

Corporate Delivery Plan Progress Report

2025/26 – 2026/27



GUILDFORD
BOROUGH

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Foreword

In 2024, we set out our Corporate Strategy to create a Greener, Fairer, Thriving Guildford. Building on this, our Delivery Plans for 2025/26 and 2026/27 set out clear actions and measurable outcomes to turn that vision into reality for our residents, businesses and communities.

This report provides an update on the progress we have made during the first half of 2026/27, while also reflecting on the strong delivery achieved across 2025/26. It demonstrates how we continue to translate our priorities into tangible outcomes, maintaining transparency and accountability in delivering on our commitments.

Over the past year, we have delivered a wide range of actions that support our five key priorities. From strengthening our approach to sustainability and progressing major regeneration projects, to supporting local businesses, enhancing community wellbeing and investing in our housing stock, we are making meaningful progress across all areas of our work.

Our progress in 2026/27 shows that we are building on these strong foundations. Key milestones include the completion of major infrastructure such as the new depot, embedding carbon pricing into decision-making, advancing plans for the borough’s future growth through a new Local Plan, and continuing to invest in services that support our most vulnerable residents. Alongside this, we have strengthened partnerships with organisations across Surrey, enabling us to deliver more effectively for our communities.

As we move through the remainder of 2026/27 and towards Local Government Reorganisation (LGR), it is essential that we continue to deliver for our residents and businesses. The work we

are undertaking now will not only achieve our current priorities but also leave a strong and lasting legacy for Guildford’s future.

We remain committed to working collaboratively with our partners, communities and stakeholders to create a borough that is greener, fairer and thriving for everyone.



Cllr Julia McShane, Leader of Guildford Borough Council

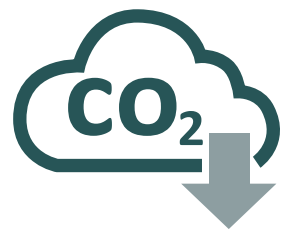
Introduction

Guildford Borough Council is committed to making our borough a thriving place to live, work and do business. Our Corporate Strategy sets out the Council's long-term vision and priorities. Each year we develop a Corporate Delivery Plan that outlines the practical actions we will take to make that long-term vision a reality.

In early 2026, we published our first [Delivery Plan Progress Report](#), providing an update on progress against the commitments set out in the 2025/26 Corporate Delivery Plan. This report completes that story. It highlights the key actions delivered through 2025/26 and provides an update on actions in the 2026/27 Delivery Plan.

Since then, we have taken action across a wide range of priorities to support a more sustainable, prosperous and inclusive borough. This report highlights what we achieved, the difference those actions are making for residents, businesses and communities, and how we will continue to deliver tangible improvements for residents and businesses right up to April 2027, while helping to lay strong foundations for the future.

Our progress in 2025/26



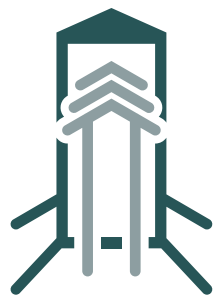
Cut Council greenhouse gas emissions by **18%** since 2019.



Supported **65 local businesses** through our partnership with IncuHive.



Delivered **83 affordable homes** through the planning system.



Renewed our leisure services contract unlocking additional investment and social value.



Completed **95%** of emergency housing repairs on time.



Unlocked **£86 million investment** through Guildford Park Road redevelopment.



Helped **21 entrepreneurs** through the Surrey Start-Up.

A more sustainable borough

Since declaring a climate emergency in 2019, we have reduced our organisational greenhouse emissions by 18%. As the effects of climate change become increasingly visible in our communities, we're determined to play our part in protecting the places we live, work and do business. Over the past year, we delivered a wide range of initiatives to cut emissions, enhance biodiversity and embed sustainability across the council.

Key Achievements:

Sustainability

To support our goal of becoming a carbon-neutral council by 2030, we worked closely with partners including Freedom Leisure to explore decarbonisation opportunities at the Spectrum and Guildford Lido. This included installing three new pool blankets to reduce heat loss and improve energy efficiency.

