

**SERVICE DELIVERY EXECUTIVE ADVISORY BOARD**

**15 OCTOBER 2020**

**SUPPLEMENTARY INFORMATION**

**ITEM 4 - NEW PROJECT AND PROGRAMME MANAGEMENT ARRANGEMENTS –  
PRESENTATION**

**ITEM 5 – UPDATED EXECUTIVE FORWARD PLAN (Pages 1 - 28)**

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# GBC Project and Programme (PPM) Governance Update

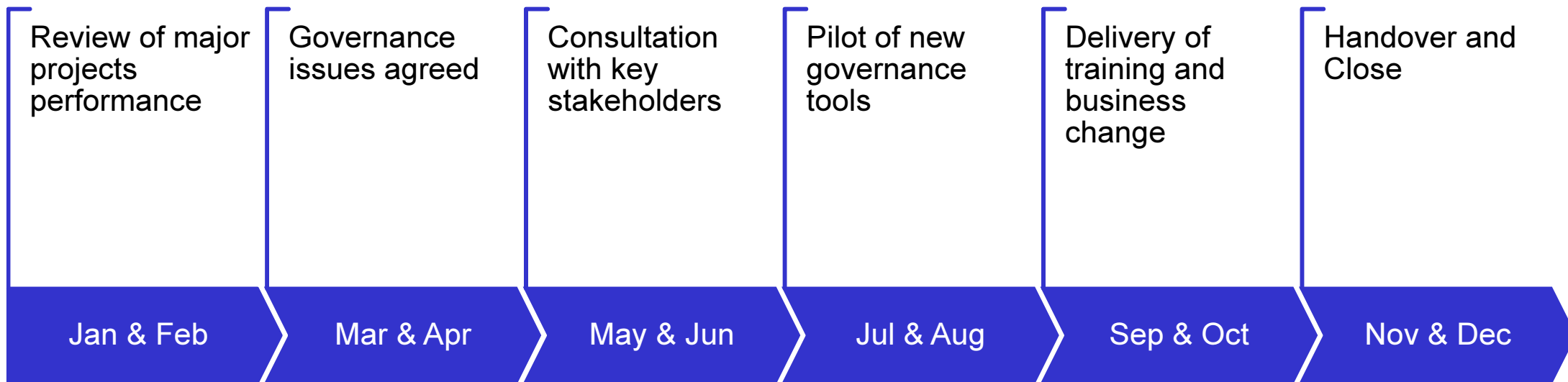
## **Executive Advisory Boards October 2020**

9 October 2020 v.3

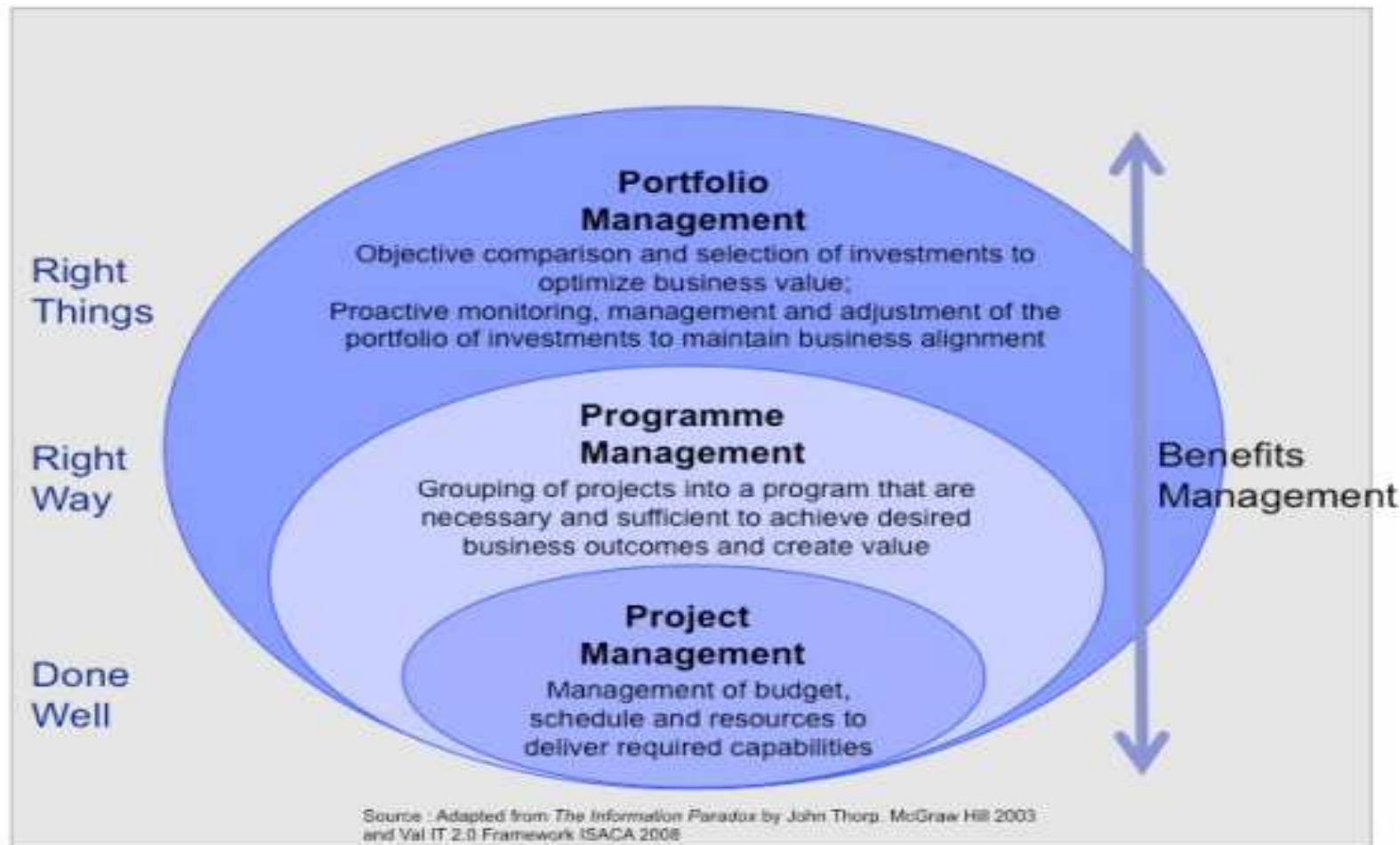
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# Progress to date and next steps



