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Contact Officer:

John Armstrong,  
Democratic Services and Elections Manager  
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21 December 2020

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE** on **TUESDAY, 5 JANUARY 2021** at 7.00 pm. This meeting can be accessed remotely via Microsoft Teams in accordance with the provisions of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meeting) (England and Wales) Regulations 2020.

If councillors lose their wi-fi connectivity to the meeting and are unable to re-join using the link on the Outlook calendar invitation, please re-join using the telephone number 020 3855 4748. You will be prompted to input a conference ID: 743 017 57#

Yours faithfully

James Whiteman  
Managing Director

### **MEMBERS OF THE EXECUTIVE**

Chairman:  
Councillor Joss Bigmore  
(Leader of the Council and Lead Councillor for Service Delivery)

Vice-Chairman:  
Councillor Caroline Reeves  
(Deputy Leader of the Council and Lead Councillor for Housing & Development Control)

Councillor Tim Anderson, (Lead Councillor for Resources)  
Councillor Jan Harwood, (Lead Councillor for Climate Change)  
Councillor Julia McShane, (Lead Councillor for Community)  
Councillor John Redpath, (Lead Councillor for Economy)  
Councillor John Rigg, (Lead Councillor for Regeneration)  
Councillor James Steel, (Lead Councillor for Environment)

### **WEBCASTING NOTICE**

This meeting will be recorded for live and/or subsequent broadcast on the Council's website in accordance with the Council's capacity in performing a task in the public interest and in line with the Openness of Local Government Bodies Regulations 2014. The whole of the meeting will be recorded, except where there are confidential or exempt items, and the footage will be on the website for six months. If you have any queries regarding webcasting of meetings, please contact Committee Services.

### **QUORUM 3**



## THE COUNCIL'S STRATEGIC FRAMEWORK

### Vision – for the borough

For Guildford to be a town and rural borough that is the most desirable place to live, work and visit in South East England. A centre for education, healthcare, innovative cutting-edge businesses, high quality retail and wellbeing. A county town set in a vibrant rural environment, which balances the needs of urban and rural communities alike. Known for our outstanding urban planning and design, and with infrastructure that will properly cope with our needs.

### Three fundamental themes and nine strategic priorities that support our vision:

- |                     |  |
|---------------------|--|
| <b>Place-making</b> | Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes |
|                     | Making travel in Guildford and across the borough easier   |
|                     | Regenerating and improving Guildford town centre and other urban areas   |
| <b>Community</b>    | Supporting older, more vulnerable and less advantaged people in our community  |
|                     | Protecting our environment   |
|                     | Enhancing sporting, cultural, community, and recreational facilities   |
| <b>Innovation</b>   | Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need       |
|                     | Creating smart places infrastructure across Guildford  |
|                     | Using innovation, technology and new ways of working to improve value for money and efficiency in Council services             |

### Values for our residents

- We will strive to be the best Council.
- We will deliver quality and value for money services.
- We will help the vulnerable members of our community.
- We will be open and accountable.
- We will deliver improvements and enable change across the borough.

## **A G E N D A**

### **ITEM NO.**

#### **1 APOLOGIES FOR ABSENCE**

#### **2 LOCAL CODE OF CONDUCT - DISCLOSABLE PECUNIARY INTEREST**

In accordance with the local Code of Conduct, a councillor is required to disclose at the meeting any disclosable pecuniary interest (DPI) that they may have in respect of any matter for consideration on this agenda. Any councillor with a DPI must not participate in any discussion or vote regarding that matter and they must also withdraw from the meeting immediately before consideration of the matter.

If that DPI has not been registered, the councillor must notify the Monitoring Officer of the details of the DPI within 28 days of the date of the meeting.

Councillors are further invited to disclose any non-pecuniary interest which may be relevant to any matter on this agenda, in the interests of transparency, and to confirm that it will not affect their objectivity in relation to that matter.

#### **3 MINUTES (Pages 5 - 14)**

To confirm the minutes of the meeting of the Executive held on 24 November 2020.

#### **4 LEADER'S ANNOUNCEMENTS**

#### **5 \*STRATEGIC PROPERTY ACQUISITION PROCEDURE AND REQUEST FOR TRANSFER OF FUNDS (Pages 15 - 26)**

#### **6 REVIEW OF EXECUTIVE WORKING GROUPS (Pages 27 - 82)**

#### **7 SURREY LEADERS' GROUP: NOMINATION TO SURREY & BORDERS PARTNERSHIP NHS FOUNDATION TRUST (Pages 83 - 104)**

#### Key Decisions:

Any item on this agenda that is marked with an asterisk is a key decision. The Council's Constitution defines a key decision 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.

Under Regulation 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, whenever the Executive intends to take a key decision, a document setting out prescribed information about the key decision including:

- the date on which it is to be made,
- details of the decision makers,
- a list of the documents to be submitted to the Executive in relation to the matter,
- how copies of such documents may be obtained

must be available for inspection by the public at the Council offices and on the Council's website at least 28 clear days before the key decision is to be made. The relevant notice in respect of the key decisions to be taken at this meeting was published as part of the Forward Plan on 8 December 2020.

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## EXECUTIVE

- \* Councillor Joss Bigmore (Chairman)
- \* Councillor Caroline Reeves (Vice-Chairman)

- |                            |                           |
|----------------------------|---------------------------|
| * Councillor Tim Anderson  | * Councillor John Redpath |
| * Councillor Jan Harwood   | * Councillor John Rigg    |
| * Councillor Julia McShane | * Councillor James Steel  |

\*Present

Councillors Chris Blow, Angela Goodwin, Angela Gunning, Ramsey Nagaty, Deborah Seabrook, Tony Rooth, Paul Spooner, James Walsh and Catherine Young were also in attendance.

### **EX50 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **EX51 LOCAL CODE OF CONDUCT - DISCLOSABLE PECUNIARY INTEREST**

There were no declarations of interest.

### **EX52 MINUTES**

The minutes of the meeting held on 27 October 2020 were confirmed as a correct record. The Chairman signed the minutes.

### **EX53 LEADER'S ANNOUNCEMENTS**

The Leader thanked all residents of the Borough, including Council employees for their commitment to abide by the lockdown restrictions. He reflected that the lockdown had been hard on residents and local business, but at least there was an end in sight on this occasion. Whilst it was unclear at this stage into which Tier the Borough would emerge next week; Guildford case numbers had been showing a steady decline and the Leader was hopeful there would be significant easing of the restrictions locally.

The temporary lane closures on Bridge Street put in place by Surrey County Council were expected to be removed next week. The Leader considered that the traffic impact outweighed any benefit from increased pavement width and that Guildford should be as welcoming as possible to support retailers.

Future Guildford, the Council's transformation project was in its final stage. This fundamental review of the Council's organisational structure and ways of working was on track to deliver almost £9m of annual savings to the budget. The Leader considered the next challenge would be to demonstrate that the Council would maintain the high quality of service provision that Guildford residents expected.

In reference to the Christmas lights turned on last week, the Leader hoped that everyone who had not been able to enjoy the event in person had been able to via the GBC Christmas video available through social media channels, and any funds raised would be directed to the Mayor's Charities.

The Leader provided an update on the recovery of the Mayor, Cllr Richard Billington. The Mayor had informed the Leader that his operation had been successful in removing the majority

of his tumour and that he had an appointment with specialists this week to discuss further treatment.

The Leader relayed a personal message from the Mayor as follows,

“I knew I had good friends, but I was surprised by just how many, Lynda and I have been overwhelmed with your messages of support and they helped us get through some of the darker times. I was especially touched by my family at Guildford Borough Council, officers and councillors across the political spectrum you have been a big part of my convalescence and we will be forever grateful for the kindness you have shown us.”

#### **EX54 WEYSIDE URBAN VILLAGE PROGRAMME - FINANCIAL GATEWAY REVIEW**

The Executive considered a report setting out the current financial position and updated business assumptions of the Weyside Urban Village development (WUV) at the point of the planning application gateway. At this stage in the development the Executive was asked to note an overall reduction in anticipated costs of £24.8 million and an estimated end of project deficit reduction of £1.6 million to just £400,000.

Approval was also sought for the transfer of £10.2 million from the provisional capital programme budget to the approved capital programme budget to cover infrastructure fees and payments that the Council was obliged to make to Thames Water (TW) under the TW Agreement.

The Council's Legal Team would assess the planning application prior to submission and Deloitte's would be undertaking an independent financial audit. It was noted that there would be project updates to the Executive and the community at the point of every project gateway.

The increasing momentum of the project after such a long period of assembly was welcomed. The need for additional housing of all different types in the Borough was noted. The Executive

**RESOLVED:**

- (1) That the current financial position of Weyside Urban Village at the planning application gateway as outlined in the report submitted to the Executive, be endorsed.
- (2) That £10.2m be transferred from the provisional capital programme to the approved capital programme for infrastructure fees and payments which the Council is obliged to make to Thames Water under the TW Agreement.

Reasons:

- (1) To report to councillors the financial position of the WUV at the planning application gateway.
- (2) To ensure that there is sufficient funding in the approved programme to cover the phase 1 Infrastructure fees and the payments which the Council is obliged to make to Thames Water under the Thames Water Agreement in the current year.

#### **EX55 OFF-STREET PARKING BUSINESS PLAN 2021-22**

The Executive considered a report updating on progress made in delivering the recommendations approved in January 2020, highlighting the improvements completed and the work being progressed to support green initiatives with regard to the climate emergency and sustainability.

Since March, the town centre had seen a reduction in footfall due to the impact of the Covid19 pandemic. Consequently, a rethink of parking services management was considered appropriate by bringing forward decisions on pricing strategy to increase confidence, footfall and revenue. It was proposed that new 'Shopper' car parks be designated with rates adjusted to provide greater value for those visitors spending longer periods in the town centre to shop and eat, whilst at the higher price point discouraging commuters from using the spaces all day. Commuter designated car parks would have a more appropriate pricing strategy. Approval was sought for changes to pricing from mid-December 2020.

The impact of the Covid-19 pandemic alongside changing commuting behaviours including increased home-working on the Park and Ride service was noted. However, it was further noted that the Park and Ride service provided the least expensive of all parking options for commuters and those visiting the town centre. Longer term plans for the Park and Ride service would be a matter for all stakeholders including Stagecoach and Surrey County Council and it was acknowledged that current circumstances were extraordinary and not a basis upon which to make long term decisions. Park and Ride services would play a part in the regeneration plans of the Borough Council.

It was noted that the report had been considered by the Joint Executive Advisory Board and the comments and recommendations arising from that meeting were set out in the Supplementary Information Sheet. The Board had recommended the adoption of Option 3. The Executive

**RESOLVED:**

- (1) To continue with the proposed short stay car park price increase as set out in option 2, but to authorise the Waste Parking and Fleet Services Manager, in consultation with the relevant lead councillor and Director of Resources, to review the charge in January 2021 and to cancel the increase if the recovery from Covid is likely, in their view, to be negatively affected by this increase.
- (2) To make no changes to Sunday tariffs for all car parks.
- (3) To reallocate Leapale Road as "short stay" and bring prices into line with neighbouring short stay surface car parks.
- (4) To introduce a new shopper offer, Monday to Saturday, based on the flat rate option 3 in paragraph 12.3 of the report submitted to the Executive.
- (5) To note the performance of Parking Services in 2019-20, as detailed in Appendix 1 to the report.
- (6) To continue with cash car park payments for the present but keep under review as part of ongoing developments in this area.

**Reasons:**

- To respond to the impact of the Covid-19 pandemic;
- To support local business and residents
- To support the recovery and stabilisation of the town

**EX56 SPEND UPDATE ON CONSULTANTS AND AGENCY STAFF**

The Executive considered a report outlining the extent, nature, and spend on consultants and agency workers within the Council over the past five years and set out some key findings. It was noted that over the past five years the Council had spent a combined total of £36.5 million on agency workers and consultants across both revenue and capital budgets. Of that spend,

£24.5 million was on engaging consultants and £11.97 million employing agency workers. Expenditure on consultancy recruitment had increased twenty-four fold over the time period covered by the report and were generally employed to cover specialist placements on capital projects. Agency workers were usually employed to fill temporary gaps or shortages and recruitment had increased by over three-fold. Comensura had been the Council's usual provider of agency staff, although use of other agencies had become more commonplace and less controlled than previously. Recruitment had occasionally been undertaken without a formal governance process being applied.

The report advocated that there should be a thorough assessment of in-house expertise including a mandate with a full business case set out for approval prior to recruiting external consultants. It was proposed that consultant recruitment should be subject to a rigorous procurement process that would include tendering. It was further proposed that a formal agreement with Comensura to include set costs, terms and conditions be relaunched for agency staff. Any exceptions to using Comensura staff would be put to the Corporate Procurement Board. There would be reported updates in six and twelve-months.

This report had previously been considered by the Overview and Scrutiny Committee on 20 October 2020 and the matter would also be referred back for updating on progress.

An additional recommendation to implement all of the proposals set out in the report was included on the Supplementary Information Sheet.

Accordingly, the Executive

RESOLVED:

- (1) That the key findings in the report submitted to the Executive be noted.
- (2) That the options in section 6 of the report be implemented.

Reason:

To better control costs and provide a more robust governance approach to spend in this area.

#### **EX57 LOCAL COUNCIL TAX SUPPORT SCHEME 2021-22**

Households with an income too low to cover household costs were helped by the Council to pay their Council Tax with a support scheme. The Executive noted that the Local Council Tax Support (LCTS) scheme helped around 4,500 households by providing £5.7 million of support. The cost of the LCTS was shared with Surrey County Council, Guildford's share being around 10%.

The Council had a statutory duty to annually consider if it should make any changes to the LCTS scheme. To make any changes the Council was obliged to consult with interested parties, but it was good practice to consult even if there were no changes proposed. A stakeholder consultation carried out during September to October received a low response rate, but Surrey County Council and the Police supported the changes proposed for 2021.

In 2020-21 there were minor changes to the scheme. For 2021-22 the following changes with a revenue cost of £65,000 were proposed:

- Increase Personal Allowances and Premiums to match inflation.
- Increase Non-Dependant Deductions to reflect an expectation that their contribution to the household expenses should increase each year.



- Remove the cap on Band E entitlement for 2021-22, to provide additional help during the pandemic.

There would be an increased discretionary hardship fund to support any applicant suffering adversely from the consequences of savings to the Local Council Tax Support put in place over the past eight years, in addition to the proposed changes for 2021-22. It was proposed that the fund be increased from £40,000 to £60,000 for 2021-22.

During 2020 the government had provided COVID19 Council Tax Hardship Funds allowing the Council to support taxpayers with additional Council Tax discounts. It was proposed that any funds remaining at the end of the year would be carried over into 2021.

The Council was required to approve a scheme for the 2021-22 financial year by 31 January 2021 to enable annual bills to be calculated correctly. It was noted that the review of the LCTS scheme for 2022-23 would be included on the work programme for the Service Delivery Executive Advisory Board in 2021.

The Executive

RECOMMEND (to Council: 8 December 2020):

- (1) That the current Local Council Tax Support scheme be amended for 2021-22, as set out in detail in Appendix 1 to the report submitted to the Executive, with effect from 1 April 2021.
- (2) That the Council maintains a discretionary hardship fund in 2021-22, increases it to £60,000, and carries forward any residual 2020 COVID19 Council Tax Hardship Funds.

Reasons:

- (1) To ensure that the Council complies with government legislation to implement a LCTS scheme from 1 April 2021.
- (2) To maintain a discretionary fund to help applicants suffering from severe financial hardship.

#### **EX58 PARISH COUNCILS: CONCURRENT FUNCTIONS GRANT AID - APPLICATIONS FOR ASSISTANCE 2021-22**

The Executive considered a report setting out details of the applications received from parish councils for financial assistance through the Concurrent Functions Grant Aid Scheme for 2021-22, for which a base budget of £90,000 had been recommended.

The Executive had been asked to approve the budget for 2021-22 at this time because the parish councils needed to be aware of the level of grant aid available to them so that they could build the sums into their budget calculations for the coming year. They would fix their budgets and precept requirements for 2021-22 in December and early January, enabling this information to be included in the Borough Council's final budget approval process in February 2021.

Parishes had been asked to complete a detailed application form and written estimate for each project and to identify how the project meets at least one of the fundamental themes within the Council's Corporate Plan. A total of 40 requests had been received from 17 of the 23 parish councils totalling £83,314, and a panel of officers had evaluated each of the bids. One bid had subsequently been retracted, which had brought the total for approval down to £80,814.

Having considered the report, the Executive

**RESOLVED:**

- (1) That the Concurrent Functions Grant budget for 2021-22 of £80,814 be approved, subject to final confirmation at budget Council in February 2021.
- (2) That the parish council requests for grant aid for 2021-22, as set out in Appendix 3 to the report, be approved.

**Reasons:**

- to assist parish councils with expenditure on concurrent function schemes in 2021-22.
- to enable parish councils to take account of financial assistance from Guildford Borough Council when calculating their precept requirements for 2021-22.

**EX59 SELECTION OF THE MAYOR AND THE DEPUTY MAYOR 2021-22**

The Council would be asked at its meeting on 8 December to consider nominations for the Mayoralty and Deputy Mayoralty of the Borough for the municipal year 2021-22.