Alongside this, we continued to work with Surrey County Council and the Environment Agency to progress the Guildford Flood Alleviation Scheme, helping to reduce flood risk across the town. We also refreshed our Climate Change Strategy and Action Plan, setting out a clear roadmap to reduce emissions and deliver benefits for residents, businesses, communities and the natural environment.

We made significant progress on the construction of the new Weyside Depot which is designed to improve energy efficiency, reduce carbon emissions, reduce ongoing maintenance costs, all while freeing up our existing depot site to develop much needed housing. It will also support the provision of electric vehicle charging as part of the wider development.

Biodiversity

We made significant progress in transforming 45.9 hectares of land at Burpham Court Farm into a thriving nature reserve, creating new habitats, planting native species and improving opportunities for residents to connect with nature. This site will enhance biodiversity through species-rich grassland, new native planting of trees, scrub and hedgerows, the creation of wetland features and scrapes to support a wider range of species and improve ecological diversity.



A more prosperous borough

Throughout 2025/26 we took important steps to support a prosperous future for our borough. We utilised partnerships, listened to our residents and adopted key documents to ensure the borough is a thriving place to live and do business.

Key Achievements:

Development across the borough

As Guildford continues to grow and evolve, we are committed to ensuring that development enhances the borough while protecting the heritage and identity that makes it unique. During 2025/26, significant progress was made on two key planning documents that will help shape Guildford borough's future.

We began developing a new Local Plan, which will provide a long-term framework for meeting local needs sustainably. The plan will guide the delivery of homes, jobs and infrastructure across the borough and support sustainable growth. Community involvement will be central to furthering this process, with consultations taking place in autumn 2026 to gather early views and help shape the Plan.



We also worked closely with local residents and stakeholders to develop and adopt the Guildford Town Centre Tall Buildings Supplementary Planning Document (SPD). This guidance will help manage the visual and environmental impact of tall buildings on nearby streetscapes, heritage sites and public spaces.

These documents represent important milestones in planning for Guildford borough's future and resident engagement has been at the heart of their development, helping to ensure that future growth reflects the needs, aspirations and character of the communities who call Guildford borough home.

Supporting small local businesses

We continued to work upon the objectives of our Economic Development Strategy. Through our partnership with IncuHive, we supported 65 local businesses, exceeding our annual target of 50. This work helps local small businesses from across the borough expand and develop and supports Guildford to become a more prosperous borough. A further 21 entrepreneurs received support through the Surrey Start-Up programme, helping residents turn business ideas into new ventures. We value our partnerships highly and hope to continue to strengthen these in the year ahead.

A more inclusive borough

Ensuring Guildford is a welcoming, inclusive and safe borough is a top priority for us, to ensure residents and visitors to our borough have a positive experience.

Key Achievements:

Active and healthy lives

Promoting the health and wellbeing of our residents, particularly those who are most vulnerable, is central to our work as we continue to build a more inclusive borough. We expanded our Community Meals service by introducing additional delivery rounds on our busiest days, helping more residents remain independent, well-nourished and connected to their communities. Customer feedback highlights the impact, with 89% saying the service helps them remain independent.

We also renewed our leisure services contract with Freedom Leisure, who operate Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre. This enables us to deliver excellent leisure facilities for our residents and strengthens our ability to promote healthier lifestyles and reduce health inequalities across the borough. Improvements are already visible such as the introduction of all year swimming at the Lido which has been reintroduced after winter closures in previous years, creating more opportunities for people to stay active and connect with others.

Safety

We took a big step forward in keeping Guildford borough a safe and welcoming place for everyone with the approval of a new Anti-Social Behaviour Policy. This gives us a clear, consistent way to respond to issues across the borough while making sure those affected get the right support. We also continued to build strong partnerships with Surrey Police, housing providers, Adult Social Care and mental health services, working together to tackle the root causes of anti-social behaviour and prevent it from escalating.

