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Contact: Andrea Carr
Committee Services
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2 December 2020

Dear Councillor

Your attendance is requested at a remote meeting of the **SERVICE DELIVERY EXECUTIVE ADVISORY BOARD** (formerly the Community Executive Advisory Board) to be held on **THURSDAY 10 DECEMBER 2020 at 7:00 pm**. The 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 Meetings) (England and Wales) Regulations 2020.

If for any reason Councillors lose their wi-fi connectivity to the meeting and are unable to re-join using the link in the Outlook calendar invitation, please re-join using the telephone number 020 3855 4748. You will be prompted to input a conference ID: 118 271 539#

Yours faithfully

James Whiteman
Managing Director

MEMBERS OF THE EXECUTIVE ADVISORY BOARD

Chairman: Councillor Angela Goodwin
Vice-Chairman: Councillor Ramsey Nagaty

Councillor Paul Abbey
Councillor Dennis Booth
Councillor Andrew Gomm
Councillor Diana Jones
Councillor Ann McShee

Councillor Bob McShee
Councillor George Potter
Councillor Jo Randall
Councillor Pauline Searle
Councillor Fiona White

Authorised Substitute Members:

Councillor Jon Askew
Councillor Chris Blow
Councillor Ruth Brothwell
Councillor Colin Cross
Councillor Gillian Harwood
Councillor Tom Hunt
Councillor Steven Lee
Councillor Nigel Manning

Councillor Ted Mayne
Councillor Masuk Miah
Councillor Marsha Moseley
Councillor Susan Parker
Councillor Maddy Redpath
Councillor Tony Rooth
Councillor Will Salmon
Councillor Catherine Young

QUORUM: 4



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.

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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:

- | | |
|---------------------|--|
| 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 |
| Community | Supporting older, more vulnerable and less advantaged people in our community |
| | Protecting our environment |
| | Enhancing sporting, cultural, community, and recreational facilities |
| Innovation | 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.

“The information contained in the items on this agenda has been allowed into the public arena in a spirit of openness and transparency to gain broad input at an early stage. Some of the ideas and proposals placed before this Executive Advisory Board may be at the very earliest stage of consideration by the democratic decision-making processes of the Council and should not be considered, or commented on, as if they already represent either Council policy or its firm intentions on the issue under discussion.

The Executive Advisory Boards do not have any substantive decision-making powers and, as the name suggests, their purpose is to advise the Executive. The subject matter of the items on this agenda, therefore, is for discussion only at this stage and any recommendations are subject to further consideration or approval by the Executive, and are not necessarily in final form.”

AGENDA

ITEM NO.

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

2 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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 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 - 10)

To confirm the minutes of the Executive Advisory Board meeting held on 15 October 2020.

4 COUNCILLOR WORKING GROUPS (Pages 11 - 60)

5 EXECUTIVE FORWARD PLAN (Pages 61 - 82)

6 EAB WORK PROGRAMME (Pages 83 - 86)

To consider and approve the EAB's draft work programme with reference to the Executive Forward Plan.

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SERVICE DELIVERY EXECUTIVE ADVISORY BOARD

15 October 2020

- * Councillor Angela Goodwin (Chairman)
- * Councillor Ramsey Nagaty (Vice-Chairman)

- | | |
|---------------------------|-----------------------------|
| * Councillor Paul Abbey | * Councillor Bob McShee |
| * Councillor Dennis Booth | * Councillor George Potter |
| * Councillor Andrew Gomm | Councillor Jo Randall |
| * Councillor Diana Jones | * Councillor Pauline Searle |
| * Councillor Ann McShee | * Councillor Fiona White |

* Present

Councillors Joss Bigmore, Julia McShane, Tony Rooth and Deborah Seabrook were also in attendance.

SD1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor Jo Randall. Councillor Marsha Moseley was present as a substitute for Councillor Jo Randall.

SD2 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

There were no declarations of disclosable pecuniary or non-pecuniary interests.

SD3 MINUTES

The minutes of the meeting of the Executive Advisory Board held on 10 September 2020 were confirmed as a correct record and would be signed by the Chairman at the earliest opportunity.

SD4 NEW PROJECT MANAGEMENT ARRANGEMENTS

The Strategy and Communications Manager introduced this agenda item and explained that, whilst no formal recommendations to the Executive were expected, the EAB was invited to submit comments in respect of the evolving Project and Programme (PPM) governance pilot project in anticipation of its future involvement in the development of project mandates.