# What is Portfolio, Programme and Project Governance?



# Possible PPM Governance Issues

Issue	Impact
Absence of mandates	Unclear problem definition, outcomes required, scope, strategic alignment or priority
Absence of unified Lifecycle inc. start-up process and stage gates	Lack of ability to direct and control the project
Absence of robust business case including 'Whole Life Costs' (WLC)	Absence of robust rationale for proceeding. No baseline to manage delivery, change or resources. Inability to know longer term cost implications.
Absence of audit trail for decision making	Misdirection & misunderstanding
Absence of strategic context, direction or consensus	Stakeholder challenge, friction & delays
Absence of standardised methodologies	Project manager frustration & low morale
Absence of a clear pipeline of work	Inability for 'enablers' like finance and procurement to engage sufficiently early in the lifecycle

# Benefits of improved PPM Governance?

1. Improved value for money for taxpayers, by agreeing only to the highest priority strategically aligned projects
2. Reduced financial losses by not investing heavily in poorly scoped projects we are not resourced to deliver
3. Clear scope agreed upfront and controlled is less open to ambiguity, scope creep and increasing costs
4. Improved engagement with Councillors and key external stakeholders for strategic direction and coherent support
5. Transparency of delivery plan and pipeline to better align key stakeholder views to prevent expensive delays
6. Ability to engage 'enablers' in GBC Resource Directorate, and other key stakeholders, earlier in the process
7. Reduced Executive, CMT and officer time resolving issues, reduced officer time reporting on issues
8. Improved performance and morale for those trying to deliver projects and change
9. Improved council communications and reputation for delivery



# Common Project Lifecycle & Approval Gates

<b>Project Lifecycle Stage</b>	<b>Definition of Stage</b>	<b>Documents requiring approval to pass through gate.</b>	<b>Approval Gates</b>
<b>Radar</b>	An awareness of the need for a project but nothing initiated. A clear statement of the problem to be solved and strategic direction to solving it. A baseline to assess any BC against.	<b>Mandate</b>	<b>Gate 1</b>
<b>Initiation</b>	A refined statement of the problem to be solved and the strategic outcomes desired (success criteria). Establishing clear ownership of the problem. Broad financial estimates. Narrowing of options to short list. Indication of preferred way forward.	<b>Strategic Outline Case</b>	<b>Gate 2</b>
<b>Feasibility</b>	Evaluating the short-listed options in more detail. Fuller financial appraisal and a recommended preferred way forward based on value for money.	<b>Outline Business Case</b>	<b>Gate 3</b>
<b>Design</b>	Development of the preferred solution option. Testing all earlier assumptions. Refining costs and benefits.	<b>Full Business Case (FBC)</b>	<b>Gate 4</b>
<b>Procurement</b>	In light of tenders and supplier input establish whether the preferred solution is affordable and deliverable.	<b>Revised FBC in light of change</b>	<b>Gate 5</b>
<b>Delivery</b>	Execute delivery of the solution. Limit changes. Manage suppliers, costs and risks. Unblock issues.	<b>Revised FBC in light of change</b>	<b>Gate 6</b>
<b>Handover</b>	Hand asset or output to BAU owner	<b>Closure Report</b>	<b>Gate 7</b>
<b>Closure</b>	Formally close project	<b>Lessons Learned Report</b>	<b>Gate 8</b>
<b>Evaluation</b>	Evaluate effectiveness of delivery	<b>Post Project Evaluation</b>	

# What is the Purpose of a Mandate?

Any organisation would be out of control if anyone who cares to start or change a project for whatever reason could do so.

Projects need a controlled start, a controlled middle and a controlled close.

All projects are triggered because someone has an idea or needs to solve a problem.

A Mandate provides the terms of reference for the proposed project as well as identifying the owner and governance arrangements.

A Mandate will clearly articulate the problem, convey the importance, complexity and scale of the proposed project, and any assumptions.

A Mandate should be generated by those with the appropriate level of understanding, authority and information.

Information from the Mandate is used to create a Business Case. Business Cases are assessed against the mandate.

The amount of work effort expended will depend upon the level of complexity and detail required to convey the problem or idea.

**If key stakeholders don't agree more discussion needs to happen.**

Situations frequently occur when the information contained within one or more Mandates changes.

