



GUILDFORD
BOROUGH

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 **for people who live, work and study in the borough.**

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 **those living, working and studying here.**



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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.



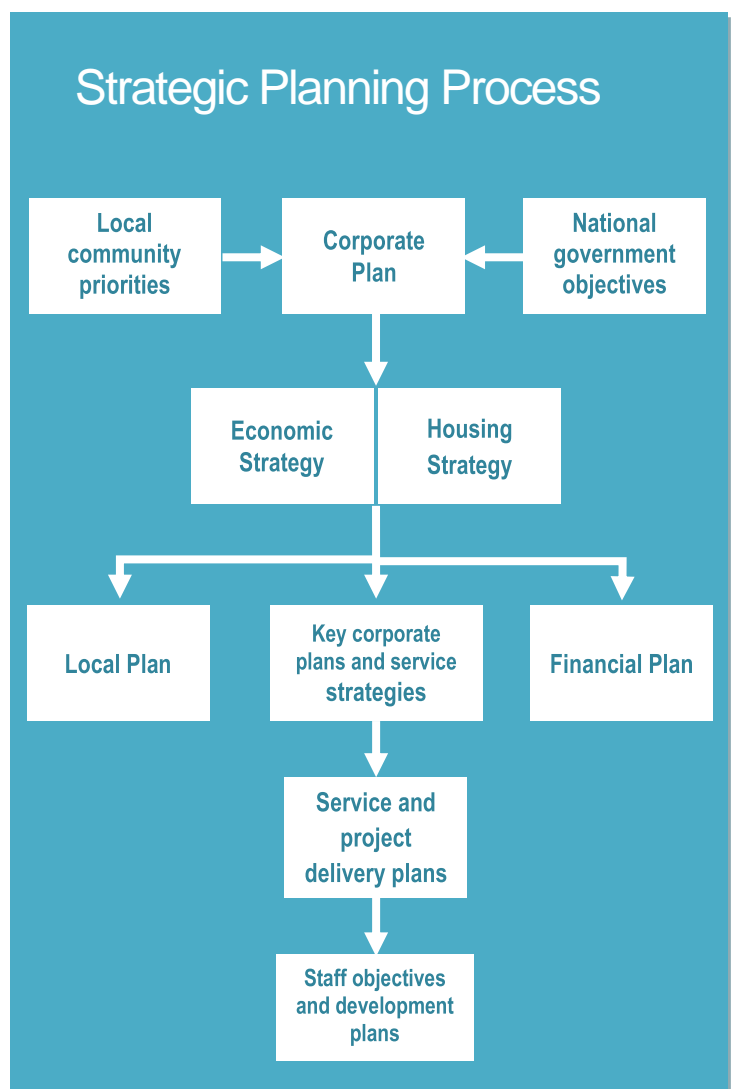
The plan builds on our previous achievements and will ensure that our resources and actions are directed towards the issues that matter most to local people. It takes account of local, regional and national trends that affect our community's future needs and their demand for our services. The plan also 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.



We have spectacular scenery surrounding our urban areas 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 grew up in the valley where the River Wey flows through the North Downs Ridge. This restricts 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. **It has an active and diverse cultural scene with established venues and organisations sitting alongside a growing fringe and festival programme.**



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

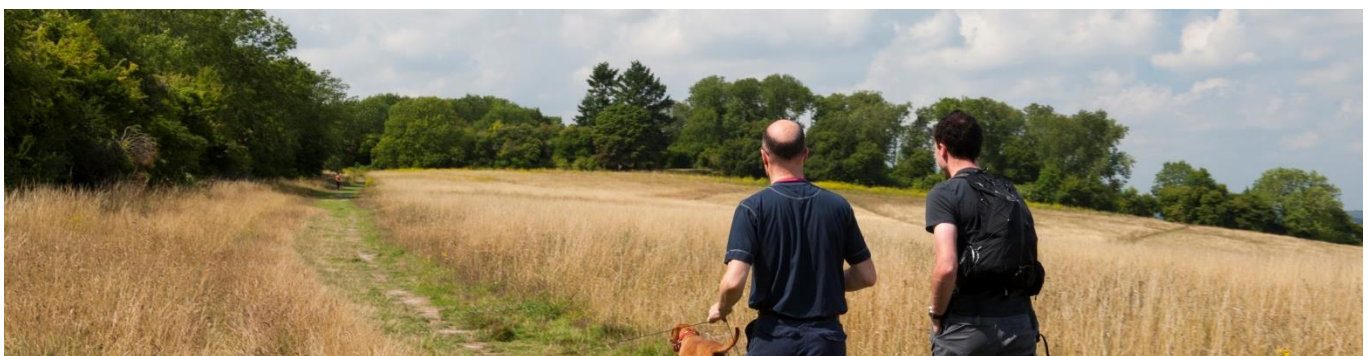
For Guildford to be a town and rural borough ...

... 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>Strategic priorities</p> <ul style="list-style-type: none">➤ 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	<p>Strategic priorities</p> <ul style="list-style-type: none">➤ Supporting older, more vulnerable and less advantaged people in our community➤ Protecting our environment➤ Enhancing sporting, cultural, community and recreational facilities	<p>Strategic priorities</p> <ul style="list-style-type: none">➤ Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need➤ Creating smart places infrastructure across Guildford➤ Using innovation, technology and new ways of working to improve value for money and efficiency in Council services



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 **accessible** 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 **and incorporate public art where opportunities arise to create quality places.**

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 **accessible** 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. **We will explore how we can use our own financial strength to support delivery of strategic projects.**

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 the public realm, including surfaces, 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 **those living, working and studying in the borough** 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. **Our aim is to harness the potential of the arts and sport to make a meaningful impact on the lives of our residents.**



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. **We will show leadership in our own operations, such as by reducing our energy consumption and use of plastics and promoting electric vehicles.**

Our priorities and key projects

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

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



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, **including through training and development opportunities for staff and councillors 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.

Customer care

Quality focus

Organisational learning

Challenge ourselves

One Council

Values for our staff

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.

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.

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.

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

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

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

Online at www.guildford.gov.uk

Telephone: 01483 505050

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	2020	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 the public realm and surfacing 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

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 communities to deliver health and wellbeing improvements for our less advantaged residents, including through Project Aspire	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
	Implement the Countryside Vision	Existing revenue budget	2023	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 Play, Sports and Arts Development and Public Art Strategies	Existing revenue budget Existing capital budget Possible capital growth	2023	Leisure Services Manager

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, gamification , communications 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 across 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 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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