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Contact: Andrea Carr  
Committee Services  
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13 April 2018

Dear Councillor

Your attendance is requested at a meeting of the **JOINT EXECUTIVE ADVISORY BOARD** to be held in Council Chamber, Millmead House, Millmead, Guildford, Surrey GU2 4BB on **MONDAY 23 APRIL 2018 at 7.00 pm.**

Yours faithfully

James Whiteman  
Managing Director

**MEMBERS OF THE EXECUTIVE ADVISORY BOARD**

Chairman: Councillor Adrian Chandler  
Vice-Chairman: Councillor Jenny Wicks

Councillor Nils Christiansen  
Councillor Andrew Gomm  
Councillor Angela Goodwin  
Councillor Angela Gunning  
Councillor Liz Hogger  
Councillor Christian Holliday  
Councillor Gordon Jackson  
Councillor Jennifer Jordan  
Councillor Nigel Kearse  
Councillor Sheila Kirkland  
Councillor Julia McShane

Councillor Bob McShee  
Councillor Mike Parsons  
Councillor Dennis Paul  
Councillor Tony Phillips  
Councillor Mike Piper  
Councillor David Quelch  
Councillor David Reeve  
Councillor Matthew Sarti  
Councillor Pauline Searle  
Councillor David Wright

**Authorised Substitute Members:**

Councillor Colin Cross  
Councillor David Goodwin  
Councillor Murray Grubb Jnr  
Councillor Gillian Harwood  
Councillor Liz Hooper  
Councillor Mike Hurdle

Councillor Susan Parker  
Councillor Jo Randall  
Councillor Caroline Reeves  
Councillor Tony Rooth  
Councillor James Walsh



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**QUORUM: 4**

## THE COUNCIL'S STRATEGIC FRAMEWORK

### Vision – for the borough

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

### Five fundamental themes that support the achievement of our vision:

- **Our Borough** – ensuring that proportional and managed growth for future generations meets our community and economic needs
- **Our Economy** – improving prosperity for all by enabling a dynamic, productive and sustainable economy that provides jobs and homes for local people
- **Our Infrastructure** – working with partners to deliver the massive improvements needed in the next 20 years, including tackling congestion issues
- **Our Environment** – improving sustainability and protecting our countryside, balancing this with the needs of the rural and wider economy
- **Our Society** – believing that every person matters and concentrating on the needs of the less advantaged

•  
**Your Council** – working to ensure a sustainable financial future to deliver improved and innovative services

### Values for our residents

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

### Mission – for the Council

A forward looking, efficiently run Council, working in partnership with others and providing first class services that give the community value for money, now and in the future.

## AGENDA

**ITEM  
NO.**

- 1 **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**
- 2 **LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

In accordance with the local Code of Conduct, a councillor is required to disclose at the meeting any Disclosable Pecuniary Interest (DPI) that they may have in respect of any matter for consideration on this agenda. Any councillor with a DPI must not participate in any discussion or vote regarding that matter and they must withdraw from the meeting immediately before consideration of the matter.

If that DPI has not been registered, the councillor must notify the Monitoring Officer of the details of the DPI within 28 days of the date of the meeting.
- 3 **MINUTES** (Pages 1 - 6)

To confirm the minutes of the Joint Executive Advisory Board meeting held on 8 January 2018.
- 4 **NEW CORPORATE PLAN** (Pages 7 - 60)

To consider the draft new Corporate Plan and identify potential items for the Executive Advisory Board Work Programme.

**Please contact us to request this document in an  
alternative format**

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## JOINT EXECUTIVE ADVISORY BOARD

8 January 2018

\* Councillor Jenny Wicks (Chairman)

* Councillor Adrian Chandler	Councillor Bob McShee
* Councillor Nils Christiansen	* Councillor Mike Parsons
* Councillor Andrew Gomm	* Councillor Dennis Paul
* Councillor Angela Goodwin	* Councillor Tony Phillips
* Councillor Angela Gunning	Councillor Mike Piper
Councillor Liz Hogger	* Councillor David Quelch
* Councillor Christian Holliday	* Councillor David Reeve
Councillor Gordon Jackson	Councillor Matthew Sarti
* Councillor Jennifer Jordan	* Councillor Pauline Searle
* Councillor Nigel Kearse	* Councillor Jenny Wicks
* Councillor Sheila Kirkland	Councillor David Wright
Councillor Julia McShane	

\*Present

Councillors Geoff Davis and Susan Parker were also in attendance.

### **6 ELECTION OF CHAIRMAN**

The Joint Executive Advisory Board

RESOLVED:

That Councillor Jenny Wicks be elected as Chairman for the meeting.

### **7 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies for absence were received from Councillors Liz Hogger, Gordon Jackson, Julia McShane, Bob McShee, Mike Piper and Matthew Sarti. In accordance with Council Procedure Rule 23(i), Councillors Caroline Reeves and Tony Rooth acted as substitutes for Councillors Julia McShane and Mike Piper respectively.

### **8 LOCAL CODE OF CONDUCT - DISCLOSABLE PECUNIARY INTERESTS**

There were no declarations of disclosable pecuniary interest.

### **9 COMMUNITY RIGHT TO BID**

The Board received an overview from the Principal Corporate Services Solicitor on the community right to bid for and buy local land considered to have community value. This included information on what constituted an asset of community value (ACV), how land could be listed as such, and by whom. All local authorities had a duty to maintain lists of ACVs, and the Board's attention was drawn to the current lists of successful and unsuccessful nominations received by this Council, as published on its website. The Board suggested that details of ACVs should also be published on the Surrey interactive map.

The Board noted that numbers of nominations were low, and that successful nominations would not necessarily progress through to successful bids. None of the nominations received by this Council appeared to have resulted in a successful bid. The Board suggested that parish councils should be contacted with information about the process, to raise awareness and encourage nominations.

**10 CAPITAL AND INVESTMENT STRATEGY INCORPORATING THE GENERAL FUND CAPITAL PROGRAMME AND PRUDENTIAL INDICATORS (2018-19 TO 2021-22), AND TREASURY MANAGEMENT ANNUAL STRATEGY REPORT (2018-19)**

The Lead Councillor for Finance and Asset Management provided the Board with an overview of the capital and investment strategy, incorporating the general fund capital programme and prudential indicators (2018-19 to 2021-22) and the treasury management annual strategy report (2018-19). The joint treasury management and capital report followed a new recommendation from the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Department for Communities and Local Government (DCLG) for a capital strategy, and detailed financial and non-financial investments, as well as investments in subsidiaries such as North Downs Housing (NDH). The report covered management of value for money (VFM), level of risk, investments, liquidity and yield of financial and non-financial investments, as well as this Council's borrowing strategy.

The Board heard that capital bids totalled £125 million, of which one bid was for £81 million for student accommodation. The remaining £44 million comprised twenty bids. All the bids had been considered by the corporate management team (CMT), and the Joint EAB budget task group. The new bids, which would be considered by the Executive on 23 January 2018, would increase the underlying need to borrow through the general fund to £419 million. The Board's attention was drawn to comments received on the bids from the Joint EAB budget task group, and to officers' responses.

The Lead Councillor for Finance and Asset Management explained that it was anticipated that this Council would run down its investments and externally borrow £30 million in 2018-19. There were options around delivery mechanisms and the role of the housing revenue account (HRA) in funding schemes. New local indicators had been introduced to demonstrate the sustainability of this Council's financial position, and a new approval process had been developed for capital bids, in line with best practice, which included parameters for investment schemes. The programme was split between essential and investment schemes, and it was proposed that limits should be set on essential schemes. The key impact of the capital programme on the revenue account was the borrowing and interest costs. The MRP for 2018-19 was estimated at £1.2 million. In respect of treasury management, interest paid was estimated to be £6.3 million, of which £5.1 million was HRA. Investment income was estimated to be £1.6 million, and the weighted average investment rate was 1.63%.

The Head of Financial Services explained that local authorities were able to borrow for anything related to their function and purpose in order to finance capital expenditure. The power to borrow existed where the authorised debt limit was below the capital financing requirement, and the capital financing requirement showed that there was a need to borrow to fund particular capital expenditure projects. DCLG was clarifying its guidance around borrowing to invest but it had always been illegal to borrow to invest in financial markets. Borrowing in advance of need was permitted under the guidance, and could be for any capital purpose.

The Principal Group Accountant informed the Board that the authorised borrowing limit was the maximum external borrowing permitted, as determined by this Council. The approved limit for this financial year was £525m, including both the general fund and HRA, and the borrowing level was derived from this Council's capital financing requirement. Currently there were no plans to borrow up to the capital financing requirement but there was flexibility to do so if required. Furthermore, a request could be made to Full Council to revise the limit if necessary during the year. The only externally set borrowing limit was the debt cap set by

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the government for the HRA. When the prudential framework was introduced, limits for the general fund ceased, and councils were able to determine their own affordability levels.

The Head of Financial Services informed the Board that this Council had begun the process of setting local performance indicators that would assess its financial sustainability in relation to its balance sheet. The indicators were the same as those used by the Local Government Association (LGA). The local limit for capital expenditure increase was predicated on the affordability of borrowing and interest costs from the general fund revenue account, and income generated from schemes. The joint treasury management and capital report proposed splitting the capital programme between essential and investment schemes. Essential schemes were those required in order to maintain assets, run services or provide investment in infrastructure for the borough, and a limit would be set on them, as the costs fell on taxpayers in terms of increased council tax. Investment schemes were those which would generate an income stream in excess of financing costs, for example the crematorium rebuild. The additional income stream or saving from investment schemes could then be used to invest further in the general fund.

Capital receipts and reserves were financing improvements towards existing council housing stock but also significantly financing new-build affordable housing within the HRA. There was scope in the regulations to spend housing capital receipts on regeneration subject to certain criteria, which included approval from the Secretary of State. For some regeneration schemes therefore, the role of the HRA could be considered in financing the upfront costs of bringing those sites forward for regeneration and/or financing new build affordable housing within the sites. Guildford Park, for example, provided a range of housing, including 40% affordable units, as well as market housing. The HRA was funding the clearance of the site and the building of the units, with the sale of the market units generating capital receipts, whilst the car park element was being funded through the general fund. The Board heard that this Council could only borrow to finance its own capital expenditure in line with its functions as an authority and strategic objectives set out in the Corporate Plan. However, it could lend on to one of its subsidiary companies, e.g. North Downs Housing, to some form of associate of the council, or to a housing association, through joint ventures in which it had a shareholding.

The approval process for capital bids was being revised so that business cases would need to evidence much more rigorous criteria. The proposal was to adopt the procedure in the HM Treasury green book, which is what the Treasury used to assess significant public sector expenditure projects. The green book stated that projects should be undertaken where they had a positive net public benefit, which need not be financial. This Council would set its own investment criteria, and in order to determine the level of return required, each project would be risk weighted, with payback periods, peak debt costs and interest costs identified. In addition, consideration would be given to whether the MRP for debt repayment was being set aside from the revenue account. Over time, and if no new debt was accrued, the debt would then be reduced. In reality new debts were taken on whilst older ones reduced, though currently the HRA debt was not being reduced.

The Principal Group Accountant informed the Board that schemes were listed on the provisional programme to provide an early indicator of spending before looking at their financial viability in detail, at which point a full business case, with capital receipt and revenue assumptions, would be taken to the Executive. Projects that were not financially viable would be removed from the capital programme. This provided a prudent approach to considering what the capital requirement might be, what types of schemes were under consideration, and what level of investment they might entail.

The Board heard that over the last two years, officers had been encouraged to include benefits and income assumptions within their bids, even if that just covered debt costs, as

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well as non-financial benefits. Some bids had been listed on the capital programme for a number of years, and officers had not looked to see what income streams were attached to them. For example, decking at Millbrook car park had been listed for around seven years, but the income stream had not been predicted within the revenue budget, which would then finance the project's capital costs. Similarly, with the North Street project, the expenditure was listed on the capital programme, but no assumptions for receipts or income were listed on the revenue budget. The capital bidding process was being adapted so that both positive and negative assumptions would be included. The Board welcomed a suggestion from the Head of Financial Services that overarching limits could be developed so that schemes would have to evidence a positive net present value on a risk-weighted basis.

The capital and investment strategy gave provision for this Council to invest 100% of its surplus funds in non-specified investments. The Principal Group Accountant explained that this did not mean that such investments would be risky. As an example, this Council had a large portfolio of covered bonds, which were taken out for 3-5 years, so were included as long-term, non-specified investments under the DCLG investment guidance.