The Interim Project Manager gave a presentation providing an update in respect of PPM governance, which was itself the theme of a business change project, mainly examining the Council's capital programme major project portfolio. New project governance arrangements had stemmed from Phase A of the Future Guildford programme which had created a team to implement new governance and to support and deliver projects and ambitions without wasting time and resources. The purpose of the presentation was to introduce the EAB to the evolving PPM process and to obtain its views thereon as a precursor to subsequent opportunities for early involvement in the development of project mandates.

The presentation explained progress to date and next steps; portfolio, programme and project governance; possible PPM governance issues; benefits of improved PPM governance; common project lifecycle and approval gates; the purpose of a project mandate; principles of accountability / ownership; proposed approvals workflow; and implementation of the PPM Governance Project Plan Jan 2020 – Dec 2020.

Progress to date was as follows:

- January and February - Review of major projects performance.
- March and April - Governance issues agreed.
- May and June - Consultation with key stakeholders.
- July and August - Pilot of new governance tools.
- September and October - Delivery of training and business change.
- November and December - Handover and close.

The definitions of projects, programmes and portfolios, which were separate aspects of projects and related disciplines, were explained. Project management was the management of budget, schedule and resources to deliver required capabilities. Programme management was the grouping of projects into a programme that were necessary and sufficient to achieve desired business outcomes and create value. Portfolio management was the objective comparison and selection of investments to optimise business value by proactive monitoring, management and adjustment of the portfolio of investments to maintain business alignment. These sought to achieve the desired outcomes effectively and efficiently in the correct right way.

Possible PPM governance issues were the absence of mandates, unified lifecycles, robust business cases, audit trails for decision-making, standardised methodologies and clear transparent pipelines of work. The impact of these could include:

- Unclear problem definition, outcomes required, scope, strategic alignment or priority.
- Lack of ability to direct and control the project.
- Absence of a robust rationale for proceeding with no baseline to manage delivery, change or resources and inability to know longer term cost implications.
- Misdirection and misunderstanding.
- Stakeholder challenge, friction and delays.
- Project manager frustration and low morale.
- Inability for enablers such as finance and procurement to engage sufficiently early in the project lifecycle.

The benefits of improved PPM governance included:

- Improved value for money.
- Reduced financial losses by not investing in poorly scoped projects not resourced for delivery.
- Avoidance of ambiguity, scope creep and increasing costs.
- Improved engagement with councillors and key external stakeholders for strategic direction and coherent support.
- Transparency of delivery plan and pipeline to improve alignment with key stakeholder views to prevent costly delays.
- Ability to engage enablers in the Council's Resource Directorate and other key stakeholders earlier in the process.
- Reduced time spent reporting and resolving issues.
- Improved performance and morale for those seeking to deliver projects and change.
- Enhanced council communications and reputation for delivery.

Common project lifecycle and approval gates, which required approval of certain documentation, consisted of radar awareness of the need for a project, initiation, feasibility, design, procurement, delivery, handover, closure and post project evaluation of the effectiveness of delivery.

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All projects were triggered as a result of an initiative for improvement or a requirement to solve a problem and required a **mandate**. The purpose of a mandate was to ensure a controlled commencement, middle stage and conclusion of a project and it provided the terms of reference for the proposed project in addition to identifying the owner and governance arrangements. A mandate would clearly articulate the problem or initiative, convey the importance, complexity, scale and any assumptions regarding the proposed project and should be generated by those with the appropriate level of understanding, authority and information. A business case was created based on the information contained in the mandate and assessed against it. The amount of work effort expended would depend upon the level of complexity and detail required to convey the problem or initiative. Further discussion would be required in the event that key stakeholders did not agree with a mandate. When the information upon which a mandate was based changed, this could lead to reconsidering or ceasing the project triggering a premature closure, possibly resulting in a new mandate and business case.

There was an accountability matrix which identified Directors' / Service Leaders' areas of accountability in relation to assets, housing, parks, parking, leisure, and regeneration and infrastructure.

The proposed approvals workflow diagram identified the approval stages of the mandate approval process which consisted of review by governance, enablers, Service Leaders, the Corporate Management Team, the Executive / Management Team Liaison Group, the EABs and the Executive leading to the commencement of the business case and onward reporting process.

