



Strategic Business Plan 2023 - 2028

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Document Update Register

Date updated	Item amended and Reason	Amended by
03/10/2023	New councillors added and budget setting process	VF
15/03/2024	General update	VF
12/11/2024	General update	GW
13/02/2026	Councillor and general update	GW

Strategic Business Plan

The purpose of this document is to provide direction/focus and figures to assist with budgeting and the setting of the precept.

This Plan is a working document and aims to deliver the objectives of the Council in its long-term work. The Strategic Business Plan will be reviewed annually, and will be used in the budgeting process, to plan activities for the following years and will enable the Parish Council to monitor its progress against key priorities.

Introduction to Worplesdon

The historic Parish of Worplesdon has a strong and vibrant community characterised by 400 hectares of common land, 52 listed buildings (including the Grade 1 St Mary's Church, Perry Hill – with the Norman church tower noted by Pevsner to be the best perpendicular church tower in Surrey), two Scheduled Monuments, and a site of archaeological interest. The Parish benefits from a wide variety of community groups, educational establishments, and businesses – all of which provide an enchanting and thriving area in which to live, work, and play!

With a population of around 9,020 (2022) Worplesdon neighbours the Surrey Hills National Landscape (formerly AONB (Area of Outstanding Natural Beauty) at Blackwell Farm).

Covering 5,325 acres, or 35 sq miles, the Parish of Worplesdon comprises five communities: Worplesdon (Perry Hill, Rickford, Pitch Place, Worplesdon St Mary's etc.), Broadacres, Jacobs Well, Fairlands, and Wood Street Village.

According to the place names of Surrey the word Worplesdon is derived from “werpels” meaning a bridleway and “dun” referring to a hill.

There are nine commons in Worplesdon (Broad Street and Backside, Clasford, Chitty's, Littlefield, Rickford (LNR) Rydes Hill, Stringers, and Whitmoor (part of the Thames Basin Heaths Special Protection Area (TBHSPA), Site of Special Scientific Interest (SSSI) and Local Nature Reserve (LNR)). Additionally, Broad Street, Backside, Littlefield, Rickford and Stringer's Commons are SSSI (Sites of Nature Conservation Importance).

Worplesdon has been inhabited for 3 - 4,000 years. Two Bronze-age barrows were excavated on Whitmoor Common by General Pitt-Rivers in 1877. The Bronze-age burial urns that were found are now in the Pitt Rivers Museum in Oxford. For those who are interested in local history, we also have copies of our Millennium book, 'Worplesdon 2000 The Tale of Four Villages' available for sale at £10 per copy, from the Parish Office

The map on the final page of this document shows the civil parish boundary.

Worplesdon boasts three thriving schools (primary and infant) and four pre-schools, the internationally-renowned Merrist Wood Agricultural College, The Worplesdon Memorial Hall and Recreation Ground, Fairlands Community Centre, Jacobs Well Village Hall, three places of public worship (St Mary's – Worplesdon and St Alban's - Wood Street Village, and the MECA Mosque Rickford), numerous Sports Clubs, two Social Clubs (Jacobs Well and Fairlands), a weekly country market (Jacobs Well), two hotels, and two pubs. Our website, www.worplesdon-pc.gov.uk, includes further information about the villages and the rich history of the Parish.

The Sidney Sime Gallery, located within Worplesdon Memorial Hall, houses a major collection of the fascinating, highly characteristic work of Sidney Sime (1865 – 1941) – the famous artist, illustrator and caricaturist. He lived in Worplesdon in the later stages of his life. He was buried in the grounds of St Mary's Church, Worplesdon. Sime's wife, Mary, bequeathed his collection to the community upon his death. A visit to this gem of a gallery is a must when visiting the Parish.

Introduction to Worplesdon Parish Council

The Parish Council owns certain areas of land within the parish boundaries. These are:

- Jacobs Well Recreation Ground
- Harry's Meadow - Jacobs Well
- Nevins Copse - Pinks Hill, Wood Street Village.

