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Contact: Andrea Carr
Committee Services
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4 June 2021

Dear Councillor

Your attendance is requested at a remote meeting of the **STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD** to be held on **MONDAY 14 JUNE 2021 at 7:00 pm**. The meeting can be accessed remotely via Microsoft Teams.

If for any reason Councillors lose their wi-fi connectivity to the meeting and are unable to re-join using the link in the Outlook calendar invitation, please re-join using the telephone number 020 3855 4748. You will be prompted to input a conference ID: 112 172 683#

Yours faithfully

James Whiteman
Managing Director

MEMBERS OF THE EXECUTIVE ADVISORY BOARD

Chairman: Councillor Ruth Brothwell
Vice-Chairman: Councillor Will Salmon

Councillor Jon Askew	Councillor Diana Jones
Councillor Christopher Barrass	Councillor Steven Lee
Councillor Richard Billington	Councillor Masuk Miah
Councillor Graham Eyre	Councillor Maddy Redpath
Councillor Angela Gunning	Councillor Catherine Young

Authorised Substitute Members:

Councillor Paul Abbey	Councillor Ann McShee
Councillor David Bilbé	Councillor Bob McShee
Councillor Chris Blow	Councillor Marsha Moseley
Councillor Dennis Booth	Councillor Ramsey Nagaty
Councillor Colin Cross	Councillor Susan Parker
Councillor Guida Esteves	Councillor Jo Randall
Councillor Andrew Gomm	Councillor Tony Rooth
Councillor Angela Goodwin	Councillor Paul Spooner
Councillor Gillian Harwood	Councillor Cait Taylor
Councillor Liz Hogger	Councillor James Walsh
Councillor Nigel Manning	Councillor Fiona White
Councillor Ted Mayne	Councillor Keith Witham

QUORUM: 4



WEBCASTING NOTICE

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

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

Please contact us to request this document in an alternative format

THE COUNCIL'S STRATEGIC FRAMEWORK

Vision – for the borough

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

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

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

Values for our residents

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

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

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

AGENDA

ITEM NO.

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

2 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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

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

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

3 MINUTES (Pages 7 - 12)

To confirm the minutes of the Executive Advisory Board meeting held on 26 April 2021.

4 NET ZERO CARBON EMISSIONS TRAJECTORY REPORT (Pages 13 - 70)

5 CONTRIBUTING TO REVIEWS OF THE LOCAL COUNCIL TAX SUPPORT SCHEME (Pages 71 - 98)

6 EXECUTIVE FORWARD PLAN (Pages 99 - 128)

7 EAB WORK PROGRAMME (Pages 129 - 132)

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

8 EXCLUSION OF PUBLIC AND PRESS

The Board is asked to consider passing the following resolution:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act; namely, information relating to the financial or business affairs of any particular person (including the authority holding that information).

Such an exclusion will involve the Board members moving to a second (Part 2) meeting for the duration of their discussion of this item.

9 SAVINGS STRATEGY UPDATE PRESENTATION

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26 APRIL 2021

STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD

26 April 2021

- * Councillor Angela Gunning (Chairman)
- * Councillor Catherine Young (Vice-Chairman)

- | | |
|----------------------------------|----------------------------|
| * Councillor Jon Askew | * Councillor Steven Lee |
| * Councillor Christopher Barrass | * Councillor Masuk Miah |
| Councillor Ruth Brothwell | * Councillor Maddy Redpath |
| * Councillor Graham Eyre | * Councillor Will Salmon |
| * Councillor Diana Jones | |

* Present

Councillors Joss Bigmore, Chris Blow, Julia McShane, Ramsey Nagaty and George Potter were also in attendance.

SR7 APPOINTMENT OF VICE-CHAIRMAN

Councillor Catherine Young was appointed Vice-Chairman for the remainder of the 2020-21 municipal year.

SR8 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

There were no apologies for absence.

SR9 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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

SR10 MINUTES

The minutes of the meeting of the Executive Advisory Board held on 12 October 2020 were confirmed as a correct record, and would be signed by the Chairman at the earliest opportunity.

SR11 INTRODUCTION TO THE STRATEGIC SERVICES DIRECTOR

The Leader of the Council introduced Dawn Hudd, recently appointed Strategic Services Director, together with her presentation regarding the Directorate's role, responsibilities and future work streams. The Director's background in economic development and key tasks were noted.

The presentation was divided in to the following five Sections which formed the Directorate, namely, Strategy and Communications; Planning Policy; Regeneration and Corporate Programmes; Asset Management; and Democratic Services and Elections.

Strategy and Communications

The Strategy and Communications Section consisted of the following teams and the presentation outlined the main functions and Key Priorities 2021-22 for each team:

- Strategic Planning and Risk Management
- Performance, Governance and Reporting
- Communications

- Innovation and Economic Development
- Voluntary Sector Support

The Director advised that this was a diverse Section which was fully occupied with the implementation of the new corporate programme of portfolio governance. There was a need to ensure that all existing programmes and projects, in addition to emerging projects, were aligned to the governance process.

The following points arose from related questions, comments and discussion in respect of this part of the presentation:

- The Council's increased use of technology to communicate with residents during the COVID-19 pandemic was welcomed as a means of contact going forward and a database of residents who were acceptable to receiving Council correspondence and communications electronically was being developed. Work was also taking place with colleagues across the Council to establish a central database of local contacts for businesses operating in the area to enhance communications.
- In terms of risk management, every service manager undertook a risk assessment of their particular service area and identified risks would differ according to the nature of the service area. Low level risks could include staff shortages, absence of grant funding to pursue projects and ICT failures. Each plan and project was subject to an individual risk management framework. In addition, a Corporate Risk Management Framework was currently being developed to identify significant risks to the Council as a whole. The pandemic had led to an increased focus on risk assessment and management.

Planning Policy

This part of the presentation commenced with an explanation of the route that planning policy documents followed towards adoption. This process flowed from the National Planning Policy Framework and National Planning Practice Guidance through the South East Plan Policy NRM6 (Thames Basin Heaths Special Protection Area) towards the Development Plan, which consisted of a number of emerging and adopted documents, to deliver adopted Supplementary Planning Documents (SPDs) ultimately. In addition to describing adopted and emerging planning policy documents, the presentation listed annual monitoring tasks, which featured updating and publishing certain documents in set timescales, other tasks and a summary of priorities. The Director drew attention to the motion recently passed by the Council to review the adopted Local Plan: Strategy and Sites document and highlighted the importance of working closely with the Town Centre Master Plan Team to ensure that emerging documents supported the Guildford Economic Regeneration Programme and future updates of the Local Plan. Design was a priority and meeting the high design and other standards set by the Council when pursuing its own projects and planning applications was emphasised.

Responses arose from questions stemming from this part of the presentation as follows:

- In terms of resources to undertake the detailed work associated with developing and reviewing planning policy documents, a mandate would be prepared to assist with identification of resource requirements. External consultants with the appropriate expertise could be appointed to assist if necessary.
- Any community was able to initiate and develop a Neighbourhood Plan and in the absence of a parish, it was for an interested community group to define its neighbourhood area, form a representative Neighbourhood Plan Forum and develop its Plan. It was emphasised that Planning Committee members should be aware of the

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content and status of Neighbourhood Plans when determining planning applications. Refresher training may be required in this area.

- Reference was made to the significance of permitted development rights and the importance of the recent councillor briefing in that respect.

Regeneration and Corporate Programmes

The corporate programmes consisted of economic regeneration programmes together with significant or complex capital and infrastructure projects, including housing and transport delivery. They were projects and programmes of work that were currently under way or in the pipeline within the Regeneration and Corporate Programmes team and were all in the process of being baselined and prioritised under developing governance which would have an impact on which were progressed, deferred or commenced in 2021-2022.

Two significant projects were the Guildford Economic Regeneration (GER) and Weyside Urban Village (WUV) programmes. In addition to the strategic objectives of economy, housing and transport, the GER programme included goals to improve environmental quality and secure a digital platform offering connectivity fit for the 21st century. Quality of design was key to the WUV programme and further to its successful bid to the Ministry of Housing, Communities and Local Government pilot to develop a quality design code, the Council had received funding and positive feedback.

Key projects expected to complete in 2021-2022 were Walnut Bridge, North Street / Friary Quarter Land Transactions, Guildford West Railway Station and the Sustainable Movement Corridor. Ash Road Bridge was a key infrastructure project at the design phase this year. Key housing projects consisted of Guildford Park Road and Bright Hill whilst there was ongoing work with developers of strategic sites at Wisley Airfield, Blackwell Park and Gosden Hill Farm.

The following points arose from related questions and discussion:

- Although the GER programme constituted a wider piece of work than the Town Centre Master Plan and was expected to expand to include locations such as the upper High Street secondary retail area at the appropriate time, the current aim was to limit this first stage of the programme to a manageable level in order to resolve challenging issues such as flooding prior to expanding the programme.
- A written reply and update would be provided in response to a query as to whether the WUV programme was likely to be further delayed and, if so, whether there was an associated contingency plan relating to the proposed new sewage treatment works.
- There was a robust governance structure around the WUV programme which included a strategic board with councillors amongst its membership and all councillor briefings at appropriate points. The Council's dual role of developer and local planning authority was recognised.
- The bid to the Housing Infrastructure Fund and the planning application relating to the WUV programme were based on the proposed provision of 1,500 homes and any reduction in that number could impact on viability and the level of grant received. The density and mix of the development would be determined by the Planning Authority.

Asset Management

A focus for this team was tackling climate change and a two-fold Energy and Carbon Reduction High Level Action Plan, which covered Council assets and operations in addition to Borough-wide initiatives, had been implemented with a view to achieving this. A Carbon Footprint and Emissions Trajectory Report had been developed and would come before the

26 APRIL 2021

EAB for consideration in due course. The presentation highlighted climate change mitigation projects and the focus for the year ahead. Whilst the Council was increasing its use of solar photovoltaic panels to reduce its carbon emissions, these equated to a small percentage of the overall emissions in the Borough and therefore it was necessary to work in partnership with others to achieve more significant reductions.

Other aspects of the team's work featured commercial estate intensification, implementation of the Industrial Estate Strategy which was also due for consideration by the EAB later in the year, property acquisition, asset improvements, programmed maintenance, restoration works and upcoming works.

Arising from related questions:

- Further information regarding opportunities to collaborate with Surrey County Council in respect of the Lockwood Centre at Slyfield Industrial Estate would be provided.
- Upcoming works in relation to the Guildhall would feature external decorations, internal decorations and lantern light repairs. Improvements to the internal accessibility of the building would be a matter for the Heritage and Culture Section which operated it.

Democratic Services and Elections

The EAB was advised of the key priorities for the year for the Democratic Services, Elections / Electoral Registration and Mayoral Support teams. It was noted that the High Court judgment concerning the legality of continuing to hold remote meetings beyond the current regulation expiry date of 6 May 2021 was awaited.

The following information was provided in response to associated questions:

- It was anticipated that the Council would be able to recruit sufficient staff to assist with the operation of the forthcoming Elections and Count despite the pandemic.
- As there were multiple Elections in several areas which could slow the voting process potentially leading to queuing at polling stations, consideration would be given to the issue of publicity encouraging people to vote at less busy times of the day where possible to avoid congestion.
- There had not been a noticeable increase in applications for postal votes. However, the level of postal vote take-up in the Borough was already high at approximately 25% of voters due to a previous all postal vote pilot.

The presentation slides would be forwarded to EAB members.

SR12 EXECUTIVE FORWARD PLAN

It was confirmed that a special meeting of the Executive followed by an extraordinary meeting of the Council were now scheduled to take place on 30 September 2021 to consider the Regulation 19 consultation relating to the Local Plan.

SR13 EAB WORK PROGRAMME

It was confirmed that the Council Tax CAB Protocol item scheduled for consideration by the Executive on 21 September 2021 differed from the Fundamental Review of the Local Council Tax Support Scheme item listed on the EAB's Work Programme for discussion at its meeting on 14 June 2021.

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The meeting finished at 8.40 pm

Signed

Date

Chairman

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Strategy and Resources Executive Advisory Board

Guildford Borough Council **Net Zero Carbon Trajectory Report**

14/06/2021

Context

As a result of the Climate Emergency Declaration on 23 July 2019, responding to the climate crisis has become a strategic priority. Building on our previous commitments and strategic aims regarding the protection of our environment, the Climate Emergency Declaration commits the council to working towards making the Council's activities net-zero carbon by 2030.

Guildford Borough Council commissioned the Association for Public Service Excellence (APSE) to create a high-level trajectory which shows the scale of interventions required for the Council to become net zero by 2030.

Guildford Borough Council's Net Zero Carbon Trajectory Report

Purpose:

This report can be used as the business case to identify what interventions could be incorporated to achieving net zero, to forecast capital cost; and the forecast year on year cost and carbon savings up to the net zero target year. It also serves to inform the consideration of offsetting hard to treat emissions.

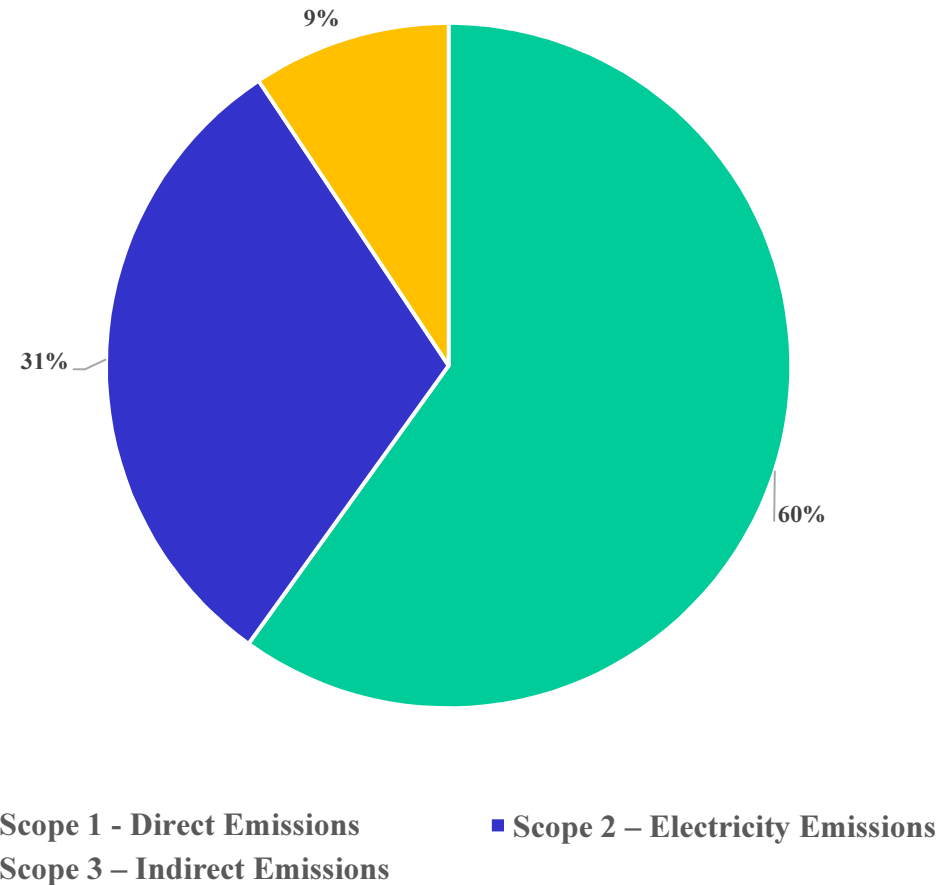
Contents:

- a. the Council's carbon emissions for the financial year 2019/20
- b. Recommendations for data gathering
- c. Pathway methodology identifying key interventions
- d. Achieving net zero trajectory of Council Emissions

a. 2019-20 Carbon Footprint

- **Scope 1** (gas and fuel use): **5162 tCO₂e**
- **Scope 2** (imported elec): **2646 tCO₂e**
- **Scope 3*** (indirect emissions): **806 tCO₂e**
- **Total Gross Emissions:** **8613 tCO₂e**

GBC 2019-20 GHG emissions by proportion



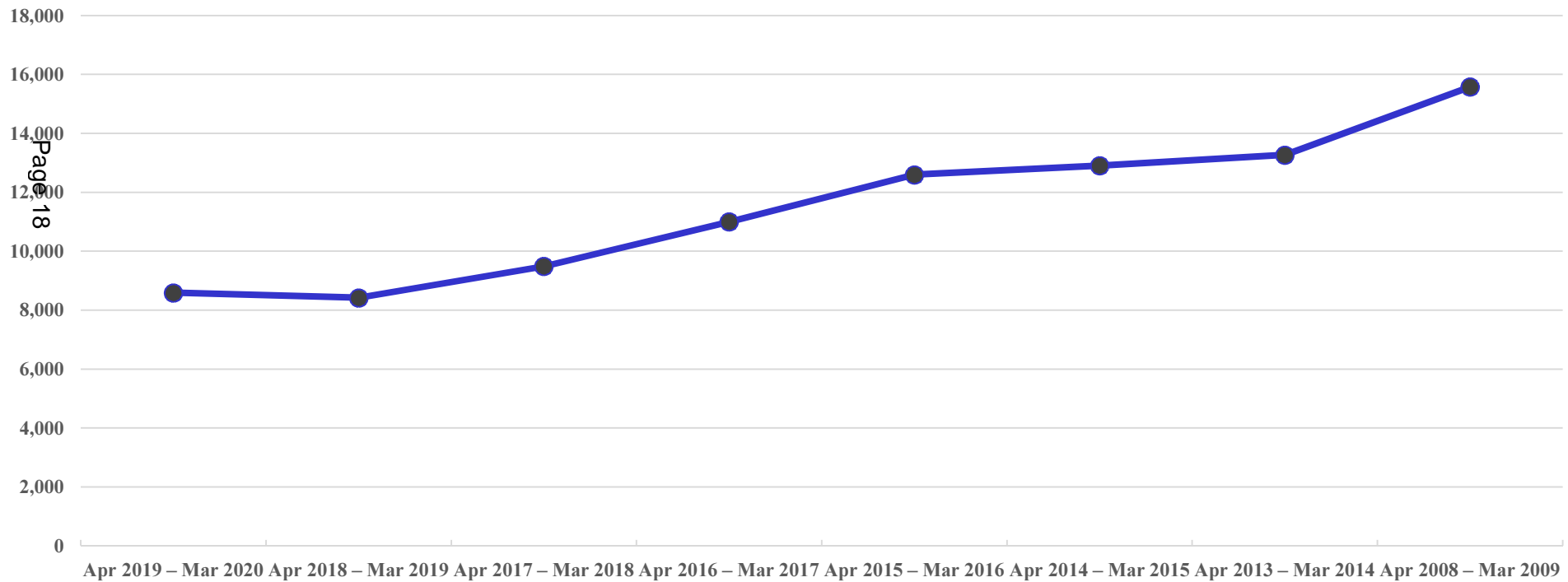
*NB. Reporting Scope 3 emissions is discretionary. Due to the complexity of monitoring Scope 3 emissions this reporting is not comprehensive and the volume of associated emissions is likely to be significantly under-reported.

