

# Corporate Strategy Delivery Plan



2025 – 2026



# Introduction

Last year, we adopted a new corporate strategy, Building Opportunity, which sets out the Council's ambitious plans for building opportunity for all.

**Our vision as a council is to make Waverley a thriving and inclusive place to live, work and do business.**





In seeking to achieve this vision, our corporate strategy sets out **five key priorities** that guide everything we do.

These are:



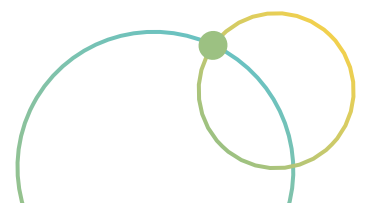
### **A more sustainable borough:**

We are very proud that Waverley has one of the strongest track records in the country for tackling the climate emergency and this will continue to be part of everything we do. We will prioritise council and community initiatives that have the greatest impact on reducing our carbon emissions towards our aspiration of net zero by 2030 and valuing our environment and the natural world. We will play our part in improving air quality and greenspaces, ensuring the borough is resilient to the effects of climate change and has improved biodiversity.



### **A more prosperous borough:**

We will work with our partners to stimulate a thriving and green economy that is attractive to small and startup businesses, and which is more environmentally sustainable, productive and inclusive than ever before. We will turbocharge our small business economy and will support our towns, parishes and Business Improvement Districts to thrive. Through our Economic Development Strategy, we will encourage the development of local, sustainable businesses that meet local demand. We will ensure residents living in the borough can access high quality skills training and lifelong learning, whether from Waverley Training Services, the University of the Creative Arts or from other providers.



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### A more inclusive borough:

We will work in partnership with our local statutory, voluntary, community and faith sector partners as well as draw on the experience of national charities to deliver services and overcome challenges faced within our communities. Together, we will deliver projects that improve the health and wellbeing of our communities and help residents live well and independently for longer. It is important to us that through our community services, we work alongside our communities to build strong and resilient neighbourhoods and support and value our most vulnerable. We will actively seek feedback on our services from all residents and will listen, and act on what we hear. We will ensure the services we provide are modern, accessible and sustainable. We will make the best use of digital technology to engage with our residents, business and visitors online but will also cater for those who prefer to use the phone or talk to us in person.

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### Decent and affordable homes:

With our Affordable Homes Delivery Strategy, we will deliver more high-quality, affordable and energy efficient social homes for those who need them, at rents which local people can genuinely afford. We will continue to tackle homelessness and rough sleeping and will ensure that people who live in council homes have safe and healthy places to live. We will use the legal powers and levers available to us as the Local Planning Authority to ensure that development across the borough is affordable, of a high standard and is mindful of environmental impacts.







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### **A resilient and well-managed council:**

