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Contact Officer:

John Armstrong, Democratic Services &
Elections Manager

19 April 2022

Dear Councillor

Your attendance is requested at a meeting of the **EXECUTIVE** to be held in the Council Chamber, Millmead House, Millmead, Guildford, Surrey GU2 4BB on **THURSDAY, 28 APRIL 2022** at 7.00 pm.

Yours faithfully

Tom Horwood
Joint Chief Executive
Guildford & Waverley
Borough Councils

MEMBERS OF THE EXECUTIVE

Chairman:

Councillor Joss Bigmore ((Leader of the Council))

Vice-Chairman:

Councillor Julia McShane ((Deputy Leader of the Council and Lead Councillor for Community and Housing))

Councillor Tim Anderson, (Lead Councillor for Resources)

Councillor Tom Hunt, (Lead Councillor for Development Management)

Councillor John Redpath, (Lead Councillor for Economy)

Councillor John Rigg, (Lead Councillor for Regeneration)

Councillor James Steel, (Lead Councillor for Environment)

Councillor Cait Taylor, (Lead Councillor for Climate Change)

WEBCASTING NOTICE

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

If you have any queries regarding webcasting of meetings, please contact Committee Services.

QUORUM 3

THE COUNCIL'S STRATEGIC FRAMEWORK (2021- 2025)

Our Vision:

A green, thriving town and villages where people have the homes they need, access to quality employment, with strong and safe communities that come together to support those needing help.

Our Mission:

A trusted, efficient, innovative, and transparent Council that listens and responds quickly to the needs of our community.

Our Values:

- We will put the interests of our community first.
- We will listen to the views of residents and be open and accountable in our decision-making.
- We will deliver excellent customer service.
- We will spend money carefully and deliver good value for money services.
- We will put the environment at the heart of our actions and decisions to deliver on our commitment to the climate change emergency.
- We will support the most vulnerable members of our community as we believe that every person matters.
- We will support our local economy.
- We will work constructively with other councils, partners, businesses, and communities to achieve the best outcomes for all.
- We will ensure that our councillors and staff uphold the highest standards of conduct.

Our strategic priorities:

Homes and Jobs

- Revive Guildford town centre to unlock its full potential
- Provide and facilitate housing that people can afford
- Create employment opportunities through regeneration
- Support high quality development of strategic sites
- Support our business community and attract new inward investment
- Maximise opportunities for digital infrastructure improvements and smart places technology

Environment

- Provide leadership in our own operations by reducing carbon emissions, energy consumption and waste
- Engage with residents and businesses to encourage them to act in more environmentally sustainable ways through their waste, travel, and energy choices
- Work with partners to make travel more sustainable and reduce congestion
- Make every effort to protect and enhance our biodiversity and natural environment.

Community

- Tackling inequality in our communities
- Work with communities to support those in need
- Support the unemployed back into the workplace and facilitate opportunities for residents to enhance their skills
- Prevent homelessness and rough-sleeping in the borough

AGENDA

ITEM NO.

1 APOLOGIES FOR ABSENCE

2 LOCAL CODE OF CONDUCT - DISCLOSABLE PECUNIARY INTEREST

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

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

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

3 MINUTES (Pages 5 - 10)

To confirm the minutes of the meeting of the Executive held on 22 March 2022.

4 LEADER'S ANNOUNCEMENTS

5 TO CONSIDER ANY RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEE (Pages 11 - 18)

6 RISK MANAGEMENT STRATEGY AND POLICY (Pages 19 - 44)

7 INFRASTRUCTURE FUNDING STATEMENT 2020-2021 (Pages 45 - 62)

Key Decisions:

Any item on this agenda that is marked with an asterisk is a key decision. The Council's Constitution defines a key decision as an executive decision which is likely to result in expenditure or savings of at least £200,000 or which is likely to have a significant impact on two or more wards within the Borough.

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

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

must be available for inspection by the public at the Council offices and on the Council's website at least 28 clear days before the key decision is to be made. The relevant notice in respect of the key decisions to be taken at this meeting was published as part of the Forward Plan on 31 March 2022.

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Executive

- * Councillor Joss Bigmore (Chairman)
- * Councillor Julia McShane (Vice-Chair)

- | | |
|---------------------------|------------------------|
| * Councillor Tim Anderson | * Councillor John Rigg |
| * Councillor Tom Hunt | Councillor James Steel |
| * Councillor John Redpath | Councillor Cait Taylor |

*Present

Councillors Angela Goodwin, Ramsey Nagaty, Paul Spooner and Catherine Young, were also in remote attendance.

EX80 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Cait Taylor, Lead Councillor for Climate Change and Councillor James Steel, Lead Councillor for Environment.

EX81 LOCAL CODE OF CONDUCT - DISCLOSABLE PECUNIARY INTEREST

There were no disclosures of interest.

EX82 MINUTES

The minutes of the meeting held on 24 February 2022 were confirmed as a correct record. The Chairman signed the minutes.

EX83 LEADER'S ANNOUNCEMENTS

The Leader of the Council referred to the war in Ukraine and confirmed that Guildford Borough Council would do its best to offer support to those in need of assistance. Further guidance about the 'Homes for Ukraine' scheme was expected soon. The scheme was launched by the government on 14 March and enabled individuals, businesses and charities to sponsor those who did not have family links in the UK. It was noted that residents offering to sponsor a nominated individual to safety would not have their council tax benefits and discounts affected by their participation. The council had registered to be a part of the scheme and there would be discussions with Surrey County Council about how the £10,500 fund allocated per person would be spent.

[Homes for Ukraine – Homes for Ukraine – Local Sponsorship Scheme for Ukraine \(campaign.gov.uk\)](https://www.campaign.gov.uk/homes-for-ukraine-local-sponsorship-scheme)

It was noted that Covid was again on the rise locally. The Leader urged residents to get vaccinated, ventilate rooms, wear face coverings in crowded places, stay at home and get tested if they had symptoms and wash hands regularly.

'Build Guildford' was a new interactive display at Guildford Museum running from 26 March to 7 May. A model of the town would be created using recycled cardboard boxes or cards. There would be facilitated workshops where visitors could make a building to add to the display.

The display 'Soldiers of Surrey: Stories from The Queen's Royal Regiment' by the Surrey Infantry Collection was also still running. Guildford Museum was open Wednesday to Saturdays from 12-4:30pm.

EX84 TO CONSIDER ANY RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEE

The Leader of the Council invited the Chairman of the Overview and Scrutiny Committee to comment on the new standing item on the agenda. The Chairman of the committee welcomed the report.

The members of the Executive described the report as a very useful summary and agreed and endorsed the recommendations as set out.

EX85 PUBLIC SPACES PROTECTION ORDER AMENDMENT

Public Space Protection Orders (PSPOs) were introduced through the Anti-social Behaviour, Crime and Policing Act 2014 and were part of a range of measures available to councils to address anti-social behaviour. PSPOs focused on identified problem behaviour in a specific location and the impact of that behaviour on communities and individuals. The Council had two PSPOs in place, one was a borough wide PSPO relating to dog fouling and the other a town centre PSPO relating to alcohol consumption. The council was required to review any PSPO at least every three years at which point they may be removed, amended, or extended by up to a further three years if there was a need for such a response to the problem.

The Executive considered a report relating to the town centre PSPO which set out the evidence and arguments to make a number of variations to the Order. There was a recommendation to include additional behaviours including rowdy and inconsiderate behaviour and the use of 'legal high' substances. In addition the scope of the Order would be expanded to include The Mount, Josephs Road and Stoke Park. Enforcement would be educational and mainly targeted at repeat offenders.

Executive and ward councillors welcomed the recommendations, especially the geographical extension. It was noted that the PSPO did not include the problem of Parkour or 'free running' that was currently an issue for the town centre. This was resulting in damage to town centre roofs surrounding the Guildhall, especially in Market Street. The Leader of the Council would raise the matter with officers.

Officers and the members of the Joint Action Group (JAG) were commended for the report.

The Executive,

RESOLVED:

- (1) That the variation of the existing town centre Public Spaces Protection Order, as set in Appendices 1 and 2 to the report submitted to the Executive, including the extension of geographical area and variation in behaviours, be approved.

- (2) That the proposed actions set out in Appendix 3 to the report, which aimed to address the outstanding actions raised during the review of the Public Spaces Protection Order, be approved.

Reasons:

- (1) The Council had demonstrated that it had undertaken the statutory process to be satisfied on reasonable grounds that:
- activities had taken place that had a detrimental effect on the quality of life for those in the localities identified, or it was likely that activities would take place and that they would have a detrimental effect, and
 - the effect or likely effect of those activities:
 - o was, or was likely to be, persistent or continuing in nature,
 - o was, or was likely to be, unreasonable, and
 - o justified the restrictions being imposed.
- (2) The PSPO review highlighted behaviours that were not appropriate for inclusion in a PSPO and would be better addressed with other tools or existing powers.
- (3) The PSPO review presented evidence of a lack of awareness of the existing PSPO and an absence of a robust enforcement policy to respond appropriately to breaches.

EX86 DAY CARE PROVISION FOR THE ELDERLY

The Council had two purpose-built day centres providing support and care services for elderly residents, The Hive (formerly known as the Park Barn Centre) in Guildford and the Shawfield Centre in Ash. A care service for the elderly was a discretionary service for the Council. As a part of the agreed medium term savings review all discretionary services were being evaluated and new ways to deliver services explored. The Shawfield Centre had been closed for the duration of the pandemic and its existing customers had been transported to the Hive.

As a part of that review there had been public consultation with regard to the future of older people's services, including the option of consolidating services at The Hive. The outcome of the consultation exercise and views of key health and social care partners was shared with the Service Delivery Executive Advisory Board (SDEAB) on 13 January 2022.

