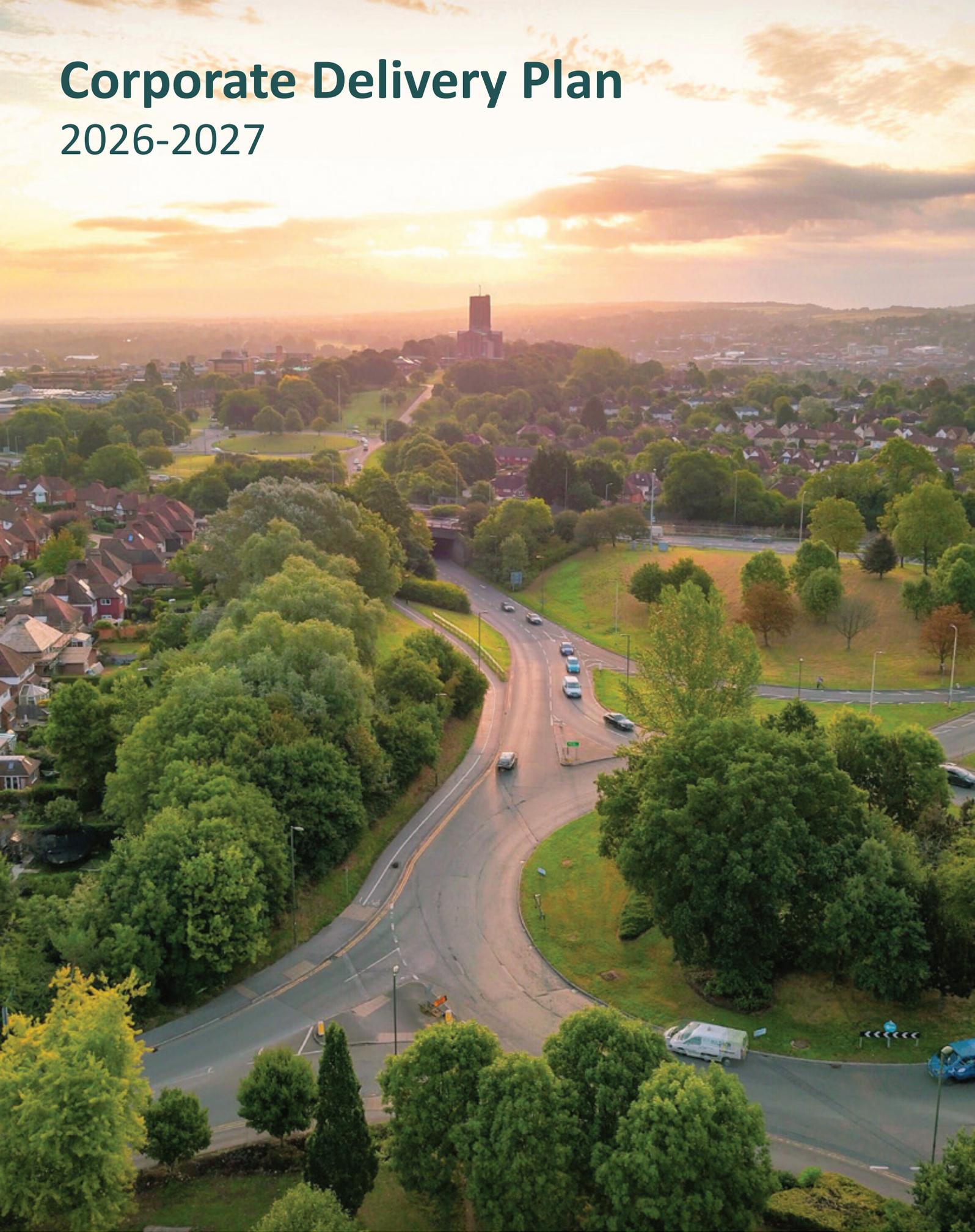


Corporate Delivery Plan

2026-2027



GUILDFORD
BOROUGH

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Introduction

In 2024, we adopted our corporate strategy, *A Greener, Fairer, Thriving Guildford*, which set out our five key strategic priorities for our borough as we work towards making it **a thriving place to live, work and do business**.

