

A Greener, Fairer, Thriving Guildford

Guildford Borough Council Corporate Strategy 2024-2034



GUILDFORD
BOROUGH

A Greener, Fairer, Thriving Guildford

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Our commitment to you

We are so proud of our borough: our people and places and all they have to offer. As a council, we are working to improve the lives of everyone who calls Guildford borough home.

Our corporate strategy sets out how we plan **to make Guildford borough a thriving place to live, work and do business.**

Over the next ten years, we are focusing on five key priorities for our activities as a council:

A more sustainable borough

We are committed to becoming a more socially and environmentally responsible borough.

We have pledged to become a net-zero carbon council by 2030. We will work collaboratively with our communities to achieve this goal and sustain its benefits together. Care for our local environment and ensuring all of our decisions reflect this commitment is something that is central to everything we do as a council.

A more prosperous borough

We will ensure that Guildford borough is a place where business can thrive and that the benefits of that are felt by all of our residents. Building on Guildford's strong local economy, we will continue work with partners to attract inward investment so that our borough remains an economic hub and tourist destination.

A more inclusive borough

A welcoming borough where people of diverse identities feel valued, respected, included, supported, and represented. A place where everyone in our communities can be authentic, can contribute to the wellbeing and success of their community, can have a voice and can be heard. Our greatest power as a council is our ability to convene partners from across the public and private sector so that together we can deliver the best outcomes for the residents of Guildford borough. Our councillors and staff

will do all they can to champion the needs and aspirations of our communities when working with others.

Decent and affordable homes

Having a home is one of the most basic human needs for a happy, healthy, and successful life. We will use the powers and means available to us as a social housing provider, and as the local planning authority, to ensure that local people have access to decent homes that they can afford.

A resilient and well-managed council

We are committed to public service, we exist to serve our residents, businesses, and visitors. They rightly expect us to spend wisely, charge fairly, make good decisions, and provide the best possible services. We will ask for feedback on our services and listen and act on what we hear. We will ensure the services we provide are relevant, innovative, and accessible. We will make the best use of digital technology to engage with our residents, businesses and visitors online but will also cater for those who prefer to use the phone or talk to us in person. However challenging the financial picture is for all local authorities, we will continue building on the work we have already done. With well managed and monitored finances we will continue to spend public money wisely and carefully as we strive to provide the highest quality services for our local residents and businesses, and the best possible value for money.

Working in collaboration with Waverley Borough Council will mean that we can sustain and improve local services. We will work closely with our colleagues at Waverley to share savings, resources and best practice by learning from each other. In doing so, we will continue to develop this partnership to the benefit of our community.

In setting out these priorities, we are providing a framework for achieving our vision for the borough of Guildford. This new strategy is just the start of the conversation and the first step for bringing this vision to life. It will inform our annual delivery plans for each of our five



priorities and will guide our budget setting and decision making processes.

I am confident that as a result we will become a more environmentally aware borough where authenticity is celebrated, everyone feels valued, and everyone can reach their full potential.

Cllr Julia McShane
Leader of the Council



About our borough



145,000
People



55,000
Homes



Around £6.3bn
contributed to
the UK economy



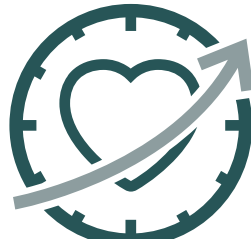
More than 80
languages spoken



Over 4,000
veterans living
across the borough



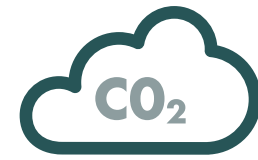
Men: 82 years
Women: 85 years
Average life
expectancy



8 year
life expectancy
gap within the
borough between
our most and least
advantaged areas



Around 2%
Unemployment
rate



**660 kilo
tonnes of CO2
equivalent
annually**
- like driving to the
moon and back
6,000 times!



Over 1,000
listed buildings,
centre for culture
and heritage

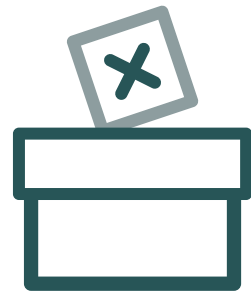
About Guildford Borough Council



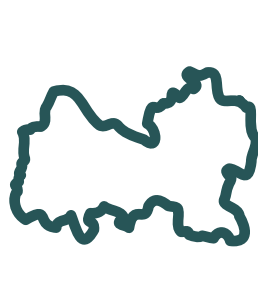
Over 5,000
Homes owned



Waste and recycling
bins collected from
households across
the borough
each year
7.2 million



