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# Vision 2030

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**Elmbridge**  
Borough Council

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# Introduction

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**Elmbridge is a borough with thriving communities, cherished greens spaces and buzzing high streets and villages. We have a council with strong fundamentals, determined to always do the very best for our residents.**

As we look and plan ahead, we know our future cannot be a continuation of our past. We face new challenges alongside new opportunities. Our Vision for Elmbridge is about how we seize these opportunities for the benefit our community.

We all experienced how the COVID pandemic accelerated change in the way we live and work. We are determined to apply that learning well and to lead the way in how we shape Elmbridge's future; a more sustainable, mutual and local future.

Our ambition and aspirations for Elmbridge 2030, as well those of all who have provided their hopes and thoughts on the future of borough – our residents, partners, businesses, officers and Councillors - have been distilled into the Elmbridge 2030 Vision.

Elmbridge is a vibrant borough, but we are keenly aware that not all share in its prosperity. There are people and families for whom the weekly food shop, monthly rent and their home heating bills are a constant worry. We will not leave behind the most vulnerable in our community.

We believe strongly in the power of community and what can be achieved by local people and businesses, our public sector partners and the voluntary and community sector all pulling together for the Elmbridge community.

This is also a vision with sustainability at its heart. Environmental sustainability is central to everything we do, as is nurturing sustainable and thriving communities and managing within sustainable finances. We will meet the challenges of the future and realise our ambitions within the resources available to us.

That's why we have committed to a programme of transformation internally at the council. We have added resource to our work on climate change to give profile and authority to what is a defining issue for our administration, and we have reinforced our commitment to the local economy, reflecting the importance of thriving businesses and vibrant high streets.

Alongside this Vision and our transformation programme, the council has approved our new, draft Local Plan which is ground-breaking in setting out how a council like ours can plan for a sustainable future.

We believe there are exciting times ahead, but it will need all our combined strength to realise our Vision. We look forward to working with you to do just that.

**Chris Sadler**  
**Leader of the Council**

**Bruce McDonald**  
**Deputy Leader of the Council**

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# About the borough of Elmbridge

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**It is easy to think that we know Elmbridge, its people and its businesses. As a community leader we need to know our community, who they are, what motivates them, their needs now and in the future.**

For us, Elmbridge is not one community but a collection of communities within our five town and eight villages. Each vibrant and alive with their own culture and history and each rich with a sense of community. Whether it's the history of the Brooklands motor racing circuit or the majesty of the Painshill 18th century landscape garden, Elmbridge provides a rich diversity of experiences for residents and visitors.

We can be proud of our sense of community. We look out for each other. We come together. In fact, this is what unites us and makes Elmbridge – Elmbridge - our sense of community.

We care about our woodlands, our hundreds of hectares of green spaces, our rivers, as well as our thriving towns and villages. To understand Elmbridge is to understand both our diversity and our sense of community. From Weybridge to Cobham to Claygate and Long Ditton, people come together to establish markets, to plant flowers and trees, to collect litter, to manage theatre groups, to start businesses, to teach, to learn, to laugh. All with the aim of helping Elmbridge thrive.



# About the borough of Elmbridge

136,800<sup>1</sup> people live in Elmbridge



There are 58,700<sup>2</sup> households in Elmbridge



## How we compare to rest of England

Households who do not have access to a car or van



Elmbridge 11.8%  
England 25.8%

Average score (out of 10) of satisfaction with life<sup>5</sup>



Elmbridge 7.58  
England 7.55

Average score (out of 10) of feeling that life is worthwhile<sup>5</sup>



Elmbridge 7.8  
England 7.78

Over 15s classed as either fairly active or active:<sup>6</sup>



Elmbridge 80.5%  
England 72.9%

Over 15s who say they only feel lonely occasionally, hardly ever or not at all:<sup>6</sup>



Elmbridge 81.5%  
England 75%

Residents born in the UK



Elmbridge 81.7%  
England 86.2%

Households where no one speaks English as a main language



Elmbridge 6.6%  
England 8%

Households who own their own house (with or without a mortgage)