We also lease from Surrey County Council (lease expires May 2073):

- Wood Street Village Green (including part of White Hart Lane)
- Perry Hill Green
- the cricket ground at Backside Common (Toby's Oak), and
- Pitch Place Green
- Wood Street Village Community Car Park
- White House Pond (at Jacobs Well Recreation Ground).

We hold these assets on behalf of the community.

Worplesdon Parish Council is the first tier of local government and is a non-party political, non-ecclesiastical body.

It has an important role to play in promoting the interests of the five communities, representing their interests, and working with other groups in the community. Guildford Borough Council is responsible for services including emergency planning, planning, housing and environmental services. Surrey County Council's responsibilities include highways (both roads and pavements), education, health and social services, and public rights of way. The divisions of responsibility between Guildford Borough Council and Surrey County Council are not always clear. Both Councils do have websites which give detailed information as to the services they are responsible for together with contact details for the relevant departments.

The Parish Council comprises 16 Councillors, who each serve a four-year term of office and receive no personal allowances or remuneration of any kind.

There are four electoral wards in the Parish:

- Fairlands (5 Councillors)
- Jacobs Well (3 Councillors)
- Perry Hill (3 Councillors)
- Wood Street Village (5 Councillors)

Members of the public are welcome to attend any meeting of the Council. The Council usually meet every 6 weeks on a Thursday in Council Chamber at the Parish Office, Unit 2 Saxton, Parklands, Railton Road, Guildford, GU2 9JX. Residents are able to address the Council during the public participation session at the start of these meetings provided that the item they wish to discuss is specifically noted on the appropriate agenda. The dates are publicised on both our website and the Parish Noticeboards.

The Parish Council is funded by the precept (an element of the Council Tax) which is collected by Guildford Borough Council on our behalf.

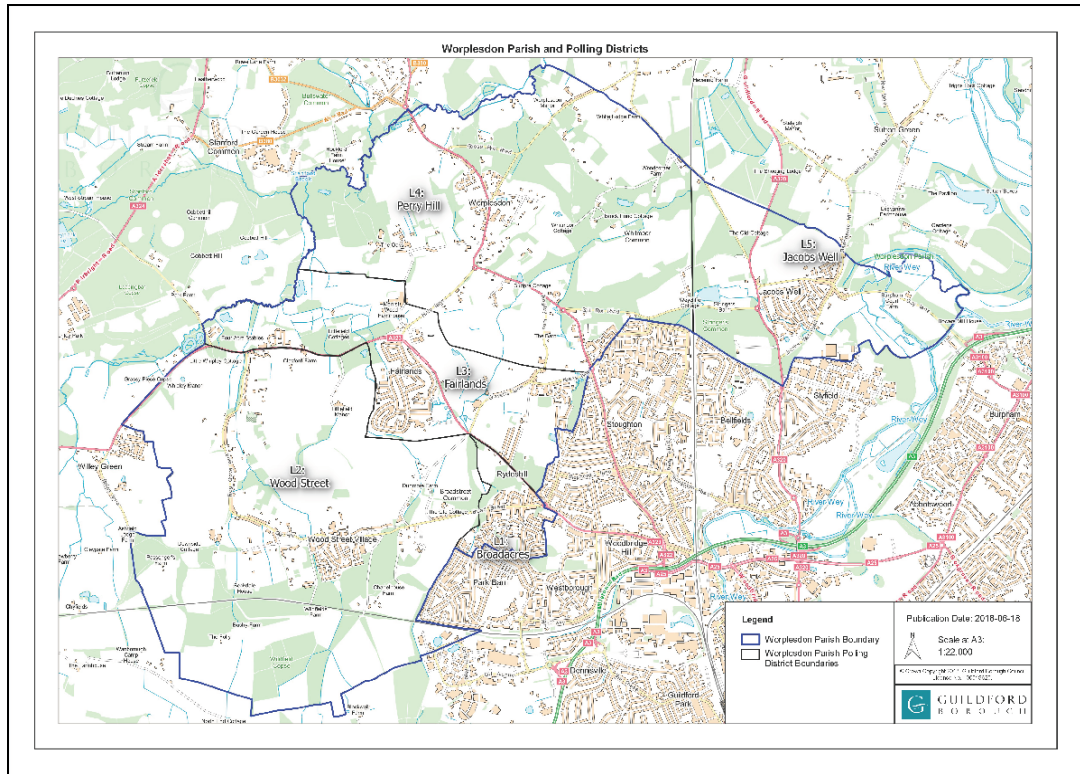
Financial Year	Total Precept	Per Band D property per year
2023 – 2024	£304,325	£83.67
2024 – 2025	£339,900	£91.76
2025-2026	£387,125	£103.34
2026-2027	£489,750	£129.73

