



Effective & Responsive Council

We have **listened** to the views of residents, business and partners to set these priorities. We will continue this positive engagement through the implementation process, and we will **advocate** on behalf of our community on issues outside our direct control. We will increase how we **work together** with other Local Authorities, partners, businesses and the voluntary sector – we recognise more can be achieved by working together. **Customer service** will be at the heart of everything we do. We will harness the opportunities of **technology** to deliver efficient and effective services. We will **spend public money wisely** and attract resources and investment into the borough as a whole.

Environment

To enhance and improve access to the borough’s cherished **green spaces and natural environments** for the enjoyment of generations to come, balancing our commitments to housing delivery and economic growth. We are committed to tackling **Climate Change**, working with communities and partners.

Health & Quality of Life

To nurture the **strong sense of community across the whole borough**, fostering a sense of respect and consideration. We aim to ensure everyone can access a **safe, quality home** to meet their needs. We will take a positive approach to **supporting** all sectors of our community, including those who are most vulnerable. We will promote **active and healthy lives** for all and a rich programme of **cultural and community events**.

Economy

To invest in our **towns, villages and communities**, supporting our **existing businesses and attracting new ones**. We will promote the unique identity for our whole borough and its places and work with partners to improve to the borough’s infrastructure including **transport** infrastructure.

# Environment

Surrey Heath is fortunate to have large areas of high quality green space, countryside and internationally important habitats. The challenges facing our planet should not be underestimated and caring for it has never been so important. We are committed to showing leadership, working with partners, businesses and residents to undertake local action on the environment. In doing so we will work to protect and enhance our natural environment for future generations.

The Council declared a climate emergency in October 2019 and as a result of this it has developed a Climate Change Action Plan setting out expectations in this area.

The borough as a whole enjoys one of the highest recycling rates in the country, but there is still scope to achieve even more over the next five years.

## **Our Aims:**

- Enhance and improve access to **green spaces** across the whole borough for the enjoyment of generations to come.
- Through our **strategic planning**, we will ensure that we balance our commitments to housing delivery and economic growth, alongside preserving and enhancing the natural environment as a place to enjoy and spend time.
- To work towards achieving the ambitious **net-zero carbon emission target** by 2030 as an organisation and contribute to making the entire borough net zero by 2050 (with the aspiration for net zero by 2030).
- To ensure that the Council as an organisation is resilient to the impacts of **climate change** and support the resilience of the whole borough to the impacts of climate change.
- Work with our communities and partners to reduce the amount of household waste produced by increasing **recycling** and ensuring improved knowledge of our recycling processes, and reducing the impact of environmental crime.
- Improve the **air quality** of the borough by working with partners to improve public transport and supporting and enabling greener and more active methods of travel.

## How will we do this – our actions

Environment			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
Enhance and improve access to green spaces	<p>Enhance the Borough's parks and green spaces, protecting our unique biodiversity whilst also improving public access to green space for leisure, recreation and wellbeing.</p> <p>Every year, implement at least:</p> <ul style="list-style-type: none"> <li>• One playground improvement or replacement programme</li> <li>• One biodiversity scheme (e.g. habitat improvement, wildlife corridors, planting pollinators)</li> <li>• One project improving accessibility to green space</li> </ul>	Local Plan Natural England, Special Protection Areas (SPAs), Suitable Alternative Natural Green Space (SANGS), Surrey Wildlife Trust,	<i>Years 1 – 5 Implement improvement plans</i>
Strategic Planning	<p>To adopt in 2023 an ambitious new Local Plan for the whole borough that will:</p> <ul style="list-style-type: none"> <li>- Deliver significant reductions in carbon emissions</li> <li>- Enhance, protect and provide improved greenspaces and other open spaces</li> <li>- Include a 'Biodiversity Strategy' - a plan of action to ensure that plants, animals and ecosystems are conserved, protected and enhanced and that progress is tracked, using measurable targets.</li> </ul>	Local Plan Natural England, Special Protection Areas (SPAs), Suitable Alternative Natural Green Space (SANGS), Surrey Wildlife Trust, Surrey County Council	<p><i>Adoption Year 2: Regulation 18 consultation in 2022 Adoption of Plan in December 2023</i></p>
Net Zero Carbon Emissions & resilient	Achieve at least 70% net reduction in the Council's	Climate Change Action Plan The Carbon Trust	<i>Years 1 – 5 (and beyond to 2030)</i>

