

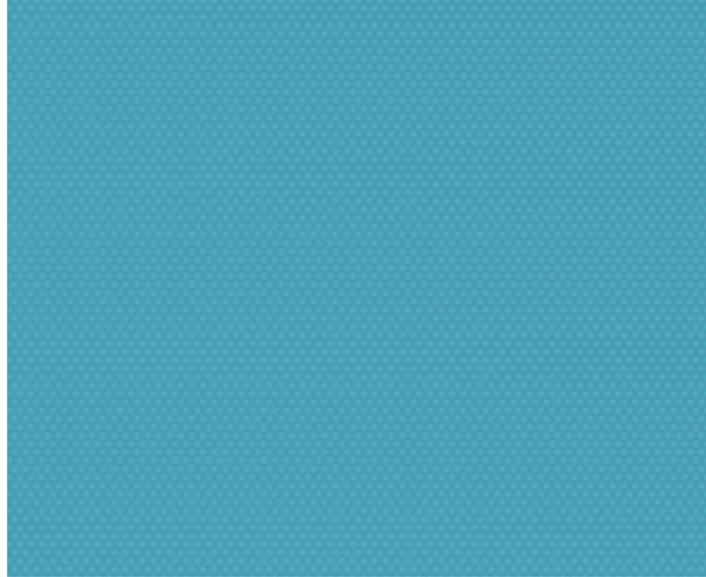


Our Economy

Our Borough



Our Infrastructure



Our Environment

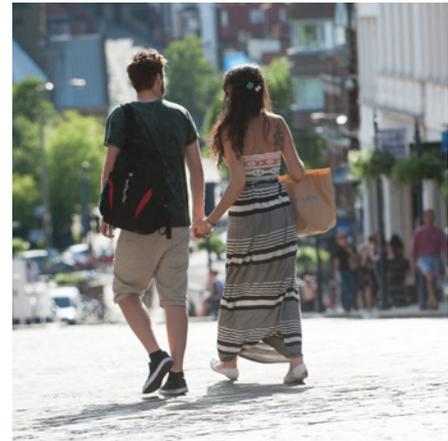


# Corporate Plan

2015–2020

A Plan for Town,  
Countryside and Council

Our Society



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## Foreword

### Paul Spooner, Leader of the Council

**Since becoming Leader of the Council, I have repeatedly emphasised the responsibility we have to the town of Guildford, the urban area of Ash, our villages and more rural areas to help provide jobs, homes and an environment that improve people's lives and prospects.**

Too many people of all ages, but particularly those in lower paid jobs doing essential work, can no longer afford to live in our borough. We need to provide affordable homes, including for essential workers such as nurses, care workers, teachers and police officers. This will mean that more people can live nearer their jobs, helping with recruitment and staff retention and reducing road congestion caused by people travelling to work from outside the borough.

Our creaking infrastructure is one of our greatest challenges and we are working hard alongside our partners to bring forward schemes that will improve the lives of our residents. Improvements to the A3 and our local road network, increased rail capacity and new stations, better bus services and cycle and walking networks all form part of our plans to tackle congestion, delays and unreliability of journeys.

We know that we are lucky to live and work in a beautiful place and that we have a duty to conserve and enhance our special landscapes and built environment. As such, we will always balance the need to provide more homes and jobs to ensure the continued prosperity and wellbeing of our communities with protecting the borough's unique character.



We also need to improve the lives of residents in our less advantaged areas and continue to provide the support that our elderly and vulnerable residents need. Every person matters and, through initiatives such as Project Aspire, we will help strengthen communities so that they themselves can start to deliver the solutions and improvements needed to address the challenges they face.

This is a difficult time for local government, with continuing government austerity having an increasing impact on our funding. Difficult choices will be required to enable us to continue providing high quality services to our residents. On that basis, some might question the ambitious nature of this Corporate Plan. However, the themes and priorities set out in the plan are those that we must address to provide a thriving and sustainable future for current and future generations.

## Introduction

### Sue Sturgeon, Managing Director

**Our Corporate Plan is the over-arching element of our strategic planning framework. It sets out both our vision for the borough and the priorities that will guide our future strategies and plans. The plan builds on our previous achievements and will ensure that our resources and actions are directed towards the issues that matter most to local people. It takes account of local, regional and national trends that affect our community's future needs and their demand for our services.**

We recognise though that this ambitious programme comes at a very challenging time for the Council. With continuing austerity and further cuts to our government grant, we have already identified that additional savings of £5.5 million are needed over the plan period. Changes proposed by the government to social housing rents would also put substantial pressure on our Housing Revenue Account and impact on our ability to deliver improvements for our tenants. Government plans to extend the right to buy and to require councils to sell off 'high value' council housing would also have significant implications. These challenges will demand more innovative approaches in the delivery of our services.

This Corporate Plan covers the period up to 2020, but will help shape the borough over a much longer period. Decisions taken now will affect how we work towards meeting the future aspirations of our community and improve the quality of life of residents, with a particular focus on the less advantaged and vulnerable.

With this in mind, we have set out our vision for the future of the Borough. This recognises that maintaining a thriving, competitive and sustainable local economy is central to delivering improvements to people's lives. Economic prosperity will help ensure that we are able to support elderly and vulnerable

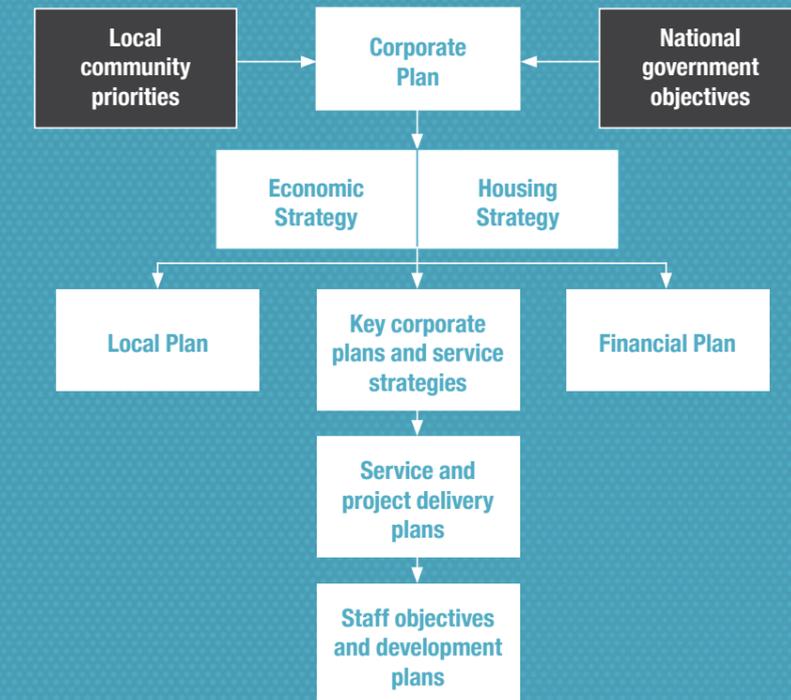
residents, that children and young people are able to fulfil their potential and that we all feel proud of where we live and work. We will also especially focus on improving areas in the Borough where our residents are less advantaged.

The priorities in this plan are set out under five major themes - Our Borough, Our Economy, Our Infrastructure, Our Environment and Our Society. These priorities and the accompanying action plan will drive more detailed service plans that determine day-to-day activities. They will ensure that we remain focused and we use our resources to tackle the issues that are important to us all.

Our last Corporate Plan was published in 2013 and covered the period up to March 2016. We delivered fully or are on track with 86% of the 110 actions in that plan. Where relevant actions have not yet been completed, these have been carried forward into this plan, which takes us beyond the next Borough Council elections in May 2019. However, the action plan is not static; it will develop and grow as conditions require and our ambitions evolve.

