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Contact: Andrea Carr  
Committee Services  
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26 November 2021

Dear Councillor

Your attendance is requested at a remote meeting of the **STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD** to be held on **MONDAY 6 DECEMBER 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: 351 082 929#

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 Christopher Barrass  
Councillor Richard Billington  
Councillor Colin Cross  
Councillor Graham Eyre

Councillor Angela Gunning  
Councillor Steven Lee  
Councillor Masuk Miah  
Councillor Tony Rooth  
Councillor Catherine Young

**Authorised Substitute Members:**

Councillor Paul Abbey  
Councillor David Bilbé  
Councillor Chris Blow  
Councillor Dennis Booth  
Councillor Guida Esteves  
Councillor Andrew Gomm  
Councillor Angela Goodwin  
Councillor Gillian Harwood  
Councillor Liz Hogger  
Councillor Diana Jones  
Councillor Nigel Manning  
Councillor Ted Mayne

Councillor Ann McShee  
Councillor Bob McShee  
Councillor Marsha Moseley  
Councillor Ramsey Nagaty  
Councillor Susan Parker  
Councillor Jo Randall  
Councillor Maddy Redpath  
Councillor Paul Spooner  
Councillor Cait Taylor  
Councillor James Walsh  
Councillor Fiona White  
Councillor Keith Witham

**QUORUM: 4**

**WEBCASTING NOTICE**

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## THE COUNCIL'S STRATEGIC FRAMEWORK (2021- 2025)

### Our Vision:

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

### Our Mission:

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

### Our Values:

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

### Our strategic priorities:

#### Homes and Jobs

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

#### Environment

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

#### Community

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

*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.*

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

### **ITEM NO.**

**1      APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

**2      LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

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

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

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

**3      MINUTES (Pages 5 - 10)**

To confirm the minutes of the Executive Advisory Board meeting held on 11 October 2021.

**4      MANDATE TO DEVELOP A CLIMATE CHANGE PROGRAMME (Pages 11 - 42)**

**5      YVONNE ARNAUD THEATRE MANDATE (Pages 43 - 54)**

**6      EXECUTIVE FORWARD PLAN (Pages 55 - 76)**

**7      EAB WORK PROGRAMME (Pages 77 - 80)**

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

11 OCTOBER 2021

## STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD

11 October 2021

- \* Councillor Ruth Brothwell (Chairman)
- \* Councillor Will Salmon (Vice-Chairman)

- |                                  |                              |
|----------------------------------|------------------------------|
| * Councillor Jon Askew           | * Councillor Angela Gunning  |
| * Councillor Christopher Barrass | Councillor Diana Jones       |
| Councillor Richard Billington    | Councillor Steven Lee        |
| * Councillor Colin Cross         | * Councillor Masuk Miah      |
| * Councillor Graham Eyre         | * Councillor Catherine Young |

\* Present

Councillors Julia McShane, John Redpath and Fiona White were also in attendance.

### **SR25 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies for absence were received from Councillors Diana Jones and Steven Lee.

### **SR26 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

Councillor Fiona White declared a non-pecuniary interest as a trustee of CHIPS. Councillor Julia McShane declared a non-pecuniary interest as a Council outside bodies representative on the Board of Guildford Action and as a trustee of CHIPS. Councillor Graham Eyre declared a non-pecuniary interest as a member of the Board of Ash Citizens Advice Bureau. Councillor Will Salmon declared a non-pecuniary interest as a spouse of a volunteer with Homestart.

### **SR27 MINUTES**

The minutes of the meeting of the Executive Advisory Board held on 9 August 2021 were confirmed as a correct record, and would be signed by the Chairman at the earliest opportunity.

### **SR28 CITIZENS ADVICE FUNDING**

The Executive Advisory Board (EAB) received an introductory presentation from the Strategy and Communications Manager concerning the mandate in respect of the funding of Guildford and Ash Citizens Advice (CAs) by the Council. The mandate addressed the following areas:

- Introduction
- Strategy
- Strategic options to deliver a solution
- Considerations
- Resources
- Risks, assumptions and issues
- Dependencies, constraints and opportunities
- Internal stakeholders
- Appendix 1 – Citizens Advice Bureaux Funding

The presentation highlighted that the Council was the principal funder of Guildford and Ash CAs and that neither organisation would be viable without substantial funding from the authority. In 2021/22 the core grant support totalled £300,000 (£225,000 to Guildford and

11 OCTOBER 2021

£75,000 to Ash). Separately, the Council had a funding agreement with Ash CA of £63,000 per annum to provide a money advice service for homelessness prevention, which was funded through government grant and outside the scope of this mandate.