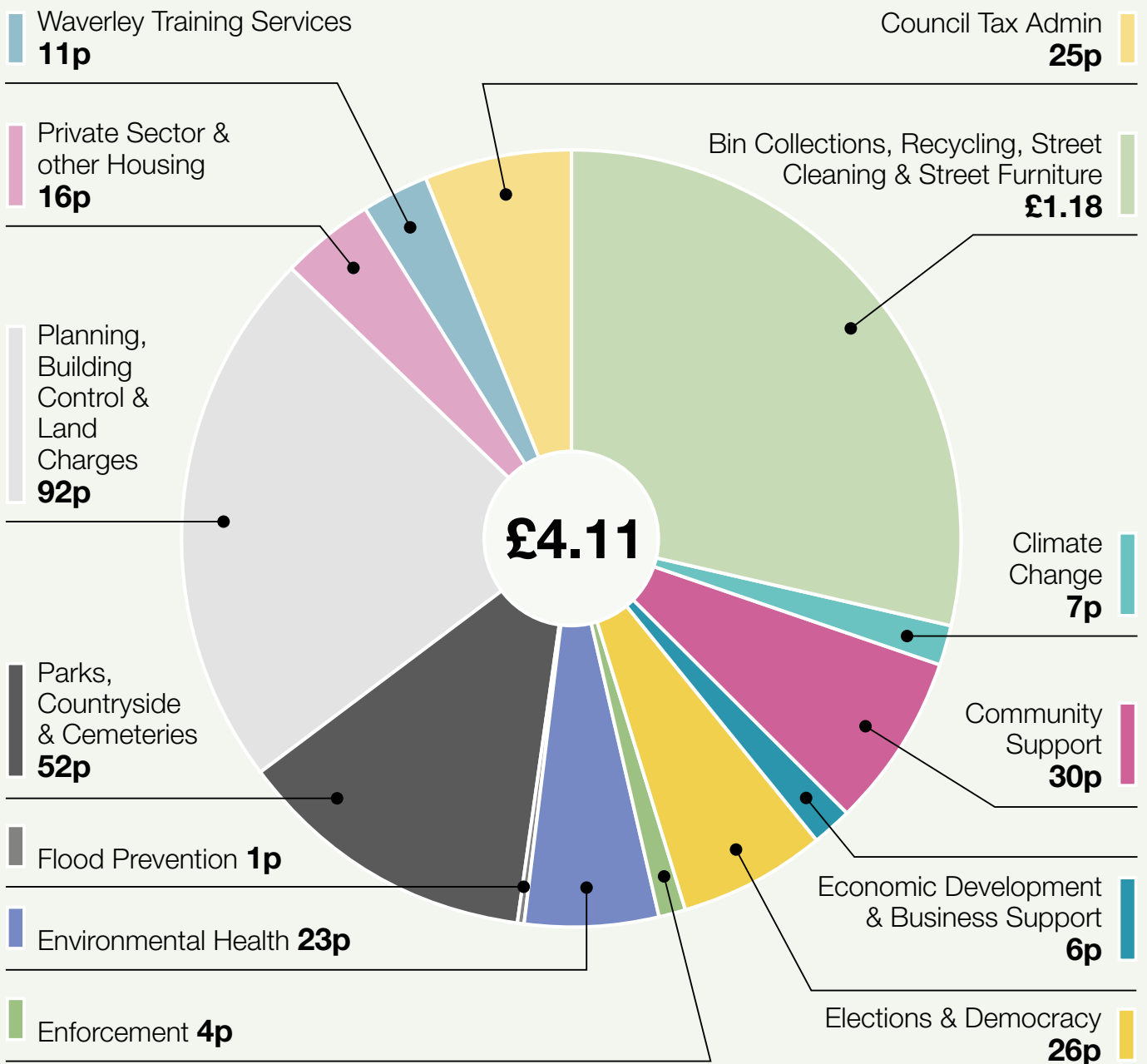
We are proud of our track record as a council that is well-managed and resilient, but we do not take that for granted and know we must continually benchmark our approach against sector best practice standards and evolve to ensure our corporate approach remains fit-for-purpose and up to date. We will publish a new People Strategy which sets out how we invest in staff to ensure they have the skills and expertise needed to deliver on our priorities. With local authorities facing increased funding challenges and pressures, we will continue to make sure we are a responsible and effective steward of public money, making sure that we balance

our accounts every year and have a realistic and robust plan for continuing to do so over a five-year period. We will review our Constitution and make sure our governance and decision-making processes are modern and robust. We will continue to progress our collaboration partnership with Guildford Borough Council, adding to the savings we have already made and making sure that we take every opportunity the partnership offers, large or small, to reduce our costs, increase our income and improve the services we provide to the people who live, work and do business in Waverley.

# Our services and your contributions

Example: We receive £4.11 per week from a band D property, yet we provide £21.44 of services per household per week.

The infographic below shows how we spend the £4.11 per week\*



\*Based on a band D property.

Properties are assigned a Council Tax band according to their value, from A the lowest to H the highest.



## Waste and recycling

We collect more than 6 million bins a year, including general waste, recycling, green waste, textiles and small electrical equipment, and also manage street cleaning and on-street bins.



## Planning services and building control

Setting planning policy, developing Local Plans, evaluating planning applications and monitoring all building and new development in the borough.



## Supporting volunteer organisations

We fund and provide support to a wide range of local organisations that offer help to the elderly, disadvantaged and most vulnerable people in our communities.



## Licensing

Keeping our residents safe by licensing and enforcement of street traders, those who sell alcohol or operate tattoo parlours, drive taxis or run caravan sites.



## Housing

We are the biggest landlord in the borough, with around 5,000 council homes and we continue to build sustainable new homes for affordable rent.



## Community support

We offer help, information, benefits and financial support to residents in need as well as signposting to other local and national sources of help.



## Supporting democracy

Managing all elections and referendums within the borough, undertaking the annual canvass and maintaining the Register of Electors.



## Leisure

We operate leisure centres in all four of our main towns and villages, providing a wide range of sport, leisure and social opportunities for people of all ages.