Environment			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
to the impacts of climate change	carbon emissions by the end of this Strategy. Develop and deliver a credible pathway to being carbon neutral by 2030 in our estate and operations. This will be achieved by understanding the nature and use of fleet and pathway set for an ultra-low emission transformation. Energy Strategy implemented to guide net zero estate goals	Surrey County Council	
	Improve energy efficiency and increase local renewable energy production to transition to net zero-carbon energy status.	Climate Change Action Plan The Carbon Trust	<i>Years 1 – 5 (and beyond to 2030)</i>
	Work with partners to support initiatives and infrastructure to increase the uptake of walking, cycling and public transport, and low emission vehicles. Deliver at least one new cycle route during the period.	Climate Change Action Plan Infrastructure Delivery Plan Surrey County Council	<i>Years 1 – 5 (and beyond to 2030)</i>
	Deliver improvements to green infrastructure across the Borough, increasing the potential of land, biodiversity, current and future woodland in the Borough to sequester and store carbon, e.g. promoting use of hedgerows.	Climate Change Action Plan Environment Agency Natural England	<i>Years 1 – 5 (and beyond to 2030)</i>
	Deliver actions that encourage and support steps being taken by local people within the community to tackle climate change.	Climate Change Action Plan Surrey Waste Partnership & Surrey Environment Partnership Surrey Greener Futures Board Surrey County Council	<i>Years 1 – 5 (and beyond to 2030)</i>

Environment			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
	Adapt our estate and operations to meet the challenges posed by climate change and set the standard for all sectors of our local community and new development, and existing housing stock, to reduce carbon emissions and adapt to the impacts of climate change.	Climate Change Action Plan Local Plan Accent Housing	<i>Years 1 – 5 (and beyond to 2030)</i>
	Identify a preferred partner to invest and deliver sustainable energy sources across the borough and reflect the need to establish sustainable energy sources into future Planning Policy.	Local Plan	By year 3
Respond promptly to Environmental and planning enforcement matters	Investigate against suspected unlawful environmental and planning activities, uses or behaviours including encroaching bushes/trees/hedges that obscure sight lines and force pedestrians to walk in the road. Take appropriate enforcement action. Deliver at least 15 joint initiatives with the police to tackle environmental crime including anti-social behaviour over the next 5 years, e.g. stop vehicles that may be involved in illegal waste disposal. Implement mobile CCTV cameras.	Police Environment Agency Highways Agency Surrey County Council Landowners	<i>Years 1 – 5</i>
Increase recycling rates	Reduce waste and increase reuse and recycling and the quality of recycled materials across the Borough, by working with partners to increase public	Climate Change Action Plan Joint Waste Solutions Amey Surrey Environment Partnership	<i>Years 1 – 5 Implementation from Year 2 pending new national</i>

Environment			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
	<p>awareness and respond to the Government's new Resources and Waste Strategy.</p> <p>Continue to have the highest recycling rate in Surrey over the next 5 years.</p>		<i>Resources and Waste Strategy.</i>
<p>Improve air quality / Air 'inequality'</p>	<p>Change the Council's entire fleet of vehicles to electric and/or low/zero emission vehicles (where technology allows).</p> <p>Support the use of electric/low/zero emission vehicles across the rest of the borough, for example introducing electric charging points in Council car parks and supporting the installation of on-street charging points.</p>	Surrey County Council	<p><i>By Year 2:</i></p> <p><i>EV Charging points installed in council owned car parks</i></p> <p><i>Years 1-5:</i></p> <p><i>On-street charging points development with Surrey CC</i></p>

## Health & Quality of Life

The health and quality of life of all the Borough's residents is very much at the core of the services that the Council provides to its residents understanding that having a warm, safe and secure home, and a healthy, attractive environment which is key for improving health outcomes and our residents quality of life.

