservation Status Licence	Green	→	The project was established working closely with Natural England (NE). Habitat improvement works were completed in 2020. Surveys are undertaken periodically. Joint working with NE to share best practice is ongoing and learning between the Woking pilot and the national district level licensing roll out by NE continues. The Council's Strategic Organisational Licence from NE was renewed in March 2023. Scoping is in progress to inform future steps.	Green	Green	Green	Green	Tracey Haskins	Giorgio Framalico	31/08/2015	31/03/2021	31/12/2023	£ 50,000	£ 181,000	£ 147,789
20120	Rainwater Gardens	Green	→	First pilot rain garden completed successfully in Blackdown Close, Sheerwater, in February 2019. Alpha Road rain garden also now completed. In principle funding has been allocated to the project from SCC over the next three years; this is to deliver further rain gardens within the Rive catchment. Project in its current form will be closed and a new project based around SCC funding will be initiated.	Green	Green	Green	Green	Faouzi Saffar	Giorgio Framalico	01/06/2018	31/03/2019	31/05/2025	£ 50,000	£ 50,000	£ 44,711
20122	CCTV Upgrade And New Control Room	Green	→	The Control Room has been constructed. The next phase of migrating each individual control room has commenced. The Public Space CCTV is now operating from within the new control room. The migration of the Woking Car Parks control room has been put on hold due to other WBC project priorities and staffing. Due to these delays and the need to review the Southside CCTV installation, work will not be completed by the original end date. Once a revised timetable has been agreed, a time extension will be submitted.	Green	Green	Green	Green	Trevor Kimber	David Loveless	24/06/2019	31/03/2020	31/05/2023	£ 2,175,000	£ 2,175,000	£ 1,447,197

Ref	Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
20124	Woking Integrated Transport	Green	→	All major works with the main contractor have been completed, with only some minor snagging items identified during the retention period remaining. Other works with a different contractor include a road safety audit and bollards in and around Christchurch Way. CLT has agreed to bring in cost controls and limit avoidable spend. The full works to complete the bollards will not be completed at this time, however a low cost option is currently being considered, taking into account access requirements. Works were initially planned to take place by June 2023, but this may need to be reviewed following the completion of the options appraisal. After a detailed financial review, it has been confirmed that the project will now be delivered within budget.	Green	Green	Green	Green	Louisa Calam	Giorgio Framalico	01/06/2016	31/12/2020	30/06/2023	£ 24,900,000	£ 31,023,600	£ 30,766,000
20226	Housing Infrastructure Fund (HIF) – Woking Town Centre	Red	→	Previous works include utility investigations under Victoria Arch to feed into diversion costings and design. Remaining acquisitions of the triangle site are in negotiation. Demolition of the triangle is paused until full acquisitions are complete. Due to significant cost increases as a result of national inflation and cost pressures, and possible road closure disruption, it has been agreed to pause the project to enable it to be reviewed to assess its long-term viability. Discussions are ongoing regarding financial risk sharing with key project partners. <u>Project is red because of the risks and issues around the finances and the viability of the scheme.</u> The project is under review with Homes England and findings will be reported once finalised.	Red	Red	Red	Green	Louisa Calam	Giorgio Framalico	21/03/2020	15/03/2024	31/03/2027	£ 115,000,000	£ 115,000,000	£ 42,251,436
20229	Car Park Management Systems	Green	→	Supplier appointed and contract signed. Implementation of Victoria Way is completed. Equipment installation for the new Red and Green Car Parks began in January 2022. Installation is ongoing and car park went live in April 2022. Victoria Place Car Parks were completed in September 2022 and Brewery Road completed in October 2022. Heathside Crescent started in April 2023.	Green	Green	Green	Green	Ian Reynolds	Giorgio Framalico	01/11/2020	30/11/2021	30/06/2023	£ 1,980,000	£ 1,980,000	£ 1,611,887