Such events may result needing to reconsider the project, or to stop, thereby triggering a premature closure.

This can result in a new mandate and business case.

# Accountability Matrix

Area of Accountability (Capital P&P)	Director/Service Leader(s)	Example
<b>Assets</b>	Marieke van der Reijden (MvdR)	Corporate properties
<b>Housing</b>	Helen Buck	House building
<b>Parks</b>	Paul Stacey	Recreational facilities
<b>Parking</b>	Chris Wheeler	Car Parks
<b>Leisure</b>	Jonathan Sewell & (MvdR)	Leisure Centres
<b>Regeneration &amp; Infrastructure</b>	Strategy Director (vacant)	Economic Regeneration

Begin Mandate Proposal Process

Mandate proposal received/reviewed by Governance & Enablers (strategic priority, cost & sanity check)

Mandate approved to proceed

Yes

Mandate proposal reviewed by Service Leads (wider impact assessments)

Mandate approved to proceed

Yes

# Proposed Approvals Workflow

Mandate proposal submitted to CMT

Mandate proposal reviewed by CMT (Corporate priority decision)

Mandate approved to proceed

Yes

Mandate proposal submitted to Executive Liaison

Mandate proposal reviewed by Executive (Political priority & funding decision)

Mandate approved to proceed

Yes

EAB consideration

Start Business Case & Reporting Process

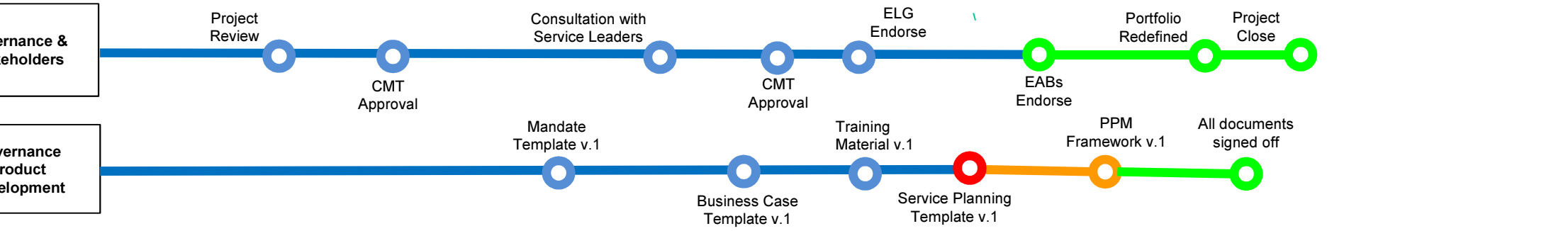
End Mandate Process

Governance Team baseline approved mandate

# Implementation of PPM Governance Project Plan Jan 2020 – Dec 2020



Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Stage	Radar		Initiation		Feasibility		Design/Procure		Deliver		Handover/Closure		BAU Running		



Week	7 Sep	14 Sep	21 Sep	28 Sep	5 Oct	12 Oct	19 Oct	26 Oct	2 Nov	9 Nov	16 Nov	23 Nov	30 Nov	7 Dec	14 Dec	
Stage	Deliver								Handover/Closure							



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## THE FORWARD PLAN

### (INCORPORATING NOTICE OF KEY DECISIONS TO BE TAKEN BY THE EXECUTIVE AND NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE)

Schedule 1 to this document sets out details of the various decisions that the [Executive](#) and full [Council](#) are likely to take over the next twelve months in so far as they are known at the time of publication. Except in rare circumstances where confidential or exempt information is likely to be disclosed, all decisions taken by the Executive and full Council are taken in public, and all reports and supporting documents in respect of those decisions are made available on our website.

Members of the public are welcome to attend and, in most cases, participate in all of our meetings and should seek confirmation as to the timing of any proposed decision referred to in the Forward Plan from the Committee Services team by telephone on 01483 444102, or email [committeeservices@guildford.gov.uk](mailto:committeeservices@guildford.gov.uk) prior to attending any particular meeting (see note below for special arrangements for remote meetings during the Coronavirus crisis).

Details of the membership of the Executive and the respective areas of responsibility of the Leader of the Council and the lead councillors are set out in Schedule 2 to this document.

#### Key decisions

As required by the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, this document also contains information about known key decisions to be taken during this period.

A key decision is defined in the Council's Constitution as an executive decision which is likely to result in expenditure or savings of at least £200,000 or which is likely to have a significant impact on two or more wards within the Borough.

A key decision is indicated in Schedule 1 by an asterisk in the first column of each table of proposed decisions to be taken by the Executive.

In order to comply with the publicity requirements of Regulation 9 of the 2012 Regulations referred to above, we will publish this document at least 28 clear days before each meeting of the Executive by making it available for inspection by the public on our website: <http://www.guildford.gov.uk/ForwardPlan>

#### Availability of reports and other documents

Subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document to be submitted to a decision-maker for consideration in relation to a matter in respect of which a decision is to be made will normally be available for inspection on our website five clear working days before the meeting, or the date on which the proposed decision is to be taken. Other documents relevant to a matter in respect of which a decision is to be made may be submitted to the Executive, or to an individual decision maker, before the meeting or date on which the decision is to be taken, and copies of these will also be available online.