In terms of the implementation of the PPM Governance Project Plan Jan 2020 – Dec 2020, governance, stakeholders, product development, training delivery, and PPM framework and integrated reporting elements were largely completed or on schedule to date. However, the preparation of Service Plans 2020/21 within timelines was considered to be at risk and the mandates and business cases (pipeline) for the delivery of the Spectrum, Cathedral Walk, Stoke Park and Guildford Park projects were at risk or overdue.

The Leader of the Council, whose portfolio included governance, confirmed the need for a consistent approach to the governance, assessment and delivery of projects to avoid cost overruns and delays and to ensure efficiency. The PPM pilot project was seeking to achieve such consistency and the related views of the EAB were sought.

The following points arising from related questions, comments and discussion were welcomed by the Strategy and Communications Manager who confirmed that the views expressed by the EAB would be taken into account by officers and relevant Lead Councillors:

- Formulating the project methodology, which was based on all three industry standards, was welcomed as a means to prevent scope creep, escalating costs and time overruns whilst securing improvements, best practice and common language terminology.
- The importance of project evaluation and impact assessments, change management and organisational engagement were highlighted.
- Although initial project costs were an estimate and could increase as the project progressed, caution needed to be exercised in the event of steeply rising costs.
- Cessation of a project or a change in project direction were acceptable if considered to be the best course of action and the approval gateways offered ideal opportunities to assess the continuing viability and progress of projects at formal stages.

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- Training in respect of PPM for all councillors, in addition to officers and Executive members, would be valuable to increase understanding of the related project process, structure and lifecycle. Specifically, training in relation to project mandates for EAB members, possibly including live examples, would assist with their involvement at that early stage of project development.
- Although the possibility of the Borough forming part of a new unitary authority in the future could have an impact on projects and related stakeholders, the project governance arrangements being proposed constituted best practice meeting minimum standards and would demonstrate a clear delivery plan to external partners enabling the Council to align and collaborate more effectively with stakeholders.
- Having fewer feasible and resourced projects with rigorous checks was considered to be preferable to overstressing resources by pursuing many, possibly undeliverable, projects.
- Although the new project governance arrangements would apply to new projects, those already in train which were experiencing difficulties would be reviewed against the arrangements. Work around building in risk budgets and other resource contingencies would reduce project risks.
- In terms of project ownership and accountability for successful project delivery, work stemming from the accountability matrix was being developed in relation to internal accountability. Responsibility in respect of projects involving external partners such as Surrey County Council was an issue under consideration. There was awareness that the Council needed to be realistic at the project inception stage as to whether there were sufficient resources to pursue a project and therefore allocate responsibility for its implementation. The initial gateway served as the point at which a decision regarding whether to pursue a project was taken.
- Although there was not currently a threshold at which projects were required to follow the PPM pilot process, this was being developed and could lead to less complex lower cost projects by-passing the gateway system if it was considered to be expedient.
- The Board welcomed early and ongoing involvement in projects. As mandates and business cases evolved as more information became available, the more significant and complex projects could return to EABs for further consideration at stages of development and intervention points could be built into the system to facilitate this.
- In terms of documentation, mandates and business cases would be standard concise documents featuring the salient points in the interests of readability, understanding and compliance.

SD5 EXECUTIVE FORWARD PLAN

The Executive Forward Plan was received and noted.

SD6 EAB WORK PROGRAMME

Further to the Chairman's earlier discussion with the Director and Service Leaders of the Service Delivery Directorate, work to identify and prioritise themes for consideration by the EAB was progressing and councillors were invited to send any suggested topics to the Chairman and Vice-Chairman.

Attention was drawn to the additional meeting of the EAB taking place on 10 December 2020, which would provide an opportunity to discuss the work programme further.

It was suggested that the meeting of this EAB scheduled for 18 February 2021, which would be considering the Housing Strategy 2020-2025 (including the Homelessness Prevention and Rough Sleeping Strategies) and the Housing Allocations Scheme, be converted into a Joint EAB meeting to afford more councillors the opportunity to have input into the

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development of these important policies. The Guildford Economic Regeneration Programme was also identified as a topic suitable for consideration at a future meeting of the Joint EAB.

The meeting finished at 8.20 pm

Signed

Date

Chairman

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Service Delivery Executive Advisory Board Report

Ward(s) affected: All

Report of Director of Resources

Author: John Armstrong, Democratic Services and Elections Manager

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Lead Councillor responsible: Joss Bigmore

Tel: 07974 979369

Email: joss.bigmore@guildford.gov.uk

Date: 10 December 2020

Review of Executive Working Groups

Executive Summary

This report is published annually to ask the Executive to review the work carried out over the past 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 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 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 Covid-19. The last reporting of the Review of Executive Working Groups was to the Executive on 19 May 2019.

