

| WFA Theme             | WFA Outcomes                               | WFA Corporate Objective  | Priorities   | Action  | Action Owner   | Start date                       | Completion Date | Q3. 2022/23 Update (Oct - Dec)   | 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        | WBC now have regular weekly updates. The Comms team have created eye-catching e-leaflets detailing future activities.  | Ongoing  | 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        | New Knaphill Youth Club successfully launched in July 2022. The September meeting with Westfield funder took place and conversations are ongoing.  | Ongoing  | Green      | →                        |   |
|                       |  |  |  | Launched a weekly boxing club for Kingsmoor Park youth.   | Adam Thomas  | 01/06/2022                       | 31/03/23        | Although started successfully in the Summer, this is now paused due to changes in Youth Work provision within Surrey County Council.   | Ongoing  | Amber      | ↓                        |   |
|                       |  |  |  | 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        | Local CIC Fresh Start commenced food and café offer at St. Mary's September 2022. New Moorcroft provider scheduled to commence January 2023 and exploring providers for The Vyne in Knaphill.  | 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. | Ernest Amoako  | 01/04/22                         | 31/03/23        | This workstream is ongoing. WBC are currently providing comments for two draft neighbourhood plans.  | Ongoing  | Green      | →                        |   |
|                       |  |  |  | Continued to provide information, guidance and signposts for those communities looking to develop a neighbourhood plan for their area.  | Ernest Amoako  | 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.  | Ongoing  | 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.   | Chris Norrington   | 01/01/23                         | 31/03/23        | This work will be commenced once the strategic asset management plan has been developed. At that point the case study requirements will be scoped and resources identified.  | Not started  | 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        | The return of highways grass and tree maintenance back to SCC is in progression, meetings have been held with SCC, and remains on target for an April 2023 start.  | Started  | 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                         | Ongoing         | 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. | Ongoing  | 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                         | Ongoing         | 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.  | Ongoing  | 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.                                  | Ernest Amoako  | 01/04/22                         | 31/03/23        | We have continued to engage with pre-application discussions on West Hall and various other sites and commented on planning applications for development management.   | Ongoing  | 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.   | Ernest Amoako  | 01/04/22                         | 31/03/23        | As per Q2 update - The team provides advice on a regular basis to Councillors and members of the public regarding the use of CIL, and, less frequently, community groups. It is anticipated that a new policy officer responsible for infrastructure will take this forward once they start in Q3.                       | Ongoing  | 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 delivery due January 2023. Works to commence mid-late Jan, once installed they have to complete other works that may not be associated directly with the play area, but will facilitate safe and proper access. Handover/completion expected May 2023.  | 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        | 31/03/23   | Ongoing challenge to bring future SANG sites forward. 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 progressed.   | 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   | Assessment of inclusivity is being included in a current play area refurbishment review. Each play area will be scored against a number of criteria, one of which is opportunities for inclusivity. This will highlight play areas which need to be prioritised for change / improvement. Every play area will be reviewed in this financial year. | Started    | Green                    | → |

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|           |   |   |   | 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         | A play area improvement plan is being developed to identify priorities over the next 3 years - up to 2024/25. Intention is to take the draft programme of priorities to the January O&S and then to the February Executive for sign-off.   | Started   | Amber  | ↓                        |       |   |
|           |   |   |   | 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         | 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.   | Started   | Green  | →                        |       |   |
|           |   |   |   | Designed, consulted upon and implemented three play area improvements ensuring accessibility for all.   | Arran Henderson  | 01/04/22  | 31/03/23         | Funding now agreed for the remaining three play areas at Horsell Moor, Oakfield and Sutton Green. Contractor appointed for improvements at Horsell Moor and Oakfield play areas and public consultation undertaken. Interest from local Councillors to provide additional improvements currently being explored, possibly delaying final delivery beyond March 2023. Sutton Green Play areas will now be delivered in 2023/24 due to ongoing engagement with local residents association regarding external funding bid. | Started   | Amber  | ↓                        |       |   |
|           | 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 Q2 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  | Event is scheduled for 12th March 2023 and is progressing as per plan.   | Started                  | 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 and final numbers of participants will be reported.  | Completed                | Green | → |
|           |   |   |   |   |  | Delivered the Active Communities Outreach programme and continue to target areas of poor attendance or known social problems.   | Steve May        | 01/04/22   | 31/03/23  | The Q3 focus is Type 2 Diabetes and the project has started. The active communities team encourage a healthy eating approach and engagement with physical activity.  | 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 Q2 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.   | Steve May        | 01/04/22   | 31/03/23  | Project 500 has been launched in partnership with Active Surrey to train ladies to be sports coaches. The first cohort of 12 ladies is complete, with an aim of a further 12 each quarter.   | 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   | Continue supporting the Surrey wide delivery in relation to large scale car meets that is based on the Woking model. Also continue to enforce the town centre Public Space Protection Order, which has seen its first fixed penalty notice issued recently plus work in partnership to address locations highlighted to reduce ongoing ASB. | Ongoing  | 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  | The Place for Them campaign was held in November - sixteen empty chairs shrouded in red were placed in prominent locations around the Borough to mark International Day for the Elimination of Violence against Women (25 November). | Started                  | 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  | The order has been placed, invoice received and payment made, equipment delivered and installation is underway.  | Started                  | 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. | Supported the White Ribbon campaign by identifying ambassadors and champions from staff and councillors, application for accreditation, setting up of a steering group, and development of the required action plan for implementation. | Camilla Edmiston | 01/10/22   | 31/12/23  | Champions and Ambassadors have been identified. Next steps are to identify a Steering Group and produce an action plan.  | 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         | Completed and handed over to WBC on the 12th December 2022.  | Completed   | Green  | →                        |       |   |