Elmbridge 73.1%  
England 63.3%

Households living in socially rented accommodation



Elmbridge 9.9%  
England 17.7%

Households living in privately rented accommodation



Elmbridge 15.1%  
England 16.8%

Number of homeless households in temporary accommodation<sup>4</sup>



Elmbridge 59  
England 93,490

Individuals with no qualifications



Elmbridge 13.2%  
England 22.5%

Individuals with higher level qualifications<sup>3</sup>



Elmbridge 56%  
England 40%

Residents who are unemployed<sup>3</sup>



Elmbridge 3.2%  
England 4.4%

Individuals whose day-to-day activities are limited 'a lot' by poor health



Elmbridge 5.1%  
England 8.3%

All figures are taken from the 2011 Census, unless marked:

1. ONS mid-year population estimate June 2019, published 2020.

2. Elmbridge Council Tax data (banded properties), February 2021.

3. ONS Annual Population Survey (via Nomis), 19/20

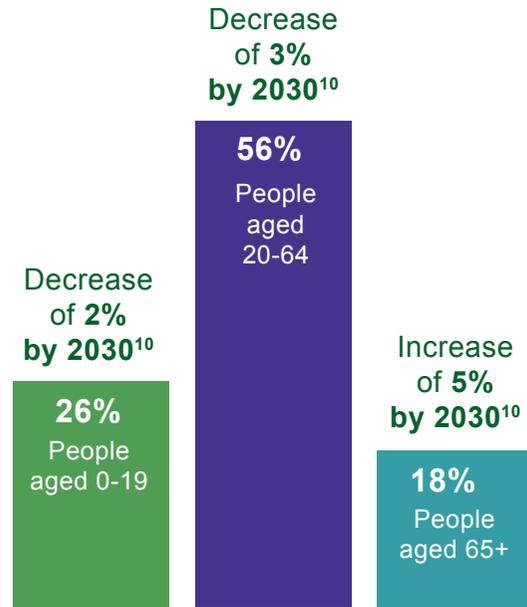
4. DCLG Homelessness Statistics, Detailed local authority level tables, Table TA1: Households in temporary accommodation, (September 2020) available on gov.uk. For more information on the Census and other local statistics, please visit [surreyi.gov.uk](http://surreyi.gov.uk)

5. ONS (2022) Annual personal well-being estimates. Accessed: 18 November 2022

6. Sport England (2021) Adult (16+) data. Accessed: 24 August 2022.

# About the borough of Elmbridge

Our age profile shows our Vision has to be relevant to all<sup>7</sup>



Education remains important to our community.<sup>11</sup>

	Elmbridge (%)	Great Britain (%)
NVQ4 And Above	68.5	43.6
NVQ3 And Above	79.4	61.5
NVQ2 And Above	87.4	78.1
NVQ1 And Above	95.2	87.5

Leading a highly active resident workforce<sup>8</sup>



While deprivation may be lower in Elmbridge, there are certainly those in our community who need our support. We know that...

12% of Elmbridge households have an annual gross income of £20k or less<sup>9</sup>

The average monthly rent in Elmbridge is £1,300, compared to a £1,200 Surrey average and £800 England average<sup>12</sup>

3.3% of children are living in poverty (after housing costs)<sup>13</sup>, with over 1,870 children eligible for free school meals<sup>14</sup>

7. ONS (2021) Census 2021. Data provided by Local Insight. Accessed: 23 August 2022.

8. CACI Ltd. (2022) Acorn dataset. © 1979 – 2022 CACI Limited. This report shall be used solely for academic, personal and/or non-commercial purposes. Contains Royal Mail data © Royal Mail copyright and database right 2016.

9. CACI Ltd. (2022) Acorn dataset. © 1979 – 2022 CACI Limited. This report shall be used solely for academic, personal and/or non-commercial purposes. Contains Royal Mail data © Royal Mail copyright and database right 2016.