This plan demonstrates our clear commitment to ensuring the continued prosperity of the borough and improving residents' lives in our town, villages and countryside.

## Strategic Planning Process



## Our Place

**Guildford is Surrey's second most populated borough, with 143,000 residents in 2014 and an electorate of 104,500 as at May 2016. The county town of Guildford and the urban areas of Ash and Tongham in the west of the borough are home to many of our residents, with further communities in village settlements. The population is steadily growing and is predicted to reach 161,255 by 2031. We are also the second largest borough in the county in terms of area, covering approximately 269 square kilometres.**

Outside the urban areas, we have some spectacular scenery designated for its long-term protection. The south of our borough lies within the Surrey Hills Area of Outstanding Natural Beauty. There are Special Protection Areas (particularly surrounding Ash), Special Areas of Conservation, Sites of Special Scientific Interest, Regionally Important Geological Sites and local Sites of Nature Conservation Importance and nature reserves. Almost all - 89% - of our borough is within the Metropolitan Green Belt, much of which is in productive agricultural use.

Guildford has its origins growing up where the River Wey flows through the North Downs Ridge. This contains development and creates a clear sense of separation between the town and outlying settlements, protecting the highly valued environment that is a distinctive part of the borough's character.

Our borough also has a particularly rich and varied architectural heritage with 1,200 listed buildings and 38 Conservation Areas. It is home to a series of great historic country houses set within designed landscape and parklands and a number of other registered parks and gardens.

Guildford is mainly affluent and crime levels are low. Residents are largely healthy, enjoying well above average life expectancy, although there is disparity across the borough. The workforce is generally well-educated, highly skilled and well-paid. Unemployment in the borough is low. However, there are significant pockets of less advantage, which can often be felt more keenly amongst prosperity.



Housing is an issue of significant importance to the borough. House prices and private rents are considerably higher than the national and regional average. There is an ongoing shortage of affordable housing. This affects first time buyers and those seeking affordable rented homes and contributes to our skills shortage. There is also a lack of suitable accommodation for people wishing to downsize, but remain living in our borough.



The local economy is one of the most competitive in the UK and the number of jobs continues to grow in line with our role as a regional administrative and commercial centre. A growing cluster of high-tech industries, at the cutting-edge of innovation, continues to create new employment opportunities. We need to understand the implications of evolving technologies and plan accordingly.

The town centre is a principal regional shopping centre, with a vibrant night-time economy, which will benefit from improvement through a mixture of licensing and planning policy decisions. Our rural economy accounts for 25% of all jobs and, with the improved coverage of superfast broadband, this is likely to increase. However, we do have skills shortages in some sectors and many people are unable to afford homes close to their workplace.

The borough attracts around three million visitors each year, generating an estimated £330 million in tourism income for local businesses and supporting around 5,000 jobs.

Guildford is a busy town with a wide influence on its surrounding area. The M25, A3, A25 and A31 are the motorways and main roads that connect Guildford to the rest of the strategic road network. With high levels of car ownership and traffic movement, our transport infrastructure is under pressure with congestion on roads at peak times. Better infrastructure is central to our continuing prosperity and we strive to work with our partners to deliver significant improvements to our roads and railways alongside encouraging a greater share of journeys by foot or cycling by enhancing routes for pedestrians and cyclists.

## Our vision for 2015-2020

### For Guildford to be a town and rural borough...

...that is the most desirable place to live, work and visit in South East England. A centre for education, healthcare, innovative cutting edge businesses, high quality retail and wellbeing. A county town set in a vibrant rural environment which balances the needs of urban and rural communities alike. Known for our outstanding urban planning and design, and with infrastructure that will properly cope with our needs.



## Fundamental themes that support our vision

Our Borough	Our Economy	Our Infrastructure	Our Environment	Our Society
<p><b>Strategic Priorities</b></p> <ul style="list-style-type: none"> <li>» Attractive, competitive, multi-faceted and vibrant town</li> <li>» Range of housing to meet need</li> <li>» Sustainable rural economy</li> <li>» Enhanced shopping and leisure offer</li> <li>» Adoption of Local Plan and publication of Town Centre Masterplan promoting high quality urban design</li> <li>» Protect green spaces and limit encroachment into countryside</li> <li>» Sensitive integration of development in existing communities</li> <li>» Improved accessibility and pedestrian environment</li> </ul>	<p><b>Strategic Priorities</b></p> <ul style="list-style-type: none"> <li>» Economic leadership to deliver sustainable and proportionate growth</li> <li>» Maintaining and growing our business base</li> <li>» Promoting innovation and growth in high value clusters</li> <li>» High quality commercial land and buildings</li> <li>» Improving skills and employment opportunities</li> <li>» Building strong links and leveraging synergies between public, private and third sectors</li> <li>» Improving local community facilities</li> <li>» Unlocking economic advantages of urban regeneration</li> </ul>	<p><b>Strategic Priorities</b></p> <ul style="list-style-type: none"> <li>» Sustainable transport – urban and rural</li> <li>» Improvements to A3 and borough-wide road network</li> <li>» Improved flood protection and green infrastructure</li> <li>» High quality cycling and walking network</li> <li>» Resilient power, water and drainage services</li> <li>» High quality facilities and provision of land for schools and health centres</li> <li>» Extension of superfast broadband</li> <li>» Improved rail connectivity with new halts</li> <li>» Improved parking to meet the needs of the town and villages</li> </ul>	<p><b>Strategic Priorities</b></p> <ul style="list-style-type: none"> <li>» Enhance biodiversity and reduce noise, light and air pollution</li> <li>» Reduce energy and water use</li> <li>» Less waste, more re-use and recycling</li> <li>» Clean and attractive borough</li> <li>» Protecting and improving our environment</li> <li>» Improved resilience through sustainability</li> <li>» Improved walking and cycling routes</li> <li>» Protecting green spaces sustainably</li> </ul>	<p><b>Strategic Priorities</b></p> <ul style="list-style-type: none"> <li>» Every person matters – improving the lives of residents, particularly in areas of less advantage through Project Aspire</li> <li>» Improving public health and wellbeing</li> <li>» Improving provision for older people</li> <li>» Integrating community care services</li> <li>» Reducing social inequality</li> <li>» Encouraging self-reliant communities, particularly in our less advantaged areas</li> <li>» Maintaining our low levels of crime</li> </ul>

## Our Borough

**The borough is a diverse mix of town and country and both elements are equally important. We will work to ensure that we continue to enjoy both a sustainable town and rural economy. The protection of green spaces is vital to ensure that the rural environment can continue to thrive and to work symbiotically with the town and urban centres.**

It is a critical time for enhancing the features that make Guildford so attractive. The first class shopping and heritage attractions in the town centre need the improved ambience being planned around pedestrianisation and high-end retail.

A high quality experience will make the town more attractive to a wider catchment and secure greater spend. Distinctive shops and leisure facilities offered by the regeneration of North Street and other schemes will achieve this. As well as extending the range of shops, this will increase choice for casual leisure or just for coffee overlooking an improved riverside.

Attracting more visitors to Guildford requires better access and a seamless experience that will be provided by new traffic and transport movements around the centre and into the countryside. We will encourage more use of park and ride, cycles and just walking to offer a more relaxed, enjoyable place. We also aim to improve public transport. We want more “travel to Guildford” and less “travel through”.

There is a local need for housing to meet the rising prosperity of the area and Guildford’s role as a “smart growth” hub. Affordable housing will also help local people and key workers. The Local Plan will allocate sites for sustainable housing and employment and promote policies to shape, but also limit growth to acceptable locations, giving brownfield sites priority. Green Belt boundaries will be amended to accommodate some of our development needs, but this will be directed to less sensitive Green Belt land where possible. Development will be expected to generate better services and improved transport connections.