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|           |              |  |            | Commenced work on site at Bonsey Lane.  | Jon Herbert    | 01/04/22   | 31/03/23        | Tenders were received in October and a preferred contractor was presented to CLT. However, officers have been tasked with securing a revised planning consent. We cannot commit to a build contract until (a) a revised planning consent has been obtained for Affordable Rented units (b) we have taken a sounding from Government on their views on such an investment. This is likely to take around 4 months and require re-tendering. | Started     | Amber      | ↓                        |
|           |              |  |            | Developed an Asset Management Strategy for Council-owned stock and identified potential development sites.  | Craig Humphrey | 01/04/22   | 31/12/23        | Head of Housing Assets has been appointed and is in post. Progress for this action will pick up in Q4 and roll into 2023/2024.   | 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.   | Ongoing     | 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   | Ongoing         | The Affordable Housing Supplementary Planning Document (AHSPD) has been developed in partnership with Planning and is currently in consultation phase. Target publication date is Spring 2023.   | Ongoing     | 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.                                    | Ernest Amoako  | 01/04/22   | 31/03/23        | A draft version of the Supplementary Planning Document is currently at Public Consultation and is on track to be adopted by the end of the financial year.   | Ongoing     | 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 Q2 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 needs to be looked at in the context of the Regulator of Social Housing new tenant satisfaction measures (TSM's) which may extend the timescale for this action. A plan will be developed in Q4.  | Not started | Green      | →                        |
|           |              |  |            | Completed the appointment of responsive repairs and cleaning contracts and commenced operations.  | Adam Browne    | 19/03/21   | 30/06/22        | As per Q2 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      | →                        |
|           |              |  |            | 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   | 31/03/23        | A Resident Engagement and Anti-social behaviour Team Leader was appointed on the 1st December 2022.  | Ongoing     | Green      | →                        |
|           |              |  |            | Introduced tenant panels and other engagement methods to seek views and opinions.   | Gerri Summers  | 01/04/22   | 31/03/23        | A Strategic Head of Housing started in December 2022 and has been in contact with the Residents Operations Board.  | Started     | 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.   | Clare Hadley   | 01/04/22   | 31/03/24        | A quarterly newsletter has been sent out to landlords. The bi-annual forum has been delayed due to resources being directed to the Home for Ukraine scheme. It is now intended that the forum will be rescheduled for Spring 2023 if resources permit.   | Started     | Amber      | →                        |
|           |              |  |            | 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   | Ongoing         | 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.  | Ongoing     | Green      | →                        |
|           |              |  |            | Expand the range of partners we work with to deliver affordable homes.  | Jon Herbert    | 01/04/22   | Ongoing         | This is an ongoing objective to be delivered in partnership with Housing Associations. Discussions with Housing Associations, of varying sizes, are underway.  | Ongoing     | Green      | →                        |

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|  | Prevent homelessness and its root causes. | Deliver new homes in the Sheerwater development to schedule whilst minimising the levels of disruption as far as possible to local residents and businesses. | 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                          | 31/03/23        | Work on the Sheerwater Financial Model continues with the Thamesway Business Plans now scheduled to go the 23rd February Council. This process will consider a number of options to improve the financial status of the Sheerwater Project.  | Started  | Green      | ➔                        |   |
|  |   |  |  | 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 Q2 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                    | ➔ |
|  |   |  |  | Deliver five additional homes for rough sleepers.   | Worked closely with York Road Project for Outreach and Inreach work with Rough Sleepers.               | Catherine Butler                  | 01/04/22        | 31/03/23   | The Council continues to work closely with the York Road project on a daily basis to work and support rough sleepers and provide hostel accommodation. In addition, the Council works closely with the York Road project to identify and bid for funding to provide both outreach and inreach support. | Ongoing    | Green                    | ➔ |
|  |   |  |  |   | Liaised with landlords and tenants at the earliest opportunity to negotiate and prevent homelessness.  | Catherine Butler                  | 01/04/22        | 31/03/23   | One of the key roles of Housing Options is to proactively liaise with applicants, tenants and landlords on an ongoing basis.   | Ongoing    | Green                    | ➔ |
|  |   |  |  |   | Acquire five further apartments within local authority blocks using Government RSAP funding.           | Catherine Butler                  | 01/11/21        | 30/06/22   | As per Q2 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 ongoing 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.   | 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        | 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.  | Started  | Green      | ➔                        |   |
|  |   |  |  | Established a local partnership group.  | Julie Meme   | 01/01/22                          | 31/04/23        | As per Q2 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        | Maternity, Health Visitor, Chiropody, Youth Counselling, Parent mental health, eye clinic and dementia care using Centres for the Community for local services. Confirming Heads of Terms for maternity, SABP and voluntary groups for Sheerwater Health and Community Campus.   | Ongoing  | 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                          | 31/03/23        | 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. | 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                          | 30/04/23        | Since the September meeting several actions have been discussed and detailed; and progression on these actions is underway. The Woking Community Fund is now being promoted on the Company Volunteering – Volunteer Woking website and will also be promoted on the Woking Works website once literature becomes available.  | Started  | Green      | ➔                        |   |
|  |   |  |  | Connected local business to community projects and delivered a minimum of 10 projects.  | Adam Thomas  | 01/04/22                          | 31/03/23        | Thirteen projects have been completed to date - Q1 - 4, Q2 - 4, Q3 - 5. Eight businesses have participated and add additional five charities/schools have benefitted.  | Ongoing  | 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        | Piling works commenced, anticipated to complete early 2023, foundations and drainage works commenced, superstructure due to commence early 2023. There is a sectional completion for community space which is April 2024, whole yellow phase completes at end of Sept 2024.  | Started  | Green      | ➔                        |   |
|  |   |  |  | Developed a Community hub proposal and submitted it to committee for approval.  | Adam Thomas  | 01/04/22                          | 31/03/23        | The Executive agreed £1.85m of funding for the St Michael's hub. The planning application is currently being prepared.   | Started  | Green      | ➔                        |   |