Net GHG Emissions 2019-20

- **Offsetting** emissions is some renewable generation that is exported.
- This is from GBC solar installations (where the generated electricity is not consumed on-site), and the Wey river hydro.
- **Total offset: 27 tCO₂e**
- **Total net emissions: 8586 tCO₂e**

Net GHG Emissions trend

Total Net Emissions



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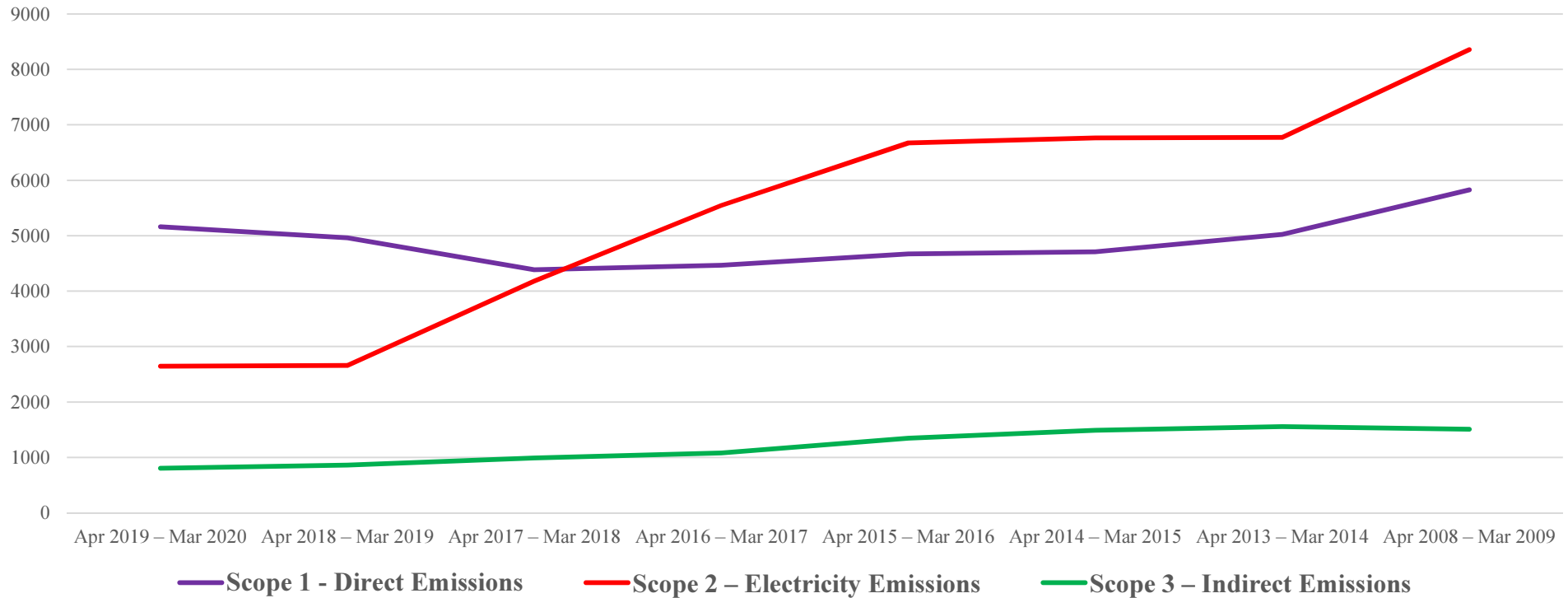
Relative to previous years

	Latest	Previous Year	Baseline Year
	Apr 2019 – Mar 2020	Apr 2018 – Mar 2019	Apr 2008 – Mar 2009
Scope 1	5162	4963	5829
Scope 2	2646	2660	8355
Scope 3	806	859	1511
Total Gross emissions	8613	8482	15694
Carbon offset	27	65	118.5
Total net emissions	8586	8417	15575.5
<i>Percentage reduction vs Baseline year</i>	45%	46%	
<i>Percentage reduction vs Previous year</i>	-2%		

Change in scope emissions over time

Change in Scope emissions over time (tCO₂e)

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Energy consumption

Energy	Apr 2019 – Mar 2020	Apr 2018 – Mar 2019	Change (%)
Total electricity kWh	10,350,984	9,396,811	10%
Total gas kWh	19,617,366	18,374,817	7%

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- Emissions almost same as last year, impact of increased consumption softened by decrease in carbon intensity of the grid.
- Natural Gas consumption increased 7%, this led to a 4% increase in gas transmission emissions which combine total 250tCO₂e
- NB. Fleet emissions marginally lower than previous year

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b. Recommendations for data gathering (1/2)

- **Scope 1 and 2 data management:** develop a procedure for gathering and storing data as it is made available. The benefit of this is that the carbon reporting process is streamlined and progress towards targets can be tracked.
- **Council Action:**
 - Consolidate energy management arrangements;
 - Utilise energy service provider analytics and data reporting software.

b. Recommendations for data gathering (2/2)

- **Scope 3 emissions:** Where applicable, the Council should develop policies/procedures to gather the data from third parties. This should be incorporated into the procurement process and contracts with suppliers.
- **Council Action:**
 - To develop a Scope 3 inventory and within this reflect on the relevance, completeness, consistency, transparency and accuracy of data available;
 - Explore needs of relevant data to enable reporting with confidence.
 - Liaise with procurement over supply chain emissions both for means of reporting and reducing them.

c. Pathway methodology

1. Energy Efficiency:

- Ensure maintenance policies specify highly efficient plant and services, rather replacing like-for-like.
- Carry out energy audits and feasibility studies for all assets to determine site-specific initiatives.

Intervention	Saving on Heat Demand	Payback in Years	Detail
More efficient plant	20%	8	Could include new CHP or boilers
Controls	15%	5	Could include a new or optimised BMS for larger sites and controllers and TRVs for smaller sites
Insulation	15%	5	Could include building fabric insulation, draught proofing, pool cover and pipework insulation
Other	15%	5	Could include more efficient heat emitters, heat recovery and distribution improvements

2. Interventions for reducing gas usage

* Heat pumps

- Not financially viable to install heat pumps across all sites but will suit some buildings.
- The pathway has been based on current technology and pricing and therefore excluding heat pumps.
- For reference purposes, if all gas heating systems were replaced with heat pump technology the carbon emissions in 2030 would change from 1,772 tCO₂e from gas consumption to ~409 tCO₂e from electricity consumption.
- Site specific feasibility studies required to identify sites suitable for heat pump technology.

Intervention	Saving on Electricity Usage	Payback in Years	Proportion of building services	Apportioned saving across whole building	Detail
LED Lighting and Control	60%	5	33%	20%	Replace existing luminaires with LED and automatic control
Controls and HVAC	15%	5	41%	6%	Controlling building services with a BMS
Office Equipment	15%	5	15%	2%	Replacing aging equipment with more efficient equipment
Other	15%	5	11%	2%	Could include variable speed drives, motors, hand dryers

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3. Interventions for reducing electricity usage

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d. Achieving net zero

- Beyond the carbon reduction pathway as set out in the previous section, there will be a need to remove some remaining (hard-to-tackle) emissions through offsetting.
- 2,442tCO₂e of unavoidable emissions by 2030 that will need to be offset.
- Primary options:
 - Power generation, for example:
 - 500kWp Building PV – private wire
 - 5MW land based PV – export
- Carbon sequestration (tree planting):
 - The Woodland Trust states that it costs £25 to offset 1 tonne of CO₂ in British woodlands* which would result in a cost of £61,070 to offset the remaining emissions.

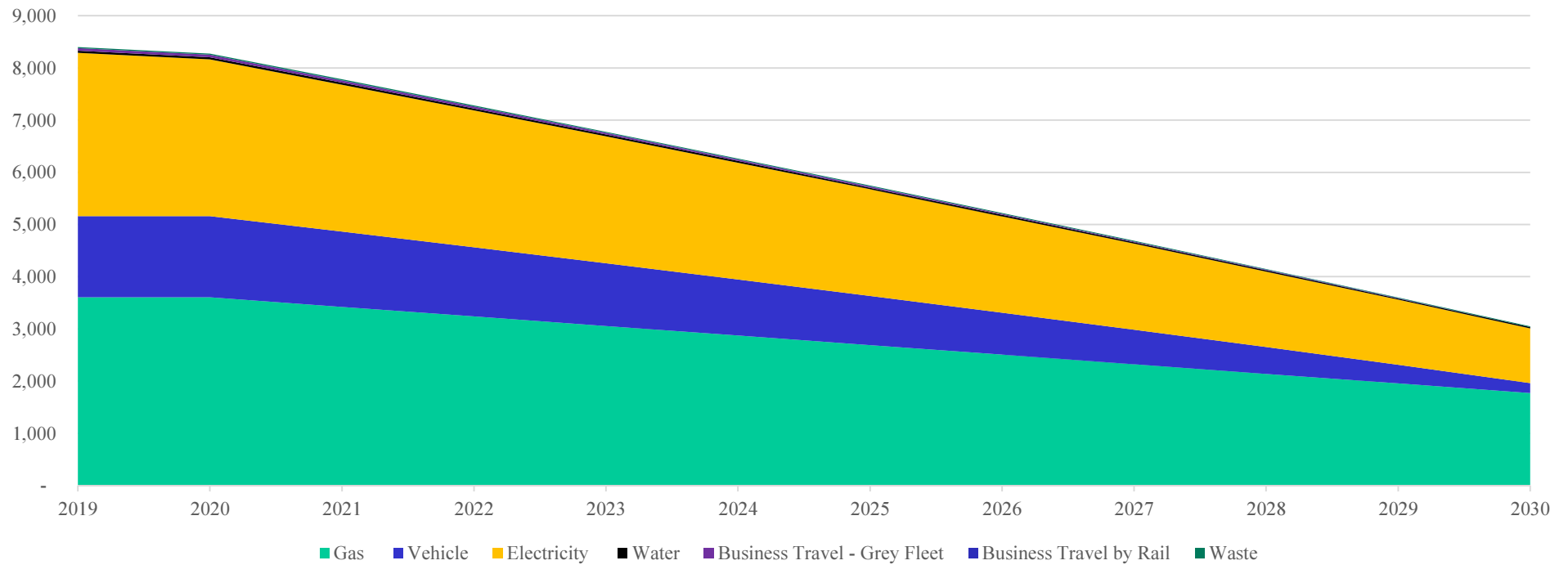
*Notes of tree-planting (addendum to report):

- Through subsequent discussion, The Woodland Trust have acknowledged that this infact covers 0.5tCO₂, with the remaining 50% subsidized by The Woodland Trust. This is not factored into the report as it was not previously known.
- It has also been noted that the costs of tree-planting noted in the report in fact account for one year's offset, therefore these costs will need to be repeated in order to maintain the offset.

Linear decarbonisation trajectory

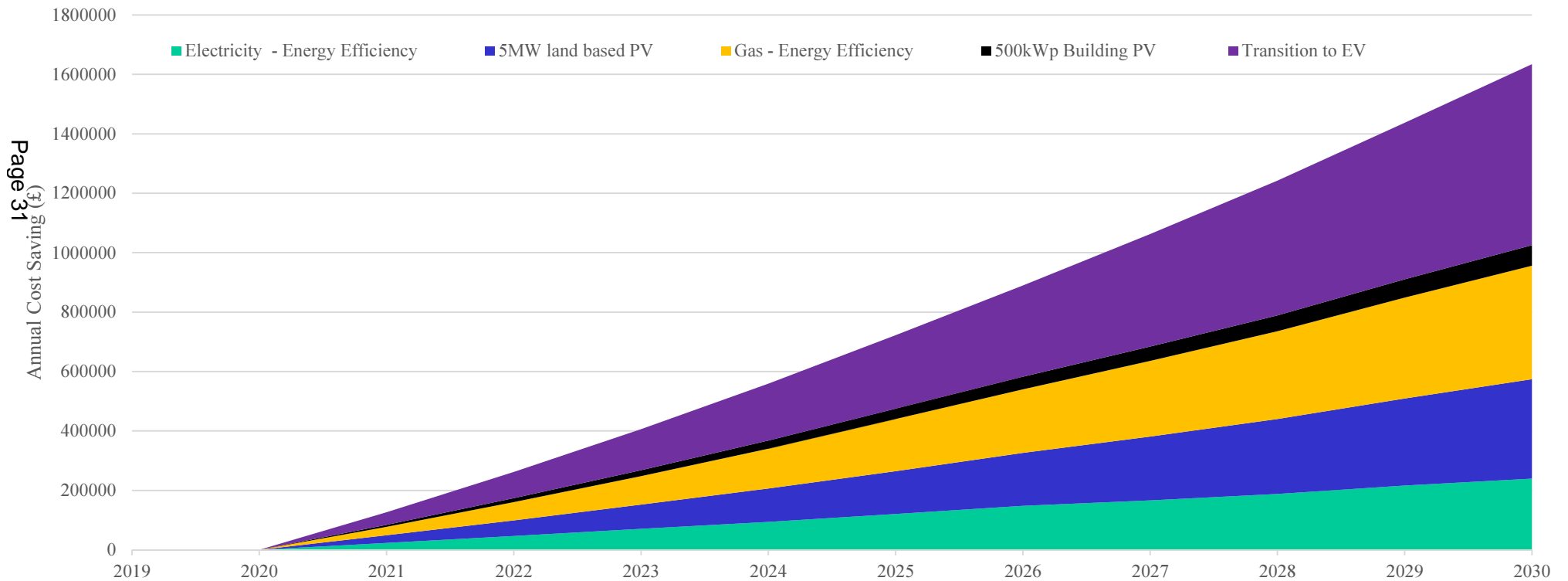
Scope 1, 2 & 3 CO₂e Trajectory

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Cumulative cost savings

Cost Saving From Interventions



Forecast Capital Cost

Pages 32	Intervention	Cost of all interventions	Accumulative cost saving up to 2030	Total annual saving of all interventions in the year 2030	Accumulative CO2 Savings by 2030	Accumulative £/CO2 Savings by 2030
	Electricity - Energy Efficiency	£1,185,670	£1,312,590	£239,560	2080	£570
	5MW land based PV	£3,000,000	£1,687,990	£334,500	4780	£628
	Gas - Energy Efficiency	£2,102,870	£1,981,600	£381,950	1835	£1,146
	500kWp Building PV	£300,000	£376,640	£68,740	478	£628
	Tree Planting	£61,070	N/A	N/A	2443	£25
	Total	£6,649,610	£5,358,820	£1,024,750	11616	£572

NEXT STEPS

- Improve our monitoring and reporting of energy consumption and GHG emissions
- Site-specific emissions analysis
- Identification of key emissions reduction opportunities and co-ordinate energy audits and decarbonisation feasibility studies
- Review of scope 3 emissions, in particular purchased goods and services with procurement
- Reflect on offsetting options

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Guildford Borough Council

Net Zero Carbon Emissions Trajectory

Report

This report has been prepared in
February 2021



APSE (Association for Public Service Excellence) is a not for profit local government body working with over 300 councils throughout the UK. Promoting excellence in public services, APSE is the foremost specialist in local authority front line services, hosting a network for front line service providers in areas such as waste and refuse collection, parks and environmental services, leisure, school meals, cleaning, housing and building maintenance.

APSE Energy is APSE's local authority energy collaboration. The vision for the collaboration is to form an "effective collaboration of a large number of local authorities to enable and facilitate the local municipalisation of energy services. By this we mean the public and community, as well as private, ownership and managerial control of local energy generation, supply networks and delivery of energy efficiency works. Local authorities working together in this way would have great influence and would be able to deliver economies of scale in green energy to promote economic growth and combat fuel poverty.

Association for Public Service Excellence
3rd floor Trafford House
Chester Road, Old Trafford
Manchester, M32 0RS
Telephone: 0161 772 1810
fax: 0161 772 1811
Email: enquiries@apse.org.uk
Web: www.apse.org.uk

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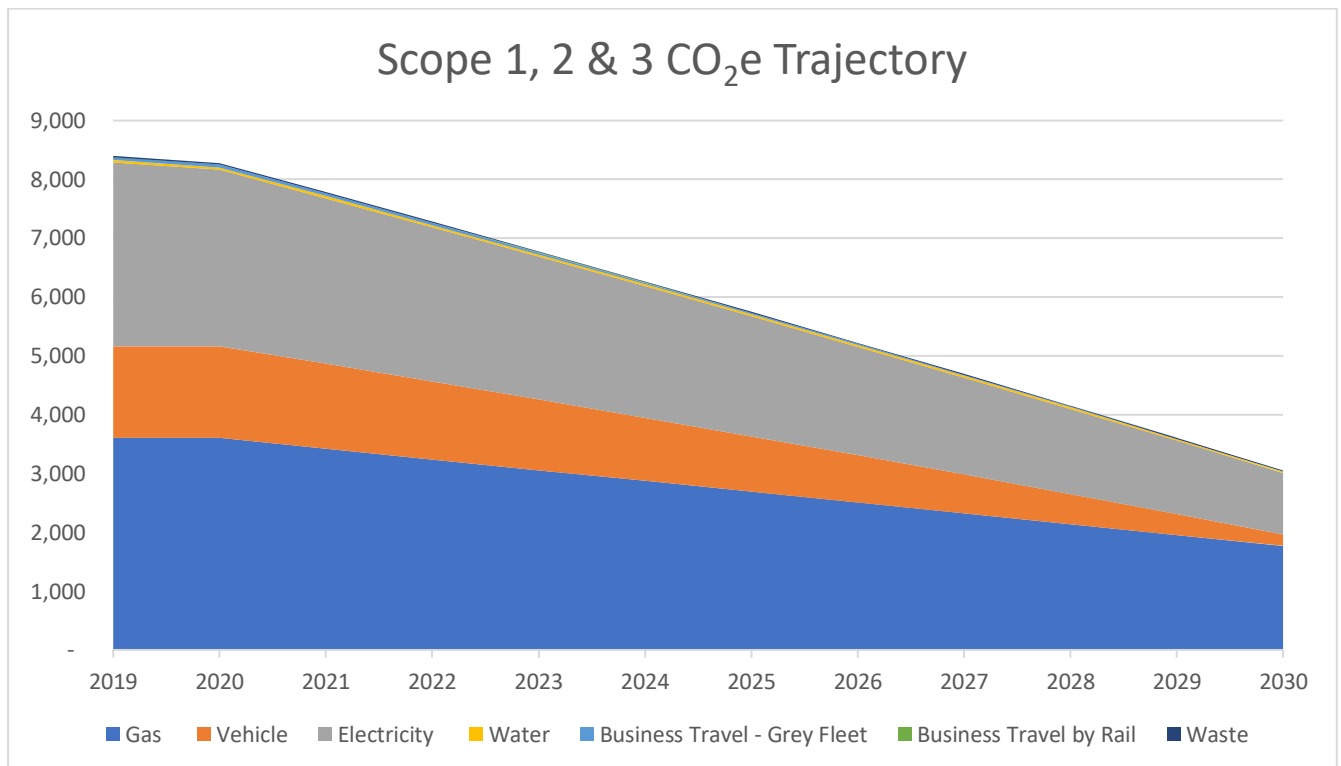
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Executive Summary

The 2019/20 baseline carbon footprint from Scope 1, 2 & 3 emissions within Guildford Borough Council's operations are 8,613 tCO₂e.

It is estimated that a financial budget of £6.6million is required to reach net zero carbon (as currently calculated) by being more energy efficient in buildings, generating power and developing a tree planting scheme. £26.6million capital is required to upgrade the vehicle fleet to electric and the high cost is largely due to the 43no. refuse lorries. It is estimated that these initiatives will financially benefit the Council by £1.6million annually by 2030.

Chart showing projection of carbon emissions through the Councils Scope 1, 2 & 3 emissions



It is estimated that there will be 3,407 tCO₂e from hard to reduce sources that will be unavoidable by 2030 that will need to be offset, and it is assumed that this can be offset through a 5MW solar farm and a tree planting scheme.

Guildford Borough Council Net Zero Carbon Emissions

1 Introduction

This report provides the findings of the carbon footprint calculations and trajectory towards net zero carbon for Guildford Borough Council which can be used as a benchmark to record current emissions and to track performance against future emissions. The carbon footprint has been undertaken in accordance with best practise guidance by the Greenhouse Gas Protocol and calculated using 2019 conversion factors for the carbon dioxide equivalent (CO₂e) published by the Department for Business, Energy & Industrial Strategy (BEIS).

The council has been recording its carbon emissions since 2008/09, which is the baseline year used as a reference point to track performance. The trajectory baseline year is nominated as the financial year of 2019/20, which is the reference point to base 'current' emissions on and used to forecast the pathway to net zero carbon.

The carbon footprint is categorised into scopes, which cover:

Scope 1 (direct) emissions are from activities owned or controlled by the Council. Examples of Scope 1 emissions include emissions from combustion in council owned or controlled boilers, furnaces and vehicles.

Scope 2 (indirect) emissions are associated with purchased electricity, heat, steam and cooling. These indirect emissions are a consequence of the Council's energy use, but occur at sources that the Council do not own or control. Examples include grid supplied electricity and heat provided through a heat network.

Scope 3 (other indirect) emissions are a consequence of the Council's actions that occur at sources the Council do not own or control and are not classed as Scope 2 emissions. Examples of Scope 3 emissions include business travel by means not owned or controlled by the Council (grey fleet), disposing of the Council's own waste and purchased goods in the supply chain, etc.

Note – we will use the term 'electric vehicles' throughout this report. However there are alternative fuels especially for heavier vehicles such as hydrogen and CNG for those who wish to invest in them. When using the term 'electric vehicles' we are also referring to alternatives which are likely to develop over the period to 2030.