In respect of bid no: 111 (A331 Hotspots), it was confirmed that the bid was for this Council's share of the project, which was being undertaken in conjunction with the Enterprise M3 Local Enterprise Partnership (LEP), and funded in partnership with them.

In respect of bid no: 129 (Rodboro Buildings – Electric Theatre Through Road and Parking), the Head of Financial Services confirmed that this Council would speak to its tenant prior to the expiry of the current lease, but as there were still five years to run on the lease, it was still too soon to do that. The Board also expressed some concern over the cost of the bid.

In respect of bid no: 130 (Castle Grounds Cottage), it was confirmed that the bid had been withdrawn.

In respect of bid no: 139 (Guildford Bike Share), the Board heard that the proposed scheme had been taken to the Borough EAB for its consideration, and sponsorship opportunities would be identified by the chosen operator and would form part of the procurement process and contract.

In respect of bid no: 145 (48 Quarry Street, Museum – Works to Remedy Structural Defects) the Board asked for more detail on the building survey, and queried whether the floor had been overloaded by a tenant using the premises as office accommodation.

In respect of bid no: 177 (Feasibility Study into Decking of Millbrook Car Park and Implementation), the Board suggested that the feasibility could also consider the addition of one or two extra layers to the scheme for housing, including affordable housing, as well as car parking. The Head of Financial Services agreed to forward the suggestion on to relevant officers, but pointed out that the site was on a conservation site and a 3B flood plain. The Board suggested that developing the site solely as a car park would be a missed opportunity, and wanted to see housing and community use considered within the feasibility study. The Board suggested that the feasibility study should also consider a project undertaken in Bath, where a three-storey underground car park had been constructed next to the River Avon. The Board recommended that the revenue bid for the feasibility study be approved, and that the outcome of the feasibility study and proposals for construction be referred to the Borough EAB for further consideration prior to the project being approved for transfer from the provisional to the approved capital programme.

In respect of bid no: 205 (Hydro Private Wire), the Board noted that officer comments were not yet available.



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In respect of bid no: 211 (Parks and Countryside Roads, Paths and Car Parks Repairs and Renewal Funds), the Board suggested that consideration be given to the use of crushed stone as a resurfacing material. The Lead Councillor for Finance and Asset Management agreed to raise this with the relevant officers.

In respect of bid no: 229 (Millmead Fish Pass), the Board was appreciative of the comments officers had provided in response to queries from the Joint EAB budget task group.

In respect of bid no: 255 (Crematorium Rebuild VAT Implications), the Board heard that there was no scope to claim back VAT from HMRC for this project. Furthermore, there would be no financial benefit to phasing the scheme.

In respect of bid no; 264 (Old Manor House), the Board noted that the bid was for the replacement of windows in a Grade 2 listed building, and encouraged officers to consider the estimate carefully, to ensure best value for money.

Having considered the report, the Joint EAB in recommending the capital and investment strategy to the Executive, asked the Executive to note the following:

- (1) That, in respect of Bid No 177 – Feasibility Study into Decking of Millbrook Car Park & Implementation, the Joint EAB recommends that the revenue bid for the feasibility study be approved, and that the outcome of the feasibility study and proposals for construction be referred to the Borough EAB for further consideration prior to the project being approved for transfer from the provisional to the approved capital programme.
- (2) That, in respect of Bid No 211 – Parks & Countryside Roads, Paths & Car Parks, the Joint EAB recommends that consideration be given to the use of an alternative to tarmac as a resurfacing material, for aesthetic reasons, for example, stone chippings.

## **11 EXCLUSION OF THE PUBLIC**

The Board  
RESOLVED:

That under Section 100A(4) of the Local Government Act 1972 (as amended), the public and press be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the 1972 Act.

## **12 GENERAL FUND CAPITAL PROGRAMME BID NOS. 97, 169, 261 AND 268 - DETAILS OF PROPOSALS**

The Board commented on particular aspects of Bid Nos. 97, 169 and 268.

In relation to bid no: 268 (Student Accommodation Investment), the Board expressed concern around the level of funding required, and was keen to see the benefits of the investment quantified. The Board was also supportive of the strategic objectives set out in the bid but wanted to keep as much control and flexibility as possible, with regards to the affordability of the rents charged and the income levels obtained. The Board also noted that whilst the student accommodation investment contributed towards the achievement of one of its local plan targets, it still fell short of fully achieving the target.

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In respect of bid No: 268 (Student Accommodation Investment), the Joint EAB recommended:

- (a) that the Business Case be submitted to the Borough EAB for further discussion prior to its consideration by the Executive; and
- (b) that, following consideration by the Executive, the Business Case be referred to Full Council for final approval before the project is transferred from the provisional to the approved capital programme.

Executive Report

Ward(s) affected: All

Report of Managing Director

Author: Steve Benbough

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Date: 24 April 2018

## Corporate Plan 2018 - 2023

### Executive Summary

We invited the Local Government Association to undertake a corporate peer challenge of the Council in December 2017. The final report on the outcome of this review was very positive and was well received by the Executive and Management Team. A number of useful recommendations were also made on suggested improvements, with one key area for us to consider being prioritisation within our Corporate Plan.

Since the peer challenge, we have undertaken consultation with residents, partners and other interested parties to help inform our future priorities. We have also held workshops for councillors and senior officers to help shape the content of a new plan.

Following this consultation and a review of existing activities and future challenges, this report presents a proposed new Corporate Plan for adoption by the Council.

### Recommendation to Executive

The Executive is asked to recommend to Council (15 May 2018) that the proposed new Corporate Plan 2018-2023, as set out in Appendix 1 to this report, be adopted.

### Reason for Recommendation:

The proposed new Corporate Plan has been prepared to set out the Council's priorities for the period up to 2023.

### 1. Purpose of Report

1.1 This report presents a new Corporate Plan, attached as Appendix 1, for the period 2018-2013 for adoption by the Council.

### 2. Strategic Priorities

2.1 The Corporate Plan sets out the Council's strategic framework and priorities for the next five years. The priorities and associated projects are fundamental to ensuring that the Council manages its business and resources effectively. They

will also ensure that our activities continue to be aligned to the issues that matter most to local people.

### **3. Background**

- 3.1 The Local Government Association (LGA) offers corporate peer challenges as a way for councils to improve. They are not compulsory, but they are encouraged and seen as best practice. The main areas of focus are our understanding of our borough and priority setting, leadership, financial planning and viability, organisational leadership and governance and capacity to deliver.
- 3.2 We invited the LGA to undertake a peer challenge of the Council and this was undertaken in December 2017. The LGA team reviewed key financial information and other relevant documentation and held meetings with political leaders, portfolio holders, councillors, senior managers, partners and other stakeholders.
- 3.3 The final report on the outcome of the corporate peer challenge was received in February 2018. The report was very positive highlighting issues such as our track record of delivering high quality public services, our healthy financial position, good standards of governance, strong leadership and the commitment of councillors and staff.
- 3.4 The report also made a number of useful suggestions on possible improvements for us to consider. We are now preparing an action plan to address the recommendations and its implementation will be overseen by the Overview and Scrutiny Committee.
- 3.5 One of the main suggestions in the LGA report was that we should adopt a new Corporate Plan with greater focus and fewer priorities. We have taken this forward and undertaken consultation with residents, partners and other interested parties to help inform our future priorities. The results are set out fully in Appendix 2 to this report. We have also held workshops for councillors and senior officers to help shape the content of the new plan.
- 3.6 Taking the consultation results into account, together with a review of our existing activities, political direction and an assessment of the challenges facing us, we are proposing that the new Corporate Plan should include nine priorities under three fundamental themes (Place-making, Community and Innovation) as follows:

Place-making - Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes

Making travel in Guildford and across the borough easier

Regenerating and improving Guildford town centre and other urban areas

Community - Supporting older, more vulnerable and less advantaged people in our community

Protecting our environment

Enhancing sporting, cultural, community and recreational facilities

Innovation - Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need

Creating smart places infrastructure in Guildford

Using innovation, technology and new ways of working to improve value for money and efficiency in Council services

3.7 The proposed plan also identifies the key projects that will contribute towards delivering our priorities, with more information given on these and other projects in the accompanying action plan.

#### **4. Consultations**

4.1 The results of our consultation exercise are set out in Appendix 2 to this report. The outcome of councillor and senior officer workshops, together with liaison with the Leader, Lead Councillors, Corporate Management Team and other senior officers, are also reflected in the proposed new Corporate Plan.

#### **5. Equality and Diversity Implications**

5.1 The Corporate Plan is considered to comply with the Public Sector Equality Duty (Equality Act 2010) and to support the Council's Equality and Diversity Policy Statement. The themes and many of the projects set out in the plan will advance equality of opportunity.

#### **6. Financial Implications**

6.1 There are no financial implications arising directly from this report. There will be financial implications to deliver the projects outlined in the action plan. However, the Corporate Plan will link to the Council's Medium Term Financial Strategy, helping to define and prioritise the resources required to deliver these projects and actions through the business planning processes.

#### **7. Legal Implications**

7.1 There are no legal implications associated with this report. The Corporate Plan is not a legal requirement but is essential in setting out the Council's overarching strategic framework and priorities.

#### **8. Human Resource Implications**

8.1 There are no human resources implications arising from this report.

#### **9. Summary of Options**

9.1 The existing Corporate Plan adopted by the Council in October 2015 and revised in July 2016 could remain unchanged. However, we have taken the opportunity to produce a newly prioritised plan in line with the recommendations of the LGA corporate peer challenge.

**10. Conclusion**

- 10.1 Having reviewed our existing priorities and activities, assessed the challenges facing us and taken into account the views of residents, councillors, staff and other interested parties, this report presents a new Corporate Plan to guide our decisions and provide a focus for our work over the next five years.

**11. Background Papers**

Corporate Plan 2015-2020  
Report to Executive: 19 July 2016

**12. Appendices**

Appendix 1: New Corporate Plan 2018-2023  
Appendix 2: SMSR report on public consultation outcome



# Corporate Plan 2018 - 2023



## Place-making



## Community



## Innovation



## Foreword

Paul Spooner, Leader of the Council

We are recognised as having an excellent record of delivering high quality public services. For example, working with our residents, we are now recycling 60% of our waste – amongst the best performing areas in the country. Our outstanding parks and open spaces are widely praised, with eight having received the prestigious national Green Flag award.

On a daily basis, our staff provide essential services to some of our frailest and most vulnerable residents. We deliver meals, provide transport and offer places to meet for otherwise isolated and perhaps lonely older people. We improve lives through our family support programme, help people in desperate need find adequate homes and do all we can to prevent homelessness.

We believe that every person matters and the continued provision of excellent, day-to-day public services remains at the heart of everything we do.

But we have a wider responsibility to our residents to help provide the jobs, homes and environment that improve their lives and prospects. We need to provide affordable homes, including for essential and lower paid workers. Improvements to the A3 and our local road network, increased rail capacity and new stations, better bus services and cycle and walking networks are all essential.

Our place-making plans will ensure that development is directed to the right places and is supported by the required infrastructure and community facilities. They will deliver high quality design, renewal and regeneration of our urban and rural built environments, whilst protecting our special natural landscapes and heritage.

Retaining a healthy, competitive local economy will also be vital to the future wellbeing of residents. We will encourage sustainable and proportionate economic growth to provide the jobs that local people need. By being a leader in innovation and promoting Guildford's high value clusters, we will focus on the creation of employment opportunities in knowledge-based and high-growth industries.

Underpinning everything though is community. As well as continuing to provide the services that people rely on, we will work with residents to help them bring local solutions to local issues. In particular, we will concentrate on the needs of the elderly and less advantaged.

This plan sets out the priorities we need to address to provide a thriving and sustainable future for current and future generations. We also want to ensure that the success of our borough and local economy is shared by all residents.



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# Introduction

James Whiteman, Managing Director

Our Corporate Plan is the over-arching element of our strategic planning framework. It sets out both our vision for the borough and the priorities that will guide our future strategies and plans. Although it covers the period up to 2023, the plan will shape the borough over a much longer period. Decisions taken now will lay the foundations for Guildford's future success and ensure that we can continue to provide high quality services, including for some of the frailest and most vulnerable members of our community.



