



- Severe funding constraints on all public services and its consequences, including the complete removal of government grant funding
- Increasing demand for services from residents, particularly associated with an ageing population, and the opportunities and expectations created by new technology
- The shortage of homes that are truly affordable for most people, particularly first time buyers
- Extreme and hidden disparities in economic and social experiences
- An uncertain economic outlook regionally, nationally and internationally
- National economic growth and house-building targets
- Extra demands from government

***This Corporate Strategy*** sets out Waverley Borough Council's three key priority themes for the next five years, within this challenging context, to support our vision for the borough:

### **People**

### **Place**

### **Prosperity**

Each section includes goals that are focused on impact in our communities. These goals will be reviewed and updated annually. They will be delivered through our annual service plans with specific and timed targets agreed with councillors that will be monitored and reported regularly.

The final section of this document then outlines how the Council as a public service business will operate and transform itself to deliver these priorities.

### **Priority Theme 1: People**

We will always put the care and respect of our residents and visitors at the heart of everything we do. As a local council, the well-being of our local people is the reason for our existence. We provide many different services to our customers and we will strive to maintain high quality services that meet the needs of our residents at an affordable cost.

We will clearly set out the quality of standard that our residents can expect in each service. We will be clear with our customers and clients about what services we provide and how we deliver them, and signpost to those other public services – like Surrey County Council and the town and parish councils – as necessary. We will work creatively and embrace new technology to improve customer experience and encourage self-service so that our services can be accessed more conveniently, while ensuring that vulnerable members of our community are not left behind.

The health and well-being of our residents is an important priority. We will ensure the services we provide – such as housing, leisure, countryside management and planning – offer opportunities to residents to improve their standard of living. We will focus on well-being in our communities, helping people to live healthily and independently, particularly as they age. We will focus on providing top quality leisure and recreational facilities for all ages at our leisure centres, community facilities and in the countryside. We acknowledge that many of our services help prevent or delay health problems that would then otherwise have to be tackled by other public services. We will work with partners in Surrey County Council, the NHS, the voluntary sector and other public services who share our desire to support the most vulnerable in our communities.

We are committed to providing quality affordable housing and we will develop and implement plans for much-needed new affordable housing in the borough, both through our own building programme and in collaboration with housing associations. As landlord to over 5,000 tenants we are committed to providing a good quality and agile housing service.

*Our People goals for 2018-23:*

1. Deliver housing options for people in need of affordable housing\* and continue to be one of the most effective Housing services in the country at preventing homelessness.
2. Invest in our council homes to ensure that they are pleasant and safe.
3. Maximise the supply of affordable homes by achieving a minimum of 30% affordable housing on all new developments of more than 10 dwellings, developing four new council schemes by 2021, and implementing the Housing Strategy Action Plan 2018-23.
4. Invest in leisure facilities to increase participation and enjoyment, and promote our Access to Leisure scheme of discounts for people with disabilities, pensioners, students, carers, members of the Armed Forces, people receiving financial support and other eligible individuals.
5. Develop and implement a new health and well-being strategy, in collaboration with other local public services and the voluntary and community sector.
6. Broaden the services available to our Careline customers to help them live independently and increase the number of our clients by 5% per annum up to 2020.
7. Help young people into education and employment through Waverley Training Services and grow the number and quality of apprenticeships each year.
8. Increase satisfaction with our services each year.
9. Provide cost-effective, interactive and innovative digital channels which become the preferred way for most customers to access services, while supporting those who need help to access our services in other ways.
10. Communicate directly and honestly with our customers using the media they prefer, and respond to enquiries quickly and fairly.

## **Priority Theme 2: Place**

Waverley borough is a beautiful place to live and work. We recognise that our distinctive local environment is an asset to be safeguarded, not exploited. Our precious environment is recognised nationally by its environmental designations. In this context, responsible stewardship means more than preservation: it means planning for development that will be sustainable: environmentally, socially and economically. Like others in the South East, we are facing demands for new housing. We recognise that we have an important role to ensure that development strengthens our communities. We have a responsibility to work within the National Planning Policy Framework set by the Government, but there are times when we need to lobby hard to change that framework. Our Local Plan and – where they exist – Neighbourhood Plans within parishes comprise the key strategic policy framework to shape sustainable development in Waverley.

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\* The Government's definition of affordable housing is: "social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market"  
([www.gov.uk/guidance/definitions-of-general-housing-terms#social-and-affordable-housing](http://www.gov.uk/guidance/definitions-of-general-housing-terms#social-and-affordable-housing)).

We will focus on keeping our borough clean. We have an opportunity to review the contracts for waste, recycling, street cleaning and grounds maintenance. We will take this opportunity to ensure these services continue to provide excellent value for money whilst offering our residents the level of service they want. We will use our powers and services to promote cleaner places and cleaner air. We will support environmentally sustainable transport, including community transport and electric vehicles, and seek to reduce carbon dioxide emissions.

We will work closely with our public service partners, including Surrey Police, to deliver the Joint Enforcement Initiative to reduce levels of environmental crime and anti-social behaviour within the borough.

Throughout the life of this Strategy we will be exploring the nature of 'Place Shaping' and the benefits it affords to our varied communities. Through leadership, community engagement and partnership working – particularly with our 21 parish and town councils – we have an opportunity to enhance our towns and villages by encouraging investment in infrastructure and facilities.

We will progress our plans to provide a range of good quality, accessible facilities to meet the sport and physical activity needs of our current and future communities across Waverley.