The Executive considered a report which set out the future of day care provision for the elderly. This included the outcome of the consultation exercise, an Equalities Impact Assessment, the views of key health and social care partners and the recommendations of the SDEAB to the Executive.

The report had concluded that the best quality of care for our elderly residents could be delivered by consolidating service provision at The Hive, whilst making significant savings for the Council.

The report was introduced by the Deputy Leader of the Council who noted that changes to discretionary services offered challenging choices and decisions. The consultation

had been wide ranging and engaged stakeholders and partner agencies as well as ward councillors and the SDEAB. A key consultee was the independent chair of the Guildford and Waverley Integrated Care Partnership and Adult Social Care commissioners as well as two community volunteers who provided services to the elderly in Ash. Paramount going forward was the importance of providing the highest quality service possible and consultees felt that the provision at The Hive was more suitable due to the limitations of the Shawfield building. It was noted that even before the pandemic most social care referrals were to The Hive. The Hive offered a multigenerational space with multiple activities going on which was beneficial to users particularly those suffering from dementia and physical disability.

The Chairman of the SDEAB was in remote attendance and spoke of the sense of loss that the members of the Board perceived for Ash residents by the closure of Shawfield; however, the quality of services offered at the Hive and the cost savings were also important considerations. Overall, there was support for the multigenerational offer at The Hive and the benefits that would bring to individual service users. Officers had worked with service users and their carers to make the transition as smooth as possible. The SDEAB considered that The Hive could open its offer to more residents across the borough.

Ward councillors for Ash expressed disappointment that Shawfield would not remain open, but were appreciative of the need for savings and the quality of the offer at The Hive. The Older People's Services Champion, Councillor Maddy Redpath proposed the kitchens in the assisted living quarters might be reopened to enable residents to cook for and with one another. Councillor Redpath also suggested that the Overview and Scrutiny Committee might look at the older persons' services offer overall.

The Deputy Leader of the Council thanked everyone for their comments and for their input during the consultation and noted the SDEAB comments included a proposal to convene a working group with the appropriate officers, the Deputy Leader and the Older People's Services Champion to secure improvements to the communal areas and activities in sheltered housing units within available resources and an overall review of Older People's Services in the wake of COVID-19. This would be taken forward.

Members of the Executive found the report informative, balanced and robust. The Executive consequently,

RESOLVED:

- (1) That the provision of day care services for the elderly be consolidated at The Hive to maintain high quality service provision for all residents in the borough.
- (2) That the following recommendations from the Service Delivery EAB be actioned by the Head of Community Services:
 - a) The possibility of introducing a lunch provision at Japonica Court be explored to support those residents who previously accessed the lunch club at the Shawfield Centre.
 - b) A breakdown of the projected revenue savings of £170,000 be provided to the Service Delivery EAB to clarify the amount of funding expected to be saved from the Shawfield Centre closure, balanced against any rise in costs

associated with an increase in the use of The Hive and community transport and any ongoing upkeep of the building including utility payments.

- (3) That the Head of Asset Management be requested to develop a project mandate in respect of the options for the future use of the Shawfield Centre site without delay to prevent a community facility falling into disuse for a length of time, one of which should consider the operation of the property by an external organisation such as a parish council, charity or local enterprise.

Reason:

To maintain or improve the quality of provision for day centre customers, whilst reducing costs as part of our savings strategy.

EX87 PRE-ELECTION PERIOD PUBLICITY POLICY

The Pre-Election Period was the six week period prior to an election. There were statutory restrictions in Section 2 of the Local Government Act 1986 that applied to the council publicity during the Pre-Election Period.

The Pre-Election Period Publicity Policy sought to ensure that the Council acted lawfully in relation to the use of council resources in the lead up to an election, to provide guidance to councillors and officers and to limit council and committee meetings and other decision-making taking place during the Pre-Election Period to those which were strictly necessary and business as usual.

The Leader of the Council introduced the report.

It was proposed that only the Planning Committee, the Licensing Committee and Licensing Sub-Committees would be scheduled during this period. The municipal calendar for 2022-23 had already been approved by full Council with this policy in mind.

The Policy highlighted specific guidance for councillors and officers in carrying out their roles including delegated decision making. The Policy also specifically limited initiating public consultation processes during the Pre-Election Period.

The Policy also made provision for extraordinary Full Council and/or Special Committee meetings to be arranged if, in the opinion of the Joint Chief Executive and Monitoring Officer, it was considered to be in the Council's interests to hold them for urgent items of business.

The Executive

RECOMMEND (to Council on 5 April 2022):

That the Pre-Election Period Publicity Policy, as set out in Appendix 1 to the report submitted to the Executive be approved with immediate effect.

Reasons:

To protect the interests of the Council, and to provide guidance to Councillors and Officers on publicity and the use of Council resources during the Pre-Election Period.

The meeting finished at 7.48 pm

Signed

Date

Chairman

Recommendations to the Executive from the Overview and Scrutiny Committee

Document Purpose

The intention of this document is to collate and track progress of all recommendations made by the Overview and Scrutiny Committee to the Executive throughout the year, and to log the Executive decisions on the submitted matters. The Executive's agreed response to the recommendations will be fed back to the Overview and Scrutiny Committee, and relevant officers.

Explanatory note:

Progress Status: This column indicates individual progress status for each recommendation and will present one of three options:

- Awaiting Executive Consideration
- Accepted or Approved by the Executive
- Rejected by the Executive

Suggested Response to Recommendation and Reasons: This column indicates what action, if any, the Executive proposes to take or may already have been taken in response to the recommendation and the reasons) for the action, or no action.

Approved Recommendations:

O&S Meeting Date /O&S Minute No.	O&S Agenda Item	O&S Recommendation	Considered by Executive on	Progress Status	Suggested Response to Recommendation and Reasons	Key Officer responsible for the item
2 March 2021 Reference OS63	Guildford Crematorium Redevelopment	That the Executive be requested to ensure that:	22 March 2022	Executive approved suggested response.	The Future Guildford Programme implemented the Council's transformation plan.	Abi Lewis/ Directors

O&S Meeting Date /O&S Minute No.	O&S Agenda Item	O&S Recommendation	Considered by Executive on	Progress Status	Suggested Response to Recommendation and Reasons	Key Officer responsible for the item
	Post Project Review	<p>1.Council projects are accurately scoped and well-defined at the outset and any extension of scope is assessed carefully.</p> <p>2.Council projects go beyond legal minimum standards and aspire to be the best possible.</p> <p>3.Senior officers be held accountable for ensuring that resources in place for projects are adequate.</p>			<p>As part of Phase A of the Programme, a new Project and Performance Management (PPM) Governance team was established in 2020 which has undertaken extensive work to implement a new PPM Governance Framework to improve the delivery of all GBC projects and programmes to achieve the strategic objectives set out in the Corporate and Local Plans. Now an Enterprise Portfolio Structure has been defined, work is underway to rationalise boards and clarify decision-making.</p> <p>The following specific processes implemented help to ensure the right project controls are in place from the outset:</p> <ul style="list-style-type: none"> • A start-up process to control the number of projects initiated • A mandate being developed for each project for consideration by service leaders and Councillors helping to develop a common understanding of 	

O&S Meeting Date /O&S Minute No.	O&S Agenda Item	O&S Recommendation	Considered by Executive on	Progress Status	Suggested Response to Recommendation and Reasons	Key Officer responsible for the item
					<p>objectives and anticipated outcomes of projects.</p> <ul style="list-style-type: none"> • The Business Case, developed from the Strategic, through the Outline Business Case and confirmed at Full Business Case is a clear statement of scope and baselines and a robust rationale for proceeding with the project. • Progress through the stages is controlled by gates, these are managed by the Corporate Governance Team. <p>The project mandate will provide a broad definition of a project’s objectives, scope, constraints, benefits, risks and costs – which are further defined in the development of the business case. Aspirations to exceed minimum standards tends to come at the cost of time and money. The business case should recommend the option that provides best social value or best value for money and responds to any statutory requirements.</p>	

O&S Meeting Date /O&S Minute No.	O&S Agenda Item	O&S Recommendation	Considered by Executive on	Progress Status	Suggested Response to Recommendation and Reasons	Key Officer responsible for the item
					<p>The new PPM Governance Framework provides the opportunity for officers across the organisation to review project mandates and business cases, and to consider the potential impact of the proposals on their service area. This includes consideration of whether the project is achievable within the existing resources (financial and staffing) and whether mitigation is required to deliver the preferred option successfully. This might include highlighting a need to recruit to fill a specialist skillset that is necessary for the project and the required budget to enable this. The internal project governance structures ensure officers provide regular updates on the status of projects and provide the opportunity for risks and issues to be escalated to senior decision makers as necessary. An Enterprise Portfolio Board is being considered to ensure that resource constraints are understood across all GBC service areas before a project is initiated.</p>	

O&S Meeting Date /O&S Minute No.	O&S Agenda Item	O&S Recommendation	Considered by Executive on	Progress Status	Suggested Response to Recommendation and Reasons	Key Officer responsible for the item
9 November 2021 reference OS46	Guildford Crematorium Air Quality Audit	<p>That the following recommendations within section 3 of the SLR audit at Appendix 1 of the report submitted to the O&S Committee be endorsed:</p> <ul style="list-style-type: none"> • That measures or procedures are reviewed and where necessary improved, to allow Regulatory Services to satisfy themselves that work undertaken on their behalf has been undertaken in a comprehensive and technically robust manner, such as: • requiring evidence of the audit procedure, and documented audit trail; and 	22 March 2022	Executive approved suggested response.	<p>GBC's current Standard Selection Questionnaire (SSQ) - used at the outset of a procurement process to determine compliance of a potential supplier with any mandatory requirements - does not request confirmation of statutory or regulatory certification.</p> <p>However, the subsequent technical evaluation process is tailored according to the specifics of the project and the scope of services being procured. Where appropriate, confirmation and evidence of accreditation will be requested and evaluated. If works are procured via a framework e.g. construction works, the contractors are subject to significant scrutiny and vetting before being accepted onto the framework. If a project is particularly complex or technical, the Council will need to consider what specialist resource is needed to support the drafting of technical evaluation criteria</p>	Abi Lewis/ Directors