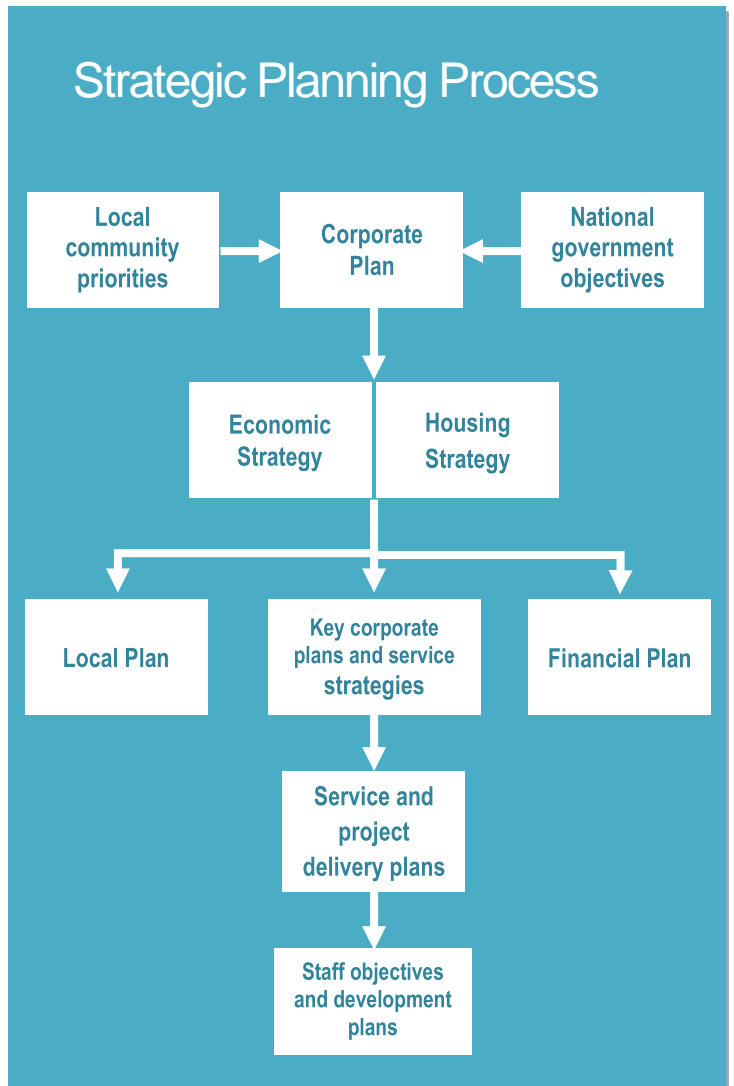
The plan builds on our previous achievements and will ensure that our resources and actions are directed towards the issues that matter most to local people. It takes account of local, regional and national trends that affect our community's future needs and their demand for our services. The plan also reflects the outcome of our consultation with residents and partners. Providing the homes that people need and making it easier to travel in and across Guildford are clear priorities. Caring for our elderly residents and supporting the less advantaged are also important to our community.

The plan sets out an ambitious programme for the next five years. This comes at a challenging time for us as the government's financial support for councils continues to decrease and we have to fund operations from only locally raised income. Our budget therefore remains a challenge. We have already achieved savings and additional income of over £10 million since April 2013. Additional savings of £5.5 million will be needed over the period of this plan.

We will use innovation, technology and smarter ways of working to ensure that we continue to provide the value for money, cost-effective services that our residents need. We will explore new delivery models, including joint working with partners, trusts and mutuals, and deliver a programme of service reviews to ensure that we reduce costs whilst maintaining quality. We will also increase income by developing our commercial operations and maximising returns from our property assets.

With its focus on the themes of Place-making, Community and Innovation, this plan demonstrates our clear commitment to ensuring the continued prosperity of the borough and improving residents' lives in our town, villages and countryside. It will help deliver the homes, infrastructure and jobs that we need, whilst maintaining the features that make our borough such a great place to live, work and visit.

Although the plan is undoubtedly ambitious, we have a record of strong financial management and that has contributed to our long-term financial stability. We also have highly committed councillors and staff and I am confident that we will deliver the improvements that the borough needs, whilst maintaining the excellent services that our communities and residents rely on.



## Our Borough

Guildford is Surrey's second most populated borough, with 143,000 residents and an electorate of 105,000. The county town of Guildford and the urban areas of Ash and Tongham in the west of the borough are home to many of our residents, with further communities in village settlements. The population is steadily growing and is predicted to reach 161,000 by 2031. We are also the second largest borough in the county in terms of area, covering approximately 269 square kilometres.



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

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

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

Guildford is often thought of as being affluent, although the high cost of living makes things difficult for many working families. Residents are largely healthy, enjoying well above average life expectancy, although there is some disparity across the borough. The workforce is generally well-educated, highly skilled and well-paid. Unemployment and crime levels in the borough are low. However, there are significant pockets of less advantage, which can often be felt more keenly amongst prosperity.

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

The local economy is one of the most competitive in the UK with a total gross value added (GVA) of over £5 billion and the number of jobs continues to grow in line with our role as a regional administrative and commercial centre. A growing cluster of high-tech industries, at the cutting-edge of innovation, continues to create new employment opportunities. We need to understand the implications of evolving technologies and plan accordingly.

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

The borough attracts around three million visitors each year, generating an estimated £330 million in tourism income for local businesses and directly supporting around 4,500 jobs.



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

# Our vision for 2018– 2023

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

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



## Fundamental themes that support our vision

Place-making	Community	Innovation
<p><b>Strategic priorities</b></p> <ul style="list-style-type: none"> <li>➤ Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes</li> <li>➤ Making travel in Guildford and across the borough easier</li> <li>➤ Regenerating and improving Guildford town centre and other urban areas</li> </ul>	<p><b>Strategic priorities</b></p> <ul style="list-style-type: none"> <li>➤ Supporting older, more vulnerable and less advantaged people in our community</li> <li>➤ Protecting our environment</li> <li>➤ Enhancing sporting, cultural, community and recreational facilities</li> </ul>	<p><b>Strategic priorities</b></p> <ul style="list-style-type: none"> <li>➤ Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need</li> <li>➤ Creating smart places infrastructure in Guildford</li> <li>➤ Using innovation, technology and new ways of working to improve value for money and efficiency in Council services</li> </ul>



## Place-making

Guildford is a beautiful place to live and work. It is one of the most competitive locations to do business in the UK and Guildford town centre is a highly sought after retailing location. The borough is a focal point for cultural and leisure activities in Surrey and beyond. However, Guildford's strengths need to be protected for the benefit of future generations. Ignoring the demand for housing and employment now will damage the prospects of local communities and residents in future.



Access to high quality housing has a major influence on the overall health and wellbeing of the community. It also impacts on the local economy by allowing a workforce with the necessary skills to secure decent homes. High house prices and a shortage of affordable housing make the area too expensive for many people and present difficulties in attracting much-needed lower paid workers, key workers and young people. Creating an environment where business can thrive and people can access local homes and jobs is crucial to achieving many of our priorities.

We will ensure that a range of housing is available to accommodate all ages and lifestyles. At least 35% of new housing will be affordable homes. In shaping Guildford's future, we will make sure that development is directed to the right places and that high quality design, renewal and regeneration enhance our urban and rural built environments. We will also conserve and enhance the unique qualities of our natural and built environment.

We will make sure that new development is successfully integrated into our communities. We will facilitate well-planned urban extensions and larger mixed developments on strategic sites, together with the infrastructure required. This will include the timely provision of appropriate educational, health and community facilities.

We recognise that traffic problems are amongst the foremost concerns of residents and businesses. There is significant traffic congestion in the town centre and on major routes during peak hours and small incidents can often give rise to serious delays. Significant investment in tackling congestion hotspots will be crucial. Measures to increase the use of public transport, cycling and walking also form key components of our plans to reduce traffic congestion.

We also need to improve the features that make Guildford so attractive. Pedestrianisation, improvements to public spaces, regeneration of prominent sites and enhancing the riverside will add to the existing first class shopping and heritage attractions in the town.

### Our priorities and key projects

- **Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes**
  - Adopt and implement the Local Plan and supporting policies
  - Complete the redevelopment of Guildford Park Car Park to provide a new car park and 160 new homes
  - Start delivery of the Slyfield Area Regeneration Plan
- **Making travel in Guildford and across the borough easier**
  - Work with partners to secure funding for improvements to the local and strategic road networks, including the A3
  - Deliver a sustainable movement corridor to link the town centre to key employment areas and educational and healthcare facilities
  - Work with Network Rail on the delivery of new stations in Park Barn and Merrow
  - Replace Walnut Bridge footbridge to improve access between the railway station and town centre
  - Deliver the Ash Rail Bridge scheme
- **Regenerating and improving Guildford town centre and other urban areas**
  - Facilitate the delivery of a major new mixed development in North Street
  - Implement the vision of the Town Centre Regeneration Strategy
  - Improve surfacing and the public realm in key town centre areas

## Community

Many residents enjoy the benefits of good health and well-paid jobs. However, high house prices and rents and cost of living generally mean that more people than might be imagined struggle to get by. There are also pockets of less advantage with higher concentrations of people with low incomes and there are health inequalities between different parts of the borough. We believe that every person matters and want to ensure that the success of our borough and local economy is shared more widely.

We will work with communities to identify their priorities and will encourage and support residents to get involved to change things in their area for the better. We will provide opportunities for increased participation in local cultural, environmental and sporting activities and encourage volunteering to help strengthen communities, increase civic pride and improve wellbeing.

We recognise the vital role of the voluntary sector in supporting some of our most vulnerable residents, but that securing external funding is an increasing challenge for many organisations. We will work with them to help facilitate new partnerships and ways of working to maintain essential services for those with the greatest needs.

Working with our partners, we will also play our part in improving the health and wellbeing of residents generally. We will focus on issues such as alcohol, smoking, diet and physical activity and will help provide opportunities for residents to make positive lifestyle choices. Reducing social inequality will also be important and will involve addressing issues such as homelessness and housing need and supporting residents through welfare reforms to promote financial and social inclusion.

In common with other areas, the sustained ageing of the population will be one of the greatest challenges in future years, particularly in terms of the growth in the numbers of the very elderly and those with dementia. Large numbers of the most frail and vulnerable will need support to enable them to continue living independent lives. We will work closely with our partners in health and social care to integrate our community services to best meet local needs.

We also need to provide leadership to protect our natural environment for our communities to enjoy. We will seek opportunities to enhance residents' access to the countryside, whilst maintaining and improving our own parks and open spaces. We will work with partners to protect local standards of air and water quality and will encourage residents to live more environmentally sustainable lifestyles, in terms of waste, travel and energy choices.



### Our priorities and key projects

#### ➤ Supporting older, more vulnerable and less advantaged people in our community

- Work with residents through Project Aspire to deliver health and wellbeing improvements in our less advantaged communities
- Work with other agencies to integrate our community care services with partners
- Work towards preventing homelessness and rough-sleeping in the borough

#### ➤ Protecting our environment

- Maintain and improve air quality by implementing the Guildford Borough Air Quality Strategy 2017 - 2022
- Review and develop our recycling services
- Reduce energy, fuel and water use from our own operations and deliver renewable energy projects

#### ➤ Enhancing sporting, cultural, community and recreational facilities

- Develop Guildford Museum as a vibrant visitor attraction
- Deliver a new sport and leisure facility to replace Guildford Spectrum
- Rebuild Guildford Crematorium to meet community need
- Produce a masterplan for Stoke Park to make it a vibrant community park and visitor destination

## Innovation

A healthy economy is fundamental to the quality of life and prosperity of residents. We will work with and support our business community to improve productivity and ensure that our economy remains competitive. We will strive to maintain our business base and encourage sustainable and proportionate economic growth. The focus will be on creating a resilient local economy where jobs are encouraged in knowledge-based and high-growth industries.



Guildford will be seen as a leader of innovation building on existing businesses and research, the promotion of high value clusters and our ambition to develop a connected community. There will be a particular emphasis on emerging and disruptive technologies and building strong links and leveraging synergies between public, private and third sectors. We will encourage local entrepreneurs through incubators and accelerators. We will promote further inward investment and work with partners to help address skills gaps, whilst encouraging companies to employ people living locally.

Using existing and future infrastructure, we will develop Guildford as a smart city using leading edge technology and new approaches to find efficiencies and co-ordinate activities. Potential future technological and digital advances will be taken into account in planning, regeneration and development decisions. Projects exploiting the opportunities provided by 5G will be taken forward. We will create an environment where partners share information on technological advancements for the benefit of all those in the borough.

We will work to ensure that we are seen as an exemplar Council that recognises the importance of innovation in the provision of efficient and cost-effective services. Opportunities for innovative service delivery, new technologies and better ways of working will be explored.

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

We will continue to be responsive to our customers' needs. We will become an easily accessed council, with all our services being available online. While this will offer maximum flexibility and convenience for our customers, we will continue to be mindful of those who want to interact with us in other ways.