The Council wants to ensure communities have the infrastructure and accessibility to meet the needs of a changing and growing population. Supporting the development of attractive, sustainable and vibrant communities for people to live, work and enjoy. We will also take a positive approach to supporting those who are most vulnerable.

We will continue to harness the strengths that exist within communities, so that local people are able to contribute and play an active role. Empowering people to maintain good mental and physical health and well-being with access to information, advice and guidance on local activities and services that will enable them to lead active and healthy lifestyles.

### Our Aims:

- Building strong communities and connections with a sense of place and **strong community identity**, fostering a sense of respect and consideration between neighbours and communities.
- Support health and wellbeing by promoting and developing initiatives that means residents can lead **active and healthy lives**
- We will deliver new homes that people can afford by finding ways to provide more good quality, **genuinely affordable housing**, including at least 100 new socially rented homes through Housing Associations for those with the lowest income levels, to better provide for the needs of all Surrey Heath residents
- Address the underlying causes of **housing need**, improving outcomes and support available for people who are homeless or at risk of homelessness.
- **Safeguard and support** our vulnerable residents and support independent living for all.
- Deliver projects that support **young people and families**.

## How will we do this

Health & Quality of Life			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
Strong Community Identity	As part of the recovery of our communities implement and support exciting programme of events across the whole borough spanning the whole year. Overall we will double the number of events and activities the Council supports over the next five years.	Business Improvement District Local Community Groups	<i>From Year 1</i>
	Provide support to residents in need by developing the Community Support Working Group with partners and community leaders.	Citizens Advice SH Voluntary & Community Groups	<i>Year 1</i>
	Deliver a safe borough and take prompt action in response to environmental crime and anti-social behaviour building a reputation as the safest Borough in Surrey.	Police & the Surrey Heath Partnership	<i>Year 1 – 5</i>
	Deliver a Charity Hub for multiple charities to benefits with a flexible office type offer for both admin space, outreach work and a café area.	Voluntary & Community Groups	<i>Year 1 Analysis and business case Year 2 Implement</i>
Improving Health & Well Being	Implement a new Physical Activity Strategy; working with our communities and partners to enable everyone to participate in physical activities.	Physical Activity Strategy Sports England	<i>From Year 1</i>
	Ensure that the Leisure Centre is being fully utilised and accessible to all, through excellent management of the contract and delivery against the key performance indicators. Achieve the projected maximum membership level by year 2.	Physical Activity Strategy Places Leisure	<i>Year 2</i>
	Work with health and voluntary partners to target the issue of obesity (a ‘whole systems approach’) to reduce the number of people in Surrey Heath who are likely to develop serious long term health issues due to obesity. In Surrey Heath 62.2% of adults are estimated to be overweight or obese,	Health & Social Care Partners Voluntary Groups	<i>Year 1 Analysis Year 2 Implementation</i>