20233	Play Area Repairs	Green	→	The play area resurfacing works commenced in March 2022. Eight sites have been completed to date, and the remaining sites will be completed as part of the extended project, subject to funding. A report outlining the approach to future refurbishment has been considered by Overview and Scrutiny in January 2023 and supported by Executive in February 2023. A programme of works for 2023/24 is being developed in line with the approach outlined in the Executive Report.	Green	Green	Green	Green	Arran Henderson	Giorgio Framalico	01/09/2021	30/09/2022	31/03/2025	£ 100,000	£ 162,512	£ 110,208
20234	Planet Woking	Green	→	Project is progressing well. Planet Woking launched in September 2020. Promotion of local climate change activities by the Council and it's partners is actively undertaken through social media channels with the help of Air Social. Social media engagement has grown threefold in the last year and the Greener Woking Working Group agreed in June 2022 that the contract with Air Social will continue as planned to July 2023.	Green	Green	Green	Green	Lara Beattie	Giorgio Framalico	01/09/2020	30/07/2021	31/07/2023	£ 94,580	£ 175,218	£ 164,563
20246	Woking Youth Hub	Green	→	Funding application has been approved by DWP, following a tender exercise a provider (Surrey Care Trust) has been appointed to end of 2023. Funding awarded for 2023/2024. The target support group are those aged 16 -25 and on benefits, who will be mentored and supported to access employment opportunities. Target for 2023/24 is to support 115 young people through this project.	Green	Green	Green	Green	Adam Thomas	Louise Strongitharm	01/05/2021	31/05/2024	None.	£ 197,443	£197,443 (fully funded by DWP)	£ 197,443
20263	Grounds Maintenance and Street Cleaning Contract Retender	Green	→	This project is to re-tender the Grounds Maintenance and Street Cleaning Contract. A consultant has been recruited to support delivery and work is underway.	Green	Green	Green	Green	Mark Tabner	Giorgio Framalico	16/08/2021	31/03/2023	31/03/2025	£ 80,000	£ 80,000	£ 15,823
20264	The Old Woking Community Centre	Green	→	Works commenced on the 7th November 2022. Old Woking Community Association have been successful in obtaining circa £902,000 and a separate £80,000 contingency budget from Surrey County Council's Your Fund Surrey budget. As a consequence, the scope of works has increased significantly, and the completion date has been moved to the end of August 2023.	Green	Green	Green	Green	Ian Tomes	Giorgio Framalico	01/05/2021	31/12/2022	31/08/2023	£ 2,689,134	£3,136,787 £1,454,787 (WBC) £700,000 (Woking College) £982,000 (SCC)	£ 977,933

Ref	Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
20270	Woking Town Centre Masterplan	Amber	↓	The first phase of resident panel consultations has completed. The one to one consultations have also been completed. Work is being done by consultants on absorption rate and townscape strategy has been completed. Public consultation on the draft was carried out between the 25th July 2022 and the 17th October 2022. A report was taken to the February 2023 Executive detailing the outcome of the consultation. Next steps will be a report to the Executive in the Summer 2023 to consider options and agree the way forward. <u>This has impacted with the project end date and the project status is therefore showing amber. Schedule will be updated once way forward has been agreed.</u>	Green	Amber	Green	Amber	Beverley Kuchar	Giorgio Framallico	01/08/2021	28/02/2023	None.	£ 173,320	£173,320 £100,000 (WBC) £73,320 (HIF)	£ 171,316
20272	Midas House Refurbishment (2nd and 3rd Floor)	Green	→	Third floor is now complete, but the second floor has been on hold due to the tenant and managing agent negotiating a settlement figure in relation to dilapidation fees. A sum has now been agreed between all parties following negotiations and work will commence once funds have been received.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/04/2022	31/08/2022	31/03/2024	£ 300,000	£ 300,000	£ 30,358