### Our priorities and key projects

- **Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need**
  - Develop and implement a refreshed Economic and Innovation Strategy for Guildford, including a bespoke business support plan for the gaming and digital health sectors
  - Create an innovation step-in centre for new start-up businesses and scale-up facilities
  - Redevelop Midleton Industrial Estate to provide modern units equipped with the latest technology for new and expanding businesses
  - Create a £400 million visitor economy through our Visitor Strategy
- **Creating smart places infrastructure in Guildford**
  - Maximise smart places technology to support the economy and community wellbeing through an inclusive Smart Places Programme.
- **Use innovation, technology and new ways of working to improve value for money and efficiency in Council services**
  - Become a digital by default council with all relevant services being available online
  - Develop options for alternative methods of delivery for relevant services, including joint working, shared services, trusts, mutuals and joint venture companies
  - Develop business cases for new traded services to increase commercial income

## Our recent achievements

Place-making	Community	Innovation
<ul style="list-style-type: none"><li>➤ Submitted new Guildford Borough Local Plan for examination</li><li>➤ 1,133 new homes since 2015, including 271 affordable homes</li><li>➤ 77 new council homes built since 2014/15, with 51 more due for completion in 2018/19</li><li>➤ New housing company formed to provide homes across a range of tenures and first 15 properties let</li><li>➤ Delivered 11 new affordable pitches for our travelling community</li><li>➤ New High Street setts and Tunsgate public realm improvements</li><li>➤ Redeveloped Woodbridge Road Sports Pavilion</li><li>➤ Provisional allocation of £12.5m from EM3 for transport improvements</li><li>➤ Homes England funding of £10m for Ash rail bridge scheme</li><li>➤ Government funding of £3.6m for A3 junction improvements</li><li>➤ Funding for Walnut Bridge linking station and town centre and other pedestrian and cycle improvements</li><li>➤ New Guildford Borough Transport Strategy</li><li>➤ New Parking Strategy and car park improvements</li></ul>	<ul style="list-style-type: none"><li>➤ Established Project Aspire to support our less advantaged residents</li><li>➤ Indigo Project to provide mental health support to those at risk of rough-sleeping</li><li>➤ Implemented our Homelessness Strategy</li><li>➤ Improved lives through our Family Support Programme</li><li>➤ Major repairs and improvements to Council homes</li><li>➤ Raised over £400,000 for Guildford Philanthropy</li><li>➤ New social enterprise projects in Stoke and Westborough</li><li>➤ New Guildford Health and Wellbeing Strategy</li><li>➤ New Air Quality Strategy</li><li>➤ New Sports, Play, Art Development and Public Art Strategies</li><li>➤ Achieved a recycling rate of 60%</li><li>➤ Reduced carbon emissions from our own operations by 20%</li><li>➤ Provided solar panels on our newly built social housing</li><li>➤ Green Flags for 8 of our parks and open spaces</li><li>➤ New Countryside Vision Strategy</li><li>➤ New environmental Joint Enforcement Team</li></ul>	<ul style="list-style-type: none"><li>➤ New Economic, Visitor and Rural Strategies</li><li>➤ Launched Corporate Citizenship Charter</li><li>➤ Business events and stronger links with key employers</li><li>➤ Purple Flag accreditation for night-time economy</li><li>➤ South East Tourist Destination of the Year</li><li>➤ Innovate Guildford Festival</li><li>➤ Expansion of superfast broadband</li><li>➤ Delivered savings of £4.1m and additional income of £6.4m since April 2013</li><li>➤ Fundamental service reviews</li><li>➤ Increased income from our investment property portfolio</li><li>➤ Extra £4.9m investment in priority areas in last 3 years</li><li>➤ Developed our customer service centre</li><li>➤ Improvements to Millmead House for our customers</li><li>➤ New operator of Electric Theatre</li><li>➤ New website to improve transactional capability and increase channel shift</li><li>➤ Webcasting our meetings</li></ul>



## Our performance

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

Pages 11 - 15 accompanying this plan provides a summary of the actions and projects of particular impact and size that will play a key role in delivering our five fundamental themes up to 2023. More detail on these and other projects are outlined in the Council's service plans.

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

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

### Internal values for our people

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

#### Customer care

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

#### Quality focus

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

#### Organisational learning

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

#### Challenge ourselves

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

#### One Council

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

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



## Listening to our community

We believe in listening to and engaging with our community.

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

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



## Values for our residents

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



## Give us your feedback

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



**We welcome all feedback.**

**E-mail: [customerservices@guildford.gov.uk](mailto:customerservices@guildford.gov.uk)**

**Online at [www.guildford.gov.uk](http://www.guildford.gov.uk)**

**Telephone: 01483 505050**

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Appendix 1

Place-making				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes	Adopt and implement the Local Plan and supporting policies	Existing revenue budget	2020	Planning Policy Manager
	Introduce the Community Infrastructure Levy to fund new and improved infrastructure to support development	Existing revenue budget	2020	Planning Policy Manager
	Ensure high quality building design and standards through the implementation of a set of design guides for Guildford	Existing revenue budget	2020	Planning Policy Manager
	Start delivery of housing as part of the Slyfield Area Regeneration Plan	Capital growth Enterprise M3	2021	Director of Planning and Regeneration
	Complete the redevelopment of the Guildford Park Car Park site to provide a multi-storey car park and 160 new homes	Existing capital budget	2021	Director of Community Services
	Directly build or acquire new Council homes and provide home across a range of tenures through North Downs Housing Ltd	HRA reserves Existing capital budget	2023	Director of Community Services
Making travel in Guildford and across the borough easier	Work with partners to secure funding for improvements to the local and strategic road networks, including the A3	Existing revenue budget	2023	Planning Policy Manager
	Promote and pursue the funding and delivery of a sustainable movement corridor linking the town centre to key employment areas and educational and healthcare facilities	Existing revenue budget Existing capital budget	2023	Major Projects Portfolio Manager
	Upgrade traffic management systems to manage the approaches to Guildford town centre to alleviate congestion	Enterprise M3 Existing capital budget	2021	Major Projects Portfolio Manager
	Deliver the Parking Strategy to support traffic movement and access to retail and the workplace	Existing revenue budget Existing capital budget	2020	Waste and Fleet Services Manager
	Work with partners to make improvements to the local bus network and infrastructure	Enterprise M3 Capital growth Bus operators	2021	Major Projects Portfolio Manager
	Work with Network Rail to progress the planning and delivery of new stations at Guildford West (Park Barn) and Guildford East (Merrow)	Existing capital budget Capital growth	2023	Major Projects Portfolio Manager
	Replace Walnut Bridge footbridge to improve access between the station and town centre	Existing capital budget	2019	Director of Environment
	Introduce a public bike share scheme (including electric bikes) in Guildford	Revenue growth Sponsorship	2018	Major Projects Portfolio Manager
	Deliver the Ash Rail Bridge scheme	Homes England Network Rail Developer contributions	2021	Major Projects Portfolio Manager
	Deliver junction improvements to the A331 Blackwater Valley route	Enterprise M3 Capital growth	2021	Major Projects Portfolio Manager

Place-making				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Regenerating and improving Guildford town centre and other urban areas	Work with developers and landowners, to deliver high quality, attractive renewal of the town centre in line with the vision of the Town Centre Regeneration Strategy	Existing revenue budget Possible capital growth Possible revenue growth	2023	Major Projects Portfolio Manager
	Facilitate the delivery of a major new mixed development on North Street, incorporating a significant number of new homes and public realm improvements	Existing revenue budget Existing capital budget	2023	Director of Planning and Regeneration
	Develop proposals for improvements to surfacing and the public realm in the town centre, including Tunsgate and Castle Street	Existing revenue budget Existing capital budget Capital growth	2020	Director of Environment
	Produce a development brief for the comprehensive redevelopment of the Bedford Wharf riverside area for a mix of uses	Existing revenue budget	2019	Director of Community Services Major Projects Portfolio Manager

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Community				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Supporting older, more vulnerable and less advantaged people in our community	Work with residents through Project Aspire to deliver health and wellbeing improvements in our less advantaged communities	Existing revenue budget Possible revenue growth	2023	Community Development Manager
	Work with our partners to deliver a programme to address the strategic objectives of the public health and wellbeing strategy	Existing revenue budget	2020	Public Health Coordinator
	Help vulnerable families through our family support programme and review its future when current government funding ceases in 2020	Existing revenue budget Surrey County Council	2020	Family Support Manager
	Work with other agencies to integrate our community care services with partners	Existing revenue budget	2020	Director of Community Services
	Review funding and other support for voluntary caring organisations to ensure effective support for vulnerable and disadvantaged residents	Existing revenue budget	2020	Director of Community Services
	Assist voluntary organisations to provide additional facilities, services and activities for older people	Voluntary grants budget Possible revenue growth	2020	Director of Community Services
	Continue to build and grow Guildford Philanthropy to fund projects providing skills, training and work experience opportunities for those who may have missed out	Existing revenue budget	2023	Policy and Partnerships Manager
	Work towards preventing homelessness and rough-sleeping in the borough	Existing revenue budget	2023	Housing Advice Manager
	Implement the Safer Guildford Partnership Plan 2018 - 2021 focussing on harm, risk, vulnerability and victims	Existing revenue budget	2021	Community Safety Manager
	Implement the Rural Strategy to support the delivery of rural initiatives to address issues of rural deprivation, including skills and enterprise, crime reduction and environmental, cultural and leisure projects	Existing revenue budget Possible revenue growth	2023	Local Economy Manager
Protecting our environment	Maintain and improve air quality by implementing the Guildford Borough Air Quality Strategy 2017 – 2022	Existing revenue budget	2022	Director of Community Services
	Review and develop our recycling services to ensure that they remain fit-for-purpose	Existing revenue budget	2020	Waste and Fleet Services Manager
	Reduce energy, fuel and water use from our own operations and deliver renewable energy projects	Existing revenue budget Salix Energy invest to save Capital growth	2023	Director of Community Services

Community				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
	Support the River Wey Catchment Management Partnership to improve the water quality of the river and the management of its catchment	Revenue growth External funding	May 2020	Parks and Landscape Manager
Enhancing sporting, cultural, community and recreational facilities	Produce proposals for the redevelopment of the Museum and Castle site to transform it into a lively visitor attraction and valued community resource	Existing revenue budget Existing capital budget Possible capital growth	2019	Director of Environment
	Undertake a feasibility study for a new multi-use sports and entertainment facility to replace Guildford Spectrum	Existing revenue budget Possible capital growth Possible revenue growth	2018	Director of Environment Director of Planning and Regeneration
	Rebuild Guildford Crematorium to ensure that the service is fit-for-purpose for the next 50 years	Existing capital budget	2019	Parks and Landscape Manager
	In consultation with existing users and other stakeholders, produce a masterplan for Stoke Park to make it a vibrant community park and visitor destination	Existing revenue budget	2020	Parks and Landscape Manager
	Develop a Parks Strategy, Pitch Strategy and Event Strategy for our open spaces to support the needs of residents	Existing revenue budget	2021	Parks and Landscape Manager
	Obtain consent and approval for management of Tyting Farm as a SANG (Suitable Alternative Natural Greenspace) for town centre housing sites	Existing revenue budget Possible capital growth	2018	Planning Policy Manager
	Work with the River Wey Catchment Partnership to implement a wetland design for Burpham Court Farm	External funding	2023	Parks and Landscape Manager
	Implement the Countryside Vision	Existing revenue budget	2023	Parks and Landscape Manager
	Implement the Play, Sports and Arts Development and Public Art Strategies	Existing revenue budget Existing capital budget Possible capital growth	2023	Leisure Services Manager