In February this year the Council had agreed to nominate Cllr Dennis Booth as Deputy Mayor for 2020-21. However, due to the coronavirus outbreak, the Government passed Regulations that permitted councils to continue with appointments that would otherwise have to be made at an annual meeting until the next annual meeting in 2021. Following consultations with Cllrs Billington, Moseley, and Booth and political group leaders, the Council agreed on 19 May that Cllrs Billington and Moseley would continue in their respective roles as Mayor and Deputy Mayor of Guildford for the municipal year 2020-21.

Councillor Andrew Gomm had formally nominated the current Deputy Mayor, Councillor Marsha Moseley for the Mayoralty of the Borough for 2021-22. The Council will therefore be requested to consider formally that nomination.

Following an invitation to Group leaders to submit nominations for the Deputy Mayoralty for 2021-22, the Executive noted that the only nominee was Councillor Dennis Booth.

The Executive

**RECOMMEND** (to Council 8 December 2020):

- (1) That the Deputy Mayor, Councillor Marsha Moseley be nominated for the Mayoralty of the Borough for the 2021-22 municipal year.
- (2) That Councillor Dennis Booth be nominated for the Deputy Mayoralty of the Borough for the 2021-22 municipal year.

**Reason:**

To make early preparations for the selection of the Mayor and Deputy Mayor for the municipal year 2021-22.

**EX60 TIMETABLE OF COUNCIL AND COMMITTEE MEETINGS 2021-22**

The Executive, having considered a report setting out the proposed calendar of meetings for the next municipal year.

**RECOMMEND** (to Council on 8 December 2020):

That the proposed timetable of Council and Committee meetings for the 2021-22 municipal year, as set out in Appendix 1 to the report submitted to the Executive, be approved.

Reason:

To assist with the preparation of individual committee work programmes.

**EX61 GENERAL FUND OUTLINE BUDGET 2021-22 AND BUSINESS PLANNING 2021-22 TO 2024-25**

The Executive considered a report that set out the current position of the 2021-22 outline General Fund budget and the business planning assumptions for 2021-22 to 2024-25. The report asked the Executive to note the position and to agree the proposed strategy for savings and efficiencies in order to set a balanced budget in the medium term.

In order to prepare both the General Fund and Housing Revenue Account (HRA) outline budgets for 2021-22, it was necessary to understand the parameters. Setting parameters for the whole term of the plan was beneficial in the calculation of projections over the medium term. It was proposed that working assumptions were used in the preparation of projections for the following three years. The Council would make the final decision on the estimates for 2021-22 at its meeting on 10 February 2021.

It was usual in terms of building the budget to use the current year as a base for moving forward and then adjust for known changes from growth and savings. The current financial year was likely to generate a net overspend of around £7million (this will be confirmed as the year progresses) due to the Covid-19 pandemic and the shortfall in additional expenditure incurred and the loss of income received when compared with support from Central Government. Reserves would need to be utilised to address this position requiring the Council to replenish its reserves over the next three years.

The report explained that best assumptions had been made about the level of Government funding, but that the Council would not know the amount of retained business rates until Central Government released the provisional local government finance settlement which was provisionally indicated to be December 2020. An 1.94% increase in Council Tax had been assumed which was the maximum increase the Council could levy without being required to set a referendum.

The draft Council Tax base had been set at 57,159.40, which was 0.84% lower than 2020-21. The reduction was due to the collection rate figures and a rise in bad debt that had also been affected by the pandemic. This had reduced the resources available by approximately £85,000 and would have an impact on the Collection Fund for 2021.

The current position on the 2021-22 outline budget showed a shortfall between the likely resources and the proposed net expenditure of £2 million. In addition, the draft projection for 2021-22 to 2024-25 showed a medium-term budget shortfall (gap) of £4.38 million. Due to the shortfall between the Council's likely income and its current anticipated expenditure no new growth bids had been invited for increases in service provision for 2021-22. This was consistent with the Council undergoing a programme of transformation under 'Future Guildford' which was seeking to reduce expenditure. However, some assumptions had been included to allow for loss of income within the 2021-22 budget with regard to the on-going impact of COVID19. Any Capital and investment bids would be considered as part of the capital and investment strategy report in January 2021.

The financial monitoring report for the first six months of 2020-21 would be reported to the Corporate Governance and Standards Committee on 26 November 2020. The projected net expenditure on the General Fund for the current financial year was estimated to be £6.8 million more than the original estimate. The main factor contributing to the forecasted position in 2020-

21 was the cost and loss of income arising from the COVID19 pandemic. The Council had approved an emergency budget in May 2020 to allow the net cost of the COVID19 pandemic to be taken from the Council's reserves. It was anticipated that at the end of March 2021, the Council would need to draw down £7 million of reserves and that this would require the Council to plan to replenish some of its reserves in the medium term over the three years to 2024-25.

A pay inflation rate of 0% had been assumed as it was expected the Government would announce a public sector pay freeze. A 0% increase was also assumed for sales, fees and charges income due to Covid-19, aside from an increase in fees for the crematorium and parking charges as set out in an earlier report to the Executive.

The Government had given little indication of its intentions and the outcome of the Spending Review was awaited, albeit the Local Government spending announcements would be slightly later, expected around 15 December. A 'rollover' one-year settlement for 2021 was expected that was similar to that of 2020. It was expected that the Fair Funding Reviewing and the Business Rate Retention Scheme would be delayed again until April 2022.

There had been little information from Government regarding the New Homes Bonus (NHB) and it was assumed in the budget that there would be no award for 2021. Previously around £1 million was taken by the NHB into the base budget. The savings from Future Guildford would compensate for the loss of the NHB for 2021. There were also funds available through the Housing Revenue Account to fund new and affordable homes. It was possible that additional funding might be available from Homes England.

The Capital Programme had been reviewed and updated. The revised figures were included in the Supplementary Information Sheet. Reprofiling of the Capital Programme had resulted in £700,000 less budget gap than that originally estimated.

The proposed use of reserves had not been specified in the emergency budget passed in May. For 2021 the use had been specified in the report. Reserves from the General Fund would drop from £44 million to £27 million but underlying reserves that had to be legally maintained or ring fenced (SPA/SANG) would mean that the actual level of reserves would be £17 million. It was recommended not to use further reserves during 2021-22 but try to rebuild. It was proposed that there be contributions to the Car Parks Maintenance Reserve, IT Reserve and Business Rates Equalisation Reserve (BRE). Funds from the BRE would then be transferred to the Collection Fund.

A savings strategy had been included in the report, which had also been presented to the Joint Executive Advisory Board (JEAB) its meeting on 11 November and the advice from the JEAB had been included in the Supplementary Information Sheet.

Public consultation on the budget had been discussed at the JEAB. It was confirmed that an external polling company had been commissioned at a cost of around £10,000 to undertake a telephone survey of a representative sample of residents to provide guidance of residents' prioritisation of services. The consultation would also be available to all residents online available from 30 November until the New Year.

It was noted that a significant cost to the Council was the suspension of leisure services delivered by the Spectrum due to Covid-19 and that this was not sustainable and had a serious impact on the Council's finances.

Having considered the report, the Executive

RESOLVED:

- (1) That the budget assumptions used in the preparation of the 2021-22 outline budget and three year forward projections, be approved.

- (2) That the current position on the outline budget for 2021-22 and the budget shortfall anticipated over the 3 years to 2024-25, be noted.
- (3) That the savings strategy for 2021-22 through to 2024-25 (referred to in Section 13 of the report and Appendix 3) be approved.
- (4) That the proposal to Council to make the contributions to/from the Council's various earmarked reserves for specific purposes as set out in section 9 of the report be approved as part of the budget report in February 2021.
- (5) That the use of the Council's earmarked reserves as set out in section 10 of the report to fund the cost of the COVID19 Pandemic be approved, in line with the supplementary estimate agreed by Council in May 2020.

Reason:

To assist the Executive in the preparation of the General Fund estimates for 2021-22.

The meeting finished at 8.50 pm

Signed .....

Chairman

Date .....

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Executive Report

Ward(s) affected: All

Report of Director of Strategic Services

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Date: 5 January 2021

## **Strategic Property Acquisition Procedure and Request for Transfer of Funds**

### **Executive Summary**

As part of the 2016-17 capital programme, a bid for a £30 million Strategic Property Acquisition Fund was approved by Council. The objective of creating this fund was to acquire property to enable site assembly for future potential re-development projects and allow the Council to purchase land and property within the town centre, where the site was included in the [2016-17] unadopted town centre master plan and the Council's emerging regeneration strategy, or the Council itself was the main land owner within the site.

This report requests the transfer of £5 million from the provisional capital programme to the approved capital programme to allow further strategic and/or operational property acquisitions.

The decision to acquire property assets for operational and strategic purposes currently rests in all cases with proposals approved by delegated authority or Executive. The Council would benefit from introducing a clear process for assessing such acquisitions. In particular, to show how owning a property would contribute to economic, regeneration, and other strategic priorities of the Council. This report proposes the Council also adopts a new procedure to follow to provide a consistent approach to decision making in these circumstances.

### **Recommendation to Executive**

- (1) That a new procedure for the Council to follow when considering and, where appropriate, approving the acquisition of strategic and/or operational property assets, as set out in Appendix 1 to this report, be adopted.
- (2) That the transfer of £5 million from the provisional capital programme (scheme no. PR371 – strategic property acquisitions) to the approved capital programme,

be approved.

- (3) That the Director of Strategic Services be authorised, in consultation with the Head of Asset Management, the Director of Resources, and the relevant Lead Councillor with portfolio responsibility for finance and asset management, to approve strategic and/or operational property acquisitions within the set parameters of the new procedure.

Reasons for Recommendation:

To secure the funding of various prospective property acquisition for strategic/ operational purposes and apply a robust and streamlined approach for future acquisition of operational and strategic property assets.

**Is the report (or part of it) exempt from publication? No**

**1. Purpose of Report**

1.1 To gain Executive approval for:

1. The transfer of £5 million from the provisional to the approved capital programme to enable officers to take advantage of opportunities to acquire key sites.
2. A proposed new procedure for considering and appraising strategic and operational property acquisitions which will provide a framework and governance for all future strategic and/or operational acquisitions.
3. A change to the scheme of delegation to officers within the Council's Constitution to authorise the Director of Strategic Services, in consultation with the Head of Asset Management, the Director of Resources, and the relevant Lead Councillor with portfolio responsibility for finance and asset management, to approve acquisitions for strategic and/or operational property within the set parameters of the new procedure so that cases can be dealt with in a faster and more efficient manner.

**2. Strategic Priorities**

2.1 Central to the Council's Corporate Plan is the fundamental theme of Place Making:

- Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes
- Making travel in Guildford and across the borough easier
- Regenerating and improving Guildford town centre and other urban areas

2.2 Approval of the transfer of the funds will allow officers the ability to secure key strategic sites to assist with these themes.



- 2.3 In addition, the adoption of the strategic property acquisition procedure will provide greater transparency for the Council in determining whether a prospective acquisition meets the strategic priorities of the Council.

### **3. Background**

- 3.1 As part of the 2016-17 capital programme, a bid was submitted by Officers for £30 million for a Strategic Property Acquisition Fund. The aim of the fund was to acquire property and start site assembly for future potential re-development projects and allow the Council to purchase land and property within the town centre, where the site was included in the [2016-17] unadopted town centre master plan and the Council's emerging regeneration strategy.
- 3.2 There is currently £9.492 million remaining in the provisional capital programme for 2020-21 and £13.8 million for 2021-22; this report requests that £5 million is transferred to the approved capital programme to enable officers to take advantage of opportunities to acquire key sites.
- 3.3 With the creation of the new Guildford Urban Regeneration Plan, as well as other Council aspirations, the need has arisen to put in place a formal procedure for assessing whether a property meets the Council's needs against which to spend the allocated funds. Officers propose that the Council adopts a formal procedure for appraising prospective property acquisitions. The procedure includes a need to evaluate property acquisitions as part of a business case along with assessment criteria against which to score the property, as described in section 4 below.
- 3.4 The aim is to provide structure for officers to make recommendations on whether to buy a property and guide strategic property acquisitions within the Guildford Urban Regeneration Plan and other Council priorities (e.g. a new burial ground, intensification of use of the Slyfield Industrial Estate, etc.).
- 3.5 The procedure will also allow officers to make recommendations on whether to buy a property and to guide strategic property acquisitions for new sites. It will also be used to buy-out existing long leases on Council owned land.

### **4. Proposed strategic property acquisition procedure**

- 4.1 This report proposes the adoption of a new procedure for all future acquisitions of land and buildings for strategic and operational purposes. The procedure provides greater transparency for the Council in determining whether a prospective acquisition meets the strategic priorities of the Council.
- 4.2 In most cases the proposed transaction will involve the acquisition of a freehold interest, but it may also include buying in of long leases where the Council is landlord.
- 4.3 The proposed procedure is provided at Appendix 1. Its purpose is to provide a mechanism to:

- assess how a potential strategic or operational property acquisition meets the Council's needs
  - show how the property would contribute to strategic priorities and justify why it is required
  - guide how to evaluate such acquisitions as part of a business case
  - set out structure for officers to make recommendations on whether to buy a property
- 4.4 The rationale for acquiring an operational or strategic asset will always be set within the context of how it will contribute to a particular project, the latter having been appraised as part of a business case. The business case process will be the mechanism by which a proposed acquisition is transparently and robustly justified, linking the strategic case to the strategic objectives of the Council. The approval of the business case would be one part of the overall approval process for acquiring an asset.
- 4.5 In addition to the business case, a potential site would be scored on set weighted criteria using a score of 0 to 4; the criteria being:
- Council ownership
  - Site assembly
  - Housing contribution
  - Planning status
  - Affordability.

## **5. Proposed amendments to scheme of delegation to officers**

- 5.1 Currently, there are three separate delegations to approve the acquisition of land and buildings.
- 5.2 The scheme of delegation within the Council's Constitution authorises the 'Lead Specialist – Legal' to "approve purchases of land and buildings up to £1 million in consultation with the appropriate lead councillor, relevant Director, and Chief Finance Officer where budget provision exists on the approved general fund capital programme"<sup>1</sup>.
- 5.3 It also authorises the Director of Service Delivery to "purchase non-housing stock land and buildings up to £1 million in consultation with the appropriate lead councillor and relevant Director where budget provision exists on the approved general fund capital programme" and "in relation to land and premises occupied or to be occupied by the Council and in consultation with the appropriate lead councillor, relevant Director and Chief Finance Officer to approve the acquisition of land or buildings up to 0.2 hectares in area".<sup>2</sup>
- 5.4 In order to deal with cases more effectively and transparently, officers propose that the scheme of delegation be amended to authorise the Director of Strategic

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<sup>1</sup> The Council's Constitution dated 16 October 2020, Page 3-57, para 17.

<sup>2</sup> The Council's Constitution dated 16 October 2020, Page 3-59, para 15 and 16.

Services only to make certain decisions which meet the strategic property acquisition criteria up to a value of £5 million.

- 5.5 The Executive is, therefore, asked to approve the removal of the above paragraphs and to replace them with the proposed new delegated authority, as set out below:

*The Director of Strategic Services be authorised in consultation with the Head of Asset Management, the Director of Resources, and the relevant lead councillor with portfolio responsibility for finance and asset management, to approve land and building purchases up to a value of £5 million, where budget provision exists on the approved general fund capital programme and within the set parameters of the strategic property acquisition procedure.*

- 5.6 In addition to the delegations, the key controls for General Fund land and buildings<sup>3</sup> include that, subject to appropriate budget availability having been approved, additions of land and buildings are subject, inter alia, to the following approvals:

- *“asset purchases of up to £1 million to be approved by the Director of Community Services, in consultation with the lead councillor with responsibility for assets....*
- *purchases of non-investment land and buildings must be in line with the business case approved for the capital programme. Purchases not meeting the business case approved for the capital programme require the approval of the Executive.”*

- 5.7 The Executive is, therefore, asked to approve the removal of the above paragraphs and to replace them with the proposed amendment as set out below:

*“asset purchases of up to £5 million to be approved by the Director of Strategic Services, in consultation with the Head of Asset Management, the Director of Resources, and relevant lead councillor with portfolio responsibility for finance and asset management and within the set parameters of the strategic property acquisition procedure.”*

- 5.8 The above delegation and key controls would not preclude any decisions which Officers deem should be taken by the Executive, in particular those for more complex projects that involve a greater number of uncertainties and dependencies, or which may require further justification through an outline business case (OBC) or possibly full business case (FBC).

## **6. Consultations**

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<sup>3</sup> The Council's Constitution dated 16 October 2020, Page 4-148, C.5.2 (vii)

- 6.1 The Lead Councillors for Resources and Regeneration, as well as the Director of Resources have been consulted on this report and its appendices.

## **7. Key Risks**

- 7.1 The proposals within this report will allow the Council to demonstrate a consistent and transparent approach in determining whether a prospective acquisition meets the strategic priorities of the Council, thereby reducing the risk of inconsistent decisions when making the assessment.
- 7.2 Officers often become aware of key potential acquisitions but, with no approved budget or agreed strategy for acquisitions, cannot act quickly enough to compete with other purchasers to take advantage of opportunities. Having a procedure and budget already approved will enable the timely and decisive decision making that is essential in this type of market to respond to opportunities as they arise.