48
Elected councillors



21
Electoral wards



650
Employees



38
Conservation areas



Over 300
households successfully
advised and
supported to prevent
homelessness



**over 100 sites
and 1,000 hectares**
Parks, gardens and
countryside sites
managed



around 2,000
Community Pantry
bags given out
each year

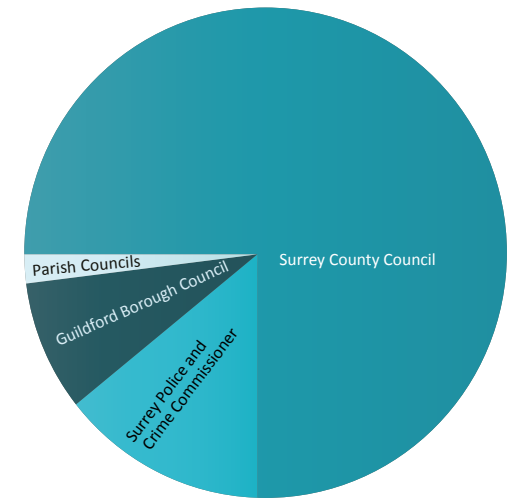


**2 Green Flag
awarded parks**
with over 3 million
visitors each year

Where your money goes

For every £1 we collect:

Guildford Borough Council	8p
Surrey County Council	76p
Surrey Police and Crime Commissioner	14p
Parish Councils	2p



Guildford Borough Council expected income 2024/2025

Total income: £139 million

We fund our services from the following sources:

Parking	14%	Planning development and building control	3%
Council Tax	14%	Housing Benefits	35%
Property rents	14%	Bereavement Services	3%
Grants	4%	Other income, fees and charges	9%
Business rates	4%		

Guildford Borough Council spending 2024/2025

For every £1 we spend

10p waste and recycling collection, street cleaning	10p corporate and democratic core services	9p parking services	5p community services	4p parks and countryside	3p planning and development	6p asset and property
5p commercial services	9p communications and customer service	1p housing services	31p housing benefit	2p regeneration & planning policy	3p environmental services	2p regulatory services

Note: figures and percentages have been rounded

Our vision

To make Guildford borough a thriving place to live, work and do business.

Guildford borough's priorities

This Corporate Strategy sets out the priorities we want to achieve as we strive to make Guildford borough a thriving place to live, work and do business. It sets out what we will focus on over the next ten years and will inform our strategies, decisions and plans.

We are dedicated to making Guildford borough a more sustainable, more prosperous and a more inclusive place, with decent and affordable homes for our residents and tenants; we will achieve all of this by ensuring we are a resilient and well-managed council.

Our focus over the next ten years will be on delivering outcomes that help us to pursue these five strategic priorities.

Our Priorities



Our approach

This strategy sets out, at the highest level, a vision for the council, its five strategic priorities and the outcomes we want to be delivered.

Once in place, the strategy will guide everything that we do next.

In line with the commitments set out within this strategy, we will consult, engage and involve you in the detailed planning that will follow the adoption of this strategy. Next spring we will publish a corporate delivery plan which will result from these conversations and engagement with you.

Our budget-setting decisions will be informed by this strategy, and by our commitment to ensure that everything we do represents the best possible value for money for you.

We will publish information about our delivery against this plan in the spring of each year, and alongside our budget.

We will set out more information about this strategy, as well as opportunities for getting involved, on our website:

www.guildford.gov.uk/corporatestrategy.

If you are interested in finding out more about the council and its public decision-making and how you can get involved by contacting your ward councillor, attending council meetings, submitting questions to be answered in public meetings and submitting petitions for consideration by the council, please visit our website: www.guildford.gov.uk/council – we would love you to get involved and have your say.