2 Carbon Footprint

2.1 Carbon Reporting Boundaries

The organisational boundaries determine what emission are the responsibility of the Council or others. This can be based on who owns, operates, or exerts control over certain assets. The buildings categorised under Scope 1 & 2 within this reporting are those where energy is purchased or acquired and consumed by the Council. The vehicles categorised under Scope 1 are vehicles that the Council own, lease and operate purely for the Council's own operations.

Scope 3 emissions are classified under 15 different categories as detailed under Appendix C. As Scope 3 emissions are under the influence of the Council, but not under its direct control, it can be difficult to obtain the necessary data to calculate the associated carbon emissions from some Scope 3 sources. One of the larger contributors to carbon emissions is purchased goods and services.

Emissions from assets a company owns and leases to another entity, but does not operate, can either be included in Scope 3 or excluded from the inventory.

Based on the data available in 2020, the emissions involved in this reporting include:

<u>Scope 1 - Direct Emissions</u>
Natural gas used in buildings
Transport fuels (council owned vehicles)
Biomass
Other fuels
<u>Scope 2 – Indirect Emissions</u>
Electricity used in buildings
<u>Scope 3 – Other Indirect Emissions</u>
Gas – transmission emissions
Fuels – transmission emissions
Electricity – transmission
Biomass – transmission
Water Supply
Water Treatment
Business Travel by car
Business Travel by Train
Business Travel by Underground
Waste from Council operations
Recycling from Council operations

The emissions from the above sources represents a good data set for a Council, as it is not uncommon for councils to only have data available for electricity and gas.

There are sources that are missing from the reporting and the largest contributor is likely to be from purchased goods and services, which is generally very difficult to gather data and calculate

emissions. This category includes all upstream (i.e. cradle-to-gate) emissions from the production of products purchased or acquired by the Council in the reporting year. Products include both goods (tangible products) and services (intangible products).

Cradle-to-gate emissions include all emissions that occur in the life cycle of purchased products, up to the point of receipt by the Council. Relevant purchases to the Council may include capital goods, such as office supplies, office furniture, computers, telephones, travel services, IT support, outsourced administrative functions, consulting services, janitorial, landscaping services, maintenance, repairs and operations.

The Council should set up procedures to record all emission sources related to its operations for future reporting.

2.2 Carbon Emissions

Appendix A is an Excel spreadsheet that shows a breakdown of the emissions by source. The Council has been calculating its carbon emissions inhouse from 2008/09 (the baseline year) and 2013/14 to 2015/16. APSE Energy have calculated the carbon emissions from 2016/17 to 2019/20. Appendix A shows a summary for the emission for all years and separate tabs showing a breakdown for each source in the most recent year (2019/20), as this is the benchmark year for the trajectory to be net zero carbon by the target year of 2030.

Emissions are calculated as carbon dioxide equivalent (CO₂e), which is a term used to combine the seven most threatening gases that have the highest Global Warming Potential. This includes carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride and nitrogen trifluoride.

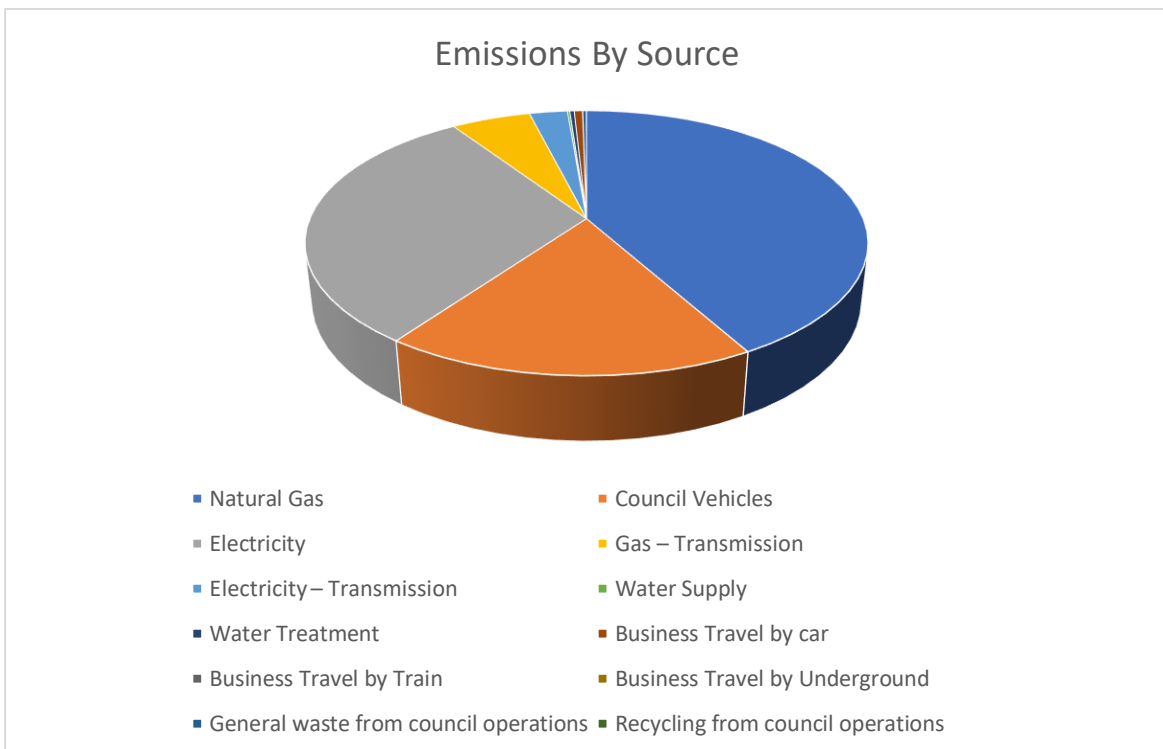
The carbon footprint has been calculated using the best data that was available to the Council during the reporting year and it is the Council's responsibility to confirm the accuracy.

2.3 Trajectory Baseline Emissions for 2019/20

Scope 1, 2 & 3 carbon emissions by source for 2019/20

Emissions Source	Scope	% Split	TonnesCO2e
Natural Gas	1	46.2%	3,607
Council Vehicles	1	19.9%	1,555
Electricity	2	33.9%	2,646
Gas – Transmission	3	6.0%	469
Electricity – Transmission	3	2.9%	225
Water Supply	3	0.2%	14
Water Treatment	3	0.3%	26
Business Travel by car	3	0.6%	49
Business Travel by Train	3	0.017%	1.3
Business Travel by Underground	3	0.002%	0.2
General waste from council operations	3	0.27%	21
Recycling from council operations	3	0.014%	1
Total	-	100%	8,613

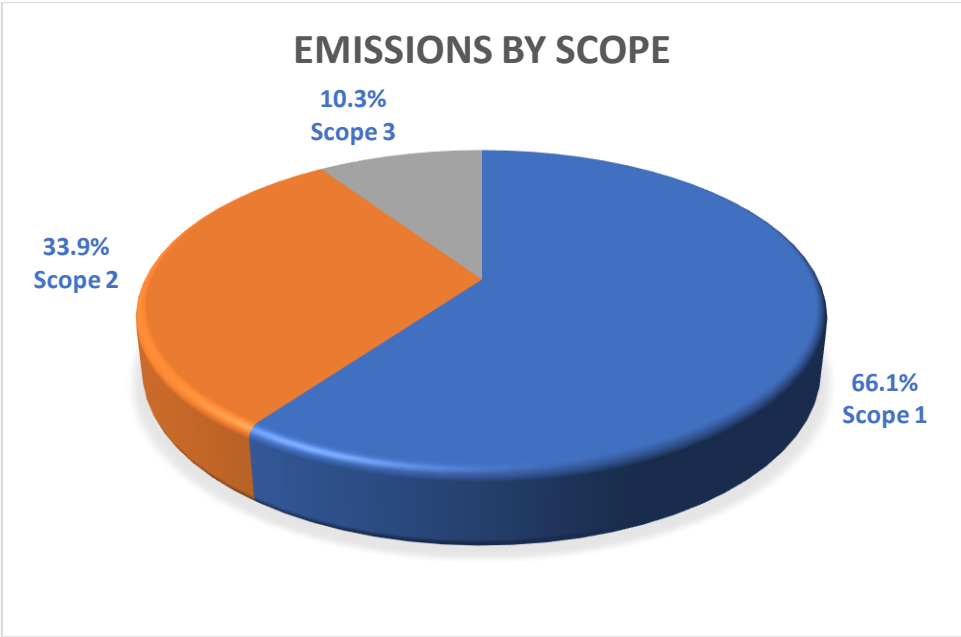
Carbon emissions by source for 2019/20



Carbon emissions by scope for 2019/20

Emissions Source	% Split	TonnesCO2e
Scope 1	66.1%	5,162
Scope 2	33.9%	2,646
Scope 3	10.3%	806
Total	100%	8,613

Carbon emissions by scope for 2019/20



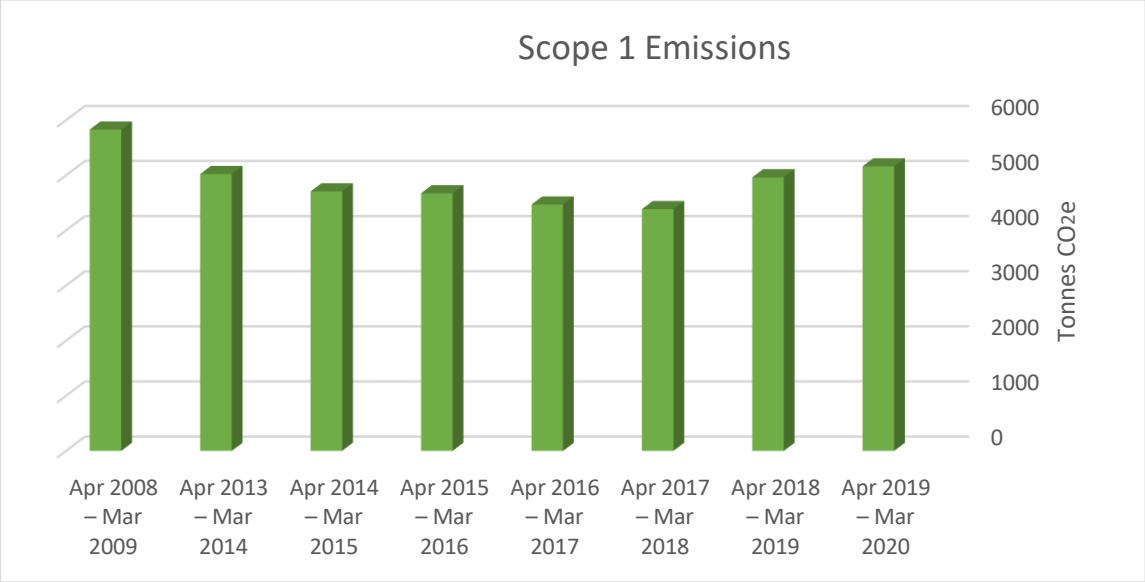
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2.4 Carbon Emissions Performance

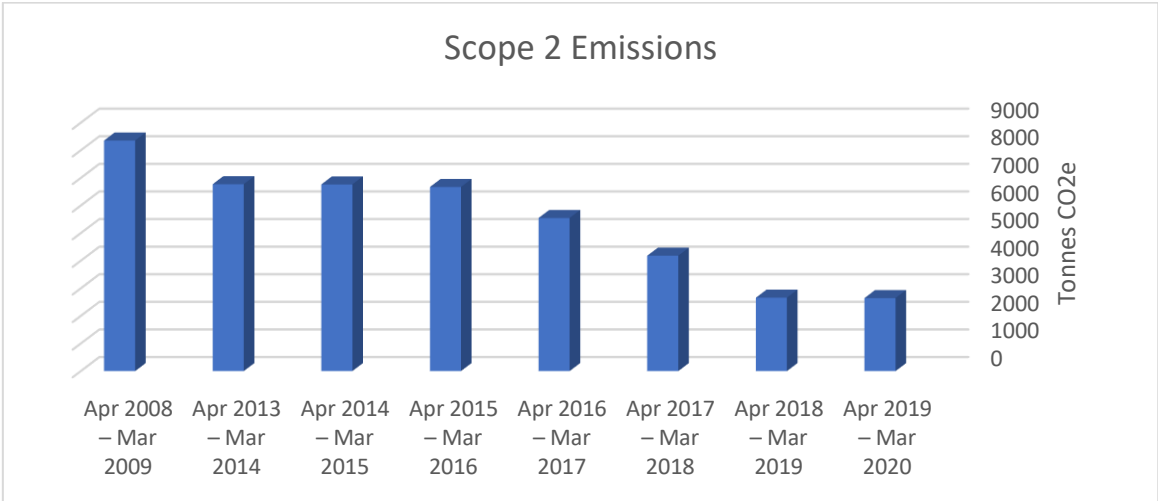
Emissions	Tonnes CO ₂ e							
	Reporting Year							Baseline Year
	Apr 2019 – Mar 2020	Apr 2018 – Mar 2019	Apr 2017 – Mar 2018	Apr 2016 – Mar 2017	Apr 2015 – Mar 2016	Apr 2014 – Mar 2015	Apr 2013 – Mar 2014	Apr 2008 – Mar 2009
Scope 1 - Direct Emissions	5161.6	4963.0	4385.7	4468.8	4673.1	4707.3	5022	5829
Natural Gas	3606.7	3378.2	2780.9	2811.2	3051.7	3052.8	3340.3	4161.1
Transport Fuels (operational)	1554.9	1565.2	1584.5	1631.1	1499.1	1535.3	1549.9	1595.3
Biomass (CO ₂ outside of scope)	Decommissioned	Decommissioned	2.2	5.0	2.3	1.7	4.5	0
Other Fuels	Decommissioned	19.5	18.1	21.5	120	117.5	127.3	72.6
Refrigerant	Not Available	Not Available	Not Available	Not Available	Not Available	0	0	Not Available
Scope 2 – Electricity Emissions	2645.7	2660	4182.3	5548.05	6671.6	6763.4	6771.5	8354.9
Total Scope 1 & 2 Emissions	7,807	7,623	8,568	10,017	11,345	11,471	11,793	14,184
Scope 3 – Indirect Emissions	806	859	991	1,080	1345.9	1489.4	1556.9	1510.6
Gas – transmission emissions	469	443	421	382	414.3	409.8	448.4	363.4
Fuels – transmission emissions	Decommissioned	5.0	4.1	3.9	313.5	364.8	369.9	319.6
Electricity – transmission	225	240	391	502	500.9	591.4	592.1	601.6
Biomass – transmission	Decommissioned	Decommissioned	1.4	3.1	1.4	2.3	6.1	Not Installed
Water Supply	14	31	30	27	57	60.6	58.1	115
Water Treatment	26	60	58	53				
Business Travel by car	49	55	61	64	45	47	67	111
Business Travel by Train	1.31	2.12	2.22	1.60	2.1	1.9	1.8	Not Available
Business Travel by Underground	0.17	0.33	0.32	0.34	0.3	0.3	0.2	Not Available
Waste from Council operations	20.87	20.88	20.94	41.40	8.5	8.5	recycling & waste 13.3	Not Available
Recycling from Council operations	1.13	1.13	1.15	1.11	2.9	2.8	As above	Not Available
Total Gross Emissions	8,613	8,482	9,559	11,096	12,691	12,960	13,350	15,694
Carbon offset								
Hydro generated and exported	12.0	47.7	59.7	74.6	95.7	55.8	86.7	118.5
Solar PV generated & exported	15.4	17.6	14.1	23.6	35	37	40	Not Installed
Total Net Emissions	8,586	8,417	9,485	10,998	12,595	12,904	13,264	15,576
Further Information								
Out of Scope								
Biomass (outside of scope)	Decommissioned	Decommissioned	60.1	134.6	62.9	51	133.9	Not Installed
Renewable/CHP CO₂ avoided								
Generated & consumed (CHP)	625	754	CHP not operational	CHP not operational	0	101	531	486
Biomass CO ₂ offset					27.4	21.7	56.9	0
Degree Days at 15.5 °C (an indicator of heat demand)	1856	1757	1950	1974	1792.7	1885.7	1941.9	2016.8
Total electricity kWh	10,350,984	9,396,811	11,885,691	13,464,504				
Total gas kWh	19,617,366	18,374,817	15,099,950	15,278,504				
Conversion Factors used above								
Electricity kWh to kgCO ₂ e	0.2556	0.28307	0.35156	0.41205	0.49636	0.49426	0.49426	0.543
Gas kWh to kgCO ₂ e	0.18385	0.18396	0.18416	0.184	0.18407	0.184973	0.184973	0.206
Diesel litres to kgCO ₂ e					2.661163	2.6024	2.6024	2.63
Gas transmission factor kgCO ₂ e	0.02391	0.02413	0.02785	0.02499	0.02499	0.02483	0.02483	0.1799
Electricity transmission factor kgCO ₂ e	0.0217	0.02557	0.03287	0.03727	0.03727	0.04322	0.04322	0.0390982
Fuels – transmission factor kgCO ₂ e (litres)	NA	0.60122	0.60061	0.58484				
General Refuse to landfill to kgCO ₂ e	99.8	99.8	100.1	199.0				
General Refuse to combustion to kgCO ₂ e	21.4	21.4	21.8	21.0				
Biomass woodchip to kgCO ₂ e	NA	NA	6.1	13.5				

*An Excel version of this table is in Appendix A

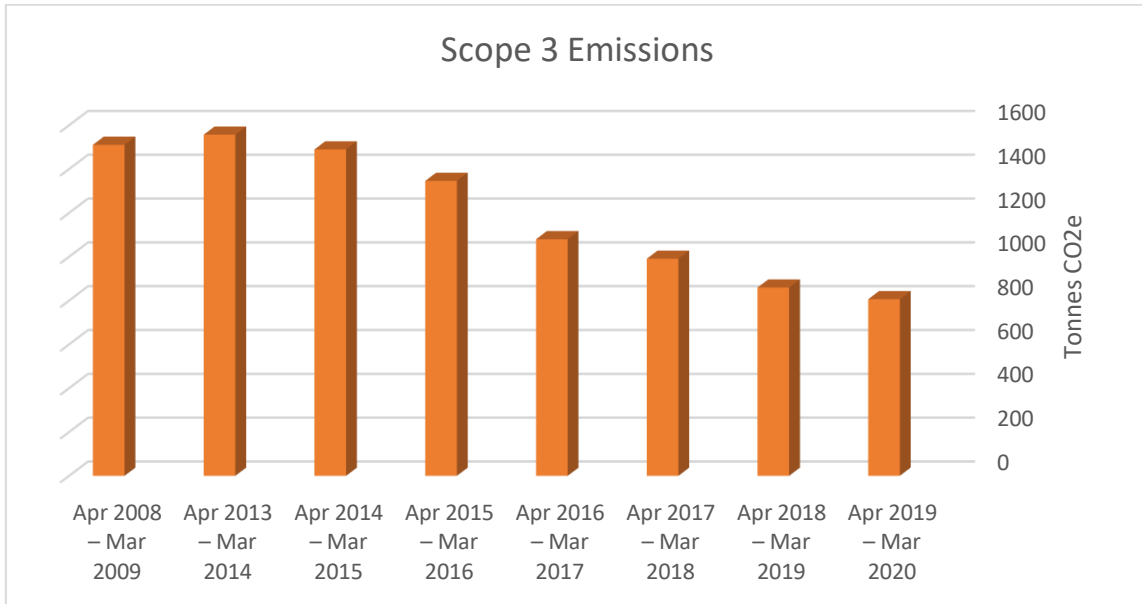
Graph showing Scope 1 emissions between 2008/09 and 2019/20 – This graph shows that there has been an overall reduction in emissions since 2008/09 and emissions have reduced by 11%, although the emissions have increased over the last two years. The increase largely seems to be due to a significant increase in gas usage at the Spectrum which is assumed to be attributed to an increased use of the Combined Heat and Power (CHP) plant.