Health & Quality of Life			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
	compared to 55.5% across Surrey as a whole.		
	Work with Frimley Hospital and Frimley Integrated Care System to identify suitable sites to help establish outreach health facilities from an accessible Town Centre location.	Frimley Hospital Frimley ICS	<i>Year 4-5</i>
	Deliver where possible, facilitate or lobby for improved transport infrastructure within our rural villages, to increase connectivity within communities, between villages and with the wider amenities, facilities and services in Surrey Heath	Surrey County Council  Local Plan	<i>Year 1 SHBC scheme Year 1-5</i>
	Deliver an expanded programme of high quality arts and cultural activities and events across the borough to support the wellbeing of residents.	Surrey Arts Partnership Business Improvement District	<i>From Year 1</i>
A safe place to live and work	Deliver at least 20 Joint Action Groups (JAGs) with the Police and partner organisations to provide an early response to emerging crime and anti-social behaviour issues at a community level.	Surrey Police Local Businesses Housing Associations Schools	<i>Year 1 to 5</i>
	Replace the borough's ageing CCTV infrastructure and provide the ability to quickly deploy mobile CCTV when and where it is needed.	Surrey Police	<i>Year 3 to 5</i>
	Work with the Police and other agencies to ensure that there is a robust response to emerging national threats including County Lines, Human Trafficking, Child Sexual Exploitation, Extremist behaviour and Serious Organised Crime.	Surrey Police Housing Associations Contractors Voluntary Organisations	<i>Year 1 to 5</i>

**Health & Quality of Life**

<b>Our Aim</b>	<b>Our Action</b>	<b>Link to Partner/Policy</b>	<b>Implementation Year</b>
	<p>Raise awareness and deliver training to all front-line staff on safeguarding and domestic abuse and the action that can be taken to protect victims.</p>	<p>Surrey County Council Surrey Police Local Organisations</p>	<p><i>Year 1 to 5</i></p>
<p>Housing &amp; Homelessness</p>	<p>Prevent homelessness and rough sleeping and find housing solutions for individuals and families who find themselves homeless, by:</p> <ul style="list-style-type: none"> <li>• Maximising the use of the Council's new Night Stop (6 rooms) and Connaught Court (9 rooms for stays between 6 months and two years) facilities</li> <li>• Delivering partnerships that aims to eradicate homelessness across the whole Borough</li> </ul>	<p>The Hope Hub, MHCLG Accent</p> <p>Accent &amp; Other Housing Associations, private landlords, statutory and voluntary sector partnerships</p>	<p><i>Year 1 - 5</i></p>
	<p>Where housing is delivered, do all that we can within the confines of legislation to maximise the amount of affordable and socially rented homes. Deliver at least 300 affordable homes across the borough of which 100 will be new socially rented homes and build at least 49 homes through a joint venture to support people receiving housing benefit or being paid minimum wages.</p>	<p>Local Plan Accent &amp; other Housing Partners Developers</p>	<p><i>Years 1 – 5</i></p>
	<p>Oversee and provide support to secure the agreed housing development and associated infrastructure at Deepcut (Mindenhurst) At least 600 houses to be delivered over the next 5 years.</p>	<p>DIO MOD Developer &amp; Housing partners</p>	<p><i>342 dwellings by year 3 Further 275 by year 5</i></p> <p><i>Permission permits 1200 dwellings in total.</i></p>

Health & Quality of Life			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
	Repurpose under-utilised office and retail units for housing	Local Plan Town Centre Strategy Town Centre Master Plan	<i>Construction commences from Year 3</i>
	Deliver Gypsy and Traveller pitches in line with the need identified and Government policy and work with partners to secure implementation of a new transit site for Gypsy and Travellers in Surrey.	Local Plan Surrey County Council Other Surrey Borough & Districts	<i>Years 1 – 5</i>
Access to leisure and recreation	Work with Disability groups and charities to maximise access to leisure and recreation facilities across the borough.	Leisure Partner Charity Groups	<i>Years 1 – 5</i>
Safeguard and Support	Continue to support the current and future refugee resettlement programmes supporting our new residents into full independence.	Housing Policy Accent Health & Social Care Education Local community & charity groups	<i>Independent by Year 5</i>
	Deliver and fund services that promote independent living for older and more vulnerable residents to reduce loneliness and isolation by increasing take up of community support services by at least 20% over the next 5 years.	Community Services Partnership (with Runnymede BC)	<i>Years 1 - 5</i>
	Undertake an independent review of our aids and adaptations service and implement improvements to increase by at least 20% the number of disabled and vulnerable residents supported subject to future funding.	Better Care Fund partners, Adult Social Care	<i>Year 1 Complete independent review Year 2 -5 deliver</i>
	Through the Council's Family Support programme work together with families and children with complex needs or in crisis to help them get back on their feet, offering the right help at the right time to prevent things escalating. Over 5 years will support a minimum of 100 families in crisis.	Surrey County Council Runnymede Borough Council	<i>Years 1 – 5 (annual review with SCC)</i>