O&S Meeting Date /O&S Minute No.	O&S Agenda Item	O&S Recommendation	Considered by Executive on	Progress Status	Suggested Response to Recommendation and Reasons	Key Officer responsible for the item
		<ul style="list-style-type: none"> requiring contractors to have a quality assurance system certified to a recognised standard (e.g., ISO 9001). 			<p>and the evaluation of tender responses. This would be established at the mandate stage.</p> <p>The Corporate Procurement Board acts as a gateway for projects that are above a certain financial threshold, or constitute high risk or sensitivity, providing further scrutiny over the most appropriate route to engage a supplier.</p> <p>The new project management and governance toolset, Verto, has the functionality to capture decisions made to ensure that there is an audit trail throughout the project lifecycle.</p>	
9 November 2021 reference OS47	Update on Project & Programme Management Governance	<ul style="list-style-type: none"> That the Executive be requested to ensure that in relation to the closure and evaluation stages of Council projects the author of both the lessons learned report 	22 March 2022	Executive approved suggested response.	The Council's implemented PPM Governance Framework outlines the project lifecycle and approval gates that projects will ensure all lifecycle stages are undertaken for all projects, including closure, evaluation and lessons learned.	Abi Lewis/ Directors

O&S Meeting Date /O&S Minute No.	O&S Agenda Item	O&S Recommendation	Considered by Executive on	Progress Status	Suggested Response to Recommendation and Reasons	Key Officer responsible for the item
		<p>and the post-project evaluation be someone unconnected to the project.</p> <ul style="list-style-type: none"> • That further training and information on the Council's project and programme management be organised for Councillors. 			<p>Going forward the governance team can provide independent review at project closure stage and report to the Enterprise Portfolio Board if that is established.</p> <p>A series of formal training sessions explaining the reasons for mandates and business cases was delivered in November 2020 to introduce the new PPM governance arrangements. Follow up sessions relating to improving their understanding of programme and project governance in order to streamline governance and improve reporting were held for Councillors in December 2021. These sessions outlined the work done on the development of the governance structure and provided a demonstration of the reporting deck that is presented at Major Projects Portfolio Board. Ongoing training is being provided to induct new</p>	

O&S Meeting Date /O&S Minute No.	O&S Agenda Item	O&S Recommendation	Considered by Executive on	Progress Status	Suggested Response to Recommendation and Reasons	Key Officer responsible for the item
					Councillors and keep all Councillors up to date with developments.	

Executive Report

Ward(s) affected: All

Report of Strategic Services Director

Author: Yasmine Makin, Policy Officer

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Lead Councillor responsible: Joss Bigmore

Tel: 07974 979369

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Date: 28 April 2022

Risk Management Strategy and Policy

Executive Summary

This report presents the Risk Management Strategy and Policy to the Executive for adoption and provides the Executive with the opportunity to consider the new corporate risk register. The Corporate Governance and Standards Committee has risk in its remit and the corporate risk register was presented to that Committee on 21 April.

Recommendation to Executive

That the Executive approves the Risk Management Strategy and Policy.

Reason for Recommendation:

To adopt a corporate Risk Management Strategy and Policy which will allow risk to be articulated, managed and mitigated consistently across the Council.

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

1. Purpose of Report

- 1.1 The purpose of this report is to present and recommend the Risk Management Strategy and Policy for adoption and to present the corporate risk register to the Executive for comment.

2. Strategic Priorities

- 2.1 In order to achieve its strategic priorities, the Council must identify, manage, and learn from risks across the organisation including corporate, service and programme/project risks. The new Risk Management Strategy and Policy aim to provide a consistent approach across the Council for risk management, allowing the Council to more effectively articulate, report and monitor risks to support the achievement of its goals.

3. Background

- 3.1 In February 2021 KPMG produced a report which gave the Council a rating of 'partial assurance with improvement required' and made eight recommendations relating to risk management. A summary of this report was taken to the Corporate Governance and Standards Committee in March 2021 and can be [found here](#) (page 176 of the public reports pack). The report highlighted current good practice within the Council including the assignment of appropriate action owners where risk registers exist and good risk reporting for the projects they reviewed.
- 3.2 Since then, officers have been developing a new Risk Management Framework and Process, along with a new corporate risk register. Appendix 1 contains the new Risk Management Strategy and Policy for Executive's consideration and approval, including the guidance for scoring and the risk matrix. Appendix 2 contains the corporate risk register that went to the Corporate Governance and Standards Committee on 21 April 2022.

Risk Management Strategy and Policy (Appendix 1)

- 3.3 The Risk Management Strategy sets out our approach to risk management at a strategic level, whilst the Risk Management Policy sets out the approach at an operational level. The scope of the Risk Management Strategy and Policy covers the corporate processes behind risk management. It does not replace risk processes used for health and safety, business continuity or emergency planning, but instead supports those activities by establishing a framework for their escalation if appropriate.
- 3.4 The guidance and matrix for defining and scoring risks form an attachment to the Strategy and Policy.

Corporate Risk Register (Appendix 2)

- 3.5 The highest level of risk will be managed through the corporate risk register, as described in the Risk Management Strategy and Policy. Risk will be classed as corporate risks when their materialisation could affect the whole Council or they could happen to any service.
- 3.6 It will be owned by CMT, monitored regularly by the Risk Management Group and presented to the Corporate Governance and Standards Committee on a six-monthly basis for its review.

- 3.7 As shown in Appendix 2, the risks have been assigned a risk domain which denotes the category most impactful if the risk were to materialise. Most risks have multiple impact areas and so the domain simply provides an indication of the area most affected.
- 3.8 Factors affecting likelihood are included in the register to help the reader understand what makes the risk relevant enough to be included.
- 3.9 The risks are scored by likelihood and impact before mitigation and afterwards using the guidance and matrix attached at appendix 3 of the Strategy and Policy.
- 3.10 Every risk is assigned an action owner responsible for the mitigating action, along with a deadline for mitigation.

Service Risk Registers

- 3.11 Service risk registers will follow the same layout as the corporate risk register and will relate to operational risks within services which could influence the achievement of service outcomes.
- 3.12 Service Leads will be supported by the Risk Management Group and Strategy, Performance and Events team to complete, update and maintain their service risk registers. Escalation and mitigation of red risks will be facilitated by the Risk Management Group where suitable.

Programme/project risk registers

- 3.13 Similar to service risk registers, programme and project risk registers will follow the same layout as the corporate risk register with costings where possible and proportionate.
- 3.14 These risk registers will contain risks that threaten the achievement of the programme/project's objectives and will be completed at the beginning of the lifecycle and maintained throughout.

Guildford and Waverley borough councils' collaboration

- 3.15 In light of the collaboration between Guildford and Waverley borough councils, officers have liaised with Waverley Borough Council regarding its risk management toolkit. Guildford Borough Council's risk management framework has been developed in alignment with Waverley Borough Council's toolkit where appropriate, namely the risk matrix and scoring criteria.

4. Consultations

- 4.1 The Strategy team has consulted various colleagues across the Council, including Service Leaders, to achieve a full understanding of how risks are currently managed within services and ensure any draft processes and documents that are developed are fit-for-purpose and operational.
- 4.2 More detailed sessions were held with Service Leaders of high/specialist risk areas such as Operational and Technical Services and Corporate Programmes.

We have also consulted the Resources Director, Strategic Services Director, Health and Safety Specialists (Paul Osborn and Pat Barnes), Senior Specialist for Procurement (Faye Gould) and Specialist for Insurance (Mike Bellamy).

- 4.3 The corporate risk register has been developed with CMT and the relevant Service Leads. As a working document, it will be reviewed and updated regularly by the Strategy and Communications Manager in collaboration with Service Leads and CMT where appropriate. The remit for risk sits with the Corporate Governance and Standards Committee and the corporate risk register will be presented to that Committee on a six-monthly basis.

5. Key Risks

- 5.1 Without a fit-for-purpose and consistent risk management framework the Council risks not meeting the recommendations of the KPMG report, and, more importantly, being exposed to unnecessary and unacceptable risks.

6. Financial Implications

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

7. Legal Implications

- 7.1 The Accounts and Audit Regulations 2015 (as amended), provide at regulation 3 that a local authority must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk. Regulation 4 provides that a local authority's financial control systems must include measures to ensure that risk is appropriately managed.

- 7.2 The adoption of a corporate Risk Management Strategy and Policy which will allow risk to be articulated, managed and mitigated consistently across the Council contributes to the Council's legal obligations on risk management.

8. Human Resource Implications

- 8.1 Completion, maintenance and oversight of the risk registers will require resource from CMT, Service Leads, the Strategy team and specialist within the organisation. These risk management processes should be seen as important elements of business as usual, much like Service Planning

9. Equality and Diversity Implications

- 9.1 The Public Sector Equality Duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

10. Climate Change/Sustainability Implications

- 10.1 There are no direct climate change or sustainability implications of this report. The Council must manage risk effectively, especially risks relating to programmes and projects, in order to achieve its goal of being net-zero carbon by 2030.

11. Summary of Options

- 11.1 The Executive is asked to approve the Risk Management Strategy and Policy or provide any comments it may have, and to consider the corporate risk register.

12. Conclusion

- 12.1 This report highlights the benefit of having a corporate strategy and policy for risk management and presents the draft document for Executive's approval. Once approved, officers will implement the agreed approach and the Strategy and Policy will be subject to annual review.