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Innovation				
Priority	Project or Action	Proposed Funding Source	Target Completion Date	Responsible Officer
Encourage sustainable and proportionate economic growth to help provide the prosperity and employment that people need	Develop and implement a refreshed Economic and Innovation Strategy for Guildford	Corporate sponsorship Revenue growth	2019	Local Economy Manager
	Deliver a bespoke business support plan for the gaming and digital health sectors	Existing revenue budget	2019	Local Economy Manager
	Deliver an innovation step-in centre/incubator for new start up businesses and feasibility study on future scale-up facilities	Capital growth	2019	Local Economy Manager
	Redevelop Midleton Industrial Estate to provide modern units equipped with the latest technology for new and expanding businesses	Existing capital budget	2020	Asset Development Manager
	Create a £400 million visitor economy through our Visitor Strategy	Existing revenue budget Surrey County Council	2020	Local Economy Manager
	Deliver the Innovate Guildford Arts and Science Festival in 2019	Existing revenue budget	2019	Local Economy Manager
Create smart places infrastructure in Guildford	Maximise smart places technology to support the economy and community wellbeing through an inclusive Smart Places Programme	Commercial partnership Corporate sponsorship Revenue growth	2023	Local Economy Manager ICT Manager
Use innovation, technology and new ways of working to improve value for money and efficiency in Council services	Become a digital by default council with all relevant services being available online	Existing revenue budget	2023	Corporate Management Team
	Develop options for alternative methods of delivery for relevant services, including joint working, shared services, trusts, mutuals and joint venture companies	Existing revenue budget	2023	Corporate Management Team
	Deliver a programme of Fundamental Service Reviews as part of our Transformation Programme	Existing revenue budget	2023	Corporate Management Team
	Develop business cases for new traded services to increase commercial income	Existing revenue budget	2020	Director of Finance
	Review and develop commercial waste opportunities	Existing revenue budget	2018	Waste and Fleet Services Manager

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- » apply for planning permission and view applications
- » take part in consultation about your local area

... and much more



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GUILD F O R D  
B O R O U G H

## Corporate Plan Consultation 2018

Prepared by

**SMSR**  
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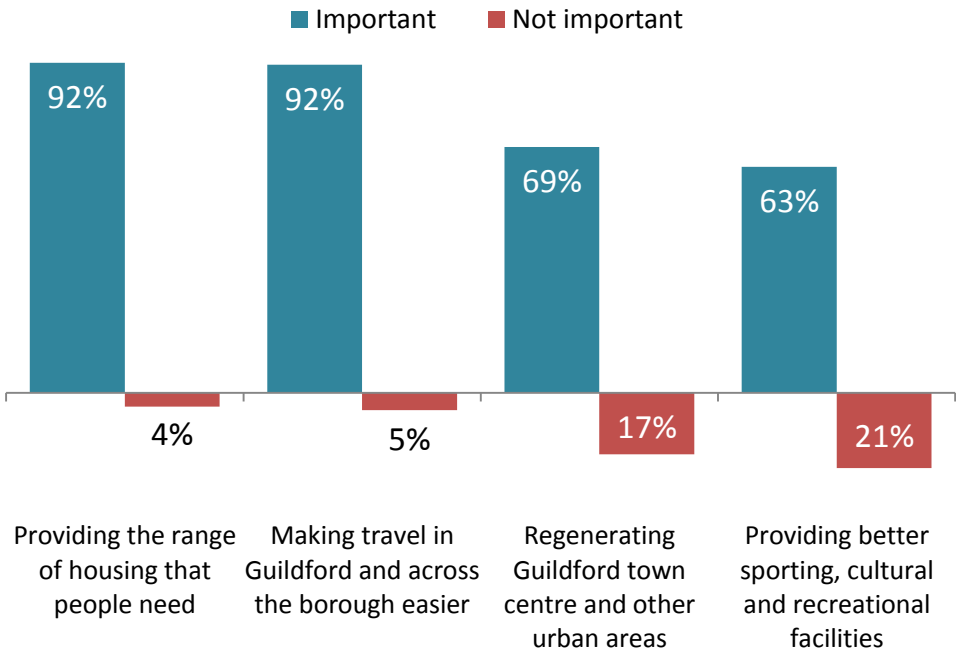
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# 1.0 Headline Findings

## 1.1 Guildford as a Place to Live

Respondents were asked to think about Guildford as a place to live and then rate how important or unimportant each of the following priorities are:



When considering the overall levels of importance for each theme in comparison, it is clear that providing the range of housing that people need and making travel in Guildford and across the borough easier are deemed as more important priorities for the borough with over 9 in every 10 attributing a level of importance to these themes. A very small percentage of residents perceived these themes as unimportant.

A fifth less considered the regeneration of Guildford town centre and other urban areas as important and around a third less the provision of better sporting, cultural and recreational facilities. Around a fifth thought that these priorities were unimportant (17% and 21% respectively).

The vast majority (92%) thought that providing the range of housing that people need was important with 6 out of 10 rating this priority as very important. A third recognised this priority as important (34%) and only a very small percentage (4%) attributing a level of unimportance overall.

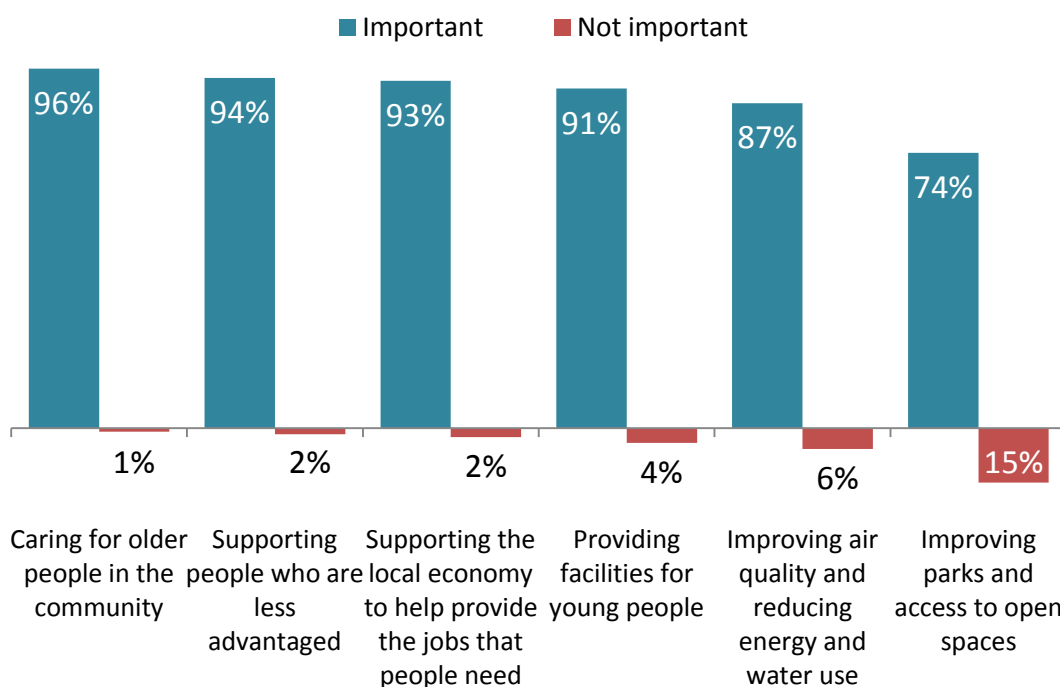
Similarly, the majority (92%) decided that making travel in Guildford and across the borough easier with around 6 out of 10 deeming this as very important and just under a third (31%) important. Only 5% thought this to be not very important with no one of the opinion that it was not at all important.

Whilst a high percentage of respondents consider regenerating Guildford town centre and other urban areas as important, fewer thought that this was important overall with a quarter deeming regeneration to be very important (26%) and two-fifths important (43%). Just under a fifth thought this priority to be unimportant to some degree, the majority of which stating not very important (15%). Around a sixth (14%) of respondents mentioned that they thought regenerating Guildford town centre and other urban areas as neither important nor unimportant.

When asked about the importance of providing better sporting, cultural and recreational facilities, 6 out of 10 responded positively with a fifth (20%) deeming the theme very important and just over two-fifths important (43%). Just under a quarter thought this theme to be unimportant (18% not very important and 4% not at all important). Around a sixth (16%) of respondents mentioned that they thought providing better sporting, cultural and recreational facilities as neither important nor unimportant.

## 1.2 The Local Community

Respondents were asked to think about the local community and then rate how important or unimportant each of the following priorities are:



When examining the levels of importance attributed to each community theme side by side, the highest levels of combined importance were credited to caring for older people in the community. Additionally the priorities of supporting people who are less advantaged, supporting the economy and providing facilities for young people were all considered important by over 9 out of 10 respondents. Improving air quality and reducing water use was thought of as slightly less important (87%) and the lowest levels of importance were placed on improving parks and access to open

spaces with three quarters (74%) expressing a positive opinion to this theme. Almost a fifth (15%) were of the belief that improving parks and access to open spaces was unimportant.

Over 9 in every 10 respondents were in agreement that supporting the local economy to help provide the jobs that people need was important to the borough. Half (51%) viewed this priority as very important, and slightly less considering it important (43%). A small handful of respondents considered this unimportant (2%) with 5% concluding this theme to be neither important nor unimportant.

A high level of importance was also attributed to improving air quality and reducing energy and water use with just under nine-tenths recognising this notion as important. Half (49%) thought the priority to be important and a tenth less (39%) very important. A similar percentage thought that the theme was neither important nor unimportant (7%) or unimportant (6%).

Participants acknowledged that caring for older people was an overwhelmingly important consideration when thinking about the local community with a dominant majority supporting this notion (96%). Of this percentage, three fifths (61%) thought this to be a very important priority and a third important (36%). Only 4% of respondents consulted did not feel this priority was important with 1% stating that it was unimportant.

Providing facilities for young people was recognised as an important action in the borough – drawing a positive response from over 9 out of 10 participants. The level of importance was almost identical with 46% stating very important and 45% important. A combined percentage of around a tenth declared providing facilities for young people as neither important nor unimportant (5%) and unimportant (4%).

The vast majority thought that supporting those who are less advantaged in the borough was important with, again, over 9 out of 10 providing this answer. Again, the split of respondents considering this action to be very important or important was almost identical (48% and 46% respectively). Only 1% thought that this priority was unimportant and not one respondent thought it to be not at all important. The remainder (5%) thought that this was neither important nor unimportant.

Three-quarters (74%) regarded improving parks and access to open spaces as important, just under a third considering this a very important priority (29%). Just under half (45%) said that it was important and a sixth (15%) unimportant. Just over a tenth (12%) deemed improving parks and access to open spaces as neither important nor unimportant.

### 1.3 Other Priorities

Respondents were offered the opportunity to provide any additional priorities they considered important within Guildford. This was recorded verbatim and collated into themes and ranked by the percentage of respondents mentioning each theme. These themes are explored, in depth, later in the report.

Theme	Number	%
Transport and infrastructure	301	51.6%
Housing	110	18.9%
Services (Health, schools, rubbish collections, etc.)	91	15.6%
Environmental / green issues	77	13.2%
Facilities (shops, sports, arts, parks, etc.)	59	10.1%
Regeneration / upkeep of the town	47	8.1%
Accessibility, inclusion and diversity	34	5.8%
Policing and safety	26	4.5%
Economy / jobs	25	4.3%
Efficiency	15	2.6%
Heritage sites and features	7	1.2%
Tourism	3	0.5%

When compared to the priorities set out in the survey, there was some crossover as respondents both offered additional priorities and reinforced those that they had been asked to rate in terms of importance. Half (51%) provided suggestions relating to transport and infrastructure which was by far the most frequent response followed by a fifth mentioning housing. Around a sixth considered services based priorities and environmental issues important (16% and 13% respectively) and a tenth (10%) thought that priorities relating to facilities were important.

## 2.0 Introduction

### 2.1 Background

Guildford Borough Council are revising and updating their Corporate Plan which will provide a robust framework to address the challenges ahead. The Council aims to balance the needs of town, villages and countryside to improve people's lives and prospects. Improving people's lives, wherever they live in the borough and developing the ways the Council work are central to delivering the Corporate Plan.

Guildford Borough Council commissioned SMSR Ltd, an independent research company, to undertake a consultation to find out the issues that most concern local residents and businesses. The aim of the research was to survey residents and stakeholders in order to produce a report and summary that provides a resource of information that will help inform the Council's work in updating the Corporate Plan.

### 2.2 Report Structure

Included in the report is a set of top line findings which provides quick reference to all the questions asked throughout the survey. In addition all questions have been analysed by respondent type and demographic group and any significant differences in opinion are commented on throughout the report.

It should be noted that when the results are discussed within the report, often percentages will be rounded up or down to the nearest one per cent. Therefore occasionally figures may add up to 101% or 99%.

## 3.0 Methodology and Sample

It was important that the methodological approach was robust and wide-reaching and therefore it was decided that a combination of methodologies would be used to ensure representation and inclusivity.

A questionnaire was jointly designed by Guildford Borough Council and SMSR Ltd, a copy of which can be found in the appendices. All versions of the questionnaire were piloted prior to the fieldwork to ensure it was easy for residents to complete and that the findings would meet the aims and objectives of the consultation.

When the questionnaire was approved an online link was produced. This link was promoted to local residents in various ways, including a link on the landing page of the Council's website. The Council also issued a press release and promoted the consultation on social media. A representative sample of 750 residents was completed via telephone methodology and completed by SMSR Ltd which included members of the Guildford Borough Council Citizens' Panel. Paper copies of the survey were also available.