## **Taking decisions in private**

Where, in relation to any matter to be discussed by the Executive, the public may be excluded from the meeting due to the likely disclosure of confidential or exempt information, the documents referred to above may not contain any such confidential or exempt information.

In order to comply with the requirements of Regulation 5 of the 2012 Regulations referred to above, Schedule 1 to this document will indicate where it is intended to deal with any matter in private due to the likely disclosure of confidential or exempt information. Where applicable, a statement of reasons for holding that part of the meeting in private together with an invitation to the public to submit written representations about why the meeting should be open to the public when the matter is dealt with will be set out on the relevant page of Schedule 1.

James Whiteman  
Managing Director

Guildford Borough Council  
Millmead House  
Millmead Guildford  
GU2 4BB

Dated: 27 October 2020 (draft).

## **Special Arrangements to be put in place during Coronavirus crisis**

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ["the Regulations"] allow local authorities to hold meetings remotely, including by (but not limited to) telephone conferencing, video conferencing, live webcast, and live interactive streaming.

The Regulations further modify existing legislative provisions to remove the requirement for local authorities to hold annual meetings, and to enable requirements for public and press access to local authority meetings and associated documents to be complied with through remote means and website access.

The Regulations apply to meetings of the Council, the Executive, Guildford Joint Committee, and all committees or sub-committees of these bodies, including Executive Advisory Boards.



**SCHEDULE**

**COUNCIL : 6 October 2020**

<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>
Review of corporate governance matters	<p>To consider proposals from the Corporate Governance Task Group in respect of reviews of various corporate governance matters including:</p> <ul style="list-style-type: none"> <li>(a) The Councillors' Code of Conduct (and policy on acceptance/registration of gifts and hospitality)</li> <li>(b) the 15 best practice recommendations contained in the report of the CSPL, Local Government Ethical Standards</li> <li>(c) Protocol on Councillor/Officer Relations</li> </ul>	No	<p>Report to Council (06/10/2020) Incorporating comments/recommendations of Corporate Governance and Standards Committee (30/07/2020) and (24/09/2020)</p>	<p>John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a></p>
Capital and Investment Outturn Report 2019-20	<ul style="list-style-type: none"> <li>(1) To note the Capital and Investment Outturn Report for 2019-20.</li> <li>(2) To approve the actual prudential indicators for 2019-20.</li> </ul>	No	<p>Report to Council (6/10/2020) Incorporating comments/recommendations of Corporate Governance and Standards Committee (30/07/2020) and Executive (22/09/2020)</p>	<p>Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a></p>

<p>Citizen's Assembly on The Climate Crisis</p>	<p>To debate the petition.</p>	<p>No</p>	<p>Report to Council (6/10/2020)</p>	<p>John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a></p>
<p>Review of Executive Advisory Boards</p>	<p>To introduce a more efficient and effective EAB configuration and contribution.</p>	<p>No</p>	<p>Report to Council (06/10/2020) Incorporating comments/recommendations of Joint EAB (09/07/2020) Executive (22/09/2020) And Corporate Governance and Standards Committee (24/09/2020)</p>	<p>John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a></p>

**EXECUTIVE: 27 October 2020**

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Tenancy Strategy	To set out the terms and conditions of tenancies to be offered by all registered providers within Guildford	No	Executive and Service Delivery EAB	Siobhan Kennedy 01483 444247 <a href="mailto:Siobhan.kennedy@guildford.gov.uk">Siobhan.kennedy@guildford.gov.uk</a>
	Pest Control Services	To consider proposal to introduce charging for pest control treatments (rats and mice)	No	Executive and Service Delivery EAB	Justine Fuller 01483 444370 <a href="mailto:Justine.fuller@guildford.gov.uk">Justine.fuller@guildford.gov.uk</a>
	Budget Assumptions and Inflation factors for service and financial planning 2021-22	To agree the inflation factors to be used in the preparation of the 2021-22 outline budget.	No	Report to Executive (27/10/2020)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

**EXECUTIVE: 24 November 2020**

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Selection of the Mayor and The Deputy Mayor 2021-22	To submit nominations for the selection of the Mayor and The Deputy Mayor 2021-22 to Council for consideration.	No	Report to Executive (24/11/2020) and Council (08/12/2020)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
	Summary of transactions at less than best consideration.	Reporting on all less than best consideration transactions entered into annually.	No	Report to Executive (24/11/2020)	Mark Appleton 01483 444364 <a href="mailto:mark.appleton@guildford.gov.uk">mark.appleton@guildford.gov.uk</a>
*	Weyside Urban Village Development Programme – Financial Gateway	To review the financial gateway and receive an update on the overall programme	No	Report to Executive (24/11/2020)	Michael Lee-Dickson 01483 444123 <a href="mailto:michael.lee-dickson@guildford.gov.uk">michael.lee-dickson@guildford.gov.uk</a>