New development attracts funding that can be used to address local transport, community services and environmental issues, especially those that have been endured by the community for some time. We will use the Community Infrastructure Levy to help fund infrastructure to support development and to make improvements where new development would worsen any existing deficiencies.



### Our priorities

- » Ensuring an attractive, competitive, multi-faceted and vibrant town
- » Providing for a range of housing to meet need
- » Invigorating and growing a sustainable rural economy
- » Enhancing our shopping and leisure offer
- » Adopting our Local Plan and publishing the Town Centre Masterplan promoting high quality urban design
- » Sensitively integrating development into existing communities
- » Improving accessibility and the pedestrian environment
- » Protecting green spaces and limiting encroachment into the countryside

### Outcomes – by 2020 we will have:

- » Adopted our new Local Plan
- » Facilitated or directly delivered more homes across a range of tenures, with a particular focus on more affordable homes to rent and buy
- » Started regenerating the Slyfield area and ensure an appropriate business mix
- » Progressed the regeneration of North Street and other major town centre developments
- » Developed a programme of town centre pedestrianisation and road changes and improved the bus, cycling and walking networks
- » Delivered infrastructure changes to support local communities
- » Identified and delivered plots to meet the needs of our travelling community to counter increased need and in accordance with the Local Plan
- » Developed proposals for an iconic cultural and educational visitors’ centre and a multi-use sports and entertainment facility
- » Refurbished Guildford Spectrum and improved facilities at Woodbridge Road Sports Ground
- » Produced a masterplan to invigorate Stoke Park as a vibrant community and visitor destination

## Our Economy

**Our borough’s economy continues to perform well, being perhaps the strongest and most vibrant outside London, but there are signs that we could lose our competitiveness to other locations. The importance of a healthy economy is a fundamental factor in shaping our society by improving the quality of life and prosperity of residents.**

Our priority is to encourage economic growth through knowledge, innovation and creativity. This means helping businesses to improve their productivity without damaging our quality of life or environment. Our plans will also realise the economic benefits of regeneration of sites within our town.

We will expand our business engagement programme and develop networking opportunities through a new regular forum. We will play an active role in Enterprise M3, supporting its wider objectives to ensure that our economy remains innovative, well-balanced and socially, environmentally and commercially sustainable.

We will continue to deliver our Economic Strategy, with a detailed plan for commercial sites to support identified growth needs, including retail and leisure, underpinned by improvements in infrastructure and housing. We will promote our key business clusters: digital, health, education and rural.

We will also support initiatives to help unemployed residents and those with limited skills to help them into work. We recognise that there is a skills mismatch, which we want to reduce by working with partners and employers to motivate young people to access the job opportunities offered by the exciting local business clusters. We will promote STEM (Science, Technology, Engineering and Mathematics) subjects and work with further education colleges to offer new courses to meet local skills needs.

We will deliver our Visitor Strategy with an improved web presence and marketing plan to develop our Visit Guildford brand. This will focus on better linkages between our heritage, cultural and rural assets. We will also look to support the level of visitor accommodation in the borough.

We will encourage rural enterprise through the planning process and, where feasible, contribute to projects promoted by the Surrey Countryside Rural Economic Forum and the Surrey Hills Board. We will support rural and agricultural initiatives that improve local services and facilities and contribute to the rural economy.



### Our priorities

- » Providing economic leadership to deliver sustainable and proportionate growth
- » Maintaining and growing our business base
- » Promoting innovation and growth in high value clusters
- » Providing for high quality commercial land and buildings
- » Improving skills and employment opportunities
- » Building strong links and leveraging synergies between public, private and third sectors
- » Reinforcing and improving local community facilities, particularly in the villages, to improve services and shops, with parking availability being critical
- » Unlocking the economic advantages of urban regeneration

### Outcomes – by 2020 we will have:

- » Established a business leaders group with a minimum of 30 key employers as part of the new Guildford Business Forum
- » Secured significant funding from Enterprise M3 for economic development projects in the borough
- » Developed and delivered commercial land to support identified business growth needs in accordance with the Local Plan
- » Provided business support through events, mentoring and advice to 500 small and medium sized enterprises, both urban and rural, and including a bespoke programme for companies based at our business incubator sites
- » Commissioned key sectors research and development project
- » Delivered three skills projects, including those focused on unemployed people or ‘hard to reach’ groups
- » Created a £400 million visitor economy through delivery of our Visitor Strategy
- » Implemented measures through our rural strategy to invigorate our rural economy

## Our Infrastructure

**Our consultations on the Local Plan showed that residents are concerned about the provision of essential public services, such as schools and health facilities, the supply of water and power and, particularly, the failure of our road network to function at critical times.**



Our aims are to ensure that there is appropriate infrastructure for existing communities as they expand and to move to a sustainable transport system with improved public transport and less reliance on the car. Working in partnership with Surrey County Council and Enterprise M3, we are planning upgrades to the roads, more park and ride facilities, improved cycling and walking networks and better bus services to and around Guildford. We are also looking at traffic hotspots to produce plans to alleviate congestion now and in the future.

Guildford is the transport hub for central Surrey and, as such, our public transport facilities should be easy to access for all. We will work with partners like Network Rail, bus operators and disability groups to ensure that all transport developments – including the redevelopment of the bus station and railway station and the two new railway stations planned for the east and west of the borough – are designed and built in a way that provides intelligent, joined-up accessibility for all.

A government commitment to upgrade the A3 after 2020 is now being planned. In the interim, there are proposals to introduce safer, “smart” measures, including better signage, improved travel information, speed controls and improved capacity on slip roads and local roads serving the main A3 access points to Guildford.

New park and ride services to the north-east of Guildford will help relieve the town and employment areas of peak traffic. A sustainable movement corridor is being developed with the University of Surrey and Royal Surrey County Hospital to link the town and western employment areas. We will also examine measures to manage the impact of traffic on rural communities.

Working with partners, we have secured funding for the Clay Lane link road, which will allow new housing and employment areas to be developed at Slyfield.

Improved connectivity is vital for the local economy. We will continue to support the extension of superfast broadband throughout the borough and facilitate the provision of other vital services. This is particularly important for the rural economy.

The acknowledgement and understanding of green infrastructure is crucial and its improvement will be a strategic priority.

### Our priorities

- » Ensuring sustainable transport – both urban and rural
- » Securing improvements to the A3 and borough-wide road network
- » Improving flood protection and green infrastructure
- » Ensuring all alterations and redevelopments of the borough’s transport infrastructure allow for joined-up and intelligent accessibility for people living with disabilities
- » Creating an attractive, high quality, safe cycling and walking network
- » Ensuring resilient services, including power, water and drainage services
- » Providing high quality facilities and land for new schools and health centres
- » Extending superfast broadband
- » Improving rail connectivity with new halts (small stations)
- » Improving parking provision to meet the needs of the town and villages

### Outcomes – by 2020 we will have:

- » Rolled-out early schemes as part of our sustainable transport strategy
- » Overseen improvements to the A3
- » Completed construction of the Clay Lane Link Road
- » Started delivering a sustainable movement corridor from the west of the town
- » Expanded parking and park and ride provision as part of our parking strategy
- » Delivered projects as part of a programme to improve the cycling and walking network
- » Facilitated the upgrading of Guildford Railway Station and progressed the planning and delivery of new stations at Guildford West (Park Barn) and Guildford East (Marrow)
- » Worked with utility companies to reinforce our power and water networks
- » Worked with Thames Water to plan the delivery of a new modern waste water treatment plant and provided a new community recycling facility
- » Made appropriate provision for new health and education facilities
- » Rolled out superfast broadband to cover blackspots

## Our Environment

**Recognition is growing that our environment is fundamental to our health and wellbeing. At the same time, pressures on our environment continue to increase through the growing intensity with which we lead our lives and because we are on London’s doorstep. Our role is to protect and enhance the environment and balance the needs of all residents and visitors with the desired outcome of improved overall wellbeing. Sustainability sits at the heart of this balancing process. Air and water quality, efficient use of resources, our recreational space and a dependency on other parts of the country for our energy demands are all aspects of the environment that we need to improve.**



We also have an important role in “future-proofing” the borough, in identifying threats to our environment and health and wellbeing, and reacting in ways to help us manage these threats. Adapting to the expected impacts of climate change will be important during the period of this corporate plan and we will enhance both our planning and operational decision-making processes to improve the resilience of the borough.