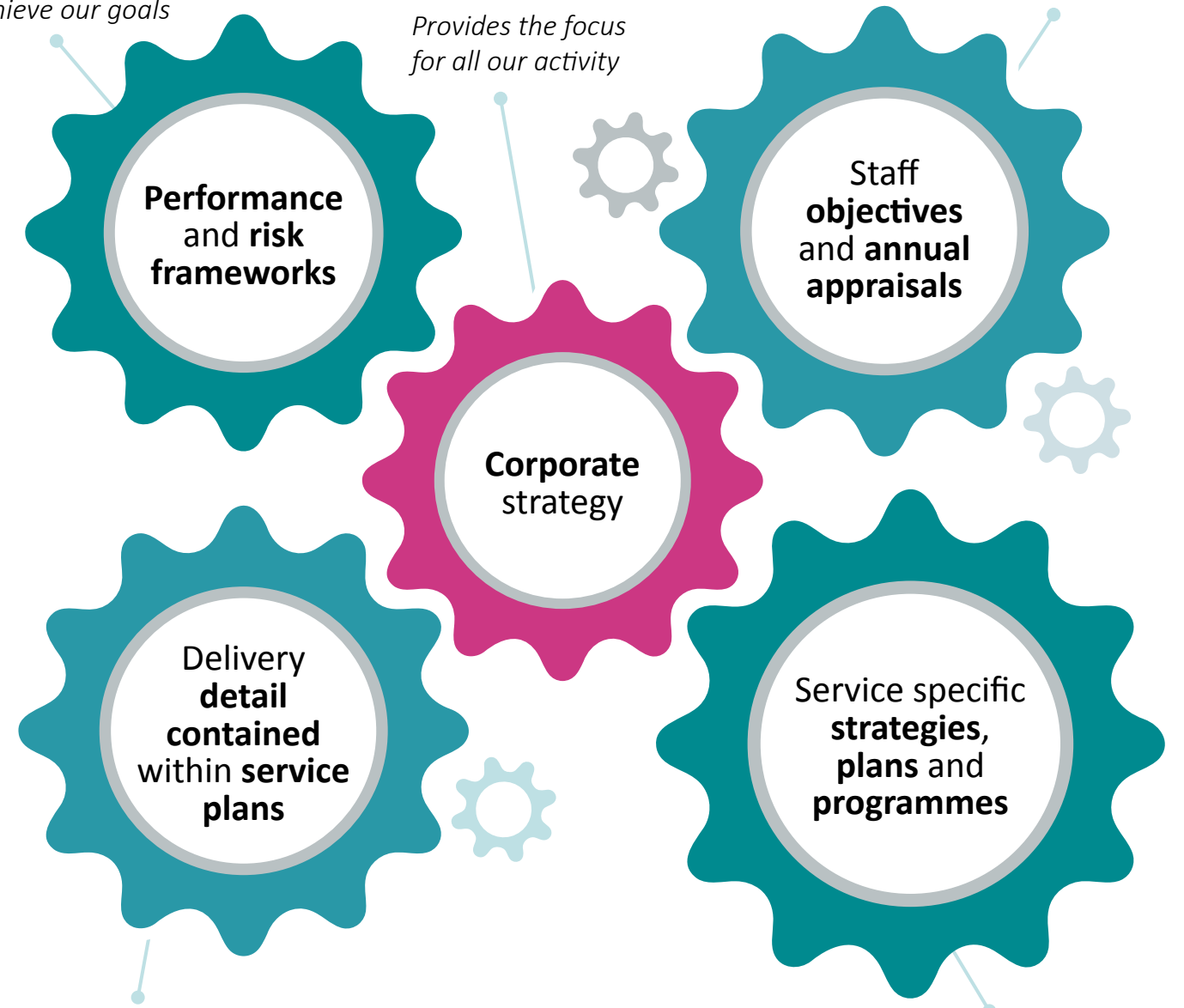


How we will deliver this strategy

Allows us to track the delivery of our priorities and ensure we achieve our goals

Provides the focus for all our activity

Sets out how our staff will play their part



Describes what our services will do on a day-to-day basis to achieve our priorities

Translates those focusses into specific areas of our work (i.e. economic development, housing)



Priority 1: A more sustainable borough



Outcome: We are a carbon neutral council by 2030 and the wider borough is net zero by 2050

Through our Climate Change Action Plan, we will reduce the impact of council services on the environment. We are committed to doing all we can to tackle the climate emergency, reducing our emissions and impact so that we are net zero by 2030. We will focus first and foremost on those actions and activities which lead to the biggest reduction in carbon for every pound we invest in this area. We will access external grant funding to support our carbon reduction ambitions.

As a community leader, we will work with partner organisations and community groups to influence, enable, educate, encourage, and empower everyone in our borough to reduce their carbon footprint. As we have seen with the borough's recycling rates, which are some of the best in the country, we will have to work together to achieve this ambition. We will lobby the government to provide us, and other local public bodies, with the funding and powers to enable us to meet our ambitious goals.

Some of the ways we will achieve this outcome include:

- Delivering our Climate Change Action Plan.
- Improving the energy efficiency of our buildings and operational estate by retrofitting our buildings and using renewable energy.
- Applying for external grant funding to support our ambitions, including council housing decarbonisation.
- Consider climate change in all decisions we make. Through setting a carbon budget, we can make sure we are accounting for our carbon emissions, reducing them year-on-year, and offsetting additional emissions before we reach carbon neutrality.
- Continue to work with partners to develop and support initiatives that reduce waste generation and promote recycling across Guildford borough.

Outcome: Cleaner air that supports the health and wellbeing of residents and visitors

We will work with all those interested, including local businesses and other public sector bodies, to urgently improve air quality in the borough. We will lead by example and make the switch to an alternatively fuelled vehicle fleet as soon as is viable and within the next ten years.

Some of the ways we will achieve this outcome include:

- Continue to operate Air Quality Management Areas to improve air quality.
- Introduce new Air Quality Management Areas where these are required.
- Analyse the operational and economic viability of making the switch to an alternatively fuelled fleet of council vehicles.
- Support the delivery of the routes and infrastructure which make up the Local Cycling and Walking Infrastructure Plan, in order to increase and improve opportunities for sustainable transport.