20274	Woking Palace Repairs And Essential Works	Green	→	The works are in progress. All works are on target and in budget. A few minor additional on-site elements to be completed as agreed by the scheduled monument consent, as agreed with Historic England. Final snagging works will be completed in May 2023.	Green	Green	Green	Green	Richard Smith	David Loveless	01/11/2021	30/05/2023	None.	£ 47,500	£ 47,500	£ 35,604
20278	Redeployable CCTV	Amber	↓	Deployable CCTV cameras are installed. <u>The final invoice has been received and the project is amber due to schedule whilst closure is being progressed.</u>	Green	Green	Green	Amber	Trevor Kimber	Giorgio Framallico	04/01/2022	31/03/2022	28/02/2023	£ 10,020	£ 10,020	£ 7,175
20280	Midas House Export House District Heat And Cooling Project	Green	→	The Council has had to submit a change request to the funding body to slightly vary the scheme to suit our buildings. A positive response to the revised scheme was received and subsequently approved. Grant spend deadline has been met and necessary information is being provided to the Grant Body ready for sign-off. Current practical completion is estimated for 31st May 2023, due to commissioning and handover procedures.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/03/2021	31/03/2023	30/06/2023	£ 4,627,689	£ 4,627,689	£ 3,558,547
20281	Victoria Place	Red	→	The retail elements of the Victoria Place development opened in Spring 2022. The residential element was handed over to Native and marketing commenced at the end of February with 18 tenancies agreed at 6 April. The Hilton Hotel is planned to be open by Christmas 2023, however significant risks to the schedule remain due to risks relating to weather events and labour market supply which may disrupt the programme schedule and the ability to recover from any disruptions. Regular meetings with senior SRM officers continue with the Chief Executive, Project Director and the Victoria Square Woking Limited Board. SRM are fully engaged with its contractor to resolve a long term solution to the cladding. The financial implications of a delay to the opening of the hotel and the delayed opening of the centre from November 2021 are the subject of ongoing contract discussions and are being fully assessed. <u>Given these circumstances the risk rating is appropriate and a revised completion date will be agreed with SRM.</u> Please note that the project budget remains green despite the fact that actual spend is showing as over budget - the reason for this is that the Final Account process is yet to be undertaken which will resolve the value of compensation events and bring the project back within agreed budget once concluded.	Red	Red	Green	Green	Tim Wells	Julie Fisher	01/12/2016	30/04/2021	31/12/2023	£ 700,000,000	£ 700,000,000	£ 701,866,984
20291	Redevelopment Of Garages 1 To 12 Bonsey Lane Westfield	Red	↓	Project received planning permission in March 2023 and the bid for grant funding was submitted to Homes England shortly after. However, Homes England did not approve the grant application due to significant concerns over project deliverability. <u>The project is no longer viable at the current time hence the red RAG status and will be closed.</u>	Red	Red	Red	Red	Jon Herbert	Louise Strongitharm	01/12/2021	31/12/2023	None.	£ 2,655,000	£ 2,655,000	£ 3,261
20300	Fit for the Future Programme	Green	NEW	A programme to build a WBC fit for the future, with a reduced budget, improved governance and transformed services. The programme is currently concluding the discovery phase with an output of a target operating model for the council, and a roadmap for implementing the change within 2023-24. The next stage will include tough decisions from CLT and Executive. Key enablers of Communications and engagement; Organisation Development; Financial analysis are all in place to support a consistent, coherent plan for the next stage.	Green	Green	Green	Green	Lee Danson	Kevin Foster	06/01/2023	31/03/2025	None.	£ 3,517,479	£ 3,517,479	£ 498,000