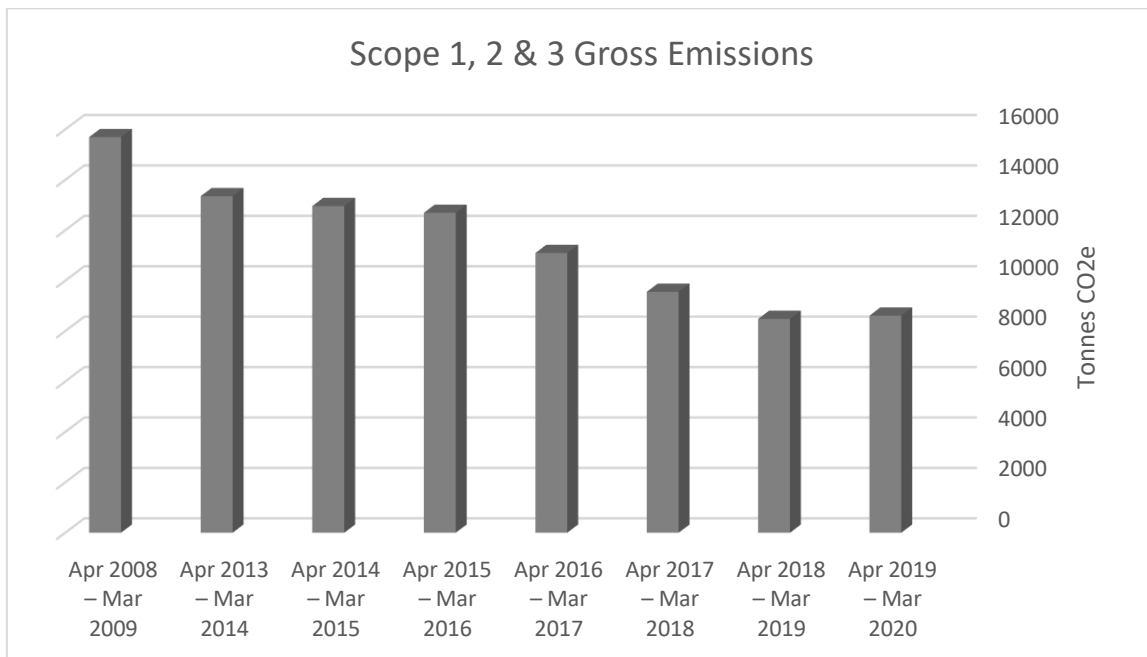
Graph showing Scope 2 emissions between 2008/09 and 2019/20 – This graph shows that there has been a steady decrease in emissions since 2008/09 and emissions have reduced by 68%. The emissions carbon factor of grid supplied electricity has decreased by 53%, so if the electricity usage had stayed the same over the term the carbon emissions would reduce by this value.



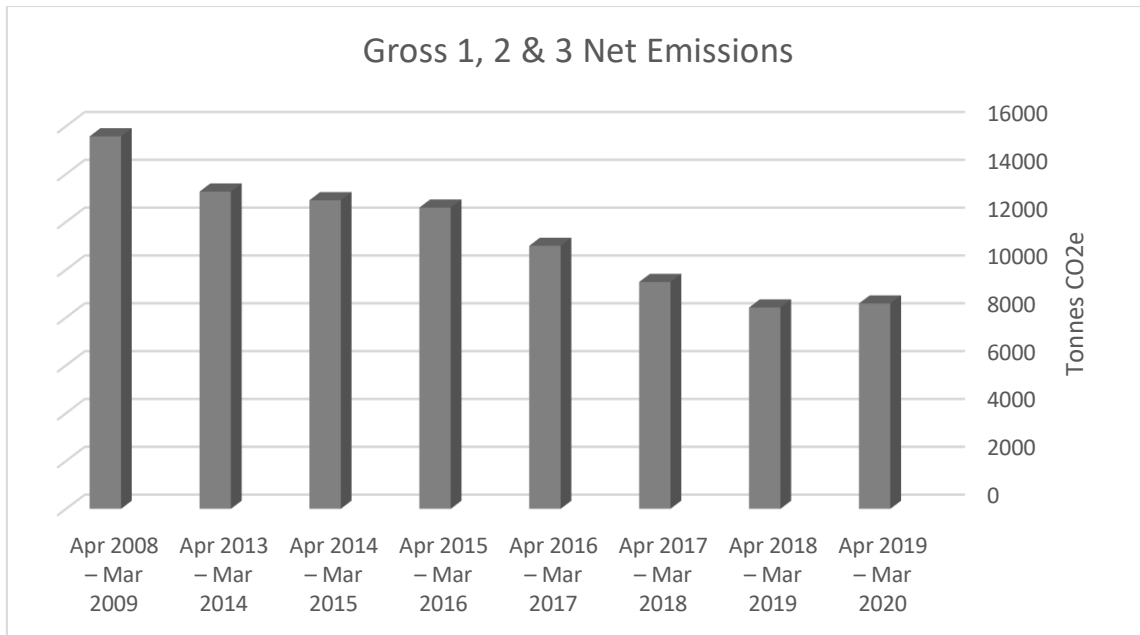
Graph showing Scope 3 emissions between 2008/09 and 2019/20 – This graph shows that there has been a steady decrease in emissions since 2008/09 and emissions have reduced by 47%.



Graph showing Scope 1,2 & 3 gross emissions between 2008/09 and 2019/20 – This graph shows that there has been a steady decrease across Scope 1, 2 & 3 emissions since 2008/09 where emissions have reduced by 45%.



Graph showing Scope 1,2 & 3 net emissions between 2008/09 and 2019/20 – This graph shows that there has been a steady decrease across Scope 1, 2 & 3 net emissions since 2008/09 where emissions have reduced by 45%. The net emissions are the gross emissions less the carbon offset measures.



It is recommended that a detailed analysis is taken place of the consumption data over the last two years to fully understand why energy usage has increased. An initial investigation shows that the energy usage at the Spectrum has increased. The energy increase could be for several reasons such as errors in the energy data, an increase in gas usage due to using the CHP, longer operational hours, increased services, deterioration in building controls, etc. As the Spectrum is the Council’s largest single energy user, an increase in energy usage can make a significant impact on overall emissions.

3 Notes and Observations

Scope 1

Mains Gas

Gas usage data has been provided by both Total Gas and Power and LASER. There is a discrepancy between the kWh usage between the two and a sense check identified that some data was missing from the TGP file. Therefore, the gas data from LASER was used.

Biomass

Biomass fuels are often referred to as being carbon neutral because the amount of carbon emitted during combustion is equivalent to the amount of carbon that is absorbed as part of photosynthesis during the lifetime of the plant.

Within the Scope 1 conversion factors for biofuels, the CO₂ emissions value is set as net ‘0’ to account for the CO₂ absorbed by fast-growing bioenergy sources during their growth. The Scope 1

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conversion factors presented in this listing contain values for nitrous oxide (N₂O) and methane (CH₄) emissions (which are not absorbed during growth).

The biomass boiler was decommissioned in 2018.

Council Owned Vehicles

Data was provided for fuel consumption as below:

- Dsl – Recorded as standard diesel bought from any local filling station.
- Unl – Recorded as standard petrol bought from any local filling station.
- Goil - Medium oil used in diesel engines and heating systems (also known as red diesel). The main uses for gas oil are as an off-road fuel, power generation fuel and in heating applications.

The gas oil has been recorded under vehicle usage and is assumed to be for off road vehicles, but if it is used for power generation in generators, or heating, then it will need to be reclassified accordingly.

The fuel usage for Waste Ops (assumed to be refuse vehicles) is much higher than the rest of the fleet combined. The distance travelled, and fuel consumed is expected to be high for refuse vehicles, and this makes up 64% of the total fuel used across all vehicles.

Other Fuels

Delivery details have been provided for Kerosene. The carbon conversion factors for 'fuel oil' have been applied.

There is no data for 2019/20 as Burpham Court Farm buildings were sold in 2018 and Midleton Industrial was demolished in July 2020.

Scope 2

Electricity

Carbon emissions were calculated from the electricity usage as provided by LASER, who procure the Council's energy data on their behalf. A spot check showed that there were some discrepancies between the consumption data provided by the supplier (Npower), LASER and the half hourly data which records the sites electricity usage every half hour through the electricity meter. A sense check should be carried out to monitor all sources of energy use and cross reference to identify any anomalies and to raise with the relevant third party to rectify any issues so that consumption data, and billing, is aligned and correct.

Scope 3

Water

Consumption data has only been provided for the water supply and not the Return to Sewer (water treatment) element. The volume of water that is supplied and returned to the sewer is typically estimated to be 95%. However, this is not always the case if the premises uses water for other purposes such as irrigation, etc.

As water treatment data was not available an assumption has been made that this element is 95% of the water supply volume. For future reporting, the Council should source data directly from the wastewater company to get more accurate data. This is particularly prominent, as the carbon emissions associated with wastewater are twice as high as water supply.

Selected sites have the water consumption as a negative figure, which is likely to be due to billing credits. The associated carbon emissions from these sites have been recorded as not applicable (NA).

Emissions from water consumption is not included within the GHG Protocol, but emissions from wastewater are. Following the principle that as much data should be collected as possible, APSE Energy recommends that emissions from water should be included within the reporting for the Council as water consumption has associated carbon emissions and an environmental impact. Including water consumption helps to keep it on the environmental agenda and prioritise it with other categories by converting usage into a standardised unit of CO₂e.

Business Travel by Staff Owned Car

There is a single electric vehicle in the grey fleet. The transmission and distribution factor has been added to the main emissions rather than separated as this is a single vehicle and negligible. This element should be separated in future carbon reporting as more electric vehicles are used.

Two vehicles have been recorded as using 'Euro IV Diesel'. For carbon conversion purposes, this has been recorded as Urea, also known as AdBlue.

Business Travel by Rail

In most cases, the recorded distance travelled for National Rail and the London Underground is provided as an average per trip so that all train journeys are recorded to be 53 miles long and all underground journeys are recorded as being 14 miles long. In subsequent years, the actual distance travelled for each journey should be recorded and reported.

Waste

Specific waste data is not available from 2016 to 2020 and an average and equal volume of waste has been applied across all years based on a sample of weekly collection figures. The carbon emissions of waste across years changes because of the carbon emissions factor, rather than the volumes of waste.

The carbon conversion factor for General Refuse to landfill is twice as high in 2016/17 compared to the other reporting years. BEIS were contacted to query this and the response stated that 'Jumps in the Conversion Factors for waste disposal can occur between years due to more relevant/up to date/accurate data becoming available'. However, this does not explain why there is such a high variation.

Refuse waste has been categorised under 'Commercial and Industrial Waste' for carbon conversion purposes. This has been assessed assuming that 95% of the refuse waste goes to an Energy from Waste facility and the remaining 5% goes to landfill.

The waste associated with sites managed by Freedom Leisure have not been included as this is managed by the third party. However, the electricity and gas from these sites is included under Scope 1&2 as the Council pay for the fuel.

Carbon Offsetting

Electricity that is generated locally and exported to the grid is considered a carbon offset as the Council do not directly benefit from using the electricity onsite. Power generation would be a direct carbon saving if it were used on site as this will mean that less grid supplied electricity will be used.

Exported electricity is accounted as an emissions reduction against the gross figure to report a net figure in tonnes of CO₂e. This net figure is additional to the gross figure and does not replace it.

Hydroelectric

All the electricity generated from the hydro-electricity plant is exported to the grid. The grid average emissions factor is used to calculate the emissions which are considered as an offset as the generated electricity is not used by any council owned assets. It is understood that consideration is in place to provide a private wire to connect the hydroelectricity to council owned buildings which should reduce electricity costs and carbon emissions.

Solar Photovoltaics (PV)

The total generation from solar panels includes sheltered housing blocks. It was highlighted that these sites were excluded from previous GHG (CRC) reporting as these are classed as domestic.

A spreadsheet was provided showing a summary of electricity generated from PV. It was explained by the Council that all power generated at these sites was exported to the grid and not used on site. In a typical setup where PV is installed on the roof of a building, the generated power would be used by the buildings day-to-day operations and any excess generated electricity (when the generated electricity is higher than the building load) is exported to the grid. For most commercial premises, the exported electricity is minimal or nothing as the building typically uses more electricity than is generated.

If the electricity is used on site, and not exported to the grid, then this is not counted as a carbon offset and should not contribute towards the net emissions as this is already taken into account from the buildings electricity usage and this would be double counted. A new entry on the Carbon Summary table should be created under 'Renewable/CHP CO₂ avoided' to account for PV generated electricity used on site.

It is recommended that firm confirmation is provided on how much PV electricity is used on site and how much is exported.

Further Notes and Observations

The bottom section of the Carbon Summary shows further information that was used in each reporting year such as a summary of annual energy usage (kWh), avoided CO₂ from renewables, degree days (see Glossary) in each year and a summary of conversion factors.

The carbon savings associated with the CHP at The Spectrum are taken from the offset of producing electricity on site and does not include the heat. This is because the heat produced is associated with the gas used by the CHP. The CO₂ savings are shown for information and have not been included separately under the gross or net emissions as this is already accounted for under the sites main metering consumption.

Degree day data has been sourced from a weather station located at Gatwick Airport.

Billing from LASER shows that the Council are responsible for 299 electricity meters, which provides a reasonable representation of how many assets the Council operate. A review should be carried out of each asset to determine if the Council are responsible for paying the electricity and gas usage and taking ownership for the associated carbon emissions. It is not uncommon for assets to be sold, leased or decommissioned yet the Council continue to pay for the utilities.

Further details are required of the vehicle make, model and size as this will help develop the action plan in more detail.

There is a line in the Carbon Summary table for 'Biomass CO₂ Offset', which has been populated between 2008/09 and 2015/16. After much deliberation with the Council, it was inconclusive about what this was reference to as emissions from biomass are identified under Scope 1 and the Council has not engaged in any planting schemes that could be considered an offset.

4 Recommendations for Gathering Data Going Forward

4.1 Scope 1 and 2 Emissions

The Council should develop a procedure for gathering and storing data as it is made available. The benefit of this is that the carbon reporting process is streamlined and progress towards targets can be tracked. The Council already has SystemsLink software in place which should be utilised to store all energy data so it is readily accessible.

4.2 Scope 3 Emissions

Scope 3 emissions can account for 70-80% of a council's total footprint (Carbon Trust), given the use of contractors for waste collection, construction, social services and other services.

Appendix C shows the 15 different categories of Scope 3 emissions and what data should be gathered to report on emissions in future years. Where applicable, the Council should develop policies/procedures to gather the data from third parties. This should be incorporated into the procurement process and contracts with suppliers.

It is discretionary for an organisation to report on Scope 3 emissions. It should be explained and documented in subsequent carbon reports if the Council is unable to obtain data for any of the items below as it is deemed financially impractical or not significant. The reporting principles should be based on:

- Relevance
- Completeness
- Consistency
- Transparency
- Accuracy

Emissions data that should be improved in subsequent years includes waste. Policies should be put in place to start recording waste data. This could be through contractual changes i.e. waste contractor weighing and recording waste type, or the Council can measure its own

waste. There are tracking sheets from WRAP to monitor waste streams and these could be used in the short term until the waste contractor can record it.

Purchased goods and services could also be included under Scope 3 as this will represent a high level of emissions down the supply chain. However, obtaining this data from third parties may prove difficult and the Council should assess what relevant goods and services could be recorded in subsequent years.

5 Pathway Methodology

5.1 Energy Efficiency

Appendix B shows generic measures that could be taken to reduce energy usage from the 2019/20 baseline emissions. This is a desktop assessment based on the consumption data and typical saving initiatives and is not based on site specific information. Estimated energy savings and forecast capital costs shown are for representative purposes to give an illustrative outcome and should not be used for budgeting purposes.

The Council should be able to achieve significant carbon and cost savings by reviewing its maintenance policies to specify highly efficient plant and services, and electric vehicles, rather replacing like-for-like. Changing policies to specify materials with low embodied carbon should also reduce Scope 3 emissions by considering the carbon life cycle cost in terms of the supply chain, operation and decommissioning.

It is recommended that a detailed audit and feasibility study is carried out for all assets to determine the site-specific initiatives. This will provide an indication of the realistic interventions that could be provided and the likely cost savings, capital cost and carbon savings.

The following assumptions have been made which can be updated once more information is available:

- Future CO₂ emissions and tariff rates have been taken from Treasury Green Book supplementary appraisal guidance on valuing energy use and greenhouse gas (GHG) emissions published by BEIS. These emissions factors include transmission and distribution losses, including significant losses due to power station inefficiency meaning that the emissions factors differ slightly to those calculated in Section 2.
- BEIS have not published future CO₂ emission factors for natural gas. Although it is likely that the carbon emissions factor of gas will decrease as non-fossil fuel gases are injected into the grid, such as hydrogen, the applied emissions factor of gas in this pathway was constant.
- The energy costs are calculated using the retail fuel price which includes the Climate Change Levy but excludes standing charges that are not directly impacted by consumption fluctuations.
- The intervention capital cost is calculated by multiplying the typical payback of the intervention by the annual energy cost savings.
- Not all interventions are applicable to each site e.g. replacement lighting is the only intervention that is assumed in car parks.
- The Council has provided a list of where projects have already been delivered, such as LED lighting, and this has been taken into account under the recommendations.
- The pathway is based on current technology available today and assumes that all interventions could be delivered by 2030.

5.2 Interventions for Reducing Gas Usage (Heat)

Generic interventions for heating (gas usage) include:

Intervention	Saving on Heat Demand	Payback in Years	Detail
More efficient plant	20%	8	Could include new CHP or boilers
Controls	15%	5	Could include a new or optimised BMS for larger sites and controllers and TRVs for smaller sites
Insulation	15%	5	Could include building fabric insulation, draught proofing, pool cover and pipework insulation
Other	15%	5	Could include more efficient heat emitters, heat recovery and distribution improvements

It should be noted that savings from these interventions have been calculated concurrently rather than independently i.e. each intervention reduces the heat demand following on from the previous intervention. For example:

- 100kWh less 20% saving from more efficient plant = 80kWh >
- 80kWh less 15% saving from controls = 68kWh >
- 68kWh less 15% saving from insulation = 58kWh >
- 58kWh less 15% saving from 'other' = 49kWh
- Total reduction = 51%

5.2.2 Heat Pumps

Using heat pumps is a good initiative for heating systems because the carbon factor of electricity will reduce as the grid is decarbonised and due to their efficiency and Coefficient of Performance (COP). For a heat pump, a COP value of 3 means that 1kW of electric energy is needed to generate 3kW of heat.

It is assumed that heat pumps by themselves will not be financially viable across all sites by 2030 based on today's cost and current technology. This is because the existing boilers distribute heat at around 80°C and heat pumps distribute heat at around 50°C. In most cases, it is assumed that the cost to retrofit an existing site with a heat pump and the associated infrastructure would be disproportionate compared to the benefits unless financial incentives are used such as the Renewable Heat Incentive or grant funding as with the Public Sector Decarbonisation Scheme. A detailed feasibility study is required for each building to review the viability of low carbon heating.

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The total carbon emissions from gas (heat) below up to 2030 does not include any heat pump systems. Heat pumps may be suitable in buildings or hybrid systems could be feasible where there is a combination of heat sources however, this cannot be determined from a desktop investigation at this stage.

The pathway has been based on current technology and pricing. It is likely that changes in technology will mean that options for more low carbon heating systems will be available by 2030.

For reference purposes, if all gas heating systems were replaced with heat pump technology with a COP of 3, the carbon emissions in 2030 would change from **1,772 tCO₂e for gas plant to 409 tCO₂e for electric heat pumps.**

5.3 Interventions for Reducing Electricity Usage

Generic interventions for electricity include:

Intervention	Saving on Electricity Usage	Payback in Years	Proportion of building services	Apportioned saving across whole building	Detail
LED Lighting and Control	60%	5	33%	20%	Replace existing luminaires with LED and automatic control
Controls and HVAC	15%	5	41%	6%	Controlling building services with a BMS
Office Equipment	15%	5	15%	2%	Replacing aging equipment with more efficient equipment
Other	15%	5	11%	2%	Could include variable speed drives, motors, hand dryers

*Building information sourced from the Chartered Institute of Building Services Engineers (CIBSE)

Savings from these interventions have been calculated independently from the total electricity usage and their estimated proportion to building services e.g. lighting is assumed to account for 33% of all electricity usage in a building and a potential saving of 60% could be achieved from installing LED lighting and control which leads to an apportioned whole building saving of 20%.

A change in policies to upgrade existing building services to the most efficient option through planned maintenance, and upgrading fossil fuel vehicles with electric when they are due to be replaced, will impact the action plan significantly.

6 Achieving Net Zero Target of Council Emissions

A “net zero” target refers to reaching net zero carbon emissions by the nominated year of 2030, as chosen by the Council, but differs from zero carbon, which requires no carbon to be emitted at all.

Net-zero refers to balancing the amount of emitted greenhouse gases with the equivalent emissions that are either offset or sequestered through rewilding and tree planting or carbon capture and

storage. It is much more beneficial to reduce carbon emissions and offsetting techniques can be used for hard to reduce emissions.