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|  |  | 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        | The Health and Wellbeing Action Plan is progressing well and is being monitored/reported to the Health and Wellbeing Task Group. Early work considering the role of the Woking Living Well Board is about to begin and this will replace the Health and Wellbeing Task Group. | Ongoing  | 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        | All weather walks have been taking place since September 2022 and will continue. A regular 10/15 participants per week have been attending.   | Ongoing  | 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 trialling model in Mole Valley which might be rolled out to Woking.                      | Ongoing  | Green  | →                        |       |   |
|  |  | 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        | The Health and Wellbeing Action Plan is progressing well and is being monitored/reported to the Health and Wellbeing Task Group.  | Ongoing  | 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  | 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 will be trialled with Broadmere Primary School in Q4. | Ongoing  | 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 Q2 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  | A 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 has been 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.   | Gerri Summers   | 01/04/22  | 31/03/23   | A Strategic Head of Housing started in December 2022 and has been in contact with the Residents Operations Board.                          | Ongoing                  | Green | ↑ |
|  |  |   |   |   |  | 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   | Ad hoc meetings with the current Resident Operations Board are underway but further progress has been delayed due to competing priorities. | Not started              | Amber | → |
| 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   | 31/03/23        | Due to other business priorities, this action has not yet been started. The aim is to scope out a draft Marketing Communication Strategy by the end of the financial year 2022/23.  | Not started  | Amber  | →                        |       |   |
| 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.                               |   |   |   | Ernest Amoako  | 01/10/22   | 31/03/23        | The engagement strategy will be produced in Q4.   | 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.                               |   |   |   | Ernest Amoako  | 01/10/22   | 31/03/23        | Project planning for the review has begun and work on the review itself is expected to begin in Q4.   | 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 Q2 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 Q2 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  | →                        |       |   |

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|--|--|---|--|---|---------------------|--|---|--|-------------|------------|--------------------------|
|  | Be open and transparent in the management of council business. |   |  | Carried out consultation with stakeholders to inform the review of the climate change strategy.   | Tracey Haskins      | 01/09/22   | 01/09/23  | Work to update the Climate Change Strategy commenced in September 2022. The updated Strategy will go the March Executive, after which consultation with the public will follow from mid-May 2023.  | Not 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  | In Q3 an update to November Executive Committee was provided.  | Ongoing     | Green      | →                        |
|  |  |   | 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 Q2 update - Strategic Director - Place is CLT sponsor for 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  | A revised Community Grants scheme was agreed at Council in July 2022. Surrey Community Foundation will be managing grants on behalf of WBC. Community groups can now start to apply and the first Woking Council Community Fund Panel will sit early April 2023. | 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'.                                      | Ernest Amoako       | 01/04/22   | 31/03/23  | Some proposals were published in early December and the response is being compiled.  | Started     | Green      | →                        |
|  |  |   | 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 Framaliccio | 01/04/22   | 31/03/23  | Ongoing use of District Council Network in relation to Place agenda and Boroughs priorities.   | Ongoing     | Green      | →                        |
|  |  | Attract investment and protect our interests by raising the profile of the borough.   | 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 now gone to tender on a place branding and marketing project that will include a marketing strategy. The place branding and marketing launch is proposed for Autumn 2023.  | Started     | Green      | ↑                        |
|  | Strong and effective partnerships                              | 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  | Work has continued to support the Woking Means Business Event. All of the economic development action plan actions are specifically aimed at helping businesses post Covid.  | Ongoing     | 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   | 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. | 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            | Now undergoing 6 weekly meetings, including the new Housing Standards and Surrey Fire and Rescue dealing with new legislation and competency/training.   | Started   | Green  | ↑           |            |                          |
| Engaged fully on the Surrey 2050 ambition, addressing areas over governance and the delivery of infrastructure such as transport/flooding.   |  |   | Ernest Amoako  | 01/06/22  | 31/08/22            | As per Q2 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  | →           |            |                          |
| Engaged with the Environment Agency on proposals to secure investment in flood alleviation works.  |  |   | Tracey Haskins   | 01/04/22  | 31/03/23            | WBC has engaged with the Environment Agency to secure investment in flood alleviation works. The funding for Byfleet has been agreed in principle. The outline business case was received by WBC in October 2022. Ongoing challenge around the availability of council resource and expertise to progress these works. | 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. We are also having ongoing discussions with SCC regarding the Innovation Hub.                 | Ongoing   | Green  | →           |            |                          |
| Worked proactively with private investors where their proposals support Council objectives and priorities.   |  |   | Giorgio Framaliccio  | 01/04/22  | 31/03/23            | Completion of consultation on the Town Centre Masterplan. Reports and approval given by the Executive Committee for a new Place Board and Place Branding strategy. Place branding tender published in December 2022, with progression due in the Spring 2023.  | Ongoing   | Green  | →           |            |                          |