Spend Update on Consultants and Agency Staff	To adopt the consultants Code of Practice and to consider any other recommendations made by the Overview and Scrutiny Committee 15 September 2020.	No	Report to Executive (24/11/2020) Incorporating comments/recommendations of Overview and Scrutiny Committee (20/10/2020)	Faye Gould 01483 444420 <a href="mailto:faye.gould@guildford.gov.uk">faye.gould@guildford.gov.uk</a>
Concurrent Functions Grant Report	To consider the concurrent functions grant report.	No	Report to Executive (24/11/2020)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Off Street Parking Business Plan 2021-22	To consider the Off-Street Parking Business Plan and proposed street parking tariffs.	No	Report to Executive (24/11/2020) Including comments/recommendations of Joint EAB (11/11/2020)	Andy Harkin 01483 444535 <a href="mailto:andy.harkin@guildford.gov.uk">andy.harkin@guildford.gov.uk</a>
Timetable of Council and Committee Meetings 2021-22	To consider and adopt the timetable of Council and Committee meetings for the 2021-22 municipal year.	No	Report to Executive (24/11/2020) and Council (8/12/2020)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**COUNCIL: 8 December 2020**

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Timetable of Council and Committee Meetings 2021-22	To consider and adopt the timetable of Council and Committee meetings for the 2021-22 municipal year.	No	Report to Council (8/12/2020) Incorporating comments/recommendations of Executive (24/11/2020)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Selection of the Mayor and The Deputy Mayor 2021-22	To submit nominations for the selection of the Mayor and The Deputy Mayor 2021-22 to Council for consideration.	No	Report to Council (8/12/2020) Incorporating comments/recommendations of the Executive (24/11/2020)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Review of corporate governance matters	To consider proposal from the task group in respect of reviews of various corporate governance matters including: (a) The Councillors' Code of Conduct (and policy on acceptance/registration of gifts and hospitality) (b) Compliance with the 15 best practice recommendations contained in the report of the CSPL, Local Government Ethical Standards (c) Guidance on social media use by Councillors (d) Internal communications	No	Report to Council (08/12/2020) Incorporating comments/recommendations of Corporate Governance and Standards Committee (19/11/2020)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

Local Council Tax Support Scheme 2021-22	The Council agrees the current LCTS Scheme be amended for 2021-22 with effect from 1 April 2021 and agrees a discretionary hardship fund.	No	Report to Council (08/12/2020)	Belinda Hayden 01483 444867 <a href="mailto:belinda.hayden@guildford.gov.uk">belinda.hayden@guildford.gov.uk</a>
The Council's Constitution: Procurement Procedure Rules and Financial Procedure Rules	To review and update the Procurement Procedure Rules and Financial Procedure Rules	No	Report to Council (08/12/2020) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (19/11/2020)	Faye Gould 01483 444120 <a href="mailto:faye.gould@guildford.gov.uk">faye.gould@guildford.gov.uk</a>

**EXECUTIVE: 5 January 2021**

<b>Key Decision (asterisk indicates that the decision is a key decision)</b>	<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>
	Pitch Strategy	To adopt a Pitch Strategy	No	Report to Executive (5/01/2021) Incorporating comments/ recommendations of Community EAB (04/07/2019)	Paul Stacey 01483 444720 <a href="mailto:paul.stacey@guildford.gov.uk">paul.stacey@guildford.gov.uk</a>



**EXECUTIVE: 26 January 2021**

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Annual Audit Letter 2019-20	To approve the Annual Audit Letter for 2019-20.	No	Report to Executive (26/01/2021) Incorporating comments/ recommendations from Corporate Governance and Standards Committee (14/01/2021)	Claire Morris 01483 444827 <a href="mailto:claire.morris@guildford.gov.uk">claire.morris@guildford.gov.uk</a>
	Capital & Investment Strategy 2021-22 to 2025- 2026	To recommend to Council the adoption of: <ul style="list-style-type: none"> <li>• the Capital and Investment Strategy</li> <li>• the general fund capital estimates.</li> <li>• the revised Treasury Management Strategy and Prudential Indicators</li> <li>• Minimum Revenue Provision policy</li> </ul>	No	Report to Executive (26/01/2021) incorporating comments/ recommendations of the Joint EAB (7/01/2021) Corporate Governance and Standards Committee (14/01/2021) and Council (10/02/2021)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

	Housing Revenue Account Budget 2021-22	To recommend to Council approval of the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2021-22.	No	Report to Executive (26/01/2021) incorporating comments/recommendations of the Joint EAB (7/01/2021) and Council (10/02/2021)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
	Business Planning – General Fund Budget 2021-22	<p>To recommend to Council:</p> <ul style="list-style-type: none"> <li>• Approval of the general fund revenue budget for 2021-22</li> <li>• Agreement of a council tax requirement for 2021-22</li> <li>• Declaration of any surplus/deficit on the collection fund</li> </ul>	No	Report to Executive (26/01/2021) Incorporating comments/ Recommendations of Joint EAB (11/11/2020) and Council (10/02/2021)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

**COUNCIL: 10 February 2021**

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Capital & Investment Strategy 2021-22 to 2025-2026	To adopt: <ul style="list-style-type: none"> <li>• the Capital and Investment Strategy</li> <li>• the general fund capital estimates.</li> <li>• the revised Treasury Management Strategy and Prudential Indicators</li> <li>• Minimum Revenue Provision policy</li> </ul>	No	Report to Council (10/02/2021) incorporating comments/ recommendations of the Joint EAB (7/01/2021) Corporate Governance and Standards Committee (14/01/2021) and Executive (26/01/2021)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Housing Revenue Account Budget 2021-22	To approve the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2021-22.	No	Report to Council (10/02/2021) incorporating comments/ recommendations of the Joint EAB (7/01/2021) and Executive (26/01/2021)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Business Planning – General Fund Budget 2021-22	To approve: <ul style="list-style-type: none"> <li>• the general fund revenue budget for 2021-22</li> <li>• a council tax requirement for 2021-22</li> <li>• Declaration of any surplus/ deficit on the collection fund</li> </ul>	No	Report to Council (10/02/2021) incorporating comments/ recommendations of the Executive (26/01/2021)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