5.1 Power Generation

It is assumed that solar PV could be placed on selected buildings with a generation capacity of approximately 500kWp generating 4750,000kWh per year of electricity that could feed directly into council buildings, with no units exported to the grid. It is suggested to install 150kWp to the Civic Offices and a carpark over the next year.

The trajectory also assumes that 5MW of land-based PV can be installed up to 2030 which will count towards carbon offsetting. This is considered a carbon offset as it is assumed that the system will connect directly to the electricity grid rather than connect directly to council owned buildings through a private wire.

5.2 Transport

A detailed feasibility study is required to determine a more accurate projection for replacing the vehicle fleet with electric vehicles.

Data provided categorised vehicles into several different vehicle types such as refuse, gritter, plant, van, etc. Further information on the vehicle make, model and size would provide a more accurate projection.

It is assumed that 1/10th of the current fleet will be replaced with electric vehicles up to 2030 and the cost of fuel increases by 3% annually.

Savings in emissions do not consider vehicle efficiency improvements between 2020 to 2030 as a more detailed analysis is required to assess this.

The kWh/mile of electric vehicles and their cost to purchase have been categorised as below:

Vehicle	kWh/mile	Cost	mpg of Vehicle
Car	0.29	£24,000	64
Small van	0.33	£20,000	53.3
Medium Van (based on Volkswagen ABT eTransporter 6.1 panel van)	0.45	£42,000	53.3
Ride on mower	2.41	£6,500	4.5
Refuse lorry (based on Cambridge City Council)	2.41	£375,000	4.5

No information could be found on the performance or cost of an electric road sweeper, tractor or gritter. The specification of a refuse lorry has been used for the performance and cost of the tractor and a gritter and sweeper have been based on a medium van. It should be noted that the cost and performance of these vehicles can range significantly depending on the vehicle type, size and specification particularly around battery size. It is possible that these types of vehicles may still be too specialist before 2030 to make them commercially viable and it is possible that fossil fuels, or low carbon fuels like hydrogen, may still be required for these vehicles. Also, these vehicles are

unlikely to be used throughout the year and may sit idle so it could be considered to use their batteries as storage to gain a better return.

Savings in emissions do not consider vehicle efficiency improvements between 2021 to 2030 nor the likely reduction in cost to purchase electric vehicles. A more detailed analysis is required to assess this.

5.2.1 Employee Vehicles

The trajectory assumes that staff vehicle usage will reduce by 10% per year compared to the 2019/20 baseline. It is unrealistic to expect all staff to replace their own vehicle with an EV by 2030, so a combination of interventions would be required such as providing EV pool cars, bicycles and encouraging staff use of public transport.

5.2.2 Business Travel by Rail

The current carbon emissions from rail and underground is 1.5 tonnes and makes up 0.009% of the total emissions i.e. very low. BEIS have not published future emissions factors for rail but it is anticipated that the number of trips via rail will be similar to the current usage up to 2030, but the emissions should reduce slightly as the electricity grid is decarbonised. As the emissions are already low, the trajectory assumes that carbon emissions from rail travel will not change over the term.

5.2.3 Water Supply and Wastewater

Water supply and wastewater combined account for 0.2% of the total emissions and 40tCO₂e. However, simple measures can be taken to reduce water usage and cost such as installing low flow appliances and fixing leaks.

It has been assumed that emissions from water supply and wastewater will reduce by 5% annually.

5.2.4 Transmissions and Distribution

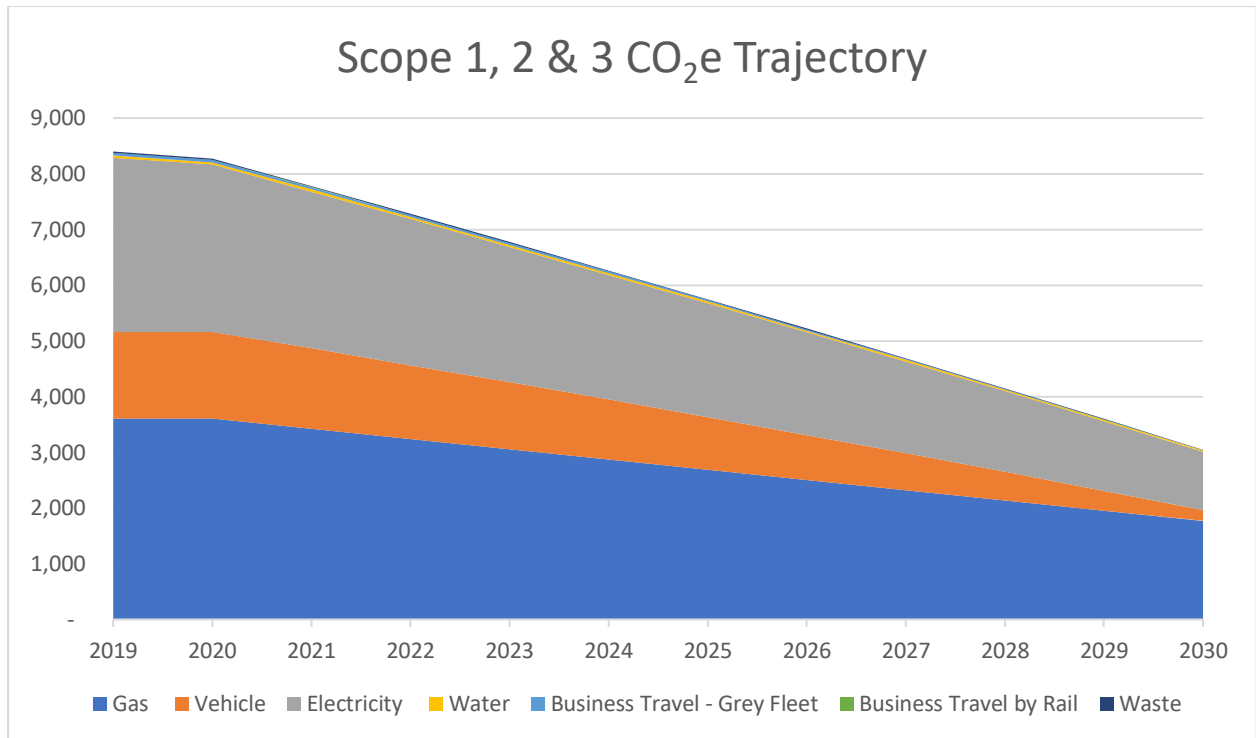
This has not been accounted for separately as the forecast carbon conversion factors provided by BEIS include losses from transmission and distribution.

5.3 Scope 1 and 2 Trajectory to 2030

The impacts from the abovementioned interventions are linear and are inclusive of 2021 and 2030 e.g. the savings from energy efficiency are equal (1/10th) in all years up to 2030. It is likely that the carbon savings will not be linear through the term and this will need to be modelled following a detailed feasibility study.

A breakdown of the carbon savings can be found in Appendix B.

Carbon Emissions Trajectory 2019 to 2030



Future emissions data was taken from the Treasury Green Book supplementary appraisal guidance on valuing energy use and greenhouse gas (GHG) emissions.

The trajectory shows that are 3,047 tCO₂ that are unavoidable up to 2030, which is a reduction in emissions of approximately 64% from the 2019/20 baseline emissions. This is the amount of carbon that will need to be offset to balance the emissions that cannot directly be removed based on current technology and within a reasonable budget.

Although it is highly likely that carbon emissions have reduced in 2020 and 2021 due to the Covid-19 lockdown, this has not been taken into account as the impact is unknown without analysing actual usage data.

5.4 Offsetting

A carbon offset is a reduction in emissions of CO₂e made to compensate for emissions made elsewhere. There are several ways of offsetting carbon emissions such as carbon capture and storage however, this is not deemed financially or technically feasible to the Council. More typical options available to the Council to directly offset emissions include renewable energy generation projects and rewilding/tree planting. However, the effectiveness of tree planting to quickly offset emissions can be questioned as it can take many decades for trees to reach maturity.

It is assumed that solar PV could be placed on land with a generation capacity of approximately 5MW generating 4,750,000kWh of electricity that feeds directly into the electricity grid. This could include open land space and car parks, etc.

Agenda item number: 4
Appendix 1

A 5MW system would have a capital cost of approximately £3,000,0000 and would offset 605tCO₂e by 2030.

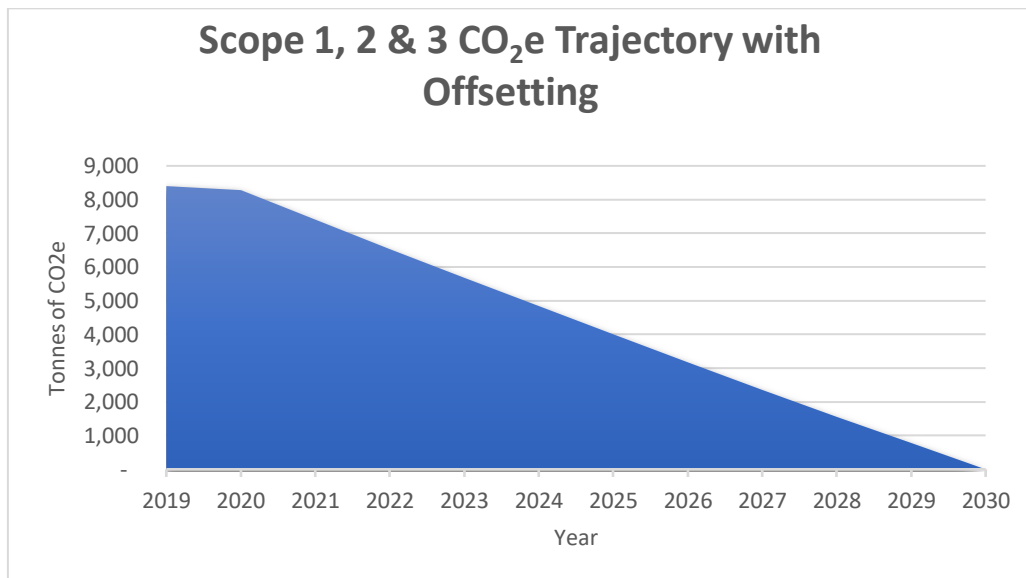
The installation of 5MW of PV would leave 2,442tCO₂e of unavoidable emissions by 2030 that will need to be offset. The Woodland Trust states that it costs £25 to offset 1 tonne of CO₂ in British woodlands which would result in a cost of £61,070 to offset the remaining emissions.

There are other schemes that provide carbon offsetting through international planting schemes such as One Carbon World which contributes funding towards large scale forestry schemes for as much as £1.20/tCO₂e.

A detailed feasibility study is required to determine the impact that planting will have to act as a carbon sink to gauge an understanding of the stages that the planting will need to take place so that mature trees are in place to absorb the appropriate amount of CO₂ by 2030.

The graph below shows the pathway for net zero carbon which includes reducing carbon initiatives combined with offsetting measures.

Carbon Emissions Trajectory to 2030 with Carbon Offsetting



5.5 Forecast Capital Cost

Investing in efficiency projects and power generation will, in most cases, have a positive financial benefit with a good return on investment. The Council should set its own guidelines on a cap for ROI to measure the viability of projects.

Grid supplied electricity and gas rates are taken from BEIS modelling. The future grid export rate and diesel costs are based on the current price and increased by 3% annually.

Forecast capital cost and financial savings from initiatives

Intervention	Cost of all interventions	Accumulative cost saving up to 2030	Total annual saving of all interventions in the year 2030	Accumulative CO₂ Savings by 2030	Accumulative £/CO₂ Savings by 2030
Electricity - Energy Efficiency	£1,185,670	£1,312,590	£239,560	2080	£570
5MW land-based PV	£3,000,000	£1,687,990	£334,500	4780	£628
Gas - Energy Efficiency	£2,102,870	£1,981,600	£381,950	1835	£1,146
500kWp Building PV	£300,000	£376,640	£68,740	478	£628
Tree Planting	£61,070	N/A	N/A	2443	£25
Total	£6,649,610	£5,358,820	£1,024,750	11616	£572

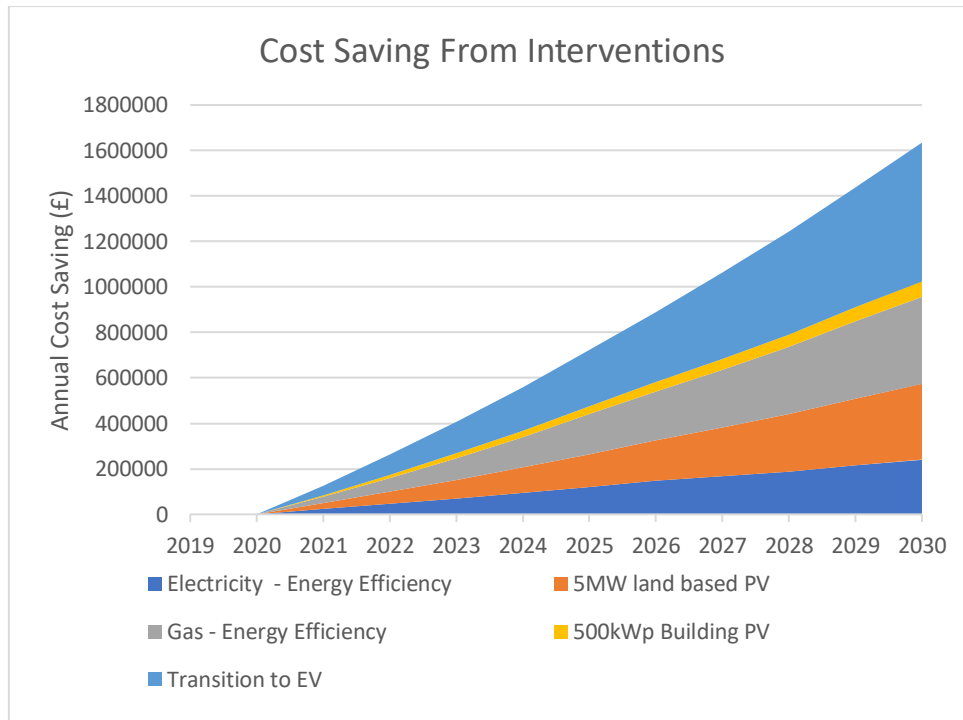
The forecast capital cost to upgrade all vehicles to electric is high and has been separated as below. This is largely due to the 43no. refuse vehicles. The cost to purchase an electric refuse vehicle is based on Cambridge City Council who purchased electric refuse vehicles at a cost of £375,000 each. Based on these prices, it would cost over £16million to upgrade the refuse vehicles alone.

This shows that the potential capital to upgrade fossil fuel vehicles to electric vehicles could be significant however, it is acknowledged that the information around the number and type of council owned vehicles is not complete. A separate exercise should take place to review all existing council owned vehicles and assess the benefits of purchasing against lease. The table below shows the forecast cost and benefits of electric vehicles.

Intervention	Cost of all interventions	Accumulative saving up to 2030	Total annual saving of all interventions by 2030	Accumulative CO₂ Savings by 2030	Accumulative £/CO₂ Savings by 2030
Transition to EV	£26,599,500	£2,983,050	£609,880	1363	£19,519

The graph below assumes that the delivery of interventions are linear between 2021 and 2030 e.g. the savings from energy efficiency and power generation projects are equal (1/10th) in all years up to 2030.

Cost savings from interventions between 2021 to 2030



This shows that the forecast capital cost to achieve net zero carbon for Scope 1, 2 and 3 emissions is £33.2million (including the capital for electric vehicles) and the total annual savings achieved by 2030 would be the equivalent of £1.6million per year.

7 Conclusion

It is recommended to report annually on the progress of reducing carbon emissions. Emissions from the Council's own operations should be calculated using the methodology in this report and policies and procedures should be put in place to record emissions data as it is made available rather than trying to retrieve the data in bulk retrospectively.

The Paris Climate Agreement aims to keep global temperature increases well below 2°C and pursuing 1.5°C. This calls for organisations to set a 'carbon budget' which is a term used to indicate the maximum amount of carbon an organisation can produce in a particular period of time to stay within the Paris Agreement. This often requires setting a science-based target and carbon budget.

The minimum reduction required for targets in line with well-below 2°C scenarios is 2.5% in annual linear terms over 15 years. Organisations are strongly encouraged to adopt targets with a 4.2% annual linear reduction to be aligned with limiting warming to 1.5°C. This carbon trajectory should reduce emissions by 64% between 2020 and 2030.

The carbon trajectory in this report is a desktop study performed without any prior knowledge of the building estate and is based on rule of thumb; and engineering and industry experience. A detailed energy audit should be provided for each building to provide a clear action plan of what interventions can be provided, their capital cost, funding opportunities and the cost/carbon savings.

7.1 Recommendations

Short Term Action – Up to 6 Months
Collect and save emissions data as it is made available for all core Scope 1, 2 and 3 emissions.
Set up processes and procedures to request and record emissions data from suppliers and staff.
Carry out detailed energy audits of all buildings.
Use existing energy data to investigate why the energy usage at the Spectrum has increased.
Create a full inventory of all council owned vehicles.
Medium Term Action – Up to 18 Months
Develop detailed feasibility studies to identify viable energy efficiency projects, localised power generation projects and carbon offsetting schemes.
Carry out detailed engineering design.
Develop a procurement strategy to deliver projects.
Understand which funding options are available and develop a strategy on how to fund specific projects.
Liaise with the Distribution Network Operator (DNO) to understand the grid capacity and how this relates to future electricity demands.
Calculate the carbon footprint of the whole Local Authority area and provide an action plan for the whole district to be zero carbon.
Long Term Action – Within 10 Years
Make a transition away from fossil fuel vehicles.
Increase electric vehicle charging network and sustainable travel infrastructure.
Develop large scale renewable heat and power generation projects.
Roll out energy efficiency and power generation projects to all buildings.
Develop an on-going tree planting and biodiversity improvement schemes.

8. Glossary

Term	Definition
BMS	Building Management System – Automated control for building services.
Carbon dioxide equivalent (CO ₂ e)	The carbon dioxide equivalent (CO ₂ e) allows the different greenhouse gases to be compared on a like-for-like basis relative to one unit of CO ₂ and includes the six greenhouse gases with the greatest global warming potential (GWP).
Carbon footprint	A carbon footprint measures the total greenhouse gas emissions caused directly and indirectly by a person, organisation, event or product. A carbon footprint is measured in tonnes of carbon dioxide equivalent (tCO ₂ e).
Council Vehicles	Vehicles that are owned or controlled by the Council. This does not include employee-owned vehicles that are used for business purposes.
Degree Day	A heating degree day (HDD) is a measurement designed to quantify the demand for energy needed to heat a building. It is the number of degrees that a day's average temperature is below a baseline temperature, which is the temperature below which buildings need to be heated.
Electricity	Electricity used at sites owned/controlled by the Council. This is reported as a Scope 2, indirect emission. The conversion factors used are for the electricity supplied by the grid that the Council purchase - they do not include the emissions associated with the transmission and distribution of electricity.
Employee Vehicles	Travel for business purposes in assets not owned or directly operated by the Council. This includes mileage for business purposes in cars owned by employees, public transport, hire cars etc.
[Natural] Gas	Primary fuel sources combusted at a site or in an asset owned or controlled by the Council.
MPAN & MPR	The MPAN (Meter Point Administration Number) and MPRN (Meter Point Reference Number) are unique numbers assigned to the electricity and gas supplies. This information has been provided as a reference and can be used to identify each meter.
Solar PV	Solar Photovoltaic panels to generate renewable electricity from the sun.
Transmission and Distribution	Transmission and distribution (T&D) factors are used to report the Scope 3 emissions associated with grid losses (the energy loss that occurs in getting the electricity from the power plant to the premises).

TRV	A Thermostatic Radiator Valve is a self-regulating valve which is fitted to radiators to control localised temperatures.
Wastewater	Water returned into the sewage system through mains drains.
Water Supply	Water delivered through the mains supply network.

Appendix A – Carbon Footprint Calculations

Appendix B – Asset Reduction Plan

The above appendices are provided separately as spreadsheets.

Appendix C – Data that should be gathered to report on Scope 3 emissions

The reporting of Scope 3 emissions is discretionary.