The delivery of more sustainable transport solutions, including public transport, is critical to improving the quality of life and wellbeing of the majority of people in Guildford. The car currently dominates the transport infrastructure within the town centre and throughout the rural road network at the expense of users of all other forms of transport. We will work with our partners to increase the accessibility and uptake of more sustainable forms of transport to bring about an improved environment.

On resource efficiency, our aim is for the borough to generate less waste and deal with the waste that is produced in a more effective way. We will work with residents and others to develop systems and management practices that use life cycle assessment to determine the most resource efficient solutions.

We will reduce energy use and carbon emissions from our own operations, influence and encourage reductions in energy use across the borough and maximise opportunities to develop renewable energy generation, especially along the River Wey.

### Our priorities

- » Enhancing biodiversity and reducing noise, light, water and air pollution
- » Reducing energy and water use
- » Achieving less waste, more re-use and recycling
- » Being a clean and attractive borough
- » Protecting and improving our environment
- » Improving resilience through sustainability
- » Improving walking and cycling routes
- » Protecting our green spaces sustainably

### Outcomes – by 2020 we will have:

- » Reduced the Council’s direct energy and water use by 20% over 2014-15 levels
- » Established a community energy scheme that generates clean energy and supports the local economy
- » Increased the use and generation of renewable energy, including through appropriate rooftop solar panels and by using the River Wey
- » Provided a refreshed recycling service that remains fit-for-purpose
- » Shaped a town centre that is less dominated by cars and allows easier access to people using lower impact modes of transport
- » Protected and enhanced sensitive green and open spaces to maintain a high quality, diverse environment
- » Designated new SANGS (Suitable Alternative Natural Green Space)
- » Improved water quality of the River Wey
- » Supported communities to operate on an increasingly sustainable basis

## Our Society

**We believe that every person matters – this fundamentally underpins all we do. We are committed, with our partners, to improving the lives of our residents.**

Working with our diverse range of communities, we will seek to strengthen the fabric that makes Guildford a place where everyone is truly valued. In particular, we will concentrate on the needs of the elderly and less advantaged. We will continue to promote partnership solutions involving statutory and voluntary agencies and, most importantly, the people who live here. We will support communities to develop local solutions to local issues; for example through the development of new social enterprises – businesses run by the community and eventually owned by the community. Working in partnership with parishes, residents' associations and key pressure groups will also be vital for harmony, understanding and compromise on local issues.

We are determined to play our part in improving the health and wellbeing of our residents. Working with our partners, we will focus on issues such as alcohol, smoking and physical activity. Reducing social inequality will also be a key priority and involve tackling issues such as homelessness and housing need and supporting residents through welfare reforms to promote financial and social inclusion.

We will particularly promote the improvement of welfare for hard-to-reach, vulnerable people and families and provide opportunities for them to manage independently.

We will work to ensure that as much of the borough as possible is accessible for people living with disabilities and will work with partners and stakeholders to improve accessibility to retail, leisure, industrial and social facilities, including open places and the built environment around Guildford's town and village centres.

We will also ensure that a proportion of housing proposed in the Local Plan will include both "smart" and accessible homes, according to existing and anticipated need. This includes homes that can be easily adapted for people with disabilities and also purpose-built homes for people with learning difficulties, both of which will promote independent living.

We will provide leadership, encouragement and support to all communities to build on their talents and energy that we see every day. We will seek to empower all our residents to take an active role in the decisions that affect their lives and build true communities where neighbours can rely on one another.



### Our priorities

- » Every person matters – improving the lives of our residents, particularly in areas of less advantage through Project Aspire
- » Improving public health and wellbeing
- » Improving provision for older people across the Borough and particularly in the town centre
- » Integrating community care services
- » Reducing social inequality
- » Encouraging self-reliant communities, particularly in our less advantaged areas
- » Maintaining our low levels of crime

### Outcomes – by 2020 we will have:

- » Supported vulnerable families through the Surrey Family Support Programme
- » Delivered public health interventions with partners focusing on our priorities
- » Mapped facilities, services and activities for older people, particularly in the town centre, and facilitated the provision of additional services where appropriate
- » Worked with partners to deliver improvements to the way health and social care services are provided
- » Raised £400,000 for Guildford Philanthropy and supported new social enterprise start-ups
- » Improved our safeguarding procedures and protocols to protect vulnerable children and adults
- » Enabled residents to meet the challenges of welfare reform
- » Raised awareness of mental health issues within society
- » Continued to address episodes of anti-social behaviour effectively

## Your Council

**This corporate plan sets out an ambitious programme for the next five years. This comes at a challenging time for us as the government's financial support for councils will continue to decrease and we will increasingly have to fund operations from locally raised income. Our budget therefore remains a big challenge. We have already achieved savings of £2.2million and secured additional income of £4.4 million since April 2013. We must make further savings and will try to deliver these without reducing the standard of services on which our community depends.**

Our mission states that we will be "A forward looking efficiently run council, working in partnership with others and providing first class services that give our society value for money, now and for the future."

With this in mind and at the forefront of what we do, we firmly believe that we can deliver our priorities and maintain our excellent standards of service by continually developing the way we work as an organisation.

Our programme of service reviews will continue to reduce costs and improve our resilience by finding more efficiency savings. We will make sure that we deliver services that provide value for money and focus on all our residents' needs. We will explore alternative models of service delivery and opportunities for joint working with other councils and organisations that will allow us to provide high quality services in the most cost-effective way. We will also increase our income by developing our commercial operations and maximising returns from our property investments.

We will continue to be responsive to our customers' needs. We will become an easily accessed council, with all our services being available online. While this will offer maximum flexibility and convenience for our customers, we will continue to be mindful of those who want to interact with us in other ways. We will continue to review the way we work to further improve our governance standards and councillor and public engagement.

The Council is committed to delivering improvements for Guildford and its residents. By working with the community and developing our councillors and staff to fulfil their potential, we are confident that we can make the changes that the borough needs and its businesses, employees, residents and visitors deserve.