A lot has happened since then, and every day we have been working hard to bring this vision to life. We want to be a Council that you can trust- one that keeps its word and delivers. To support this, last year we published our first annual delivery plan for 2025/26. This set out

the key projects and actions we committed to for the year, with clear steps and measurable outcomes. We also pledged regular progress updates, which we delivered and will continue throughout this year.



Key achievements

We made considerable progress in 2025, with key achievements including:

- Opening Guildford Lido year-round for the first time, expanding access to health and wellbeing opportunities for residents.
- Introducing new planning guidance to ensure tall buildings in our town centre protect its unique character and heritage.
- Working with our development partner, Wates, to design and develop plans for the regeneration of Guildford Park Road Car Park, including extensive consultation with residents via in-person events and online engagement to accelerate the delivery of up to 248 high-quality, sustainable new homes – 40% of which will be affordable Council homes, delivering on our commitment to develop new Council homes for the borough.
- Delivering a varied programme of high-street events with partners, boosting footfall and helping to create a vibrant, thriving Guildford borough.



Our main priorities for the year ahead

As we enter the new financial year, 2026/27, we have reviewed these projects and actions and refreshed our Delivery Plan for the year ahead.

Our main focuses for this year include:

- Driving forward the Weyside Urban Village regeneration, including completing the new Burpham Court Farm Nature Reserve, constructing key onsite infrastructure such as the internal road, opening the new depot for Environmental Services, and preparing the first parcels of land for sale.
- Improving Council homes, rolling out at least 220 kitchen and 130 bathroom upgrades to ensure every Council tenant lives in a safe and high-quality home, with all homes meeting the Decent Homes Standard.
- Embedding carbon pricing and social value into our decision making, ensuring environmental and community benefits are considered alongside financial factors with our refreshed Action Plans for climate change and social value.
- Strengthening collaboration with Waverley Borough Council and enhancing partnerships with key organisations, such as the University of Surrey, to deliver tangible benefits for residents and businesses.
- Progress work to transform the York Road Hub to support vulnerable residents experiencing homelessness and support them as they rebuild their lives.

With the government's plans for local government reorganisation in Surrey progressing, Guildford Borough Council will be joining with our neighbouring Councils to form the new West Surrey Council from 1 April 2027. This means that this will be our final delivery plan and sets out the key projects and activities we will deliver before then.

By focusing our collective efforts on achieving these priorities we will help ensure that Guildford borough continues to be a thriving place to live, work and do business long into the future.



A more sustainable borough



Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
We are a carbon neutral Council by 2030 and the wider borough is net zero by 2050	Climate Change Strategy and Action Plan refresh Strengthening our approach to tackling the climate emergency with our updated Climate Change Strategy and Action Plan. This refreshed Plan will also improve how we communicate and engage with residents, businesses, and partners – making it easier for everyone to play their part in creating a greener and more sustainable Guildford.	Having reviewed and updated our strategy to reflect our priorities and set out clear actions for reducing emissions, improving air quality, and restoring biodiversity, we will deliver the year 1 activities it contains. Develop a stronger approach to communications and engagement to inspire action across the borough.	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 . Deliver the year 1 actions within our Climate Change Action Plan – March 2027	Luke Harvey, Joint Assistant Director-Strategy and Corporate Services



Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
We are a carbon neutral Council by 2030 and the wider borough is net zero by 2050	Carbon pricing in decision making Integrating carbon pricing into decision making to ensure environmental impact is considered alongside financial and social value, helping us prioritise projects that cut emissions, deliver community benefits and maximise social and economic outcomes while also preparing us to achieve net zero.	Embed carbon pricing into Council business cases and decision making. We will align this work with our wider approach to social value, ensuring that our decisions reflect environmental, social and financial benefits. We will also consider whether to evolve this approach into an internal charging mechanism that generates revenue to reinvest in carbon saving and community benefit projects.	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 – initial phase of training completed by September 2026 . 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 . Assess whether to introduce an internal carbon charging mechanism that generates funding to reinvest in projects that cut emissions and deliver community benefits – December 2026 .	Luke Harvey, Joint Assistant Director-Strategy and Corporate Services

Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
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We are a carbon neutral Council by 2030	<p>Fleet decarbonisation options</p> <p>Lead by example in tackling the climate emergency by reducing emissions from our operations. Decarbonising our vehicle fleet is a critical step towards achieving carbon neutrality and improving air quality across Guildford. We will focus on replacing high emission vehicles with alternatively fuelled options, supported by the infrastructure needed to make the transition successful.</p>	<p>Complete a full review of our vehicle fleet to establish a baseline for emissions and operational needs, develop a detailed transition plan that sets out the route to a zero-emission fleet and begin the procurement of electric and alternative fuel vehicles where viable.</p> <p>We will secure external funding and partnerships to support this work, install charging infrastructure at key Council sites, and embed sustainable practices through driver training and route optimisation to maximise efficiency and carbon savings.</p>	<p>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</p>	<p>Karyn Punchedard, Joint Assistant Director, Environmental Services</p>
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New communities and development are delivered sustainably	<p>New Council depot as part of the Weyside Urban Village regeneration scheme</p> <p>Our new depot, delivered as part of the Weyside Urban Village project, will consolidate multiple Council services into a single, modern facility, improving efficiency and reducing costs. By embedding sustainable design and infrastructure, we will also move towards replacing high emission vehicles with alternatively fuelled options. This project will help us achieve carbon neutrality while also unlocking land for housing and regeneration.</p>	<p>Complete the main construction phase of the new depot and complete internal fit-out, install EV charging infrastructure and low-carbon technologies, and complete the relocation of key services.</p>	<p>Complete construction of the new depot – July 2026</p> <p>New depot operational – December 2026</p>	<p>Abi Lewis, Joint Assistant Director – Regeneration and Economic Development</p>
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Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
We are a carbon neutral Council by 2030 and the wider borough is net zero by 2050.	<p>Feasibility study for the installation of solar canopies on Council-owned assets</p> <p>We will explore the potential to install solar canopies on Council-owned land and assets, reducing carbon emissions from our operations and supporting the borough's transition to net zero. Where feasible and economically viable, these installations will generate renewable energy, cut costs, and create new income streams for the Council.</p>	<p>Undertake feasibility studies to identify suitable Council sites for solar canopy installations, assessing technical, financial and planning considerations.</p> <p>We will develop a detailed business case for each viable site, seek external funding opportunities to support delivery and ensure proposals align with our Climate Change Action Plan and carbon reduction targets.</p>	<p>Complete feasibility study, identify priority sites and begin preparations for installation – March 2027</p>	<p>Luke Harvey, Joint Assistant Director-Strategy and Corporate Services</p>
Improve biodiversity and preserve the natural environment	<p>Herbicide alternatives research</p> <p>Working with the University of Surrey through the Civic Lab to find innovative ways to reduce herbicide use while keeping highways and footways safe and accessible.</p>	<p>Launch a Civic Lab project to research and test alternative weed control methods that minimise herbicide use. We will balance environmental benefits with public safety and operational practicality, using evidence-based approaches to inform future policy and practice.</p>	<p>Research project launched – Spring 2026</p> <p>Findings delivered by the university – October 2026</p> <p>Review findings to influence future use of herbicide – December 2026</p>	<p>Karyn Punched, Joint Assistant Director, Environmental Services</p>



A more inclusive borough



Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
Identify residents' needs and shape servicest	Community Governance Review for Guildford Town Review local governance arrangements for the unparished urban area of Guildford to ensure they reflect local identity and give residents a stronger say in decisions that affect their community. This review will explore options for future governance based on what residents tell us, aiming to strengthen local representation and accountability.	Following the completion of the second stage of consultation in March 2026, analyse feedback, and develop recommendations for governance arrangements that best meet the needs and aspirations of Guildford's communities as we head into local government reorganisation.	Full Council to consider recommendations to decide next steps – March 2026 <i>Further milestones and timescales to be included if applicable following conclusion of second stage of consultation.</i>	Alex Polak, Joint Assistant Director - Democracy and Governance



Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
Everyone in Guildford has the opportunity to thrive; We celebrate our diverse communities	Social Value Action Plan Ensuring that the Council delivers measurable social value – creating stronger communities, supporting health and wellbeing, climate resilience and inclusive local economic growth. By embedding social value principles into procurement and projects, we will maximise the positive impact of our spending and track the difference we make for residents.	Develop and publish a Social Value Strategy, locally appropriate measurement framework and integrate social value into procurement and decision-making so that outcomes for people, environment and communities are at the heart of everything we do. Support the launch of a social enterprise café at our offices at Millmead House, working with partners to offer real work experience and skills development for residents, including those facing barriers to employment.	Adopt Social Value Strategy and Action Plan – Summer 2026 Embed social value into our business case process alongside environment and finance – March 2027	Ezra Wallace, Joint Strategic Director – Economy, Planning and Place
Everyone in the borough is inspired and encouraged to lead a healthy and active life	Future of the Electric Theatre Working with residents and local partners to shape the future of the Electric Theatre as a vibrant, sustainable cultural space.	We will use the feedback from our community and stakeholder engagement to shape potential options that aim to secure the theatre's long-term sustainability while keeping it at the heart of Guildford's cultural life.	Executive to decide on the future operating model for the building – by December 2026	Marieke van der Reijden, Joint Assistant Director - Assets and Property

A more prosperous borough



Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
New communities and development are delivered sustainably Development across the borough is sustainable and affordable	Weyside Urban Village As part of our commitment to deliver new communities across Guildford borough, we are transforming a 41-hectare brownfield site into a vibrant, sustainable community with over 1,500 homes, alongside new employment space, community facilities and green infrastructure. This flagship regeneration project will deliver a new Council depot, improved transport links and enhanced biodiversity, supporting our climate and housing goals.	Complete various projects within the programme, including completing the Burpham Court Farm nature reserve, Council depot, internal estate road. Conduct soft market testing for the initial parcels of land at Weyside Urban Village to prepare for their sale for housing. Finish construction of the new Thames Water sewage treatment works so that they can begin the complex work of commissioning the new works for usage.	Completion of the Burpham Court Farm nature reserve – April 2026 Market the first parcels of land for sale – June 2026 Completion of internal estate road – September 2026 Sewage treatment works construction completed – September 2026 Completion of depot – December 2026	Abi Lewis, Joint Assistant Director – Regeneration and Economic Development



Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
A vibrant and thriving town centre	A vibrant programme of town centre events Supporting a year-round programme of events that brings people together and strengthens Guildford's position as a thriving town centre destination.	Deliver and support a programme of town centre events that attracts visitors, increases footfall and strengthens the local economy. We will work with partners to create experiences that showcase Guildford's culture and heritage, encourage people to spend time in the town centre and generate measurable benefits for local businesses. Our events will be inclusive, well-promoted and designed to make Guildford a vibrant destination throughout the year.	Regular markets including Farmers Markets and Specialist Markets throughout the year – ongoing Support a number of civic events including Remembrance Sunday, Judiciary Service and Flag Raising, Civic Service – ongoing Facilitate and support local organisations to hold a wide range of community events that help contribute to a vibrant and thriving town centre – ongoing Guildford Big Green Day – June 2026 Ten free concerts in the Castle Grounds – Summer 2026 Heritage Open Days – September 2026 Festive Family Fun Day – November 2026	Kelvin Mills, Joint Assistant Director – Commercial Services
A vibrant and thriving town centre	Guildford Flood Alleviation Scheme Working in partnership to design and deliver a long-term flood alleviation scheme for Guildford town centre. This project will reduce flood risk, safeguard homes and businesses, and unlock opportunities for regeneration while enhancing the riverside environment.	Support the Environment Agency in the submission of the Outline Business Case to DEFRA. Work to secure any available grant funding from Homes England to support delivery of the next phase of work.	Continue to develop high-level technical information and costings to support submission of Business Case by Environment Agency – December 2026	Abi Lewis, Joint Assistant Director – Regeneration and Economic Development



Decent and Affordable homes



Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
Work to meet the borough's housing need through the Local Plan Development across the borough is sustainable and affordable	New Local Plan Creation of a forward-looking Local Plan that balances new housing delivery with climate resilience, infrastructure investment and community-led planning, supporting future growth while preserving what makes Guildford borough so special.	Publish a new timetable and progress with the early stages of plan-making under the Government's new regulations.	Publish a timetable and give notice of intent to start plan-making- June 2026 Conduct a Scoping Consultation- October 2026	Claire Upton-Brown, Joint Assistant Director – Planning