10. ONS (2018) Population projections - local authority based by single year of age, NOMIS. Updated 2020. Accessed: 18 November 2022

11. ONS (2022) Annual Population Survey (NOMIS). Accessed: 23 August 2022.

12. ONS (2022) Private rental market summary statistics in England: October 2021 to September 2022. 14 December 2022. Accessed: 11 January 2023

13. End Child Poverty (2022) Local child poverty indicators 2020/21, estimates of rates after housing costs (data tables). Accessed: 11 January 2023.

14. Education and Skills Funding Agency (2022) Pupil Premium: allocations by school for 2022/23. 28 March 2022. Accessed: 11 January 2023.

# Working in partnership

Successfully delivering the outcomes set out in this Vision cannot be done alone. There are a range of actions we will undertake, as outlined in our Vision and Delivery Plan. So many of the things which support the quality of life of our residents also rely on collaboration with other organisations such as central government, Surrey County Council, local businesses, community safety partners, NHS bodies, voluntary sector and faith organisations, as well as our communities and residents themselves.

In this Vision, we have set out what we believe is important for our residents and our future success. In doing so, we look to guide, influence and direct others that support local services in the area as to what we are aiming to achieve, so that we can work together in the same direction. Over the next 7 years, we will actively seek to nurture our connections with those who will help to achieve the best for our residents.

## Our core services:

- Arts and culture
- Benefits and support
- Car parks
- Collection of council tax and business rates
- Community support and centres for the community
- Economic development
- Environmental enforcement
- Environmental health
- Green spaces
- Housing
- Licensing
- Planning
- Sports and health
- Waste collection

## Surrey County Council:

- Birth, marriage and death registration
- Education
- Fire
- Highways – including on-street parking, traffic management and street lighting
- Libraries
- Culture and leisure – including archaeology, county-wide history
- Social care
- Trading standards
- Roads and transport
- Waste disposal

Voluntary,  
Community and  
Faith Sectors

Surrey Police

NHS and  
Integrated  
Care Boards

Businesses

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# How to use this Vision

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## **Vision 2030 is our strategic planning document.**

It tells us what our priorities and targets are for the next 7 years. You can use this document to check and monitor our performance and to make sure Elmbridge is moving forward, meeting the needs of our residents and delivering our 2030 Vision.

Our Annual Delivery Plan has the key actions in making Vision 2030 a reality. We will report our progress to residents annually.

To achieve our Vision for the community, the organisation that is Elmbridge Borough Council needs to continue to be a high performing council, serving the best interests of our community at all times.

### **As a resident, you can use this Vision to:**

- understand what the Council is aiming to do, and the targets it has set for itself
- challenge us to provide the services you think are important in an efficient and effective way; and
- measure whether we are doing what we have said we will do.

### **As a partner organisation, you can use this Vision to:**

- understand what the Council is aiming to do, and the targets it has set for itself;
- understand our priorities for the next 7 years and highlight opportunities to work together; and
- challenge us to provide the services you think are important in an efficient and effective way.

### **As a Member, you can use this Vision to:**

- understand and challenge how we are doing
- get an appreciation of all the different services the council offers
- to agree our priorities for the next 7 years; and
- understand Elmbridge's future.

### **As a colleague, you can use this Vision to:**

- get an appreciation of all the different services the council offers
- understand the direction in which the council is going
- understand what our priorities are for the next 7 years and
- understand how the work you do helps the council achieve its vision.

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# Our Vision for Elmbridge

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## Vision statement

A sustainable, thriving Elmbridge driven by the power of our community.

## To deliver this Vision,

Elmbridge Borough Council will be a high performing, environmentally and financially sustainable organisation.

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# Transformation: our 3 year focus

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In order to reach our 2030 goals, we know that a rethink and period of transformation is necessary to develop the Elmbridge of the future. We can achieve this through driving change and reconfiguring our service offer for residents.