Outcome: Our borough is resilient to the effects of climate change

Our communities are already experiencing the impacts of the climate crisis. We will continue to communicate the risks that climate change brings to residents and businesses. We will work collaboratively with them, and other partners, to help limit, mitigate, and manage the impacts of extreme weather events in the borough.

Some of the ways we will achieve this outcome include:

- Work with our partners to deliver the flood alleviation scheme for Guildford town centre.
- Support local flood action and other community groups to manage local flood risk and raise awareness.
- Use our communication and engagement channels to raise awareness of the risks of a changing climate and how residents and businesses can prepare.

Outcome: Improve biodiversity and preserve the natural environment

We will manage our parks and open spaces to enhance biodiversity, maintaining Guildford borough's natural environments, and restore wildlife habitats. In supporting nature recovery, we will look to restore habitats, protect wildlife, and combat climate change. Additionally, we will lobby key stakeholders, such as water companies, the Environment Agency, and the government, to do all that they can to improve the water quality in Guildford borough's rivers, to the benefit of residents and wildlife.

We know the positive benefits that spending time outdoors has in improving peoples' physical and mental health and wellbeing, so we will continue provide green spaces that are well-managed and easy to access, as well as delivering new parks and open spaces within new developments.

Some of the ways we will achieve this outcome include:

- Develop a biodiversity action plan.
- Adopt management plans for our parks and open spaces that support biodiversity.
- Working with partners to support the development and adoption of a local nature recovery plan.

Outcome: New communities and development are delivered sustainably

It's vital that sustainability is embedded into new communities, ensuring that its impact on the environment is reduced and that the built and natural environment is resilient to climate change. We will use our planning policies to safeguard wildlife habitats, ancient woodland and veteran trees, and ecologically sensitive areas; and to ensure that development in the borough delivers sustainable communities, places and infrastructure, that are resilient to climate change and result in improvements to biodiversity. We will seek out opportunities to increase the levels of sustainable energy generation and electric vehicle chargers across the borough.

Some of the ways we will achieve this outcome include:

- Update and adopt the Local Plan.
- Make sure that new development results in biodiversity gains.
- Ensure that development in our borough meets the highest standards for sustainability.
- Deliver electric vehicle charging points in council car parks.



How we will measure our progress

- Tracking the reduction in our carbon footprint.
- Biodiversity net gain.
- The number of green spaces and parks we manage that achieve Green Flag designation.
- Measuring air quality across the borough, especially in Air Quality Management Areas.
- Resident surveys to understand satisfaction with green spaces.



Case Study

As a council, we declared a climate emergency in July 2019. With one of the highest levels of tree cover in the country, internationally significant rare habitats (like chalk grasslands) that are a haven for wildlife, and the beautiful Surrey Hills National Landscape running through our borough, we know how important it is to play our part in tackling this emergency, and to support our residents to do so too.

Work is already underway to do this, our Climate Change Action Plan sets out how, as a council, we will achieve carbon neutrality by 2030 whilst our residents' hard work will ensure that Guildford borough's recycling rate is in the top 5% of all councils nationally.

None of us can succeed alone, so we are committed to working with residents, businesses, charities and our community groups to achieve our ambitions. To help raise awareness of climate change and environmental concerns, the council hosted a number of events including Car Free Day and Guildford Green Day.

Funded by the UK Government through the UK Shared Prosperity Fund, Guildford Green Day was a day to celebrate, learn, and be part of a greener Guildford. Hosted around Guildford town centre the free, fun and interactive event brought together dozens of local providers, traders and community organisations, all working together to promote environmental sustainability and help contribute to making Guildford borough a more sustainable place.

GUILDFORD GREEN DAY



Priority 2: A more prosperous borough



Outcome: Guildford borough has a thriving and green local economy

We will utilise our extensive and well-established partnerships to deliver our Economic Development Strategy, reinvigorating the borough's economy and connecting people with local opportunities. Building upon places like Surrey Research Park, we will continue to ensure that Guildford attracts inward economic investment that stimulates the creation of jobs and innovation, and that the benefits and opportunities this provides are felt by everyone in our communities.

Some of the ways we will achieve this outcome include:

- Deliver our Economic Development Strategy.
- Provide support to new and independent businesses to assist economic growth and improve new business survival rates.
- Utilising national funding streams and opportunities such as the Shared Prosperity Fund, and other such funds that may arise, to promote sustainable economic growth.

Outcome: Residents have access to the jobs they need, along with training opportunities for lifelong learning

We will work with local businesses and other partners to attract and retain high-quality secure jobs in the borough, whilst also ensuring that skills are available locally.

Some of the ways we will achieve this outcome include:

- Work with local businesses, universities, colleges and schools so that we can best support Guildford borough's economy.
- Work with educational delivery partners to support them to access local and national funding for the delivery of skills training.
- Support local businesses to both reskill and upskill their staff.