### Our priorities

- » Ensuring long-term financial stability and sound financial governance
- » Improving value for money and efficiency in service delivery
- » Increasing income from commercial services
- » Maximising the value derived from our property portfolio
- » Improving access to our services and enhance the experience of customers
- » Improving communication and public engagement
- » Developing our people to prepare for the future

### Outcomes – by 2020 we will have:

- » Developed enhanced long-term financial planning processes and maintained excellent income collection rates
- » Delivered efficiency savings and service improvements through our programme of reviews
- » Implemented new models of service delivery and effective joint working arrangements where appropriate
- » Increased income from commercial services and investment assets
- » Become a digital council with all services being available online
- » Improved our website, communications and social media operations
- » Embedded our talent and succession planning processes to ensure that our workforce is able to meet future challenges

# Our recent achievements

Our Borough	Our Economy	Our Infrastructure	Our Environment	Our Society	Your Council
<ul style="list-style-type: none"> <li>» Published proposed submission Local Plan</li> <li>» Guildford Town Centre Master Plan</li> <li>» North Street regeneration plans</li> <li>» New Housing Strategy</li> <li>» 379 new homes in 2015/16</li> <li>» Enabled 333 new affordable homes since 2011</li> <li>» 65 new council homes built in 2014/15 and 2015/16</li> <li>» New housing company to provide homes across a range of tenures</li> <li>» Delivered 5 new affordable pitches for our travelling community, with planning permission for six more</li> <li>» New High Street setts</li> <li>» New aerial adventure course and refurbished paddling pool in Stoke Park</li> <li>» Refurbished tennis courts and multi-use games area at Kingston Meadows</li> </ul>	<ul style="list-style-type: none"> <li>» New Economic Strategy</li> <li>» New Visitor Strategy</li> <li>» Business events and stronger links with key employers</li> <li>» New structure for Guildford Business Forum</li> <li>» Key town centre events, such as Tour Of Britain and Armed Forces Day 2015.</li> <li>» Purple Flag accreditation for night-time economy</li> <li>» South East Tourist Destination of the Year</li> <li>» Expansion of superfast broadband</li> <li>» Consultation on Community Infrastructure Levy</li> <li>» Success of Business Improvement District (Experience Guildford)</li> </ul>	<ul style="list-style-type: none"> <li>» Funding from EM3 for transport improvements</li> <li>» Government funding for A3 junction improvements</li> <li>» Over £7m secured for Clay Lane Link Road</li> <li>» New Onslow park and ride</li> <li>» Guildford Town and Approaches Movement Study</li> <li>» New Parking Strategy and car park improvements</li> <li>» Economic impact assessment of Guildford and Woking strategic highway infrastructure</li> <li>» Work with University and Hospital to improve parking and sustainable transport</li> <li>» Funding to replace Walnut Bridge footbridge linking station and town centre</li> </ul>	<ul style="list-style-type: none"> <li>» Provided solar panels on our newly built social housing</li> <li>» Reduced carbon emissions from our own operations by 19%</li> <li>» Identified the best places for renewable energy generation</li> <li>» Introduced Recycling More and achieved a recycling rate of 58%</li> <li>» New garden waste scheme</li> <li>» New surface water management plan</li> <li>» Green Flags for 7 of our parks and open spaces</li> <li>» Developed the Guildford Repair Café</li> <li>» Provided energy efficiency and sustainability advice at community events</li> </ul>	<ul style="list-style-type: none"> <li>» Adopted a homelessness strategy</li> <li>» Improved lives through our Family Support Programme</li> <li>» Public Health and Wellbeing Strategy</li> <li>» New Sports and Play Strategies</li> <li>» Launched Project Aspire</li> <li>» Raised over £100,000 for Guildford Philanthropy</li> <li>» New social enterprise projects in Stoke and Westborough</li> <li>» Major repairs and improvements to Council homes</li> <li>» Worked with partners to help mitigate the impact of welfare reform</li> <li>» Implemented a new Local Council Tax Support Scheme</li> <li>» Guildford Young Ambassadors</li> <li>» 10 new council apprentices</li> <li>» Support for bid for University Technical College in Guildford</li> <li>» New Beverley Hall Community Centre in Guildford</li> <li>» New premises for Guildford City Boxing Club</li> </ul>	<ul style="list-style-type: none"> <li>» Kept our element of Council Tax below inflation</li> <li>» Delivered savings of £2.2m and additional income of £4.4 since April 2013</li> <li>» Fundamental service reviews</li> <li>» Maintained AA1 credit rating</li> <li>» Increased income from our investment property portfolio</li> <li>» Extra £2.7m investment in priority areas in last 3 years</li> <li>» Improved consultation arrangements</li> <li>» Developed our customer service centre</li> <li>» Introduced a new customer complaints system</li> <li>» Launched a new community grants scheme</li> <li>» Improvements to Millmead House for our customers</li> <li>» Improved website and webcasting our meetings</li> <li>» Retained our Customer Service Excellence accreditation</li> </ul>

# Our performance

**We are continuously developing and improving our performance and project management systems to ensure that we stay on track to deliver the outcomes shown in our corporate and service plans.**

Pages 14–26 accompanying this plan provides a summary of the actions and projects of particular impact and size that will play a key role in delivering our five fundamental themes up to May 2020. More detail on these and other projects are outlined in the Council's service plans.

In addition to target delivery dates, each service plan has a set of performance indicators used to measure our progress and success. We will regularly review, monitor and update these and other targets set against each theme throughout the life of this plan.

We will continue to improve our people, performance and management practices using the Investors in People framework as our guide. We will continually stretch and improve our performance to enable us to focus on achieving our long-term vision and this is open for public scrutiny.



## Internal values for our people

**We have a set of organisational values that determine how we treat our customers and carry out our work. These values influence our day-to-day activities and help shape our culture.**

- Customer care**

We put customers at the heart of what we do by engaging in clear, honest, and meaningful two-way communications and delivering professional services shaped around their needs.
- Quality focus**

With customer insight, we provide high-quality services and find ways to improve. We seek to get things right first time, drive out waste and exceed expectations whenever possible.
- Organisational learning**

We strive to create a work environment where everyone is valued, trusted and supported and which facilitates growth and learning.
- Challenge ourselves**

We strive to improve what we do by seeking out new ways of working, encouraging innovation and enabling change.
- One Council**

We work together collaboratively, recognising that we are one organisation, working to achieve a common mission.

We continue to question our customers on the value we bring, so that we can continually improve our services.

## Listening to our community

Listening to and engaging with our community is of great importance.

We will continue to improve our level of engagement, communication and consultation, providing the best opportunities for local people to give their views about the future direction of the borough and the services we provide.

Our Community Engagement Strategy demonstrates our ongoing commitment to providing the highest possible standards of engagement.

## Values for our residents

- » We will strive to be the best council
- » We will deliver quality and value for money services
- » We will help the vulnerable members of our community
- » We will be open and accountable
- » We will deliver improvements and enable change across the borough

## Give us your feedback

We hope that our Corporate Plan outlines our commitment to working with residents, businesses and partners to continue to bring about improvement to the borough.

**We welcome all feedback.**  
**E-mail: [customerservices@guildford.gov.uk](mailto:customerservices@guildford.gov.uk)**  
**Online at [www.guildford.gov.uk](http://www.guildford.gov.uk)**  
**Telephone: 01483 505050**



## Action Plan

Our Borough				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Adopting the Local Plan	Adopt a new Local Plan: Strategy and Sites	Existing revenue budget	2017	Planning Policy Manager
	Develop a framework for Community Infrastructure Levy to secure funding contributions to new and improved infrastructure to support development	Existing revenue budget	2017	Planning Policy Manager
	Adopt new Development Management Development Plan document	Existing revenue budget	2019	Planning Policy Manager
Providing for a range of new housing to meet need	Start delivery of housing as part of the Slyfield Area Regeneration Plan	Capital growth Enterprise M3	2019	Major Projects Manager
	Complete the Clay Lane Link Road to facilitate the regeneration of the wider Slyfield area	Existing capital budget	2020	Major Projects Manager
	Commence the redevelopment of the Guildford Park Car Park site	Existing capital budget	2017	Director of Community Services
	Apply policies in the Local Plan to ensure adequate provision of a range of housing to meet the needs of the expanding local population	Existing revenue budget	2017	Planning Development Manager
	Work with housing providers to deliver an appropriate range of new affordable homes in accordance with our Housing Strategy	Existing revenue budget	2020	Housing Development Manager
	Directly build or acquire new Council homes in accordance with our Housing Revenue Account Business Plan	HRA reserves	2020	Director of Community Services
	Create a delivery vehicle to enable us to provide homes across a range of tenures other than social rent	Existing revenue budget	Complete	Director of Community Services