## Economy

Surrey Heath Borough is home to a diverse range of successful businesses with high levels of employment in both our rural and urban areas. As we look beyond the Covid-19 pandemic it is vital we restore the vibrancy of our high streets, village and community centres and key employment areas, retain and develop our existing business base and make Surrey Heath a place where new businesses want to be located.

Investment in local infrastructure is key to the economic success and jobs for the borough as a whole and the health and quality of life of local residents.

### Our Aims

- Seek opportunities where the Council can **invest** in property both in our urban and rural communities
- Be recognised as an authority and borough that is '**pro-business**'
- Develop the **Local Plan** in line with national policy, ensuring that where growth is planned and designed in a way that maximizes the protection of the borough's valuable green spaces and distinct character. Through the plan promote vital and viable town, village and community centres, ensuring an appropriate supply of employment land.
- Support all of the Borough's **business community** by attracting inward investment and creating conditions for existing and new business to thrive.
- Develop and implement a strategy that will deliver improvements in the borough's **transport infrastructure**
- **Help young people into employment**
- Encourage a **unique and engaging offer** in our town, village and community centres by encouraging independent and artisan businesses
- Monitor and support the **needs of existing businesses** in terms of infrastructure and connectivity and lobby government, funding and private organisations on their behalf

## How will we do this

Economy			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
<b>Invest in our urban and rural areas</b>	Identify a minimum of five sites across the Borough for the Council to invest in to deliver regeneration and community facilities.	Investment Strategy Medium Term Financial Strategy Developers Infrastructure Delivery Plan	<i>Years 1 - 5</i>
	Deliver increased housing from the London Road Block through the development of a viable and high quality scheme.	Developers	<i>Years 1 part demolition Year 2 development partner selected Year 3 construction starts</i>
	Undertake an assessment of our rural areas to identify and deliver infrastructure needs that will improve community facilities and enhance our villages and communities	Villages Working Group	<i>Year 1 identify infrastructure needs Year 2-5 Implementation</i>
<b>Improve transport infrastructure</b>	Enable the delivery of local infrastructure improvements across the Borough through the Community Infrastructure Levy (CIL) spending strategy, including a review of the CIL rates.	CIL Guidance / Infrastructure funding statement	<i>Years 1 – 5</i>
<b>Deliver a new Local Plan for Surrey Heath</b>	Identify and allocate appropriate development sites for housing to be delivered in line with National and Local Planning Policy.	Local Plan Landowners	<i>Years 1 - 2</i>
	Identify and acquire land that can be used for SANGs (Suitable Alternative Natural Green space) to unlock housing development in the Borough where it is most needed	Local Plan Landowners	<i>Years 1 – 5 (Local Plan adoption Year 2)</i>
	Agree and implement a clear vision, strategy and masterplan for the development of Camberley Town	Local Plan	<i>Agree Year 1 Implement Years 2 – 5 and beyond</i>