Guildford borough's tenants live in high quality homes and neighbourhoods	Housing Improvement Plan Delivering the Housing Improvement Plan to embed strong governance, boost tenant satisfaction and ensure Council homes meet modern safety, comfort and energy standards.	Deliver the next phase of the Housing Improvement Plan. Continue to implement the planned actions and develop pride, excellence and trust in the service. Embed a customer focus and performance management culture.	Update our Housing Improvement Plan following the Regulator of Social Housing inspection - June 2026 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 Deliver a Diverse Needs Strategy to help us recognise, record and respond effectively to tenants that have additional or diverse needs - December 2026 Deliver all actions in the Housing Improvement Plan – March 2027	Annalisa Howson, Joint Assistant Director – Housing
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Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
Guildford borough's tenants live in high quality homes and neighbourhoods	Decent homes for Council tenants The government's Decent Homes Standard sets out the criteria tenants should expect for their homes. We will use our new Housing Asset Management Strategy to deliver quality improvements to maintain properties, investing in homes to ensure the comfort and safety of our tenants.	Adopt a new Housing Asset Management Strategy to develop and deliver our home improvement programmes. Between now and April 2027, we will then use this strategy to undertake at least 220 kitchen and 130 bathroom upgrades and replacements to ensure that all of our homes meet the Decent Homes Standard. As part of this, we will implement a Stock Sustainability model. This means working proactively to make smart investment decisions, maintaining homes to a high quality, and replacing those that no longer offer good value or meet residents' needs. Doing so will make sure that we continue to invest in and provide the right homes in the right place and the right quality for our residents.	Publish and adopt the Housing Asset Management Strategy – June 2026 100% of Council properties will meet the government Decent Homes Standard - December 2026 Implement an Active Asset Management System – March 2027 Deliver at least 220 kitchen and 130 bathroom upgrade or replacements - March 2027	Annalisa Howson, Joint Assistant Director – Housing



Guildford borough's tenants live in high quality homes and neighbourhoods	Westborough and Park Barn Better Homes Programme Transforming housing in Westborough and Park Barn so residents live in safe, sustainable and high-quality homes.	Deliver the next phase of the Housing Improvement Plan. Continue to implement the planned actions and develop pride, excellence and trust in the service. Embed a customer focus and performance management culture.	Appointment of consultants to undertake work – June 2026 Launch tenant and community engagement group – June 2026 Commence work on engagement activities and feasibility studies – September 2026 Develop high level options appraisal – December 2026 Refine options appraisal following further engagement – March 2027	Abi Lewis, Joint Assistant Director – Regeneration and Economic Development
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Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
Development across the borough is sustainable and affordable	Guildford Park Road housing scheme Redevelopment of the former car park into a vibrant and sustainable neighbourhood that will deliver 248 much-needed new homes, including a significant proportion of Council-owned affordable housing, alongside improved public spaces and stronger connections to the town centre.	Move the Guildford Park Road scheme from planning to delivery by working with our partners, Wates, who are securing consent and preparing the site for construction to commence in the summer of 2026.	Subject to the approval of the planning application: Decommission and close existing car park – June 2026 Work to commence on site – September 2026 Complete enabling works to support housing delivery – November 2026	Abi Lewis, Joint Assistant Director – Regeneration and Economic Development

Development across the borough is sustainable and affordable	Small sites housing programme Continue to deliver new Affordable homes with the redevelopment of eight small sites across Guildford borough to deliver twenty-seven Council-owned affordable homes.	Appoint contractors for six projects delivering 19 homes across Westborough, Send, Ripley and Pirbright. Begin construction at four of these sites: two in Westborough, plus Send and Ripley. We will also begin developing the tenders for the two additional small sites, in Ash and Tongham. Appoint contractors for six projects (19 homes) and commence construction on four sites (5 homes).	Appointment of contractors – April 2026 Commence construction – September 2026	Abi Lewis, Joint Assistant Director – Regeneration and Economic Development
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Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
Everyone in Guildford borough has a safe place to live	York Road Rough Sleeping Hub A Council project that will transform the York Road Hub into a safe, inclusive and supportive environment that provides accommodation and tailored support pathways for those experiencing homelessness, helping vulnerable residents to rebuild their lives.	Commence the refurbishment of the York Road Rough Sleeping Hub, improving facilities and creating an environment that supports vulnerable residents.	Obtain planning permission and commence technical design stage – June 2026 Complete technical design stage- September 2026 Appoint contractor- December 2026 Start on site- March 2027	Annalisa Howson, Joint Assistant Director – Housing