Item	Category	Details Required
1	Purchased goods and services	<p>This category includes all upstream (i.e. cradle-to-gate) emissions from the production of products purchased or acquired by the Council in the reporting year. Products include both goods (tangible products) and services (intangible products).</p> <p>This category includes emissions from all purchased goods and services not otherwise included in the other categories of upstream scope 3 emissions (i.e. category 2 through category 8 below). Cradle-to-gate emissions include all emissions that occur in the life cycle of purchased products, up to the point of receipt by the Council. Cradle-to-gate emissions may include:</p> <ul style="list-style-type: none"> • Extraction of raw materials • Agricultural activities • Manufacturing, production, and processing • Generation of electricity consumed by upstream activities • Disposal/treatment of waste generated by upstream activities • Land use and land-use change • Transportation of materials and products between suppliers • Any other activities prior to acquisition by the reporting company <p>Relevant purchases to the Council may include capital goods, such as office supplies, office furniture, computers, telephones, travel services, IT support, outsourced administrative functions, consulting services, janitorial, landscaping services, maintenance, repairs and operations.</p> <p>For accurate carbon reporting emissions, the Council should request cradle-to-gate emission factors for materials used by suppliers to produce purchased goods such as Environmental Product Declarations (EPDs). It is likely that many suppliers will not be able to provide all the emission data.</p>

		<p>If an EPD cannot be provided, supplementary information required includes the volume of product (kg) and the carbon emission factor (kg CO₂e).</p> <p>A policy should be developed so that suppliers in the supply chain are required to provide this data as part of the contract, where the volume of goods is noteworthy.</p>
2	Capital goods	<p>Capital goods are final products that have an extended life and are used by the Council to manufacture a product, provide a service, or sell, store, and deliver merchandise. Capital goods are treated as fixed assets or as plant, property, and equipment (PP&E). Examples of capital goods include equipment, machinery, buildings, facilities, and vehicles.</p> <p>The required information is the same as Category 1 above.</p> <p>A policy should be developed so that suppliers in the supply chain are required to provide this data as part of the contract.</p>
3	Fuel- and energy related activities (not included in Scope 1 or Scope 2)	<p>Transmission and distribution (T&D) losses have been included and calculated from the data provided in Scope 2.</p>
4	Upstream transportation and distribution	<p>Category 4 includes emissions from:</p> <ul style="list-style-type: none"> • Transportation and distribution of products purchased in the reporting year, between suppliers and its own operations in vehicles not owned or operated by the Council. • Third-party transportation and distribution services purchased by the Council in the reporting year (either directly or through an intermediary), including inbound logistics, outbound logistics (e.g. of sold products), and third-party transportation and distribution between the Council’s own facilities. <p>The Council requires data on:</p> <ul style="list-style-type: none"> • Quantities of fuel (e.g., diesel, petrol, jet fuel, biofuels) consumed • Amount spent on fuels • Distance travelled • Vehicle type <p>This may include managed assets - Vehicles that are used by the Council but are not owned by the organisation and generally do not appear on the organisation's balance sheet, for example, maintenance contractor vehicles, outsourced refuse and recycling trucks, road sweepers, grounds maintenance mowers etc.</p>

		A policy should be developed so that suppliers using their own vehicles are required to provide this data as part of the contract.
5	Waste generated in operations	<p>This includes emissions from third-party disposal and treatment of waste generated in the Councils owned or controlled operations in the reporting year. This category includes emissions from disposal of both solid waste and wastewater.</p> <p>The Council should request volume and emissions data from the waste treatment company applicable to its own waste stream. If this cannot be provided, the emissions can be calculated by requesting the volume of waste, type and disposal method:</p> <p>Example of data required:</p> <p>Total weight (kg) of waste type and disposal method e.g.</p> <ul style="list-style-type: none"> • 5,000kg municipal waste to landfill • 500kg organic garden waste to composting • 1,000kg metal recycled • 1,000kg plastic recycled • 1,000kg paper recycled <p>Data is required for the volume of supply and wastewater in cubic metres (m³) from water bills.</p> <p>Local authorities have an important role in waste prevention and sustainable waste management through awareness-raising campaigns, providing separate collection for recycling and food waste, and implementing waste-to-energy schemes. It is therefore voluntary on whether the Council choose to include the emissions from waste associated with the whole borough, or just the Council's own operation.</p>
6	Business travel	<p>Travel for assets not owned or directly operated by the Council. This includes mileage for business purposes in cars owned by employees, public transport, hire cars etc.</p> <p>Require details for:</p> <p><u>Vehicle</u> Fuel type, size of vehicle and distance for:</p> <ul style="list-style-type: none"> • Car • Motorbike • Taxis • Bus • Rail <p><u>Flights</u></p> <ul style="list-style-type: none"> • Airport travelled to/from • Number of passengers • Class type

		<ul style="list-style-type: none"> Distance <p><u>Ferry</u></p> <ul style="list-style-type: none"> Foot or car passenger Distance
7	Employee commuting	<p>This category includes emissions from the transportation of employees between their homes and their worksites.</p> <p>Emissions from employee commuting may arise from:</p> <ul style="list-style-type: none"> Car Bus Rail Other modes of transportation <p>Staff would be required to provide method of transport and distance travelled. It may be difficult and time consuming to collect accurate data.</p>
8	Upstream leased assets	<p>This category is applicable from the operation of assets that are leased by the Council.</p> <p>If the Council procures the energy then this should be considered as Scope 1 and 2.</p> <p>If the landlord is responsible for the Scope 1 and 2 emissions, the Council should include the reporting under Scope 3. An example may include an office that the Council lease from a private landlord. All energy bills may be included as part of the lease and the energy contract is under the name of the landlord. The Council should therefore request the energy data from the landlord and include this under Scope 3.</p> <p>Data required include the Scope 1 and 2 data from the leased asset.</p>
9	Downstream transportation and distribution	<p>This category includes emissions that occur in the reporting year from transportation and distribution of sold products in vehicles and facilities not owned or controlled by the Council in the reporting year.</p> <p>It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.</p>
10	Processing of sold products	<p>It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.</p>
11	Use of sold products	<p>It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.</p>

12	End-of-life treatment of sold products	It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.
13	Downstream leased assets	<p>This category is applicable where the Council is the landlord to a lessee.</p> <p>If the Council procures the energy on behalf of a lessee then this should be considered as Scope 1 and 2. An example of this is where the Council may lease a premises to a lessee and include all energy costs as part of the lease. The energy contract is under the name of the Council and is therefore reported under Scope 1 and 2.</p> <p>If the lessee is responsible for the Scope 1 and 2 emissions, the council should include the reporting under Scope 3. An example of this is a shop that the Council own and the occupant pays for the energy bills and the contract is under their name. The Council should request the energy data from the shop occupier and report this under Scope 3.</p> <p>Data required include the Scope 1 and 2 data from the leased asset.</p>
14	Franchises	It is assumed that this category is not applicable to the Council as it does not operate any franchises.
15	Investments	<p>This category includes scope 3 emissions associated with the Council's investments in the reporting year, not already included in scope 1 or scope 2. This category is applicable to investors (i.e. organisations that make an investment with the objective of making a profit) and organisations that provide financial services. This category also applies to investors that are not profit driven (e.g. multilateral development banks). Investments are categorised as a downstream scope 3 category because providing capital or financing is a service provided by the organisation.</p> <p>Category 15 is designed primarily for private financial institutions (e.g., commercial banks), but is also relevant to public financial institutions (e.g., multilateral development banks, export credit agencies) and other entities with investments not included in scope 1 and scope 2.</p> <p>The Councils scope 3 emissions from investments are the scope 1 and scope 2 emissions of investees.</p> <p>For purposes of greenhouse gas accounting, this standard divides financial investments into four types:</p> <ul style="list-style-type: none"> • Equity investments • Debt investments • Project finance • Managed investments and client services

		<p>An example of the information required is the Scope 1 and 2 emissions from the bank where an investment is in place. This is based on the Council's proportional share of investment in the investee. If the Council has £1million invested in the bank and the banks total investments amount to £100million, the Council should report on 1% of the banks Scope 1 and 2 emissions.</p> <p>It is assumed that this information will be difficult to collate from third parties and that the total emissions will be proportionally small compared to other emission sources and these emissions could be excluded from the reporting.</p>
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Strategy and Resources Executive Advisory Board Report

Ward(s) affected: All

Report of Director of Service Delivery

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Date: 14 June 2021

Contributing to reviews of the Local Council Tax Support Scheme

Executive Summary

Following a consultation press release in September 2020, councillors indicated that they would like an Executive Advisory Board (EAB) on Local Council Tax Support Scheme (LCTS). Officers proposed in their annual report to the Executive on 24 November 2020 that this occur in May or early June 2021 for the 2022 scheme. This is before any modelling or forecasting takes place and allows the EAB to have input at an early stage.

The report and presentation provide members of the EAB with more information on the complexities and challenges of our LCTS scheme. This is to enable them to provide officers with feedback on key areas they would like officers to either leave untouched or look at in more detail.

Officers will use this information to inform the annual review to create the 2022 scheme, as well as the fundamental review of future options which is a separate review.

Recommendation to EAB

That the EAB provides officers with feedback on areas that they recommend should be either untouched or looked at in more detail during scheme reviews.

Reason(s) for Recommendation:

Councillors asked for an opportunity to provide feedback.

Is the report (or part of it) exempt from publication? (delete as appropriate)

No

1. Purpose of Report

- 1.1 To provide members of the EAB with more information on the Local Council Tax Support Scheme (LCTS), to enable them to provide feedback on the scheme.
- 1.2 Officers will use this information to inform the annual review to create the 2022 scheme, as well as the fundamental review of future options.

2. Strategic Priorities

- 2.1 The work of the Benefits service contributes towards two of our fundamental themes: place-making and community.
- 2.2 LCTS provides residents with help with the Council Tax element of their household costs. By processing claims for financial support quickly and accurately the Benefits service supports the most financially vulnerable and less advantaged of our residents. It is important that the scheme continues to support those most in need.

3. Why the matter is being brought to an EAB now

The Council has a legal duty to carry out an annual review of the LCTS scheme and to consult on proposed changes. LCTS was introduced on 1 April 2013.

Following the consultation press release in September 2020, councillors indicated that they would like an EAB on LCTS. Officers proposed in the report to the Executive on 24 November 2020 that this occur in May or early June 2021 for the 2022 scheme. This will be before any modelling or forecasting takes place and allows the EAB to have input at an early stage.

4. Brief Overview of the Current Situation

- 4.1 As explained in last year's report to the Executive we are working on two different elements regarding our LCTS scheme.
 - The annual review, which we are legally obliged to carry out
 - A more fundamental review of future options for the scheme, which has been delayed due to preparations for Phase B of Future Guildford plus the impact of the pandemic on capacity.
- 4.2 The main driver for the fundamental review is the rollout of Universal Credit (UC). This is assessed by the Department of Work and Pensions (DWP) and is gradually replacing the Housing Benefit (help with rent) that we currently assess alongside LCTS.
 - UC is assessed monthly and, as we take it into account as an income for LCTS, this could mean that some claimants have their Council Tax recalculated every month.
 - The administration grant for Housing Benefit is reducing, which means an increased cost to the Council if we cannot reduce the administrative cost of LCTS.

- Our existing scheme is based on the old Council Tax Benefit Scheme, and other Councils have looked at different models. A different model may suit us better in the future.
- 4.3 Resources have been temporarily diverted from the fundamental review to deliver a range of government pandemic initiatives (business grants, Test & Trace Support payments, increased benefits workload, plus new discounts). However, officers have not identified that the delay is adversely affecting residents. Our current scheme will have an annual review for 2022-23. Under this scheme
- We continue to provide 100% LCTS to 71% of applicants based on applying scheme rules, which include fixed allowances for household and additional needs – effectively assumed expenditure.
 - In addition we provide discretionary help to those adversely affected by our scheme rules where we look at their individual income and expenditure needs – for example through a discretionary scheme we can consider the costs of frequent attendance at hospital for a sick child.
- 4.4 As an added complexity we only control the working age LCTS. Pension Age continues to be set out in detailed legislation by the government and follows a Council Tax Benefit style legislation.
- 4.5 The challenge is to have a scheme that is simple, fair, and affordable. However, experts in LCTS suggest that this is impossible. We are therefore looking for the best combination to meet local needs in any review that we carry out.

5. Scheme Overview

- 5.1 In very simple terms any welfare benefit compares income to necessary expenditure (usually based on a set of assumptions) and applies some rules on how much help will be provided.
- 5.2 The government provided detailed legislation in 2012 that forms the basis of our existing LCTS scheme. Our scheme is very detailed and runs to 137 pages. Whilst it is logical, no one could claim that it is simple. It is however fair – in as much as it spells out in detail the criteria and rules that apply for an almost infinite combination of individual and household circumstance.
- 5.3 Provided we meet the legislative requirements of what our scheme must contain, we have freedom to change it. However, some changes have more impact than others. A summary of the changes made to our scheme since 2013 is included in Appendix 1, and areas changed are mentioned in the following narrative.
- 5.4 In summary the component parts of our scheme are:

Chapter 1 - Prescribed Statutory Requirements

- 5.5 Introduction – why we have a scheme
- 5.6 What must be included in the scheme (replicated in Appendix 2)

- 5.7 Interpretation: effectively clear definitions of over a hundred varied items of terminology including “close relative”, “main phase employment and support allowance” and “week”.
- 5.8 More detailed definitions of the key elements of the scheme
- Who is or is not a pensioner
 - Meaning of “couple”
 - Polygamous marriages
 - Meaning of “family”
 - Dependants
 - Households
 - Non-dependants
 - Remunerative work
- 5.9 Information on classes of people that the law says must be included or excluded from our local scheme. For example “Persons treated as not being in Great Britain” and “Persons subject to immigration control” are both excluded
- 5.10 Administrative matters – for example how to apply, how to appeal, duty to notify changes in circumstance, date that an application is considered to have been made, notification of award

Chapter 2 - Local Scheme Requirements

- 5.11 This comprises about 40% of the document
- 5.12 Classes of person entitled to a reduction under this scheme:
- This section specifies when entitlement is to a 100% reduction, and how to calculate reductions of less than 100%
 - This is where we have restricted the property bands that are eligible for help, and excluded applicants with over £6000 capital from help. Looking at Pension Age recipients where no band restriction applies only 3% are in the higher banded properties.
- 5.13 Applicable amounts:
These are the amounts that a specific household is deemed to need to live on. The government defines them for Housing Benefit and we have been adopting these figures for our scheme a year in arrears as they are not available until after the scheme has been adopted. Table 1 shows the number of working age recipients in each type as at 1 May 2021

Table 1	
Household Type	Number of Working Age Recipients
Couple 1 or both 60 to less than State Pension Age	6
Couple one or both 18+	174
Family 1 or both 60 to less than State Pension Age	3
Family one or both 18+	245

Lone Parent 18+	666
Single 18 to less than 25	28
Single 25+	1206
Single 60 to less than State Pension Age	51
Grand Total	2379

5.14 Maximum Council Tax reduction:

- We have set this at 100%. This means that those in most need can still get 100% help with their Council Tax. 71% of recipients get 100% help. Many authorities require everyone to pay something regardless of their means. This can translate to a debt recovery problem.
- This section also includes details on Non-Dependant Deductions which are the sums that a non-dependant is assumed to contribute to the household. Again we have mirrored these on Housing Benefit deductions and they range from £0 per week for someone who is unemployed and on a welfare benefit to £12.50 for someone earning around £24,000 pa.

5.15 Amount of reduction.

This specifies the calculation of the reduction and confirms our local rule that if the entitlement is less than £10 per week then it is a zero award. As at 1 May 2021 167 claims had periods of entitlement of less than £10 per week.

5.16 Calculation of Income:

- This is a detailed section covering what income is, whether any income should be excluded, and how it should be converted to a weekly sum. Schedules 2 and 3 to the scheme sets out sums to be deducted from both earned and unearned income.
- The legislation on which our scheme is based has its roots in decades of welfare schemes and this area in particular appears to exemplify the need to spell out exactly what is and is not an income. This avoids public funds being provided to support those who are not in need merely because their “income” was not listed so they thought they did not have to declare it.
- This is where we state that child maintenance should be treated as an income and where we have applied a minimum income for the Self Employed after one year of being in business.

5.17 Calculation of Capital:

A detailed section covering what is and is not to be treated as capital. Schedule 4 also sets out capital disregards.

5.18 Students:

Full time and overseas students are generally not eligible for LCTS, however there is a detailed set of rules regarding when students are or are not eligible, and how their income should be calculated.

5.19 Additional rules around periods of entitlement including rules on backdating. We reduced backdating to one month in 2018-19 to mirror changes to Housing Benefit regulations.

5.20 Transitional arrangements.

It is a legislative requirement that we consider transition when making a change to our scheme rules. We operate a Discretionary Hardship Fund for those affected by the rules, where we look at applicant's individual income and expenditure needs.

Schedules

- 5.21 Schedule 1 sets out the Personal Allowances and Premiums that income is compared to. A Personal Allowance is the basic amount that a specific type of household is expected to need each week – for example a family, couple or single person. Premiums are the additional sums required for specific needs such as having a disability or needing a carer.
- 5.22 Schedules 2, 3 and 4 cover deductions from income and capital.

6. Modelling and Forecasting Challenges

- 6.1 Modelling of scheme changes is important to try and ensure that support remains consistent and fair, and that the scheme remains affordable by the Council, and preceptors.
- 6.2 There is a legal requirement that we consult the County and the Police on any scheme changes. They pay a proportion of the cost. The Borough's share being around 9%.
- 6.3 Modelling and forecasting are challenging because:
- As may be concluded from the above overview, there are endless permutations of household circumstances given the number of different variables.
 - Whilst our software supplier has provided us with forecasting software, it contains finite options and is restricted by the data that we already hold. Even with the forecasting software we invariably find that we need to match data from a variety of reports to try and extract the information that we need, which is a time-consuming exercise.
 - Data continually changes, so the forecast today may be very different to the forecast in a few months time.
 - We lack detail on passported cases (approximately 50% of the working age caseload). These are cases where their entitlement to Employment Support Allowance income related, Income Support or Job Seekers Allowance income based means that their income has already been assessed by the DWP and will not exceed the personal allowance and premiums. They comprise 75% of those receiving a 100% reduction in Council Tax.
- 6.4 Some summary statistics about the current caseload are included in Appendix 3
- 6.5 All the major changes to our scheme were made prior to 2017-18. These were to achieve the savings required by the introduction of LCTS. In recent years changes have been focussed on keeping the scheme in line with amendments to Housing Benefit (in the hope that consistency makes it easier for claimants to

understand) and uprating the underlying Personal Allowances, Premiums and Non-Dependant Deductions to ensure that the support provided is not eroded by inflation. We have continued to forecast the effect of the changes that we make so that we can gauge the cost and identify the effect on claimants. Forecasting for the 2022-23 scheme which will be agreed by Full Council in December 2021 has yet to occur, allowing officers to take the feedback from this EAB into account.

- 6.6 Substantial modelling will be required as part of the fundamental review of options. Given that the review is currently delayed due to the impact of the pandemic on capacity, which looks to continue for a substantial part of this financial year, it is unlikely that we will reach the detailed modelling stage until 2022-23. Feedback from the EAB will help inform that modelling and it is anticipated that once complete the results will be brought back to the EAB during 2022-23.
- 6.7 It should be noted that whilst our software provider has provided us with flexibility within the scheme rules, this flexibility is restricted to areas that they felt were most likely to be changed by their customers. Any suggestions outside of these may be impossible to deliver, or expensive by virtue of being bespoke.

7. Examples of how the Scheme Works (presentation – Appendix 4)

Some examples of how LCTS calculations work will be presented during the EAB meeting.

8. Areas for Discussion

- 8.1 Now that members of the EAB understand the complexities of the scheme as well as areas that have been amended in recent years, officers would like to know whether there are any key areas that councillors would suggest we
- leave untouched, or
 - look at in more detail.
- 8.2 For example:
- Should everyone have to pay something regardless of their circumstance. This would be a radical change given that 71% of recipients currently pay nothing.
 - Should we continue to increase Personal Allowances, Premiums and Non-Dependant deductions to protect against inflation each year. This prevents the situation where an applicant just falls short of 100% reduction because their income has had an inflationary increase but the allowances do not match it.
 - Should we increase any of these by more than the rate of inflation. For instance, should non-dependants contribute more (is £12.50 an adequate contribution for someone earning £24,000 pa?), should specific personal allowances or premiums be higher to provide a higher level of support to specific household types or individual needs.