Economy			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
	Centre, based on feedback from local residents and businesses.	Camberley Town Centre Strategy  Camberley Town Centre Master Plan	
<b>Investment in Infrastructure</b>	Develop and implement an infrastructure delivery plan for the Borough as a whole identifying priority areas for investment over the short, medium and long term.	Surrey County Council Other Infrastructure Advisors	<i>Year 1 Draft Year 2 Finalise</i>
	Implement a new Community Infrastructure Levy charging scheme linked to the development of a new Local Plan, subject to any Government reviews of the scheme.	Developers Infrastructure Providers	<i>Year 1 Proposals &amp; Consultation Year 2 new scheme in place</i>
<b>Pro-business approach / Support our businesses / Attract more inward investment into the borough as a whole</b>	Actively encourage independent, artisan and environmentally sound businesses into our Town, Village and community centres through a package of benefits for new startup businesses as a means to promote facilities, services and experiences for residents.	BID, Surrey Chambers, Business Associations	<i>Years 1 – 5</i>
	Be recognised for a pro-business approach across all Council Services to build a reputation for the borough as a good place for businesses to invest and grow.	Surrey Heath Businesses BID Local Business Forums Local Enterprise Partnership SCC	<i>Years 1 - 5</i>
	Increase the amount of Council procurement spent locally, and promote local spending to other businesses.	Surrey Heath Businesses Local Business Forums BID	<i>Year 1</i>
	Deliver, with partners, initiatives to help develop people's skills and get them into employment eg The Youth Hub	DWP National Careers Service	<i>Years 1 Year 2 – 5 subject to funding</i>
	Work with partners to deliver a 'unique selling point' for Camberley Town Centre, keeping up with emerging technology opportunities; to support innovation in the retail and town centre economy.	Education and Health partners BID Town Centre Strategy Local Businesses	<i>Year 1 Town Centre Strategy</i>

Economy			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
	Support new and growing business through council facilitated meetings, business clinics and growth hub	Surrey Chambers BID	<i>Years 1 - 5</i>
	Support the development of the green economy, and support businesses to achieve net zero carbon emissions.	Climate Change Action Plan Local Businesses LEP SCC	<i>Years 1 – 5 (and beyond to 2030)</i>
	Deliver a robust economic development strategy supporting economic recovery and sustainable growth in the borough including the key business hubs.	Surrey County Council LEP BID Surrey Chambers Businesses	<i>Agree year 1 Implement years 2 – 5</i>

## Aspirations for our community

A key part of the Council's role as Community Leader is to lobby and influence on issues that are not within our ability to deliver directly. We have listened to what is important to our residents and business, and will champion the issues below on their behalf:

Issue	Partner
Reflecting residents' aspirations that Surrey Heath remains <b>a safe place to live and work</b> , ensure that the borough has the level of police resources it needs and that relevant partner organisations, businesses and local groups help ensure that there is a timely response to any emerging patterns of crime and anti-social behaviour.	Surrey Police and Crime Commissioner Surrey Police Accent Other Housing Associations
Acknowledging the concerns of local residents about over development, the Council will focus on the legal requirement to deliver the <b>Government's prescribed housing target</b> for the borough as a whole, while at the same time lobbying the Government to recognise the special circumstances in Surrey Heath that significantly limit the scope for development, for example protected heathland.	Central Government
Improving the Borough's <b>rail links</b> to London and other key towns and cities	Network Rail
Ensuring that the <b>bus services</b> across the whole Borough are efficient, sustainable, and deliver a sufficient service to the community to support a reduction in car usage.	Surrey County Council Local Bus Operators
Improving the highway network to address <b>congestion and heavy vehicle traffic</b> and lobby for improved alternative transport options to reduce car usage.	Surrey County Council Highways England
Improving the highway network to address <b>poor quality or badly maintained roads</b> and potholes and increase <b>road safety</b>	Surrey County Council Highways England
Increase road and <b>pedestrian safety</b> through safer driving speeds in residential zones, and safer pedestrian crossing points and tackle inconsiderate parking on the roads and pavements including rat runs.	Surrey County Council Highways England
Work with partners to improve <b>air quality</b> and combat air pollution by tackling idling and higher polluting vehicles.	Police Surrey County Council / schools