13. Background Papers

None

14. Appendices

Appendix 1: Risk Management Strategy and Policy
Appendix 2: Corporate risk register

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Guildford Borough Council

Risk Management Strategy and Policy 2022-2025

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Policy Owner – Service:	Strategy and Communications
This document replaces:	Risk Management Strategy and Framework
Executive approval:	April 2022
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Next Review Date:	2023 (annually)

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Part A: Guildford Borough Council Risk Management Strategy

Introduction

The Risk Management Strategy sets out our approach to risk management at a strategic level, whilst the Risk Management Policy in Part B of this document, and the guidance documentation accompanying it, set out the approach at an operational level.

Risk can be defined as “an uncertain event that, should it occur, will have an effect on the Council’s objectives and/or reputation.” It is the combination of the probability of an event (likelihood) and its effect (impact). Risk management is the “systematic application of principles, approaches and processes to the identification, assessment and monitoring of risks.”

The purpose of this Strategy is to briefly outline the current position of the Council relating to risk management and give a high-level view of how we will improve those processes and our approach to risk management.

The scope of the Risk Management Strategy and Policy covers the corporate processes behind risk management. It does not replace risk processes used for health and safety, business continuity or emergency planning, but instead supports those activities by establishing a framework for their escalation if appropriate.

Our commitment to risk management

The Council recognises that risk is unavoidable, and sometimes necessary to achieve its objectives. Risk management is an integral part of good management and governance, and the Council has a legal duty to have risk management arrangements in place. We are committed to ensuring risk management is part of our decision making with structures and processes in place to ensure the risks are identified, assessed and addressed in a consistent way and in accordance with the appetite and objectives of the Council.

Council-wide ownership and accountability for managing risk is critical to the success of our services and the achievement of our corporate objectives. We require all internal services to actively anticipate and manage their business risks, identify opportunities and mitigate any threats in line with their risk tolerances. This ensures a consistent approach where the risk profiles of each service are transparent to provide a whole organisation portfolio approach to risk management.

The next few years will continue to present significant challenges for the Council in delivering its services. The challenges will mean that we need to develop a different model for local government through differing methods of service delivery including commissioning services, partnership-working or exploring alternative service delivery models. Whilst these changes create opportunities; they also create risks and uncertainty. As new ways of working emerge, the risk management process will need to adapt to respond to these.

The Council’s attitude to risk is to operate in a culture of creativity and innovation, in which all key risks are identified in all areas of the business and the risks are understood and managed, rather than avoided.

Current position

In February 2021 KPMG produced an audit report reviewing the Council's processes and controls for risk management. Since then, the Council has developed a new framework for risk management including this strategy and policy, and risk register templates to strengthen our arrangements.

Outcomes of risk management

The desired outcome for risk management is the effective management of risk across the whole organisation resulting in the anticipation and resolution of risks before they become issues, and the leveraging of potential opportunities. We aim to ensure that we have the correct level of control in place to provide sufficient protection from harm, without stifling opportunity and development.

The main objective for this Strategy and Policy is to outline, implement and maintain a consistent approach to risk management across the Council, including common methods of risk identification, assessment and monitoring. In addition, the new framework included in the Policy will set out the governance and reporting processes at the various levels of risk management. As the new framework embeds across the organisation, the results will be: a common understanding of the Council's risk management processes; better identification, assessment and monitoring of risks, and improved risk governance processes.

How will we achieve these outcomes?

To achieve the outcomes set out above we will:

- Implement and maintain a robust and consistent risk management approach that will identify and effectively manage strategic, service and programme/project risks.
- Ensure accountabilities, roles and responsibilities for managing risks are clearly defined and communicated within risk registers.
- Consider and manage risk as an integral part of business planning, service delivery, key decision-making processes, and project and partnership governance.
- Communicate risk information effectively through a clear reporting framework.
- Increase understanding and expertise in risk management through targeted training and the sharing of good practice.

To measure the performance of this Strategy the Risk Management Group will develop indicators relating to the effect of mitigations on risk RAG ratings. The results of further external audit reviews will also be considered when assessing the performance of the Strategy. In the longer-term, the impact of risks materialising will reduce as a result of an effective risk management framework, including financial penalties for breaches and/or insurance costs.

Monitoring of the Strategy and Policy

The Risk Management Strategy and Policy will be monitored and reviewed by the Risk Management Group to ensure our approach takes account of changing legislation, government initiatives, best practice and experience gained within the Council.

Approval of minor changes is delegated to the Strategy and Communications Manager in consultation with the Risk Management Group and the relevant Lead Councillor. More fundamental changes will be escalated to the Executive in line with the Council's strategy and policy review processes.

Key services

All services will be key to ensuring the risk management framework is implemented fully and successfully. Specific services will have a role in the Risk Management Group relating to the risk domains (Finance, Legal/Regulatory, Reputational, Health & Safety, Service Delivery). The Strategy, Performance and Events team has the key role in the maintenance and reporting of the risk management framework.

Part B: Guildford Borough Council Risk Management Policy

Introduction

The purpose of this Policy is to set out the approach to risk management at an operational level, to outline the roles and responsibilities relating to risk across the Council, and to illustrate the main reporting framework and key controls. It should be read in conjunction with the Risk Management Strategy (Part A) and will be reviewed and updated at the same time.

The scope of this Policy is outlined in the [Introduction](#) in Part A of this document (the Risk Management Strategy). The risk management approach and processes set out in this Policy will be underpinned by a set of more detailed guidance documents which contain further information on assessment of risks, operation of risk registers, and the risk matrix.

Risk categorisation

Risks will be categorised into high level risk domains within the risk register. Most risks will have impacts that span multiple risk categories and high-level risk domains allow risks to be categorised according to the biggest impact on the Council should the risk materialise. High level risk domains are useful to understand the general nature of a risk and to help ensure the right officers are monitoring and dealing with it.

Risks will be categorised into the following domains universally across the risk registers:

Financial – risks that could impact on the financial viability of the Council or the budget, or that could result in financial claims, fines or penalties.

Reputational – risks that could result in negative publicity or damage the Council's reputation.

Service Delivery – risks that could interrupt service delivery, particularly statutory, key or high priority services.

Health and Safety – risks that could impact the health and safety of employees, councillors, residents and/or service users or that breach the health and safety rules.

Legal/regulatory – risks that could expose the Council to legal challenge.

Where a risk does not fit into one of the above five categories the risk owner should temporarily assign it a category that enables it to be reviewed and mitigated appropriately. For example, this could be technological if it is an IT related risk, or information governance if it relates to data protection. As the Strategy, Performance and Events team monitors and supports the risk registers, the risk categories will be reviewed, and any emerging frequent categories will be added.

Risk Registers

This Risk Management Policy covers three main levels of risks: corporate, service and programme/project. The risk registers are aligned to these levels. It is important to define the levels of risk in order to deal with risk in the most appropriate way and through the most appropriate risk register.

Corporate

The highest level of risk is managed at this level. Risks included in the corporate risk register should be ones that could have an effect on the successful achievement of our long-term core purpose, priorities and outcomes. This includes:

1. risks that could potentially have a council-wide impact and/or
2. risks that could happen/apply to any service.

Service

This level relates to the operational risks within services. Risks at a service level that could influence the successful achievement of the service outcomes / objectives are service risks. Risks that have originated in other risk registers (programme/project) may also be service risks if they impact service outcomes. Service risks that culminate to have a corporate impact or that require escalation should also be reflected in the Corporate Risk Register.

Programme/project

This level concerns risks that could have an effect on the successful achievement of the programme or project's outcomes / objectives in terms of service delivery, benefits realisation and engagement with key stakeholders (service users, third parties, partners etc.). These could be risks from the initial mandate or business case stage in a programme or project, or they may arise during the project lifecycle. Programme/project risks that culminate to have a service or corporate impact, or that require escalation, may also be reflected in the Corporate Risk Register and/or Service Risk Register.

Risk appetite and tolerance

Risk appetite

Risk appetite is the level of risk an organisation is willing to accept and considers both the willingness to take risk and the level of control. The risk appetite should set the 'tone from the top' on the level of risk we are prepared to accept on the different risk domains.

Risk tolerance

After agreeing mitigating actions, the residual score of a risk will be assessed according to the corresponding risk tolerance. The outcome of this assessment will determine whether or not the risk is escalated.

Effective risk management

The Council's Risk Management Framework sets out the arrangements the Council has in place to ensure effective risk management throughout the organisation. This section sets out the process for managing risk effectively. The Council adopts this approach to ensure risks are properly managed and reduced to an acceptable level.