20301	EV Charging Points	Green	→	This project will enable payments to be taken for the Electric Charging points currently in the Red Car Park and the Victoria Way Car Park. In addition, the payment operator will now be responsible for charger operations and maintenance. Good progress has been made on technical charger surveys and it is anticipated that this project will still be delivered on time.	Green	Green	Green	Green	Kyle Gellatly	David Loveless	01/09/2022	31/01/2023	31/05/2023	£ 30,000	£ 30,000	£0
20303	Dukes Court Office Suite Refurbishment	Green	→	Scheme was retendered and returned costs were within the overall budget and contract has been awarded. Start date to be agreed by the end of May 2023, for progression and completion within 2023/2024 financial year.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/04/2022	31/10/2022	29/09/2023	£ 265,000	£ 265,000	£0

Ref	Project Name	Overview	Status since last report	Overview Reason	Risks	Issues	Budget	Schedule	Project Manager	Project Sponsor	Start Date	End Date	Revised End Date	Original Planned Budget	Approved Budget	Actual Spend
20320	Monument Way West	Green	NEW	This project is for the preparation and submission of a Planning Application for an industrial scheme on Plot 2, Monument Way West, which is known as the former G4S site. Currently awaiting proposals from the architect to allow resident engagement to commence prior to preparing and submitting planning application.	Green	Green	Green	Green	Mark Ferguson	David Loveless	20/03/2023	30/09/2023	None.	£ 75,000	£ 75,000	£ 550
20326	Former Scout Hut - Residential Planning Application	Green	NEW	This project is for the preparation and submission of a Planning Application for a residential development of the Former Scout Hut, Walnut Tree Lane, Byfleet, for one or two houses. Documentation is being prepared for a full planning application.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/03/2023	31/12/2023	None.	£ 25,000	£ 25,000	£0
20327	Westfield Avenue Compound - Residential Planning Application	Green	NEW	This project is for the preparation and submission of a Planning Application for a residential development of the Westfield Avenue Compound site, which will deliver circa 9 houses. Documents being prepared for Planning Permission submission.	Green	Green	Green	Green	Mark Ferguson	David Loveless	01/03/2023	31/12/2023	None.	£ 35,000	£ 35,000	£0
Projects at Practical Completion																
10221	Private Finance Initiative	Amber	→	All of the 224 PFI houses are now occupied by families nominated from the Council's housing register. 147 private sale homes were completed in August 2018. <u>Project is amber due to the outstanding adoption of open spaces, however the project is now in the process of being closed.</u>	Green	Amber	Green	Green	Paola Capel-Williams	Louise Strongitharm	02/01/2005	31/12/2010	30/06/2022	£ 3,260,000	£ 4,490,307	£ 4,490,307
20146	Leisure Lagoon Modernisation	Green	→	Works are complete, and the project is in retention until the end of November 2022 whilst in defects period. A defect with part of the changing room floor has been highlighted which the contractor is working to resolve. Project will be closed once the defects have been addressed.	Green	Green	Green	Green	David Loveless	Giorgio Framaliccio	01/06/2017	30/04/2018	30/06/2020	£ 800,000	£ 1,855,000	£ 1,797,746
20186	Woking Park-CCTV Installation	Green	→	Project is now complete. This project will only be closed once the full scale of the CCTV control room connections are known and if any additional works are required.	Green	Green	Green	Green	David Loveless	Giorgio Framaliccio	01/12/2017	31/05/2018	None.	£ 235,000	£ 235,000	£ 199,700
20191	Old Woking Independent Living	Green	→	Project completed October 2021 and is now in defects period. Final account has been agreed and retention period finished at the end of October 2022. Defects correction certificate issued. Project closure paperwork in hand.	Green	Green	Green	Green	Ian Tomes	Louise Strongitharm	17/12/2017	21/09/2021	12/10/2021	£ 16,700,000	£ 16,700,000	£ 16,498,393