Issue	Partner
Mitigate climate change by increasing <b>green economy</b> , increasing <b>community recycling facilities</b> , encouraging <b>re-use schemes</b>	Surrey County Council Surrey Environment Partnership Business Associations
Encourage investment in full <b>fibre digital infrastructure</b> progressively across the whole borough to encourage business and professional groups into the area.	Technology Infrastructure Company's Surrey County Council
Support the needs of existing <b>businesses</b> in terms of <b>infrastructure and connectivity</b>	Business Associations / BID Surrey County Council Telecoms providers
Increasing <b>employment levels</b> across the whole borough including <b>supporting young people</b> to access employment for the first time.	Business Associations / BID / Businesses Job Centre Plus Skills Hub
Build links with the <b>Higher Education sector</b> within the borough	Universities and colleges
Working in partnership with key stakeholders improve <b>activities, facilities and support for young people</b> across the borough.	Surrey Heath Partnership SCC
In responding to any proposed changes to <b>local public services</b> , such as proposals for unitary authorities, act as an <b>advocate</b> for whatever solution best meets the needs and aspirations of Surrey Heath borough and its residents.	National Government, Other Local Authorities and partners
Tackle health issues in areas of deprivation with a view <b>of improving life expectancy</b> for these areas by working in partnership within the integrated health and social care system.	Frimley Health and Care Surrey Heartlands Health and Care Health Partners Community Groups

## Effective & Responsive Council

The Council is always looking at how it needs to adapt itself and with the growing agenda on local government reform including devolution, county deals, and local government reorganisation, the Council needs to be prepared looking for greater partnership opportunities to improve economies of scale and resilience.

Technology is advancing and we need to be able to interact with our residents efficiently, our residents expect to contact in a way that is convenient to them. We need to find innovative ways to serve the needs of our customers.

### Our aims

- We have **listened** to the views of residents, business and partners to set these priorities. We will continue this positive engagement through the implementation process, and we will **advocate** on behalf of our community on issues outside our direct control.
- **Customer service** will be at the heart of everything we do.
- Continue with the **digital transformation** programme making it easier and more efficient for residents to access Council services
- We will increase how we **work together** with other Local Authorities, partners, businesses and the voluntary sector – we recognise more can be achieved by working together.
- To **spend public money wisely** and attract resources and investment into the borough.

Effective & Responsive Council			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
To listen and engage with our communities	Engage meaningfully with our community on all key policies impacting on the local community and become recognised as one of the best Councils for doing this.	Engagement Policy	<i>Years 1 - 5</i>
To deliver customer friendly	To provide accessible services to meet the needs of the borough's diverse	Surrey Heath Partnership	<i>Years 1 - 5</i>

Effective & Responsive Council			
Our Aim	Our Action	Link to Partner/Policy	Implementation Year
and responsive services	communities and be increasingly renowned for Customer Service Excellence		
	Increase the number of partnerships and joint appointments with other Councils in Surrey to provide more efficient and sustainable services.	Neighbouring Surrey District & Boroughs	<i>Years 1 - 5</i>
	Transform the Council's planning application service and processes to be efficient, responsive and communicative.	Planning Advisory Service Digital Strategy	<i>Year 1</i>
Work towards financial autonomy and fully sustainable services	Deliver the Council's Medium Term Financial Strategy	The Council's Budget Medium Term Financial Strategy	<i>Years 1 - 5</i>
	Bring forward invest to save initiatives that enable the Council to bring down its cost base	Medium Term Financial Strategy	<i>Years 1 - 5</i>
Continue to deliver Digital Transformation	Upgrade the Council's website, making it easier to access a wider range of Council services on-line	Digital Strategy	<i>Years 1 – 2</i>
	Enable more residents to access the services they need through digital channels		
	Support digital inclusion to ensure everyone is able to access the services they need.		
Making the Council a more agile and responsive organisation	Provide the technology infrastructure to enable staff to be effective from any location	Digital Strategy	<i>Years 1 - 5</i>
	Free up additional space in Surrey Heath House through greater agile and flexible working, for generating additional income.	Medium Term Financial Strategy Agile working policy	<i>Year 1</i>