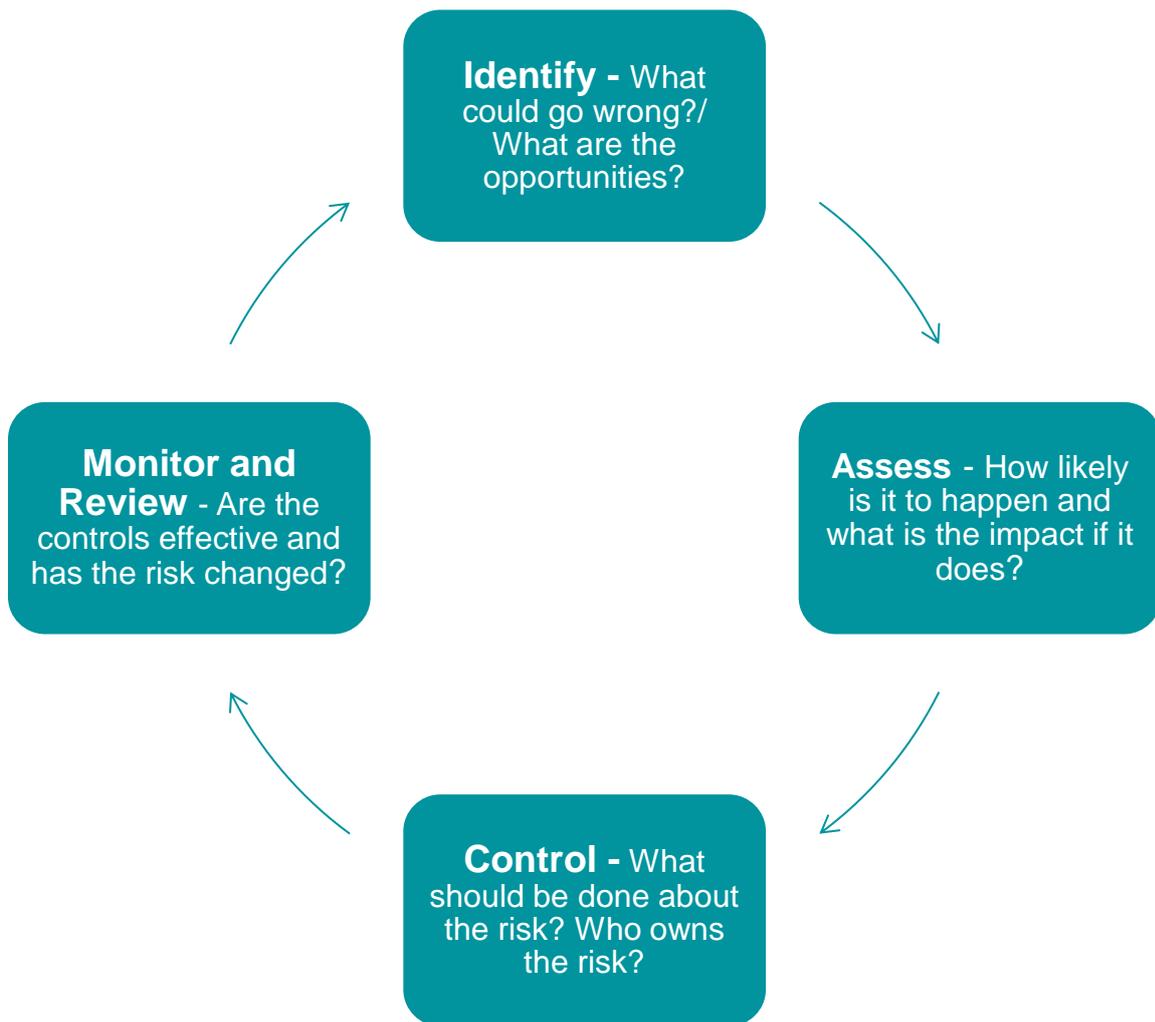


Figure 1: Process for managing risk across the organisation

Step 1: Risk identification

A risk is fully identified once it has been assigned a risk domain, defined, and assigned an owner.

There are different categories of risks that an organisation may face including financial loss, failure of service delivery, physical risks to people, and damage to the organisation's reputation.

Risk registers will categorise risks according to the following domains:

- Financial
- Reputational
- Service Delivery
- Health and Safety
- Legal/regulatory

In addition to being categorised as one of these domains, risks will need to be defined and described in enough detail to articulate and communicate the threat faced. Guidance on

defining risks can be found in the risk management scoring criteria and risk matrix at Appendix 3.

Lastly, all risks must have an owner assigned, in line with the risk roles and responsibilities found at Appendix 1. A risk owner is defined as a person with the accountability and authority to effectively manage the risk.

Step 2: Risk assessment

After identification, each risk is assessed according to the impact if it were to happen and the likelihood of it happening. Guidance on how to assess the risk can be found at Appendix 3. Depending on the results of the assessment, each risk is given a score and RAG rated according to the risk matrix in Appendix 3. This is done both for gross and residual risk. The first assessment (the gross risk) is based on the level of risk if no action is taken, and the second assessment (the residual risk) sets out the risk once mitigating actions have been taken into account. These assessments help prioritise risks as they can then be considered according to level of risk after mitigating action has been taken as opposed to the original, evaluated risk.

Step 3: Control of the risk

Once the risk has been identified and assessed it needs to be controlled and managed. Senior managers have overall responsibility for managing risk in their service area and to ensure that this is done in the most effective manner. Ownership and control of the risk may be delegated to the person (risk owner) directly responsible for managing the business activity specific to the risk.

Risk may be managed in one, or a combination of, of the following ways:

Avoid: A decision is made not to take a risk. Where the risks outweigh the possible benefits, avoid the risk by doing things differently e.g., revise strategy, revisit objectives or stop the activity.

Accept: A decision is taken to accept the risk. Management and/or the risk owner make an informed decision to accept that existing actions sufficiently reduce the likelihood and impact of a risk and there is no added value in doing more.

Transfer: Transfer all or part of the risk through insurance or to a third party e.g., contractor or partner, who is better able to manage the risk. Although responsibility can be transferred, in most cases accountability remains with the Council, so this still needs to be monitored.

Treat/Reduce: Implement further additional action(s) to reduce the risk by minimising the likelihood of an event occurring (e.g., preventative action) and/or reducing the potential impact should the risk occur (e.g., insurance). These will be recorded in the appropriate risk register and regularly monitored. Once they have been completed, where appropriate the residual risk level should be re-assessed.

Exploit: Whilst taking action to mitigate risks, a decision is made to exploit a resulting opportunity.

Step 4: Review and report

Risk management should be thought of as an ongoing process and as such risks need to be reviewed regularly to ensure that prompt and appropriate action is taken to reduce their

likelihood and/or impact. The risk registers are used to report on risk, to record mitigating action and to monitor results.

Embedding risk management within the organisation

For risk management to be effective and a meaningful management tool, it needs to be an integral part of key management processes, day-to-day working in service delivery and the culture of the whole organisation.

The Council will be open in its approach to managing risks. Lessons from events that lead to loss or reputational damage will be shared as well as lessons from things that go well. Discussion on risk in any context will be conducted in an open and honest manner.

Risks and the monitoring of mitigating actions should be considered as part of a number of the Council's significant business processes, including:

- Corporate decision making – significant risks, which are associated with policy or action to be taken when making key decisions, are included in appropriate committee reports.
- Budget planning – this annual process includes updating the corporate and service risk registers to reflect budget realities.
- Programme and project management – all significant projects should formally consider the risks to delivering the project outcomes before and throughout the project. This includes risks that could have an effect on service delivery, benefits realisation and engagement with key stakeholders.
- Procurement – Procurement Procedure Rules clearly specify that all risks and actions associated with procurement need to be identified and assessed, kept under review and amended as necessary during the procurement process.
- Contract Management – all significant risks associated with all stages of contract management are identified and kept under review.
- Insurance – the Council's Insurance team manages insurable risks and self-insurance arrangements.
- Health and Safety – the Council has a specific [risk assessment policy](#) to be followed in relation to health and safety risks.
- Service Planning – key risks will be escalated by Service Leaders to Directors through the Service Planning process.

Review and performance

As set out in the [Monitoring of the Strategy and Policy](#) section within this document, the Risk Management Group will have a key role in reviewing the efficacy of the Strategy and Policy, as well as the risk management framework.

The Strategy and Policy documents will be reviewed on an annual basis to ensure they are up to date and relevant.

Appendix 1 – Roles and Responsibilities

Roles and Responsibilities

	Corporate Risk Register	Service Risk Register	Programme/project Risk Register
Strategy & Comms Manager	Populate and update		
Strategy team	Maintain Risk Management Framework including guidance and support, monitor service risk registers, identify trends across the Council, support S&C Manager to maintain corporate risk register and support Risk Management Group in conjunction with the Risk Management Group.		
	Support maintenance	Support maintenance	Support maintenance
CMT/Directors	Own	Oversight through Risk Management Group reports	
Service Leads:	Contribute	Own and update	attend project board meetings
Risk Management Group:	To oversee risk across the Council, monitor service risk registers, identify trends across the Council, report areas of concern to CMT, agree, recommend and implement mitigation for corporate risks, undertake deep-drive reviews as recommended by CGS Committee in conjunction with the Strategy team.		
	Report the Corporate Risk Register to CMT and CGS Committee	Support Service Leads with escalated service risks	Support Service Leads with escalated programme/ project risks
CGS Committee	Monitor 6 monthly		
Prog/Project sponsors			Attend project board meetings, contribute to project risk management
Prog/Project Leads			Own, update, maintain, and present risk registers at project board meetings
Prog/Project management boards			Receive, monitor and comment

Role and responsibilities table 1

Appendix 2 – Risk Management Framework



Appendix 3 - Guildford Borough Council Risk Matrix and Scoring Guidance

			Impact			
			Small	Significant	Critical	Devastating
			1	2	3	4
Likelihood	Very high	6	6	12	18	24
	High	5	5	10	15	20
	Medium	4	4	8	12	16
	Low	3	3	6	9	12
	Very low	2	2	4	6	8
	Almost impossible	1	1	2	3	4

Likelihood definitions

Score	Likelihood	Indicators
1	Almost impossible	Less than 1% chance of occurring Has happened rarely/never before
2	Very low	1-10% chance of occurring Only likely to happen once in three or more years May have happened in the past
3	Low	10-20% chance of occurring Reasonable possibility it will happen in the next three years Has happened in the past
4	Medium	20-50% chance of occurring Likely to happen at some point in the next one-two years Circumstances occasionally encountered
5	High	50-80% chance of occurring Almost certain to happen within next 12 months Regular occurrences frequently encountered
6	Very high	Above 80% chance of occurring Inevitable it will happen within the next 6 months No influence/control over event occurring