## Economic development

We provide support, information and training for local businesses and promote the borough as a fantastic place to shop, visit and do business.



## Environmental Health

Dealing with fly-tipping, controlling pests, monitoring pollution levels and animal welfare and ensuring food safety standards in shops, restaurants and other food outlets across the borough.



## Parks and open spaces

Protecting and managing the borough's fantastic natural environments and wildlife and maintaining our play areas and other green spaces.

# A more sustainable borough

This delivery plan will support our accountability to you - our councillors, partners and residents. The following are the most significant actions and activities we plan to achieve in 2025-26 and how our performance

can be measured as the year progresses. We will continue to work hard to make sure that we're a council that is resilient and well-managed, and one you, our residents, are able to influence and be proud of.

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
We are a carbon-neutral council by 2030	Portfolio holder: Cllr Kika Mirylees Lead officer: Kelvin Mills	Carry out a focused decarbonisation of the leisure stock one of the highest energy consumers of the Council	We will be prepared to bid for PSDS round 5 creating plans for 2026/27	Carbon footprint is reduced across the leisure stock
	Portfolio holder: Cllr Liz Townsend Lead officer: Kelvin Mills	Begin building a new passivhaus leisure centre in Cranleigh	Within this year a building contractor will be appointed and work for the new build will start on site in	A new passivhaus leisure centre is built achieving the objective of reducing energy consumption by at least 65%
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Deliver key priority actions detailed in Waverley's <b>Air Quality Action Plan and Clean Air Strategy</b> , contributing to the Carbon Neutrality Action Plan in order of priority	March 2026	Actions taken and detailed in the <b>Annual Air Quality Status Report</b>
	Portfolio holder: Cllr Steve Williams Lead officer: Luke Harvey	Woolmer Hill Pavilion upgrade – install further internal improvements for energy performance of the building e.g. battery storage and LED lighting with a view to making it carbon neutral	June 2025	Installations are complete

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Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
Cleaner air and healthier ways to travel, to support the health and wellbeing of residents and visitors	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Monitor local air quality and submit our <b>Annual Air Quality Status Report</b> to Defra	Submission in Autumn 2025	Monitoring undertaken and published on Waverley website Defra accepts report and it is published on Defra website
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Undertake a Feasibility Study on formal or informal Low Emission Zones that could be introduced in Waverley and consult with Members and other stakeholders on the findings	September 2025	The need for the air quality management areas is reviewed by Members
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Review options for monitoring particulates at the Farnham Air Quality Monitoring Station	September 2025	Options for monitoring is reviewed by Members
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Project to support schools with measures to encourage active travel, such as increased or improved bike and scooter storage facilities and discourage the use of private cars at school start and pick-up times. Funding and resources would need to be identified to progress	August 2025	Actions taken and detailed in the <b>Annual Air Quality Status Report</b>
Biodiversity is improved, Waverley's greenspaces are well looked after, and our natural environments are thriving	Portfolio holders: Cllr Mark Merryweather and Cllr Liz Townsend Lead officer: Abi Lewis	Options appraisal for potential future use and redevelopment of former landfill site in <b>Broadwater Park</b> including a rewilding element and promotion of planting to improve biodiversity	Autumn 2025	Investigate and remediate land contamination in preparation for future green space development. Full report on monitoring results

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
	Portfolio holder: Cllr Steve Williams Lead officer: Marcus Harvey	Undertake studies and assessments of the biodiversity of our sites to support management of our greenspaces in a way that benefits nature and biodiversity	Spring 2026	<b>Biodiversity</b> of sites improves by measurement of biodiversity net gain
	Portfolio holder: Cllr Steve Williams Lead officer: Marcus Harvey	<b>Improve biodiversity across the borough;</b> by protecting and the appropriate management of existing (ancient) woodlands and ancient/veteran trees; by selecting trees for new planting which have wildlife value, particularly in semi-natural areas and promote natural re-generation where possible	March 2026	Trees are not planted on areas of high biodiversity value such as existing wildflower meadows, wetland areas and heathland and species selection on WBC land maximises biodiversity benefits
Our borough is resilient to the effects of climate change	Portfolio holder: Cllr Steve Williams Lead officer: Marcus Harvey	Perform options appraisal to consider future of Bourne Depot and its' operational function. Decarbonisation including the required infrastructure for alternative power fuelling opportunities to form criterion of appraisal	September 2026	Options are identified
	Portfolio holder: Cllr Steve Williams Lead officer: Luke Harvey	Installation of EV charging infrastructure at leased sites where suitable to enable our commercial tenants to transition to Electric Vehicles	April 2026	EV chargers are installed and operational
	Portfolio holder: Cllr Steve Williams Lead officer: Luke Harvey	Construction of the Phillips Memorial Park section of the Godalming Gateway which will facilitate and improve the capacity for cycling whilst preserving the comfort of pedestrian and mobility users	March 2026	Annual foot/cycle counts and a continuous traffic monitoring camera



Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
New communities and development are sustainable	Portfolio holder: Cllr Steve Williams Lead officer: Luke Harvey	Decarbonisation of Farnham leisure centre with the installation of Air Source Heat Pump, upgrading of the building management system and pump motors	March 2026	End-of-life gas boilers replaced with Air Source heat pumps, the building management system and the pump motors will be upgraded to improve efficiency and therefore reduce carbon emissions
	Portfolio holder: Cllr Liz Townsend Lead officer: Claire Upton-Brown	Continue to negotiate on development schemes to deliver sustainable development with supporting infrastructure ensuring all is design with resilience to climate change	March 2026	By the quality of the development and infrastructure
	Portfolio holder: Cllr Liz Townsend Lead officer: Claire Upton-Brown	Community and stakeholder engagement to set a vision for the borough, progress evidence to support the new Local Plan. Issues and options community consultation	Winter 2025	Engagement is carried out
	Portfolio holder: Cllr Liz Townsend Lead officer: Claire Upton-Brown	Review Strategic Infrastructure CIL spend to ensure that strategic infrastructure is delivered across the Borough	March 2026	Amount of CIL spent
	Portfolio holder: Cllr Liz Townsend Lead officer: Claire Upton-Brown	Continue to work closely with Infrastructure providers to ensure that S106 contributions are spent on delivering infrastructure mitigation in a timely manner	March 2026	Amount of infrastructure delivered

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
	Portfolio holder: Cllr Tony Fairclough Lead officer: Claire Upton-Brown	Investigate complaints that development has not been carried out in accordance with planning permission or without planning permission	Throughout 2025/26 year	Act to ensure that development and infrastructure is delivered to the highest standards and ensure that development that is harmful to the environment is removed
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Assess and advise on environmental impact assessments associated with new developments (noise, air quality, odour, land)	Throughout 2025/26 year	Respond to planning consultations, and review and feedback on environmental Impact assessments



# A more prosperous borough

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
Waverley has a thriving and green local economy that attracts small and startup businesses	Portfolio holder: Cllr Liz Townsend Lead officer: Abi Lewis	Develop a shared brand for Guildford and Waverley to support inward investment. Commission work to develop the brand and associated marketing materials, supported by workshop discussions with key partners	March 2026	Production of inward investment proposition and marketing campaign
	Portfolio holder: Cllr Liz Townsend Lead officer: Abi Lewis	Provide bespoke support to key sectors – including Createch, (working with the University of Creative Arts in Farnham), visitor economy (with Visit Waverley delivered by Visit Surrey) and film (with Film Waverley)	May 2025	High turnout of business
	Portfolio holder: Cllr Liz Townsend Lead officer: Abi Lewis	Programme of training and events including holding the annual Guildford & Waverley Business Question Time event	Throughout 2025/26	Training and events held are well attended
	Portfolio holder: Cllr Liz Townsend Lead officer: Abi Lewis	Continue to support businesses to thrive, through the provision of access to free specialist advice and information <b>through Waverley Business</b>	Throughout 2025/26	Deliver business support to 80 businesses
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Provide free advice to new food businesses on how to develop their food business management system to promote food safety	Throughout 2025/26	Officer visits to new food businesses, provision of food business management system advice pack and quarterly monitoring of compliant food businesses
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Provide free advice to businesses on the mitigation of environmental impacts	Throughout 2025/26	Provide advice on the web and respond to requests for information

