West Horsley Parish Council

# STRATEGIC PLAN 2024-2027

The following Strategic Plan was first drafted in October 2020 and has been reviewed and updated annually. It outlines the Parish Council's strategic plan for the next three years and is accompanied by a business priority plan for the financial year 2024/25 and indicative for 2025/26. All may be affected by unforeseen events that may necessitate change to plans and priorities. Consequently, the plan will continue to be kept under review. There will be a risk assessment & mitigation plan for this strategy.

## VISION

Our vision is to preserve the openness and rural nature of West Horsley Village, equally its architectural and landscape heritage, special characteristics and environmental assets for the benefit of residents of all ages.

## MISSION

Our Mission is to be a competent, progressive & efficiently run Parish Council that communicates well, works in partnership, delivers for its community and has its voice heard.

## CORE VALUES

We will work with a set of core values that are summarized as:

- We will adhere to the Nolan Principles in public life.
- We will strive to be an effective, diverse, responsive & financially prudent Council.
- We will respect & actively encourage diversity & inclusivity in all that we do.
- We will be open, transparent & accountable in our decisions and actions.
- We will endeavour to promote the interests of our community in all that we do.
- We will continue to nurture our village environment.

## MAJOR STRATEGIC THEMES

### Place making

1. To influence and, when necessary, exert pressure on statutory authorities (e.g. Guildford Borough Council, Surrey County Council, the NHS, Network Rail & South Western Railways) to maintain existing infrastructure and deliver what is required to sustain the Village in the future.

2. To address the need for appropriate & sufficient infrastructure, including the improvement to existing and the provision of new, to meet the needs of existing residents and our growing Village community.

3. To utilise the adopted West Horsley Neighbourhood Plan to inform and guide proposed developments within the Village with particular reference to preserving our local character, e.g. dark skies, and ensuring a housing mix that supports the needs of all generations.

**Community**

1. To secure the status of "general competence" as a Council in 2024/25.

2. To endeavour to increase the diversity of serving Parish Councillors and similarly to secure greater resident involvement through participation in Task Groups or specific projects, including the continuation of the West Horsley Youth Council.

3. To secure a parish office for the PC within the Village, with adequate storage facilities, and suitable as a meeting place for the Youth Council.

4. To build a resilient community that is aware of, and takes action to mitigate, the implications of climate change as they affect/have an impact upon the village, including our natural environment.

5. To engage with new residents.

**Innovation**

1. To communicate regularly and effectively with all generations by utilising a range of methods, growing digital platforms, which are regularly accessed by residents reflecting age differentials.

2. To support existing businesses and organisations operating in the Village.

3. To promote and use technology to enable new ways of working that make for greater efficiency and effectiveness, such as through the development of an interactive website; and proactive use of social media, to improve our accountability to residents for the resources we control.

**Well-being**

1. To have a programme of activities and/or events which engage the community and help to promote well-being, including recognising the role of volunteering and celebrating the contributions made by individuals.

2. To be aware of national and local initiatives that the Council might actively promote, support or implement to assist the community in improving well-being.

**Priorities Identified by Committees and Task Groups at Initial Strategy Session**

**Planning Committee**

- To ensure the Council is aware of any further potential development sites in the village
- Wisley
- AONB

**Personnel Committee**

- To establish and implement an ongoing training programme for councillors and clerks
- To effectively discharge all employment responsibilities on behalf of the Council
- To plan for the smooth succession of the Chairman and Vice Chair
- To ensure that adequate budget is set for the above

**Finance Committee**

- To put a three-year budget programme in place

**Assets Task Group**

- Capital projects:
    - installation of low-level flood lighting at the tennis court
    - refurbishment of the Millenium Point
    - purchase of land for the benefit of the whole community

**Communications Task Group**

- To publish a two-year calendar of regular events
- To maintain the newsletters and e-bulletins
- To move the website to a WordPress platform for improved ease of use for all
- To make better use of the historical postcard collection, including the sale of notelets and/or Christmas cards

**Community and Wellbeing Task Group**

- To continue to hold a wide range of events that appeal to residents of all ages
- To establish a list of volunteers to help with events

**Road Safety and Maintenance Task Group**

- To ensure there is a fit-for-purpose network of pavements and pathways around the village to encourage residents to walk
- To continue to put pressure on SCC to maintain/repair the roads and pavements to make them safe for all users
- To review all signage in the village and to put a programme in place that enhances the appearance of the village whist encouraging road users to drive carefully

***PRIORITIES LISTED FOR 2024/25***

1. Ensure a succession plan for the Chairman and Vice Chair are in place.

2. Review the schedule for major infrastructure related projects that can be set against S106 monies or, if of a lower order, other grant sources. This to be communicated to statutory authorities and other bodies impacted.

3. Continue to maintain and improve the overall appearance of the Village which might include, signage, benches, bins, noticeboards, bus shelters & landscape enhancement & maintenance wherever possible with funding provided by the responsible authority.

4. Continue the special project to secure the extension of the Surrey Hills National Landscape (formerly known as AONB) in the light of the outcome of consultation and in conjunction with Surrey Hills and Surrey Wildlife Trust.

5. Deliver a communications plan that optimises the use of relevant digital platforms that will most likely engage all generations at the most relevant level and to the greatest effect.

6. Identify those activities and/or events that engage the community and which would help to make a positive contribution to improving well-being following the effects of the pandemic locally.

7. Continue to raise awareness across the Village of the actions we can all take to mitigate the effects of Climate Change.

8. Encourage and integrate with the Youth Councillors, to assist with the continued development of the Youth Council.

**YEAR TWO: INDICATIVE FOR 2025/26**

1. Continued implementation of road safety measures and the development of business plans for new or in association with applications for S106 monies from major developments.

2. Succession and development of the Youth Council in line with agreed plan.

3. Continued development of website and social media platforms to improve engagement with residents.

4. Continue to monitor the effects of any speed calming measures introduced through the Village; Conduct a feasibility study on the worthiness on a 20's Plenty zone through the village.

Adopted: 20 February 2024

To be reviewed: October 2024