Impact definitions

Score	Impact	Indicators
1	Small	Loss <£10k Trivial breach or non-compliance Insignificant injury (first aid) Negligible disruption/unnoticed by service users Insignificant damage
2	Significant	Loss up to £100k Isolated legal action or regulatory breach Minor injury (medical attention) Small disruption/inconvenience to service One-off adverse local publicity
3	Critical	Loss up to £250k Sustained legal action or (limited) regulatory fine Serious injury (not life threatening) Substantial, short-term disruption/inconvenience to service Short-term, but wide-reaching adverse publicity
4	Devastating	Loss >£500k Major legal action or regulatory sanction

		Death(s) or multiple serious injuries Major, sustained disruption/serious inconvenience to service Major, long-term damage
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Risk domain most impactful on rating	Risk ref	Risk description (there is a risk that...)	Consequence (which could/would result in)	Factors affecting likelihood	Gross likelihood of risk	Gross impact of risk	Gross score	Mitigation measures - reduce impact or likelihood	Target dates for mitigation	Action owner / Service Lead	Residual likelihood	Residual impact	Residual score
Health and Safety	CR1	There is a risk that a member of staff or a Council contractor is involved in an incident or accident at work	Which could result in serious injury, ill health or loss of life and could result in financial loss and reputational impact to the Council. This risk is most significant in Operational and Technical Services (depot, refuse collection)	The Council regularly undertakes work which can be dangerous without proper training and application e.g. refuse collection and the operation of large machinery	3	4	12	Risk assessments in place for all appropriate activities and appropriate measures put in place; New starters are required to attend corporate induction training which includes health and safety in the workplace. All staff complete appropriate training related to health and safety in the workplace Corporate Health & Safety Policies in place, including Accident, Occupational Health, Near Miss, Dangerous Occurrence Reporting Procedure; Corporate Construction Design & Management Policy; Corporate Contractor Activity Control Procedure; Fire Safety; Legionella Control and Asbestos; Lone working & violence at work policy Fire Drills Corporate Health and Safety Group	Ongoing (as part of Corporate Induction); Risk assessments are ongoing. Service risk registers to be completed by October 2020.	All Service Leads Corporate Health and Safety Group Premises Managers	2	4	8
Health and Safety	CR2	There is a risk that the public is involved in an incident or accident relating to the Council's work or work carried out by a contractor on the Council's behalf	Which could result in injury, ill health or loss of life and could result in financial loss and reputational impact to the Council.	The Council regularly undertakes work which can be dangerous without proper training and application e.g. refuse collection and the operation of large machinery	3	4	12	All teams providing services to the public must complete risk assessments where appropriate and report to the corporate Health and Safety Group. Corporate Health & Safety Policies in place, including Accident, Occupational Health, Near Miss, Dangerous Occurrence Reporting Procedure; Corporate Construction Design & Management Policy; Corporate Contractor Activity Control Procedure; Fire Safety; Legionella Control and Asbestos;	Risk assessments are ongoing. Service risk registers to be completed by October 2022.	All Service Leads Corporate Health and Safety Group	2	4	8

Risk domain most impactful on rating	Risk ref	Risk description (there is a risk that...)	Consequence (which could/would result in)	Factors affecting likelihood	Gross likelihood of risk	Gross impact of risk	Gross score	Mitigation measures - reduce impact or likelihood	Target dates for mitigation	Action owner / Service Lead	Residual likelihood	Residual impact	Residual score
Health and Safety	CR3	There is a risk that vulnerable adults and children are not properly safeguarded	Which would result in harm to those vulnerable adults and children and the inability to meet statutory duties which could result in associated legal challenge and potentially reputational damage to the Council		3	4	12	Safeguarding policy and procedures are reviewed regularly and included in the corporate induction training. DBS checks carried out for all key roles	Ongoing (as part of Corporate Induction)	Strategy and Communications Manager (Strategic Lead) and Head of Community Services (Operational Lead)	2	4	8
Service delivery	CR4	There is a risk that the Council suffers a loss of premises, operational property, facilities and/or equipment across some or all of its properties	Which could result in the disruption of key services and activities for customers.		2	4	8	The Council completes and keeps up to date a corporate business continuity plan and all services complete and update their own service business continuity plans	01/04/2022 for completion with ongoing updates	Strategy and Communications Manager	2	3	6
Service delivery	CR5	There is a risk that a cyber security incident could lead to the loss of IT systems or data	Which would result in the Council being unable to operate as normal and disruption to services	International political unrest and conflict (eg, Ukraine) - hostile state actors seeking to disrupt workings of western governments.	3	4	12	The Council completes and keeps up to date a corporate business continuity plan and all services complete and update their own service business continuity plans. The Council conducts regular PEN tests and reduces reliance on older systems with less security	01/04/2022 for completion of BCPs with ongoing updates. Reduction in use of older IT systems	All Service Leads IT Service Lead Strategy and Communications Manager	2	3	6
Service delivery	CR6	There is a risk that the Council is unable to recruit and retain staff, including as a result of the Guildford/Waverley collaboration	Which could result in reduced capacity to deliver, compromise service delivery and quality, redirection of resources and increased spend on consultants and agency staff.	The Council is currently experiencing these issues. Various key vacant posts include Climate Change Officer and in Planning (Case Services). The Waverley/Guildford collaboration may make this more likely Some posts are especially difficult to fill - senior planning officers, surveyors and caseworkers	6	3	18	Agency recruitment through Comensura or procurement exemption Acting up of junior officers to fulfill these roles	Ongoing	Lead Specialist - HR	6	3	18

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Risk domain most impactful on rating	Risk ref	Risk description (there is a risk that...)	Consequence (which could/would result in)	Factors affecting likelihood	Gross likelihood of risk	Gross impact of risk	Gross score	Mitigation measures - reduce impact or likelihood	Target dates for mitigation	Action owner / Service Lead	Residual likelihood	Residual impact	Residual score
Service delivery	CR7	There is a risk that external events cause major emergencies and incidents in the borough (such as flooding, fire, terrorism, climate change, pandemic/new variant of Covid-19)	Which would result in disruption to service delivery and redirection of resources/temporary reduction of staff, loss of income/increased costs		3	4	12	Covid group meeting regularly Business Continuity and Recovery Plans in place	Ongoing	Strategy and Communications Manager Head of Environment and Regulatory Services	3	3	9
Financial	CR8	The a risk that the Guildford-Waverley collaboration does not meet its objectives.	Which could result in: increased/sustained financial difficulty to the Council and may cause resources to be redirected; the Council being unable to produce a balanced budget and reputational damage; disruption to service delivery	Need for robust business cases and strategic direction Some teams are already reporting being under-resourced, changes to staffing structure may result in a reduction in capacity.	4	3	12	Completed Inter-Authority Agreement (which includes IAA risk register) Comprehensive risk register in place for collaboration Council's Constitution; Financial Procedure Rules; High-level financial feasibility study by local partners;	Ongoing	Joint Chief Executive	3	2	6
Financial	CR9	There is a risk that capital programmes and projects experience issues that affect time, quality or budget	Which could result in the Council not achieving its priorities, reputational damage and financial difficulty through an increase in costs	Verto (programme and project management system) being implemented for programmes and projects at present Loss of project managers Inadequate business cases	4	2	8	PPM Governance procedures in place Regular monitoring through Major Projects programme board and regular financial reporting to CMT Enterprise Portfolio Board Financial risk register in place and reserves levels sufficient to meet risks. Monitoring of financial risk register through financial monitoring reports	01/02/2023	Head of Regeneration and Corporate Programmes	3	2	6
Financial	CR10	There is a risk of bankruptcy of a supplier of a major contract	Which could result in service failure, increased demand in other service areas, bringing services back in-house which could lead to a significant escalation of costs or loss of income	Economic conditions	3	3	9	Full due diligence process when procuring Suitable legal clause in contracts Critical contracts register in place where identified contractors are subject to Financial monitoring	Ongoing	Legal Lead Specialist, Procurement Lead Specialist, Finance Lead Specialist	2	3	6
Financial	CR11	There is a risk that the Council will be unable to achieve its ambitions in certain areas as a result of being unable to access certain funding, for example for infrastructure from LEP, Homes England etc	Which could result in the inability to commence and/or complete certain projects of work and insufficient funding to deliver services	Government's Levelling-Up Agenda and priorities for investment High national debt, national recession, Projects not meeting milestones in funding agreements	4	3	12	Regular relationship management meetings with funding bodies to promote GBC schemes Consider alternative funding mechanisms where possible Grant agreements in place with LEP and HE. Fair funding review / levelling up. Close project monitoring. Horizon scanning of funding changes.	Ongoing	Head of Regeneration and Corporate Programmes	3	3	9