Outcome: A vibrant and thriving town centre

Guildford's historic town centre is central to the town's identity and its prosperity. We will continue to shape and support the town centre as a day and nighttime destination for residents and visitors alike, supported by a vibrant social and cultural scene. We will continue to work with and support Guildford's Business Improvement District, Experience Guildford.

Some of the ways we will achieve this outcome include:

- Continue to work with Experience Guildford and local businesses to support and encourage our town centre to thrive.
- Work with partners to promote Guildford town centre, ensuring it is a place where people want to live, visit, and spend time.
- Develop and deliver the Guildford town centre regeneration scheme.
- Run and oversee events that celebrate the unique heritage, and raise the profile of Guildford borough, increasing visitors to the borough and high street.
- Manage, promote and invest in our car parks to ensure they are accessible, attractive and convenient for visitors to come to Guildford borough.

Outcome: Thriving villages and parishes

We will support and encourage our villages and parishes to thrive by working effectively with parish councils. We will devolve local services to villages and parishes where there is local support and where it is in the best interests of the community. We support localism in neighbourhood planning to develop a shared vision for neighbourhoods and in shaping development and growth.

Some of the ways we will achieve this outcome include:

- Championing community led neighbourhood planning.
- Utilise funding streams like the Rural Prosperity Fund to support our rural communities to thrive.
- Use our land and assets to support parish councils and the services they provide.

How we will measure our progress

- Continue to track the key success metrics as set out in our Economic Development Strategy.
- The size of Guildford borough's economy.
- High street vacancy rates.
- Business start-up and survival rates.



Priority 3:
A more inclusive borough



Outcome: Everyone in Guildford has the opportunity to thrive

Guildford borough's location and strong local economy mean that it is one of the most affluent and prosperous places in the country. However, we recognise that this prosperity is not shared equally. Working in partnership, we will seek to address the causes of inequalities and the impacts on health, wellbeing and the opportunities people have, leading to reduced inequality and shared prosperity so that everyone has the opportunity to thrive.



Some of the ways we will achieve this outcome include:

- Develop a new Health and Wellbeing Partnership Board, comprised of key local partners to deliver projects that will positively contribute to the wider determinants of health.
- Align our leisure offer to not only increase opportunities for leisure, but work with partners to offer rehabilitation, health and weight management classes.
- Invest and manage our heritage sites to celebrate their place in Guildford borough and set a vision to increase visitor numbers in the future.

Outcome: Identify residents' needs and shape services

We are proud of our track record in supporting our residents. Our greatest power as a council is our ability to convene partners from across the public and private sector so that together we can deliver the best outcomes for the people of Guildford borough. Our councillors and staff will do all they can to champion the needs and aspirations of all our residents.

We will continue to provide support to people across the borough, fostering a sense of community and delivering key services that help residents to live healthy, fulfilling and long lives. We will be agile in how we respond to the needs of the residents we support, adapting our services to meet any emerging or changing needs that may arise.

Some of the ways we will achieve this outcome include:

- Develop an approach to service co-creation and participation, underpinning engagement with communities across the borough.
- Continuing to provide vital community services that our most vulnerable residents rely on, including Community Transport.



Photos supplied by Pride in Surrey

Outcome: We celebrate our diverse communities

Local community organisations and groups are vital in fostering a sense of identity, purpose and community across the borough and provide vital support to local people. We will continue to provide direct and indirect support to these organisations, working collaboratively with them to achieve our common goals and securing the best outcomes for residents.

Some of the ways we will achieve this outcome include:

- Develop a voluntary and community sector strategy, setting out how the council will support the sector within our borough.
- Develop an events strategy to provide focus for corporate events that promote the council's priorities, celebrate our diverse communities, increase footfall, and spend in local businesses.

Outcome: Our borough is safe and clean

We will use our regulatory powers, as well as working in partnership with other key stakeholders such as the police and county council, to make Guildford borough a pleasant, safe and healthy place to live.

Some of the ways we will achieve this outcome include:

- Delivery of our regulatory functions, ensuring we have a robust policy and procedure framework
- Undertake investigation and enforcement activities as required across the range of our regulatory functions.
- Updating and securing a new Public Space Protection Order to tackle anti-social behaviour in Guildford town centre.
- Support local food businesses to comply with Health and Safety requirements through an intervention programme in accordance with the statutory framework.

Outcome: We take pride in our diverse places and communities, and consider different needs and points of view when making council decisions

The diversity of our borough, and its communities, is one of our greatest assets. We believe that we are at our best when we celebrate this; everyone should feel welcomed in Guildford borough and be proud to call it home. We will celebrate the diversity of our communities through supporting a vibrant programme of leisure, cultural and civic events in the borough, instilling pride, understanding and a sense of belonging.