Our Borough continued...				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Ensuring an attractive, competitive, multi-faceted and vibrant town	Consult on the new Town Centre Masterplan	Existing revenue budget	Complete	Major Projects Manager
	Facilitate the delivery of a major new mixed development on North Street	Existing revenue budget Existing capital budget	2019	Major Projects Manager
Enhancing our shopping and leisure offer	Work with developers and landowners, to deliver high quality, attractive renewal of the town centre	Existing revenue budget Possible capital and revenue growth	2020	Major Projects Manager
Improving accessibility and pedestrian environment	Enhance building design by producing a guide demonstrating the best of contemporary and vernacular design standards for Guildford	Existing revenue budget	2016	Planning Policy Manager
Unlocking the economic advantages of urban regeneration (Our Economy)	Work with Surrey County Council to provide new setts in Guildford High Street	Existing capital budget	Complete	Transportation Projects Manager
	Develop proposals for improvements to surfacing and the public realm in core shopping areas, with initial expansion of the riverside scheme	Existing revenue budget Capital growth	2017	Major Projects Manager
	Coordinate progressive improvements in access for buses and by cycling and walking to reduce the dominance of the car	Existing revenue budget	2020	Major Projects Manager
	Replace Walnut Bridge footbridge to link the station to the town centre	Existing capital budget	2018	Major Projects Manager
	Explore and, subject to feasibility, introduce an electric bike scheme	Revenue growth Sponsorship	2017	Major Projects Manager
	Produce proposals for the development of a new cultural and educational centre in the town centre taking into account the future of Guildford Museum	Existing revenue budget	2016	Director of Environment
	In consultation with existing users and other stakeholders, produce a masterplan for Stoke Park to make it a vibrant community park and visitor destination	Existing revenue budget	2020	Parks and Landscape Manager

Our Borough continued...				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
	Undertake a feasibility study for a new multi-use sports and entertainment facility	Existing revenue budget Possible capital and revenue growth	2017	Director of Development Director of Environment
	Work with partners to develop the facilities at Woodbridge Road Sportsground	Existing capital budget	2018	Parks and Landscape Manager
	Complete the refurbishment of Guildford Spectrum, including the roof, pool air handling systems and other improvements	Existing capital budget	March 2019	Leisure Services Manager
	In conjunction with Experience Guildford, review and ensure delivery of improvements and benefits under the Purple Flag accreditation scheme	Existing revenue budget	Complete	Local Economy Manager
	Invigorating and growing a sustainable rural economy	Develop a strategy to support the delivery of rural initiatives and address issues of rural deprivation, including skills and enterprise, crime reduction and environmental, cultural and leisure projects	Existing revenue budget Possible revenue growth	Complete
Sensitively integrating development into existing communities	Work with communities and developers to ensure that new residential development is successfully integrated into small communities and that infrastructure requirements are met through the Community Infrastructure Levy	Existing revenue budget	2020	Planning Development Manager
Reinforcing and improving local community facilities, particularly in the villages, to improve services and retail, with parking availability being critical (Our Economy)	Deliver well planned urban extensions and major sites accommodating a range of mixed development, together with required infrastructure	Existing revenue budget	2020	Planning Development Manager
	Obtain consent and approval for management of Tyting Farm as a SANG (Suitable Alternative Natural Greenspace) for town centre housing sites	Existing revenue budget	2016	Planning Policy Manager
	Identify sufficient suitable sites in the emerging Local Plan to meet the identified need for Traveller and Travelling Showpeople accommodation, in accordance with the most up to date Traveller Accommodation Assessment.	Capital growth	2020	Planning Policy Manager

Our Economy				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Proving economic leadership to deliver sustainable and proportionate growth	Develop the new Guildford Economy and Skills Board structure to become more strategic and focussed on decision-making	Existing revenue budget	April 2017	Local Economy Manager
Building strong links and leveraging synergies between public, private and third sectors	Co-ordinate the LEP relationship and maximise funding opportunities to support Guildford as a smart growth hub	Existing revenue budget	May 2020	Local Economy Manager
Maintaining and growing our business base	Create a new start-up business incubator	Capital growth	January 2017	Local Economy Manager
	Deliver the key employers' engagement programme with 30 companies joining a new business leaders' group as part of Guildford Business Forum	Existing revenue budget	May 2017	Local Economy Manager
	Provide business support through events, mentoring and advice to 500 small and medium-sized enterprises, both urban and rural, and including a bespoke programme for companies based in our incubator sites	Existing revenue budget	May 2020	Local Economy Manager
	Review freedoms and flexibilities under the Business Rates Retention Scheme to support and grow small and medium sized enterprises	Existing revenue budget Possible revenue growth	February 2017	Director of Resources
	Continue regular economic reviews and business surveys to monitor business trends, start-ups and survival rates	Existing revenue budget	May 2020	Local Economy Manager
	Create a £400million visitor economy through delivery of the Visitor Strategy, including a new Visit Guildford website, new e-ticketing system and destination marketing strategy and improved festivals and hotel packages	Existing revenue budget Surrey County Council	May 2020	Local Economy Manager
	Maximise technology solutions for Guildford town centre to support the visitor and retail economy	Corporate sponsorship Revenue growth	April 2017	Local Economy Manager
	Promoting innovation and growth in high value clusters	Support the new annual science festival proposed for 2016/17 and 2017/18.	Existing revenue budget	May 2020
Deliver a research project on developing one growth sector not currently supported elsewhere by economic policy		Third party grants Existing revenue budget	March 2017	Local Economy Manager
Providing for high quality commercial land and buildings	Deliver commercial land and buildings in line with the Local Plan	Existing revenue budget	May 2020	Local Economy Manager
Improving skills and employment opportunities	Support the delivery of the new University Technical College in Guildford	Existing revenue budget	September 2018	Local Economy Manager
	Support skills and training opportunities for young people and two other skills-based initiatives in line with the Enterprise M3 Skills Strategy	Existing revenue budget	Complete	Local Economy Manager

Our Infrastructure				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Ensuring sustainable transport – both urban and rural	Maintain the Guildford Borough Transport Strategy, covering all forms of surface transport in the borough and beyond, as an up-to-date and forward looking document	Existing revenue budget	2020	Planning Policy Manager
Improving rail connectivity with new halts	Work with partners, including Network Rail, Highways England, Surrey County Council, Enterprise M3 and developers, to realise programmed schemes in the Guildford Borough Transport Strategy through the planning system	Existing revenue budget	2020	Planning Policy Manager
Improving parking to meet the needs of the town and villages	Develop a parking strategy to support the Guildford Borough Transport Strategy, Town Centre Masterplan and rural parking requirements, including the redesign of town centre car parks and park and ride to provide for higher visitor numbers	Existing revenue budget	2016	Parking Manager
	Work with the University of Surrey, Royal Surrey County Hospital and Surrey County Council to deliver improved car parking and sustainable transport at the University, Hospital and Research Park	Existing revenue budget	2018	Director of Development
	Work with Surrey County Council to develop the commercial bus network to provide improved services with revenue funding identified	Existing revenue budget	2020	Major Projects Manager
	Promote and pursue the funding and delivery of a sustainable movement corridor linking the main economic areas and development sites to the town centre	Existing revenue budget Capital growth	2018	Major Projects Manager
	Work with Network Rail to ensure the upgrading of Guildford Railway Station	Existing revenue budget	2020-2025	Major Projects Manager
	Work with Network Rail to progress the planning and delivery of new stations at Guildford West (Park Barn) and Guildford East (Morrow)	Existing revenue budget	2020	Major Projects Manager
	Work with Surrey County Council to identify suitable locations and install additional electric vehicle charging points	Third party grants Surrey County Council	2017	Parking Manager
	Securing improvements to A3 and borough-wide road network	Work with Surrey County Council and Highways England to identify priorities and seek funding for improvements to the local and strategic road networks, including investigating the feasibility of an A3 tunnel	Existing revenue budget	2017
Creating an attractive, high quality, safe cycling and walking network	Work with Surrey County Council to identify priorities and seek funding for developing an attractive, high quality and safe cycle and footpath route network	Existing revenue budget	2018	Major Projects Manager
Improving walking and cycling routes (Our Environment)				