This report will be presented to the Executive at its meeting to be held 5 January 2021.

Recommendation to the Executive Advisory Board

That the EAB considers this report and makes comments and recommendations as appropriate to be set out in the Executive report when it considers this matter on 5 January 2021.

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 the following in respect of those working groups which are to continue their work:
 - (a) any change to the 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).

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).

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, which reports 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.

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 including work undertaken, goals achieved and work still to be carried out; and
 - (b) the terms of reference and current composition of each Executive 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

None

Proposed disbandment of working groups

The Museum Working Group has not met for over a year due to a lack of external funding available to support the original objectives and the impact of Covid-19 on the service. In light of the Museum Project as originally envisaged no longer being progressed it is recommended this working group be dissolved until a clear way forward for the scheme is determined.

Other updates

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.

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.

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.

The Guildford Community Covenant Panel would usually have six members but only four have been appointed.

4. Consultations

- 4.1 The Service Delivery EAB is being consulted on this Executive report, and their comments and recommendations will be reported to the Executive.

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

None.

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

NAME OF GROUP <i>and current number and names of appointed councillors</i>	DATE ESTABLISHED/ FREQUENCY OF MEETINGS	TERMS OF REFERENCE / PURPOSE	DETAILS OF GENERAL PROGRESS AND WORK STILL TO BE UNDERTAKEN
Arts Development Strategy & Public Art Strategy <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.
Aspire Health and Wellbeing Board <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"> (1) To provide accountable leadership and strategic direction for Project Aspire. (2) To develop, promote and maintain a corporate approach within the Council to delivering the objectives of Project Aspire. (3) To develop and oversee a work programme of activities and projects to contribute towards the objectives of Project Aspire. (4) To develop a communications plan to promote the priorities, activities and achievements of Project Aspire. (5) To monitor and oversee the use of Project Aspire and other relevant funding, including the 	<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.

NAME OF GROUP <i>and current number and names of appointed councillors</i>	DATE ESTABLISHED/ FREQUENCY OF MEETINGS	TERMS OF REFERENCE / PURPOSE	DETAILS OF GENERAL PROGRESS AND WORK STILL TO BE UNDERTAKEN
		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.	
Climate Change Board <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
Climate Change and Innovation Board	The CCIB was established by the Executive in summer	See Appendix 3	The CCIB had overall responsibility for: <ul style="list-style-type: none"> · developing the Council's climate

NAME OF GROUP <i>and current number and names of appointed councillors</i>	DATE ESTABLISHED/ FREQUENCY OF MEETINGS	TERMS OF REFERENCE / PURPOSE	DETAILS OF GENERAL PROGRESS AND WORK STILL TO BE UNDERTAKEN
<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"> · overseeing the delivery and carrying out of an ongoing review of the Council's Innovation Strategy 2019/20. <p>The following topics were agreed by the CCIB to be pursued in priority order:</p> <ul style="list-style-type: none"> ➤ Planning ➤ Transportation ➤ Trees and green spaces ➤ Procurement ➤ Waste <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>Electric Theatre Monitoring Group</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>

NAME OF GROUP <i>and current number and names of appointed councillors</i>	DATE ESTABLISHED/ FREQUENCY OF MEETINGS	TERMS OF REFERENCE / PURPOSE	DETAILS OF GENERAL PROGRESS AND WORK STILL TO BE UNDERTAKEN
<i>Vacancy</i> <i>Lead officer: Jonathan Sewell</i>		(ACM) hoped to achieve in their submission for the lease of the venue.	
Guildford Community Covenant Panel <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"> 1. To develop and oversee the delivery of a covenant action plan. 2. To raise the profile and needs of the armed forces community (serving personnel, both regular and reserve, their families, veterans and cadets). 3. To foster closer working relationships with the local armed forces community, including the involvement of the military in local projects and events. 4. To work with the Surrey Civilian Military Partnership Board and other neighbouring councils on the delivery of relevant activities and initiatives. 5. To keep abreast of relevant national developments. 6. To liaise with the local business community to promote the Armed Forces Corporate Covenant and encourage support for the armed forces. 7. To promote funding bids from 	<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.