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
All residents have access to skills training and development opportunities for lifelong learning	Portfolio holder: Cllr Liz Townsend Lead officer: Kelvin Mills	Work with Waverley Training Services, other training providers, and through the Local Skills Improvement Plan, to support skills and raining development	Throughout 2025/26	Uptake of support programmes by residents
	Portfolio holder: Cllr Liz Townsend Lead officer: Kelvin Mills	Fund venue space and marketing of local job clubs in Cranleigh and Farnham	March 2026	Funding is received by clubs
	Portfolio holder: Cllr Liz Townsend Lead officer: Kelvin Mills	Development of current apprentices and assessment of areas within the Council for potential apprentice opportunities	December 2025	Recruit and develop apprentices within the Council
Waverley's towns and villages are thriving	Portfolio holder: Cllr Liz Townsend Lead officer: Abi Lewis	Continue to support the established Business Improvement Districts in Cranleigh, Farnham and Godalming, and continue to meet with BIDs, Town Councils and commercial agents on a quarterly basis. Support towns and rural villages, devolving local services where possible	Throughout 2025/26	Meetings scheduled
	Portfolio holder: Cllr Liz Townsend Lead officer: Abi Lewis	Monitor health of the High Streets through vacancy rates and monitoring of footfall, working with stakeholders to reduce town centre vacancy rates and increase footfall	Bi-annually	Reduced town centre vacancy rates and increased town centre footfall monitored through the Corporate Performance report
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Investigate complaints (such as noise, odours, smoke, rubbish, drainage, pests, food safety and health and safety) and act to control and mitigate impacts on the environment and public	Throughout 2025/26	Provide advice on the web, investigate complaints and act to protect the environment and public health as needed

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# A more inclusive borough

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
We have helped reduce physical and mental health inequalities in our communities within Waverley	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Drive increased outreach work from our leisure centres focused on health & wellbeing by running focussed sessions to which support reduction in the health inequalities in our borough	This will be a key focus of our contract monitoring of our leisure contract throughout the contract term. Social Value will be measured annually to demonstrate the delivery from our leisure contractor	Increased delivery and take up of courses and sessions offered in the borough. Social value will be calculated at the end of each year and reported back to emphasise the impact achieved
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Use of cultural partnerships to reach out to top communities and offer opportunities to improve health & wellbeing of residents	Run specific workshops / activities throughout the borough focused upon mental health and wellbeing throughout 2025/26	Increased delivery and take up of courses and sessions offered in the boroughs
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Increase digital visibility of advice available for residents which supports mental health and includes a wider range of referral routes	March 2026	Greater digital inclusion for those who experience isolation due to physical and mental health inequality
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Carry out Welfare as/when the need arises in a borough emergency and residents receive the support appropriate to their needs	Throughout 2025/26	Vulnerable People have contact with the Communities Team in cases of emergency

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
	Portfolio holder: Cllr Kika Mirylees  Lead officer: Sam Hutchison	Ensure all mechanisms for <b>reporting ASB</b> are available to all.  2025 ASB roadshows will be taking place throughout the borough and officers will be visible during ASB week.  Ensure that the ASB Case Reviews are publicised and that printed versions are available to those who do not have internet access	March 2026	Clear and transparent management of ASB resulting in improved outcomes and a reduction in ASB
	Portfolio holder: Cllr Kika Mirylees  Lead officer: Sam Hutchison	Deliver the Waverley safeguarding Operational Group which will focus on the mental health of our community supporting residents to live well	Ongoing	Safeguarding cases that involve partnership agencies in supporting vulnerable people are well managed
We celebrate our diverse communities, and we involve them in the council decisions that affect them	Portfolio holder: Cllr Kika Mirylees  Lead officer: Sam Hutchison	Respond to community needs when co-designing community projects	Throughout 2025/26	All partnership working and decisions are undertaken using a range of media forms that include all sectors of our community
	Portfolio holder: Cllr Kika Mirylees  Lead officer: Sam Hutchison	Work with organisations that deliver services from Waverley owned buildings to ensure that they are involved and engaged in processes regarding their occupancy and can continue to support our diverse communities	Throughout 2025/26	Any policy and procedure consultations on ASB powers and tools use all media forms and are available in multiple languages

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Engage in targeted work in areas of identified need with stakeholders, statutory partners and VCFS	Throughout 2025/26	All promotion of grant and support schemes uses a range of media and is accessible
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Support Afghan refugees who move into Waverley after their arrival into the UK under the Afghan Relocation Programme	December 2025	Increase our number of Afghan refugee families from 9 to 17 by December 2025
Our borough is safe and clean	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Deliver the <b>Safer Waverley Partnership</b> that focusses on keeping people and places safe	Throughout 2025/26	Use our Joint Action Group to work with partners on community safety hot spots
	Portfolio holder: Cllr Kika Mirylees and Cllr Tony Fairclough Lead officer: Richard Homewood Sam Hutchison	Investigate all reports of fly tips and abandoned vehicle with the aim of keeping the borough safe and clean, and to have recourse on those who break the law, working with the Community services team to resolve graffiti and fly tipping issues where appropriate	Throughout 2025/26	Successful investigation, removal and enforcement action
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Implement a food service plan and as part of this officers from our Regulatory Services team will inspect 100% of food hygiene premises inspections required by the Food Standards Agency	March 2026	Provision of data on all inspections due vs undertaken to the Food Standards Agency
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Implement a project plan to target poor health and safety standards within Waverley businesses, helping to protect the wellbeing of workers	March 2026	Report against targets set out in regulatory services health and safety project plan



Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Investigate: - workplace accidents reported to the council under its remit to maintain standards of health and safety in employer settings  - and provide advice to all notified cases of food poisoning and food borne illness to prevent ongoing spread  - complaints and act to control and mitigate impacts on the environment and public	Throughout 2025/26	Investigation of all reports of accidents in Waverley enforced premises, food poisoning, food borne illness and complaints according to investigation criteria
	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	Sample and risk assess private water supplies in line with legislation and DWI's guidance	Ongoing	Provide advice and complete sampling and risk assessments
Vulnerable residents receive excellent support and Council services	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Work with Guildford Borough Council Handyperson services to complete simple adaptations and home improvements to meet the needs of residents	Throughout 2025/26	Measure the number of residents assisted by the Handyperson with a target of 700 completed jobs
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Deliver the Council Home improvement Policy and administer Disabled Facilities Grants to support eligible Owner Occupiers, Private renters and Housing Association tenants in adapting their homes to meet their needs.	Ongoing	Measure the number of grants delivered to residents with a target of 90 completed grants
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Training by the safeguarding co-ordinator to enable services across the council to better identify vulnerable residents	Ongoing	Utilise referrals to Support Coaching, Mediation and other similar support services

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Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Enable front line officers to work in partnership with a range of partners to provide increased support to residents	Ongoing	Support partners outreach work or hubs around provision of services in the community
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Through the Thriving Communities Commission Fund organisations support our more vulnerable residents	Ongoing	Monitor the delivery of services commissioned through the TCCF
Everyone in Waverley is inspired and encouraged to lead an active and healthy life	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Drive increased outreach work from our leisure centres focused on health & wellbeing	This will be a key focus of our leisure contract monitoring of our new leisure operator throughout the contract	Increased delivery and take up of courses and sessions offered in the borough monitored through the Corporate Performance report
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Run focused sessions within our leisure centres to reduce health inequalities in our borough	Social Value will be measured annually to demonstrate the delivery from our leisure contractor	Social value will be calculated at the end of each year and reported back to emphasise the impact achieved
	Portfolio holder: Cllr Kika Mirylees Lead officer: Sam Hutchison	Use of cultural partnerships to reach out to communities and offer opportunities to improve health & wellbeing of residents	Run specific workshops / activities in 2025/26 throughout the borough focused upon mental health and wellbeing	Increased delivery and take up of courses and sessions offered in the borough

# Decent and affordable homes

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
The Council has continued to develop high-quality Council homes	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Continue the delivery of our pipeline of <b>new, affordable Council homes</b>	March 2026	High tenant satisfaction with quality of new home
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Work to identify opportunities to acquire new affordable Council homes from developers. e.g. 26 new homes across 3 sites in Farnham, Chiddingfold and Hindhead	March 2026	New homes energy efficient – rated EPC A
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Update of design standards and Employer’s Requirements to reflect the Council’s priorities around sustainability and quality of new Council housing	March 2026	e.g. 26 new homes at Chiddingfold sites, 50 homes at Ockford Ridge (Sites C and F), 3 homes Wheeler Street and 12 homes Bargate Lodge, Godalming
	Portfolio holders: Cllr Liz Townsend and Cllr Mark Merryweather and Cllr Janet Crowe Lead officer: Abi Lewis	Work to progress the redevelopment of Council-owned assets within our town centres e.g. Fairground scheme, 69 High Street to deliver affordable homes	March 2026	Updates through Executive and Full Council meetings
Supporting people in the Borough without a place to call home	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Report to the Executive on progress of the actions identified in the <b>Homelessness Strategy</b> 2023-28 to prevent homelessness	June 2025	Report to members. Maintaining low number of households in temporary accommodation compared to Surrey neighbours