Risk domain most impactful on rating	Risk ref	Risk description (there is a risk that...)	Consequence (which could/would result in)	Factors affecting likelihood	Gross likelihood of risk	Gross impact of risk	Gross score	Mitigation measures - reduce impact or likelihood	Target dates for mitigation	Action owner / Service Lead	Residual likelihood	Residual impact	Residual score
Financial	CR12	There is a risk that the Council will be unable to make the savings required to close the budget gap	Which would result in being unable to achieve the Medium Term Financial Plan (MTFP)	Political will	4	3	12	Robust budget forecast, savings strategy and effective decision-making Saving programme steering group	Ongoing	Lead Specialist - Finance, Resources Director	3	3	9
Financial	CR13	There is a risk that the Council experiences loss of income from local income streams eg, fees and charges / council tax / property rents etc	Which would result in the budget being insufficient or incorrect and could result in closure or cessation of discretionary services, a reduction in service delivery or redirection of budgets.	Economic conditions Climate change and change of population behavioural changes and working patterns Cost of living may impact on residents' ability to pay council tax, rent etc. Business changes e.g. downsizing and office space Reduction in Govt funding Reduction in demand; Income streams haven't fully recovered to pre-covid19 levels	4	3	12	Sensitivity analysis. Financial monitoring. Reserves	Ongoing	Lead Specialist - Finance, Resources Director	4	2	8
Financial	CR14	There is a risk that the Council experiences increased costs	Which would result in the budget being insufficient or incorrect	Economic conditions; Higher demand for some services Reduction in demand for discretionary services will increase costs for the Council Increased regulation and compliance Income streams may not fully recover to pre-covid levels Long-term behaviours in working patterns; Increase in price of fuel	5	3	15	Sensitivity analysis. Financial monitoring. Reserves Inter-authority agreement for Guildford/Waverley collaboration	Ongoing	Lead Specialist - Finance, Resources Director	4	2	8
Financial	CR15	There is a risk that financial fraud is committed by a resident, contractor or service user	Which could result in loss/misapplication of public money or property, potential investigation into the Council's operating procedures and a compromised democratic process	Internal control weakness	3	2	6	Anti-fraud and corruption policy Procurement process asks for declaration on grounds for mandatory exclusion to include bribery, corruption, conspiracy, terrorism, fraud and money laundering	Feb-23	Lead Specialist - Finance, Resources Director	2	1	2
Legal/regulatory	CR16	There is a risk that the Council experiences a major data breach	Which would result in multiple sensitive records of service users' personal data being leaked and could result in associated legal governance and potentially reputational (and/or financial) damage to the Council	Human error, failure to observe policy, failure to attend training, technical faults	3	4	12	GDPR training included as part of the corporate induction programme Egress System - secure email; Information Risk Group and Action Plan; Data Protection Training Adequate technical measures	Ongoing	Strategy and Communications Manager	2	4	8

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Risk domain most impactful on rating	Risk ref	Risk description (there is a risk that...)	Consequence (which could/would result in)	Factors affecting likelihood	Gross likelihood of risk	Gross impact of risk	Gross score	Mitigation measures - reduce impact or likelihood	Target dates for mitigation	Action owner / Service Lead	Residual likelihood	Residual impact	Residual score
Legal/regulatory	CR17	There is a risk that the Council experiences a minor data breach	Which would result in a very small amount of service users' data being shared with the wrong person and could result in financial payment	Human error, failure to observe policy, failure to attend training, technical faults	5	1	5	GDPR training included as part of the corporate induction programme Egress System - secure email	Ongoing	Strategy and Communications Manager	4	1	4
Legal/regulatory	CR18	There is a risk that councillors or staff breach their codes of conduct	Which could result in poor, or lack of, decision-making and/or acting unlawfully which may have an adverse impact on the Council's reputation	Lack of knowledge; Inexperienced councillors or staff	4	1	4	New Councillor Induction programme; Councillor training; Staff Induction programme; Training Programme; Councillors ICT Policy; Councillor Code of Conduct; Staff Code of Conduct; Corporate Governance Group Monitoring Officer	Ongoing	Monitoring Officer Lead Specialist HR	3	1	3
Legal/regulatory	CR19	There is a risk that the Council fails to make lawful decisions and follow governance procedures	Which could result in legal challenge, reputational damage and costs to the Council		3	3	9	Regular review of constitution and training for decision-makers; Decision making processes in place / role of Monitoring Officer	Ongoing	Monitoring Officer	2	3	6
Reputational	CR20	There is a risk that the Council fails to meet its target of becoming net carbon zero by 2030	Which would result in a missed opportunity to reduce the Council's impact on the environment and reputational damage	The delivery of this priority is impacted by competing objectives and important income generation streams (e.g. car parking revenue)	4	2	8	Training with Association of Public Service Excellence. Development of energy monitoring capabilities with corporate performance indicators on 'energy use by the Council: gas, electricity and fleet' and 'CO2 emissions from Council operations' starting to be monitored in Q2 2022/23	Q2 2022/23	All Service Leads			0

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Executive Report

Ward(s) affected: None

Report of Director of Service Delivery

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Date: 28 April 2022

Infrastructure Funding Statement 2020-2021

Executive Summary

The Infrastructure Funding Statement (IFS) is a factual report which summarises the amount of developer contributions that have been secured, received, and spent in the reported year. As will be set out below, the Council is required to produce an IFS on an annual basis and publish online.

Regulation 121A of The Community Infrastructure Levy Regulations 2010, as amended (“the CIL Regulations”), requires any authority receiving contributions through the Community Infrastructure Levy (CIL) and / or through planning obligations to produce an annual Infrastructure Funding Statement. The IFS should be published by 31 December following the reported year. The Council has already advised the Department for Levelling Up, Housing and Communities (DLUHC) that the Council’s IFS will not be published until later in 2022, this to enable the IFS to be reviewed by the Executive.

The Regulations require the IFS to comprise;

- a statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL.
- a report about CIL, in relation to the previous financial year.
- a report about planning obligations in relation to the reported year.

GBC is not yet a CIL collecting authority and as such is not required to report data in relation to this and this is confirmed in Annexes 1 and 2 of the IFS 2020-2021.

GBC does collect developer contributions through Section 106 Agreements; therefore, the Council is required to report on developer contributions that have been secured, received, and spent during the reported year, including summary details of non-monetary obligations. The specific matters that must be reported on, which are in accordance with paragraph 3 of Schedule 2 of The CIL Regulations, are set out in Annex 3 of the IFS 2020-2021.

Recommendation to Executive

That the Executive approves the IFS 2020-2021 which, as noted above, is a factual report of the amount of developer contributions that have been secured, received, and spent in the year 2020-21 for submission to the DLUHC and for its publication on the Council's website

Reason(s) for Recommendation:

To ensure that the Council complies with the CIL Regulations to produce and publish an annual Infrastructure Funding Statement.

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

1. Purpose of Report

- 1.1 This report notifies the Executive of the requirement to produce an annual Infrastructure Funding Statement (IFS). The report will also seek to provide detail on the purpose and scope of the IFS.

2. Strategic Priorities

- 2.1 The Infrastructure Funding Statement is a factual document which sets out the amount of developer contributions that have been secured, received, and spent in the year 2020-21. As such, it is not considered that this report has any impact on the strategic priorities of the Council.

3. Background

- 3.1 The CIL Regulations were amended in September 2019 to introduce a requirement for Councils to produce an annual Infrastructure Funding Statement (IFS). The aim of this is to improve transparency and accountability around the spending of CIL and developer contributions from section 106 planning obligations.
- 3.2 Regulation 121A of the CIL Regulations, requires any authority receiving contributions through the Community Infrastructure Levy and / or through planning obligations to produce an annual IFS.
- 3.3 The IFS should be published by 31 December following the reported year. The Council has already advised the DLUHC that the Council's IFS will not be published until later in 2022, this to enable the IFS to be reviewed by the Executive.

- 3.4 The IFS for the reported year 2019-2020 was the first IFS that the Council produced and is available on the Council's website. The IFS 2019-2020 was submitted for review to CMT and approved for publication on 2 March 2021.
- 3.5 Regulation 121A requires the IFS to comprise;
- a statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL.
 - a report about CIL, in relation to the previous financial year.
 - a report about planning obligations in relation to the reported year.
- 3.6 This Council is not yet a CIL collecting authority and as such is not required to report data in relation to this and this is confirmed in Annexes 1 and 2 of the IFS 2020-2021. The Council has been working towards implementing CIL and is aware of Government proposals to replace the existing s106/CIL regimes with a new national 'Infrastructure Levy' and as such will be monitoring developments in this regard and any implications for the Council's processes.
- 3.7 The Council does, however, collect developer contributions through Section 106 Agreements; therefore, the Council is required to report on those contributions that have been secured, received, and spent during the reported year, including summary details of non-monetary obligations. The specific matters that must be reported on, which are in accordance with paragraph 3 of Schedule 2 of The CIL Regulations, are set out in Annex 3 of the IFS 2020-2021.
- 3.8 It is noted that due to the nature of the IFS and the data which needs to be returned to the DLUHC, the information and figures which it contains is a purely factual account of the situation during the reporting year. The data to be provided in the IFS is set out by DLUHC and is returned via a standardised form which is used by all Councils across the Country. The Executive is therefore asked to note the contents and approve its publication.
- 3.9 Section 106 obligations are recorded and monitored using a module of the main planning database called Acolaid, from the signing of the agreement to spending the contributions. The Council's Finance team also keep a monitor of income and spend of developer contributions. Both records have been used to produce the IFS.
- 3.10 Many of the developer contributions are collected on behalf of other organisations such as Surrey County Council, Clinical Commissioning Groups, Surrey Police, etc. These contributions are passed on to the organisations in accordance with provisions of the relevant Section 106 Agreement. The contributions that GBC are responsible for spending are allocated and spent by the relevant spending officer or team.
- 3.11 The Infrastructure Funding Statement 2020-2021 is a factual report that has been produced in accordance with the requirements of the CIL Regulations, therefore Officers propose that the statement is approved for publication.

4. Consultations

4.1 None

5. Key Risks

5.1 None

6. Financial Implications

6.1 Where the Council is the spending authority we budget and monitor contributions and expenditure within our own monitoring reports. This includes:

- S106 receipts which are held on the balance sheet. Under the financial regulations, schemes that are fully funded by s106 receipts can be added to the capital programme, where they have been approved by the relevant Lead Councillor and Director in consultation with the Lead Specialist - Finance and,
- The Council is also required, under accounting practices, to hold endowment funds received as developer planning contributions in earmarked reserves for the long-term repairs and maintenance expenditure on Special Protection Areas (SPAs) or Suitable Alternative Natural Greenspaces (SANGs), these reserves are required to fund the revenue costs of SPA/SANGs in perpetuity. The Council has five strategic SANG sites which are Chantry Woods, Lakeside Nature Reserve, Effingham Common, Riverside Nature Reserve and Parsonage Watermeadows. The SANG contributions held in the SPA Reserves cannot be used towards a different SANG or infrastructure improvements.