Some of the ways we will achieve this outcome include:

- Make our parks and greenspaces available to support local events.
- Develop an events strategy to provide focus for corporate events that promote the council's priorities and celebrate our diverse communities.
- Develop a community engagement strategy.

Outcome: Everyone in the borough is inspired and encouraged to lead a healthy and active life

We know that being active leads to improved health outcomes and reduced health inequalities. We will continue to invest in our parks and open spaces, as well as our leisure, cultural, and heritage services, to provide our residents with accessible opportunities to keep active, engaged, and support their health and wellbeing.

Some of the ways we will achieve this outcome include:

- Develop and deliver a leisure, culture, and heritage strategy.
- Continue to invest in facilities such as the Guildford Spectrum and Lido.
- Work in partnership with local sports clubs and organisations to heighten participation in sport and physical exercise.

How we will measure our progress

- The number of events we host or facilitate.
- Feedback from our residents on how we are performing as a council, and how they value their local area.
- Tracking the performance of our regulatory services like food hygiene, environmental protection, and premises and taxi licensing.
- The number of people using leisure and culture facilities across Guildford borough.
- The cleanliness of the borough.

Case Study



The Hive is a warm and welcoming space that brings people of all ages together. Located on Park Barn Drive, The Hive has so much to offer such as a café, community meals, soft play and a community fridge and pantry (to name just some of the many things that go on there!).

In doing all these things, The Hive provides a vital community hub that makes a real difference in the lives of local people.

People like Linda, who finds volunteering at Thrive at the Hive

allows her to make a difference in her community; Conny who uses the Hive as a space to meet with her friends, try new things, and to reduce her isolation; and Kelly, whose family regularly visit The Hive and value the support and help the centre provides.

Everyone at The Hive, along with the wider Community Services team, continue to work across Guildford borough to strengthen communities and support local people to thrive and feel valued.

Priority 4: Decent and affordable homes



Outcome: Guildford borough's tenants live in high quality homes and neighbourhoods

We will be a responsible and responsive landlord which provides tenants with a high-quality place to call home that meets the Decent Home Standard.

We will deliver and maintain high quality council housing that our tenants are proud of. We will make sure that our houses meet the needs of tenants and are safe, well-maintained, and energy efficient. Over the next ten years, we will increase the number of council houses that are available for local people.

We will manage the land we own to ensure it positively enhances peoples' wellbeing and the sense of place within local communities. People should be proud of the places they live, and in Guildford borough people can expect to live in places that are clean, safe, and green.

Some of the ways we will achieve this outcome include:

- Deliver the Housing Improvement Plan.
- Invest in our housing management systems to enable us to manage our council houses as effectively as possible.
- Invest in our housing stock so that our tenants live in high quality homes.
- Carry out regular tenant satisfaction surveys and act on the findings.
- Building new council homes.



Outcome: Everyone in Guildford borough has a safe place to live

We will do all we can to eliminate homelessness and rough sleeping across the borough. Guided by our forthcoming Homelessness Strategy, we will work proactively with partners to support those who are at risk of, or experiencing, homelessness. In addition, we will use our powers to make sure that private and social landlords maintain high quality properties for their tenants.

Some of the ways we will achieve this outcome include:

- Develop a new Homelessness Strategy.
- Implement our Damp and Mould Strategy and Action Plan, and other strategies that drive up standards in rental properties, to help protect and improve our residents' wellbeing.
- Procure and deliver accommodation to prevent homelessness.





Outcome: Work to meet the borough’s housing need through the Local Plan

We recognise that housing across the borough is expensive and unaffordable for many. We will use our planning policies to ensure that new developments deliver the right types of homes in the right places, with affordable housing prioritised. We will also lead by example with schemes that we deliver ourselves.

Some of the ways we will achieve this outcome include:

- Update and adopt the Local Plan.
- Deliver council-led schemes that place emphasis on affordability and developing sustainable communities.

How we will measure our progress

- How satisfied tenants of council homes are with us as their landlord.
- How many of our homes are occupied and of a good standard.
- How many people are rough sleeping.
- Tracking housing delivery, broken down by tenure type.



Outcome: Development across the borough is sustainable and affordable

Housing is crucial to the health and wellbeing of residents, it also plays a crucial role in building and maintaining strong communities, and in supporting the economic prosperity of the borough.

We will use the legal powers and levers available to us as the local planning authority to make sure that development across the borough is affordable, of a high standard and is mindful of environmental impacts. Using our influence through the Local Plan and other policies, we will support sustainable development and the delivery of infrastructure that benefits communities. In addition, we will empower, support and enable local communities to shape their own places through neighbourhood plans that enable them to protect local character and identity.

Some of the ways we will achieve this outcome include:

- Continue to work with developers and stakeholders to deliver sustainable development, effectively implementing any changes to the National Planning Policy Framework that may occur over the life of this strategy at the local level.
- Carry on supporting the development of neighbourhood plans and other community-led planning exercises.
- Use council sites to deliver affordable housing, either directly or in partnership with developers.



