



West Horsley Parish Council

STRATEGIC PLAN 2025-2028

The following Strategic Plan was first drafted in October 2020 and is reviewed and updated annually. It will be superseded during 2027/28, following the parish council elections. This Plan outlines the Parish Council's current strategic themes and priorities and is accompanied by a business priority plan for the financial year 26/27 and indicative for 2027/28. 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.

OUR VISION

To preserve the community spirit and rural nature of West Horsley, including its architectural and landscape heritage, special characteristics and environmental assets, for the benefit of residents of all ages.

OUR MISSION

To continue to be a competent, progressive, inclusive and efficiently run Parish Council that communicates well, works in partnership, delivers for its community, and has its voice heard.

OUR CORE VALUES

We will work with a set of core values as summarised.

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

MAJOR STRATEGIC THEMES

Community

1. To endeavour to increase the diversity of the Council and similarly to secure greater resident involvement through participation in specific projects, including the continuation of the West Horsley Youth Council.
2. To secure a parish office for the Parish Council within the village, one with adequate storage and that is suitable as a meeting place for the Council and Youth Council, to improve the visibility, accessibility, and efficiency of the Council.
3. To inform the community so that they may be aware of, and where possible, take action to mitigate the implications of climate change as they affect/have an impact upon the village, including our natural environment and any changes proposed to it.
4. To engage with new residents and to work closely with local community organisations.
5. To deliver a diverse programme of community events for all ages.

Innovation

1. To continue to communicate regularly and effectively with all generations of residents, using a range of methods, including those digital platforms most frequently accessed by residents.
2. To support, wherever possible and appropriate, local businesses and organisations operating in the village.
3. To provide opportunities for local young people to develop their skills and to positively impact their community through a shared experience of citizenship.
4. To secure the status of 'general power of competence' as a Council by 2027/28.

Place Making

1. To address the need for appropriate and sufficient infrastructure, including the improvement to existing and the provision of new, to meet the needs of existing residents and our growing village community.
2. To review, and if necessary, revise the adopted West Horsley Neighbourhood Plan to inform and guide proposed developments within the village with reference to preserving our local character and dark skies, improving biodiversity, and ensuring a housing mix that supports the needs of all generations.
3. To influence and, when necessary, exert pressure on statutory authorities (e.g. Guildford Borough Council, Surrey County Council, the NHS, Network Rail and South Western Railway, Thames Water, Affinity Water) to maintain existing infrastructure and deliver what is required to sustain the village in the future.
4. To maintain and improve the appearance of the village.

Well-being

1. To research, better understand and address the wellbeing need of our village.
2. To improve how we signpost people to wellbeing resources.
3. To deliver a programme of wellbeing activities and/or events targeted at those most in need.

PRIORITIES IDENTIFIED BY COMMITTEES AND TASK GROUPS

Planning Committee

- To ensure the Council remains up to date with planning legislation
- To continue to review each planning application in accordance with the policies in the West Horsley Neighbourhood Plan, the Guildford Local Plan and the NPPF
- To review the Neighbourhood Plan
- To maintain engagement with local planning officers and developers

Personnel Committee

- To maintain a 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 an adequate budget is set for the above

Finance Committee

- To quarterly review financial performance against budget advising Full Council as appropriate
- To put a three-year budget programme in place
- To make recommendations to Full Council on the awards of grants

Asset Management, Biodiversity and Village Appearance Task Group

- To consider capital projects to benefit the community
- To maintain the appearance of the village and consider environmental issues
- To encourage biodiversity projects on its land, such as the planting wildflowers and the installation of nest boxes for birds, bats and other animals
- To support local groups, including The Horsleys' CAN, to promote biodiversity in the community, including how residents and local groups and businesses can make a difference

Communications Task Group

- To publish regular newsletters (two per year) and e-bulletins (as required)
- To move the website to a WordPress platform for improved ease of use for all
- To move councillors and clerks to gov.uk email
- To use communications channels to encourage engagement with the community
- To maintain a two-year calendar of regular events

Community and Wellbeing Task Group

- To continue to hold a wide range of events that appeal to residents of all ages
- To deliver the wellbeing objectives as outlined in the Strategic Themes section above

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 liaise with SCC on maintenance and repairs to the roads and pavements, to make them safe for all users
- To be an active participant in the East Villages Flood Forum

PRIORITIES FOR 2026/27

1. Ensure succession plans for both 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 and landscape enhancement and maintenance, with funding provided by the responsible authority wherever possible.
4. 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. This to continue to ensure those residents without internet connection still hear of village matters.
5. Deliver activities and events that engage the community, and which help to make a positive contribution to well-being.
6. Support The Horsleys' CAN in raising awareness across the village of the actions we can all take to mitigate the effects of Climate Change.
7. Encourage and integrate with the Youth Councillors, to assist with the continued development of the Youth Council.

YEAR TWO: INDICATIVE FOR 2027/28

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. Promotion of opportunities to help improve or enhance wellbeing of residents of all ages.

Approved: 16 June 2026