This amount is shown clearly on the council tax bill each resident receives. The Parish Council only a nominal amount of bank interest as additional income.

Strategic Objectives 2023 – 2028

A Residents Survey was carried out in 2023 to determine if our residents still want Worplesdon Parish Council to focus on the following six strategic priorities over the next five years:

- **Community Engagement and Representation** - To be an effective body, the Council will liaise with the whole of our community at every available opportunity.
- **Governance and Fiscal Responsibility** - Worplesdon Parish Council complies with good governance and its fiscal responsibilities to ensure compliance with the law and providing value for money.
- **Business Engagement** - The Parish Council will encourage and support business growth and increased employment opportunities.
- **Management of Recreational Facilities** - Recreational facilities will continue to be maintained, modified or improved where applicable.
- **Conserve and Improve the Environment** - The local environment is what makes our Parish so special and gives our five communities their distinct identities. The Parish Council has a duty to have regard to conserving biodiversity.
- **Land Management** - The Parish Council needs to balance management of its land, taking into account its biodiversity responsibilities and the needs of the local communities.



Strategic Objectives 2023 – 2028

1. Community Engagement and Representation							
To be an effective body, the Council will liaise with the whole of our community at every available opportunity.							
	Objectives	Action	What will happen	Timescales	Measures of Success	Financial Implications	Project Leaders
1	Events – commemorations etc (e.g. Church, beacon, Parade)	Working parties to be set up as appropriate	Events will take place with full council approval	Duration of the plan	Response from the community	To be considered via the precept	Councillors
2	Armistice Day events	To continue commemorations in Jacobs Well	Annual event held	Duration of the plan	Response from the community	Via precept	Councillors
3	Residents' Surveys – ask residents as appropriate e.g. SurveyMonkey, Twitter, Facebook, Parish newsletter and Parish website, leaflet drop, door-to-door	To utilise social media	Improved community engagement	Duration of the plan	Response from the community	Staff time	Councillors/ Staff
4	Noticeboards (repair and replacement) – Rolling programme - consider additional noticeboards at new developments	Survey and select new sites as appropriate	New noticeboards erected	Duration of the plan	N/A	Via precept	Staff
5	Flood Forum Representation - to engage with the National Flood Forum – Surrey Resilience, landowners and residents - to raise awareness of riparian ownership issues	Councillor presence on Wood Street Flood Action Group	Councillor to keep Parish Council informed Groundstaff to keep grilles and ditches clear	Duration of the plan	Reduction in surface water flooding and damage to property (residential and businesses) & vehicles	Staff time	National Flood Forum Representative /Staff