6.2 The funds for SCC and other authorities are held on our balance sheet as a creditor but are not budgeted for and do not form part of the Capital and Investment Strategy. These amounts are passed to the relevant authorities upon receipt of a qualifying invoice.

6.3 The following table shows the balances in hand (i.e., contributions received but not spent or passed to relevant bodies) as at the end of the reported year 2020-2021 for both the S106 balance sheet and the SPA (SANGs) Reserve

Balances as at 31 March 2022

S106 – GBC	£2,731,164
SPA Reserves	£10,212,548
s106 - SCC/Other	£5,504,943

7. Legal Implications

- 7.1 The CIL Regulations require the Council to produce an annual IFS. Regulation 121A sets out the matters that must be included. The IFS which is submitted to the DLUHC will comply with these regulations.

8. Human Resource Implications

- 8.1 No HR implications apply

9. Equality and Diversity Implications

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

10. Climate Change/Sustainability Implications

- 10.1 No such implications apply

11. Summary of Options

- 11.1 As the IFS is a factual return of information which is held by the Council to the DLUHC, the Executive is asked to approve the IFS for submission and publication. No other options are available.

12. Conclusion

- 12.1 It should be noted that the Infrastructure Funding Statement is a factual report that the Council is required by the CIL Regulations to produce, and as such should be approved for publication and submission to the DLUHC.

13. Background Papers

None

14. Appendices

Appendix 1: Draft Infrastructure Funding Statement 2020-2021

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Guildford Borough Council: Infrastructure Funding Statement 2021

Regulation 121A of The Community Infrastructure Levy Regulations 2010, as amended, requires any authority receiving contributions through Community Infrastructure Levy (CIL) and / or through planning obligations must produce an annual Infrastructure Funding Statement (IFS)

The Regulations further require the IFS to comprise;

- (a) a statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL.

This is “**The Infrastructure List 2021**” and it is attached at Annex 1.

- (b) a report about CIL, in relation to the previous financial year.

This is “**The CIL Report 2021**” and it is attached at Annex 2.

- (c) a report about planning obligations in relation to the reported year.

This is “**The Section 106 Report 2021**” and it is attached at Annex 3.

The documents combined comprises Guildford Borough Councils Infrastructure Funding Statement 2021.

ANNEX 1

The Infrastructure List 2021

This list is required to be published by Regulation 121A of the Community Infrastructure Levy Regulations 2010, as amended. The Regulations require that this list comprise a statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by a Community Infrastructure Levy.

In this regard, Guildford Borough Council (GBC) has not yet introduced a CIL (see GBC website: <https://www.guildford.gov.uk/localplan/cil> for further information on the process). Thus, an infrastructure list as per Regulation 121A has not been published.

Infrastructure Projects

None.

Infrastructure Type

None.

Note: an Infrastructure Schedule (IS) is included as part of [the Guildford borough Local Plan: strategy and sites, 2015 - 2034 \(LPSS\)](#) at appendix 6. The IS sets out the key infrastructure requirements on which the delivery of the plan depends. It is not an exhaustive list of all infrastructure that will be provided or improved in the borough during the plan period. The IS includes information on infrastructure projects or types of infrastructure that will be delivered, when, by whom, and their likely costs (where known). The IS also reflects the anticipated funding source for the infrastructure type/projects identified. This includes an indication of where developer contributions will be expected to fund or partially fund infrastructure projects.

ANNEX 2

The CIL Report 2021

This report is required to be published by Regulation 121A of the Community Infrastructure Levy Regulations 2010, as amended. The Regulations require that the report includes information about the Community Infrastructure Levy (CIL) for the previous financial year.

Guildford Borough is not a CIL collecting authority and accordingly it has received no monies under CIL during the previous financial year.

ANNEX 3

The Section 106 Report

This report is required to be published by Regulation 121A of the Community Infrastructure Levy Regulations 2010, as amended, and must include the matters specified in paragraph 3 of Schedule 2 to the Regulations.

Matter required by Para 3 of Schedule 2	Details
(a) the total amount of money to be provided under any planning obligations which were entered into during the reported year	<p>Infrastructure Contributions Total - £1,224,266.73 (Including contributions collected by GBC on behalf of other organisations*)</p> <p>SANG & SAMP Contributions - £1,110,280.64</p>
(b) the total amount of money under any planning obligations which was received during the reported year	<p>Infrastructure Contributions Total - £5,093,006.35 (Including contributions collected by GBC on behalf of other organisations*)</p> <p>SANG & SAMP Contributions - £753,776.40</p>
(c) the total amount of money under any planning obligations which was received before the reported year which has not been allocated by the authority	<p>Infrastructure Contributions Total - £3,185,910.47 (Including contributions collected by GBC on behalf of other organisations*)</p> <p>SANG & SAMP Contributions Contributions for SANG & SAMP are allocated on receipt.</p>
(d) summary details of any non-monetary contributions to be provided under planning obligations which were entered into during the reported year, including details of—	

<p>(i) in relation to affordable housing, the total number of units which will be provided;</p>	<p>22</p>
<p>(ii) in relation to educational facilities, the number of school places for pupils which will be provided, and the category of school at which they will be provided;</p>	<p>This relates only to obligations to directly provide new school places and it is the responsibility of Surrey County Council to report in relation to educational facilities. Financial contributions towards the creation of education are provided in other sections of this report.</p>
<p>Other non-monetary obligations</p>	<ul style="list-style-type: none"> - Land Use/Occupation - Link new application to original S106 - Discharge of obligation - Restrictive covenant to not implement extant planning permission - Private SANGS - On-site open space - Land dedication for Highway improvement - Variation to Affordable Housing - Alternative Requirements - Materials - Variation to Owner/Council covenants

<p>(e) the total amount of money (received under any planning obligations) which was allocated but not spent during the reported year for funding infrastructure</p>	<p>Infrastructure Contributions Total - £1,322,321.58 (The summary details of the allocated projects are shown in section (g) below) SANG & SAMM SANG - £10,212,547.75 Contributions for SAMM are passed on to Natural England quarterly.</p>
<p>(f) the total amount of money (received under any planning obligations) which was spent by the authority (including transferring it to another person to spend)</p>	<p>Infrastructure Contributions Total - £2,317,764.08 (The summary details of the projects are shown in section (h(i)) below) SANG & SAMM SANG - £127,791 SAMM – £264,852.46</p>
<p>(g) in relation to money (received under planning obligations) which was allocated by the authority but not spent during the reported year, summary details of the items of infrastructure on which the money has been allocated, and the amount of money allocated to each item;</p>	<p><u>Environmental Improvements</u> Ladymead/Woodbridge Road Pedestrian Improvements - £337.03 Cycle racks and litter bins - £966.20 Epsom Road/Boxgrove Road Improvements - £63,121.10 Lighting and Signage near York Road carpark - £9,807.10 <u>Recreational Open Space</u> Fir Tree Community Garden - £22,883.85 Chantry Wood Campsite - £18,313.08 Foxenden Quarry Multi Unit - £128,906.67</p>

<p>Bushy Hill MUGA, Fitness equipment & teenage shelter - £11,550</p> <p>Martyr Road/Haydon Playground - £12,486.04</p> <p>Baird Drive play improvements - £39,280.03</p> <p>Tilehouse Open Space - £7,849.68</p> <p>Trampoline Play Equipment Pirbright PC - £11,308.07</p> <p>The Briars/Parish Close - £55,993.34</p> <p>Millmead Natural Fish Pass - £25,060.64</p> <p>Gunpowder Mills - £14,705.98</p> <p>Stoke Park/Stoke Field - £17,662.35</p> <p>Tongham Railway - £25,000</p> <p>Moore Close - £61,844.78</p> <p>Sutherland Memorial Park MUGA & Improvements - £11,661.25</p> <p>Heathfield Nature Reserve Boardwalk - £13,244.92</p> <p>Drainage & track improvements Albury PC - £15,678.81</p> <p>Cascades Play Area - £25,410.68</p> <p>Waterside Road Play Space - £24,934.20</p> <p>Open Space Send PC - £210,000</p> <p><u>Art</u></p> <p>Art lighting at G Live - £1,179.36</p> <p>Walnut Tree Bridge Art work - £4,000</p> <p>Foxenden Quarry Art - £6,000</p>
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	<p><u>Other</u> Alterations to waiting restrictions, Tongham - £,1668.32 Trinity Church yard landscaping maintenance - £150 Ash Road Bridge - £405,000 Lido Road Carpark - £76,318.10</p> <p><u>SANG</u> SANG contributions are spent in accordance with the maintenance plans for each SANG.</p>
<p>(h) in relation to money (received under planning obligations) which was spent by the authority during the reported year (including transferring it to another person to spend), summary details of—</p>	
<p>(i) the items of infrastructure on which that money (received under planning obligations) was spent, and the amount spent on each item;</p>	<p>Open Space - £22,556.49 Affordable Housing - £1,028,849.17 Environmental Improvements - £6,748.00 Worplesdon Parish Office - £51,528.46 Walnut Tree Bridge - £432,913.21 Surrey CC Highways - £775,168.75</p>

<p>(ii) the amount of money (received under planning obligations) spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part);</p>	<p>£0.00</p>
<p>(iii) the amount of money (received under planning obligations) spent in respect of monitoring (including reporting under regulation 121A) in relation to the delivery of planning obligations;</p>	<p>£62,520</p>

<p>(i) the total amount of money (received under any planning obligations) during any year which was retained at the end of the reported year, and where any of the retained money has been allocated for the purposes of longer term maintenance (“commuted sums”), also identify separately the total amount of commuted sums held.</p>	<p>£0.00</p>
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*This includes Surrey County Council, Clinical Commissioning Groups, Surrey Police, Surrey Wildlife Trust and the National Trust

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