Here's what you can expect to see us achieve in the first three years of our vision:



We will have launched our package of community initiatives on climate change, implemented a Green Fleet Strategy and be on our way to decarbonising our fleet



We will use the Housing Enabling fund to increase homes in Elmbridge that meet temporary accommodation needs



We will have undertaken our digital first approach to improve processes and customer access to services



We will have significantly progressed the Lower Green regeneration project, with the aim of increased connectivity with surrounding communities



We will have maximised our open spaces; increasing use and income from use, and achieved our developmental plan for Hurst Pool



We will have reviewed our approach to our Community Support Services offer to ensure it meets local need and is financially sustainable



We will have assessed parking income following the pandemic and subsequent behaviour change, seeing our new strategy in action



We will have completed and implemented our asset strategy review to balance operational, strategic and commercial outcomes



Our Local Plan will be in place, outlining our commitments for how the communities and places in the borough will develop



We will have developed and implemented our new Housing & Homelessness strategy to address the housing challenges our community faces



# Sustainable

This is a Vision with sustainability at its heart. But what do we mean by sustainable? For Elmbridge 2030, it means being carbon neutral, enhancing our natural environment, as well as supporting and engaging our community with biodiversity, active travel and sustainable living.

## Carbon neutral by 2030

- Elmbridge will be a leading voice and promoter for climate change and sustainability action.
- We will deliver on our Carbon Management and Reduction Plan.
- In establishing a green fleet strategy, we will deliver the decarbonisation of the council's fleet by 2030.
- Working with our partners, we will support the delivery of sustainable travel options to meet the needs of our community.

## Enhance our natural environment and sustainability

- We will create the best environment for wildlife and biodiversity to thrive in our open spaces.
- We will make it easier for our community to reduce, reuse, repair and recycle.
- We will enhance sustainability across the borough through the Design Code and Local Plan Climate Change and Renewables Supplementary Planning Document.
- We will always seek to protect our green belt.
- Our Air Quality Action Plan will achieve improved air quality in the borough.

## Enabling our community to act

- We will strive to become a carbon neutral borough by 2050, and to do so, we will be an enabler - bringing residents together, supporting and facilitating their ambitions.
- We will develop a community climate adaptation and resilience strategy, in conjunction with our community and our partners.
- We will continue to work with our public sector partners to advocate for our residents on key issues such as sustainable travel and cycling amenities.
- As a community leader, we will share best practice and case studies in sustainability to enable community groups to achieve their carbon neutral ambitions.
- We will explore the development of a decarbonisation fund for our community.



# Thriving

A thriving borough has vibrant towns and villages, offering residents and visitors the chance to visit the theatre, have a coffee with friends, shop and relax. Our support of the local economy will not only enable businesses to grow but that positive impact will also benefit local amenities such as parks, libraries, leisure facilities.

## Vibrant towns and villages

- We will deliver a new high street place ambition through our economic strategy, which encourages our high streets to continue to be great places to live, work, shop and play.
- Celebrating the arts and entertainment in Elmbridge and their value to a thriving community, we will facilitate a borough-wide cultural offer.
- For our evolving high streets, we will utilise our Local Plan, among other policies, to support vibrant and resilient high streets.
- Business Improvement Districts, such as Walton-on-Thames, provide sustainable longer-term support for our high streets, which is why we will explore options for more of these around Elmbridge.
- We will secure and make best use of external funding to support our towns and villages.
- We will work with communities to deliver regeneration projects providing greater community connectivity and vitality.

## Supporting local economies

- We will deliver support to local businesses through a package of funding and networking initiatives.
- We will work with partners to ensure our communities have the right skills match for future employment opportunities.
- We will safeguard and strengthen our strategic employment sites to attract and grow new businesses in the borough.
- By supporting the 'Invest in Surrey' partnership we will attract inward investment and retain key employers in the area.
- We will work with our partners to deliver on infrastructure improvements that meet the evolving needs of our community.
- By connecting and collaborating, we will enable local businesses to meet the challenge of climate change.

## Enhancing our amenities

- We will ensure our approach to leisure and culture is providing the right outcomes for a thriving community.
- By continually improving our leisure offering and facilities, our residents can be rightly proud of what's on offer in Elmbridge.
- We will never underestimate the value play brings to children and we will improve and enhance our children's play areas through the delivery of the Elmbridge Play Strategy.
- We will implement a new Parking Strategy, responding to the evolving behaviour trends and habits of our community and visitors.
- The Community Infrastructure Levy and single infrastructure levy tariffs have great potential to support a thriving Elmbridge and we will always ensure their best community use.