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|---------------------|----------------|--|---|--|---|---|-----------------|--------------------------------|---|--|--------------------------|-------|---|
|                     |                |  |   | 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.  | Ongoing  | 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. Action remains to add a summary to the WBC website.  | Started  | 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        | 31/03/23                       | In Q3 WBC have collaborated with Surrey Chambers of Commerce to create an International Trade Forum which features on the Woking Works and Surrey Chamber of Commerce websites.   | Ongoing  | 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                    | →     |   |
|                     |                |  |   |  |   |   |                 |                                |   |  |                          |       |   |
| 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 11 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 (over £2m) to submit a bid on its own of this scale.  | 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 to signpost opportunities for saving money and reducing environmental impact to the public.   | Ongoing  | 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                       | 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.  | Ongoing  | 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  | Continuing communications through Planet Woking to signpost online resources and events. | Ongoing                  | 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 Q2 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        | 31/03/23                       | Work progressing to draft a Planet Woking garden guide to help residents and community groups support wildlife through sustainable gardening. Consultation will follow in the next municipal year.  | Started  | 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        | 31/03/23                       | A requirement to develop a Green Flag management plan for Woking Park has been included in the recently agreed Environmental Maintenance contract with Serco. Officers will be undertaking site visits with portfolio holders for Greener Woking and Health and Wellbeing and the Regional Manager for Serco (who is also a Green Flag judge) to explore the requirements to meet this action. Following these meetings, a proposal will be developed in consultation with portfolio holders and submitted for authorisation.                 | 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                       | 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. | Ongoing  | 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 Q2 update - 72 charging points have been installed and are now operational.  | Completed  | Green                    | →     |   |

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|-----------|--------------|-------------------------|---|--|--|---|------------------|---|-------------|---|--------------------------|-------|---|
|           |              |                         |   | Installed and operating new Electric Vehicle charging points and made progress towards an approach to charging the user.   | David Loveless   | 01/09/22  | 31/03/23         | The internal project approval process has been completed and a contractor selected. Appointment due by end of December 2022. Contractor to submit programme thereafter.   | 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  | 31/03/23         | Concession framework due to commence early 2023 pending award of contract to chargepoint operator. Phase 2 of on street charge points is underway.  | 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 intension will be to use the same operator as is used for the Red Car Park once initial roll out has been evaluated.  | Not started | 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  | 31/03/23         | The financial status of the project is being completed with the remaining on-site works being undertaken to close the project. A time extension is being considered.  | Started     | Amber   | →                        |       |   |
|           |              |                         |   | 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         | Funding for the new bridge is part of the Victoria Place budget. A review of that budget is required as part of the financial modelling for the wider development - this is still being considered.   | Ongoing     | Amber   | →                        |       |   |
|           |              |                         |   | 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         | At the time of writing, Woking has not received any feedback on the levelling up bid. Government has intimated that announcements will be made early 2023.  | Ongoing     | Green   | →                        |       |   |
|           |              |                         |   | 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  | 31/03/23         | Proposals are being considered for future government funding streams for the installation of e-bike and e-mobility scooter charging facilities along with additional secure cycle storage. In collaboration with WBC, SCC submitted an active travel bid application to the Government in July to fund delivery of targeted improvements to walking, cycling and bus infrastructure facilitating better connections to/from Sheerwater and the links across the Woking Town Centre, Sheerwater and West Byfleet corridor. | Ongoing     | Green   | →                        |       |   |
|           |              |                         | Complete the £3m grant funded energy efficiency project to connect Midas House and Export House to the Thamesway heat network.  | Supplementary action not previously identified for 2022/23.  | David Loveless   | 01/02/21  | 31/03/23         | Project is currently underway. Contractors are on site and connection is now delayed, expected for January 2023.  | 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  | 31/03/23         | Work to develop a parking strategy is due to commence. Scoping of requirements is currently underway.   | Ongoing     | Amber   | →                        |       |   |
|           |              |                         |   | Work with partners to increase the provision of charging points for electric vehicles and cycles.  | Lara Beattie   | 01/07/22  | 31/03/23         | 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. The result of a partnership bid with SCC to the Levelling-up Active Travel Fund for improved walking and cycling infrastructure in Sheerwater is awaited.  | 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 and this is anticipated to be received by March 2023.  | 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         | This remains on-going work with regular liaison meetings with our partners.   | Started     | 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  | 30/04/24    | Engaged with partners including Woking Chamber of Commerce and Surrey County Council to deliver a Green Tech Hub. | Ongoing                  | Green | → |
|           |              |                         |   |  | Promoted the Borough as a Digital Centre of Excellence centred around Green Technologies.  |   | Chris Norrington | 01/04/22  | 31/03/23    | This action has not yet been started but will feature under the Destination Woking programme.                     | Not started              | Amber | → |