In addition, a workshop was held with elected members to discuss interim findings and discuss the challenges around meeting priorities, together with identifying projects that are already in place to deliver the Corporate Plan.



### 3.1 Online Sample

In total 251 residents and interest groups from across the Guildford Borough took part in the consultation through means of an online survey which was promoted by the Council via its website and social media streams.

The demographic breakdown of responses was as follows:

Gender	Number	Percentage of sample
Male	110	43.8%
Female	129	51.4%
Not stated	12	4.8%

Age	Number	Percentage of sample
16-24	5	2.0%
25-34	19	7.6%
35-44	33	13.1%
45-54	62	24.7%
55-64	39	15.5%
65+	80	31.9%
Not stated	13	5.2%

Ethnicity	Number	Percentage of sample
White	218	86.9%
BME	33	13.1%
Not stated	0	0%

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Postcode	Number	Percentage of sample
GU1	43	17.1%
GU2	50	19.9%
GU3	19	7.6%
GU4	23	9.2%
GU5	2	0.8%
GU7	1	0.4%
GU10	4	1.6%
GU12	42	16.7%
GU23	3	1.2%
KT11	2	0.8%
KT24	4	1.6%
RH5	1	0.4%
Outside Guildford	11	4.4%
Not stated	46	18.3%

Which best describes you:	Number	Percentage of sample
Live in the borough	214	85.3%
Work in the borough	26	10.4%
Visitor	1	0.4%
Business representative	3	1.2%
Resident association representative	0	0.0%
Community group representative	4	1.6%
Parish council representative	4	1.6%
Studying in the borough	0	0.0%

### 3.2 Telephone Sample

In total 750 residents from across the Guildford Borough took part in the telephone consultation which included members of the Guildford Borough Council Citizens' Panel. A representative sample was designed based on the population of the borough using census figures provided by the Office of National Statistics. This provides an evidence base with 95% confidence and a +/-3.6% error margin.

The demographic breakdown of responses was as follows:

Gender	Number	Percentage of sample
Male	361	48.1%
Female	381	51.9%
Not stated	0	0%

Age	Number	Percentage of sample
16-24	124	16.5%
25-34	114	15.2%
35-44	135	18.0%
45-54	120	16.0%
55-64	107	14.3%
65+	150	20.0%
Not stated	0	0%

Ethnicity	Number	Percentage of sample
White	676	90.1%
BME	66	8.8%
Not stated	8	1.1%

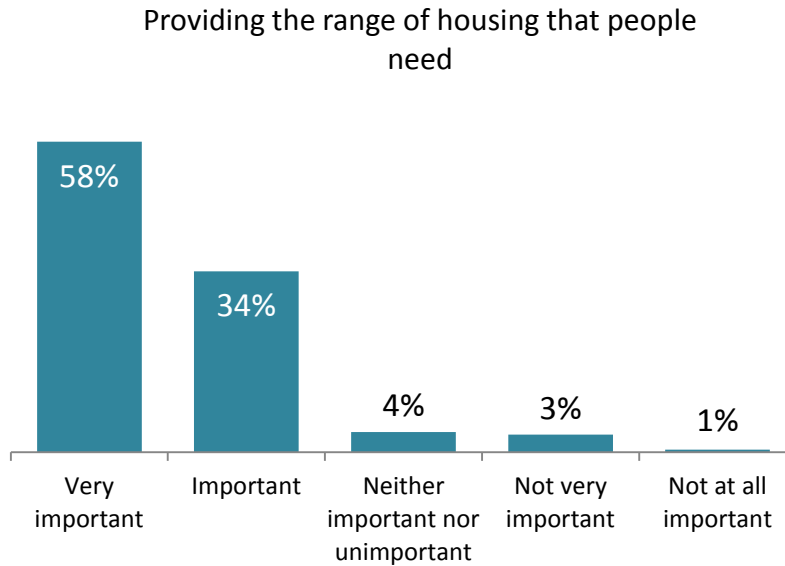
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Postcode	Number	Percentage of sample
GU1	237	31.6%
GU2	149	19.9%
GU3	65	8.7%
GU4	86	11.5%
GU5	21	2.8%
GU7	2	0.3%
GU10	15	2.0%
GU12	78	10.4%
GU23	27	3.6%
GU24	14	1.9%
KT11	1	0.1%
KT24	52	6.9%
RH5	3	0.4%
Not stated	0	0%

Which best describes you:	Number	Percentage of sample
Live in the borough	735	98.0%
Work in the borough	165	22.0%
Visitor	0	0.0%
Business representative	2	0.3%
Resident association representative	0	0.0%
Community group representative	1	0.1%
Parish council representative	1	0.1%
Studying in the borough	1	0.1%

## 4.0 Findings

### 4.1 Guildford as a Place to Live



Nearly three-fifths (58%) felt that providing the range of housing that people need is very important, with a further third (34%) that felt it was important. Only 4% felt this was not important; 3% that said it was not very important and 1% that said it was not at all important.

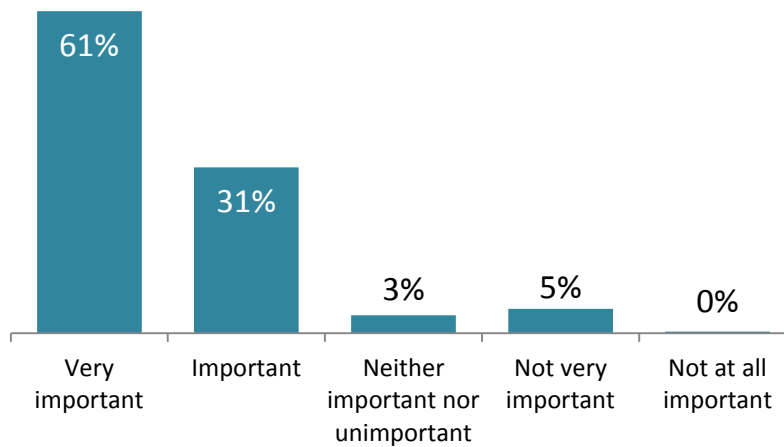
Females placed more importance on providing a range of housing that people need than males, with 94% of females that felt this was important compared to 91% of males. Respondents in education or training (97%), those employed in a part-time job (95%) and those not currently working or unemployed (94%) tended to place more importance on this than those in full-time employment (91%).

BAME respondents (87%) and respondents with a disability (90%) put less importance on providing a range of housing that people need when compared to those without a disability and white respondents (both 93%).

Respondents living within the GU2 postcode (95%) placed the highest importance on the need to provide housing that a range of people need, whereas those in GU12 (91%) and KT24 (89%) placed the lowest levels of importance on this aspect.

Respondents who conducted the interview over the telephone (94%) were more likely to feel it was important to provide a range of housing that people need compared to those that completed the survey online (87%).

### Making travel in Guildford and across the borough easier



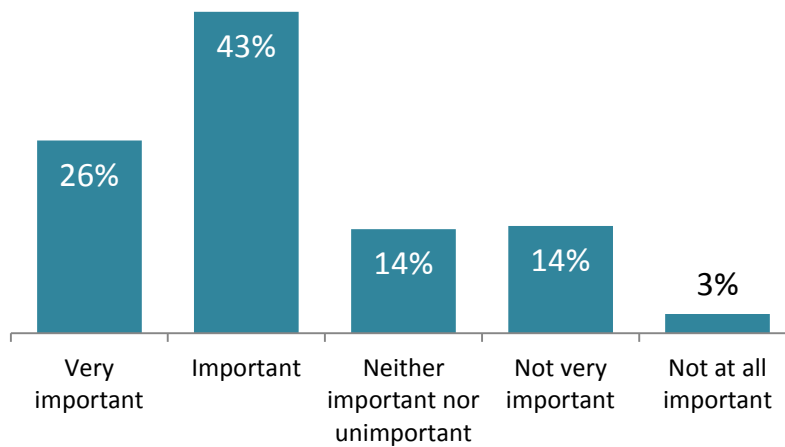
Over nine-tenths (92%) felt that making travel in Guildford and across the borough easier was important overall; 61% that felt this was very important and 31% that felt it was important. Only 5% felt that was not important.

Females (93%) tended to place more importance than males (91%) that travel should be made easier in Guildford and across the borough. Just under 9 in 10 of those aged 16 to 24 (87%) and 65 to 74 (87%) felt making travel easier was important, whereas 97% of those aged 45 to 54 and 94% of those aged 35 to 44 and 55 to 64 felt making travel in Guildford and the borough easier was important.

Self-employed respondents (98%) and those employed in a part-time job (95%) were more inclined to feel that making travel in Guildford and the borough easier was important when compared to those in education or training (88%), those not currently working (88%) and retired respondents (89%). BAME respondents (96%) placed a higher than average amount of importance on this, whereas respondents with a disability (90%) indicated lower than average levels of importance.

Respondents that live within the GU3 postcode (95%) were a tenth more likely than respondents living in the GU4 postcode (86%) to say that it was important to make travel in Guildford and across the borough easier. Those that completed the survey online (95%) were also more likely than those that did the survey over the telephone (91%) to say that making travel easier is important.

Regenerating Guildford town centre and other urban areas



Over two-thirds (69%) said that regenerating Guildford town centre and other urban areas was important to a degree, with just over a quarter (26%) that said this was very important. Just less than a fifth (17%) said this was either not very or not at all important with slightly less (14%) stating that it was neither important nor important.

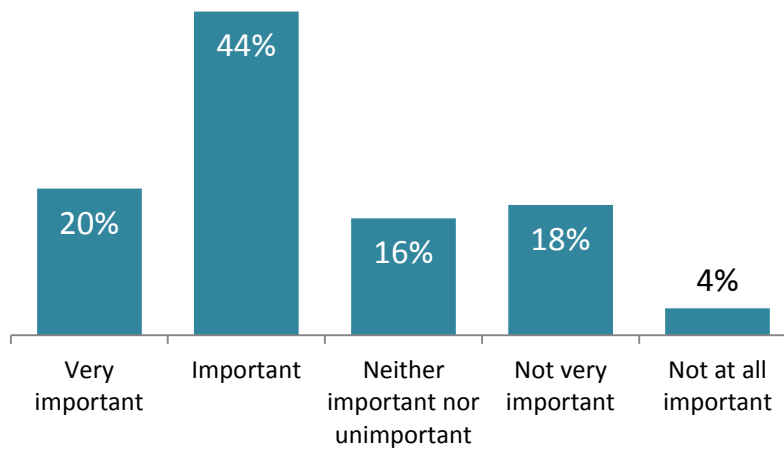
Males (70%) were more likely to have said regenerating Guildford town centre and other urban areas was important when compared to females (67%). Over three-quarters (77%) of those aged 45 to 54 felt that the regeneration of the town centre and other urban areas was important to them, whereas younger respondents placed less importance on this with only 55% of those aged 16 to 24 and 62% of those aged 24 to 35 that said this was important.

Those in education or training (61%) and those not currently working (58%) placed lower levels of importance on regeneration compared to the self-employed (71%), those in full-time employment (71%) and those doing something else (73%). Both BAME respondents (59%) and those with a disability (65%) expressed lower levels of importance on regenerating Guildford town centre and other urban areas.

Those living in GU2 (75%) and GU4 (72%) postcodes more frequently said regeneration of Guildford town centre and other urban areas was important to them, whereas those living in GU3 (66%), GU12 (66%) and GU23 (50%) less frequently said regeneration was important to them.

Respondents who completed the survey online (74%) were more likely than those that completed the survey over the telephone (67%) to say that regenerating the town centre and other urban areas was important.

### Providing better sporting, cultural and recreational facilities



Over three-fifths (64%) said that providing better sporting, cultural and recreational facilities was important to some degree; a fifth (20%) stating it was very important and 44% important. Over a fifth (22%) said that sporting, cultural and recreational facilities are not important to them (18% not very and 4% not at all) with slightly less (16%) mentioning it was neither important nor unimportant.

Younger respondents tended to place higher levels of importance on the provision of sporting, cultural and recreational facilities with over two-thirds of those aged 16 to 24 (70%) and 35 to 44 (70%) that said this was important to them. Older respondents indicated lower levels of importance to this with 56% of those aged 65 or over that felt that provision of better sporting, cultural and recreational facilities was important.