20219	Pool In The Park Structural Works-Phase 1	Green	→	All works have been completed and the project retention period expired at the end of February 2022. Defects identified during the retention period have been addressed by the contractor. Awaiting final invoice from the consultant for their outstanding fee. Project will be closed once this invoice is paid.	Green	Green	Green	Green	David Loveless	Giorgio Framaliccio	01/06/2019	31/03/2020	28/02/2021	£ 750,000	£ 1,150,000	£ 1,141,914
20223	New Temporary Accommodation	Green	→	The project is now delivered. Both 121 Chertsey Road and Waterman House are both fully occupied. Project closure is in progress.	Green	Green	Green	Green	Jon Herbert	Louise Strongitharm	01/08/2019	31/12/2020	31/01/2022	£ 4,567,087	£ 5,752,063	£ 5,646,266
20259	New Town Centre Signage - Wayfinding	Green	→	Nine navigational totems are in place. Project is substantially complete and has now been put into retention until 31st May 2024.	Green	Green	Green	Green	George Chisenga	Giorgio Framaliccio	01/10/2021	31/12/2021	31/05/2023	£ 250,000	£ 250,000	£ 109,126
20266	Goldsworth Park Retail Centre Car Park Works	Green	→	This project is for repairs, surfacing works and white lining to areas of Goldsworth Park Retail Centre car park. This project has been in retention until August 2022. The final invoice is due from the contractor, when it is received the retention monies will be released and the project closed. The contractor is required to return to complete a small section of work.	Green	Green	Green	Green	Vanessa Tabner	David Loveless	01/01/2022	30/04/2022	31/05/2022	£ 65,505	£ 65,505	£ 60,526
20269	Community Meals Relocation To Monument Way	Green	→	Project is now complete and was delivered within schedule and budget. Project is now in a 12-month retention period until June 2023, after which it can close.	Green	Green	Green	Green	Pino Mastromarco	Louise Strongitharm	01/11/2021	29/04/2022	31/08/2022	£ 361,000	£ 361,000	£ 359,064

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Projects Closed During Reporting Period																
20209	Dukes Court Plaza	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Vanessa Tabner	David Loveless	01/06/2019	30/04/2020	None.	£ 4,525,000	£ 4,916,756	£ 4,916,734
20221	Microsoft Office 365 Implementation	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Adam Walther	Kevin Foster	01/10/2020	31/05/2021	31/03/2023	£ 142,025	£ 463,000	£ 452,733
20242	Idox Building Control Public Access Planning Portal Connector	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	David Edwards	Giorgio Framaliccio	01/10/2020	16/11/2020	31/03/2023	£ 15,800	£ 15,800	£ 7,125
20244	IDOX Enterprise	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	David Edwards	Adam Walther	01/06/2022	31/03/2023	None.	£ 43,400	£ 43,400	£ 18,400
20265	Housing Maintenance Procurement	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Adam Browne	Louise Strongitharm	22/03/2021	01/04/2022	31/03/2023	£ 80,000	£ 80,000	£ 60,302
20266	Goldsworth Park Retail Centre Car Park Works	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Vanessa Tabner	David Loveless	01/01/2022	30/04/2022	31/05/2022	£ 65,505	£ 65,505	£ 60,526
20275	Victoria Way Central Reservation	N/a	N/a	Completed and now closed.	N/a	N/a	N/a	N/a	Faouzi Saffar	Giorgio Framaliccio	20/08/2021	30/11/2021	31/03/2023	£ 750,000	£ 300,000	£0

KEY	Green	Project is progressing according to agreed plans and targets and is within all tolerances.
	Amber	Project contains areas of concern which are impacting on delivery and may need remedial action.
	Red	Project is failing in one or more areas and is in need of immediate attention.
	Blue	Project on closure, had variations previously highlighted.
	↑	Overview RAG Flag has improved since the last Project Monitoring Report.
	→	Overview RAG Flag is the same as the last Project Monitoring Report.
	↓	Overview RAG Flag is worse than the last Project Monitoring Report.
Revised End	Indicates that CLT has authorised an extension to the schedule of a project. If a project exceeds its budget/timescale and a formal request for an extension to either is agreed, the rag flags will be baselined against the revised budget/timescale.	