Events

Throughout 2025/26, a programme of markets, community celebrations, civic occasions and seasonal events brought people together across the borough. Highlights included the weekly Farmers' Market, Heritage Open Days, Cleaner Air Day and Festive Family Fun Day. These events helped strengthen community connections, support local businesses and make Guildford a welcoming place to live, work and visit.



Decent and Affordable Homes

We completed a total of 10,612 repairs for our tenants’ with 95% of emergency repairs being completed on time. We are committed to making sure everyone in Guildford borough has a safe and secure home and are proud to provide homes for nearly one in ten of our borough’s residents.

Key Achievements:

Safe and Decent Homes

Everyone deserves a safe, secure and well maintained home. That’s why in 2025/26, we launched a stock condition survey across our housing portfolio to inform future investment and improvement programmes, including upgrades to kitchens and bathrooms. This will ensure our homes continue to meet the Decent Homes Standard and provide residents with quality places to live. We also strengthened our approach to resident safety by introducing a new case management system for damp and mould, helping us monitor cases more effectively, respond more quickly and ensure we meet our legal responsibilities. As a result, by the end of Q4 2025/26 we exceeded our target timescales for inspections. By taking a proactive approach to property safety and condition, we’re continuing to invest in homes where residents can feel safe, comfortable and proud to live.

Resident engagement

Committed to putting residents at the heart of everything we do, we strengthened tenant engagement through the [Tenant Engagement Group](#), [Housing Operations Board](#) and [resident scrutiny panel](#). We also hosted a series of Keeping in Touch Days across the borough, speaking directly with more than 120 residents and their families to gather feedback and better understand their priorities. This ensures that residents feel supported and that their voices can make a real difference.

Delivery

To support residents in accessing suitable housing at a price they can afford, we secured planning approval for the Guildford Park Road development, which will provide 248 new homes and unlock £86 million of investment.

Delivering new houses across our borough provides greater opportunity for local residents to remain within their communities and provides a sustainable mixed community with a wide choice of housing options.

Resilient and well managed council

Continuing to achieve a balanced budget showcases our commitment to being a resilient and well-managed council. We are dedicated to being a council that is ready for the future, while continuing to deliver the services residents rely on today. As Surrey prepares for LGR, we are working with partners, investing in our people and creating new opportunities to improve the way we serve our communities.

Key Achievements:

Investing in our people

We launched an enhanced learning and development programme to help staff build new skills and prepare for LGR. By investing in our workforce, we are helping create a skilled, motivated and supported team that can continue delivering high-quality services for residents.

Celebrating and developing future talent

Officers at Guildford and Waverley were Highly Commended in the Young Local Authority of the Year 2026 awards. The recognition celebrates the talent and strength of our emerging talent and our commitment to developing future local government leaders who will help create the future of local services.

Bringing new ideas to local challenges

We also continued working with the University of Surrey to explore new ways of tackling the challenges facing our communities. Through the new Civic Lab, council teams, researchers and students come together to share knowledge and develop practical solutions to local issues. From sustainability and housing to economic development and public services, this partnership brings together different perspectives to help create ideas that can make a positive difference for residents.



Our progress in 2026/27

Our 2026/27 Corporate Delivery Plan sets out the priority actions we will deliver during the final year of Guildford Borough Council. Alongside maintaining high-quality services, we are focused on delivering lasting benefits for residents, businesses and communities while preparing for the transition to West Surrey Council.

Of the **67 deliverables** included in the plan, **36 were due by the end of Quarter 2**. Progress remains positive, with:

- **18 deliverables complete**
- **9 on track**
- **9 in progress**

This report highlights the progress made so far and the action being taken to deliver the remaining commitments.

The actions have been given a status of:

Completed	The action has been completed.	
On track	The action has not yet been completed however the deadline has not yet been reached.	
In progress	The action is being worked on, however has missed its intended deadline.	