CA was a network of independent charities that provided free confidential information and advice to assist people with money, legal, consumer and other problems. Primary issues included debt management, welfare benefits, housing, immigration and asylum, employment, consumer complaints and landlord-tenant disputes. Services provided by CAs could help address issues such as social exclusion and child poverty, mental health, homelessness and housing conditions, older people and those with long term illnesses and disabilities accessing welfare benefits and care advice.

Guildford and Ash CAs provided support to 4-5,000 clients each year. A significant proportion of those were referrals from the Council, many of whom were also its tenants. Although the Council had no statutory obligation to fund CAs, which provided significant benefits to residents and contributed to the Council's corporate priorities, demand for Council services would increase without the advice and support they provided.

Whilst all Surrey district and borough councils provided financial support to CAs, Guildford's funding was significantly higher than elsewhere. Although direct comparisons were not straightforward, e.g. some councils may provide free accommodation in addition to financial support, total funding of £250,000 would be more in line with that provided by other local authorities.

With the Council's support, the CAs (including Waverley CA) were discussing closer joint working and mergers to reduce costs and pursue new service delivery options by adopting a more outreach-based approach. Such changes could deliver savings in terms of staffing and accommodation. Without significant change, the ongoing viability of Guildford and Ash CAs in their current form was questioned. Guildford CA currently occupied Council owned premises for which it paid an annual rent of £41,400 and a service charge of £10,941, which was covered by the grant. The market rental of the property was estimated at £53,000 per annum.

The mandate set out the five options for future funding of the CAs in the context of the Council's challenging financial position and corporate priorities. The options consisted of (a) do nothing, (b) do something, (c) do more [1], (d) do more [2] or (e) do most. The mandate was considered by the Executive / Management Team Liaison Group at its meeting held on 30 June 2021 when it expressed support for option (b).

The following points arose from related questions, comments and discussion:

1. Speaking as a Council representative on the Board of Ash CA, Councillor Graham Eyre provided information in respect of the financial and operational position of the CAs in the Borough. He advised that neither of the CAs had received an increase in core funding from the Council over the past ten years and were relying on reserves whilst operating with unsustainable financial deficits which they sought to reduce by merging to improve their future financial viability. Collectively, the CAs paid approximately £70,000 per annum from their grants to meet rental payments for operating premises and were seeking assistance from the Council to identify a new more economical location. The greater amount of the local population resided in the most deprived areas of the Borough and therefore the CAs faced numerous complex challenges in their work which would increase owing to recent factors including increases in energy costs, the termination of the furlough initiative and benefit reductions. Any funding reduction would result in a decrease in services and therefore Option A was promoted as the only practical option for the time being at least. The

11 OCTOBER 2021

outcome of a recent consultation had indicated that residents did not support budget reductions which would negatively affect elderly or vulnerable people.

2. Whilst councillors expressed their support for the CAs and a reluctance to reduce their funding, it was acknowledged that this Council appeared to be providing significantly higher grants to the local CAs in comparison with other councils in Surrey and that value for money needed to be a factor taken into account when determining levels of grant allocation. However, it was difficult to make meaningful comparisons as there were varying operating models in different areas with some other councils providing premises or other benefits beyond the allocated grant to CAs. A factor was that Guildford was the only council in Surrey which funded two CAs and this was a likely contributor to its higher funding costs.
3. It was suggested that this Council could offer cost free premises to its local CAs at Millmead House or other locations within its property portfolio and this had been discussed previously and was an option, although the Millmead complex was subject to another mandate concerning the future use of the site. The pandemic had led to the CAs operating alternative working patterns of a digital nature that could be continued as part of a future offering together with a focus on outreach work delivered in community settings which may reduce overall office space requirements and costs.
4. Although the EAB acknowledged the Council's need to achieve savings, it felt that these should not have a major impact on service provision.
5. Whilst the bulk of the CAs' funding was provided by the Council, the organisations did undertake fundraising activities and at times secured contracts through other organisations to provide services. The CAs were aware of the Council's financial position and prepared to adapt to the circumstances.
6. It was emphasised that CAs were independent organisations that were empowered to make management decisions regarding their operating models, selection of premises and expenditure of finances, over which the Council had no control and could only pose questions and offer guidance and mentoring.
7. In terms of staffing, it had been published in the last annual reports that Guildford CA employed ten paid members of staff whilst Ash CA employed seven paid members of staff. In addition, many volunteers worked for CAs.