## **8. Financial Implications**

- 8.1 A £30 million Strategic Property Acquisition Fund was approved by full Council as part of the 2016-17 capital programme. There is currently £9.942 million remaining in the provisional capital programme for 2020-21 and £13.8 million for 2021-22. This report requests that £5 million is transferred to the approved capital programme.
- 8.2 Agreeing to acquire property has a financial impact on the Council that needs consideration as part of the approval process on whether to go ahead with a proposed transaction. Purchasing property will result in a Minimum Revenue Provision charge to the general fund, and interest cost from borrowing, both are currently assumed in the Medium-Term Financial Strategy. There will also be costs of maintaining the asset and the potential management of tenants – these are a direct hit on the general fund, but may be offset by rental income depending on the proposed plans for the property, so there could be a net income generation for the Council.
- 8.3 The proposed procedure for assessing transactions will allow affordability to be considered, whether by delegated approval or Executive. This will provide greater clarity and transparency.

## **9. Legal Implications**

- 9.1 The Council would be following good practice guidance by adopting guidelines to enable it to achieve consistency in its decision-making process in relation to the acquisition of assets for strategic purposes. We have taken care to ensure the procedure is not based on legally irrelevant considerations and will ensure they are not applied so rigidly that they preclude the proper exercise of discretion in each case.
- 9.2 The Council is bound by the duty of best value under Section 3 of the Local Government Act 1999, as such the Council must remain cognisant of its use of public funds when purchasing strategic assets.

## **10. Human Resource Implications**

- 10.1 All assets need to be managed and maintained correctly. If there is an increase in the Council's portfolio, even if only for an interim period, this will have an additional impact on workloads within the Asset Management team. This will need to be addressed at that time, either by obtaining additional resource (on a permanent or temporary basis) or by outsourcing the management of the additional assets.
- 10.2 There will be also be a resource implication for the legal team. Whilst it is anticipated that the legal work will be outsourced, the internal legal services team will be required to instruct the external solicitors.

## **11. Equality and Diversity Implications**

- 11.1 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

## **12. Climate Change/Sustainability Implications**

- 12.1 The Council declared a climate emergency on 23 July 2019. This strategic property acquisition procedure supports the Council's position regarding this. Consideration will be given to the ethical position and impact on climate change of any acquisition.

## **13. Summary of Options**

- 13.1 The Executive has the option to agree to the proposals set out within this report which will allow the Council to consider matters in a consistent, robust and transparent manner. Alternatively, if the Executive chooses not to approve the recommendations to amend the Constitution, each acquisition would require Executive approval.
- 13.2 An amendment to the Council's Constitution to allow the Director of Strategic Services to approve such purchases within the parameters of the new procedure will provide clarity to the decision-making process, whilst not precluding any decisions for more complex projects to be taken by the Executive.

## **14. Conclusion**

- 14.1 The report details the criteria required for selecting properties and additional conditions to purchase. An approved procedure for strategic/operational property acquisitions will allow the Council to demonstrate that it has adopted a consistent approach to decisions about property purchases and provide clarity to agreeing to such transactions using a step by step process.

## **15. Appendices**

Agenda item number: 5

Appendix 1: Strategic Property Acquisition Procedure

## **Strategic Property Acquisition Procedure**

The purpose of this procedure is to guide Council officers on the steps to take when making a recommendation for the acquisition of land and property assets funded from the general fund, in particular:

- how to assess whether a strategic or operational property meets the Council's needs
- show how the property contributes to strategic priorities and justify why it is required
- evaluate such acquisitions as part of a business case
- set out a structure for officers to make recommendations on whether to buy a property

### This will help:

- guide strategic property acquisitions
- guide operational property acquisitions
- justify acquisitions of new freehold interests and existing tenant leases
- provide an easy-to-follow mechanism and procedures to assess individual properties
- set out how a property would help deliver strategic objectives

### The procedure

#### Step 1 – Business Case

The rationale for acquiring a strategic or operational asset will always be set within the context of how it will contribute to a particular project, the latter having been appraised as part of a business case<sup>1</sup>.

Strategic outline case (SOC) – makes the “strategic case” for how a project meets the strategic objectives of the Council. Where the delivery of the project is likely to involve the need to acquire a property interest, the SOC would provide the strategic justification for this. The need to acquire an asset may be one action (for example, as part of land assembly), but may not necessarily be all of the actions to be undertaken within the SOC.

Sometimes the strategic justification for the property acquisition within a SOC may be sufficient evidence upon which to approve an acquisition, especially where this is the predominant action required to complete a project.

Outline business case (OBC) / Full business case (FBC) – applies to more complex projects that involve a greater number of uncertainties and dependencies. The case for an acquisition (or series of acquisitions) would require further justification through an outline business case (OBC) or possibly full business case (FBC).

In either scenario, the business case process will be the mechanism by which a proposed acquisition is transparently and robustly justified, linking the strategic case to the strategic objectives of the Council. The approval of the business case is one part of the overall approval process for acquiring an asset.

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<sup>1</sup> The Business Case model (HMT Five Case Model) provides a disciplined and structured approach to arrive at the best possible decision for a particular project through examination of five cases including Strategic, Economic, Commercial, Financial and Management. A high-level strategic outline case (SOC) addresses the strategic case and will scope out the project and provide the case for a seeking approval for an acquisition to support the project.

Agenda item number: 5  
Appendix 1

Step 2 – Scoring mechanism

In addition to the business case, a prospective property will be scored on the following criteria using a scoring mechanism of 0 to 4:

Criteria	Weighting Factor	Score of 4	Score of 3	Score of 2	Score of 1	Score of 0
Approved project	9	Yes – supports an approved Council project	Yes – supports an approved project subject to conditions	Part of project listed on committee cycle for consideration	Aspirational – part of project being looked at by a working group	No approval or working group
Council ownership	3	Council in full control of property	Yes, but leased; terms agreed to surrender	Yes, but leased; no terms agreed to surrender	No, but Council owns adjoining site	No
Site assembly	6	Critical part of land assembly	Essential to significantly ease site assembly, subject to conditions	Non-essential but desirable to significantly ease site assembly	Non-essential but with some ability to ease site assembly	No identified need for site assembly
Housing contribution	10	Critical to deliver Housing	High potential to deliver Housing	Potential to deliver housing but dependent on other factors	No housing provided but supports other housing sites	Housing not provided
Planning status	4	Granted and in date	Granted before but out of time / allocated in Local Plan	Pre-application evidence / allocated in Local Plan	Local Plan policies support change of use	No planning consent or Local Plan allocation
Affordability <sup>1</sup>	10	Revenue implications equate to net income equivalent to a 2% or more decrease in Band D council tax	Revenue implication equates to net income equivalent to a decrease in Band D council tax			Revenue implications equate to net income equivalent to a 2% or more decrease in Band D council tax

These pre-selected criteria represent the primary issues of importance to the Council when deciding whether or not to acquire a new asset of strategic or operational value. They relate to what owning such a property could do to contribute to achieving the Council’s strategic priorities and were approved by the Executive at its meeting on 5 January 2021. The range of values that are likely to affect the Affordability score are explained in End Note i.

The weighting factor has been devised by way of paired comparison of each of the criteria against each other; this follows a robust methodology of determining the weighting, or importance, of each criterion.

Once an asset has been scored against each criterion, the sum total of all weighted scores is compared to a required Pass Mark of greater than or equal to 84. The Pass Mark score reflects an average weighted score of 2, which is regarded as ‘acceptable’.



The weighting factor for each criterion and the Pass Mark are fixed, as approved by the Executive at its meeting on 5 January 2021.

Asset Management will provide access to a scoring matrix template for officers to use.

In conclusion

The combination of a business case and scoring matrix together form part of the approval process. The relevant officer assessing a potential strategic property acquisition and recommending it for approval will need to:

- 1) justify the proposal as part of a business case, ready for approval by delegated powers or by the Executive
- 2) provide a scored assessment of the asset. Delegated authority approvals will only apply when the score is above the required Pass Mark.

The Constitution prescribes the boundaries for delegated approval. This requires that the proposed acquisition meets the criteria set out in this strategic property acquisition procedure, the value is within the prescribed price range for the delegated officer approving the transaction and budget provision exists on the approved general fund capital programme. If not, the decision would proceed to the Executive for approval.

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END NOTE

<sup>i</sup> Affordability will be a calculation and the formula will be:-

Net income / council tax base / GBC Band D council tax \* 100 = the percentage we are after which will then lead to a score of 0 to 4

Where:-

- Net annual income is the gross income less direct operating costs but not financing costs
- The council tax base is the number of band d equivalent properties in the borough (this changes annually when we set the budget) – currently it is 57,645.39
- GBC Band D council tax is as exactly that (this also changes annually when we set the budget) – currently it is £176.82

So, for example if a property has gross income of £900k p/a and there are £100k p/s running costs the calculation will be:-

$(£900,000 - £100,000) / 57645.39 / 176.82 * 100 = 7.8\%$  leading to a score of 4, such that we could reverse engineer the calculation to say:

Score 4 is likely to be income of £204,000 or more per annum

Score 3 is likely to be net income between of £0 and £203,999 per annum

Score 2 is nil net income but nil cost

Score 1 is net cost up to £203,999 per annum

Score 0 is net cost of £204,000 or more per annum

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Executive Report

Ward(s) affected: All

Report of Director of Strategic Services

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Date: 5 January 2021

## **Review of Executive Working Groups and taking forward the LGA Planning Committee Peer Review recommendations**

### **Executive Summary**

This report is normally published annually to ask the Executive to review the work carried out over the previous twelve months by the various working groups (including boards and panels) that have been established by either the Executive or the Leader/Lead Councillor, together with the work they are likely to undertake over the following twelve months. As part of this review, the report also asks the Executive to determine whether these groups should continue as presently constituted and, if so, to make or confirm appointments to them. The requirement to submit this report to the Executive is in accordance with Council Procedure Rule 24 (j).

This report is usually delivered in May but has been delayed this year due to the impact of the Coronavirus pandemic. The last reporting of the Review of Executive Working Groups was to the Executive on 19 May 2019.

The report, which was also considered by the Service Delivery EAB on 10 December 2020, also includes proposals to establish two new working groups:

- to consider in detail the recommendations of the recent LGA Planning Committee Peer Review; and
- to work up proposals for the future warding of Guildford borough, including the names, number and boundaries of wards, and the number of councillors to be elected to each of them for submission to the Local Government Boundary Commission for England as part of their periodic electoral review.

### **Recommendation to the Executive**

- (1) To review the current Executive working groups listed in **Appendix 1** to this report to determine in respect of each group, with particular reference to paragraph 3 of this report, whether they should continue with their work, or be disbanded.

- (2) To determine in respect of each working group which the Executive agrees should continue with their work:
  - (a) any change to the group's terms of reference,
  - (b) the number of councillors on the working group,
  - (c) whether the working group should be cross-party (i.e. include councillors from more than two political groups),
  - (d) the time for which the working group is expected to continue operating
  - (e) the appointment of individual councillors to the working group, (the Executive may choose to make such appointments itself or ask political group leaders to nominate councillors for membership of the working group in accordance with the number of seats each political group has been allocated).
- (3) To consider the recommendations of the Service Delivery EAB in respect of working groups as set out in paragraph 4.3 of this report.
- (4) To establish a new Planning Committee Review Working Group as described in paragraph 3.7 of this report.
- (5) To establish a new Electoral Review Working Group with terms of reference as set out in Appendix 8.

Reason for Recommendation:

- To comply with the requirement on the part of the Executive to periodically review the continuation of the various Working Groups in accordance with Council Procedure Rule 24 (j).
- To consider the recommendations of the recent LGA Planning Committee Peer Review

**Is the report (or part of it) exempt from publication? No**

## **1. Purpose of Report**

- 1.1 This report asks the Executive to review the work carried out by Executive working groups over the past twelve months and the work they are likely to undertake over the next twelve months. As part of this review, the report also asks the Executive to determine whether these groups should continue as presently constituted and, if so, to make appointments to them.
- 1.2 It should be noted that other councillor task groups exist, such as the Councillor Development Steering Group and the Corporate Governance Task Group, which report to the Corporate Governance and Standards Committee. However, this report is concerned only with the working groups appointed by the Executive, the Leader or lead councillors.
- 1.3 The report also includes proposals to establish two new working groups to:
  - to consider in detail the recommendations of the recent LGA Planning Committee Peer Review; and

- to work up proposals for the future warding of Guildford borough, including the names, number and boundaries of wards, and the number of councillors to be elected to each of them for submission to the Local Government Boundary Commission for England as part of their periodic electoral review.

## 2. Strategic Priorities

- 2.1 The councillor working groups' work should assist in the delivery of the Council's Corporate Plan and the fundamental themes that support it.

## 3. Background

- 3.1 This report sets out in **Appendices 1 - 7**:

- (a) a summary of general progress of each Executive working group including work undertaken, goals achieved and work still to be carried out (**Appendix 1**); and
- (b) the terms of reference and current composition of each working group

- 3.2 The Council agreed in December 2016, as part of a review of the Constitution, to include for the purposes of clarity and avoidance of doubt, information in Council Procedure Rules on the appointment, terms of reference, composition and duration of:

- working groups (appointed by the Leader, a lead councillor, or the Executive) and
- task groups (appointed by Council, a committee, or an EAB),

including the appointment of working/task group chairmen and substitutes.

- 3.3 Council Procedure Rule 24 provides that the "appointing body" (which could be the Leader, a lead councillor, or the Executive) shall determine, amongst other things, the number of councillors on a working group and may appoint individual councillors to it. Where it is necessary to alter the membership of such a working group, in May 2017 the Executive authorised the Lead Councillor with portfolio responsibility for governance to determine any change of membership of those working groups as and when required.

### Proposed new working groups

- 3.4 Councillors will be aware that the Council had originally scheduled a Planning Committee Peer Review to be undertaken by the Local Government Association (LGA) with the Planning Advisory Service in March, but this was postponed due to the Coronavirus pandemic. The Peer Review was rescheduled and took place in early November. The LGA have published their final report which includes 12 recommendations for the Council to consider. The LGA's report has been circulated to all councillors.
- 3.5 The final recommendation is that the Council should examine the possibility of setting up a Task and Finish joint officer/member group led by an independent, senior, well respected person to take Peer Review recommendations and other

improvement needs forward, and to take advantage of viewing the operation of other Planning Committees to aid learning.

- 3.6 At a meeting of political group leaders on 2 December 2020, it was suggested that the setting up of an Executive working group to examine these matters would be the best way of progressing this as expeditiously as possible.
- 3.7 It is therefore proposed that the Executive agrees to establish a new Planning Committee Review Working Group as follows:

Terms of Reference:

To consider the LGA Planning Committee Peer Review recommendations and other improvement needs, and make recommendations as appropriate to the Executive, Planning Committee, and full Council.

Membership:

The working group shall comprise of eight councillors as follows:

Two representatives from each of the R4GV and Liberal Democrat Groups and one representative from each of the other political groups (to be nominated by respective Group Leaders), together with appropriate officer involvement and support. Substitutes shall be permitted.

Chairman:

The working group to be chaired by a suitably qualified and experienced independent person.

- 3.8 It is also proposed to establish an Electoral Review Working Group to work up proposals for the future warding of Guildford borough, including the names, number and boundaries of wards, and the number of councillors to be elected to each of them for submission to the Local Government Boundary Commission for England as part of their periodic electoral review. The draft terms of reference for this working group is attached as **Appendix 8**.

Proposed disbandment of working groups

- 3.9 Earlier drafts of this report had suggested that the Museum Working Group, which has not met for over a year due to a lack of external funding available to support the original objectives of the Museum development project and the impact of Covid-19 on the service, could be disbanded until a clear way forward for the scheme is determined. However, following consideration of this matter at the Service Delivery EAB on 10 December 2020, the Executive is being asked to consider retaining this working group (see paragraph 4.3 below).

Other updates

- 3.10 Since the last report to the Executive in May 2019 the Grants Review Panel has been disbanded and the delivery of community and voluntary grants is overseen by the Aspire Health and Wellbeing Board.

- 3.11 At its meeting on 25 August 2020, the Executive agreed to split the Climate Change and Innovation Board (CCIB) into two separate working groups. This report includes, at Appendix 1, an update on the work of the CCIB up to August.
- 3.12 The Electric Theatre Monitoring Group should be chaired by the Lead Councillor for Environment and has a vacancy previously filled by the late Councillor Sheard. The membership of this Group should be reviewed.
- 3.13 The Guildford Community Covenant Panel would usually have six members but only four have been appointed.