Case Study

The Number Five HUB in Guildford provides eleven single rooms and overnight sit up space for single people experiencing homelessness. The service is operated by Riverside, with funding from Guildford Borough Council and Surrey County Council. The life skills support provided alongside the accommodation supports people to undertake activities like cooking, accessing health care, applying for benefits and job seeking. Since April 2020, the HUB has provided safe accommodation to several hundred people

Priority 5: A resilient and well-managed council



Outcome: The council has delivered its Corporate Improvement Plan and is consistently and effectively meeting its statutory duty to deliver Best Value

As a public body, we are legally required to continually improve our services. In April 2024 the council published a detailed Corporate Improvement Plan. We commit to delivering every action within the Plan as it develops, alongside the Housing Improvement Plan.

Some of the ways we will achieve this outcome include:

- Deliver the actions within our Improvement Plans.
- Appoint an Independent Assurance Panel to oversee the council's improvement journey.
- Refresh key corporate documents, including our risk management strategy and performance management framework.



Outcome: The council has achieved financial sustainability and is delivering for those who live, work and do business in Guildford borough

Effective stewardship of public funds is vital to delivering the ambitions set out in this strategy. Over the next ten years, we will make savings, increase income and look to innovate our service delivery to enable us to sustainably close our budget gap.

In addition, we will develop and embed financial resilience and capability within our services to ensure that they are equipped with the tools they need to respond to the financial challenges we know that the council will continue to face.

We will manage our land and property portfolio to achieve a balance between commercial and social considerations, recognising that the council is uniquely placed to use its assets to achieve social value.

Some of the ways we will achieve this outcome include:

- Implement a robust annual service and financial planning process that aligns our resources with delivery of this strategy and the wider financial challenges we face.
- Invest in systems and technology to increase efficiency and save money, while retaining a focus on our residents.
- Implement a refreshed asset management strategy that aligns with our priorities as set out in this strategy.



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

We will continue to collaborate with Waverley Borough Council, working to streamline service delivery, learn from one another, and innovate.

By doing so we will make sure that we take every opportunity the partnership offers, large or small, to reduce our costs, increase our income and improve the services we provide to the people who live, work and do business in Guildford borough.

In addition, we will work in partnership with organisations from across the public, private and third sectors so that together we can achieve the best outcomes for people across the borough.

Some of the ways we will achieve this outcome include:

- Developing combined strategies and policies with Waverley Borough Council where appropriate which will benefit the residents of the borough.
- Maximise the potential that the collaboration with Waverley brings through carrying out joint procurement and service delivery where there is an economic case to do so.
- Continue to work with strategic partners in the borough for the benefit of residents and businesses.



Outcome: Residents can easily access the council and our services

We will put residents at the heart of what we do and will ensure that they are able to contact the council and use our services in a way that is convenient and accessible.

Some of the ways we will achieve this outcome include:

- Develop a communications strategy to enable us to most effectively communicate with residents and external stakeholders.
- Develop a customer services strategy to ensure that the experience residents and other customers have of the council is always improving.
- Develop a digital strategy to inform and guide our continuing digital transformation.

Outcome: The council makes the right decisions in the right way

We will strengthen our governance and decision making processes, ensuring that public money and resources are used wisely and accountably. We will use data and evidence to guide our decisions and will understand the impact of our actions.

We will continually review and update our policies and procedures to make this possible. As the elected representatives of their community our councillors are central to this work. They are best placed to understand the needs of the communities they represent, and we will ensure that they are equipped and empowered to make balanced and evidence-based decisions.

Some of the ways we will achieve this outcome include:

- Refreshed and ongoing review of the Constitution.
- Review our IT strategy and continue to deliver our IT refresh and cyber programme.
- Develop a data strategy to support evidence based decision making.
- Refresh our approach to performance management and service planning, benchmarking our performance against comparable local authorities to monitor delivery against our priorities.



Outcome: The council recruits, rewards, develops, and retains a diverse, skilled and motivated workforce

We recognise that our people are our greatest asset. We will invest in our staff so that they have the skills and expertise needed to deliver on our priorities. We will foster, promote and nurture a positive, high performing, culture that encourages and supports staff to innovate, challenge and achieve, enhancing the council's reputation as a local employer of choice.

Some of the ways we will achieve this outcome include:

- Develop a people strategy.
- Carry out regular staff engagement activities, including staff surveys.
- Support staff career progression through training and other development opportunities.
- Support staff wellbeing at work through delivering a programme of wellbeing activities.
- Support the establishment and operation of staff networks.

Outcome: Residents feel informed, heard and able to influence what the council does

We will communicate clearly and effectively to help people feel informed about the council and the services we provide. We are committed to putting residents at the heart of what we do and so we will consult and engage widely and meaningfully to allow residents to shape the decisions we make and the services we provide.