#### *Our Place goals for 2018-23:*

1. Procure new refuse, recycling and grounds maintenance services by 2019 which will maintain standards and provide good value for money.
2. Deliver Local Plan Part 2 by the end of 2019 to deliver sustainable development in Waverley as agreed in Part 1, achieve sustainable housing needs for the future and contribute to the well-being of our communities.
3. Encourage our residents to improve the quality and rate of recycling to 54% by 2023.
4. Ensure 100% of scheduled street cleaning takes place on time and 90% meets our top two performance grades.
5. Create a new Heathland Hub at Frensham Great Pond to promote the biodiversity and importance of this heathland area and to better serve the visitors and users of the site.
6. Deliver the Joint Enforcement Initiative to enhance the local environment and reduce environmental crime and anti-social behaviour.
7. Implement borough-wide plans with partners to improve air quality.
8. Oversee the delivery of the Brightwells major regeneration scheme in Farnham, delivering 239 homes, including 72 affordable homes, a new shopping hub and traffic improvements.
9. Support the delivery of a sustainable new settlement at Dunsfold.
10. Support access to community transport.
11. Play our part in promoting the use of environmentally sustainable transport options, including reducing the need to travel and supporting the use of electric vehicles.

### **Priority Theme 3: Prosperity**

Waverley is in a highly strategic location, with road and rail routes to the capital, the coast and to other significant economic centres. It is within the Enterprise M3 economic area and borders the Coast to Capital economic area. Major employers operate within and near the

borough, as well as the multitude of independent smaller and medium-sized businesses that are the lifeblood of our local economy.

We will bring forward an Economic Development Strategy, to sit alongside our Local Plan, to attract extra investment in skills and employment prospects. We will support our high streets and employment sites. We will put in place schemes to help our local businesses to compete in these challenging economic times. We will engage closely with the EM3 Local Enterprise Partnership, the Government, our business community and skills providers for the benefit of those who live and work in Waverley. Through the application of the Community Infrastructure Levy on new development, we will invest in much-needed infrastructure and community facilities in our towns and villages.

We are committed to developing Waverley Training Services, our important apprenticeship training arm, which helps people into education and employment.

We will develop plans to market the borough as an attractive tourism option to support our visitor economy.

#### *Our Prosperity goals for 2018-23:*

1. Agree and implement a new Economic Development Strategy to support business and personal prosperity.
2. Deliver sustainable and affordable services that meet the needs of our residents and businesses, while balancing the budget.
3. Create a business-friendly culture in Waverley Council that supports local businesses to be successful and helps those wanting to locate to the borough.
4. Deliver a Property Investment Strategy that supports the local economy, while providing additional income to the Council.
5. Implement a Community Infrastructure Levy scheme and seek further grant funding to ensure that new growth is supported by infrastructure.
6. Increase our engagement with the Local Enterprise Partnership, with other local authorities and with the Government to increase funding to support Waverley's economy.
7. In consultation with local communities, create and implement a new car park strategy to help local retail centres and the wider community, and increase income to support their maintenance.

#### **How the Council will work**

An effective 21<sup>st</sup> century council must harness the traditional strengths of a local authority in terms of local connection, professionalism and process, with flexibility and an increasing need to work with commercial awareness.

We must be in continuous conversation with our communities, complementing robust evidence with local knowledge to inform decisions. While recognising that we can't please all of the people all of the time, we will try hard to find solutions that work locally. We will bring people together to work on local solutions for local problems. We will treat everyone with honesty, respect and courtesy, and we will ask everyone to do the same in return.

We know we cannot take forward our ambitions on our own, particularly in these difficult financial times. We will work more collaboratively with those public, voluntary and private partners who wish to work with us to achieve our objectives for the borough and mutual

business benefit. We will develop plans for more innovative ways to deliver services at less cost, including forging service-based partnerships with other local authorities.

We will be open in our decision-making to create a culture of trust and confidence. We were one of the first councils to broadcast our decision-making meetings on the web, and we are still one of a few councils to do so. We will communicate respectfully and as openly as the law allows. We will uphold high standards of conduct and integrity, exercising good governance so that our decision-making is timely and informed.

We will try out new ways to empower local ownership and influence, working particularly with our closest partners in public service: the 21 parish and town councils. We will engage continuously with Surrey County Council and other public service organisations to try to join up plans and how they affect people in the borough.

All our important policy decisions will be assessed on how they impact on vulnerable, disadvantaged and protected people and groups, by undertaking the appropriate impact assessments. Our future service provision will be affected by changes in Government policy, as well as challenges faced by our partner organisations. We will always implement national and local policy changes with fairness and particular care for the most vulnerable.

Our professional and qualified members of staff are key to delivering effective and efficient services. We will recruit, develop and retain staff who will be ambassadors for the borough and the council, who will empathise and listen, and who have a passion for improving public services. We will develop a new HR Strategy to complement this Corporate Strategy so that our employees are supported and encouraged to work in ways that work for the customer, for the business and for their happiness.

We expect the financial constraints affecting public services to continue to increase in severity. We will plan carefully and invest wisely so that we can reshape and fund our services to deliver good value for money. Collaboration with Surrey County Council, parish and town councils, Surrey Police, the NHS and other public and voluntary service organisations will be important in developing a shared agenda to benefit our borough, its residents, businesses and visitors.

We will cut bureaucracy and unnecessary process and minimise waste. We will review regularly how we run our services and structures, in line with our annual service and budget planning process. We will report on our progress on this Strategy as part of our regular performance updates to councillors.