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|                          |  |  |   | 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   | Funding has been received for this project. A potential partner is still to be formally appointed. A provisional opening from April 2024 is still the plan.   | Not 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   | Most elements of this action have been completed with exception of three highways signs to be installed to the Red Car Park after the Christmas traffic embargo.  | 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   | An Energy Management Officer is in post and has commenced an energy audit review of the six highest energy consuming buildings owned by the Council.  | Started     | 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   | 31/03/23   | A further phase of Sustainable Warmth funding is being delivered. The funding has been awarded to Surrey County Council by central Government and is being managed by Action Surrey. Installations must be completed by March 2023. continuing communications through Planet Woking.  | Ongoing     | Green      | →                        |
|                          |  | Support Thamesway 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 Thamesway Limited to support the expansion of the network and encouraged developments to connect to the existing CHP network.   | Giorgio Framalico                              | 01/04/22   | 31/03/23   | As per Q2 update - The March Medium Term Financial Strategy approved a loan facility to Thamesway. A Heat Network Investment Grant has also been awarded to Thamesway. 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.   | Ongoing     | Green      | →                        |
| 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 Framalico                              | 01/04/22   | 31/03/23   | As per Q2 update - Focus and attention is currently on the delivery of the carbon assessment work and the development of the revised draft Climate Change Strategy. Officers continue to assess opportunities for additional funding through national Government and county initiatives. Draft climate change strategy to be presented to the March 2023 Executive which will include details of the completed carbon assessment. | 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 Framalico / Tracey Haskins / Ian Tomes | 01/04/22   | 31/03/25   | As a temporary arrangement, resource in Property Services are supporting the delivery of this project by the Environment Agency (EA). A meeting was held with the Environment Agency and portfolio holders in December 2022. The EA anticipated programme is that detailed design starts early 2023, planning application expected Autumn 2023, with construction starting Summer 2024.   | 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 Framalico / Tracey Haskins             | 01/04/22   | 31/03/23   | As per Q2 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 Framalico / Tracey Haskins   | 01/04/22                                       | 31/03/23   | Work is ongoing with the County Council and the Environment Agency. This is included within one current active project: Rainwater Gardens for which a mandate and workbook already exist.  | Ongoing   | Amber       | →          |                          |
|                          |  |  | Continued to deliver further rainwater gardens.   | Tracey Haskins   | 01/04/22                                       | 31/03/23   | The design of Rain Gardens on Woodlands Avenue, Sheerwater Road, and Albert Drive are progressing as part of the first phase which has to be delivered this financial year. Funding has been received for this phase from SCC. A project programme has been compiled with a view of implementation over the next three years. Ongoing challenges around available resources and Council expertise will need to be addressed before implementation phase. | Ongoing   | Amber       | →          |                          |
|                          | 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.   | Ernest Amoako                                  | 01/04/22   | 31/03/23   | As per Q2 - 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 CIL contributions are ring-fenced for SANGs.  | Ongoing     | Green      | →                        |

| WFA Theme              | WFA Outcomes   | WFA Corporate Objective   | Priorities  | Action   | Action Owner     | Start date | Completion Date   | Q3. 2022/23 Update (Oct - Dec)  | Progress    | RAG Status | Status since last report |
|------------------------|--|---|---|--|------------------|------------|---|---|-------------|------------|--------------------------|
|                        |  |   |   | Progressed proposals to provide new SANG provision to match demands arising from new housing growth and to protect biodiversity.                         | Tracey Haskins   | 01/04/22   | 31/03/23  | 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.                                  | 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 Q2 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   | 31/03/23  | 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. | 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 Q2 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   | 31/03/23  | 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. Progress on this action is likely to commence in the next municipal 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 Government new Waste strategy has not yet been announced. Surrey Environmental Partnership has developed an interim plan to deal with waste for the next 3 years to position us ready for the Government full publication. This interim plan will be proposed to the February Executive.  | 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   | 31/03/23  | The review of the Council's carbon footprint was completed in Autumn 2022. This has provided evidence as to areas of focus for the Council and directly feeds into the revised draft Climate Change Strategy which will be submitted to the Executive in March 2023. The ongoing work and strategy will continue to demonstrate the Council's commitment to net zero by 2030.                       | Ongoing     | Green      | →                        |
|                        |  |   | 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 review on the Wi-Fi provision in the town centre will be undertaken in due course and will cover a range of options, including taking into account the wider national roll-out of 5g.   | Not started | Green      | →                        |
|                        |  |   |   | Explored partnerships and built a case for an increase in 5G roll-out in the borough.  | Chris Norrington | 01/09/21   | Ongoing   | During Q3, Housing has been assisted with implementing access to digital infrastructure organisations. Additionally, assisting box broadband in Byfleet and West Byfleet to provide gigabit broadband.  | Ongoing     | 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.   | Ernest Amoako  | 01/04/22         | 31/03/23   | The consultation ended and officers considered the representations and also the changed circumstances arising from a key appeal decision. | Started   | Green       | →          |                          |
|                        |  | Establish a Digital Centre of Excellence, a high growth, high-tech incubator hub with a niche 'Green Tech' focus.             | 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         | 31/03/23   | Advanced discussions are ongoing with a possible operator.  | Started   | Green       | →          |                          |