#### **4. Consultations**

- 4.1 The Service Delivery Executive Advisory Board (EAB) considered this report at its meeting held on 10 December 2020.
- 4.2 In his introduction to the report at the EAB meeting, the Leader of the Council drew attention to an initial proposal to disband the Museum Working Group and expressed a view that, although delivery of the Museum Project was currently unlikely owing to challenging financial circumstances, there remained a need for a Museum Working Group to guide the future direction of the Museum service. The Leader also highlighted proposals to establish the two new working groups referred to above.
- 4.3 Having discussed the report in the light of the above, the EAB agreed the following comments and recommendations to the Executive:
  - (1) The Museum Working Group (MWG) should be retained to guide the future direction of the Museum service and consideration be given to its future membership, including co-optee(s), to utilise the existing knowledge base and experience of members. The MWG should cease reporting to the Major Projects Portfolio Board as it no longer constitutes a major project. The Council's art collection be considered initially by the MWG to inform decisions around its future management and display.
  - (2) The membership of the Weyside Urban Village Development Portfolio Programme Board be reviewed and expanded to include cross-party representation and non-Executive members.
  - (3) The Major Projects Portfolio Board should resume regular meetings with the existing membership to consider related current issues.
  - (4) Relevant information be fed from the Surrey County Council Health and Wellbeing Board to the Aspire Health and Wellbeing Board to facilitate information sharing and joined up working.
  - (5) Once the Arts Development Strategy and Public Art Strategy Board, the Electric Theatre Monitoring Group and the Town Twinning Working Group resume operation following the completion of Phase B of Future Guildford and an improvement in the Coronavirus pandemic situation, the opportunity be taken to review their membership with a view to accommodating the involvement of non-Executive members.

- (6) The membership of the Sports Development Strategy Group be reviewed, and increased if considered necessary.
- (7) Owing to the success of work stemming from the Play Development Strategy and Fixed Play Equipment Group, it should continue to operate.
- (8) An Electoral Review Working Group be established and all councillors be invited to submit expressions of interest to join it with a view to securing a membership mix to reflect differing experience levels and to balance political group and urban and rural ward representation. The Working Group should elect its chairman when its composition is finalised.
- (9) A Planning Committee Review Working Group be constituted along the lines set out in the report to consider and take forward the recommendations of the recent LGA Planning Committee Peer Review.

## **5. Key Risks**

- 5.1 There are no key risks arising from directly from this report. Evaluation of any risk will be specific to the work undertaken by each individual working group.

## **6. Financial Implications**

- 6.1 There are no financial implications arising from this report. Any proposals, projects or suggestions from the groups with financial implications will either be contained within approved budgets or considered as part of the Service and Financial Planning cycle.

## **7. Legal Implications**

- 7.1 There is no legal requirement to establish working groups, but most councils use them for purposes similar to ours. We have made provision for their operation in our Council Procedure Rules.
- 7.2 As working groups have no powers, there is no requirement for them to be politically balanced.

## **8. Human Resource Implications**

- 8.1 Currently, we are able to service working groups from within existing staffing resources.

## **9. Equality and Diversity Implications**

- 9.1 Each Working Group, panel or board will be responsible for having due regard to the requirements of the Public Sector Equality Duty (Equality Act 2010) when making any policy recommendations.



## **10. Climate Change/Sustainability Implications**

- 10.1 Each working group, panel or board will be responsible for having due regard to the Council having declared a climate emergency and acting in accordance with the commitments made by this Council to Climate Change and sustainability.

## **11. Conclusion**

- 11.1 In the light of the information provided in the appendices to this report (with the exception of Appendix 2), the Executive (as the appointing body) may ask working groups to continue their work or disband them. The Executive may also establish new working groups or revise terms of reference and composition of existing working groups or set a time by which it expects a working group to complete its work.

## **12. Background Papers**

[Final Report of the LGA Planning Committee Peer Review \(November 2020\)](#)

## **13. Appendices**

Appendix 1: Table showing details of general progress and work to be undertaken by each of the current councillor working groups

Appendix 2: Terms of reference for the Climate Change Board

Appendix 3: Terms of reference for the Climate Change and Innovation Group

Appendix 4: Terms of reference for the Innovation Board

Appendix 5: Terms of reference for the Major Projects Portfolio Board

Appendix 6: Terms of reference for the Property Review Group

Appendix 7: Terms of reference for the SARP Governance Board

Appendix 8: Proposed terms of reference of the Electoral Review Working Group

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<b>NAME OF GROUP</b> <i>and current number and names of appointed councillors</i>	<b>DATE ESTABLISHED/          FREQUENCY OF MEETINGS</b>	<b>TERMS OF REFERENCE /          PURPOSE</b>	<b>DETAILS OF GENERAL PROGRESS          AND WORK STILL TO BE          UNDERTAKEN</b>
<b>Arts Development Strategy            &amp; Public Art Strategy</b>  <i>Six councillors</i>  <i>Cllr James Steel (Chairman)</i> <i>Cllr Joss Bigmore</i> <i>Cllr Angela Gunning</i> <i>Cllr Susan Parker</i> <i>Cllr Caroline Reeves</i> <i>Cllr Paul Spooner</i>  <i>Lead officer:</i> <i>Jonathan Sewell</i>	Date est. N/K Twice yearly	Each of Leisure Development's three core strategies has a monitoring group to review the annual progress of last year's action plan and to endorse next year's action plan.	Normally we would meet twice a year for each strategy. Meetings have been suspended pending completion of Phase B of Future Guildford.
<b>Aspire Health and Wellbeing Board</b>  <i>Six councillors</i>  <i>Cllr Julia McShane (Chairman)</i> <i>Cllr Angela Goodwin</i> <i>Cllr Ann McShee</i> <i>Cllr Pauline Searle</i> <i>Cllr Deborah Seabrook</i> <i>Cllr Fiona White</i>  <i>Lead officer: Stephen Benbough</i>	Date est. N/K Quarterly	<ol style="list-style-type: none"> <li>(1) To provide accountable leadership and strategic direction for Project Aspire.</li> <li>(2) To develop, promote and maintain a corporate approach within the Council to delivering the objectives of Project Aspire.</li> <li>(3) To develop and oversee a work programme of activities and projects to contribute towards the objectives of Project Aspire.</li> <li>(4) To develop a communications plan to promote the priorities, activities and achievements of Project Aspire.</li> <li>(5) To monitor and oversee the use of Project Aspire and other relevant funding, including the</li> </ol>	<u>Progress:</u> The Board is overseeing the development and implementation of an Aspire Work Plan.  <u>Work to be undertaken:</u> To continue to develop, implement and oversee initiatives as part of Aspire.

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		award of grants. (6) To encourage and facilitate the engagement of communities, partners and local businesses in the delivery of Project Aspire. (7) To oversee and guide the work of the Guildford Health and Wellbeing Board. (8) To ensure that local councillors are engaged in projects and activities within their areas. (9) To consider and agree the arrangements for the annual stakeholder forum.	
<b>Climate Change Board</b>  <i>Six councillors:</i>  <i>Cllr Jan Harwood (Chairman)</i> <i>Cllr Diana Jones</i> <i>Cllr Caroline Reeves</i> <i>Cllr Deborah Seabrook</i> <i>Cllr Paul Spooner</i> <i>Cllr Catherine Young</i>  <i>Lead officer:</i> <i>Marieke van der Reijden</i>	Established by the Executive on 25 August 2020  Bi-monthly (First meeting 15/10/20)	See Appendix 2	Newly formed group; work will include: Being well-informed, monitoring the development of key projects and acting as a sounding board for decision-making committees, Executive, Full Council and delegated officers. The three key focus areas for the Board will be energy, infrastructure and community & business outreach. One of the first items of business for the Board will be to consider an energy delivery framework as set out in the High Level Action Plan approved by the Executive on 21 July 2020
<b>Climate Change and Innovation Board</b>	The CCIB was established by the Executive in summer	See Appendix 3	The CCIB had overall responsibility for: <ul style="list-style-type: none"> <li>· developing the Council's climate</li> </ul>

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<p><i>Seven councillors as follows and external representatives of Guildford Environmental Forum and the University of Surrey:</i></p> <p><i>Cllr Jan Harwood            Cllr Gordon Jackson            Cllr Diana Jones            Cllr Susan Parker            Cllr Caroline Reeves            Cllr Deborah Seabrook            Cllr Catherine Young</i></p> <p><i>Lead officers:            Marieke van der Reijden            Chris Burchell</i></p>	<p>2019, subsuming the former Innovation Strategy Board and its Climate Change Task Group, and disbanded by the Executive on 25 August 2020 to be replaced by separate Climate Change and Innovation Boards.</p> <p>Meetings were held bi-monthly</p>		<p>change strategy; and</p> <ul style="list-style-type: none"> <li>· overseeing the delivery and carrying out of an ongoing review of the Council's Innovation Strategy 2019/20.</li> </ul> <p>The following topics were agreed by the CCIB to be pursued in priority order:</p> <ul style="list-style-type: none"> <li>➤ Planning</li> <li>➤ Transportation</li> <li>➤ Trees and green spaces</li> <li>➤ Procurement</li> <li>➤ Waste</li> </ul> <p>The first three topics were accomplished.</p> <p>The Board received regular updates in respect of rural and business innovation, climate change in relation to energy and waste, electric vehicles and transport. Community engagement was also discussed.</p>
<p><b>Electric Theatre Monitoring Group</b></p> <p><i>Four councillors</i></p> <p><i>Cllr James Steel            Cllr Caroline Reeves            Cllr Dennis Booth</i></p>	<p>23 May 2017</p> <p>Six-monthly in theory.</p> <p>Has so far met once (16 Aug 2019)</p>	<p>The purpose of the meeting is to be presented with a retrospective review of the previous year's bookings at the Electric Theatre and have an overview of the forthcoming 12 months of bookings. These are compared against what the Academy of Contemporary Music</p>	<p>There are currently no meetings scheduled and there is little point until the current pandemic emergency is resolved to the point where regular activity can return.</p> <p>Councillor membership for the next meeting will need to be reviewed.</p>

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<i>Vacancy</i>  <i>Lead officer: Jonathan Sewell</i>		(ACM) hoped to achieve in their submission for the lease of the venue.	
<b>Guildford Community Covenant Panel</b>  <i>Six councillors</i>  <i>Cllr Tom Hunt (Chairman)</i> <i>Cllr Dennis Booth</i> <i>Cllr Gordon Jackson</i> <i>Cllr John Rigg</i> <i>Vacancy</i> <i>Vacancy</i>  <i>Lead officer:</i> <i>Steve Benbough</i>	February 2016.  Meets two or three times per year	<ol style="list-style-type: none"> <li>1. To develop and oversee the delivery of a covenant action plan.</li> <li>2. To raise the profile and needs of the armed forces community (serving personnel, both regular and reserve, their families, veterans and cadets).</li> <li>3. To foster closer working relationships with the local armed forces community, including the involvement of the military in local projects and events.</li> <li>4. To work with the Surrey Civilian Military Partnership Board and other neighbouring councils on the delivery of relevant activities and initiatives.</li> <li>5. To keep abreast of relevant national developments.</li> <li>6. To liaise with the local business community to promote the Armed Forces Corporate Covenant and encourage support for the armed forces.</li> <li>7. To promote funding bids from</li> </ol>	<u>Progress:</u> Overseen various activities and events to celebrate and commemorate the work of the armed forces.  <u>Work to be undertaken:</u> Continue to oversee a programme of projects, activities and events to meet the commitments of the Council's Armed Forces Covenant.

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		<p>local organisations to the national Community Covenant Fund.</p> <p>8. To support local cadet units.</p>	
<p><b>Housing Delivery Board</b></p> <p><i>Five councillors:</i></p> <p><i>Cllr Jan Harwood (Chair)</i> <i>Cllr Graham Eyre</i> <i>Cllr Angela Gunning</i> <i>Cllr Ramsey Nagaty</i> <i>Cllr Tony Rooth</i></p> <p><i>Lead officer:</i> <i>Stuart Harrison/Tim Dawes</i></p>	<p>Est. 23 May 2017<sup>1</sup></p> <p>Quarterly</p>	<p>The purpose of the Housing Delivery Board is to provide cross-party comment on the work of Planning Policy, Development Management and the Council's housing delivery function in relation to the delivery of sufficient housing, across all tenures, to meet the requirements of the adopted Local Plan.</p> <p>Objectives</p> <ul style="list-style-type: none"> <li>• To monitor progress against our housing delivery targets, identifying obstacles and recommending corrective action</li> <li>• To identify and evaluate options which will increase the delivery rate of new housing</li> <li>• To strengthen positive working relationships with partner organisations that are able to contribute towards ensuring we facilitate the delivery of housing to meet the needs of our community, particularly developers.</li> </ul>	<p>The Board have been active in monitoring progress against GBC housing delivery targets. This has included through receiving quarterly updates on interim completions of homes in the borough, as well as by means of annual reporting reflected in the GBC Land Availability Assessment, which includes commentary on the Council's 5-year housing land supply position as well as past housing delivery. The Board have also received and commented on the GBC Housing Delivery Action Plan (2020), which assesses the causes of under-delivery and identifies actions to increase delivery in future years.</p> <p>The Board will continue to monitor and provide comment in relation to the delivery of sufficient housing to meet the requirements of the Local Plan.</p>

<sup>1</sup> As Planning Policy and Housing Delivery Board

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		<ul style="list-style-type: none"> <li>• To provide a forum that aids the necessary strategic co-ordination of the multiple work streams across the Council that will facilitate the delivery of housing</li> <li>• To identify, evaluate and recommend measures which will help ensure we have a local private rented housing sector that meets the needs of our communities</li> </ul>	
<b>Innovation Board</b>  <i>Four councillors</i>  <i>Cllr Gordon Jackson (Chair)</i> <i>Cllr Jan Harwood</i> <i>Cllr John Redpath</i> <i>Cllr Caroline Reeves</i>  <i>Lead officer:</i> <i>Chris Burchell</i>	25 August 2020  Bi-monthly (first meeting 30/10/2020)	See Appendix 4	<b>Progress:</b> Newly formed group the purpose of which is to develop, coordinate and manage three priority areas in the Council's Innovation Strategy to compliment the wider economic priorities within the Council's Recovery Plan. At the first meeting of the Board on 30 October the Board reviewed its Innovation Strategy and progress to date  <u>Work to be undertaken:</u> To look at wi-fi coverage maps for 3, 4 and 5G and identify weak wi-fi spots in town centre. Support/promote integrated travel and the Sustainable Movement Corridor Progress work in relation to working with 5G Hub at the University of Surrey to develop Guildford as a test bed for a wi-fi



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			<p>hub.            Support the Digital Health Steering Group            Encourage more green start-up businesses.            Identify opportunities where digital data could be shared between GBC and SCC.            Develop the Innovation Forum - Guildford Borough Council could bring together local businesses, educational institutions and local government.            Innovation Awards - Will be held virtually on 17 November for businesses to apply to celebrate the best of innovation in Guildford. An additional award category had been created for businesses who had dealt with covid-19 challenges innovatively.</p>
<p><b>Local Plan Panel</b></p> <p><i>Seven councillors</i></p> <p><i>Cllr Jan Harwood (Chair)</i>  <i>Cllr Joss Bigmore</i>  <i>Cllr Angela Gunning</i>  <i>Cllr Nigel Manning</i>  <i>Cllr Caroline Reeves</i>  <i>Cllr Paul Spooner</i>  <i>Cllr Catherine Young</i></p> <p><i>Lead officer:</i>  <i>Stuart Harrison</i></p>	<p>January 2004            Quarterly</p>	<p>The Local Plan Panel is a small, group of councillors comprising relevant Executive Members and members representing a geographical spread across the Borough, whose principal role is to monitor and drive progress with the various stages of the new Guildford Borough Local Plan in accordance with the Local Development Scheme and the Council's statutory duties.</p>	<p>The Local Plan Panel has not met since October 2019. There are no minutes taken at any of the meetings. The purpose of the Panel was to act as a cross party sounding board contributing to the development of the boroughs Local Plans. The panel was engaged in the development of the Regulation 18 version of the Development Management DPD in September/October 2019.</p> <p>The Panel was reconvened in October to help progress the Development Management DPD to its Regulation 19 consultation.</p>

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<p><b>Major Projects Portfolio Board</b></p> <p><i>Eight councillors</i></p> <p><i>Cllr John Rigg</i>  <i>Cllr Caroline Reeves</i>  <i>Cllr Ramsey Nagaty</i>  <i>Cllr Paul Spooner</i>  <i>Cllr Joss Bigmore</i>  <i>Cllr Tim Anderson</i>  <i>Cllr Chris Blow</i>  <i>Cllr Jan Harwood</i></p> <p><i>Lead officer:</i>  <i>Liz Fleming</i></p>	<p>January 2016</p> <p>Monthly (except August)</p> <p>Due to COVID19 and following the appointment of new Administration, no formal meetings were held since March 2020 to date – next meeting scheduled for start of 2021.</p>	<p>As per 21 May 2019 report                      No change to current Terms of Reference</p> <p>New Terms of Reference to be agreed at next meeting at the start of 2021.</p> <p>See Appendix 5</p>	<p><u>Progress:</u>                      The role of the board is to provide an overarching overview of the Major Projects Portfolio deliverables and to act as the primary reporting group for the Major Projects Team and the Weyside Urban Village Development Team, and for all other projects within the Council that have a capital value of £1,000,000 or more.</p> <p>Over the meetings that have taken place in Municipal Year 2019/20 the Board has/will receive presentations and discuss the following current projects:</p> <ul style="list-style-type: none"> <li>• Blackwater Valley Hotspots</li> <li>• Ash Road Bridge Project</li> <li>• Public Realm Guildford</li> <li>• Community Bike Share</li> <li>• Guildford Crematorium Rebuild</li> <li>• Guildford Museum Project</li> <li>• Guildford Park Road Redevelopment</li> <li>• Weyside Urban Village Development Programme</li> <li>• Spectrum 2.0</li> <li>• Sustainable Movement Corridor 1</li> <li>• Walnut Bridge Replacement</li> <li>• Guildford Economic Regeneration Programme</li> </ul>