	Objectives	Action	What will happen	Timescales	Measures of Success	Financial Implications	Project Leaders
6	Community Resilience to enable the Parish to be more self-sufficient in an emergency	Review existing preventative measures	Parish will become more resilient as a community	Duration of Plan	Seek advice from Surrey County Council	Via precept	Chairman and staff
7	WPC representatives on: Fairwood Helpers FLGCA SALC Wood Street Flood Forum WSVA	Appointments are made annually in May	Improved communications Annual review	Duration of Plan	Feedback obtained Mutual success Teamwork	None	Appointed Councillors/Representatives
8	Liaison with local schools, where appropriate, for support with relevant projects	As and when appropriate	Community engagement	Duration of Plan	Positive feedback Mutual support	Staff time	Admin Staff
9	Responses to planning applications to represent the views of the community	To respond in due time	Follow planning guidance	Duration of Plan	Influencing the decisions of the Principal Authority	HR cost/staff time	Councillors
10	Community representation at all levels of Government, and other organisations as appropriate e.g. Network Rail, Royal Mail	Seek to respond to relevant public consultation documents	Issues raised as and when appropriate	Duration of Plan	Influencing issues raised	HR cost/staff time	Staff

	Objectives	Action	What will happen	Timescales	Measures of Success	Financial Implications	Project Leaders
11	Borough planning policies	Ongoing	Policies discussed as and when appropriate	Duration of Plan	Influencing the Principal Authority in delivering the best local plan for the area	Staff time	Staff and Councillors
12	<p>To gather legally useable data on vehicle speeds in locally indicated locations – new SDR purchased (2022), maintenance costs (equipment serviced when required) and replacement batteries (when necessary). Deployed in conjunction with SCC Surrey Safer Camera Partnership.</p> <p>To develop and support the Community SpeedWatch initiative</p>	<p>Collect data when SDR deployed as per SDR Deployment Policy</p> <p>Provide training to interested parties</p>	<p>SDR reports circulated to councillors</p> <p>Figures are issued by Surrey Police on a monthly basis, and are then circulated to Community SpeedWatch volunteers</p>	<p>Duration of Plan</p> <p>Duration of Plan</p>	<p>Useable data</p> <p>Reduction of instances of speeding</p>	<p>Potential training and maintenance costs</p> <p>Staff time</p>	<p>SCC and Assistant Clerk</p> <p>Staff and volunteer Councillors (& Member of the Public volunteers)</p>

2. Governance and Fiscal Responsibility

Worplesdon Parish Council complies with good governance and its fiscal responsibilities to ensure compliance with the law and providing value for money.

	Objectives	Action	What will happen	Timescales	Measure of Success	Financial Implications	Project Leaders
1	Provision of Parish office promoting the work of the Parish	Ongoing	Worplesdon Parish Council to continue to pursue options to locate a parish office and council chamber within the parish boundary	Ongoing	Provision of office	£106 monies available from land north of Keens Lane developer, exhausted and utilised. Rent currently £28,000 per year.	Clerk and Chairman
2	Charges for hiring out WPC land for commercial events	Prices based on local parishes and Guildford Borough Council rates	Pricing to be applied at the discretion of the Council	Duration of plan	Ongoing hire continues	Reduction in precept	Clerk and Assistant Clerk

	Objectives	Action	What will happen	Timescales	Measure of Success	Financial Implications	Project Leaders
3	To accept, where appropriate and economically advantageous, the devolvement of services from Principal Authorities where this would lead to an improvement for local residents (specifically vegetation clearance, ditch clearance, sightline work) All Groundstaff NRSWA trained	Ongoing	Ensure training is kept up to date	Duration of Plan	Positive feedback from residents	Servicing, replacement parts/equipment, maintenance	Chairman and Vice-Chairman & Chairman of Staffing (with respect to training)
4	Councillors and staff to attend relevant training courses/events where possible	Ongoing	Councillors to be reminded of the SALC training schedule	Duration of Plan	More councillors attending training	Via precept	Full Council/Clerk
5	To ensure accessibility compliance, GDPR compliance, IT security and office efficiency	GDPR and accessibility compliance	Work with Data Protection Adviser (DPA) to ensure compliance	Duration of Plan	No Information Commissioner's Office (ICO) breaches	£1,000 per annum - to be reviewed as part of the precept	Clerk

3. Business Engagement

The Parish Council will encourage and support business growth and increased employment opportunities where possible.