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|-----------|--------------------------------|--|--|--|---|---|---|---|--|---|---|-------------|-------|---|
|           |                                |  | Develop a detailed sales and marketing plan and improved articulation of our offer with up-to-date facts and figures, including our premises, workforce, support facilities, cultural and leisure offer and our gigabit capable IT infrastructure which will also inform the forthcoming Town Centre Masterplan. | 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  | 31/03/23  | This work will be commenced once the strategic asset management plan has been developed. At that point the case study requirements will be scoped and resources identified.       | 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  | 31/03/23  | We have now gone to tender on a place branding and marketing project that will include a marketing strategy. The place branding and marketing launch is proposed for Autumn 2023. | 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 gone to tender on a place branding and marketing project that will include a marketing strategy. The place branding and marketing launch is proposed for Autumn 2023. | 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. | Deliver a comprehensive strategy and extended public consultation for adoption in February 2023.  | Beverley Kuchar   | 01/04/22  | 31/03/23  | Public consultation completed with extensive engagement with the Public and stakeholders. Update report to be sent to February 2023 Executive Committee.   | Started   | Amber   | ↓           |       |   |
|           | 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  | Eight 1 - 1 clinics with a Business Advisor per month and two workshops and other individual ad-hoc sessions are being delivered by Woking Works (WBC) for businesses. These offer one hour tailored advice in relation to social media, marketing, business strategy etc. Ongoing and being delivered.                                    | Ongoing   | Green   | →           |       |   |
|           |                                |  |  |  | Delivered the Covid Additional Relief Fund supporting businesses in the borough through business rates relief.                            | Leigh Clarke  | 01/04/22  | 30/09/22  | 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  | 01/04/22  | 31/03/23  | Good progress is being made, reconciliations are progressing but are likely to take much of the year before the process is finalised with Government.  | 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  | We are working closely with The Apprenticeship Hub to promote apprenticeships and inform businesses in the knowledge based sector how they can use the apprenticeship levy to fund apprenticeship training. We are also working closely with DWP to assist in the placement of job seekers into the Care Home, Hospitality and IT sectors. | Ongoing   | Green   | →           |       |   |
|           |                                |  |  |  | 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  | 31/03/23   | 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.  | 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.   |  | 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 Framaliccio   | 01/04/22  | 31/03/23   | Agreed revised Saturday parking fees to encourage longer stays. A number of events and promotions took place to support increased foot-fall, including a Christmas offer. Promotion of Victoria Place and the wider town centre will link with the objectives of the Destination Woking campaign. | Ongoing   | Green       | →     |   |
|           |                                |  |  |  |   | Delivered a successful programme focused on the Queen's Jubilee.  | Riette Thomas   | 02/06/22  | 05/06/22   | As per Q2 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.  |  |   | Celebrate and support the opening of Victoria Place to provide an even stronger retail, hotel and leisure offer.  | 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  | The Strategic Asset Management plan is currently being produced. The development of the Town Centre Management Strategy with be implemented once the Asset Management Plan is complete. This will be subject to funds. This is why the action is amber. | 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  | The Strategic Asset Management plan is currently being produced. The development of the Town Centre Management Strategy with be implemented once the Asset Management Plan is complete. This will be subject to funds. This is why the action is amber. | Not started | Amber | → |

| WFA Theme                                 | WFA Outcomes   | WFA Corporate Objective   | Priorities   | Action  | Action Owner  | Start date          | Completion Date | Q3. 2022/23 Update (Oct - Dec)  | Progress   | RAG Status | Status since last report |   |
|---|--|---|--|---|---|---------------------|-----------------|---|--|------------|--------------------------|---|
|   |  |   | 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        | Most elements of this action have been completed with exception of three highways signs to be installed to the Red Car Park after the Christmas traffic embargo.  | 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            | 31/03/23        | Othership.com are assisting WBC in promoting hybrid working solutions encouraging homeworkers to use alternative workspaces within the town centre.   | 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        | A number of events have been hosted and discussions are still undergoing about further animation of these spaces and if any physical alterations to enhance the space are necessary. Those events that have been hosted have been successful with positive feedback from businesses and wider community.  | Ongoing  | 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            | 31/03/23        | CPO paperwork updated. Counsel advice was to pause the formal submission in light of the budget challenges and review of the HIF project as agreed by the Executive in July 2022 and December 2022.   | Started  | Amber      | ➔                        |   |
|   |  |   |  | Progressed proposals to gain planning permission for the temporary and permanent access to the aggregates yard.                                       | Louisa Calam  | 01/04/22            | 31/03/23        | Planning application packages have been submitted to the Local Planning Authority. The planning applications are due to go to Committee in early 2023.  | 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            | 31/03/23        | Work continues to coordinate road closures with the county. It should be noted however that there are project delays due to significant cost increases which are currently being reviewed.  | Ongoing  | Green      | ➔                        |   |
|   |  |   |  | 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            | 31/03/23        | Regular fortnightly informal meetings and monthly Board meetings are held between WBC and Homes England. Homes England are undertaking a review of all of their HIF schemes across the country which face cost implications due to market conditions. Until these cost increases can be funded, the RAG status remains Amber. A report went to Executive on the 8th December 2022 where it was agreed to continue fundamental workstreams of the project. | 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            | 31/03/23        | 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.  | Ongoing  | Green      | ➔                        |   |
|   |  |   |  | Supported and concluded the Overview and Scrutiny Committee's review of HIF Housing Outputs.  | Giorgio Framaliccio   | 01/04/22            | 15/06/22        | As per Q2 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      | ➔                        |   |
|   |  |   |  | Work with Government and infrastructure providers to address shortfalls in provision.   | 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 Framaliccio | 01/04/22        | 31/03/23  | Levelling-Up (2) bid has been submitted in relation to Sheerwater. Successful submission to Government for the allocation of £1m Shared Prosperity Fund with a focus on creating an incubator hub and supporting green infrastructure. | 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        | Liaison with Surrey County Council on proposals to secure highway investment is ongoing.  | Ongoing  | Green      | ➔                        |   |