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			<ul style="list-style-type: none"> <li>• Flood Alleviation Scheme</li> <li>• North Street Redevelopment Project</li> </ul> <p><u>Work to be undertaken:</u>            The Board will continue to provide oversight to projects lead by Guildford Borough Council with a capital value in excess of £1,000,000 and receive presentations on projects as part of a rolling programme.</p>
<b>Museum Working Group            (Major project)</b>  <i>Ten councillors:</i>  <i>Cllr Joss Bigmore</i> <i>Cllr Ruth Brothwell</i> <i>Cllr Colin Cross</i> <i>Cllr Angela Gunning</i> <i>Cllr Gordon Jackson</i> <i>Cllr John Redpath</i> <i>Cllr Caroline Reeves</i> <i>Cllr Pauline Searle</i> <i>Cllr James Steel</i> <i>Cllr Catherine Young</i>	12 November 2018  Monthly	Covered by Appendix 5	No meetings held since the last working groups report (21 May 2019)
<b>Play Development Strategy            &amp; Fixed Play equipment            Group</b>	April 2016  Meetings twice per year	The strategy is two separate but aligned documents, forming one cohesive strategy.	The work of the strategy is ongoing, although the original five year term is nearly up (2021), due to current circumstances the strategy is likely to be

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<p><i>Four councillors</i></p> <p><i>Cllr Julia McShane            Cllr James Steel,            Cllr Jo Randall            Cllr Dennis Booth</i></p> <p><i>Lead officer: Jonathan Sewell</i></p>		<p>Project Board Monitoring Group reviews the Play Strategy action plan progress every 6 months. The Play Strategy annual action plan seeks to deliver the overall strategy aims by reducing barriers to play.</p> <p>The core purpose of the interaction with councillors is to ensure they have the opportunity to be informed on the progress of the action plan and so that those councillors on the group can be advocates for the strategy within their respective groups and colleagues.</p>	<p>extended.</p>
<p><b>Property Review Group</b></p> <p><i>Four councillors:</i></p> <p><i>Cllr Tim Anderson            Cllr John Rigg            Cllr Caroline Reeves            Cllr Nigel Manning</i></p> <p><i>Lead officer:            Marieke van der Reijden</i></p>	<p>2003.</p> <p>Ten times per year</p>	<p>See Appendix 6</p>	<p><u>Progress:</u>            Continued to review strategic property matters on investment, operational and strategic properties. Completed the sale of Liongate House. Acquisition of further industrial estate sites. Continued development of Midleton Industrial Estate</p> <p><u>Work to be undertaken:</u>            Continue Midleton Industrial Estate development; oversee the acquisition of operational and investment sites, subject to funding being approved; compose the asset strategy, including the basis for acquiring or developing assets and to drive the direction of the asset portfolio including regeneration programmes;</p>

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			review needs and costs of ongoing maintenance of major assets.
<b>Sports Development Strategy Group</b>  <i>Four councillors</i>  <i>Cllr James Steel</i> <i>Cllr Joss Bigmore</i> <i>Cllr Ramsey Nagaty</i> <i>Cllr Jo Randall</i>  <i>Lead officer:</i> <i>Jonathan Sewell</i>	Date est. N/K  Twice yearly	Each of Leisure Development's three core strategies has a monitoring group to review the annual progress of last year's action plan and to endorse next year's action plan.	Normally we would meet twice a year. Meetings have been suspended pending completion of Phase B of Future Guildford.
<b>Town Twinning Working Group</b>  <i>Seven councillors:</i>  <i>Councillor Joss Bigmore</i> <i>Councillor Angela Gunning</i> <i>Councillor Gordon Jackson</i> <i>Councillor Ramsey Nagaty</i> <i>Councillor John Redpath</i> <i>Councillor Caroline Reeves</i> <i>Councillor Pauline Searle</i>  <i>Lead officer: Stephen Benbough</i>	September 2016  Meets two or three times per year	(a) To demonstrate, develop and enhance the benefits of Guildford's twinning arrangements. (b) To consider opportunities to deliver economic, educational, cultural and sporting benefits to Guildford through twinning arrangements, including in terms of tourism or inward investment. (c) To consider, advise, coordinate and agree projects and initiatives with Guildford's twin town(s) to further the objectives of twinning. (d) To encourage local	<b>Progress:</b> The Group has continued to oversee opportunities to develop strengthened links with Freiburg and other international partnerships.  <u>Work to be undertaken:</u> To further develop relationships with Freiburg and consider other opportunities relating to international partnerships.

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		<p>businesses, organisations, clubs and residents to develop relationships with Guildford's twin town(s), including by participation in exchanges and twinning activities.</p> <p>(e) To publicise and promote Guildford's twinning relationships to residents and businesses to secure greater interest and engagement.</p> <p>(f) To determine the desirable characteristics of potential future twin towns.</p> <p>(g) To make recommendations to the Council on any future formal twinning arrangement or similar link.</p> <p>(h) To monitor Guildford's twinning arrangements to maintain their effectiveness and future flexibility.</p>	
<b>Weyside Urban Village Development Governance Board<sup>2</sup></b>  <i>Four Councillors</i>	17 November 2017 Quarterly	See Appendix 7	The Weyside Urban Village Development Programme is a complex project. It includes the relocation and construction of a new sewage treatment plant, relocation and construction of the Council's

<sup>2</sup> Previously the Slyfield Area Regeneration Project Governance Board

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<p><i>Cllr John Rigg            Cllr Caroline Reeves            Cllr Joss Bigmore            Cllr Jan Harwood</i></p> <p><i>Lead officer:            Michael Lee-Dickson</i></p>			<p>operational services depot, development of some light industrial units, the relocation and construction of new waste facilities for SCC and the construction of up to 1,500 new homes, along with the necessary supporting infrastructure. The WUV Governance Board, in its role as a monitoring body, has provides guidance to the Project Team to assist in key decision making.</p> <p>Work to be undertaken: As the WUV Development Programme continues the WUV Governance Board will continue to provide guidance to support the Project Team in decision making, and also advise and comment on key interfaces and dependencies that may exist between individual service areas and the WUV Development Programme.</p>

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## Terms of Reference for Climate Change Board (“CCB”)

**15 October 2020 – Revision 1**

The CCB is an Executive Working Group that operates within the procedures set out in the Constitution and has overall responsibility to:

- a) monitor outcomes and strategies relating to our Climate Emergency;
- b) make recommendations to the Executive for approval, where applicable
- c) develop partnerships with the community, businesses and other local authorities in order to co-ordinate implementation of climate change policies and projects.

### Declaration of a Climate Emergency

On 23 July 2019, the Council passed a resolution declaring a Climate Emergency that requires urgent action.

The resolution requires the Council:

1. to work with partners across the Borough to evaluate and determine how and when Guildford Borough can become carbon neutral
2. to work towards making the Council’s activities net-zero carbon by 2030
3. to establish the necessary governance structures, investment plans and officer resources in order for the Council to build a strong foundation to deliver progressively ambitious carbon reductions across its operations
4. to establish a borough-wide Climate Change Partnership consisting of representatives from all stakeholders across all sectors
5. to develop, within 12 months, a clear action plan and timescale for being net-zero carbon across the Council’s operations, starting with a review of what has already been achieved and plans that already been instigated
6. to deliver a joint Member-Officer training programme to enable a shared understanding of how to deliver the above, starting in September 2019.

This resolution will be implemented across the Council with all Executive members having responsibility to ensure that the necessary actions are identified and pursued within their individual portfolios. The CCB will monitor all these activities in order to ensure that there is a co-ordinated effort to implement strategies and an action plan to address the Climate Emergency. It will develop an action plan that puts the Council at the forefront of promoting measures that will facilitate and encourage Guildford Borough to be carbon neutral, reduce levels of carbon emissions, and to respond to the declared Climate Emergency

The CCB will identify and liaise with relevant authorities and stakeholders and will work with these organisations to implement the requirements of the resolution.

Given the breadth of the work required, where necessary the CCB will, with the agreement of the Leader of the Council, create sub-working groups that will report to the CCB. Such

working groups may include councillors, officers and external representatives whom the Leader and the CCB consider may provide appropriate advice and assistance to the Council.

## Key Priorities

Considering the mounting scientific evidence indicating the urgency with which action is required on reducing our impact on the climate, the board will commit to a top down approach. Specifically, the board will target three key sectors where the Council can take initiative and influence actions to address the declared Climate Emergency and tackle climate change in partnership with others; Energy, Infrastructure and Business and Community.

The CCB will consider, prioritise and recommend practical measures that can be achieved in connection with each of these three sectors:

### Energy

Focussing on energy supply and performance, the priorities of the group will be:

- Decarbonising the energy supply
- Supporting environmentally sustainable energy supply to meet increase in demand
- Unlocking scalable clean energy supply as an enabler for addressing climate change
- Taking measures to ensure energy supply remains resilient and secure
- Enabling opportunities to retrofit buildings to improve energy performance

### Infrastructure

Focussing on planning and low carbon infrastructure, the priorities of the group will be:

- Supporting and enabling infrastructure projects that are compatible with future sustainable transport and which encourage easy modal shift for borough residents, businesses and visitors
- Planning for low carbon building and infrastructure through planning policy and development management
- Enabling waste operations that reduce and recycle waste in ways that are carbon reducing and compatible with the sustainable future of the borough
- Monitor flooding and water infrastructure works to ensure that solutions ensure scalable infrastructure is put in place or developed to keep up with the pace of growth in the borough
- Foster partnerships that enable infrastructure projects to come forward

### Businesses and communities

Focussing on engagement and education, the priorities of the group will be:

- Engaging with stakeholders across the community to encourage and facilitate initiatives to address the climate emergency locally
- Educating the board and fellow councillors in carbon literacy; to understand and be able to explain the basic science of climate change and how climate change will affect us both globally and locally, how to assess our climate change objectives; and how to construct our own strategies to take action on climate change
- Ensuring scientifically accurate information is disseminated to the wider community
- Fostering conversation and discussion around the topic of climate change, where possible and relevant
- Creating and nurturing partnerships to educate the wider public as to the challenges we face ahead.
- Recommending most effective methods for stakeholder engagement (e.g. Citizens Panel, Business engagement etc)
- Working in partnership to identify and deliver local carbon reduction projects
- Supporting via low carbon incentives and carbon literacy campaigns

## Roles and responsibilities

### Chairman

- Chair and facilitate Board meetings, ensuring the agenda is covered and all views actively sought and considered
- Ensure the Board remains focused on achieving its objectives and realising the expected benefits
- Promote partnership working to engender trust amongst board members and encourage creative and collaborative relationships to develop
- Commit to effective and efficient programme governance

### Board Members

- Assist with the development, implementation and review of the strategies and champion the programme to internal/external stakeholders
- Review papers, attend meetings and complete actions as agreed
- Seek to reach consensus opinions within the Board wherever practicable and consider matters from other perspectives, including the public and staff
- Agree on recommendations to go forward to the Executive for approval

### Senior Responsible Officers

- Responsible for the development of strategies and action plan
- Facilitate meetings with outside stakeholders, whose input will be necessary to develop and implement the strategies
- Assist with necessary research to develop strategies and action plan
- Provide stability in the development, adoption and monitoring of the strategies
- Ensure that appropriate minutes are taken and that Board papers are delivered within the required timescale

### Programme Manager

- Track progress and monitor the delivery plan for the programme
- Develop a programme risk register to align with the Corporate Risk Register

### Meetings

The board will meet approximately every two months.

Agenda and papers will be circulated at least five working days in advance of the meeting.

Minutes and actions will be circulated within five working days after the meeting.

A standing agenda will be provided that will include an update from the previous meeting, key decisions and new actions and the plan for taking this forward.

Copies of the minutes will be submitted to the Corporate Management Team (and Executive Liaison Group?).

### Membership

Councillor membership:

<b>Name</b>	<b>Position</b>	<b>Role on Board</b>
Jan Harwood	Councillor	Chairman
Caroline Reeves	Councillor	Member
Deborah Seabrook	Councillor	Member
Diana Jones	Councillor	Member
Catherine Young	Councillor	Member
Paul Spooner	Councillor	Member

Officer appointees (advisory capacity only)

<b>Name</b>	<b>Position</b>	<b>Role on Board</b>
VACANT (James to cover)	Director of Strategic Services	Officer
Marieke van der Reijden	Head of Asset Management (Climate Change Lead)	Officer
Alex Swainson	Energy Strategy Manager	Officer
Paul Taylor-Armstrong	Climate Change Officer	Officer
Chris Wheeler	Waste, Parking and Fleet Services Manager	Officer
Chris Burchell	Local Economy Manager	Officer
Carrie Anderson	Democratic Services Officer	Officer (Secretary)
Emma McBriarty	Senior Communications Officer	Officer

External appointees (advisory capacity only)

<b>Name</b>	<b>Position</b>	<b>Role on Board</b>
Alastair Atkinson	GEF Co-optee	Member
Prof Graham Miller	University of Surrey Co-optee	Member

Other key officers from across the Council and representatives of external bodies may be invited to attend meetings in an advisory capacity only, as required, at the discretion of the Chairman and/or the Committee acting by majority.

Reporting

The Board shall, periodically, report back the results of their work, including recommendations where appropriate, to the Executive.

Annual Review

The terms of reference and membership of the Climate Change Board will be reviewed on an annual basis, or as required.

Continuation of the Board will be reviewed annually by the Executive.

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## **Terms of Reference for Climate Change and Innovation Strategy Board (“CCIB”)**

The CCIB will report to the Executive and will have overall responsibility for:

- a) developing the Council’s Climate Change Strategy; and
- b) overseeing the delivery and carrying out of an ongoing review of the Council’s Innovation Strategy 2019/20.

## Declaration of a Climate Emergency

On 23 July 2019, the Council passed a resolution declaring a Climate Emergency that requires urgent action.

The resolution requires the Council:

1. to work with partners across the Borough to evaluate and determine how and when Guildford Borough can become carbon neutral
2. to work towards making the Council’s activities net-zero carbon by 2030
3. to establish the necessary governance structures, investment plans and officer resources in order for the Council to build a strong foundation to deliver progressively ambitious carbon reductions across its operations
4. to establish a borough-wide Climate Change Partnership consisting of representatives from all stakeholders across all sectors
5. to develop, within 12 months, a clear action plan and timescale for being net-zero carbon across the Council’s operations, starting with a review of what has already been achieved and plans that already been instigated
6. to deliver a joint Member-Officer training programme to enable a shared understanding of how to deliver the above, starting in September 2019.

This resolution will be implemented across the Council with all Executive members having responsibility to ensure that the necessary actions are identified and pursued within their individual portfolios. The CCIB will have oversight of all these activities in order to ensure that there is a co-ordinated effort to implement the resolution. It will work with all sections of the Council to develop a strategy that not only satisfies the requirements of Paragraph 5 above, but which puts the Council at the forefront of promoting measures that will facilitate and encourage Guildford Borough to be carbon neutral, to counteract the historic carbon deficit and to respond to the declared Climate Emergency.

The CCIB will identify and liaise with relevant authorities and stakeholders in order to establish the Climate Change Partnership referred to in Paragraph 4 and will work with these organisations to implement the requirements of the resolution. It will also monitor all applications for grant funding in connection with projects that aim to respond to the Climate Emergency.

Given the breadth of the work required, where necessary the CCIB will, with the agreement of the Leader of the Council, create working groups that will report to the CCIB. Such

working groups may include councillors, officers and external representatives whom the Leader and the CCIB consider may provide appropriate advice and assistance to the Council.

Taking account of the Climate Change Framework, which was adopted as part of the Innovation Strategy 2019/20, it is proposed that the CCIB considers the following elements in developing the Climate Change Strategy and gives careful thought to prioritisation and practical measures that can be achieved in connection with but not limited to the following:

### Transport

- Measures to reduce traffic congestion including parking schemes, low emission zones, and workplace charging
- Support for electric vehicles including the urgent development of charging points
- Encourage modal shift so that travellers move away from private cars towards for example buses, cycling and walking or other greener forms of transport. This will include potential investment in suitable infrastructure such as bus lanes, cycle paths and improved footpaths
- Planning policies to require businesses to develop low carbon travel plans and make it easier not to use cars for all their employees
- Planning policies that encourage car share schemes and reduce car use in new developments
- Encourage conversion of buses and other public transport (e.g. taxis) to electric vehicles
- Encourage rapid transition of own fleet vehicles to electric vehicles

### Buildings

- Ensure planning policies that drive a significant reduction in carbon emissions and a net environmental gain (including biodiversity), whilst being mindful of rising temperatures and the need for appropriate ventilation
- Review planning policies and building regulations in relation to the build standard of new homes and alterations to existing homes

### Energy

- Promote the introduction of renewable and low carbon energy
- Survey energy use and consumption patterns across the Borough and identify buildings that are suitable for renewable energy
- Work with our partners in local government and the energy supply sector to
  - consider the establishment of district energy networks or similar systems;
  - plan for meeting increased demand;
- Reduce energy use in own estate and add renewable energy
- Divest from fossil fuels and invest in renewable energy projects (eg Council pension Fund)
- Commit to opposing fracking and other fossil fuel extraction



## Waste

- Establish net carbon savings targets from waste management services
- Take appropriate steps to maximise conversion of waste into renewable resources where practicable.
- Recycle and compost of household waste by and the establishment of appropriate targets that respond to the Climate Emergency
- Investigate waste to energy opportunities

## Trees and Green Spaces

- Work with local landowners and other stakeholders to promote carbon capture and sustainable agriculture
- Use council land to drawdown carbon and promote biodiversity (e.g. tree planting, working with Surrey Wildlife Trust, Woodland Trust etc)
- Stop using herbicides, pesticides (eg Glyphosate) on verges
- Encourage reduced mowing to allow wildflower planting and growth

## Water

- Flood management strategy recognising that extreme events are likely to be more frequent
- Measures to reduce impact on our water supply, which is already under stress
- Work with relevant partners to plan to improve our infrastructure and seek to educate citizens to use less water in their daily lives.