9. Key Risks

- 9.1 There is a risk that modelling is inaccurate either exposing the council to unknown costs or failing to provide residents with essential support. To a degree the second can be catered for via a hardship fund. The first however remains a risk with a variety of costs:
- Scheme costs more as modelling did not accurately predict that more residents would qualify for help, or for more help than currently
 - Scheme is insufficiently detailed and is challenged via judicial review
 - Scheme is more difficult to administer (either more complicated or more applicants) increasing the administrative cost.

10. Financial Implications

- 10.1 LCTS is funded from the Collection Fund, and any variance from costed assumptions affects the surplus or deficit of this fund. Any deficit is recovered from the General Fund.
- 10.2 A more generous scheme would necessitate savings being made elsewhere in the Council to pay for it.
- 10.3 Additional revenue costs could be incurred if changes are needed to our existing software.

11. Legal Implications

- 11.1 The *Local Government Finance Act 2012* introduced local council tax reduction (CTR) schemes to replace CTB from April 2013. The *Council Tax Reduction Scheme (Prescribed Requirements) (England) Regulations 2012* contains the mandatory elements for any local scheme and details the scheme that must be adopted for pensioners.
- 11.2 Schedule 1A to the *Local Government Finance Act 1992* as amended makes further provision regarding the LCTS schemes. The Council is under a statutory duty to review its LCTS scheme annually. If the authority wishes to revise or replace its scheme for 2020-21, the Council must (in the following order):
- (a) consult any major precepting authority, which has the power to precept it
 - (b) publish a draft scheme in such manner as it thinks fit and
 - (c) consult such other persons as it considers are likely to have an interest in the operation of the scheme.

The Council must decide on any revision or replacement of the scheme by a meeting of the Council. In 2017 *The Council Tax Reduction Schemes (Amendment) (England) Regulations 2017 SI 1305* changed the deadline for the Council to decide on a scheme from 31 January to 11 March.

- 11.3 Under Schedule 1A to the 1992 Act, the Council must publish the scheme in such a manner as it thinks fit. We currently publish our scheme on our website once Council has approved it and we have made all the agreed amendments. In addition, each Council Tax bill that we issue explains that help with the Council

Tax may be available and advises taxpayers where further information can be found.

12. Human Resource Implications

- 12.1 In the event that a review of the LCTS scheme results in more applications or a more complex scheme, additional resources may be required to administer it.

13. Equality and Diversity Implications

- 13.1 We must demonstrate that we have consciously thought about the three aims of the Public Sector Equality Duty, as set out in *Section 149 of the Equality Act 2010*, as part of the decision-making process to develop an LCTS Scheme. The three aims the authority must have due regard for are to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic

- 13.2 We will review the LCTS EIA alongside both the annual and the fundamental options reviews.

14. Climate Change/Sustainability Implications

- 14.1 No such implications apply

15. Summary of Options

- 15.1 Whilst turning EAB feedback into effective modelling may be constrained by the availability of data and resources, this should not prevent the EAB from providing feedback which may include:

- Continuing with minimal changes to the annual scheme to keep it in line with inflation.
- Suggesting key areas that members of the EAB recommend should continue to receive a high level support
- Identifying areas where support could be reduced.

16. Conclusion

- 16.1 The LCTS scheme is complex and not without challenges. The law requires that we review our scheme annually, and there is scope within the prescribed requirements to amend or create an entirely new scheme.

Officers are working on

- The annual review of the current scheme (affectively amending the current scheme)

- A fundamental review of future options for LCTS, which may lead to the creation of an entirely new scheme.

16.2 Feedback from the EAB will inform both reviews, and be a step in the consultation process for scheme changes.

17. Background Papers

None

18. Appendices

Appendix 1 – Summary 2013 to 2021

Appendix 2 – Matters that must be included

Appendix 3 – Current case load statistics

Appendix 4 – PowerPoint presentation – including example calculations

Please ensure the following service areas have signed off your report. Please complete this box and do not delete.

Service	Sign off date
<i>Finance / S.151 Officer</i>	<i>20/05/21 request</i>
<i>Legal / Governance</i>	<i>25/05/21</i>
<i>HR</i>	<i>20/05/21</i>
<i>Equalities</i>	<i>20/05/21</i>
<i>Lead Councillor</i>	<i>26/05/21</i>
<i>CMT</i>	<i>18/05/21</i>
<i>Committee Services</i>	

Appendix1 – Summary of Changes 2013-14 to 2021-22

Guildford Borough Council based its Working Age Local Council Tax Support Scheme on the old Council Tax Benefit Scheme. Local modifications to the scheme are summarised in the table below. Some supplementary information is included as notes below the table.

Element of LCTS Scheme	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Overall nature of changes	Measures to pass on about £300,000 of the government's funding reduction	Measures to pass on a further £170,000 of the government's funding reduction	Minimal changes	Modest changes to pass on a further £300,000 of the governments funding reduction	No changes	Minimal changes to ensure that the level of help was not unduly reduced by inflation, and to keep the scheme understandable by mirroring changes to some HB rules	Minimal changes to ensure that the level of help was not unduly reduced by inflation, and income or capital from emergency funds treated consistently	Minimal changes to ensure that the level of help was not unduly reduced by inflation, and income or capital from emergency funds treated consistently	Minimal changes to ensure that the level of help was not unduly reduced by inflation. In response to the pandemic relaxation of the band cap and an increase in the Hardship Fund
Second Adult Rebate (Alternative Maximum Council Tax Benefit)	Withdrawn								
Backdating	Reduced from 6 to 3 months					Reduced from 3 months to 1 month to mirror HB changes			
Minimum Weekly Award (entitlement calculated to be less than this amount per week is not paid)	Introduced a £5.00 minimum	Increased from £5.00 to £10.00							
Capital Limit (a limit above which assistance will not be provided)	Reduced from £16,000 to £6,000								

Element of LCTS Scheme	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Maximum level of Council Tax Support, against which entitlement is calculated	Restricted to the Band D charge for the area in which a property is located	No entitlement for properties in Bands F,G, H. Band E restricted to a Band D charge							Band E restriction to a Band D charge removed in response to the pandemic
Income and Capital Disregards (income that is disregarded for the purpose of calculating LCTS entitlement)	100% income disregard for War Disablement Pensions and War Widows/ Widowers Pensions		Introduced 100% income disregard of "personal budget payments in relation to Education, Health and Care plans for children with special education needs."	Removed 100% income disregard for both Child Benefit and Maintenance			Introduced 100% income and capital disregard for funds from "The London Emergencies Trust" and the "We Love Manchester Emergency Fund"	Introduced 100% income and capital disregard for the "Windrush Compensation Scheme"	
Personal Allowances and Premiums (the calculated sum for household needs, income is compared to this)		Increased		Frozen		Increased Personal Allowances and Premiums Introduced the exclusion of Family Premium for new entitlements or additional new children to mirror HB changes	Increased Premiums	Increased Premiums	Increased Personal Allowances and Premiums

Element of LCTS Scheme	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Non-Dependent Deductions (the amount non-dependents are expected to contribute to the household)		Increased		Increased		Increased	Increased	Increased	Increased
Minimum Income for the Self Employed * ¹				Introduced Higher of actual income or 35 hours x National Minimum Wage		Introduced an annual increase in the minimum income floor			
Allowable Temporary Absence outside Great Britain (the period of absence before LCTS is affected)						Reduced from 13 weeks to 4 (with some exceptions) to mirror HB changes			
Discretionary Hardship Fund * ² (supports those affected by the changes in the Local Council Tax Scheme)	Fund introduced	Fund maintained	Fund maintained	Fund maintained	Fund maintained	Fund maintained	Fund maintained	Fund maintained	Fund increased to £60,000 in response to the pandemic.
Other									Residual 2020 COVID19 Council Tax Hardship Funds carried forward* ³

*¹Minimum Income Floor

- The minimum income floor is an assumption that, after an initial set up period of 12 months, a person who is self-employed works for a specific number of hours for a set wage. Where this assumed income exceeds the actual income, we use the assumed income to calculate entitlement to LCTS. We request annual income and review annually. If annual figures are not available we accept whatever can be provided for a shorter period of time, and make a note to review this sooner. Our minimum

income floor increases in line with the minimum wage in place on 1 January of the scheme year. Claimants disadvantaged by the rule can apply for help from the Discretionary Hardship Fund.

- We have not had a lot of queries since introducing the minimum income floor. We would expect significant issues to materialise through requests for help from the Discretionary Hardship Fund or via difficulties with Council Tax collection, and this has not been the case.
- During 2017 Surrey Welfare Rights provided feedback on the way our scheme worked compared to Universal Credit (UC), especially regarding carers and the disabled who were self-employed. In response, we looked more closely at these cases and concluded that:
 - the numbers affected are small as claimants need to satisfy multiple criteria: be carers and self-employed working for less than 35 hours per week on less than the minimum wage.
 - we have a satisfactory mechanism in place through our Hardship Fund to ensure that no one suffers financially
 - a further review of our scheme was likely with the roll out of UC and that it was appropriate to consider Surrey Welfare Rights suggestions at that time
- Universal Credit uses a minimum income floor, with some modification where claimants are disabled or carers. This has not been without criticism. On 10 May 2018 the House of Commons Work and Pensions Committee published a report “Universal Credit: supporting self-employment”. This looks at the difficulties of balancing support for entrepreneurship with protecting the public purse. The minimum income floor is intended to incentivise the self-employed to increase their earnings and develop their business, while ensuring that the Government does not subsidise unsustainable low-paid self-employment indefinitely. It highlighted some issues:
 - The DWP has no plans to publish any significant analysis of UC’s effect on self-employment until at least autumn 2019.
 - The DWP calculates UC awards monthly, but the self-employed have volatile incomes and the result is that they do not receive the same help as the employed. The report suggests longer reporting periods of up to a year where claimants demonstrate irregular payment patterns.
 - For the first year of self-employment claimants are exempt from the minimum income floor. The report suggests that in some instances this period should be extended and that a taper off could also be used.
- We will consider our treatment of the self-employed when we carry out our more fundamental review of the scheme.

*2Payments from the Discretionary Hardship Fund are:

- means tested (an assessment of income and expenditure)
- awarded for a maximum of one year at a time
- not usually for more than 75% of any Council Tax Benefit lost
- not awarded if non-essential expenditure exceeds the loss of Council Tax Benefit incurred
- not backdated.

*32020 COVID19 Council Tax Hardship Funds

In 2020-21 the government allocated us a £469,380 COVID-19 hardship fund for us to administer locally in line with published guidance. They expected all working age LCTS claimants to receive a hardship fund discount of up to £150, after applying all other discounts and exemptions. Where the liability for the remainder of the financial year was less than £150 the discount should bring the liability down to nil. Because a large number of applicants already receive 100% LCTS we had residual funds. We are using these to provide a similar scheme in 2021-22.

2.0 Matters to be included¹

- 2.1 A scheme must state the classes of person who are to be entitled to a reduction under the scheme.
- 2.2 The classes may be determined by reference to, in particular -
- (a) the income of any person liable to pay council tax to the authority in respect of a dwelling;
 - (b) the capital of any such person;
 - (c) the income and capital of any other person who is a resident of the dwelling;
 - (d) the number of dependants of any person within paragraph (a) or (c);
 - (e) whether the person has made an application for the reduction.
- 2.3 A scheme must set out the reduction to which persons in each class are to be entitled; and different reductions may be set out for different classes.
- 2.4 A scheme must state -
- (a) classes of person which must or must not be included in a scheme;
 - (b) reductions, including minimum or maximum reductions, which must be applicable to persons in stated classes;
 - (c) requirements which must be met by the procedure mentioned in 2.5
- 2.5 A scheme must state the procedure by which a person may apply for a reduction under the scheme.
- 2.6 A scheme must state the procedure by which a person can make an appeal against any decision of the authority which affects -
- (a) the person's entitlement to a reduction under the scheme, or
 - (b) the amount of any reduction to which the person is entitled.
- 2.7 Subject to compliance with the Prescribed Requirements, a scheme may make provision that is equivalent to provisions made or capable of being made under-
- (a) sections 131 to 133 of the Social Security Contributions and Benefits Act 1992 (council tax benefit);
 - (b) sections 134 to 137 of that Act (general provisions about income-related benefits) so far as applying in relation to council tax benefit;
 - (c) section 1 of the Social Security Administration Act 1992 (entitlement to benefit dependent on claim) so far as applying in relation to council tax benefit;
 - (d) section 6 of that Act (regulations about council tax benefit administration),
- as it had effect on the day on which the 2012 Act was passed and with such modifications as the authority thinks fit.
- 2.8 In exercising any function relating to its scheme, the authority must have regard to any guidance issued by the Secretary of State

¹ Sch 1A LGFA 1992 as inserted by Sch 4 LGFA 2012

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Number of live cases by Council Tax property band

Property Band	No LCTS	Pension Age	Working Age	Grand Total
A	1354	69	73	1496
B	2565	358	498	3421
C	10339	804	1065	12208
D	15189	505	610	16304
E	9888	176	133	10197
F	6532	37		6569
G	7412	14		7426
H	1795	2		1797
Grand Total	55074	1965	2379	59418

Number of live cases receiving different percentages of LCTS reduction

% Award of Ctax	No LCTS	Pension Age	Working Age	Grand Total	Pension Age % Claimants	Working Age % Claimants
01-09%		19	17	36	1	1
10-19%		29	2	31	1	0
20-29%		53	6	59	3	0
30-39%		45	51	96	2	2
40-49%		72	64	136	4	3
50-59%		94	90	184	5	4
60-69%		90	88	178	5	4
70-79%		99	116	215	5	5
80-89%		116	195	311	6	8
90-99%		185	53	238	9	2
100%		1163	1697	2860	59	71
No LCTS	55074			55074	0	0
Grand Total	55074	1965	2379	59418	100	100

Spread of Working Age claims across the borough

	No LCTS	Pension Age	Working Age	Grand Total	% working age claimants of the parish total
Albury Parish	476	17	17	510	3
Artington Parish	113	3	2	118	2
Ash Parish	7209	312	394	7915	5
Compton Parish	369	15	17	401	4
East Clandon Parish	107	2	2	111	2
East Horsley Parish	1742	36	19	1797	1
Effingham Parish	1088	21	21	1130	2
Guildford Town	28220	1045	1424	30689	5
Normandy Parish	1284	81	45	1410	3
Ockham Parish	192	2		194	0
Pirbright Parish	1198	16	15	1229	1

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Appendix 3 – Summary Statistics at 1 May 2021

	No LCTS	Pension Age	Working Age	Grand Total	% working age claimants of the parish total
Puttenham Parish	232	5	9	246	4
Ripley Parish	854	42	33	929	4
Seale & Sands Parish	368	2	1	371	0
Send Parish	1657	48	44	1749	3
Shackleford Parish	273	7	12	292	4
Shalford Parish	1720	81	57	1858	3
Shere Parish	1493	56	41	1590	3
St. Martha Parish	319	2	5	326	2
Tongham Parish	954	44	44	1042	4
Wanborough Parish	134	1	1	136	1
West Clandon Parish	515	13	22	550	4
West Horsley Parish	1111	23	19	1153	2
Wisley Parish	88	1		89	0
Worplesdon Parish	3358	90	135	3583	4
Grand Total	55074	1965	2379	59418	4

Nil Awards Reasons

Reason for not qualifying for LCTS	No LCTS	Working Age with LCTS for some of the time	Grand Total
Below minimum payment	106	33	139
Below minimum payment + Income Too High	22	5	27
Income Too High	199	7	206
Over capital threshold	25	2	27
Grand Total	352	47	399

Note: the above table gives an indication of the number of accounts where a claimant has not qualified. Due to changes in circumstance some claimants will qualify for some periods during the year – these appear in the working age column. Additionally this is based on current information and will not reflect previous year applicants who did not qualify and have not applied again – for example because their Council Tax Band is too high or their capital is over the threshold.

Appendix 3 – Summary Statistics at 1 May 2021

Working Age Household Types

Household Type	Working Age Total	Passported Benefit	Claimant or Partner Working	Carer Premium (does not apply if passported)	Disabled Premium (does not apply if passported)	Passported on ESA (ill/disabled)	With Dependants	With Non Dependants
Couple one or both 18+ to less than State Pension Age	180	100	28	10	16	88		67
Family one or both 18+ to less than State Pension Age	248	77	101	28	42	60	248	49
Lone Parent 18+	666	275	139	12	34	103	665	94
Single 18 to less than 25	28	4	5			3		1
Single 25+ to less than State Pension Age	1257	804	96	6	55	740		196
Grand Total	2379	1260	369	56	147	994	913	407

Note: Passported benefits for working age are Employment and Support Allowance (ESA) income related, Income Support and Job Seekers Allowance income based

Working Age % Council Tax Reduction

% Award of Ctax	Working Age	Passported Benefit	Claimant or Partner Working	Carer Premium (does not apply if passported)	Disabled Premium (does not apply if passported)	Passported on ESA (ill/disabled)	With Dependants	With Non Dependants
Band 01 - 01-09%	17	2	14	1	4	2	12	1
Band 02 - 10-19%	2		2				1	
Band 03 - 20-29%	6		6	1	1		6	
Band 04 - 30-39%	51	1	47	5	9		44	10
Band 05 - 40-49%	64		56	3	13		45	13
Band 06 - 50-59%	90	12	46	4	12	10	42	23
Band 07 - 60-69%	88	4	43	3	7	3	63	20
Band 08 - 70-79%	116	11	43	3	14	5	83	32
Band 09 - 80-89%	195	10	45	10	16	5	150	39
Band 10 - 90-99%	53	6	20	6	10	4	36	14
Band 11 - 100%	1697	1214	47	20	61	965	431	255
Grand Total	2379	1260	369	56	147	994	913	407

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Example 1 – Single person: working 12 hours per week

	Weekly Components	Totals	
<u>Income:</u>			
Earnings	120.82150		
Single Person Earnings Disregard	5.00000		
Net Income		115.82150	
<u>Allowances and Premiums:</u>			
Allowance for Single Person over 25	74.35000		
Premiums - None	0.00000		
Total Allowances and Premiums		74.35000	
Net Income Exceeds Total Allowances and Premiums by		41.47150	This is known as Excess Income
<u>Contributions towards Council Tax:</u>			
20% of excess income is paid towards Council Tax	8.29430		
Total Contributions towards Council Tax		8.29430	
Band D Property Council Tax as a weekly rate		30.04592	
LCTS Award is Council Tax less Total Contributions towards Council Tax		21.75162	

Example 2 – Single person: working 15 hours per week, with two non-dependants

	Weekly Components	Totals	
<u>Income:</u>			
Earnings	128.30770		
Single Person Earnings Disregard	5.00000		
Net Income		123.30770	
<u>Allowances and Premiums:</u>			
Allowance for Single Person over 25	74.35000		
Premiums - None	0.00000		
Total Allowances and Premiums		74.35000	
Net Income Exceeds Total Allowances and Premiums by		48.95770	This is known as Excess Income
<u>Contributions towards Council Tax:</u>			
20% of excess income is paid towards Council Tax	9.79154		
Non-Dependant not working and on Universal Credit	0.00000		
Non-Dependant not in full time work	4.05000		
Total Contributions towards Council Tax		13.84154	
Band D Property Council Tax as a weekly rate		34.37518	
LCTS Award is Council Tax less Total Contributions towards Council Tax		20.53364	

Example 3 – Couple: one working 35 hours, one disabled and not working

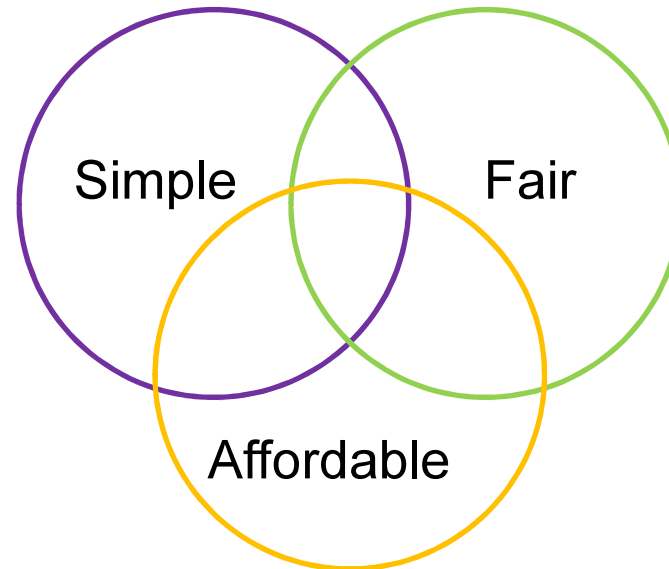
	Weekly Components	Totals
<u>Income:</u>		
Personal Independence Payment	89.60000	
Earnings	278.17000	
Personal Independence Payment Disregard	89.60000	
Earnings Disregard (Sched 2)	17.10000	
Earnings Disregard (Sched 2)	20.00000	
Net Income		241.07000
<u>Allowances and Premiums:</u>		
Allowance for Couple over 25	116.80000	
Premiums - Disability	49.80000	
Premiums - Enhanced Disability	24.50000	
Total Allowances and Premiums		191.10000
Net Income Exceeds Total Allowances and Premiums by		49.97000
		This is known as Excess Income
<u>Contributions towards Council Tax:</u>		
20% of excess income is paid towards Council Tax	9.99400	
Total Contributions towards Council Tax		9.99400
Band D Property Council Tax as a weekly rate		34.37518
LCTS Award is Council Tax less Total Contributions towards Council Tax		24.38118