	Objectives	Action	What will happen	Timescales	Measures of Success	Financial Implications	Project Leaders
1	Promotion through social media	Establish social media identities on appropriate platforms	Admin staff to promote Worplesdon Parish Council’s actions and events through these platforms, and utilise these links for disseminating important information, where appropriate	Duration of Plan	e.g. Page ‘Likes’ on Facebook, and ‘Followers’ on Twitter	Staff/time	Staff
2	Promotion through our website	Add a ‘Local Businesses’ page to our website	Clerk to add a page to our website	Duration of Plan	Positive feedback from businesses within the Parish	Staff/time	Comms Officer task?

4. Management of Recreational Facilities

Recreational facilities will continue to be maintained, modified or improved where applicable.

	Objectives	Action	What will happen	Timescales	Measures of Success	Financial Implications	Project Leaders
1	Existing play areas (to include football goal posts at Jacobs Well)	To have defined repair, renewal and improvement processes in place for all equipment and their associated areas, as appropriate	Annual Review of Playground Equipment Also reviewed through feedback to Residents Survey	Duration of Plan	Successful prevention of accidents	Review during annual budget process	Councillors
2	Potential new facilities	Review as appropriate due to unitary devolution uncertainty	Public engagement for any sites (new or existing)	Duration of Plan	Well used facilities	Investigate possible grants	Councillors and Staff

5. Conserve and Improve the Environment

The local environment is what makes our Parish so special and gives our five communities their distinct identities.

	Objectives	Action	What will happen	Timescales	Measures of Success	Financial Implications	Project Leaders
1	Village signs - maintenance on a rolling basis (Fairlands, Jacobs Well, Perry Hill Green, Perry Hill - Rickford, Wood Street Village)	Review annually	Possible maintenance	Duration of Plan	Aesthetically pleasing signs	Review as part of the precept	Councillors
2	Christmas lights <ul style="list-style-type: none"> - Wood Street Village Green (Christmas Tree) - St Mary's, Worplesdon (Christmas Tree) - Perry Hill Green – lights - Pitch Place Green – illuminated tree - Fairlands (cone tree) - Jacobs Well (cone tree) 	October 2025 – tender accepted for 3-year Xmas light contract. Awarded to JDS Decorations. (one-year extension available)	Re-tendering to take place summer 2028	Ongoing	Positive feedback from residents and those passing through the villages	Review as part of precept	Community/ Councillors
3	Benches - Parish Council owned as per Asset Register	Ongoing maintenance	Maintenance as required	Duration of Plan	Well maintained benches	Review via precept	Councillors/ Groundstaff
4	Litter bins – Parish Council owned as per Asset Register	Ongoing maintenance	Ongoing maintenance	Duration of Plan	Well maintained litter bins	Review as part of precept	Councillors/ Groundstaff
5	Bus shelters – Parish Council owned as per Asset Register	Rolling replacement/removal, as necessary/ongoing maintenance	Maintenance/ replacement as required	Duration of Plan	Well maintained bus shelters	Review as part of precept	Councillors/ Groundstaff