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|---------------------------|---|---|---|--|--|---|---|--|---|---|--|-------------|-------|
|                           |   |   |   | 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. | Ernest Amoako  | 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.  | Started   | 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.  | Ernest Amoako  | 01/04/22  | 31/03/23  | As per Q2 - No activity in this quarter as this is dependent on the Surrey County Council work programme.  | Started   | Green   | →  |             |       |
|                           |   |   |   | Liaised with Network Rail on plans to relocate the aggregates yard.  | Louisa Calam   | 01/04/22  | 31/03/23  | Currently no suitable alternative sites have been identified. WBC and Network Rail continue to liaise as and when any possible sites come up.  | Ongoing   | Green   | →  |             |       |
|                           |   |   |   | Review the Victoria Arch project.  |  | Get the Victoria Arch widening scheme on a sustainable footing this year and ensure residents are kept will informed.   | Louisa Calam  | 01/04/22   | 31/03/23  | 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 found and whether the duration of the bridge closure and resulting impacts to the public can be reduced. The findings of these reviews was reported to Executive in December 2022 where it was agreed to continue with fundamental workstreams of the project. | Ongoing  | Green       | →     |
|                           |   |   |   |  |  | 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   | 31/03/23  | Work on this action is ongoing via the Town Centre Engineering Team.  | 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.                                     |  | Explored the viability of replicating agency functions in Sheerwater Regeneration Area.   | David Loveless / George Chisenga  | 01/11/22   | 31/03/23  | 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.   | 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. The RAG status has been changed to green as there has been initial discussions with IT about applying for Department of Levelling Up Housing and Community (DLUHC) funding. | 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  | 31/03/23  | Some member training regarding Planning has been arranged and some sessions already conducted; this covered decision making and general planning issues. Additional training will include understanding of each-others roles and will take place by the end of this financial year.  | Started   | Green   | →  |             |       |
|                           |   |   |   | Improved engagement between planning committee members and officers prior to committee.  | Thomas James   | 15/09/22  | 31/03/23  | Conversations have not yet taken place and it is anticipated that this will take place in the last quarter of 22/23.   | Not started   | Amber   | →  |             |       |
|                           |   |   | 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  | 31/03/23   | A full review and update of Business Continuity was undertaken in 2019. As per forward planning, a revisit of the Business Continuity Strategy is now due and will be commenced in February 2023. | Not started   | Green  | →           |       |
|                           |   |   |   |  | Participated in an internal audit of cyber security resilience.  | Adam Walther  | 01/03/22  | 09/09/22   | The final Cyber Security Audit report has been received and recommendations have been received. These recommendations are being added to work schedules.  | Completed   | Green  | →           |       |
|                           |   |   | 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   | 31/03/23  | Work to develop a new Borough vision and mission statement will commence in 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  | 31/03/23  | This action is linked to the People Strategy and a value and behaviour policy will be reviewed/developed during the next financial year. | Not started | Green |

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|--|--|--|--|---|--|---|---|--|---|---|---|-------------|-------|
|  |  |  | Actively seek resident feedback in service improvement.                    | Supplementary action not previously identified for 2022/23.   | Lynette Lawson-Tyers   | 31/04/22  | 31/03/23  | Consultation on Woking's Community Safety Plan 2023 to allow the council and it's partners to focus where best to place its resources is currently underway.   | Ongoing   | 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 have been granted £20,000 to support resident's wellbeing this winter. The community forum has allowed residents to say which projects the money is spent on.  | Ongoing   | 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 is complete.  | 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  | Initial research will be undertaken as a preliminary measure to developing factsheets. This maybe superseded in 2023/24.  | Not started   | Green       | →     |
|  |  |  |  |   | 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  | Sheerwater Together have been granted £20,000 to support resident's wellbeing this winter. The community forum has allowed residents to say which projects the money is spent on. | Ongoing   | 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  | 31/03/23  | Once the Strategic Asset Management Plan is finished and Action Plan developed and agreed, reporting mechanisms will be established. A quarterly report, which includes performance of retail and office assets, will be included in the reporting process. | 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  | The consultant is progressing well on the development of the Strategic Asset Management Plan, there is a slight delay in programme as it has taken longer to compile all of the data requested and additional stake holder meetings have been necessary. | 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 Q2 update - 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   | A number of events have been hosted including an ethical market, a Christmas Festive Fare. Pop up retailers have been provided including Christmas shop, Charity Christmas card shop, Charity Wreath making shop and an ice-rink. Those events and pop-ups have been successful with positive feedback from businesses and wider community. | Started   | 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. | Joanne McIntosh  | 01/04/22  | 31/03/23  | Company Governance Review has been completed and new arrangements agreed at Full Council in July 2022. Arrangements are currently being implemented. Interim resource to implement changes is currently being identified.                                | 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  | 01/04/22   | 31/03/23  | One new Business Support post has been recruited and further recruitment is ongoing.  | 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   | 01/04/22  | 31/03/23  | Following the review of the initial plans by the Shareholder Group, updated versions are due to be presented in February 2023.   | Ongoing   | Green   | →   |             |       |
|  |  |  |  | Supplementary action not previously identified for 2022/23.   | Joanne McIntosh  | 01/08/22  | 31/03/23  | Thameswey business plans are currently being reviewed at the Shareholder Advisory Group (SAG).   | Started   | Green   | →   |             |       |