Example 4 – Couple: one working 35 hours, one disabled and not working

	Weekly Components	Totals	
<u>Income:</u>			
Child Benefit	21.15000		
Carers Allowance	67.60000		
Personal Independence Payment - mobility plus living standard	83.70000		
Child Tax Credit	35.49000		
Earnings (1372.71 pm)	316.77923		
Personal Independence Payments Disregard	83.70000		
Earnings Disregard (Sched 2)	17.10000		
Earnings Disregard (Sched 2)	20.00000		
Net Income		403.91923	
<u>Allowances and Premiums:</u>			
Allowance for Couple over 25	116.80000		
Allowance for Child	68.27000		
Premiums - Carer	37.50000		
Premiums - Disability	49.80000		
Total Allowances and Premiums		272.37000	
Net Income Exceeds Total Allowances and Premiums by		131.54923	This is known as Excess Income

	Weekly Components	Totals
<u>Contributions towards Council Tax:</u>		
20% of excess income is paid towards Council Tax	26.30985	
Non-Dependant not in full time work	0.00000	
Total Contributions towards Council Tax		26.30985
Band D Property Council Tax as a weekly rate		38.67203
LCTS Award is Council Tax less Total Contributions towards Council Tax		12.36218

Modelling and Forecasting Challenges



- Endless permutations of household circumstances
- Limited (or costly) software options
- Limited data for passported cases
- Time constraints

Discussion Prompts

- Areas to leave untouched
- Areas to look at in more detail

For example

- Should everyone have to pay something
- Continue to increase Personal Allowances, Premiums and Non-Dependant deductions to protect against inflation each year
- Increase any of these by more than the rate of inflation

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THE FORWARD PLAN

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

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

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

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

Key decisions

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

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

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

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

Availability of reports and other documents

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

Taking decisions in private

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

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

James Whiteman
Managing Director

Guildford Borough Council
Millmead House
Millmead Guildford
GU2 4BB

Dated: 22 June 2021

SCHEDULE

SPECIAL MEETING OF THE EXECUTIVE: 6 July 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
* Page 101	Options for Collaboration with Waverley Borough Council	To consider options for collaboration with Waverley Borough Council	No	Report to Executive 10am (06/07/2021) and Council 7pm (06/07/2021) Incorporating comments /recommendations of Joint EAB (24/06/2021)	Steve Benbough 01483 444052 stephen.benbough@guildford.gov.uk

EXTRAORDINARY MEETING OF COUNCIL: 6 July 2021

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Options for Collaboration with Waverley Borough Council	To consider options for collaboration with Waverley Borough Council	No	Report to Council 7pm (06/07/2021) Incorporating comments/ recommendations of Joint EAB (24/06/2021) and Executive 10am (06/07/2021)	Steve Benbough 01483 444052 stephen.benbough@guildford.gov.uk

EXECUTIVE: 20 July 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 103	Annual Governance Statement 2020-21	To recommend the adoption of the Council's Annual Governance Statement 2020-21	No	Report to Executive (20/07/2021) and Corporate Governance and Standards Committee (29/07/2021)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

COUNCIL: 28 July 2021

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Modern Slavery Policy	To consider the implementation of this policy.	No	Report to Council (28/07/2021) Incorporating comments/ recommendations of Overview and Scrutiny Committee (8/6/2021)	Faye Gould 01483 444120 faye.gould@guildford.gov.uk

EXECUTIVE: 24 August 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 105	Capital and Investment outturn report 2020-21	To review the Capital and Investment outturn report 2020-21.	No	Report to Executive (24/08/2021) and Council (05/10/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (29/07/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	Revenue Outturn Report 2020-21	To review the Revenue Outturn Report 2020-21	No	Report to Executive (24/08/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (29/07/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	Housing Revenue Account Final Accounts 2020-21	To consider the Housing Revenue Account Final Accounts 2020-21	No	Report to Executive (24/08/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (29/07/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	Annual Audit Letter 2019-20	To consider the Annual Audit Letter 2019-20	No	Report to Executive (24/08/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (29/07/2021)	Claire Morris 01483 444827 claire.morris@guildford.gov.uk

Agenda item number: 6

EXECUTIVE: 21 September 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 107	Policy on Debt Recovery	To develop a policy on how the Council manages debt recovery	No	Report to Executive (21/09/2021) Incorporating comments/ recommendations of Service Delivery EAB (09/09/2021)	Siobhan Rumble 01483 444296 siobhan.rumble@guildford.gov.uk Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk
	Council Tax CAB Protocol	To consider and approve the protocol.	No	Report to Executive (21/09/2021) Incorporating comments/ recommendations of Service Delivery EAB (09/09/2021)	Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk

*	Weyside Urban Village Programme	<p>The Executive to approve the following proposals as part of the Weyside Urban Village Programme;</p> <ol style="list-style-type: none"> 1) The Construction budget for the proposed GBC Depot relocation. 2) The agreement with Surrey County Council for the delivery of a new waste transfer station and CRC, together with land transfers. 3) To note the progress to date and make the necessary adjustments to the provisional and approved capital programmes to ensure the project progresses in accordance with the approved financial milestones. 	No	Report to Executive (21/09/2021)	<p>Caroline Cheesman 01483 444011 caroline.cheesman@guildford.gov.uk</p>
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Agenda item number: 6

SPECIAL MEETING OF EXECUTIVE: 30 September 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*	Local Plan Panel	To recommend to Council the approval of the Regulation 19 proposed submission plan.	No	Report to Executive (30/09/2021) Incorporating comments/recommendations of Joint EAB (20/09/2021)	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

EXTRAORDINARY MEETING OF COUNCIL: 30 September 2021

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Local Plan Panel	To consider the Regulation 19 proposed submission plan.	No	Report to Council (30/09/2021) Incorporating comments/recommendations of Joint EAB (20/09/2021) and Executive (30/09/2021)	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

COUNCIL: 5 October 2021

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
The Council's Constitution: Review of Financial Procedure Rules	To review and update the Financial Procedure Rules	No	Report to Council (05/10/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (23/09/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Capital and Investment outturn report 2020-21	To approve the Capital and Investment outturn report 2020-21	No	Report to Council (05/10/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (29/07/2021) And Executive (24/08/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

EXECUTIVE: 26 October 2021

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*	Guildford West Station	GRIP 3 Outcome report (update report) and future procurement of GRIP stages.	No	Report to Executive (26/10/2021)	Mike Miles 01483 444077 mike.miles@guildford.gov.uk

EXECUTIVE: 23 November 2021

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

COUNCIL: 7 December 2021

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Gambling Act 2005: Statement of Principles 2022-25	To adopt the Gambling Act 2005: Statement of Principles 2022-25	No	Report to Council (07/12/2021) Incorporating comments/ recommendations of Licensing Committee (24/11/2021)	Mike Smith 01483 444387 mike.smith@guildford.gov.uk

EXECUTIVE: 4 January 2022

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

EXECUTIVE: 25 January 2022

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 113	Annual Audit Letter 2020-21	To approve the Annual Audit Letter 2020-21.	No	Report to Executive (25/01/2022) Incorporating comments/ Recommendations of Corporate Governance and Standards Committee (20/01/2022)	Claire Morris 01483 444827 claire.morris@guildford.gov.uk
Page 113	Capital and Investment Strategy (2022-23 to 2025-26)	To recommend to Council the approval of the Capital and Investment Strategy (2022-23 to 2025-26)	No	Report to Executive (25/01/2022) and Council (09/02/2022) Incorporating comments/ Recommendations of Joint EAB (10/01/2022) Corporate Governance and Standards Committee (20/01/2022)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	Housing Revenue Account Budget 2022-23	To recommend to Council approval of the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2022-23.	No	Report to Executive (25/01/2022) incorporating comments/ recommendations of the Joint EAB (10/01/2022) and Council (09/02/2022)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Page 114	Business Planning – General Fund Budget 2022-23	To recommend to Council: <ul style="list-style-type: none"> • Approval of the general fund revenue budget for 2022-23 • Agreement of a council tax requirement for 2022-23 • Declaration of any surplus/deficit on the collection fund 	No	Report to Executive (25/01/2022) Incorporating comments/ Recommendations of Joint EAB (10/01/2022) and Council (09/02/2022)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

Agenda item number: 6

COUNCIL: 9 February 2022 (Budget Council)

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Capital and Investment Strategy (2022-23 to 2025-26)	To approve the Capital and Investment Strategy (2022-23 to 2025-26)	No	Report to Council (09/02/2022) Incorporating comments/ Recommendations of Corporate Governance and Standards Committee (17/01/2022) And Executive (25/01/2022)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Housing Revenue Account Budget 2022-23	To recommend to Council approval of the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2022-23.	No	Report to Council (09/02/2022) incorporating comments/ recommendations of the Joint EAB (10/01/2022) and Executive (25/01/2022)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Business Planning – General Fund Budget 2022-23	To approve: <ul style="list-style-type: none"> • the general fund revenue budget for 2022-23 • a council tax requirement for 2022-23 Declaration of any surplus/ deficit on the collection fund	No	Report to Council (09/02/2022) incorporating comments/ recommendations of the Executive (25/01/2022)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

Pay Policy Statement 2022-23	To approve the Pay Policy Statement 2022-23	No	Report to Council (09/02/2022)	Francesca Smith 01483 444014 francesca.smith@guildford.gov.uk
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Agenda item number: 6

EXECUTIVE: 22 February 2022

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

COUNCIL: 23 February 2022 (Reserve Budget Date)

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

EXECUTIVE: 22 March 2022

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

COUNCIL: 5 April 2022

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

Agenda item number: 6

EXECUTIVE: 26 April 2022

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Annual Governance Statement 2021-22	To adopt the Council's Annual Governance Statement for 2021-22	No	Report to Executive (26/04/2022) Incorporating comments/recommendations of Corporate Governance and Standards (24/03/2022)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

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COUNCIL: 11 May 2022 (Annual Council Meeting)

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Election of Mayor and appointment of Deputy Mayor 2022-23	To elect a Mayor and appoint a Deputy Mayor for the municipal year 2022-23.	No	Report to Council (11/05/2022)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
Appointment of Honorary Remembrancer 2022-23	To appoint the Honorary Remembrancer for the municipal year 2022-23.	No	Report to Council (11/05/2022)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

UNSCHEDULED ITEMS – EXECUTIVE/COUNCIL

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer	Agenda item number: 6
*	Bridges – Inspection and Remedial Work	(1) To approve appointment of consultants to: <ul style="list-style-type: none"> (a) carry out inspections (b) cost immediate and long-term works (c) advise on future inspection frequency (2) To approve works that arise from inspections <ul style="list-style-type: none"> (a) Move money from provisional to approved capital programme. 	No	Report to Executive	Helen Buck 01483 444720 helen.buck@guildford.gov.uk	
u	New Corporate Priorities and Corporate Plan	To consider the schedule for the adoption of the new Corporate Plan.	No	Report to Executive	Steve Benbough 01483 444052 stephen.benbough@guildford.gov.uk	

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
u	The Housing Allocation Scheme	Executive to agree updated scheme for Housing Allocation. <i>Scheme will not come forward until 2022.</i>	No	Report to Executive Incorporating comments/ Recommendations of Service Delivery EAB	Siobhan Kennedy 01483 444247 siobhan.kennedy@guildford.gov.uk
*u	New Housing Strategy (including Homelessness Prevention and Rough Sleeping Strategies) 2020-2025	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping. <i>Dependent on Corporate Plan, maybe delivered at the end of 2021/start of 2022.</i>	No	Report to Executive Incorporating comments/ Recommendations of Service Delivery EAB	Siobhan Kennedy 01483 444247 siobhan.kennedy@guildford.gov.uk
u	Sutherland Memorial Park	To renew the lease to Guildford City Youth Project <i>Under review.</i>	No	Executive Shareholder and Trustee Committee	Beejal Soni 01483 444036 beejal.soni@guildford.gov.uk
u	Foxenden Tunnels	To consider the potential alternative future uses of the Shelter, possibly including a heritage element. <i>This project is completely dependent on the Covid19 situation, Consequently, the project has been deferred. No date.</i>	No	Executive Shareholder and Trustee Committee (TBA)	Scott Jagdeo 01483 444586 scott.jagdeo@guildford.gov.uk

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
u	Charging for Regulatory Services	To consider proposal to charge for pre-application advice. <i>Not a priority at this time.</i>	No	Executive	Justine Fuller 01483 444370 Justine.fuller@guildford.gov.uk
*u	Transfer of Gosden Common to Bramley Parish Council	To consider and approve the transfer of Gosden Common to Bramley Parish Council – <i>Officers are obtaining a legal quote for specialist legal advice so the item can be progressed.</i>	No	Executive	Fiona Williams 01483 444999 fiona.williams@guildford.gov.uk

Agenda item number: 6

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*u	Surrey Waste Partnership – Inter Authority Agreement	To confirm the formation of a Joint Committee to replace the Surrey Waste Partnership, to seek sign up to a relevant IAA and to agree what decisions around waste and what services we want delivered via a joint approach. <i>Report estimated Spring 2022.</i>	No	Executive	Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk
*u	Resurfacing of Westfield and Moorfield Roads	To agree the budget to be transferred from the provisional to the approved budget. <i>Currently waiting for the completion of phase 1, following which a review will be made relating to programme for phase 2.</i>	No	Executive	Michael Lee-Dickson 01483 445123 michael.lee-dickson@guildford.gov.uk
*u	Industrial Estates	To consider strategies for the future development of individual industrial estates <i>Report estimated 2022.</i>	No	Report to Executive Incorporating comments/ recommendations of Strategy and Resources EAB	Melissa Bromham 01483 444587 melissa.bromham@guildford.gov.uk

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer	Agenda item number	
*u	Community Infrastructure Levy Charging Schedule	To adopt the Community Infrastructure Levy Charging Schedule <i>No schedule yet.</i>	No	Report to Executive Incorporating comments/ recommendations of Guildford Joint Committee	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk		6
*u	Marketing Requirements SPD	To adopt the Marketing Requirements SPD No schedule yet.	No	Report to Executive	Gavin Stonham 01483 444464 gavin.stonham@guildford.gov.uk		
*u	Planning Contributions SPD	To adopt the Planning Contributions SPD <i>No schedule yet.</i>	No	Report to Executive	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk		
*u	Green and Blue Infrastructure SPD	To adopt the Green and Blue Infrastructure SPD. <i>No schedule yet.</i>	No	Report to Executive	Dan Knowles 01483 444605 dan.knowles@guildford.gov.uk		
*u	Green Belt SPD	To adopt the Green Belt SPD <i>No schedule yet.</i>	No	Report to Executive	Laura Howard 01483 444626 laura.howard@guildford.gov.uk		

*u	Review of Refuse and Recycling Service	<ul style="list-style-type: none"> To report back on Phase 2 of the review To agree future waste collection methodology <p><i>Report estimated Autumn 2021.</i></p>	No	Report to Executive incorporating comments/ recommendations from Service Delivery EAB	<p>Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk</p>
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UNSCHEDULED ITEMS – GUILDFORD JOINT COMMITTEE

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

Agenda item number: 6

SCHEDULE 2

MEMBERSHIP OF THE BOROUGH COUNCIL'S EXECUTIVE

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

Councillor	Areas of Responsibility
<p>Leader of the Council and Lead Councillor for Service Delivery</p> <p>Councillor Joss Bigmore c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Christchurch Ward)</p>	<p>Customer Service, Governance including corporate Health and Safety, Future Guildford, Human Resources, Partnerships, Web Services, Corporate Strategy and Communications</p>
<p>Deputy Leader of the Council and Lead Councillor for Climate Change</p> <p>Councillor Jan Harwood c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Merrow Ward)</p>	<p>Innovation, Strategic Planning, Sustainable Transport, Housing Delivery</p>
<p>Lead Councillor for Resources</p> <p>Councillor Tim Anderson c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Clandon & Horsley Ward)</p>	<p>Finance, Commercial Asset Management, Procurement</p>
<p>Lead Councillor for Development Management</p> <p>Councillor Tom Hunt c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Friary & St.Nicolas Ward)</p>	<p>Development Control and Enforcement</p>

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

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

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

STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD

9 AUGUST 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
11 OCTOBER 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
6 DECEMBER 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
7 FEBRUARY 2022					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
4 APRIL 2022					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

JOINT EXECUTIVE ADVISORY BOARD

24 JUNE 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Options for Collaboration with Waverley Borough Council	To consider options for collaboration	Yes	Cllr Joss Bigmore	Steve Benbough, Strategy and Communications Manager	
Review of Operational Assets		No	Cllr John Rigg	Steve Benbough, Strategy and Communications Manager	
20 SEPTEMBER 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Local Plan Development Management Policies	To consider the Regulation 19 proposed submission plan.	Yes	Cllr Jan Harwood	Stuart Harrison, Planning Policy Manager	
11 NOVEMBER 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Business Planning - General Fund Outline Budget 2022-23	To consider the outline budget and submit comments to the Executive	No	Cllr Tim Anderson	Claire Morris Resources Director	February 2022

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

10 JANUARY 2022					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Housing Revenue Account Draft Budget 2022-23	To consider the Draft HRA budget and submit comments to the Executive.	No	Cllr Julia McShane / Cllr Tim Anderson	Ian Doyle Service Delivery Director	February 2022
Capital and Investment Strategy 2022-23 to 2026-27	To consider the Draft Capital and Investment Strategy and submit comments to the Executive.	No	Cllr Tim Anderson	Victoria Worsfold Lead Specialist - Finance	February 2022

UNSCHEDULED ITEMS

Strategy and Resources Executive Advisory Board

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Implications for Guildford of the 'Surrey Infrastructure Study'	The Surrey Infrastructure Study will be reviewed in the near future and to input into this at that stage.	Yes	Cllr Jan Harwood	Strategic Services Director	
Supplementary Planning Documents (SPDs) <i>(There is currently no schedule for the SPD's preparation.)</i>	To consider the Planning Contributions, Green & Blue Infrastructure, Greenbelt and Parking SPDs developed to support the Local Plan.	No	Cllr Jan Harwood	Stuart Harrison, Policy Lead – Planning Policy	
Creation of Guildford Energy Company	To consider creating a Guildford energy company.	No	Cllr Jan Harwood	Head of Asset Management (Climate Change Lead)	
Industrial Estates <i>(Report anticipated)</i>	To consider strategies for the future development of individual industrial estates.	Yes	Cllr Tim Anderson	Melissa Bromham Investment Property Manager	

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
2022.)					
Bright Hill and Guildford Park Road, Guildford.	To consider emerging plans for Bright Hill and Guildford Park Road.	No	Cllr John Rigg	Michael Lee-Dickson, SARP Regeneration Lead	
Car Free Day <i>(Suggestion raised by a petition heard by Guildford Joint Committee. This will need joint co-ordination and support.)</i>	To consider proposals for a car free day in Guildford.	No	Cllr Jan Harwood	Jointly with Surrey County Council.	

Joint Executive Advisory Board

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Guildford Economic Regeneration (GER) Programme	To consider the economic regeneration of Guildford.	Yes	Cllr John Rigg	Michael Lee-Dickson, SARP Regeneration Lead	
North Street, Guildford, Development Site	To receive a briefing in respect of the North Street Development Site scheme.	Yes	Cllr John Rigg	Andrew Tyldesley, Town Centre Development Lead	
Sutherland Memorial Park	To consider the possible development of a masterplan for the Park to ensure a holistic approach.	No	Cllr John Redpath	Jonathan Sewell, Head of Culture, Heritage and Leisure Services	