2026/27 progress at a Glance



Achieved **Green Flag Awards** for Castle Grounds and Stoke Park.



Achieved a **C1 Consumer Standards** for our housing- the highest rating available.



Hosted **35 community and commercial events** in our parks and town centre.



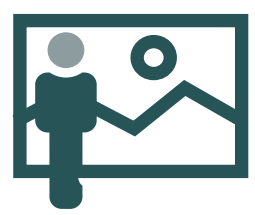
Adopted a new strategy for investing in and maintaining council homes.



Completed the construction of the new Weyside Depot.



Launched a new Social Value Strategy and Action Plan at cross-sector partnership event.



Delivered a vibrant new mural on Friary Passage, led by our Ukrainian community centre.

A more sustainable borough

Creating a more sustainable borough means protecting the environment we all value, reducing our impact on climate change and ensuring Guildford remains a greener and healthier place for future generations. Over the past year, we have continued to make progress towards our climate ambitions by reducing emissions, protecting biodiversity, and supporting residents, businesses and communities to take action.

Case study: Castle Grounds and Stoke Park awarded Green Flag Status

Castle Grounds and Stoke Park were awarded Green Flag status, the international quality mark for parks and green spaces. Judges praised improvements to biodiversity, accessibility and visitor experience. Across more than 50 countryside sites, 65 parks and gardens, and over 30 playgrounds, we continue to invest in green spaces that help residents connect with nature, stay active and enjoy their local communities.



What we've done:

Deliverable	Due date	Status	Update and impact
Outcome: We are a carbon neutral Council by 2030 and the wider borough is net zero by 2050.			
Develop a borough-wide sustainability communications approach that clearly explains the Council's goals, progress, and priorities while motivating residents, businesses, and partners to take practical action.	July 2026	Complete	The Climate Hub has been set up on Guildford Borough Council's Website. This hub is regularly updated to ensure residents have access to tools that will support us to work together to ensure Guildford is a more sustainable borough for generations to come.
Provide training so officers can confidently apply carbon pricing in business cases and day-to-day decision making, ensuring environmental impact is considered alongside cost and community benefit.	September 2026	Complete	We have delivered staff training sessions on carbon pricing to ensure colleagues understand how to use it effectively. To support its consistent use, we have also made guidance videos and templates available on the staff intranet.
Ensure all projects that fall within scope consistently include carbon pricing in their business cases, so environmental impact is assessed alongside cost and community benefit.	From May 2026	Complete	Climate implications are checked on all reports and any requiring Internal Carbon Pricing (ICP) will be advised by the Sustainability Team.

Outcome: We are a carbon neutral Council by 2030

Fleet decarbonisation options Executive to review options following which the transition will take place subject to funding being secure in 2 phases with all but the refuse collection vehicles being transitioned to electric by 2030.	July 2026	Complete	In August 2026, the Executive adopted the Fleet Replacement Programme for 2026-2028. This marks the first stage of a phased transition towards a lower-carbon fleet. The programme strikes a balance between replacing vehicles that are reaching the end of their operational life and increasing the number of electric vehicles within the fleet; electric vehicles help to reduce emissions, improve reliability and lower maintenance costs. Internal Carbon Pricing has also helped demonstrate that the cost gap between diesel vehicles and their electric equivalents is continuing to narrow.
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Outcome: Improve biodiversity and preserve the natural environment

Herbicide alternatives research Launch research project.	Spring 2026	In progress	This project has been launched and we are now awaiting suitable weather for weed growth. The first application and testing began in July 2026.
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A more prosperous borough

A prosperous Guildford borough is one where residents can access opportunities, businesses can grow and development supports the needs of our communities. Through partnership, investment and long-term planning, we are continuing to build a borough where people want to live, work and do business.

Case study: Supporting businesses to build a greener future

We are working with Waverley Borough Council and sustainable building specialists Mesh Energy to help local businesses and built environment professionals prepare for a greener economy. Through a one-year pilot programme, participants will receive 12 months’ free access to the Meshwork platform, providing sustainability training, resources and opportunities to share knowledge and best practice. This support will help local professionals develop new skills, encourage innovation and support more sustainable development across both boroughs.