**EXECUTIVE: 16 February 2021**

<b>Key Decision (asterisk indicates that the decision is a key decision)</b>	<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>

**EXECUTIVE: 23 March 2021**

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	The Housing Allocation Scheme	Executive to agree updated scheme for Housing Allocation	No	Report to Executive (23/03/2021) Incorporating comments/ Recommendations of Service Delivery EAB (18/02/2021)	Siobhan Kennedy 01483 444247 <a href="mailto:siobhan.kennedy@guildford.gov.uk">siobhan.kennedy@guildford.gov.uk</a>
*	New Housing Strategy (including Homelessness Prevention and Rough Sleeping Strategies) 2020-2025	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.	No	Report to Executive (23/03/2021) Incorporating comments/ Recommendations of Service Delivery EAB (18/02/2021)	Siobhan Kennedy 01483 444247 <a href="mailto:siobhan.kennedy@guildford.gov.uk">siobhan.kennedy@guildford.gov.uk</a>
*	Guildford Economic Regeneration (GER)	The Executive is asked to endorse -  1. The Guildford Economic Regeneration Gateway 1 Report 2. Approval of the Report Recommendations 3. Approval of budget for Gateway 2 workstreams	No	Report to Executive (23/03/2020)	Michael Lee-Dickson 01483 444123 <a href="mailto:michael.lee-dickson@guildford.gov.uk">michael.lee-dickson@guildford.gov.uk</a>

**COUNCIL: 13 April 2021**

<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>

**EXECUTIVE: 20 April 2021**

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*	Annual Governance Statement 2020-21	To adopt the Council's Annual Governance Statement for 2020-21	No	Report to Executive (20/04/2021)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
	Policy on Debt Recovery	To develop a policy on how the Council manages debt recovery	No	Report to Executive (20/04/2021) Incorporating comments/ recommendations of Strategy & Resources EAB (01.04.2021)	Siobhan Rumble 01483 444296 <a href="mailto:siobhan.rumble@guildford.gov.uk">siobhan.rumble@guildford.gov.uk</a> Belinda Hayden 01483 444867 <a href="mailto:belinda.hayden@guildford.gov.uk">belinda.hayden@guildford.gov.uk</a>
	Council Tax CAB Protocol	To consider and approve the protocol.	No	Report to Executive (20/04/2021) Incorporating comments/ recommendations of Strategy & Resources EAB (01.04.2021)	Belinda Hayden 01483 444867 <a href="mailto:belinda.hayden@guildford.gov.uk">belinda.hayden@guildford.gov.uk</a>

**COUNCIL 12 May 2021 (Annual Council Meeting)**

<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>
Election of Mayor and appointment of Deputy Mayor 2021-22	To elect a Mayor and appoint a Deputy Mayor for the municipal year 2021-22.	No	Report to Council (12/05/2021)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Appointment of Honorary Remembrancer 2021-22	To appoint the Honorary Remembrancer for the municipal year 2021-22	No	Report to Council (12/05/2021)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**COUNCIL: 18 May 2021 (Selection Council Meeting)**

<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>
Appointments to committees 2021-22	To agree the numerical allocation of seats to political groups on committees and to agree the membership and (where appropriate) substitute membership of those committees, including the election of committee chairmen and vice-chairmen	No	Report to Council (18/05/2021)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>



**UNSCHEDULED ITEMS – EXECUTIVE/COUNCIL**

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Councillor Working Groups	To review the current councillor working groups, and to determine whether they should continue in their present format, and if so to confirm the political composition of each of them.	No	Executive and Service Delivery EAB	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
	Proposed Cathedral Walk walking/cycle route	To consider the proposed draft Mandate to deliver Cathedral Walk walking/cycle route linking the A3 in the west to Yorkies Bridge in the east.  <i>Report expected next year.</i>	No	Executive and Strategy & Resources EAB	Stephen Benbough 01483 444052 <a href="mailto:stephen.benbough@guildford.gov.uk">stephen.benbough@guildford.gov.uk</a>
u	Future Operating Models for frontline services	To approve Future Operating Models for frontline services.  <i>Report expected next year.</i>	No	Executive and Strategy & Resources EAB	Chris Wheeler 01483 445030 <a href="mailto:chris.wheeler@guildford.gov.uk">chris.wheeler@guildford.gov.uk</a>