## Procurement

- Write and adopt a procurement policy that encompasses sustainable development
- Educate, train and encourage internal procurers and commissioners to review their consumption of goods and services, reduce usage and adopt more environmentally friendly products and procedures
- Communicate the sustainable procurement policy to all staff, suppliers, members and other stakeholders.
- Buy green energy and good/organic food
- Aim to win awards for sustainability and reduce consumption
- Require deliveries to be by electric vehicles where practicable
- Creation of an out of town hub where goods are off-loaded into small electric vehicles for local delivery

## Influence and Education

- Work with residents and businesses to change their patterns of energy consumption and encourage end-use energy efficiency improvement (e.g. through more efficient appliances and lighting).

- Encourage businesses to develop sustainability and emission reduction plans working with organisations such as Experience Guildford
- Work with the University of Surrey to encourage research into sustainable practices in the borough that both educate residents and provide opportunities for innovation (Guildford as a Living Lab)
- Develop a network for shared environmental best practice in the borough
- Review the implications of moving towards a low carbon economy on Guildford's jobs and skills markets.
- Educate our residents to promote ethical shopping and less waste
- Maximise opportunities to consult and involve local people, including parish councils, residents' associations and neighbourhood fora, so that they are prioritising energy efficiency and waste recycling as part of their general activities
- Engage with the Third Sector, who can assist in encouraging communities towards responsible and energy efficient decision making
- Direct resources towards community engagement and behavioural change, with particular emphasis on easy to reach groups (e.g. schools)
- Promote local tourism offer so as to encourage staycation and reduced travel

#### Key Performance Indicators

- A realistic target for each priority area is needed and a set of measurables against which progress can be tracked.
- Consider how the emissions of the Borough as a whole can be assessed and monitored
- The Council should prioritise its own estate and give a target date for when it will be net carbon neutral. For GBC's estate this should include their offices, council owned buildings and houses, and its fleet of vehicles etc.
- The council should then prioritise its partners – e.g. housing associations and those from whom it procures.
- Baseline information for each priority area is needed. We should enable residents to calculate their own individual carbon footprint and aggregate the information.
- All Council reports to be required to indicate any Climate Change impact, as is done for diversity etc.

## Delivering the Innovation Strategy 2019/20

### Introduction

Guildford Borough Council's Innovation Strategy 'Making Guildford Smarter' was published in March 2019 as a one-year Strategy covering the period to 31 March 2020. Innovation in our economy will be key to driving improvements in productivity and there are huge implications for future skills through automation and digital transformation. New transformational working practices will also play an essential role in the delivery of local authority services.

The Strategy has three key themes:

- Facilitating smart places infrastructure across Guildford
- Guildford as the innovators' location of choice
- Future Guildford – working to improve value for money and efficiency in Council services

This Strategy has not been developed in isolation and is in response to some key strategies and priorities developed both nationally and at regional level including:-

- The national Industrial Strategy focussing on three grand challenges – 'Future Mobility', 'Ageing population' and 'Clean Growth' and improving productivity
- The Enterprise M3 Strategic Economic Plan and emerging Local Industrial Strategy that has identified nine priorities including Science, Innovation & Enterprise, digital connectivity and sustainable growth
- DCMS UK Digital Strategy
- Surrey Futures Place Narrative
- The Council's Rural Economic Strategy
- University of Surrey's Research & Innovation Strategy

The Innovation Strategy has the following discrete actions and priorities, a number of which dovetail with the Council's commitment to Climate Change amelioration and the emerging Corporate objectives from the new Council administration.

Although many emerging and future innovations will help to address climate change, it is necessary for the Council to understand and facilitate innovation through research and development, especially in partnership with the University of Surrey, with whom we already have a number of academic, business and community links.

Building on the original 2018 proposal for a tri-partite Business-Council-University task group to move Guildford towards a Smart City culture, a new business-led Innovation Forum (to include relevant CCIB members) will focus on delivery of the Innovation Strategy Action and Delivery Plan:

## Facilitating smart places infrastructure across Guildford

### Digital Infrastructure Investment

- We will ensure that Development Management Policies promote installation of full fibre and that officers routinely review this with applicants as part of the appraisal process.
- Ensure that all Major Projects review the investment potential of existing and future projects and align with contractors
- We will provide up-to-date mapping analysis of current ducting and ownership data to identify hot spots for investment and upgrading including those owned by the local authority or Surrey County Council

## Agenda item number: 6 Appendix 3

- We will investigate the potential to align fibre projects with EM3 LEP ambitions and other Surrey Boroughs as part of the Surrey Futures work and to work collaboratively on future bids
- We will continue to identify a joint venture technology partner to implement public Wi-Fi and associated IOT platform including LORA.
- We will work in partnership with the Future Cities Catapult 5G Action Learning Network, EM3 LEP, the University of Surrey and other technology partners on emerging 5G projects including the SME sector engagement programme.

### Technology and Transport

- Aside from those projects identified as part of the wider climate change agenda, we will identify opportunities to showcase the latest research on technology and mobility with the local SME technology network and the University of Surrey
- Explore further collaboration with the 5G-HEART Programme with use cases covering GBC's vehicle fleet

### Smart and Sustainable Living

- We will improve the application and roll out of SMART technologies in the Council in working practices and delivery of services, providing training where required
- We will explore the potential to work with local technology companies on a mini competition to develop SMART solutions to support project priorities as identified by the Board.

## Promoting Guildford as the Innovator's location of choice

### Promoting Clusters

- We will continue to support the growth of the digital games sector in collaboration with the Enterprise M3 Growth Hub through events and sponsorship including the Guildford Games Festival, developing skills initiatives to secure future talent pool and ensuring we support enhanced digital connectivity.
- We will focus on the emerging space sector in the Borough in collaboration with the EM3 Growth Hub through specialised events and business support
- For both sectors we will work collaboratively with other Boroughs on joint growth deal funding to Enterprise M3

### A Collaborative Community

- We will create a new Innovation Forum in partnership with the University of Surrey and the EM3 Growth Hub to develop thought leadership, identify trends in technology and provide networking opportunities for entrepreneurs.
- We will continue to support local networking opportunities such as Kyan's Innovation Club and Silicon Drinkabout

## Communicating our Strengths

- We will create a PR and Communications Partnership with the University of Surrey to promote and co-ordinate good news stories
- We will deliver, subject to budgets, both Innovate Guildford and the Innovation Awards to showcase our strengths

## Business Support

- We will continue to work proactively with the EM3 Growth Hub on the Guildford Business Growth Programme supporting new starts and growth SMES
- We will continue to identify opportunities for the creation of new co-working spaces in the town centre either through the utilisation of Council buildings or in partnership with the private sector.

## Roles and responsibilities

### Chairman

- Effectively chair and facilitate Board meetings to ensure the agenda is covered and all views actively sought and considered and work with officers, stakeholders and other councillors to develop a draft Climate Change Strategy for approval by the Executive and the Council and to monitor and review the Innovation Strategy 2019/20 in line with the views of the Board for approval by the Executive
- Commit to effective and efficient programme governance

### Senior Responsible Officers

- Responsible for the development of the Climate Change Strategy and the implementation and review of the Innovation Strategy 2019/20, ensuring the Board remains focused on achieving its objectives and realising the expected benefits
- Ensure that appropriate minutes are taken and that Board papers are delivered within the required timescale
- Facilitate meetings with outside stakeholders, whose input will be necessary to develop and implement the strategies
- Assist with necessary research to develop the Climate Change Strategy and to implement and review the Innovation Strategy 2019/20
- Promote partnership working to engender trust amongst board members and encourage creative and collaborative relationships to develop
- Provide stability in the development, adoption and monitoring of the strategies.

### Board Members

Agenda item number: 6  
Appendix 3

- Assist with the development, implementation and review of the strategies and champion the programme to internal/external stakeholders
- Review papers, attend meetings and complete actions as agreed
- Seek to reach consensus opinions within the Board wherever practicable and consider matters from other perspectives, including the public and staff

### Programme Manager

- Track progress and monitor the delivery plan for the programme
- Escalate concerns from the projects to the Executive
- Develop a programme risk register to align with the Corporate Risk Register

### Meetings

The board will meet approximately every four weeks.

Agenda and papers will be circulated at least three working days in advance of the meeting. Minutes and actions will be circulated within five working days after the meeting.

A standing agenda will be provided that will include discussion of the action log from the previous meeting, key decisions and new actions and the plan for taking these forward.

Reports on progress will be submitted to the Corporate Management Team and Executive on a monthly basis

### Membership

Members of the CCIB will include:

<b>Name</b>	<b>Position</b>	<b>Role on Board</b>
Gordon Jackson	Councillor	Chairman
Adrian Thompson	GEF Co-optee	Vice-Chairman
Jan Harwood	Councillor	Member
Diana Jones	Councillor	Member
Susan Parker	Councillor	Member
Caroline Reeves	Councillor	Member
Deborah Seabrook	Councillor	Member
Catherine Young	Councillor	Member
Alastair Atkinson / John Pletts	GEF Co-optees	Members
Prof Graham Miller	University of Surrey Co-optee	Member
James Whiteman	Managing Director	Officer
	Head of Asset Management (Climate Change Lead)	Officer
Chris Burchell	Local Economy Manager	Officer
Emma McBriarty	Senior Communications Officer	Officer

Chris Stanton	Rural Economy Officer	Officer
Alex Swainson	Energy Supervisor	Officer
Chris Wheeler	Waste, Parking and Fleet Services Manager	Officer
Andrea Carr	Democratic Services Officer	Officer (Secretary)

Other key officer support from across the Council and representatives of external bodies may be invited to attend meetings, as required, at the discretion of the Chairman and/or the Committee acting by majority.

#### Review

The terms of reference and membership of the Climate Change and Innovation Board will be reviewed on an annual basis, or as required.

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## INNOVATION BOARD – DRAFT TERMS OF REFERENCE

### Purpose

The purpose of the Innovation Board is to develop, coordinate and manage three priority areas in the Council’s Innovation Strategy to compliment the wider economic priorities within the Council’s Recovery Plan. The Board will assist in building strong links and leveraging synergies between public, private and third sectors focussing on promoting innovation and growth in high value clusters in line with the Corporate Plan. It will also promote the Council as an exemplar Council that recognises the importance of innovation with a view to the more efficient and cost- effective provision of services

### Objectives of the Board



#### a) Promotion

Create a vision of Guildford Borough as a centre at the leading edge of innovation, recognising the importance of existing businesses and research and our ambition to develop a connected community. This would include awareness and encouragement of opportunities for funding and would promote the development of complementary businesses with a particular emphasis on emerging and disruptive technologies.

- Publicise and promote Guildford and its vision.
- Develop buy-in from all local business and residents to recognise Guildford as a base from which to pilot innovative ideas
- Highlight new and emerging technologies and examine their potential for cost effective change and potential disruptive effect locally
- Use the above to explore opportunities to increase clustering, eligibility for funding and other opportunities to develop the borough’s reputation for innovation

#### b) Connected and collaborative Community

Enable an environment where interested parties share information on technological advancements via an Innovation Forum for the benefit of all those in the borough, including the council and its services.

- Help to identify opportunities for economic growth, service delivery and smart city infrastructure through fostering collaboration.

- Maximise relationships with all research bodies, including the University of Surrey and the Royal Surrey County Hospital, and create awareness of technological developments and in particular with regard to climate change initiatives
- Assess networking groups and explore opportunities to either promote these or develop new ones.
- Ensure cross-pollination of existing groups and organisations and encourage the growth of open innovation and technology.
- Encourage sharing of information through various media.

**c) Economic Growth (Sector Development)**

With a dedicated focus on the Digital Games and Digital Health sectors, support the wider Economic Recovery Plan by ensuring we re-build and maintain a prosperous, sustainable and resilient local economy as evidenced by growth in jobs, new enterprises and collaboration in those sectors.

- Enable local entrepreneurs, partly through incubators, accelerators and promoting cluster activity
- Provide business support and highlight funding opportunities.
- Support events and networking opportunities for these sectors.
- Support lead partners such as Enterprise M3 and the University of Surrey with other high growth technology sectors such as cyber security and space where value can be added.
- Build a compelling inward investment proposition for the sectors to attract new businesses into the Borough.

**d) Service Delivery**

Examine opportunities for innovative service delivery, which results in increased customer focus, efficiency and cost-effective delivery.

- Aim for the council to be an exemplar council, with a reputation as an early adopter, embracing modern new ways of working, new materials and new thinking, where cost efficient, beneficial and feasible to do so.
- To encourage collaboration with local technology companies through the establishment of an innovation forum to capitalise on expertise and identify areas of service delivery where problems exist that might be met by innovative solutions.

**e) Smart City Infrastructure**

With current and future infrastructure, consider optimised methods of construction, operation and maintenance using leading edge technology and new approaches to find efficiencies, co-ordinate activities, and collect and share data to do more with less.

- Ensure where practicable that the potential for future disruptive changes are taking into account in current planning and developments and digital infrastructure is built into regeneration and new builds.
- Work with key partners such as Enterprise M3 and Surrey County Council on larger scale digital infrastructure schemes including bids for funding
- Work up projects to capitalise on the opportunities provided by 5G covering potential projects such as a retail test bed, SMART traffic management systems and a rural step out

## **Roles and responsibilities**

### **Chairman**

- Effectively chair and facilitate Board meetings to ensure agenda is covered and all views actively sought and considered and work with officers, stakeholders and other councillors to develop projects in line with the views of the Board for approval by the Executive.
- Commit to effective and efficient programme governance

### **Senior Responsible Officer**

- Responsible for the delivery of the Innovation Strategy, ensuring the Board remains focused on achieving its objectives and realising the expected benefits.
- Ensure that appropriate minutes are taken and that Board papers are delivered within the required timescale.
- Facilitate meetings with outside stakeholders, whose input will be necessary to develop the strategy
- Assist with necessary research to deliver the Innovation Strategy.
- Promote partnership working to engender trust amongst board members and encourage creative and collaborative relationships to develop.
- Provide stability in the development, adoption and monitoring of the Strategy.

### **Board members**

- Assist with the development of the Strategy and champion the programme to internal/external stakeholders
- Review papers, attend meetings and complete actions as agreed
- Seek to reach consensus opinions within the Board wherever practicable and consider matters from other perspectives, including the public and staff

### **Programme manager**

- Track progress and monitor the delivery plan for the programme
- Escalate concerns from the projects to the Executive
- Develop a programme risk register to align with the Corporate Risk Register

## **Meetings**

The board will meet bi-monthly.

Agenda and papers will be circulated at least three working days in advance of the meeting. Minutes and actions will be circulated within five working days after the meeting.

Agenda item number: 6  
Appendix 4

A standing agenda will be provided that will include discussion of the action log from the previous meeting, key decisions and new actions and the plan for taking these forward.

Reports on progress will be submitted to the Corporate Management Team and Executive on a monthly basis

**Proposed Councillors :**

Cllr Gordon Jackson - Chair  
Cllr Caroline Reeves – Leader of the Council  
Cllr Jan Harwood - Lead Member for Climate Change  
Cllr John Redpath – Lead Member for Economic Development  
Powers to co-opt members as required

**Main Officer Support:**

Chris Burchell & Chris Stanton – Economy & Innovation Team  
James Beach - ICT Specialist

**Review**

The terms of reference and membership of the Innovation Board will be reviewed on an annual basis, or as required.



# **MAJOR PROJECTS PORTFOLIO BOARD**

## **TERMS OF REFERENCE**

**Corporate Programmes  
Strategic Services Directorate  
Guildford Borough Council**

Release: 3.1

November 2020

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## Major Projects Portfolio Background

Established by decision of the Council's Executive in January 2016, Guildford Borough's Major Projects Team (renamed to Corporate Programmes in 2019 following the implementation of Future Guildford Phase A) has been set up to proactively deliver sustainable regeneration of previously developed land (PDL) in the town, and to bring forward the infrastructure necessary across the borough to support the ambitious growth agenda set out in both the Council's Corporate Plan 2018-2023 and Adopted Guildford Borough Local Plan 2015-2034.

The Corporate Programmes Team is part of the permanent establishment and sits within the Council's Strategic Services Directorate. In addition to the work undertaken by permanent staff within the Team, other major projects of over £1m in capital are being progressed elsewhere in the Council or by consultants.