NAME OF GROUP and current number and names of appointed councillors	DATE ESTABLISHED/ FREQUENCY OF MEETINGS	TERMS OF REFERENCE / PURPOSE	DETAILS OF GENERAL PROGRESS AND WORK STILL TO BE UNDERTAKEN
		<p>local organisations to the national Community Covenant Fund.</p> <p>8. To support local cadet units.</p>	
<p>Housing Delivery Board</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 officers:</i> <i>Stuart Harrison/Tim Dawes</i></p>	<p>Est. 23 May 2017¹</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"> • To monitor progress against our housing delivery targets, identifying obstacles and recommending corrective action • To identify and evaluate options which will increase the delivery rate of new housing • 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. 	<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>

¹ As Planning Policy and Housing Delivery Board

NAME OF GROUP <i>and current number and names of appointed councillors</i>	DATE ESTABLISHED/ FREQUENCY OF MEETINGS	TERMS OF REFERENCE / PURPOSE	DETAILS OF GENERAL PROGRESS AND WORK STILL TO BE UNDERTAKEN
		<ul style="list-style-type: none"> • 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 • 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 	
Innovation Board <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	Progress: 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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			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.
Local Plan Panel <i>Seven councillors</i> <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> <i>Lead officer:</i> <i>Stuart Harrison</i>	January 2004 Quarterly	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.	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. The Panel was reconvened in October to help progress the Development Management DPD to its Regulation 19 consultation.

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Major Projects Portfolio Board <i>Eight councillors</i> <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> <i>Lead officer:</i> <i>Liz Fleming</i>	January 2016 Monthly (except August) 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.	As per 21 May 2019 report No change to current Terms of Reference New Terms of Reference to be agreed at next meeting at the start of 2021. See Appendix 5	<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. Over the meetings that have taken place in Municipal Year 2019/20 the Board has/will receive presentations and discuss the following current projects: <ul style="list-style-type: none"> • Blackwater Valley Hotspots • Ash Road Bridge Project • Public Realm Guildford • Community Bike Share • Guildford Crematorium Rebuild • Guildford Museum Project • Guildford Park Road Redevelopment • Weyside Urban Village Development Programme • Spectrum 2.0 • Sustainable Movement Corridor 1 • Walnut Bridge Replacement • Guildford Economic Regeneration Programme

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			<ul style="list-style-type: none"> • Flood Alleviation Scheme • North Street Redevelopment Project <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>
Museum Working Group (Major project) <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)
Play Development Strategy & Fixed Play equipment Group	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>Property Review Group</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.
Sports Development Strategy Group <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.
Town Twinning Working Group <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	Progress: 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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		businesses, organisations, clubs and residents to develop relationships with Guildford's twin town(s), including by participation in exchanges and twinning activities. (e) To publicise and promote Guildford's twinning relationships to residents and businesses to secure greater interest and engagement. (f) To determine the desirable characteristics of potential future twin towns. (g) To make recommendations to the Council on any future formal twinning arrangement or similar link. (h) To monitor Guildford's twinning arrangements to maintain their effectiveness and future flexibility.	
Weyside Urban Village Development Governance Board² <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

² 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:

Name	Position	Role on Board
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)

Name	Position	Role on Board
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)

Name	Position	Role on Board
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

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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: 4
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:

Name	Position	Role on Board
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: 4
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

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.

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.

-
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.

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:

Major Projects Portfolio Board			
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.

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.

END

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TERMS OF REFERENCE

Group membership:

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

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.



THE FORWARD PLAN

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

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

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

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

Key decisions

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

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

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

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

Availability of reports and other documents

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

Taking decisions in private

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

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

James Whiteman
Managing Director

Guildford Borough Council
Millmead House
Millmead Guildford
GU2 4BB

Dated: 8 December 2020

Special Arrangements to be put in place during Coronavirus crisis

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

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

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

SCHEDULE

EXECUTIVE: 5 January 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 63	Strategic Property Acquisition Procedure and Request for Transfer of Funds	To approve the transfer of additional funds from the provisional strategic acquisition fund to the approved capital programme and adopt a new procedure for the Council to follow when considering and approving the acquisition of strategic and/or operational property assets.	No	Report to Executive (05/01/2021)	Melissa Bromham 01483 444587 melissa.bromham@guildford.gov.uk
	Councillor Working Groups	To review the current councillor working groups, and to determine whether they should continue in their present format, and if so to confirm the political composition of each of them.	No	Report to Executive (05/01/2021) Incorporating comments /recommendations of Service Delivery EAB (10/12/2020)	Carrie Anderson 01483 444078 carrie.anderson@guildford.gov.uk