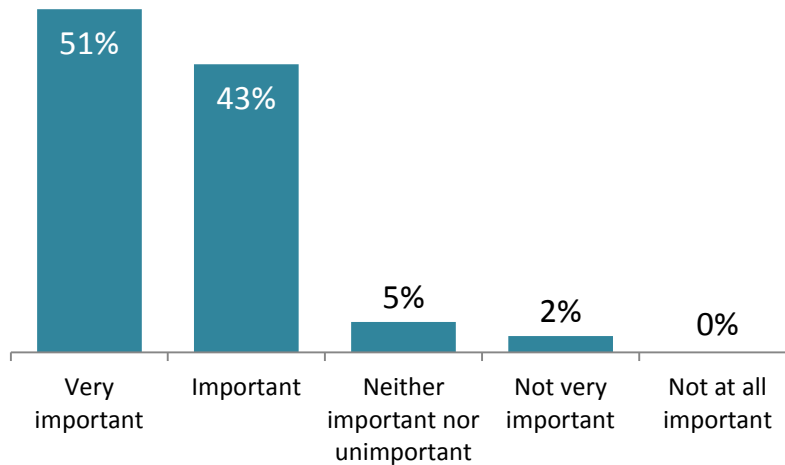
Those not currently working or unemployed (78%) and those in education or training (70%) were more inclined to place importance on better sporting, cultural and recreational facilities when compared to retired (57%) and self-employed (59%) respondents. Three-quarters of respondents with a disability (75%) felt that providing better sporting, cultural and recreational facilities was important to them.

Those living in GU1 (68%) and GU12 (66%) more frequently said that sporting, cultural and recreational facilities was important to them, whereas those living in GU3 (56%), GU23 (57%) and KT24 (54%) less frequently felt this was important to them. Those completing the interview by telephone (64%) placed a higher level of importance on providing better sporting, cultural and recreational facilities than those that completed the survey online (59%).



## 4.2 The Local Community

Supporting the local economy to help provide the jobs that people need



Over nine-tenths (94%) felt that supporting the local economy to help provide the jobs that people need was important to some level with over half (51%) that felt it was very important. Only 2% said this was not very important; no respondents said it was not at all important.

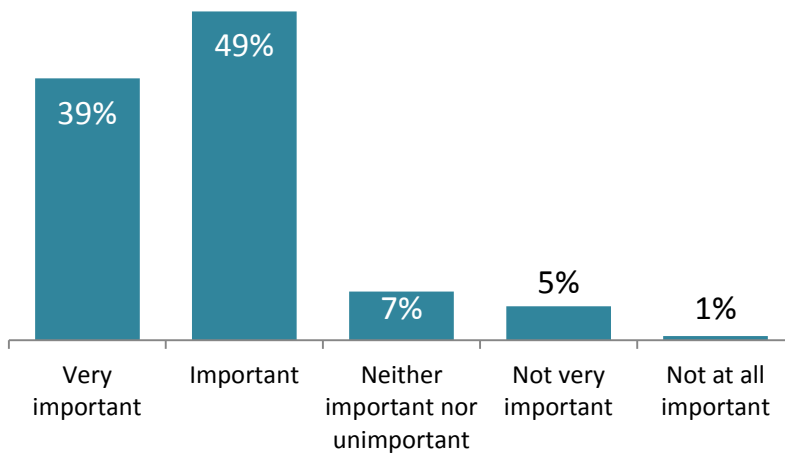
Female respondents placed greater importance on this factor than male respondents, with 95% of females that felt supporting the local economy was important compared to 92% of males. Those aged 16 to 24 (95%) and 35 to 44 (96%) placed the highest level of importance on the need to support the local economy; whereas those aged 55 to 64 (91%) placed the lowest level of importance on this.

Respondents in part time employment (95%) more frequently stated that it was important to support the economy to help provide jobs that people need, followed closely by those in full-employment and those not in employment (both 94%). Self-employed respondents (90%) less frequently stated that supporting the economy was important to them.

BAME respondents (94%) placed a higher than average level of importance on the need to support the local economy, whereas those with a disability (90%) were less inclined to have said that this was important to them.

Respondents living in GU1 (95%) were most likely to have felt this was important, with those living in GU4 (90%) and KT24 (91%) the least likely to feel that supporting the local economy was important. Those that took part in the survey over the telephone (94%) placed more importance on the need to support the local economy to help provide the jobs that people need compared to those that completed the survey online (90%).

Improving air quality and reducing energy and water use



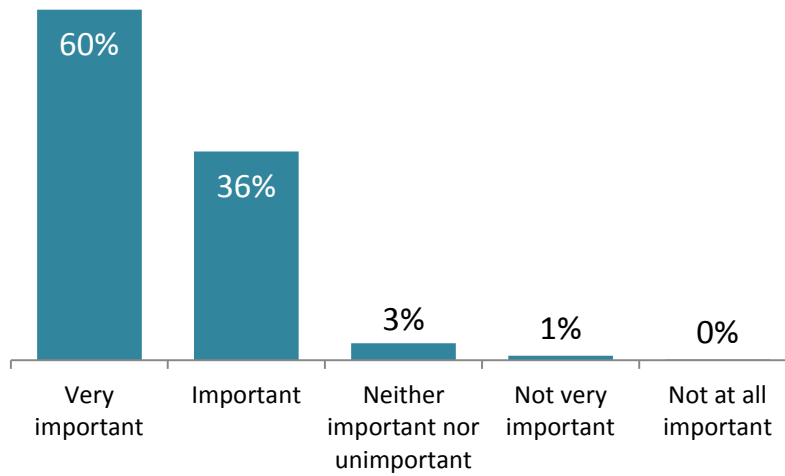
Just under nine out of every ten (87%) said that it was important overall to improve the air quality and reduce energy and water use, with over a third that said it was very important (38%) and around half that said it was important (49%). Only 6% said this was not important to them, with slightly more that said it was neither important nor unimportant (7%).

Females placed more importance on this than males with nine-tenths of females that felt improving air quality and reducing energy and water use was important compared to 84% of males. Those aged 35 to 44 placed the highest level of importance on this factor (92%), whereas those aged 16 to 24 (84%) and 45 to 54 (85%) placed the lowest levels of importance on this.

Respondents that were not currently working or were retired (both 84%) tended to place less importance on the need to improve air quality and reduce energy and water use compared to those in education or training and retired respondents (both 88%). BAME respondents placed high levels of importance on this aspect (91%), whereas those with a disability (86%) did not think that this was as important.

Those living in GU1 (89%), and GU12 (93%) more frequently said that improved air quality and reduced energy and water use was important to them, however, those living in GU3 (73%) and GU23 (83%) did not place as much importance on this. Respondents who completed the survey online (82%) were less likely to have said that improving air quality and reducing energy and water use was important compared to those who took part in the survey on the telephone (89%).

### Caring for older people in the community



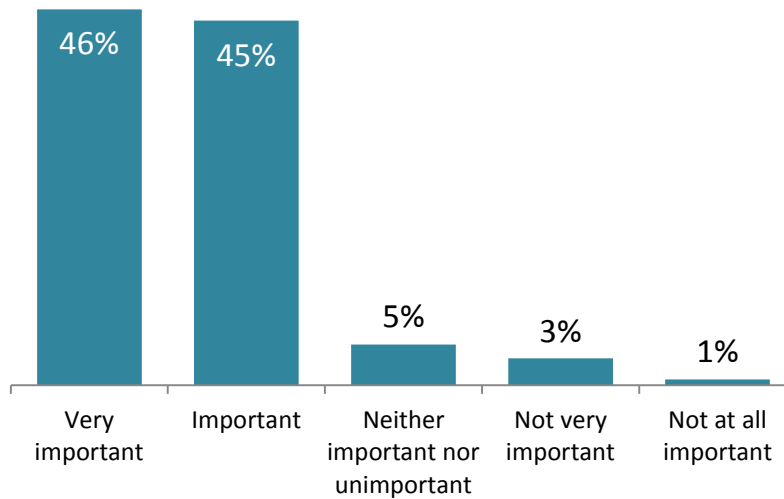
The vast majority (96%) felt that caring for older people in the community was important overall. Three-fifths (60%) felt this was very important with a further 36% that said it was important. Only 1% said it was not very important and no respondents said it was not at all important.

Females (98%) placed more importance on the need to care for older people in the community when compared to males (95%). Respondents aged 16 to 24, 35 to 44 and 55 to 64 (all 98%) placed the highest level of importance on caring for older people, whereas those aged 45 to 54 (93%) less frequently said this was of importance to them.

All respondents that were self-employed or doing something else and 98% of those not currently working felt that caring for older people in the community was important, whereas 95% of those in full-time employment said this was important to them.

Respondents living in GU12 (98%), GU23 (100%) and KT24 (98%) more frequently expressed importance in caring for older people, with those living in GU3 (95%) and GU4 (95%) less frequently stating this was important. Those that completed the survey online (91%) were less likely to have said caring for older people in the community was important to them compared to those that completed the survey over the telephone.

### Providing facilities for young people



Over nine-tenths (91%) stated that providing facilities for young people was important to some degree; 46% that felt it was very important and 45% that felt it was important. Only 4% said this was not important; 5% said it was neither important nor unimportant.

Females (94%) placed more importance on the provision of facilities for young people than males (88%). Those aged 35 to 44 tended to place a higher level of importance on providing facilities for young people (95%), compared to those aged 45 to 54 (90%) and those over 65 (88%).

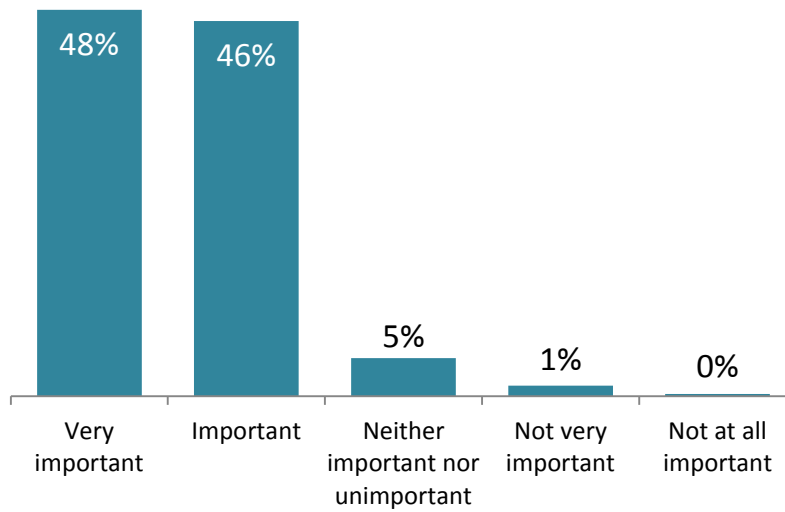
Respondents that were in full-time employment (93%), self-employed (93%) or doing something else (92%) more frequently stated it was important to provide facilities for young people, whereas retired respondents (89%) less frequently stated this was important.

BAME respondents were more likely to have placed importance on this (94%); however, those with a disability were less likely to have said that it was important to provide facilities for young people (88%).

Respondents living in GU1 (93%) and GU12 (95%) more frequently said it was important to provide facilities for young people, whereas those living in GU2 (89%) and GU3 (85%) less frequently placed importance on this factor.

Those who took part in the survey over the telephone (93%) placed more importance on the provision of facilities for young people when compared to those that completed the survey online (84%).

### Supporting people who are less advantaged



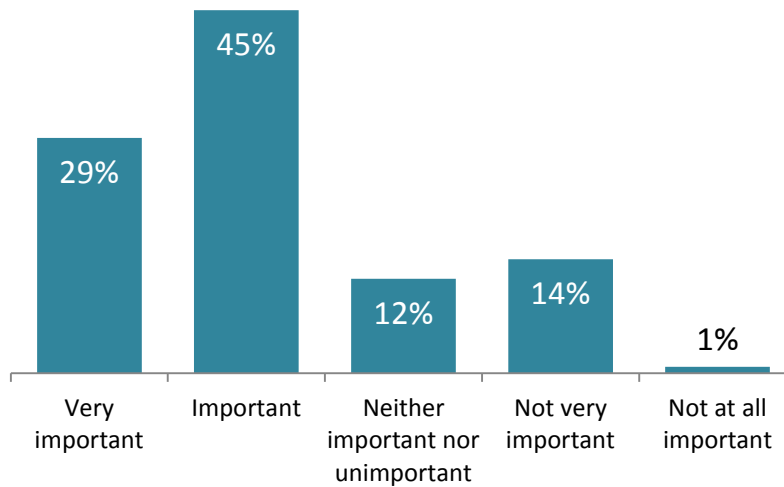
Over nine-tenths (94%) felt that supporting people who are less advantaged was important overall, with 48% that said it was very important and slightly less that felt it was important (46%). Only 1% said it was not important to support people who are less advantaged.