What we’ve done:

Deliverable	Due date	Status	Update and impact
Outcome: New communities and development are delivered sustainably; Development across the borough is sustainable and affordable.			
Weyside Urban Village Completion of the Burpham Court Farm nature reserve.	April 2026	In progress	Due to poor weather and delays with third-party approvals completion of this site has been delayed until late Autumn 2026. To account for this a revised timeline has been created.
Weyside Urban Village Market the first parcels of land for sale on the Weyside Urban Village development.	June 2026	In progress	Soft market testing will take place from autumn 2026, with marketing of the first parcels from summer 2027. Global economic and political matters continue to create a challenging housing market.
Weyside Urban Village Completion of internal estate road	September 2026	In progress	Construction of this road continues, with estimated completion due in October 2026, a month behind our original target.
Weyside Urban Village Sewage treatment works construction completed.	September 2026	On track	Physical construction work is scheduled to be completed in September 2026, followed by a 12 month commissioning cycle by Thames Water.
Weyside Urban Village Complete construction of the new depot	July 2026	Complete	The construction work at the new depot is now complete and undergoing quality checks. Once the new depot has been connected to the mains water supply, the transition of services to the new depot will begin.

Deliverable	Due date	Status	Update and impact
Outcome: Development across the borough is sustainable and affordable.			
Regular markets including Farmers Markets and Specialist Markets throughout the year.	Ongoing	On track	To support and encourage town centre footfall we have been hosting our monthly Guildford Farmers' Market, which features around 50 local food producers. We have also been delivering a range of specialist markets, including a Summer Craft Festival Market, Antiques and Brocante Market, Arts and Makers Market and Sparkle Fiesta Vegan markets, as well as a Youth Business Showcase for young local entrepreneurs.
Support a number of civic events including Remembrance Sunday, Judiciary Service and Flag Raising, Civic Service.	Ongoing	On track	In May 2026 we held the Civic Service, welcoming the new Mayor of Guildford Cllr Jane Tyson. Community groups, local organisations and the Mayor's chosen charities joined for the procession through Guildford High Street. In June, we marked Armed Forces Day with a flag-raising ceremony at the Guildhall, attended by civic leaders, councillors and invited guests.
Local organisations to hold a wide range of community events that help contribute to a vibrant and thriving town centre	Ongoing	On track	A record number of community events have taken place over the past 12 months, with this momentum continuing into 2026/27. From April to September, 35 community and commercial events were held in our parks and town centre. All events were promoted through the Visit Guildford and Experience Guildford websites.
Guildford Green Day.	June 2026	Complete	In support of the national Great Big Green Week, Guildford hosted a Green Day event which took place on the 14 June. It brought together dozens of local providers, traders and community organisations to help raise awareness of climate change and environmental issues.
Ten free concerts in the Castle Grounds.	Summer 2026	On track	The Castle Grounds Bandstand Concert Programme has been organised and has been running from May through to September 2026. The full programme of events can be found on the Visit Surrey website.
Heritage Open Days.	September 2026	On track	We have begun planning for the Heritage Open Days which will take place throughout September.



A more inclusive borough

An inclusive Guildford borough is one where everyone feels welcome, connected and able to take part in community life. Over the past year, we have continued to work with residents, community groups and partners to celebrate the borough’s diverse communities, improve wellbeing and create opportunities for people to come together and thrive.

Case study: Guildford celebrates creativity and community through Ukrainian mural project

Working alongside Ukrainian residents and two Ukrainian schools, we transformed Friary Passage with a vibrant new mural that celebrates the experiences, creativity and contribution of Ukrainian residents who now call Guildford borough home.

The project has revitalised an underused route between the town centre and riverside into a brighter and more welcoming space. The mural forms part of a wider public art and regeneration initiative led by Experience Guildford to create a vibrant connection between the town centre and riverside.