# Community

We are a borough of thriving communities, each with their own passions and priorities. In our role as a community leader, convenor and connector we will engage and empower our communities, while also supporting independence, enhancing health and wellbeing and always striving to keep Elmbridge safe.

## Engaging and empowering our communities

- Working with partners we will ensure everyone has an equal opportunity to be heard through consultation.
- We will empower and work in partnership with community groups, and our voluntary, community and faith sectors to deliver what matters to both them and the wider community.
- We will always commit to and strive for fairness, equality, diversity and inclusivity for all.
- The value of volunteering cannot be underestimated. We will always recognise the importance and impact of volunteering across the community and encourage volunteering at all opportunities.
- We will review our service approach to our community support services offer to ensure it meets local needs and is financially sustainable.

## Supporting independence

- We will help facilitate the delivery of affordable homes in line with our Housing & Homelessness Strategy.
- We will eliminate the use of temporary accommodation outside of Elmbridge.
- In understanding the importance of living independently and healthily in your own home, we will work with social care and health partners to give more people the choice to remain at home.
- We will minimise rough sleeping across the borough.
- We will work with landlords and tenants to ensure safe, healthy and energy efficient homes.

## Enhance health and wellbeing

- We will deliver on a health and wellbeing offer for all in the borough.
- We will work with our health and social care partners to support health and wellbeing, especially those focusing on the most vulnerable.

## Keeping Elmbridge safe

- We will protect the community through targeted crime reduction and enforcement initiatives, as well as partnership working.
- We will engage young people in safety initiatives in conjunction with our partners such as Surrey Fire and Rescue and Surrey Police.
- We will work to improve safety around our inland waterways with the Surrey Water Safety Partnership.



# A high performing organisation

To deliver on our Vision for community, Elmbridge Borough Council itself needs to continue to be a high performing council. What we do matters to the lives of many in our community, especially when it comes to sustainability and carbon reduction. The stakes are high which is why the needs of the community must come first.

We will always be open and authentic in our communications with residents, transparent in our decision making and listen to the views of our community. We will do this while continuing to be an employer of choice, with a committed and progressive workforce.

## Community leader, connector and convenor

- It is our role to be a community leader, to bring communities, groups and partners together (community connector) and to facilitate those connection for the greater good of the borough (community convenor).
- We will be progressive in the delivery of our services, while always ensuring we are inclusive and accessible: “Digital by default, inclusive by design”.
- We will actively engage with our communities and always listen when developing strategies and policies.
- We will ensure efficient and effective decision-making, which is transparent, accountable and encourages community involvement.

## An open and transparent council for all

- We will ensure decisions are driven by good quality data.
- We will deliver consistent and integrated services, provided in the most cost-effective way.
- We will strengthen strategic service planning, financial management, performance and risk management.
- We will continue to maximise the council’s property assets.
- We will benchmark our performance against other local authorities and similar organisations; always striving for continuous organisational improvement.

## An employer of choice

- We will develop and deliver a workforce people strategy that has collaboration at its heart.
- We will invest in our people; empowering them to always achieve for our community, making sure they have the resources to perform their roles to the best of their ability.
- We will continue to ensure our workplace is one where our people feel valued and respected.
- We will ensure our people know the value they bring to the Elmbridge community and that their work matters.

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# What's next?

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We don't want our Vision 2030 to be a document that just sits on our website. It needs to be relevant and real to you, our community. We want to work with you to deliver a sustainable, thriving Elmbridge community. Together Elmbridge will be a place where those who live, work and visit enjoy a great quality of life.



For volunteering opportunities: [elmbridge.gov.uk/volunteering](https://www.elmbridge.gov.uk/volunteering)

To share your ideas on Elmbridge 2030 email: [communications@elmbridge.gov.uk](mailto:communications@elmbridge.gov.uk)



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