6	War memorial, Queenhythe Road, Jacobs Well	Ongoing maintenance (grass/weeding/posts/chain link rope)	Ongoing maintenance	Duration of Plan	Well maintained war memorial	Review as part of precept	Councillors/ Groundstaff
	Objectives	Action	What will happen	Timescales	Measures of Success	Financial Implications	Project Leaders
7	To seek to protect the Green Belt from inappropriate development	To monitor planning applications received	Council to determine action on a case-by-case basis	Duration of Plan	Achievement of objective	Review as part of precept	Councillors/Clerk
8	To provide environmental improvement schemes to improve biodiversity within the Parish Estate, e.g. the provision of a wildflower meadow – being trialled at Harry’s Meadow, Jacobs Well	Consultation with residents Assistance from volunteers Advice from SWT	Residents’ survey	Duration of Plan	Enhanced environment and biodiversity with the Parish estate	Review as part of precept	Councillors
9	Brambles problematic on White Hart Lane, Wood Street Village [prohibiting access to water meters and mains stopcocks]	To consider actions necessary to balance access requirements with our biodiversity responsibilities	Goat grazing, work party, groundsman, third party contractor...?	Duration of Plan	To facilitate appropriate access and support biodiversity	Dependent on works required	Staff and Councillors
10	Coombe Lane	To consider actions to improve biodiversity of the areas of common land	Liaison with Surrey Wildlife Trust to explore possible avenues	Duration of Plan	To support biodiversity	Dependent on works required	Staff and Groundsman

6. Land Management							
The Parish Council needs to balance management of its land, taking into account its biodiversity responsibilities and the needs of the local communities.							
	Objectives	Action	What will happen	Timescales	Measures of Success	Financial Implications	Project Leaders
1	Prevention of encampments	<p>Cllrs to continue to annually undertake audit to assess land under our control</p> <p>Staff to respond to immediate concerns as appropriate</p>	Based on the audit assessment appropriate items will be put in place or replaced (this is to include succession planting of trees where appropriate)	Duration of plan	No encampments	Review as part of precept	Cllr N Mitchell & Staff
2	Fairlands flower border	To be maintained by Worplesdon Parish Council Groundstaff	To liaise with local residents	Duration of plan	No complaints	Review as part of precept	Clerk
3	Devolved land maintenance – e.g. Holly Lane, junction of Gravetts Lane/Aldershot Road etc.	Reinstate previously successful work parties	Seek a wider volunteer base	Duration of Plan	No complaints	Maintenance/renewal of equipment as required	Chairman and Staff
4	Land management – ongoing maintenance (bollards/gates/posts and height barriers)	Continue work parties	Annual review	Duration of Plan	No complaints and no legal/bailiff fees	Maintenance/renewal of items as required	Chairman and Staff
	Objectives	Action	What will happen	Timescales	Measures of Success	Financial Implications	Project Leaders

5	<p>Grass cutting (currently a 3-year contract)</p> <p>New grass cutting contractor appointed Spring 2025 3-year contract – for a revised grass-cutting schedule to include only land for which Worplesdon Parish Council is responsible)</p>	<p>Review contract Summer 2028 in readiness for Spring 2029</p>	<p>Tri-annual review</p>	<p>3-year contract renewed 2025 Further review summer 2027</p>	<p>Only compliments received</p>	<p>Review via precept – grass cutting requirements may change due to devolution (new unitary authority 2027)</p>	<p>Councillors</p>
6	<p>Wood Street Village Community Car Park – Maintenance (surfacing, weeding, repainting lines, emptying bin and replenishing salt bin – replacement retaining wall)</p>	<p>Ongoing maintenance</p>	<p>Repairs as necessary</p>	<p>Duration of plan</p>	<p>Well maintained car park</p>	<p>Review as part of precept</p>	<p>Councillors/ Groundstaff</p>
7	<p>To maintain Nevins Copse to a degree which balances public access with biodiversity requirements</p>	<p>Continue monitoring through regular inspections</p>	<p>Maintenance schedule to be established Tree works to be undertaken according to the annual tree report</p>	<p>Duration of plan</p>	<p>Open access and improved biodiversity</p>	<p>Review as part of precept</p>	<p>Head Groundsman and Staff</p>
8	<p>To improve the resilience of Grounds maintenance services</p>	<p>Actioned</p>	<p>Advertise when appropriate</p>	<p>Duration of plan</p>	<p>Well maintained, attractive Parish estate</p>	<p>Review as part of precept</p>	<p>Councillors</p>

Your Parish Councillors

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There are currently three vacancies.

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Map showing Worplesdon civil parish boundary