What we’ve done:

Deliverable	Due date	Status	Update and impact
Outcome: Everyone in Guildford has the opportunity to thrive; We celebrate our diverse communities.			
Community Governance Review for Guildford Town Full Council to consider recommendations to decide next steps.	March 2026	Complete	In March 2026 Full Council agreed the creation of a parish council for Guildford. This is subject to agreement by West Surrey Shadow Authority’s Executive’s decision in September 2026.
Adopt Social Value Strategy and Action Plan.	Summer 2026	Complete	The Joint Social Value Strategy for both Guildford Borough Council and Waverley Borough Council was approved and adopted in July 2026. The strategy will ensure that council spending delivers wider social, economic and environmental benefits for local communities. Work will now commence to deliver the action plan which will embed social value across both councils and bring the strategy to life.



Decent and Affordable homes

We are committed to ensuring everyone in Guildford has access to a safe, secure and affordable home. We are increasing the supply of council housing, improving housing services and investing in council homes to help residents live in well-maintained properties and support sustainable communities where people can feel secure and proud to call home.

Case study: Regulator of Social Housing issues us C1 grading

We've achieved a Consumer Standards C1 grading, the highest grading possible, following a recent assessment of our Housing Service by the Regulator of Social Housing (RSH). Previously being a C3, we were upgraded to a C1, which the RSH confirmed was the first C3 to C1 upgrade. This grading demonstrates the significant progress we've made in improving our housing services over the last two years and our determination to ensure residents have access to homes and services they deserve.

What we've done:

Deliverable	Due date	Status	Update and impact
Outcome: Work to meet the borough's housing need through the Local Plan; Development across the borough is sustainable and affordable.			
New Local Plan Publish a timetable and give notice of intent to start plan-making.	June 2026	Complete	The Guildford Borough Local Plan timetable has been published and notice of intention to commence plan preparation was given on 5 June 2026. A report will be taken to the Executive in August to consider ahead of the planned Scoping Consultation in September/October 2026.

Deliverable	Due date	Status	Update and impact
Outcome: Guildford borough's tenants live in high quality homes and neighbourhoods.			
Update our Housing Improvement Plan following the Regulator of Social Housing inspection.	June 2026	Complete	The Housing Improvement Plan has been updated, with additional projects including Repairs Improvement, Leasehold services, Resident feedback, insight and learning framework (including complaints).
Review our IT systems, and the data within them, to enable us to implement a new housing management system to enable us to improve and better tailor services for our tenants.	September 2026	Complete	The review of our IT system has been completed and decided that due to LGR we will not be replacing the current housing management system. Instead we will undertake a project to maximise use of the current systems and digitise key services where appropriate and where it provides value for money.

Publish and adopt the Housing Asset Management Strategy.	June 2026	Complete	The new Housing Asset Management strategy was approved by Executive and Full Council in February 2026. The strategy runs from 2026 to 2031, with actions being delivered throughout this period.
Westborough and Park Barn Better Homes Programme: Appointment of consultants to undertake work.	June 2026	In progress	Following a competitive tender process, a preferred bidder has been identified.
Westborough and Park Barn Better Homes Programme: Launch tenant and community engagement group.	June 2026	Complete	A small group of residents supported us with the review and election of a consultant to undertake this work. Going forwards, this will form the basis of a larger group, which will be established as a Resident Steering group. Development and support of this group will be a key focus for the dedicated Resident Liaison Officer once appointed.
Westborough and Park Barn Better Homes Programme: Commence work on engagement activities and feasibility studies.	September 2026	On track	This action has not yet commenced, however is on track for September 2026 subject to the successful conclusion of the procurement exercise.