Males (91%) tended to indicate lower levels of importance than females (96%) that people less advantaged should be supported. Younger respondents tended to place higher levels of importance on this as 96% of those aged 16 to 24 and 35 to 44, and 95% of those aged 24 to 34 felt it was important to support those less advantaged, whereas 91% of those aged 45 to 54 and 92% of those aged 65 and over felt this was important.

Those in part-time employment (97%), not working or unemployed (98%) or doing something else (96%) indicated higher importance for supporting those less advantaged than self-employed (90%) and retired (93%) respondents did. Respondents with a disability (96%) placed a higher than average level of importance on the need to support people who are less advantaged, whereas BAME respondents (91%) placed a lower level of importance on this.

Those living in GU12 (97%) and GU23 (100%) were more likely to have said that it was important that people who are less advantaged are supported compared to those living in GU3 (91%). Respondents who completed the survey over the telephone (96%) were nearly a tenth more likely than those who took part in the survey online (87%) to have said it is important to support people who are less advantaged.

### Improving parks and access to open spaces



Nearly three-quarters (74%) said improving parks and access to open space was important overall; 29% that felt it was very important and 45% that said it was important. Over a tenth (12%) felt it was neither important nor unimportant, with slightly more that felt this was not important to some degree (15%).

Over three-quarters of females (78%) stated it was important to improve parks and access to open spaces, nearly a tenth higher than males (69%). Older people were less inclined to think this was important as only 64% of those aged 55 to 64 and 67% of those aged 65 and over stated that improving parks and open spaces was important to them. Over three quarters of those aged between 16 and 54 felt improving parks and open spaces was important, with those aged 35 to 44 (81%) indicating the highest levels of importance.

Respondents in full-time employment (79%), those not currently working or unemployed (77%) and those doing something else (77%) more frequently said it was important to improve parks and access to open spaces, whereas retired respondents (66%) less frequently felt this was important.

Both BAME respondents (76%) and those with a disability (77%) indicated higher than average levels of importance that parks and access to open spaces should be improved.

Those living in GU1 (76%) and GU12 (88%) tended to place a higher level of importance in the need to improve parks and access to open spaces compared to those living GU3 (60%), GU23 (67%) and KT24 (67%). Respondents that completed the survey online (78%) more often said that it was important to improve parks and access to open spaces compared to those that completed the survey over the telephone (72%).

### 4.3 Other Priorities

Respondents were given the opportunity to provide additional priorities which they deemed important as part of the consultation. The open responses were grouped into overarching themes which are displayed in the table below.

Theme	Number	%
Transport and infrastructure	301	51.6%
Housing	110	18.9%
Services (Health, schools, rubbish collections, etc.)	91	15.6%
Environmental / green issues	77	13.2%
Facilities (shops, sports, arts, parks, etc.)	59	10.1%
Regeneration / upkeep of the town	47	8.1%
Accessibility, inclusion and diversity	34	5.8%
Policing and safety	26	4.5%
Economy / jobs	25	4.3%
Efficiency	15	2.6%
Heritage sites and features	7	1.2%
Tourism	3	0.5%

Of those who provided additional comments, over half (51%) said that priorities relating to transport and infrastructure were important, both reinforcing aspects of the priorities set out in the survey together with further suggestions. This theme clearly stands out against all other themes with the next most frequent answer being housing, which around a fifth (19%) cited as a priority.

Around a sixth (16%) said that priorities relating to services were important and around a tenth thought that the Council should consider environmental and facilities when devising priorities (13% and 10% respectively).

Each theme was broken down further into specific priorities – which are set out in the following tables in order of frequency and provides a deeper insight into the qualitative aspect of the research.

<b>Theme: Transport and infrastructure</b>	<b>Number</b>	<b>%</b>
Road Improvement (inc. potholes)	106	18.3%
Improve public transport	79	13.6%
Traffic management/infrastructure	75	12.9%
Traffic congestion	57	9.8%
Parking	34	5.9%

<b>Theme: Housing</b>	<b>Number</b>	<b>%</b>
Affordable housing	37	6.4%
Housing for specific people (eg young, elderly, homeless)	31	5.3%
A balance of housing. Don't overdevelop	22	3.8%
Housing (unspecified)	15	2.6%
Build more housing	8	1.4%

<b>Theme: Services</b>	<b>Number</b>	<b>%</b>
Improvements to education	40	6.9%
Better access to medical services	25	4.3%
Support for those who need it the most	17	2.9%
Improve recycle collection	17	2.9%
Access to adequate services/facilities	7	1.2%

<b>Theme: Environmental / green issues</b>	<b>Number</b>	<b>%</b>
Control development	36	6.2%
Improve air quality/pollution	18	3.1%
Improve litter/maintenance	16	2.8%
Involve residents	3	0.5%
Build on some of the green space	1	0.2%



<b>Theme: Facilities</b>	<b>Number</b>	<b>%</b>
Increase / improve retail	22	3.8%
More things for the younger generation	16	2.8%
Adequate facilities to meet needs of the population	11	1.9%
Maintain / update facilities	7	1.2%
More art related facilities	5	0.9%

<b>Theme: Regeneration / upkeep of the town</b>	<b>Number</b>	<b>%</b>
Regeneration of Guildford in general	28	4.8%
Regeneration specific buildings	6	1.0%
Improvement of pavements	5	0.9%
Improve cleanliness	3	0.5%
Better use of areas	2	0.3%

<b>Theme: Accessibility, inclusion and diversity</b>	<b>Number</b>	<b>%</b>
Improvements for vulnerable people	12	2.1%
Engage with residents	10	1.7%
More diversity / equality	5	0.9%
Improve facilities for the less advantaged	3	0.5%
Easier access	2	0.3%

<b>Theme: Policing and safety</b>	<b>Number</b>	<b>%</b>
Increase or maintain police visibility	10	1.7%
Safety needs improving	9	1.6%
Reduce crime and ASB	4	0.7%
Improve facilities for the less advantaged	3	0.5%
Easier access	2	0.3%

<b>Theme: Economy / jobs</b>	<b>Number</b>	<b>%</b>
Lower the rates for businesses	6	1.0%
Adjust costs to help the residents	5	0.9%
Liaise with residents	4	0.7%
More events/facilities to improve the economy	2	0.3%
Increase the rates	1	0.2%

<b>Theme: Efficiency</b>	<b>Number</b>	<b>%</b>
Improve financial efficiency	8	1.4%
Improve planning/initiatives	8	1.4%
More money from the government	2	0.3%
Decrease council tax	2	0.3%
More community involvement/information	2	0.3%

<b>Theme: Heritage sites and features</b>	<b>Number</b>	<b>%</b>
Maintaining the aesthetic of the town	7	1.2

<b>Theme: Tourism</b>	<b>Number</b>	<b>%</b>
Increase tourism by making it pedestrian friendly	1	0.2%
Increase facilities for tourism	1	0.2%
Protect green spaces	1	0.2%

## 5.0 Councillor Workshop

### 5.1 Summary

In addition to the survey phase of the consultation, SMSR Ltd. delivered a presentation for Councillors to explore the priorities and any key aspects that may be required for consideration. A two hour session was held in the council chamber, Millmead House, Guildford on 27<sup>th</sup> March 2018. As part of the workshop, interim results were presented to Councillors who were given the opportunity to discuss the findings and then provide feedback on the challenges involved in delivering priorities, additional priorities relevant to their ward and identify current and future projects that may help Guildford Borough Council deliver the Corporate Plan.

Following the presentation of the interim results, Councillors were broadly in agreement that the priorities set out in the survey were important. Discussion amongst the group explored how the priorities were identified for the research and a possible need to test additional priorities which underpin the Corporate Plan. The methodology and sample were also discussed including the promotion of the consultation. Councillors were satisfied that the completed sample was to be representative of Guildford Borough and the methodology was robust, and that residents had been given adequate opportunities to participate in the survey process. A central topic of conversation following the presentation involved the notion that most respondents would find the priorities important. Given that council budgets are finite, the questions do give some indication of what residents feel is important, even if not ranked in order of importance.

Additionally, a small number of Councillors raised a concern that due to the four priorities which were explored within the consultation, borough residents may not have had opportunities to introduce their own priorities. Councillors were assured that respondents were given the opportunity to have their say on additional priorities not included in the quantitative section of the survey and the themes were discussed. It was reinforced that the 'open-box' (free text) section of the consultation, in which residents had had an unrestricted opportunity to identify their perceived priorities mirrored the priorities tested in within the quantitative consultation. It was agreed that the headline themes identified within the open boxes/ free text were required to be broken down further and investigated as the themes were broad given the interim nature of the results at that time. Additional priorities mentioned by the group included:

- Protection and preservation of the environment as a whole. The plan mentions sustainability of green space, however, green space is sustainable by its nature.
- Heritage features should be preserved (museum / castle etc.) to maintain Guildford's identity. It should not become just another 'pillar' of London.
- Heritage features should be preserved but a balance has to be sought so that the economy can still grow including infrastructure and housing.

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Appendix 2

- Momentum should be built regarding green issues – steps such as reducing plastic at the Council should be taken to show leadership in change.
- Innovation needs to be used to improve services and applies to each theme in the questionnaire. Guildford is a centre of digital innovation and this expertise should be used to address issues.

## 6.0 Appendix

### 6.1 Questionnaire

# Guildford Borough Council

## Corporate Plan Survey 2018

We are revising and updating our Corporate Plan and would like to find out what you think is important for our borough's future.

What is our Corporate Plan?

Our Corporate Plan provides a robust framework to address the challenges ahead. We want to balance the needs of town, villages and countryside to improve people's lives and prospects. Improving people's lives, wherever they live in our borough, and developing the ways we work are central to delivering our Corporate Plan.

We want to find out the issues that most concern local residents and businesses. Your feedback will help inform our work in updating our Corporate Plan.

Q1 From the following list, please tell us which best describes you:

- Live in the borough
- Work in the borough
- Visitor
- Business representative
- Resident association representative
- Community group representative
- Parish council representative
- Other - please say

Please specify other

Q2 When thinking about Guildford as a place to live, how important do you think each of the following priorities are?

	Very important	Important	Neither important nor unimportant	Not very important	Not at all important
Providing the range of housing that people need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making travel in Guildford and across the borough easier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regenerating Guildford town centre and other urban areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing better sporting, cultural and recreational facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3 Now thinking about the local community, how important do you think each of the following priorities are?

	Very important	Important	Neither important nor unimportant	Not very important	Not at all important
Supporting the local economy to help provide the jobs that people need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving air quality and reducing energy and water use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring for older people in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing facilities for young people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supporting people who are less advantaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving parks and access to open spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q4 Please let us know if there are any other priorities that you think are important for the borough's future.

## About you

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We don't want anyone to miss out or be disadvantaged because of the way we work, and we try hard to make sure this doesn't happen. If you are not comfortable answering any of the following questions, you don't need to, but it would be very helpful if you do.

The information you provide will be treated in the strictest confidence.

Q5 Are you...?

- Male
- Female
- Prefer not to say

Q6 To which of the following age groups do you belong?

- 16-24
- 24-35
- 35-44
- 45-54
- 55-64
- 65-74
- 75+
- Prefer not to say

Q7 Which of these activities best describes what you are doing at present?

- Employee in full-time job (30 hours or more a week)
- Employee in part-time job (under 30 hours a week)
- Self-employed
- In full-time or part time education or training
- Not working or unemployed (including if on long term sickness or disability or looking after home or family)
- Retired
- Doing something else
- Prefer not to say

Q8 Please could I take the first part of your postcode?

Q9 To which of these groups do you belong?

- White - British
- White - Irish
- White - Other
- White - Gypsy or Traveller
- Mixed - White and Black Caribbean
- Mixed - White and Black African
- Mixed - White and Asian
- Mixed - Other Mixed
- Asian or Asian British - Indian
- Asian or Asian British - Pakistani
- Asian or Asian British - Bangladeshi
- Asian or Asian British - Chinese
- Asian or Asian British - Other Asian
- Black or Black British - Caribbean
- Black or Black British - African
- Black or Black British - Other Black
- Any other ethnic group
- Prefer not to say

Q10 The Equality Act 2010 defines a disability as, 'A physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities'.

In this definition, long term is taken to mean more than 12 months and would cover long term illness such as cancer and HIV or mental health problems.

Are your day to day activities limited because of any long-term disability?

- Yes
- No
- Prefer not to say

Thank you for completing this questionnaire