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Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Recruit to additional roles identified in the 2025-26 budget to ensure staffing capacity to help prevent and relieve homelessness	September 2025	Staff recruited and trained to provide correct advice to applicants and support them to either retain accommodation or source alternative, longer term accommodation
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Work jointly with adult social care mental health team, other districts and boroughs and NHS to improve customer journey for homeless clients moving from hospital to appropriate accommodation	March 2026	Jointly launch and arrange training on the revised Surrey Mental health Discharge protocol. Reduction in vulnerable customers being discharged from hospital into inappropriate and unsupported accommodation such as emergency B&B
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Monitor the changes to the domestic abuse sanctuary scheme run by South-West Surrey DA Outreach whereby all Sanctuary works are identified and carried out by the Outreach services and their contractors	Throughout 2025/26	Prompt assessment and provision of sanctuary scheme measures so victims of domestic abuse can remain safely in their homes where it is appropriate and to reduce the need of more disruptive emergency homelessness approach. Reduced cost to HRA in funding Sanctuary scheme works to Council properties
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Develop quarterly reporting to publish performance on levels, outcomes and challenges to the service	July and October 2025, January and April 2026	Online report promoting team work and outcomes
Waverley tenants live in high quality homes	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Improve repairs and voids service by implementing improvement plan to improve quality and time taken for works	Quarterly reporting to LSAB	Increased tenant satisfaction with service (TSM TP02,03and 04) and meeting targets for quality and time taken for works

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	To invest £5m in council homes replacing kitchens, bathrooms and heating upgrades to meet the Decent Homes Standard	31 March 2026	Tenant satisfaction with installations and improved energy efficiency reflected in SAP rating and heating homes. Tenant satisfaction with installation and fittings, maintaining programme targets and increase % decent homes
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Commence the £5m, three-year investment, warm homes program through a fabric first approach including insulation, ventilation, low carbon heating and energy generation	6 monthly reporting to LSAB and complete programme September 2028	Tenant satisfaction with installation and fittings maintaining programme targets and progress to achieve EPC rating C for identified 300 homes
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	Launch the Tenant involvement strategy to support wider engagement	Continuous	Tenant satisfaction with engagement (TSMs TP06, 07 and 08), digital presence for engagement and increase in number of active engaged tenants
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	To commence new rolling three-year Stock condition survey. To collected data 1,500 homes in 2025/26	September 2025	To collected data 1,500 homes in 2025/26. Data used for asset management and capital work programmes
	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe Lead officer: Annalisa Howson	To develop an Active Asset Management model for stock options appraisal	September 2025	To identify maintenance, investment and redevelopment opportunities to maximise assets. Housing Strategy & Enabling comments provided on planning consultations for 100% of pre-apps and planning applications triggering AH, supported housing and housing for older people.

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Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
Development across the borough is affordable and sustainable	Portfolio holders: Cllr Paul Rivers and Cllr Janet Crowe and Cllr Liz Townsend  Lead officers: Annalisa Howson and Claire Upton-Brown	Development, adoption and implementation of 2025-2028 affordable housing strategy	Consultation 12/05/2025 to 23/06/2025  Adoption and publication by end of 2025	New homes granted planning permission meet planning and design standards. New resident satisfaction with home. Community engagement through development. Mix of homes provided in line with local needs and affordability evidence. Strengthened joint working with partners to provide seamless services. Accurate record of supported housing stock in Waverley
		Work closely with developers and registered providers to review tenure mix including First Homes on developments to enable affordable housing delivery	March 2026	Maintaining an appropriate pipeline of supply in the context of current challenges to delivery
		Work with Rural Housing Enablers and Parish Councils to provide parish profiles and three Housing Needs Surveys per annum	March 2026	Housing Needs survey shared with Executive Briefing. Raised awareness and understanding of rural housing issues and new provision in line with need
		Maximise sustainability for development in negotiations with developers	March 2026	Publish a case study



# A resilient and well-managed council

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
We make the best use of our financial resources and assets to deliver excellent services and invest in our communities	Portfolio holder: Cllr Mark Merryweather Lead officer: Marieke van der Reijden	Prioritise processing the transfer of assets which meet the criteria of the Council’s <b>Community Asset Transfer policy</b>	Throughout 2025/26	Communities owning and managing assets with verified business cases supporting the transfer of ownership
	Portfolio holder: Cllr Mark Merryweather Lead officer: Kelvin Mills	Invest in our parking technology to ensure visitors to the borough who use our car parks find them customer friendly and efficient	New technology will be rolled out through the financial year 2025/26 to allow greater analysis and improved offer for residents and users	Increased usage of our car parks and positive feedback on the new technology
	Portfolio holder: Cllr Mark Merryweather Lead officer: Kelvin Mills	Technology to monitor usage of our car parks to inform decisions to drive footfall to our car parks and town centres	New technology will be rolled out through the financial year 2025/26 to allow greater analysis and improved offer for residents and users	Valuable information is created to inform Councillors to allow decisions to be made effectively