A resilient and well-managed council



Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
The Council makes the right decisions in the right way	Local government reorganisation Playing an active role in shaping and delivering the transition to unitary Councils, ensuring Guildford's residents and businesses benefit from a smooth, well-managed change.	Work proactively with partners, government and stakeholders to influence the design and implementation of local government reorganisation. We will focus on safeguarding services, supporting staff through change, and ensuring Guildford's voice is heard so that the new arrangements deliver better outcomes for our communities.	Support the development of the Surrey-wide strategic implementation plan for LGR – May 2026 Work collaboratively with Councils across West Surrey and, once established, the West Surrey shadow authority to plan and deliver the handover of services, assets and responsibilities, and to ensure the orderly closure of Guildford Borough Council after vesting day- April 2027	Pedro Wrobel – Joint Chief Executive
The Council makes the right decisions in the right way	Corporate Improvement Plan Finishing the implementation of our Corporate Improvement Plan to strengthen governance, enhance performance and fully meet our Best Value duty.	Complete our Corporate Improvement Plan and make sure every change is firmly in place before local government reorganisation. We will continue to strengthen governance, improve performance and ensure that we are ready to deliver excellent services in the new unitary structure.	Quarterly meetings with the Independent Assurance Panel to monitor progress and support the delivery of our Corporate Improvement Plan – ongoing Progress reports to Full Council from the Independent Assurance Panel to update all Councillors on progress – Autumn 2026 Continue delivering the actions in our Corporate Improvement Plan so that our services and processes keep improving and Guildford borough remains a thriving place to live, work and do business – March 2027	Pedro Wrobel – Joint Chief Executive



Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
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 Working in partnership to achieve efficiencies and resilience, improve services and prepare for local government reorganisation.	Continue to collaborate with Waverley Borough Council where there is a strong business case, focusing on opportunities that deliver better, more joined-up services for residents. We will identify and progress up to five shared service proposals that deliver measurable efficiencies and improved outcomes while also preparing for local government reorganisation.	Share service business cases reviewed and agreed by both Councils – April 2026 Shared services implemented – Summer 2026 Baseline of savings achieved and reviewed by the Councils – March 2027	Perry Ashton, Joint Assistant Director – Transformation

The Council has achieved financial sustainability and is delivering for those who live, work and do business in Guildford borough	Asset Disposal Strategy Reviewing and rationalising our property portfolio to generate capital receipts and reduce financial pressure.	Continue reviewing our portfolio and identify suitable assets for disposal in line with the objectives of the Asset Disposal Strategy. By April 2027, we will have generated £20 million in capital receipts, helping to strengthen our financial position and lessen pressure on the Council's budget.	Review status of strategy and ensure assets identified for disposal – June 2026 – Secure Executive approval to engage agents to market identified assets – September 2026 Openly market and negotiate sales of identified assets to meet April 2027 target – March 2027	Marieke van der Reijden, Joint Assistant Director - Assets and Property
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Outcome	Focus area	This year we will	Deliverable and timescale	Lead Officer
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	Civic Lab partnership Working with the University of Surrey through the Civic Lab partnership to develop innovative, evidence-based solutions to local challenges.	Deepen our collaboration with the University of Surrey through the Civic Lab, co-designing projects that tackle key issues for Guildford such as sustainability, housing, and community wellbeing. We will use research and data to inform decision-making and pilot new approaches that improve services and outcomes for residents.	Herbicide reduction project – December 2026 Hyperlocal AI-powered weather forecasting- January 2027 Identify and pursue other opportunities for collaboration and innovation when they arise – by March 2027	Ezra Wallace, Joint Strategic Director – Economy, Planning and Place



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