u	Prohibition of Sky Lanterns	To consider and agree the prohibition of Sky Lanterns  <i>Evidence gathering underway. Report expected later in the year.</i>	No	Executive	Raj Devandran 01483 444060 <a href="mailto:raj.devandran@guildford.gov.uk">raj.devandran@guildford.gov.uk</a>
u	Sutherland Memorial Park	To renew the lease to Guildford City Youth Project  <i>Under review. Report expected later in the year.</i>	No	Executive Shareholder and Trustee Committee	Damien Cannell 01483 444553 <a href="mailto:damien.cannell@guildford.gov.uk">damien.cannell@guildford.gov.uk</a>
u	Lovelace Neighbourhood Plan	To adopt the Lovelace Neighbourhood Plan  <i>The next stage is a referendum. The referendum is on hold due to the prohibition on polls until May 2021.</i>	No	Council	Dan Knowles 01483 444605 <a href="mailto:dan.knowles@guildford.gov.uk">dan.knowles@guildford.gov.uk</a>
u	Foxenden Tunnels	To consider the potential alternative future uses of the Shelter, possibly including a heritage element.  <i>This project is completely dependent on the Covid19 situation, Consequently, the project has been deferred. No date.</i>	No	Executive Shareholder and Trustee Committee (TBA)	Scott Jagdeo 01483 444586 <a href="mailto:scott.jagdeo@guildford.gov.uk">scott.jagdeo@guildford.gov.uk</a>
*u	Crematorium Project	To approve the supplementary capital estimates.  <i>Report expected 4-6 months from September 2020.</i>	No	Executive and Council	Paul Stacey 01483 444720 <a href="mailto:paul.stacey@guildford.gov.uk">paul.stacey@guildford.gov.uk</a>

*u	Bedford Wharf Plaza Landscaping Scheme	To approve the landscaping scheme following public consultation  <i>Awaiting officer advice.</i>	No	Executive and Strategy & Resources EAB	Dermot Whelan 07800 540145 <a href="mailto:dermot.whelan@guildford.gov.uk">dermot.whelan@guildford.gov.uk</a>
u	Charging for Regulatory Services	To consider proposal to charge for pre-application advice.  <i>Not a priority at this time</i>	No	Executive	Justine Fuller 01483 444370 <a href="mailto:Justine.fuller@guildford.gov.uk">Justine.fuller@guildford.gov.uk</a>
u	Transfer from provisional to approved capital programme for the surfacing of Burchatts Farm Barn car park	To agree the transfer from provisional to approved capital programme for the surfacing of Burchatts Farm Barn car park.  <i>Deferred in March 2020 – no date yet</i>	*Yes Appendix 3	Executive	Sally Astles 01483 444728 <a href="mailto:sally.astles@guildford.gov.uk">sally.astles@guildford.gov.uk</a>
u	Bike Share Scheme	To approve approach and programme for the procurement and commissioning of a town-wide bike share scheme.  <i>Deferred June 2020 – no date yet</i>	No	Executive	Donald Yell 01483 444659 <a href="mailto:donald.yell@guildford.gov.uk">donald.yell@guildford.gov.uk</a>
*u	Transfer of Gosden Common to Bramley Parish Council	To consider and approve the transfer of Gosden Common to Bramley Parish Council –  <i>Officers are obtaining a legal quote for specialist legal advice so the item can be progressed.</i>	No	Executive	Fiona Williams 01483 444999 <a href="mailto:fiona.williams@guildford.gov.uk">fiona.williams@guildford.gov.uk</a>
u	Puttenham Neighbourhood Plan	To adopt the Puttenham Neighbourhood Plan.  <i>Report estimated 2021.</i>	No	Council	Dan Nunn 01483 444671 <a href="mailto:daniel.nunn@guildford.gov.uk">daniel.nunn@guildford.gov.uk</a>
u	Send Neighbourhood Plan	To adopt the Send Neighbourhood Plan.  <i>Report estimated early 2021.</i>	No	Council	Gavin Stonham 01483 444464

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*u	Surrey Waste Partnership – Inter Authority Agreement	To confirm the formation of a Joint Committee to replace the Surrey Waste Partnership, to seek sign up to a relevant IAA and to agree what decisions around waste and what services we want delivered via a joint approach.  <i>Report estimated late 2020</i>	No	Executive	Chris Wheeler 01483 445030 <a href="mailto:chris.wheeler@guildford.gov.uk">chris.wheeler@guildford.gov.uk</a>
*u	Resurfacing of Westfield and Moorfield Roads	To agree the budget to be transferred from the provisional to the approved budget.  <i>Currently waiting for the completion of phase 1, following which a review will be made relating to programme for phase 2.</i>	No	Executive	Michael Lee-Dickson 01483 445123 <a href="mailto:michael.lee-dickson@guildford.gov.uk">michael.lee-dickson@guildford.gov.uk</a>
*u	Parks Strategy	To adopt a Parks Strategy  <i>Report estimated late 2020 / early 2021</i>	No	Report to Executive Incorporating comments/ recommendations of Community EAB (5/09/2019)	Paul Stacey 01483 444720 <a href="mailto:paul.stacey@guildford.gov.uk">paul.stacey@guildford.gov.uk</a>
*u	Industrial Estates	To consider strategies for the future development of individual industrial estates  <i>Report estimated early 2021.</i>	No	Report to Executive	Melissa Bromham 01483 444587 <a href="mailto:melissa.bromham@guildford.gov.uk">melissa.bromham@guildford.gov.uk</a>
*u	Future Residential Housing developments (HRA)	To consider proposals on a site by site basis <i>Awaiting officer advice.</i>	No	Report to Executive	Ian Doyle 01483 444669 <a href="mailto:ian.doyle@guildford.gov.uk">ian.doyle@guildford.gov.uk</a>