| WFA Theme | WFA Outcomes  | WFA Corporate Objective  | Priorities  | Action  | Action Owner       | Start date | Completion Date  | Q3. 2022/23 Update (Oct - Dec)   | Progress | RAG Status | Status since last report |
|-----------|---|--|---|---|--------------------|------------|--|--|----------|------------|--------------------------|
|           |   |  |   | 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 Framallico | 01/09/22   | 31/12/23   | Report presented to October 2022 Executive. Operational management co-ordination meeting arranged on a monthly basis with key stakeholders. Commission of review of overall approach to asset management will be completed in the Spring 2023. | 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       | 01/04/22   | 31/03/23   | Following the review of the initial plans by the Shareholder Group, updated versions are due to be presented in February 2023.   | Ongoing  | Green      | →                        |
|           |   |  | 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       | 01/04/22   | 31/03/23   | Following the review of the initial plans by the Shareholder Group, updated versions are due to be presented in February 2023.   | Ongoing  | Green      | →                        |
|           | 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 appointed and will be starting Q4 2022 - 2023.   | Started  | Green    | →          |                          |
|           |   |  | Reported on the progress of actions listed in the Digital Strategy.   | Adam Walther  | 01/02/22           | 28/02/23   | Digital Strategy actions to be integrated into the Woking For All Strategy reporting deadlines. Next report will be 2022/23 outturn.   | 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.   | Completed  | Green    | ↑          |                          |
|           |   |  | Initiated a project to deliver a virtual permit system for on-street parking.   | Ian Reynolds  | 01/04/22           | 31/03/23   | 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.                                      | Ongoing  | Green    | ↑          |                          |
|           |   |  | 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           | 31/03/23   | The report has been received and is currently being reviewed and considered.   | Started  | 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  | 01/04/22           | 31/03/23   | The policy has been reviewed and the updates have been applied in draft, however HR are awaiting comments.   | 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   | Work on this action will commence in 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           | 31/03/25   | Specialist training in place on ongoing.   | Ongoing  | Green    | →          |                          |
|           |   |  | Commenced a detailed analysis of the business needs across the organisation to drive efficiencies and improvements.                       | Adam Walther  | 01/11/22           | 31/03/23   | Consultants appointed and will be starting Q4 2022 - 2023. Focus on Customer Services and Housing.   | Started  | Green    | →          |                          |
|           |   |  | Updated the Council's Workstyle Policy to reflect the new technologies and hybrid working opportunities available.                        | Amanda Jeffrey  | 01/04/22           | 31/03/23   | 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. | 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           | 31/03/25   | 350+ devices rolled out and refreshed. Successful pilot of docking stations which will be expanded to 100 docking stations Q4 22/23.   | Ongoing  | 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           | 31/03/23   | Initial discussion in respect of a procurement shared service with Runnymede Borough Council and additionally with Orbis procurement which is run through Surrey County Council.                                 | Ongoing  | Green    | →          |                          |

| WFA Theme                                      | WFA Outcomes  | WFA Corporate Objective   | Priorities  | Action  | Action Owner                           | Start date | Completion Date   | Q3. 2022/23 Update (Oct - Dec)   | 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   | 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   | 31/03/23  | Capacity issues may have an impact to completing this action within the original deadline of 2022/23. Engagement sessions with employees to be commenced in the Spring.  | Not started | Amber      | →                        |
|  |   |   | Continued to manage the internal talent and develop a framework for succession planning.  | Amanda Jeffrey  | 01/04/22                               | 31/03/23   | 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 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   | 31/03/23  | As per Q2 - 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.           | Ongoing     | Amber      | →                        |
|  | 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                               | 31/03/23   | Work to review performance management and align it with the Woking For All Strategy has progressed and a report containing a number of recommendations was submitted to the Executive on 6th October. Now recommendations have been agreed Phase 2 works will commence.   | Ongoing  | Green       | →          |                          |
|  |   |   | Adopt a service and team collaboration platform.  | Supplementary action not previously identified for 2022/23.   | Adam Walther                           | 01/04/22   | 31/03/24  | A new intranet has been developed and tested and will be rolled out in Q4 22/23.   | Ongoing     | 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 Q2 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                           | 01/04/22   | 31/03/23  | Update provided to November Executive and financial challenges continue. Strategy going forward reported to the December Executive with a progress update in January ahead of setting the budget in February 2023. | Ongoing     | Red        | →                        |
|  |   |   |   | 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   | 31/03/23  | WBC are awaiting advice from DLUHC on the appointment of a review team and have been preparing the evidence file to provide to this team.  | 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 Framaliccio / Chris Norrington | 01/04/22   | 31/03/23  | Review of Town Centre assets commissioned and Place branding review tendered.  | 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 / Pino Mastromarco   | 01/04/22                               | 31/03/23   | We have run a number of additional full member briefings on key company and financial related priorities for the Council. Work to review performance management and align it with the Woking For All Strategy has progressed and a report containing a number of recommendations was submitted to the Executive on 6th October. Now recommendations have been agreed Phase 2 works will commence. | Started  | Green       | →          |                          |

| 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.                                   |
| →          | 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.  |