EXECUTIVE: 26 January 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 64	Annual Audit Letter 2019-20	To approve the Annual Audit Letter for 2019-20.	No	Report to Executive (26/01/2021) Incorporating comments/ recommendations from Corporate Governance and Standards Committee (14/01/2021)	Claire Morris 01483 444827 claire.morris@guildford.gov.uk
	Capital & Investment Strategy 2021-22 to 2025- 2026	To recommend to Council the adoption of: <ul style="list-style-type: none"> • the Capital and Investment Strategy • the general fund capital estimates. • the revised Treasury Management Strategy and Prudential Indicators • Minimum Revenue Provision policy 	No	Report to Executive (26/01/2021) incorporating comments/ recommendations of the Joint EAB (7/01/2021) Corporate Governance and Standards Committee (14/01/2021) and Council (10/02/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	Housing Revenue Account Budget 2021-22	To recommend to Council approval of the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2021-22.	No	Report to Executive (26/01/2021) incorporating comments/ recommendations of the Joint EAB (7/01/2021) and Council (10/02/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	Business Planning – General Fund Budget 2021-22	To recommend to Council: <ul style="list-style-type: none"> • Approval of the general fund revenue budget for 2021-22 • Agreement of a council tax requirement for 2021-22 • Declaration of any surplus/deficit on the collection fund 	No	Report to Executive (26/01/2021) Incorporating comments/ Recommendations of Joint EAB (11/11/2020) and Council (10/02/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
* Page 65	Ash Road Bridge Update	To agree: <ul style="list-style-type: none"> • Funding for the Project • Procurement of Contractor and Consultant Fees 	Yes	Report to Executive (26/01/2021)	Mike Miles 01483 444077 michael.miles@guildford.gov.uk

*Information regarding this item is considered to be commercially sensitive and will, if councillors wish, be discussed in private as it will involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972, namely: "Information relating to the financial or business affairs of a particular person (including the authority holding that information).

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned matter, must do so in writing to: Carrie Anderson, Senior Democratic Services Officer by email: carrie.anderson@guildford.gov.uk by no later than midday Thursday 21 January 2021.

COUNCIL: 10 February 2021

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

Climate Crisis	<p>Consideration of report from Climate Change Board on progress on the development of policies to reduce the carbon footprint of:</p> <ul style="list-style-type: none"> (a) the borough's own activities; (b) the borough's assets; (c) buildings within the borough, and new building policies, using the Council's planning and policy role including detailed planning requirements to minimise embedded carbon and impose the highest possible standards on all new buildings within the borough. 	No	Report to Council (10/02/2021)	<p>Marieke van der Reijden 01483 444995 marieke.van.der.reijden@guildford.gov.uk</p>
<p>The Council's Constitution: Review of Procurement Procedure Rules</p> <p style="text-align: center;">Page 67</p>	To review and update the Procurement Procedure Rules.	No	<p>Report to Council (10/2/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (14/1/2021)</p>	<p>Faye Gould 01483 444120 faye.gould@guildford.gov.uk</p>

EXECUTIVE: 16 February 2021

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

Agenda item number: 5

EXECUTIVE: 23 March 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	The Housing Allocation Scheme	Executive to agree updated scheme for Housing Allocation	No	Report to Executive (23/03/2021) Incorporating comments/ Recommendations of Service Delivery EAB (18/02/2021)	Siobhan Kennedy 01483 444247 siobhan.kennedy@guildford.gov.uk
* Page 69	New Housing Strategy (including Homelessness Prevention and Rough Sleeping Strategies) 2020-2025	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.	No	Report to Executive (23/03/2021) Incorporating comments/ Recommendations of Service Delivery EAB (18/02/2021)	Siobhan Kennedy 01483 444247 siobhan.kennedy@guildford.gov.uk
*	Guildford Economic Regeneration (GER)	The Executive is asked to endorse - 1. The Guildford Economic Regeneration Gateway 1 Report 2. Approval of the Report Recommendations 3. Approval of budget for Gateway 2 workstreams	No	Report to Executive (23/03/2020)	Michael Lee-Dickson 01483 444123 michael.lee-dickson@guildford.gov.uk

COUNCIL: 13 April 2021

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
The Council's Constitution: Review of Financial Procedure Rules	To review and update the Financial Procedure Rules	No	Report to Council (13/4/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (25/3/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

