

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

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

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

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

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

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

WFA Theme	WFA Outcomes	WFA Corporate Objective	Priorities	Action	Action Owner	Start date	Completion Date	Q4. 2022/23 Update (Jan-Mar)	Progress	RAG Status	Status since last report	
Greener Communities	Greener living	Help communities to reduce their carbon footprint and impact on the environment.	Deliver the actions within the Climate Emergency Action Plan.	Delivered further energy efficiency improvements to Council owned housing via continued maintenance and retrofit programmes.	Adam Browne	01/08/22	Ongoing	WBC was intending to submit a small-scale Social Housing Decarbonisation Fund bid jointly with other Surrey councils to upgrade eleven properties. Shortly before the bid deadline, a partner withdrew due to insufficient match funding. Bids had to be of a certain scale (minimum 100 properties) and WBC would not have been able to collate sufficient data or find enough match funding of this scale (over £2m) to submit a bid on its own. This action is marked as red as it is not currently feasible due to insufficient data and funding. Next possible steps include forming a consortium bid with other authorities with Surrey County Council leading on our behalf. This action will continue into the 2023/24 financial year and beyond.	Ongoing	Red	→	
				Continued to engage with residents and businesses via Planet Woking's website and social media with advice and guidance on living greener.	Tracey Haskins	01/04/22	31/03/23	Continuing communications through all relevant channels. All content to be prepared and published in house from July 2023. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→	
				Work with partners to continue to deliver household energy efficiency improvements and tackle fuel poverty.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	As per Q3 update - Continuing to work through Action Surrey to deliver against this priority. Dashboard reports from Action Surrey are provided to WBC to demonstrate progress. Also continuing communications through Planet Woking. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→
		Use the borough's natural assets and green spaces to support green and sustainable living.	Continue work through Planet Woking, to sustain a programme of online resources and events focused on the natural environment and habitats.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	As per Q3 update - Continuing communications through Planet Woking to signpost online resources and events. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→	
				As part of Her Majesty the Queen's Platinum Jubilee Celebrations in the borough, plant 500 saplings.	Coordinated the allocation of 500 saplings to Woking's various communities as part of the Queen's Jubilee Green Canopy.	Chris Norrington	01/04/22	02/06/22	As per Q3 update - 500 saplings were distributed as part of the Queen's Jubilee to businesses and community groups - this action is now complete.	Completed	Green	→
				Through partnership working with Serco and communities we are seeking a year-round approach to sustainable gardening.	Establish and deliver a proposal for engagement with communities on the theme of sustainable gardening in communities.	Tracey Haskins	01/10/22	31/03/24	A draft Planet Woking wildlife garden guide developed with informal input of key stakeholders and considered by Greener Woking Working Group in March 2023. Consultation to follow in new municipal year. This action will continue into the 2023/24 financial year.	Ongoing	Green	↑
				Through partnership working with Serco and communities we are seeking an evaluation of a programme to adopt green flag standards for the borough, starting in Woking Park.	Initiate a framework for achieving green flag standards in Woking Park.	Arran Henderson	01/04/22	31/03/24	A requirement to develop a Green Flag management plan for Woking Park has been included in the recently agreed Environmental Maintenance contract with Serco. Serco have begun drafting the proposed management plan which will continue to be developed in consultation with officers and portfolio holders. This action will continue into the 2023/24 financial year.	Started	Green	→
				Through partnership working with Serco and communities we are seeking to identify space for allotment and community garden space.	Supplementary action not previously identified for 2022/23.	Tracey Haskins	01/04/22	31/03/23	As per Q3 update - Various WBC teams continue to provide advice to local community groups seeking to work on local public land. At the current time there is not considered to be sufficient latent demand to warrant the need for a new allotment site, however this continues to be monitored and consideration will be given to potential future requirements, taking into account the Infrastructure Delivery Plan (2022) findings in the context of planned future development, and whilst recognising identification of suitable new sites is challenging. This action has been marked as completed and will continue as business as usual activity.	Completed	Green	→
		Work with partners to develop and incentivise greener travel choices, embed wider carbon reductions and greater biodiversity support in our operations.	Deliver a minimum of 70 additional EV charging points in council car parks and contribute to the County programme to trial kerbside EV points.	Installed and made operational 70 electric vehicle charging points in the new Victoria Place Red car park.	David Loveless	01/04/21	28/04/22	As per Q3 update - 72 charging points have been installed and are now operational.	Completed	Green	→	
				Installed and operating new Electric Vehicle charging points and made progress towards an approach to charging the user.	David Loveless	01/09/22	31/03/24	The contractor has been appointed, a programme is yet to be finalised and we are awaiting a response from the contractor. This action will continue into the 2023/24 financial year.	Started	Green	→	
				Assisted in the delivery of 20 on-street electric vehicle charging bays as part of a Surrey County Council led pilot project.	Tracey Haskins	01/04/22	31/03/24	Phase two of the on-street charge point project continues. The Electric Vehicle (EV) concession framework operator has been identified and the contractual arrangements are being finalised by Surrey County Council (SCC). Potential locations for charge point installation are being identified to inform a countywide network plan for delivery from Spring/Summer 2023. This action will continue into the 2023/24 financial year.	Started	Green	→	
				Identified a ChargePoint operator for the management and maintenance of the borough's electric vehicle infrastructure.	David Loveless	01/09/22	31/03/23	The intention will be to use the same operator as is used for the Red Car Park once initial roll out has been evaluated. This action will continue into the 2023/24 financial year.	Completed	Green	→	
				Continue to work in partnership with Surrey County Council to attract additional funding that will support the delivery of the Local Walking and Cycling Infrastructure Plan.	Finalised the remaining elements of the town centre enhancement programme under the Woking Integrated Transport Package.	Louisa Calam	01/04/22	30/06/23	The time extension was approved to the end of June 2023. We are on track for closing the project within the revised end date. This action will continue into the 2023/24 financial year.	Started	Green	↑
					Developed plans (subject to funding) to bring forward a new cycle and pedestrian bridge at Lockfield Drive.	Louisa Calam	01/04/22	31/03/23	As described in the November 2022 Executive report, the Victoria Place development will have a reduced scope to exclude elements of the February 2021 approval including the Lockfield Drive pedestrian and cycle bridge. This action has therefore been marked as superseded	Superseded	N/a	N/a
					Worked in collaboration with the County Council as the highway authority to secure investment in cycle and walking provision.	Louisa Calam	01/04/22	31/03/23	Feedback has now been received on the levelling up bid and although a strong case was submitted, WBC and SCC were jointly unsuccessful at this time in securing the investment in cycle and walking provision. Next steps are being considered in light of this outcome. This action has therefore been marked as superseded	Superseded	N/a	N/a

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

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

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

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

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

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

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

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

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