*u	Bridges – Inspection and Remedial Work	<p>(1) To approve appointment of consultants to:  (a) carry out inspections  (b) cost immediate and long-term works  (c) advise on future inspection frequency</p> <p>(2) To approve works that arise from inspections  Move money from provisional to approved capital programme</p> <p><i>Awaiting officer advice.</i></p>	No	Report to Executive	TBA
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Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*u	Community Infrastructure Levy Charging Schedule	To adopt the Community Infrastructure Levy Charging Schedule  <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Executive Incorporating comments/ recommendations of Guildford Joint Committee	Stuart Harrison 01483 444512 <a href="mailto:stuart.harrison@guildford.gov.uk">stuart.harrison@guildford.gov.uk</a>
*u	Planning Contributions SPD	To adopt the Planning Contributions SPD  <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Executive	Stuart Harrison 01483 444512 <a href="mailto:stuart.harrison@guildford.gov.uk">stuart.harrison@guildford.gov.uk</a>
*u	Green and Blue Infrastructure SPD	To adopt the Green and Blue Infrastructure SPD.  <i>No schedule yet. Check 2021 (07/20)</i>	No	Report to Executive	Dan Knowles 01483 444605 <a href="mailto:dan.knowles@guildford.gov.uk">dan.knowles@guildford.gov.uk</a>
*u	Green Belt SPD	To adopt the Green Belt SPD  <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Executive	Laura Howard 01483 444626 <a href="mailto:laura.howard@guildford.gov.uk">laura.howard@guildford.gov.uk</a>
*u	Review of Refuse and Recycling Service	<ul style="list-style-type: none"> <li>To report back on Phase 2 of the review</li> <li>To agree future waste collection methodology</li> </ul> <i>Report estimated late 2020</i>	No	Report to Executive incorporating comments/ recommendations from Service Delivery EAB	Chris Wheeler 01483 445030 <a href="mailto:chris.wheeler@guildford.gov.uk">chris.wheeler@guildford.gov.uk</a>

**UNSCHEDULED ITEMS – GUILDFORD JOINT COMMITTEE**

<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>
Traveller sites	(1) Identification of transit sites (2) Future management of existing traveller sites  <i>Report estimated Feb/March 2021</i>	No	Report to Guildford Joint Committee	Ian Doyle 01483 444669 <a href="mailto:ian.doyle@guildford.gov.uk">ian.doyle@guildford.gov.uk</a>
Community Infrastructure Delivery	(1) To agree a statement of priority for the delivery of infrastructure described in the GBC Infrastructure Delivery Plan and informed by the GBC Regulation 123 list  (2) To discuss and propose strategies for securing additional funding necessary for that delivery  <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Guildford Joint Committee	Stuart Harrison 01483 444512 <a href="mailto:stuart.harrison@guildford.gov.uk">stuart.harrison@guildford.gov.uk</a>

## SCHEDULE 2

### MEMBERSHIP OF THE BOROUGH COUNCIL'S EXECUTIVE

#### AREAS OF RESPONSIBILITY FOR THE LEADER OF THE COUNCIL & LEAD COUNCILLORS GUILDFORD BOROUGH COUNCIL

Councillor	Areas of Responsibility
<p><b>Leader of the Council and Lead Councillor for Service Delivery</b></p> <p>Councillor Joss Bigmore c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Christchurch Ward)</p>	<p>Customer Service, Governance including corporate Health and Safety, Future Guildford, Human Resources, Partnerships, Web Services</p>
<p><b>Deputy Leader of the Council and Lead Councillor for Housing and Development Control</b></p> <p>Councillor Caroline Reeves 31 Artillery Road Guildford Surrey GU1 4NW</p> <p>(Friary and St. Nicolas Ward)</p>	<p>Housing, Homelessness, housing standards (HMOs, private rented sector), Development Control and Enforcement, Public Relations and Communications</p>
<p><b>Lead Councillor for Resources</b></p> <p>Councillor Tim Anderson c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Clandon &amp; Horsley Ward)</p>	<p>Finance, Commercial Asset Management, Procurement</p>
<p><b>Lead Councillor for Climate Change</b></p> <p>Councillor Jan Harwood c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Marrow Ward)</p>	<p>Innovation, Strategic Planning, Sustainable Transport, Housing Delivery</p>



Councillor	Areas of Responsibility
<p><b>Lead Councillor for Community</b></p> <p>Councillor Julia McShane</p> <p>75 Applegarth Avenue Park Barn Guildford Surrey GU2 8LX</p> <p>(Westborough Ward)</p>	<p>Health, Wellbeing, Access and Disability, Safety, grants and voluntary services, Careline, Handyperson, Care and Repair</p>
<p><b>Lead Councillor for Economy</b></p> <p>Councillor John Redpath</p> <p>12 Addison Road Guildford GU1 3QP</p> <p>(Holy Trinity Ward)</p>	<p>Economic Development, Social Enterprise, Rural Economy, Heritage and Community Assets</p>
<p><b>Lead Councillor for Regeneration</b></p> <p>Councillor John Rigg</p> <p>C/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Holy Trinity Ward)</p>	<p>Town Centre MasterPlan, Infrastructure, Major Projects, Strategic Asset Management</p>
<p><b>Lead Councillor for Environment</b></p> <p>Councillor James Steel</p> <p>c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Westborough Ward)</p>	<p>Waste, Licensing (including Health and Safety regulation), Parking, Parks and Leisure, Arts and Tourism, Bereavement, Environmental Health and Protection.</p>

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