The Corporate Programmes Team has a number of delivery objectives as set out in the Guildford Town Centre Regeneration Strategy (January 2017) revolving around property and regeneration of PDL, infrastructure resilience, unlocking growth and enhancing the Council's transport network borough-wide for the benefit of all modal users and encouraging, promoting and facilitating sustainable transport initiatives and schemes. A crucial role of the portfolio is to support the strategic objectives identified in the Adopted Guildford Borough Corporate Plan 2015-2034 and to deliver the projects/actions assigned to the Team therein.

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## Board Purpose and Duties

1. Provide the overarching overview of the Major Projects Portfolio deliverables and to act as the primary reporting group for the Corporate Programmes Team and the Weyside Urban Village (WUV) Development Programme Team, and for all other projects within the Council that have a capital value of £1,000,000 or more.
2. Agree the overall programme goals, objectives and priorities for the Major Projects portfolio and monitor programme progress, finances and impact.
3. Provide a robust challenge and scrutiny function for the work of both the Corporate Programmes Team and the WUV Development Team.
4. Manage high-level interdependencies and risks associated with the Portfolio and work programme.
5. Ensure the Portfolio delivers against its outcomes, key performance indicators (KPIs), budgets, timescales and business benefits, as identified within individual business cases, where possible, and ensure it meets the business needs of the Council.

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6. Ensure that Project Managers and leads are adequately supported in their work and are held to account for the delivery of their responsibilities.
  7. Ensure that the Portfolio Board takes full consideration of and meets national strategic targets and key milestones.
  8. Agree and implement mechanisms for reviewing the progress of the Portfolio products and deliverables, identifying problems and plans for resolution.
  9. Develop effective communication channels with key external implementation partners to ensure Portfolio deliverables are achieved for the infrastructure and regeneration programmes.

## **Roles and responsibilities**

### **Chair**

- To effectively chair and facilitate Board meetings to ensure agenda is covered and views of Board Members are actively sought and considered.
- To agree presentation topics in advance of the Board meeting.
- Commit to effective and efficient programme governance.
- Arbitrate when disagreements arise and seek resolution.

### **Deputy Chair**

- To stand in for, and undertake the duties of, the Chair where required.

### **Senior Responsible Officer**

- Responsible for the success of the Portfolio and regeneration and infrastructure projects, ensuring the Board remains focused on achieving its objectives and realising the expected benefits and aligning objectives with the Corporate Plan 2018-2023.
- Promote partnership working to engender trust amongst board members and encourage creative and collaborative relationships to develop.
- Provide stability in the development, adoption and maintenance of the regeneration and infrastructure programme.
- Encourage and facilitate frank and open conversations that may at times be difficult, working towards consensus amongst all members.
- To present progress updates to the Board on specific projects or to arrange for the Programme Manager, Project Managers or other appropriate officers to do so.
- Take the lead in taking forward actions requested by the Board.

### **Programme Manager**

- To stand in for, and undertake the duties of, the Senior Responsible Officer where required.

- 
- Track progress and monitor the delivery plan for the programme.
  - Develop a programme/portfolio risk register to align with the Corporate Risk Register.

#### **Major Projects Support Officer**

- Be responsible for all aspects of organising and servicing the Portfolio Board meetings, including, but not restricted to: making room bookings and meeting arrangements, sending invitations, preparing and circulating agendas, compiling and circulating monthly monitoring reports to Board Members, and other duties necessary to ensure effectiveness and smooth running of the Board.
- To attend Board meetings and take an accurate note of the discussion and any action points arising and then forward the draft minutes to the Chairman for their informal agreement before circulating to the wider Board.

#### **Board Members**

- To support, scrutinise and challenge the work of both the Corporate Programmes Team and the WUV Development Team.
- Facilitate change and champion the regeneration and infrastructure programme to both internal and external stakeholders.
- Review papers, attend meetings and complete any actions as may be assigned to them, as agreed.
- Seek to reach consensus opinions within the Board wherever practicable and consider matters from other perspectives, including the public and staff.

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#### **Meeting frequency and housekeeping**

- The Board shall meet once a month, unless otherwise agreed by the Chair/Deputy Chair, at Guildford Borough Council's offices at Millmead.
- The agenda, monthly monitoring report and any other relevant papers shall be circulated to all Board Members at least three working days in advance of the meeting.
- Minutes, actions and any presentations slides will be circulated to all Board Members within five working days after the meeting.
- Reports on progress, both in terms of the programme itself and key individual projects shall be submitted to the Corporate Management Team and Executive on a regular basis, as and when required, or at the request of the Board.
- If a Board Member is unable to attend a particular Board meeting, they shall send their apologies in advance via email, or verbally, to the Support Officer.
- Board Members may send a suitable officer as a substitution if they are unable to attend.



## Board Membership

Members of the Major Projects Portfolio Board shall include the following councillors (to be advised) and the officers listed in the table below:

<b>Major Projects Portfolio Board</b>			
Cllr John Rigg	Cllr Joss Bigmore	James Whiteman	Elizabeth Fleming
Cllr Caroline Reeves	Cllr Tim Anderson	Claire Morris	Claudia Frost
Cllr Ramsey Nagaty	Cllr Chris Blow	Dawn Hudd	Michael Lee-Dickson
Cllr Paul Spooner	Cllr Jan Harwood	Ian Doyle	Tim Dawes
			Emma McBriarty
			Sarah White / Diane Owens

- Other Senior Leaders and key officers from across the Council will be invited to attend meetings in respect of specific agenda items, or to present updates on projects, as required.

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## Review

The terms of reference and membership of the Major Projects Portfolio Board shall be reviewed on at least an annual basis, or as otherwise required due to personnel changes or specific request of the Chair.

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**END**

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**TERMS OF REFERENCE**

**Group membership:**

Name	Title	Function
<b>Marieke van der Reijden (Chair)</b>	Head of Asset Management (Climate Change Lead)	Asset Management
<b>Claire Morris</b>	Resources Director	Management Team
<b>Melissa Bromham</b>	Interim Deputy Head of Asset Management	Asset Management
<b>Mark Appleton</b>	Asset and Property Manager	Asset Management
<b>Darren Burgess</b>	Property Surveyor	Asset Management
<b>Paul Stacey</b>	Operations Manager	Parks and Leisure Services
<b>Caroline Reeves</b>	Deputy Leader of the Council	
<b>Tim Anderson</b>	Lead Councillor	Resources
<b>John Rigg</b>	Lead Councillor	Regeneration
<b>Nigel Manning</b>	Councillor	
<b>Secretariat</b>		Asset Management

**The group will:**

Provide the Corporate Management Team (CMT) with a strategic overview of the Council's properties excluding Council dwellings. This will include recommendations and reports to the CMT on property acquisition, disposal, development and strategic asset management.

Meet on monthly basis (except August) or more frequently if required.

The membership of the group is as set out above with the ability to call on the expertise and skills of other officers as required.

**Specifically, the group will:**

1. Review as necessary the process for strategic management of the property estate and make recommendations for any changes to the CMT
2. Review as necessary the policies, plans and business procedures of the Council in the management and mitigation of substantive risk arising from its property portfolio and other associated undertakings, and where necessary or appropriate to make recommendations to the CMT
3. Review as necessary the performance of individual operational properties against an agreed set of criteria in accordance with the Asset Management Framework in accordance with the Asset Review Programme
4. Review annual the performance of individual investment properties against an agreed set of criteria in accordance with the Asset Management Framework in preparation for a report to the Overview and Scrutiny Committee each year followed by a report to the Executive

**TERMS OF REFERENCE**

5. Review and recommend for submission capital project bid business cases for works to properties as part of the corporate business planning process
6. Review and recommend for submission the proposed planned maintenance schedule and revenue budget estimates for the year ahead as part of the corporate budget setting process
7. Review quarterly the progress on major planned maintenance and capital projects and the expected expenditure outturn against budget
8. Make or commission such enquiries, reports or investigations as it considers necessary in respect of any transactions made or proposed by the Council, in relation to commercial property in accordance with approved budgeted expenditure
9. Review as necessary all pre-offer details, basic purchase reports and full purchase reports for proposed property acquisitions
10. Review as necessary all property reports regarding proposed future use of an asset
11. Review as necessary all property reports regarding proposed disposal of a property
12. Review as necessary all property reports regarding properties owned by the Council as trustees
13. Annually review the terms of reference.

The Group will work to the following timetable so far as possible:

Agenda programme reviews	Month
Property reports	Monthly item
Property acquisitions	Monthly item
Property sales	Monthly item
Investment property annual performance review	June
Strategic asset management processes	As and when
Review PRG terms of reference	September
Capital programme business cases review	October
Major planned maintenance and capital projects review	Monthly item
Revenue and capital budget review – current year	Monthly item

**TERMS OF REFERENCE**

Operational property performance	November
Property related policies, plans and procedures	As and when
Property enquiries, reports or investigations	As and when

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## **Weyside Urban Village (WUV) Governance Board Terms of Reference**

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### **Purpose of the Governance Board**

The Council is engaged in a long-term project to redevelop the Slyfield area of Guildford on land primarily owned by Guildford Borough Council (GBC) and Thames Water (TW), Surrey County Council (SCC) own a small % of the development site . This is a complex project, it includes the relocation and construction of a new sewage treatment plant, relocation and construction of the Council's operational services depot, development of some light industrial units, the relocation and construction of new waste facilities for SCC and the construction of up to 1,500 new homes, along with the necessary supporting infrastructure.

It is critical that a project of this size receives oversight from senior managers from across the Council alongside the Lead Councillors. The purpose of the Governance Board is to assist the Programme Manager with managing the project and assisting with making key decisions throughout the Weyside Urban Village project lifecycle. The need to form a Governance Board for a project of this size and complexity will also assist with ensuring that this programme continues to meet the corporate governance requirements.

### **The Programme Team**

The Programme Team consists of both Council officers and external consultants employed that are actively working on the WUV project on a daily basis.

Programme Team members currently consist of:

- James Whiteman – Managing Director, GBC
- Michael Lee-Dickson – Regeneration Lead, GBC
- Claudia Frost – Senior Programme Manager, GBC
- Nick Haverly – Financial Analyst, GBC
- Leigh Edwards – Development Surveyor, GBC
- Caroline Cheesman – Programme Support, GBC
- Claire Morris – Director of Finance and S151 Officer, GBC

### **The Project Steering Group**

The Project Steering Group consists of both council officers and external consultants employed that are actively working on the SARP project on a daily basis. Project Steering Group meetings are held on a monthly basis as well as on an ad-hoc basis, if required.

### **The Governance Board**

The Governance Board is a monitoring body that will comprise membership from across the Council. To ensure the appropriate level of monitoring, these will include positions of senior management or expertise necessary to guide key decision making on WUV.

On occasion, invitations could be extended to external parties. Members will be expected to give their expert opinions to guide key decisions on the project. Members will also be expected to convey information back from the Governance Board meetings to their service areas, and in particular comment on any key interfaces and dependencies that may exist between their service areas and WUV.

Governance Board membership will comprise of the following:

- Joss Bigmore, Leader of the Council, GBC
- Caroline Reeves – Deputy Council Leader, GBC
- John Rigg –Lead Councillor for Regeneration, GBC
- Jan Harwood – Lead Councillor for Climate Change, GBC
- James Whiteman – Managing Director, GBC
- Ian Doyle – Director of Service Delivery, GBC
- Strategic Services Director, GBC
- Claire Morris – Head of Financial Services and S151 Officer, GBC
- Michael Lee-Dickson – WUV Regeneration Lead, GBC
- Sarah White - Lead Specialist, Legal, GBC
- Claudia Frost – Senior Programme Manager, GBC
- Nick Haverly, Financial Analyst, GBC
- Leigh Edwards – Interim Development Surveyor, GBC
- Caroline Cheesman – Programme Support, GBC

Where named meeting attendees cannot be present, they are able to nominate a deputy. A deputy is to be confirmed a week before the project board meeting which the said deputy is nominated to attend, subject to agreement by both the project sponsor and project manager.

### **Meeting Frequency and distribution of papers**

The Governance Board will meet quarterly throughout the lifecycle of the project, preferably at the Council offices at Millmead. At points throughout the project, matters may arise requiring discussion within the intervening period. When an event such as this arises, the Project Manager may convene a special Governance Board meeting.

The meeting agenda and any papers will be distributed by either the WUV Regeneration Lead or WUV Programme Support Officer a few days before the Governance Board meeting takes place. Where papers may require a significant review time, papers will be circulated a week in advance of the meeting.

The meeting minutes will be circulated by either the WUV Regeneration Lead or WUV Programme Support Officer within a week of the date of the meeting. Attendees will be given a week to respond to request any alterations to the meeting minutes, including the minuted actions and decisions.

### **Issue Escalation**

Where matters arising cannot be resolved by the Governance Board, the WUV Regeneration Lead will escalate the issue to the Executive for a decision.



**ELECTORAL REVIEW WORKING GROUP**  
**DRAFT TERMS OF REFERENCE**

Composition:

The Working Group will be cross party and comprise one councillor from each political group on the Council, each of whom shall be nominated by their respective group. The Executive will appoint a Chairman for the Working Group. Substitutes shall be permitted.

Officer support:

Officers from Democratic Services and Elections, Legal Services, and Communications will provide support to the Working Group.

Scope:

The Working Group has been established to progress the review of warding arrangements being undertaken by the Local Government Boundary Commission for England (LGBCE) scheduled to begin in January 2021.

Functions

To develop options, review any representations made, and make recommendations to Council using the guidance issued by the Local Government Boundary Commission for England, relating to proposals for the future warding of Guildford borough, including the names, number and boundaries of wards, and the number of councillors to be elected to each, and which attempt as far as possible to:

- (a) achieve equality of representation in each ward;
- (b) establish electoral arrangements which avoid splitting local ties and where boundaries are easily identifiable; and
- (c) deliver effective and convenient local government

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Executive Report

Ward(s) affected: N/A

Report of Director of Strategic Services

Author: John Armstrong, Democratic Services and Elections Manager

Tel: 07970 516859

Email: john.armstrong@guildford.gov.uk

Lead Councillor responsible: Joss Bigmore

Tel: 07974 979369

Email: joss.bigmore@guildford.gov.uk

Date: 5 January 2021

## **Surrey Leaders' Group Nomination: Surrey & Borders Partnership NHS Foundation Trust (Mental Health Foundation Trust)**

### **Executive Summary**

The Surrey Leaders' Group (SLG) is formed of the leaders of the twelve Surrey local authorities. It provides a political forum where leaders can come together to discuss strategic issues and act as a strong representative body for local government in Surrey.

The Council has been invited by the SLG to nominate a representative to serve as a governor on the Surrey & Borders Partnership NHS Foundation Trust (Mental Health Foundation Trust). The deadline for receipt of nominations is Tuesday 12 January 2021.

Group leaders were consulted on 25 November 2020 and asked to canvass their members for nominees with a deadline to respond by 14 December 2020. At the time of the publication of this report, no nominations had been received.

### **Recommendation to Executive**

- (1) To consider making a nomination to the Surrey Leaders' Group respect of the appointment of a governor to the Surrey & Borders Partnership NHS Foundation Trust (Mental Health Foundation Trust)
- (2) Subject to (1) above, to agree that the call-in procedure shall not apply in respect of any decision to submit a nomination.

### Reason for Recommendation:

To ensure that any nomination submitted by this Council is considered by the SLG.

**Is the report (or part of it) exempt from publication?** No

**1. Purpose of Report**

- 1.1 To consider whether this Council should submit a nomination to the SLG in respect of the appointment of a district/borough council representative on the Surrey and Borders Partnership NHS Foundation Trust (Mental Health Foundation Trust)

**2. Strategic Priorities**

- 2.1 The work of many of the external organisations to which the SLG makes appointments assists the Council in meeting its strategic priorities.

**3. Background**

- 3.1 The SLG is a partnership of all eleven borough and district councils in Surrey, together with Surrey County Council. It provides a forum where those councils can work together to provide better services for the people of Surrey.
- 3.2 The SLG comprises the leaders (or equivalent) of all borough and district councils and the leader and deputy leader of Surrey County Council and is supported by the chief executives/managing directors from the twelve councils.
- 3.3 District/borough councillors represent the SLG on a number of external bodies and SLG seeks nominations to fill the various vacancies that arise.
- 3.4 This report concerns a vacancy for the role of governor of the Surrey & Borders Partnership NHS Foundation Trust (Mental Health Foundation Trust). The role would require the nominee to attend four main council meetings a year falling in March (afternoon), June (evening), September (afternoon) and December (afternoon). In addition, there will be informal governors' meetings both on the Council day and in between Council meetings and it is up to the individual to decide if they will attend these. There are also three Board workshops a year which it is preferable for governors to attend and also there are a number of sub committees. Further information on the role can be found at **Appendix 1**.

**4. Consultations**

- 4.1 All political group leaders have received details of the vacancy to share with their members.

**5. Key Risks**

- 5.1 Work levels and time commitment is a personal choice with regard to how much nominees would wish to take on.

**6. Financial Implications**

- 6.1 There are no financial implications arising from this report.

**7. Legal Implications**

- 7.1 There are no legal implications arising from this report for the Council.
- 7.2 Any personal indemnity available for the role would be a matter for the Surrey & Borders Partnership NHS Foundation Trust (Mental Health Foundation Trust) and the appointee.