Deliverable	Due date	Status	Update and impact
Outcome: Development across the borough is sustainable and affordable.			
Guildford Park Road housing scheme Subject to the approval of the planning application: Decommission and close existing car park.	June 2026	Complete	The car park was closed to the public on 1 June 2026 to enable construction work to begin in due course.
Guildford Park Road housing scheme Work to commence on site.	September 2026	In progress	This action may not be complete by its target date due to issues impacting project progress associated with Network Rail approvals necessary to commence main construction works. We are working with Network Rail to resolve issues.
Small sites housing programme Appointment of contractors.	April 2026	In progress	Due to tender prices exceeding available budget the original construction contract out for procurement for four sites was abandoned. It is therefore unlikely that these sites will proceed in the previous form. Francis Construction will work with the Council to develop the design and cost plan for two further sites in the coming months before tendering sub-contract packages and confirming the proposed construction contract sums in early 2027.
Small sites housing programme Commence construction	September 2026	In progress	This action is dependent on the successful appointment of contractors. As outlined above, procurement for four sites was discontinued and these projects will not commence on site in September as planned. For the two other sites, provided the contract sums are within the agreed budget Francis Construction will be appointed to deliver the construction works in early 2027.

Deliverable	Due date	Status	Update and impact
Outcome: Everyone in Guildford borough has a safe place to live.			
York Road Rough Sleeping Hub Obtain planning permission and complete technical design stage.	September 2026	In progress	We are expecting the planning application to be determined by the Local Planning Authority by late summer and technical design work completed by the Winter.



A resilient and well-managed council

Over the past year, we have continued our improvement journey by strengthening governance, improving financial resilience and transforming the way we deliver services. Through the dedication of our staff, councillors and partners, we are building a council that is more transparent, responsive and focused on delivering positive outcomes for residents.

Case study: Guildford recognised for its improvement journey

Guildford Borough Council was awarded Bronze in the Local Government Chronicle Awards 2026 ‘Most Improved Council’ category, recognising the progress made over the past two years. Over the past year, we completed more than 16,000 repairs, delivered 98.8% of emergency repairs within priority timescales and reduced customer call waiting times from two hours to 90 seconds. These improvements demonstrate our commitment to delivering high-quality services for residents.



What we’ve done:

Deliverable	Due date	Status	Update and impact
Outcome: The Council makes the right decisions in the right way.			
Support the development of the Surrey-wide strategic implementation plan for LGR.	May 2026	Complete	We have been closely engaged with the central LGR programme. We have assigned resource to all themes and workstreams to ensure Guildford is closely involved in all aspects of implementation.
Corporate Improvement Plan Quarterly meetings with the Independent Assurance Panel (IAP) to monitor progress and support the delivery of our Corporate Improvement Plan.	Ongoing	On track	The quarterly meetings with the IAP have been taking place and future meetings are scheduled. Corporate Leadership Board members also speak to IAP members outside of these meetings.

Deliverable	Due date	Status	Update and impact
Outcome: Guildford borough benefits from its collaboration with Waverley Borough Council and other strategic partners to provide high quality, value for money services that meet the needs of our residents and businesses.			
Collaboration with Waverley Borough Council Share service business cases reviewed and agreed by both Councils.	April 2026	Complete	Business cases for all proposed shared services were agreed by both councils in April 2026, including Legal, People & Organisational Development, Regulatory Services and Finance. Business cases for some smaller shared teams and individual roles continue to come forward.
Collaboration with Waverley Borough Council Shared services implemented.	September 2026	Complete	We have successfully implemented six shared services and many more shared roles, creating efficiencies and preparing for LGR. We have now stopped our collaboration efforts to focus on LGR transition.

Deliverable	Due date	Status	Update and impact
Outcome: The Council has achieved financial sustainability and is delivering for those who live, work and do business in Guildford borough			
Asset Disposal Strategy Review status of strategy and ensure assets identified for disposal	June 2026	In progress	We are continuing to review the most suitable assets to dispose of to enable us to best deliver for our communities.
Asset Disposal Strategy Secure Executive approval to engage agents to market identified assets	September 2026	On track	This action will be taken to Executive for approval in September 2026.

Guildford Borough Council

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