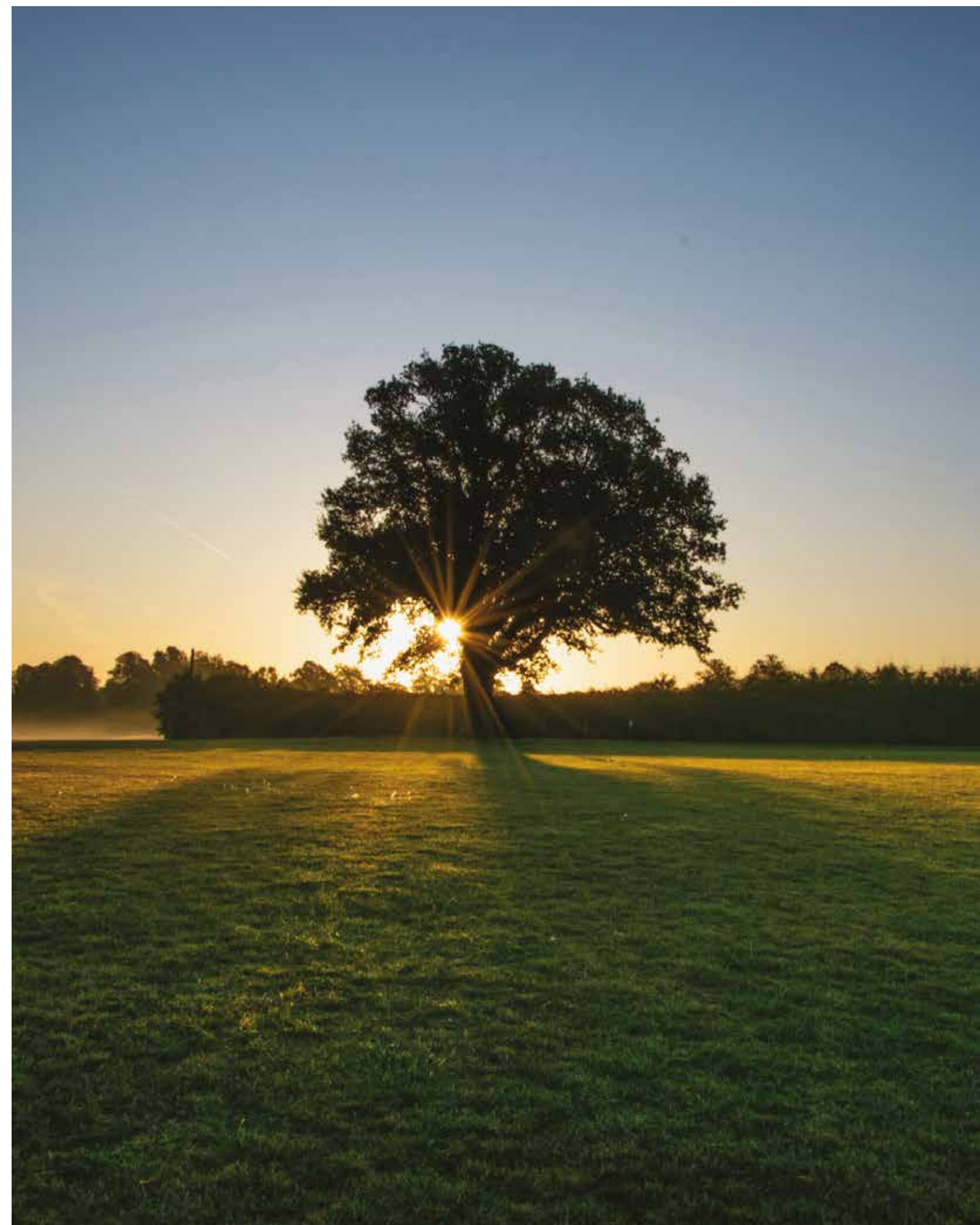
Through proper engagement, we will listen, respond to and work with our residents, businesses and communities to address the challenges faced by each. We will also champion the causes that are important to local residents when working with our partners and stakeholders both at the local and national level.

Some of the ways we will achieve this outcome include:

- Develop a consultation and engagement strategy.
- Consider the use of innovative tools and approaches for community engagement.
- Carry out residents' surveys to understand the concerns and priorities of residents, as well as understanding how the council is performing.

How we will measure our progress

- Resident satisfaction with how we are performing as a council and how they're engaging with us.
- Staff satisfaction, recruitment and retention.
- Tracking the improvements in efficiency and financial savings from our collaboration with Waverley Borough Council and other efficiency initiatives.
- Regular public reporting, and councillor scrutiny, of how we're delivering our improvement plans.
- Comprehensive tracking of our financial performance.



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