Our Infrastructure continued...				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Ensuring resilient services, including power, water and drainage	In conjunction with Surrey County Council and developers, plan for expanded capacity for waste collection, disposal and treatment	Existing revenue budget	2020	Planning Policy Manager
	Work with utility companies to investigate and address local shortages of electricity and gas supplies to ensure that Guildford is resilient to disruption	Existing revenue budget	2020	Planning Policy Manager
	Work with Thames Water to plan the delivery of a new modern waste water treatment plant and improved distribution network	Existing revenue budget Capital growth Community Infrastructure Levy Enterprise M3	2020	Major Projects Manager
Providing high quality facilities and land for new schools and health centres	Work with Surrey County Council and other providers to plan additional schools and educational facilities to match future population and spatial demands	Existing revenue budget	2017	Planning Policy Manager
	Provide property options and co-location opportunities to support the needs of the police, ambulance and fire and rescue services	Existing revenue budget	2020	Director of Development
	Work with providers and developers to ensure the timely provision of appropriate health facilities, including GP and dental surgeries, and acute, community and residential care	Existing revenue budget	2020	Planning Policy Manager
	Work with providers and developers to ensure the timely provision of appropriate community facilities, such as libraries, burial grounds and sports facilities to meet population changes and local demand	Existing revenue budget	2020	Planning Policy Manager
	Refurbish or rebuild Guildford Crematorium to ensure that the service is fit-for-purpose for the next 50 years	Existing capital budget	December 2019	Parks and Landscape Manager
Extending superfast broadband	Work with Surrey County Council and commercial providers to support the expansion of superfast broadband, particularly in rural areas, to deliver fast and efficient telecommunications comparable with best in the UK	Existing revenue budget	April 2019	Local Economy Manager

Our Environment				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Reducing energy and water use	Reduce year-on-year energy, fuel and water use from existing Council operations	Existing revenue budget Salix Energy invest to save	May 2020	Energy Management and Sustainability Officer
	Influence and encourage reductions in energy and water use by residents and businesses	Existing revenue budget	May 2020	Energy Management and Sustainability Officer
	Generate significant revenue through a renewable energy package, including rooftop solar power, clean energy from the River Wey and community energy	Capital growth	May 2020	Energy Management and Sustainability Officer
	Deliver on the Council's revised Carbon Management Plan	Existing revenue budget	May 2020	Energy Management and Sustainability Officer
Achieving less waste, more re-use and recycling	Carry out doorstep surveys in 2017 and 2019 to identify residents' views on current and future recycling services	Existing revenue budget	December 2019	Fleet and Waste Services Manager
	Review core recycling services to ensure that they remain fit-for-purpose	Existing revenue budget	December 2018	Fleet and Waste Services Manager
	Develop services in conjunction with the Surrey Waste Partnership and in line with the Joint Municipal Waste Management Strategy	Existing revenue budget	May 2020	Fleet and Waste Services Manager
Being a clean and attractive borough	Undertake a review to ensure effective environmental enforcement	Existing revenue budget	December 2016	Fleet and Waste Services Manager
	Review and replace out-of-town and rural litter bins	Existing capital budget Possible capital growth	December 2017	Fleet and Waste Services Manager
	Work towards developing continuous green and blue corridors through Guildford to improve residents access to nature and wildlife	Existing revenue budget	May 2020	Parks and Landscape Manager
	Develop a policy to encourage and stimulate green roof and green wall developments within the borough	Existing revenue budget	December 2019	Planning Policy Manager

Our Environment continued...				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Protecting and improving the environment	Maintain air quality by improving sustainable transport opportunities and managing local air quality in line with the Guildford Borough Transport Strategy	Existing revenue budget	May 2020	Planning Policy Manager Head of Health and Community Care Services
Protecting our green spaces sustainably	Work with partners to provide and protect a high quality, diverse environment by ensuring sufficient and appropriate green, blue and open space and a resilient ecological network is maintained	Existing revenue budget	May 2020	Countryside Manager
Enhancing biodiversity and reducing noise, light, water and air pollution.	Protect sensitive greenbelt land and Areas of Outstanding Natural Beauty and designate new SANGS (Suitable Alternative Natural Green Spaces)	Existing revenue budget	December 2017	Director of Development
	Adopt Biodiversity Opportunity Area Policies and targets and implement a biodiversity off-setting policy through the Local Plan	Existing revenue budget	May 2018	Planning Policy Manager
Protecting green spaces and limit encroachment into the countryside (Our Borough)	Work with the River Wey Catchment Partnership to develop wetland design for Burpham Court Farm for people and wildlife	External funding	December 2017	Parks and Landscape Manager
	Support the River Wey Catchment Management Partnership to improve the water quality of the river and the management of its catchment	Revenue growth External funding	May 2020	Parks and Landscape Manager
Improving green infrastructure (Our Infrastructure)	Improve environmental sustainability through our procurement decisions, including through the development of an appropriate toolkit	Existing revenue budget	May 2017	Energy Management and Sustainability Officer
	Ensure that Council decisions include an impact assessment on whole life energy costs, environmental sustainability and resilience to climate change and that appropriate planning for adaptation measures is undertaken	Existing revenue budget	May 2018	Energy Management and Sustainability Officer
	Ensure that the impact on air quality is taken into account in planning and Council policy decisions	Existing revenue budget	March 2017	Head of Health and Community Care Services Planning Development Manager
	Monitor air pollutant levels across the borough at points of significant traffic congestion in locations near residential properties/developments and develop an assessment process to identify and review monitoring locations	Existing revenue budget Possible capital growth	July 2017	Head of Health and Community Care Services
	Model air pollution contours at residential locations affected by significant traffic congestion	Existing revenue budget	July 2017	Head of Health and Community Care Services
	Develop dynamic risk management plans that improve management of flood risk and raise awareness of appropriate actions in flood situations.	Existing revenue budget	December 2017	Director of Environment
Improving flood protection (Our Infrastructure)	Plan for the expansion of water supplies in line with local growth to address water shortage.	Existing revenue budget	May 2020	Planning Policy Manager