Agenda item number: 5

EXECUTIVE: 20 April 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*	Annual Governance Statement 2020-21	To adopt the Council's Annual Governance Statement for 2020-21	No	Report to Executive (20/04/2021)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
Page 71	Policy on Debt Recovery	To develop a policy on how the Council manages debt recovery	No	Report to Executive (20/04/2021) Incorporating comments/ recommendations of Strategy & Resources EAB (01.04.2021)	Siobhan Rumble 01483 444296 siobhan.rumble@guildford.gov.uk Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk
	Council Tax CAB Protocol	To consider and approve the protocol.	No	Report to Executive (20/04/2021) Incorporating comments/ recommendations of Strategy & Resources EAB (01.04.2021)	Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk

	Local Plan Panel	To consider the Regulation 19 proposed submission plan.	No	Report to Executive (20/04/2021) Incorporating comments/ recommendations of Joint EAB (15/03/2021)	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
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Agenda item number: 5

COUNCIL 12 May 2021 (Annual Council Meeting)

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

COUNCIL: 18 May 2021 (Selection Council Meeting)

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

UNSCHEDULED ITEMS – EXECUTIVE/COUNCIL

Agenda item number: 5

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*u	Pitch Strategy	To adopt a Pitch Strategy	No	Executive Incorporating comments/ recommendations of Community EAB (04/07/2019)	Paul Stacey 01483 444720 paul.stacey@guildford.gov.uk
u	Proposed Cathedral Walk walking/cycle route	To consider the proposed draft Mandate to deliver Cathedral Walk walking/cycle route linking the A3 in the west to Yorkies Bridge in the east. <i>Report expected next year.</i>	No	Executive and Strategy & Resources EAB	Stephen Benbough 01483 444052 stephen.benbough@guildford.gov.uk
u	Future Operating Models for frontline services	To approve Future Operating Models for frontline services. <i>Report expected next year.</i>	No	Executive and Strategy & Resources EAB	Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk

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

*u	Bedford Wharf Plaza Landscaping Scheme	To approve the landscaping scheme following public consultation <i>Awaiting officer advice.</i>	No	Executive and Strategy & Resources EAB	Dermot Whelan 07800 540145 dermot.whelan@guildford.gov.uk
u	Charging for Regulatory Services	To consider proposal to charge for pre-application advice. <i>Not a priority at this time</i>	No	Executive	Justine Fuller 01483 444370 Justine.fuller@guildford.gov.uk
u	Transfer from provisional to approved capital programme for the surfacing of Burchatt's Farm Barn car park	To agree the transfer from provisional to approved capital programme for the surfacing of Burchatt's Farm Barn car park. <i>Deferred in March 2020 – report estimate 2021</i>	*Yes Appendix 3	Executive	Sally Astles 01483 444728 sally.astles@guildford.gov.uk
*u	Transfer of Gosden Common to Bramley Parish Council	To consider and approve the transfer of Gosden Common to Bramley Parish Council – <i>Officers are obtaining a legal quote for specialist legal advice so the item can be progressed.</i>	No	Executive	Fiona Williams 01483 444999 fiona.williams@guildford.gov.uk
u	Puttenham Neighbourhood Plan	To adopt the Puttenham Neighbourhood Plan. <i>Report estimated 2021.</i>	No	Council	Dan Nunn 01483 444671 daniel.nunn@guildford.gov.uk
u	Send Neighbourhood Plan	To adopt the Send Neighbourhood Plan. <i>Report estimated early 2021.</i>	No	Council	Gavin Stonham 01483 444464 gavin.stonham@guildford.gov.uk
*u	Marketing Requirements SPD	To adopt the Marketing Requirements SPD No schedule yet. Check 2021 (11/20)	No	Executive	Gavin Stonham 01483 444464 gavin.stonham@guildford.gov.uk

Agenda item number: 5

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

*u	Bridges – Inspection and Remedial Work	<p>(1) To approve appointment of consultants to: (a) carry out inspections (b) cost immediate and long-term works (c) advise on future inspection frequency</p> <p>(2) To approve works that arise from inspections Move money from provisional to approved capital programme</p> <p><i>Awaiting officer advice.</i></p>	No	Report to Executive	TBA
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Agenda item number: 5