**8. Human Resource Implications**

- 8.1 There are no human resource implications arising from this report.

**9. Equality and Diversity Implications**

- 9.1 Public authorities are required to have due regard to the aims of the Public Sector Equality Duty (Equality Act 2010) when making decisions and setting policies.
- 9.2 Application of equalities duties concerning the appointment process would be a matter for the Surrey Leaders' Group and the Surrey & Borders Partnership NHS Foundation Trust (Mental Health Foundation Trust).

**10. Climate Change/Sustainability Implications**

- 10.1 There are no Climate Change or sustainability implications arising from this report.

**11. Summary of Options**

- 11.1 The Executive should consider and evaluate any nominations received. If no nominations are received or none are suitable the Surrey Leaders' Group will be notified.
- 11.2 If the Executive submits a nomination, the Chairman of the Overview and Scrutiny Committee has already agreed that the call-in provisions should not apply given that the deadline for receipt of nominations is 12 January 2021.

**12. Conclusion**

- 12.1 The Executive is asked to note that no nominations have been received at the time of publication of this report.
- 12.2 Details of any late nominations received will be reported at the meeting.

**13. Background Papers**

None.

**14. Appendices**

Appendix 1: Surrey & Borders Partnership NHS Foundation Trust (Mental Health Foundation Trust). The Role of Governor.

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New Act, New Responsibilities, New Training

# So you are thinking about becoming a governor...

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## Introduction

Welcome and thank you for your interest in NHS foundation trusts and in the important role of their governors.

Whether you are someone interested in becoming a governor, a member of the public or a student researching material on the NHS, or a governor already refreshing your knowledge, this leaflet will give you some useful information.

If you are thinking of becoming a governor, we hope that this information will help you decide but please feel free to contact the membership office at your local NHS foundation trust to discuss the role further.

For a full list of NHS foundation trusts visit:

<http://www.foundationtrustnetwork.org/about-foundation-trusts/the-foundation-trust-sector/>



*“There is a lot of fun and satisfaction to come from being a governor, and that is to do with being there as well as from the duties.”*

## How did foundation trusts come about?

Foundation trusts were established through the Health and Social Care (Community Health and Standards) Act 2003, which was consolidated into the National Health Service Act 2006. They are not-for-profit public benefit corporations, a legal form unique to foundation trusts based on mutual sector traditions.

The Health and Social Care Act 2012 is the newest piece of legislation affecting how foundation trusts operate. This Act has given governors a broader role than previously. It also changes the way in which NHS finances flow, replacing NHS primary care trusts (PCTs) with Clinical Commissioning Groups (CCGs). The complete act can be found here:

<http://www.legislation.gov.uk/ukpga/2012/7/contents/enacted>

## What are foundation trusts?

NHS foundation trusts can be hospitals or groups of hospitals providing general or specialist services or any NHS organisation providing mental health, community or ambulance services. They are part of the NHS and provide services in accordance with its core NHS principles of care based on need, not ability to pay.

Foundation trusts were formerly NHS trusts. They have undergone rigorous financial and governance assessment by both the Department of Health and an independent regulator called Monitor <http://www.monitor-nhsft.gov.uk/> which frees them from direction by central government and gives them greater control over decisions about the services that they provide. They have more freedom to innovate and develop services tailored to the particular needs of their local communities.

Foundation trusts are modelled on member-based cooperative or mutual sector traditions, and local communities are at the heart of the way that a foundation trust operates. A foundation trusts has a membership – patients and local people who want to get more involved in their local health services sign up to become members. Foundation trusts are accountable to their members through a council of governors, and working more closely with local communities will help improve services and standards for local people.

They are however still required to be financially viable and to meet the standards set by health service regulators that all NHS organisations have to achieve, and so, as well as being accountable to their local communities, foundation trusts are accountable to the organisations who commission their services, to their regulator, Monitor, to the Care Quality Commission, <http://www.cqc.org.uk/public>, and to Parliament.

The first ten foundation trusts were authorised by the regulator, Monitor, in April 2004. By May 2013 there were 146 NHS foundation trusts, <http://www.monitor-nhsft.gov.uk/about-your-local-nhs-foundation-trust/nhs-foundation-trust-directory-and-register-licence-holders>.

## Who regulates foundation trusts?

Foundation trusts are responsible to an independent regulator, similar to some other industries. The NHS foundation trust regulator is called Monitor, <http://www.monitor-nhsft.gov.uk/about-monitor-0>

To become a foundation trust, an organisation has to be:

- 1.1.1 Well governed
- 1.1.2 Financially viable
- 1.1.3 Legally constituted.

Monitor assesses NHS trusts for suitability to become foundation trusts against rigorous criteria and authorises and issues a licence to those trusts that meet these criteria.

Once a foundation trust has been authorised, it is licensed by and accountable to Monitor.

Monitor publishes a useful guide for governors, *Guide to Monitor for NHS foundation trust governors*, which will give you an overview of the role.

Foundation trusts are also accountable to the Care Quality Commission (CQC) which regulates the quality of all health and adult social care services.

Monitor and the Care Quality Commission work closely together but regulate different aspects. When authorising foundation trusts, Monitor looks to the CQC to provide assurances that essential standards of quality and safety are being met.

## Who leads foundation trusts?

Foundation trusts are led by boards of directors. The Board is made up of a Chair, executive directors and non-executive directors who have a similar role to a Board of a company. The board is collectively responsible for leading and directing the foundation trust: setting strategy, supervising management and building the culture of the organisation. It sets the vision, values and plans for the future and oversees the management of the trust. The board of directors is accountable to governors, commissioners and regulators for the performance of the trust.

The Chief Executive is the accountable officer. He or she manages the executive directors.

Executive directors are the senior managers of the trust. They manage the foundation trust, form part of the board of directors and are accountable to the board. They are responsible for the day to day management of the trust and are usually in charge of clinical or other services, ie. director of finance, director of nursing, medical director, as well as being a member of the Board. There are usually four to six executive directors on the Board.

The non-executive directors provide an independent perspective on the board and have a particular duty to challenge the executive. They hold the executives to account for the performance of the trust. They are not employees of the trust, but are appointed to provide an independent perspective and unbiased challenge to the executive directors. Non-executives form the majority on the Board.

The Chair is a non-executive director. The Chair leads both the Board of Directors and Council of Governors, and is the link between the two.

The Council of Governors does not run the trust and is not responsible for the day-to-day management of the Trust. This is the responsibility of the Board of Directors, but the Council of Governors performs an essential role in the governance and development of the Trust. The governing body holds the non-executive directors on the Board to account for the performance of the board in managing the trust and represent the interests of members and of the public.

The Council of Governors and Board of Directors work closely together. The Chair of the Board of Directors is also the Chair of the Council of Governors. This model is unique to NHS foundation trusts.

## What are members?

Foundation trusts are accountable to local communities through a system of local ownership. Members of the public, staff, patients and service users, their families and carers can join a foundation trust as its members. In fact anyone who is interested in the NHS and wants to get more involved in their local health services is welcome to apply to become a member.

There are some restrictions on who can become a member which the trust decides upon. These are generally geographically based but you should check with your local foundation trust to find out more.

Members and governors are at the heart of their foundation trust's accountability and governance and can become involved in numerous ways, from just receiving updates and newsletters to being consulted on plans for future development, taking part in focus groups to help improve services, attending open days, volunteering in the hospital and much more. Members elect the governors who represent them on the Council of Governors and are invited to attend council of governors' meetings and annual members' meetings.

Members can stand for election to become governors of a foundation trust. To stand to become a governor, you have to be a member. Just ask your local trust for an application form.

## What is the Council of Governors ?

Typically there are between 18 and 35 governors on a Council of Governors, although some trusts have more. The Council is made up of:

- Elected public governors
- Elected staff governors
- Appointed (or stakeholder or partner) governors.

The elected public governors will form the majority.

The trust Chair leads the Council of Governors as well as the Board of Directors. This system is unique to foundation trusts and it brings public engagement and local accountability to the forefront of the trust's governance structures.

## What types of governors are there?

The full Council of Governors is made up of elected and appointed (also known as stakeholder or partner) governors. Over 50% of the governing body will be elected public or patient governors and there has to be at least three staff governors.

Elected governors are either members of staff or members of the public (or patients, service users and their carers). They are elected by the members of the trust. They hold office for three years and may stand for re-election for a further one or two terms.

All elected governors represent a constituency. A trust has to have a public and a staff constituency. It may choose to have a patient constituency as well, although often patients are part of the public constituency.

For elected public governors, the public constituency may be divided into sub-sections or classes. These usually correspond to local geographical boundaries, often similar to those used by local government. There may be one or more governors per area and this usually depends upon population. Each trust will decide upon its constituencies and these, together with the number of governor seats per constituency will be shown in the Constitution.

For elected staff governors, these sub-sections are usually divided into professional groups ie. doctors, nurses, administration, etc. Staff members elect staff governors.

Appointed, stakeholder or partner governors are determined by the trust's Constitution and are appointed by those organisations the trust has identified as partner organisations. They generally come from those organisations which have close working relationships with the trust. There has to be local authority representation and, where the trust has a university medical or dental school, at least one governor has to be appointed by the university. Beyond this, the trust decides which organisations should be represented.

To see your local trust's Constitution, take a look at Monitor's website.



## What does a governor do?

Governors perform a range of statutory and non-statutory duties. The statutory duties are set out in the NHS Act 2006 and the Health and Social Care Act 2012. They are as follows:

- To appoint, remove and decide upon the terms of office of the Chair and non-executive directors of the trust
- To determine the remuneration of the Chair and non-executive directors
- To appoint or remove the trust's auditor
- To approve or not approve the appointment of the trust's chief executive
- To receive the annual report and accounts and auditor's report at a general meeting
- To hold the non-executive directors to account for the performance of the board
- To represent the interests of members and the public
- To approve or not approve increases to non-NHS income of more than 5% of total income
- To approve or not approve acquisitions, mergers, separations and dissolutions
- To jointly approve changes to the trust's constitution with the board
- To express a view on the board's plans for the trust in advance of the trust's submission to Monitor
- To consider a report from the board of directors each year on the use of income from the provision of goods and services from sources other than the NHS in England.

Governors have:

- The power to require one or more directors to attend a meeting to answer questions
- The right to receive board agendas before the meeting and minutes asap after the meeting.

Also, the trust has the duty to ensure that governors are equipped with the skills to perform this role.

There will also be a range of non-statutory duties that governors get involved in and these will vary from trust to trust. These may include getting involved in focus groups, open days, reading panels, patient satisfaction surveys, ward and department visits and much more. We suggest that you take a look at your trust's website for more information. It is recognised that governors will have different interests and will be able to spend different amounts of time undertaking the role.

## What sort of people become governors?

Governors are generally local people who have an interest in healthcare and care about improving their local health services for the good of the whole community and who are keen to develop stronger links between the trust and the community it serves. Governors need to:

- recognise that a health service is complex with many issues to address to ensure its smooth running and be able to operate effectively at this level
- be able to put the needs of the community above personal preference
- be keen to understand and be able to champion the needs of the local community
- actively listen and value the contributions of different people
- welcome and support fellow governors from minority groups which are traditionally under represented
- be enthusiastic and committed and want to work as part of a cohesive team
- be keen to learn and keep updated
- be able to ask questions in a constructive, not a confrontational, manner
- be willing to read relevant documents and papers, attend relevant meetings and training the trust will provide.

Governors will be expected to abide by the seven principles of public life, otherwise known as the Nolan principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership, and will be expected to abide by a Code of Conduct. This code will have been developed by the trust with its governors.

Monitor also publishes a Code of Governance which directors and governors have to abide by. This is based on the UK Corporate Governance Code (formerly the Combined Code) which sets out standards of good practice in relation to board leadership and effectiveness.

Lastly, it is important for prospective governors to understand that the governor role is broader than their own experiences. They will be called upon to represent the interests of the community rather than their individual views or needs.

Trusts need to ensure that their governors have the skills to undertake the role. Training is available through a national programme and through in-house training given by the trust.

## What will I have to do as a governor?

The key role of the governors is to ensure that the Non Executive Directors are reviewing, questioning and challenging the Executive Directors to make sure the trust is running effectively and smoothly as a business. Keeping a watchful eye over how the trust is managed and being assured by the way they are delivering services is commonly known as 'holding the board to account'.

This is a serious and important role. Governors are expected to attend meetings of the Council of Governors, which are held at least three times per year including the Annual General Meeting (AGM). Meetings are usually held at the Trust premises and last for approximately 2 hours. Sometimes joint meetings with members of the Board of Directors are convened.

The Council of Governors can delegate specific duties to sub-committees, groups or to individual governors e.g. the appointments committee which is responsible for the recruitment of non-executive directors, including the chairman. The sub-committee makes recommendations to the full Council of Governors which retains the responsibility for decision making. You may wish to become involved in such sub-committees or working groups. Participation is voluntary but this are an important element of the role and governors tell us that involvement in sub-committees aids their understanding of the role.

Governors also act as a link between patients, the public and the Board of Directors so have an ambassadorial role in representing and promoting the trust. To do this, governors have to meet and engage with their members. This can take many forms but you are not expected to do this alone. Your trust will help you with this.

For all meetings, governors need to read agendas and supporting documents in advance of the meeting. Some of the documents can be lengthy, but it is important to devote enough time to read and understand them. Governors are also expected to comment on documents and plans and ask any relevant questions at the meeting.

Lastly, governors can expect to receive appropriate training to be able to undertake this important role. Governors will be expected to attend induction meetings, ongoing training events, joint governor/director meetings, members' events, etc. Governors are able to commit different amounts of time to the role so it is difficult to estimate the average amount of time needed. Please do speak to the membership manager at your local trust for more information.

## What is the time commitment ?

This varies from trust to trust. By law, the Council of Governors has to meet three times a year in public. However governors will need to meet more than this. For example, there will be sub-committees and groups that some governors lead or take part in, meetings with the board of directors, visits and governor training events. This is particularly so for new governors.

Meetings take place on weekdays, either during the day or in the evening but rarely at weekends. You should check this with your local trust.

Generally you should expect between four and 12 meetings per year although some governors tell us that they get involved in many more. It can be as busy as you want it to be. Before making your decision to stand for election, you should consider whether you will have the time to undertake the role. Check with your employer whether you will be allowed time off, if needed. If so, it is discretionary. There is no requirement on employers to give time off, as there is for undertaking some other public duties.



*“It takes as much time as you want to put in. As a minimum, time at formal Council meetings (afternoon or evening) and time to read papers.”*

## Will I get paid for being a governor?

This is a voluntary role so you will not be paid although reasonable agreed expenses will be reimbursed by the trust. The trust will have a policy relating to this.

## How do I get elected?

Elections can take place at the end of a three year term of office or on an ad hoc basis as a governor seat become vacant. For a new foundation trust, the governors' terms of office may be staggered and the first governors may serve for one, two or three years.

When an election is planned, a trust has to advertise governor vacancies to its members. Trusts do this in different ways; they may either:

- write to all members
- write to those members who have expressed an interest in becoming a governor
- advertise within the organisation
- advertise in the trust newsletters
- advertise in the local media.

Members are invited to nominate themselves or others for election via a nomination form. Some trusts require a proposer and seconder but self nomination is now more widely used.

**REMEMBER:** Only **members** of the trust are eligible to stand for election as a governor.

A candidate will have to complete a nomination form and will usually be invited to a meeting for prospective governors in the trust. It is important to attend as here you will find out more about the role and understand what will be required of you.

A candidate standing for a public seat can only stand for election to a vacant seat in the constituency where they live. A candidate for a staff governor seat must work for the trust.

Candidates are asked to write an election statement of around 150 -250 words, stating their reasons for standing and detailing any relevant skills, knowledge and attributes. This will appear in the election literature.

## Am I eligible to stand for election?

It is important to check the eligibility criteria within the constitution of your local FT; information about this can be found on the Monitor website or by contacting the membership office of the trust directly.

Good councils of governors will include people from a wide range of experiences and backgrounds and it is important that the council as a whole is reflective of the local community. Trusts encourage people from all walks of life to stand for election - you don't need to be an expert in the way that the health service works.

Any member over the age of 16 can become a governor although they have to live within the constituency where they want to become a governor. There are some exemptions so it is best to check these with the trust.

Many Trusts offer information events and visits for members considering becoming governors and it is advisable to make use of these opportunities to get to know more about the role. Check your local FT website for details. If you are unable to attend the events or there are none advertised try contacting the membership office at the trust to see if you can make other arrangements.

What do I do next?

After reading these pages, are you still interested in becoming a governor?

If so, we recommend that you find out more about your local trust by:

- Taking a look at the trust's website
- Reading their newsletter
- Checking what is said in the local press
- Finding out what Healthwatch think
- Checking on NHS Choices
- Contacting the trust's membership office and asking more.

**GOOD LUCK!**

What's happening in my area?

Find out more about your local foundation trust and how you can get involved by visiting:

<http://www.foundationtrustnetwork.org/about-foundation-trusts/the-foundation-trust-sector/>

or

<http://www.monitor-nhsft.gov.uk/about-your-local-nhs-foundation-trust/nhs-foundation-trust-directory-and-register-licence-holders>

and clicking on your local trust or area.

GovernWell is delivered by:



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