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
	Portfolio holder: Cllr Mark Merryweather Lead officer: Jo Knight	Make the best use of financial resources through robust and effective management	Throughout 2025/26	The timely delivery of key financial controls, as well as the annual internal audit plan, evidence the experience and capacity of the finance team. Ensuring they are able to undertake robust, correct actions and decisions within finance. Budget Monitoring reports which are reviewed and approved by members. Budget Monitoring reports including details of reserves and for what purpose they are held for. Details of the period for which reserves would support the councils activities should it encounter significant issues. No external GF debt ensures that our General Fund resources can be targeted at service delivery rather than the repayment of debt. This can be evidenced by the approval of a robust balanced budget
The Council has strong and effective governance	Portfolio holders: Cllr Paul Follows and Cllr Victoria Kiehl Lead officer: Alex Polak	Ensure effective governance arrangements around Local Government Reorganisation	Shadow authorities expected to operate from mid-2026, subject to central government timescales'	Open and transparent governance arrangements in support of effective and efficient democratic decision-making
	Portfolio holds: Cllr Paul Follows and Cllr Victoria Kiehl Lead officer: Alex Polak	Continue to review and improve our democratic governance arrangements, including the effectiveness of Overview & Scrutiny	Continuous monitoring and improvement throughout 2025/26)	Open and transparent governance arrangements in support of effective and efficient democratic decision-making

Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
Waverley benefits from its collaboration with Guildford Borough Council and other strategic partners	Portfolio holders: Cllr Paul Follows and Cllr Victoria Kiehl Lead officer: Perry Ashton	Bring forward business cases for joint staff and joint services on a monthly basis, implementing collaborative functions incrementally throughout the year	Throughout 2025/26	Waverley and Guildford have an increasing number of joint posts and joint teams, underpinned by sound business cases
	Portfolio holders: Cllr Paul Follows and Cllr Victoria Kiehl Lead officer: Claire Weavis	Harmonise policies with Guildford Borough Council to build consistency in advice, guidance and support across both councils. Additionally, this will support preparation for local government reorganisation	September 2025	Aligned and harmonised HR policies
	Portfolio holder: Cllr Steve Williams Lead officer: Luke Harvey	Collaborate with Guildford Borough Council on a joint feasibility study of installation of solar canopies on all car parks where possible, including Waverley owned commercial sites	September 2025	Solar canopies are installed in car parks where possible
The council is accountable to its residents, ensuring they are informed, engaged and able to influence council decisions	Portfolio holders: Cllr Paul Follows and Cllr Victoria Kiehl Cllr Lead officer: Luke Harvey	Approval and publication of 2025/26 Annual Delivery Plan	June 2025	Delivery Plan is approved by Executive and published on Council website



Outcome	Portfolio Holder and Lead officer	This year we will	When will we do this by?	How will we measure our impact?
	Portfolio holders: Cllr Paul Follows and Cllr Victoria Kiehl Cllr Lead officer: Luke Harvey	Review of council monitoring and reporting of performance of the Council's services	Autumn 2025	Review of performance is completed through Executive and Overview and Scrutiny Committees
	Portfolio holders: Cllr Paul Follows and Cllr Victoria Kiehl Cllr Lead officer: Luke Harvey	Engagement with residents is improved	Through 2025/26	Increase in engagement opportunities for residents including through Commonplace
The council is recruiting, rewarding, developing and retaining a diverse, skilled and motivated workforce	Portfolio holder: Cllr Tony Fairclough Lead officer: Richard Homewood	The provision of apprentice training in the areas of Environmental Health, Private Sector Housing and Operational Management	June 2026	Completion of 3rd year training for the Apprentice Environmental Health Officer
	Portfolio holders: Cllr Paul Follows and Cllr Victoria Kiehl Lead officer: Claire Weavis	Engage with staff through staff surveys and focus groups to respond to outcomes following staff surveys	Throughout 2025/26	
	Portfolio holder: Cllr Victoria Kiehl Lead officer: Luke Harvey	Support staff career progression through training and development opportunities	Throughout 2025/26	Staff are undertaking training and career progression is evident in performance data