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*u	Community Infrastructure Levy Charging Schedule	To adopt the Community Infrastructure Levy Charging Schedule <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Executive Incorporating comments/ recommendations of Guildford Joint Committee	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*u	Planning Contributions SPD	To adopt the Planning Contributions SPD <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Executive	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*u	Green and Blue Infrastructure SPD	To adopt the Green and Blue Infrastructure SPD. <i>No schedule yet. Check 2021 (07/20)</i>	No	Report to Executive	Dan Knowles 01483 444605 dan.knowles@guildford.gov.uk
*u	Green Belt SPD	To adopt the Green Belt SPD <i>Anticipated to be produced in 12 months from current date 24/07/2020</i>	No	Report to Executive	Laura Howard 01483 444626 laura.howard@guildford.gov.uk
*u	Review of Refuse and Recycling Service	<ul style="list-style-type: none"> To report back on Phase 2 of the review To agree future waste collection methodology <i>Report estimated next year.</i>	No	Report to Executive incorporating comments/ recommendations from Service Delivery EAB	Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk

UNSCHEDULED ITEMS – GUILDFORD JOINT COMMITTEE

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

SCHEDULE 2

MEMBERSHIP OF THE BOROUGH COUNCIL'S EXECUTIVE

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

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

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

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Corporate Plan and Forward Plan items are intended to give the EABs an early opportunity to consider major policies or projects.

SERVICE DELIVERY (FORMERLY COMMUNITY) EXECUTIVE ADVISORY BOARD

1 APRIL 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Collection of Council Tax Arrears Good Practice CAB Protocol	To consider this Protocol.	No	Cllr Tim Anderson	Belinda Hayden, Exchequer Services Manager	2021
Policy on Debt Recovery	To develop a policy on how the Council manages debt recovery.	No	Cllr Tim Anderson	Belinda Hayden, Exchequer Services Manager / Siobhan Rumble, Landlord Services Manager	2021

JOINT EXECUTIVE ADVISORY BOARD

7 JANUARY 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Housing Revenue Account Draft Budget 2021-22	To consider the Draft HRA budget and submit comments to the Executive.	No	Cllr Caroline Reeves / Cllr Tim Anderson	Ian Doyle Service Delivery Director	February 2021
Capital and Investment Strategy 2021-22 to 2025-26	To consider the Draft Capital and Investment Strategy and submit comments to the Executive.	No	Cllr Tim Anderson	Victoria Worsfold Lead Specialist - Finance	February 2021

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Savings Strategy Update	An update in respect of the Council's Savings Strategy will be considered.	No	Cllr Tim Anderson	Victoria Worsfold Lead Specialist - Finance	February 2021
18 FEBRUARY 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Housing Strategy 2020-2025 (including the Homelessness Prevention and Rough Sleeping Strategies)	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.	No	Cllr Caroline Reeves	Siobhan Kennedy, Housing Advice Manager	2020
Housing Allocations Scheme	Review of the Housing Allocations Scheme to include legislative changes and potential new homelessness duties.	No	Cllr Caroline Reeves	Siobhan Kennedy, Housing Advice Manager	2021
15 MARCH 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Local Plan Panel	To consider the Regulation 19 proposed submission plan.	Yes	Cllr Jan Harwood	Stuart Harrison, Planning policy Manager	2021

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

UNSCHEDULED ITEMS

Service Delivery (formerly Community) Executive Advisory Board

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Review of Refuse and Recycling Service <i>(Awaiting progress update from report author.)</i>	To consider future options and proposals for the Refuse and Recycling Service.	Yes	Cllr James Steele	Chris Wheeler Waste, Parking and Fleet Services Manager / Liz Mockeridge Waste Policy and Development Manager	
Arts Collection <i>(Awaiting outcome of NLHF and other bids.)</i>	To review the Council's art collection located at the Woking Road Depot (www2.guildford.gov.uk/boroughcollection/)	No	Cllr Julia McShane	Sarah Fairhurst, Collections Manager, Heritage Services	

Joint Executive Advisory Board

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Guildford Economic Regeneration (GER) Programme	To consider the economic regeneration of Guildford.	Yes	Cllr John Rigg	Michael Lee-Dickson, SARP Regeneration Lead	
North Street, Guildford, Development Site	To receive a briefing in respect of the North Street Development Site scheme.	Yes	Cllr John Rigg	Andrew Tyldesley, Town Centre Development Lead	
Sutherland Memorial Park	To consider related leases etc to ensure a holistic approach.	No	Cllr John Redpath	Damien Cannell, Asset and Property Manager	

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