Our Society				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Every person matters – improving the lives of our residents, particularly in areas of less advantage through Project Aspire	Work with residents to implement Project Aspire to deliver health and wellbeing improvements in our less advantaged communities	Existing revenue budget Possible revenue growth	September 2018	Community Development Manager
	Support vulnerable families through the delivery of the Surrey Family Support Programme	Existing revenue budget Surrey County Council	March 2020	Family Support Manager
Maintaining our low levels of crime	Help 'hard to reach' members of the community into employment through our Employment Initiatives Group, including by supporting bids to the Local Enterprise Partnership under its European funding strategy	Existing revenue budget Possible revenue growth	March 2018	Local Economy Manager
	Help our residents deal with anti-social behaviour by effectively implementing new anti-social behaviour legislation	Existing revenue budget	September 2016	Community Safety Officer
	Work with Surrey Police to reduce the impact on communities of the use of alcohol, drugs and psychoactive substances (formerly known as legal highs)	Existing revenue budget	September 2018	Community Safety Officer
	Review the effectiveness of the Safer Guildford Partnership	Existing revenue budget	October 2016	Community Safety Officer
Improving public health and wellbeing	Work with our partners to deliver a programme to address the strategic objectives of the public health and wellbeing strategy	Existing revenue budget	May 2020	Public Health Coordinator
	Facilitate the support by voluntary organisations of the health and wellbeing of vulnerable groups within the community	Existing revenue budget	May 2020	Head of Health and Community Care Services
	Work across services and with our communities to raise awareness about mental health issues in our society to support the Surrey Emotional Wellbeing and Adult Mental Health Joint Commissioning Strategy	Existing revenue budget	January 2017	Public Health Coordinator
	Implement the new play development strategy	Existing revenue budget Existing capital budget Possible capital growth	December 2017	Leisure Services Manager
	Implement the new sports development strategy	Existing revenue budget	May 2020	Leisure Services Manager
	Develop and implement a new arts development strategy	Existing revenue budget	September 2016	Leisure Services Manager
	Develop and implement a new leisure strategy	Existing revenue budget	May 2017	Leisure Services Manager

Our Society continued...				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Improving provision for older people across the Borough and particularly in the town centre	Map existing facilities, services and activities for older people, particularly in the town centre, by encouraging organisations to place information on a community asset database accessed through the Council's website	Existing revenue budget	September 2017	Head of Health and Community Care Services
	Assist voluntary organisations to provide additional facilities, services and activities for older people	Voluntary grants budget Possible revenue growth	March 2020	Head of Health and Community Care Services
Integrating community care services	Embed our community care services into the wider elderly integrated care partnership	Existing revenue budget	November 2016	Head of Health and Community Care Services
	Help shape and improve future health and social care services by playing an active role with partners in the Guildford and Waverley Better Care Fund Board	Existing revenue budget	May 2020	Head of Health and Community Care Services
Reducing social inequality	Seek to prevent homelessness and ensure that it is unnecessary for anyone to sleep rough by providing support to help people move off the streets	Existing revenue budget	December 2018	Head of Housing Advice
	Ensure we have procedures and protocols in place to meet the requirements of adult safeguarding and integrated care	Existing revenue budget	December 2016	Director of Community Services
	Work with partners to provide effective access for customers to Universal Credit as part of the transfer of housing benefits to the Department for Work and Pensions	Existing revenue budget	March 2020	Director of Resources
	Continue to manage the social impact of ongoing welfare reform	Existing revenue budget Possible revenue growth	March 2018	Director of Community Services
Encouraging self-reliant communities, particularly in our less advantaged areas	Raise £400,000 for Guildford Philanthropy to support new social enterprises	Existing revenue budget	March 2019	Policy and Partnerships Officer
	Continue to support the expansion and development of social enterprise in the borough	Existing revenue budget Possible revenue growth	June 2018	Policy and Partnerships Officer
	Help vulnerable people, those that are hard-to-reach and ethnic minorities to create supportive community groups and volunteer hubs to address issues of concern to them	Existing revenue budget	December 2018	Community Development Manager

Your Council				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Ensuring long term financial stability and sound financial governance	Adopt a vision setting out our ambitions for longer-term capital projects	Existing revenue budget	Complete	Head of Financial Services
	Develop an action plan to deliver a balanced budget over the medium term	Existing revenue budget	February 2017	Head of Financial Services
Improve value for money and efficiency in service delivery	Deliver an agreed ongoing programme of Fundamental Service Reviews as part of our Transformation Programme	Existing revenue budget	May 2020	Audit and Performance Manager
	Develop options for alternative methods of service delivery for relevant services, such as trusts, mutuals and joint venture companies	Existing revenue budget	May 2018	Corporate Management Team
	Develop options and, where appropriate, implement joint working arrangements and shared services with other councils and organisations, starting with the Building Control Service	Existing revenue budget	May 2018	Corporate Management Team
	Engage in negotiations for devolved powers and funding from central government and respond in the best interests of Guildford residents	Existing revenue budget	May 2018	Policy and Partnerships Officer
	Explore opportunities for the double devolution of powers and funding where this would result in more effective service delivery	Existing revenue budget	May 2018	Policy and Partnerships Officer
	Undertake a comprehensive review of ICT	Existing revenue budget	December 2016	ICT Manager
Increasing income from commercial services	Ensure the effective and efficient use of technology to support our procurement strategy	Existing revenue budget Possible capital and revenue growth	Complete	Director of Resources
	Develop business cases for new traded services to increase commercial income	Existing revenue budget	May 2020	Head of Financial Services
Maximising the value derived from our property portfolio	Acquire and invest in assets and use allocated funding to expand our investment portfolio	Existing revenue budget Possible capital and revenue growth	May 2020	Director of Development
	Review the performance and returns of our investment and operational property portfolio	Existing revenue budget	May 2020	Asset Development Manager
	Develop an action plan for flexible working by staff appropriate to the Council's needs to reduce costs and ensure that space is used effectively	Existing revenue budget	September 2016	Director of Corporate Services

Your Council continued...				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Improve access to our services	Complete the refurbishment of Millmead House to improve access and service for customers	Existing capital budget	Complete	Director of Resources
	Implement new website to improve transactional capability and increase channel shift	Existing revenue budget Possible revenue growth	December 2016	Web Programme Manager
	Become a digital by design or default Council with all relevant services being available online	Existing revenue budget Possible revenue growth	December 2020	Director of Resources
Improving communication and engagement	Develop and deliver a new Communications structure and ongoing improvements	Existing revenue budget	December 2016	Director of Corporate Services
	Establish strong relationships with parish councils and residents' associations	Existing revenue budget	May 2017	Democratic Services Manager
	Promote increased turn-out at elections, particularly among younger people and disadvantaged groups	Existing revenue budget	May 2019	Director of Corporate Resources
Developing our people to prepare for the future	Provide a comprehensive induction programme to maximise the effectiveness of new councillors	Existing revenue budget	Complete	Director of Corporate Services
	Undertake a review of councillors' allowances and implement the agreed recommendations	Existing revenue budget Possible revenue growth	Complete	Democratic Services Manager
	Implement the agreed recommendations arising from the review of our governance arrangements	Existing revenue budget Possible revenue growth	Complete	Democratic Services Manager
	Review the operation of our new governance arrangements, including in the light of the outcome of the referendum for a directly elected mayor	Existing revenue budget	January 2017	Director of Corporate Services
	Implement new talent and succession planning processes for staff	Existing revenue budget	October 2016	Director of Corporate Services
	Review all staff posts through the job evaluation process to ensure consistency and fairness	Existing revenue budget Possible revenue growth	April 2017	Director of Corporate Services

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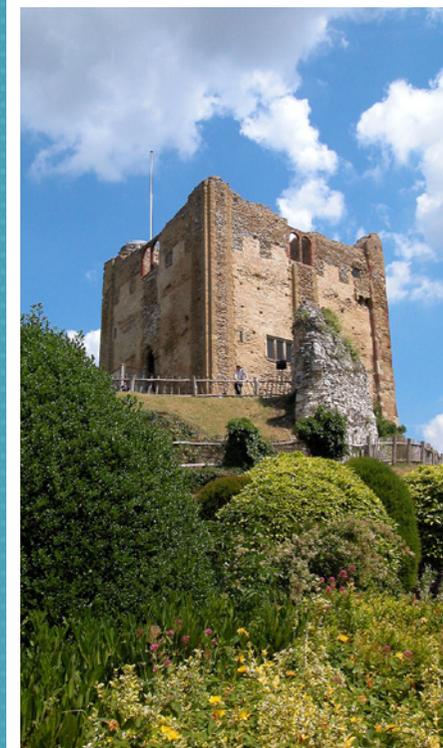
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