In conclusion, the EAB expressed the view that the mandate did not contain sufficient information to enable it to select a mandate option as there were unknown comparators such as the reasons for the Guildford and Ash CAs' spending per client being considerably more than that of other CAs, expenses associated with premises occupied by CAs, alternative fundraising initiatives, staffing structures and the type and complexity of issues dealt with. Also, it was not possible to gauge whether a funding reduction would lead to a significant drop in service provision or if a higher level of reduction could be achieved. However, these views did rule out options (c), (d) and (e).

The Lead Councillor thanked the EAB for its comments and advised that the mandate contained the potential for generating more options over time in a staggered approach by continuing discussions with the CAs to explore the potential for realising efficiencies and offering support.

In this connection, it was confirmed that a progress update in respect of the Council's Savings Strategy would be circulated to all members of the EAB.

## **SR29 VOLUNTARY GRANTS SCHEMES**

The Strategy and Communications Manager gave an introductory presentation in respect of the mandate relating to grants to voluntary organisations. The mandate consisted of:

- Introduction

- Strategy
- Strategic options to deliver a solution
- Considerations
- Resources
- Risks, assumptions and issues
- Dependencies, constraints and opportunities
- Internal stakeholders
- Appendix 1 – new service level agreements
- Appendix 2 – previous review of grants
- Appendix 3 – voluntary grants scheme 2021/22

By way of background, the Executive Advisory Board (EAB) was advised that following a review of grants in January 2020, the existing grants schemes had been discontinued in their previous forms and replaced by rolling agreements to provide greater certainty over future funding to organisations delivering against the Council's strategic priorities (homelessness, mental health services, vulnerable families and services for the elderly).

At that time, the Executive also agreed to establish a new smaller Aspire Grants Scheme (£30,000 per annum) to support small scale local community projects and also to retain a reduced Voluntary Grants Scheme (£50,000 per annum) to provide some funding for other organisations delivering services for priority groups. The establishment of a new crowdfunding platform for a two year trial period with an annual budget of £80,000 was also approved.

The original Voluntary Grants Scheme had been established as a tri-partite funding body along with Surrey County Council (SCC) and the NHS. However, as both SCC and the NHS withdrew funding in recent years, the Borough Council remained as the only contributor. Whilst the scheme continued to provide support to organisations working with vulnerable residents, as a legacy of its former composition, grant funding did not necessarily closely support this Council's priorities or core client groups and many grants were more health service focused.

With priority groups and services now being supported through funding agreements, the new crowdfunding platform being established to support voluntary and community organisations and the Council's increased financial challenges, the mandate considered options for future grant funding. The four options consisted of (a) do nothing, (b) discontinue the Voluntary Grants Scheme, (c) discontinue the Aspire Community Grants Scheme or (d) do most. The Executive / Management Team Liaison Group had considered this mandate at its meeting held on 30 June 2021 and expressed support for Option (b).

The following points arose from related questions, comments and discussion:

1. Councillor Fiona White addressed the EAB as a Trustee of CHIPS, an organisation which offered valued school holiday play provision to support vulnerable children and families in north Guildford and in Ash. CHIPS met some of the Council's strategic priorities and was in receipt of a voluntary grant of £5,000 in 2021/22 which formed an integral part of its funding. Although it was difficult to calculate the return on the Council's investment, it was felt that CHIPS provided valuable intervention work without which there may be greater need of Council services and expenditure in the future. Accordingly, the EAB was invited to support CHIPS and other voluntary organisations by protecting their grant funding and seeking alternative savings elsewhere.
2. The Council had been innovative in recent years in relation to grant provision and, in addition to the crowdfunding platform, initiatives included the establishment of



11 OCTOBER 2021

Guildford Philanthropy, a charity which supported organisations working with vulnerable people utilising private donations, and the Guildford Community Lottery. There was a desire to encourage the use of crowdfunding as for every £1 invested by the Council in crowd projects supporting its priorities, £2 or more were received from the crowd's supporters to the benefit of local communities. A definition of crowdfunding was provided.

3. The maximum voluntary grant was £5,000 per annum and organisations which had received an annual grant under the Scheme were not guaranteed to receive funding in future years and therefore the list of recipients in Appendix 3 was likely to change from year to year. The maximum grant available under the Aspire Grants Scheme was £1,000 and the Scheme was flexible and accessible as applications could be considered on an ongoing basis rather than once per year as was the case with the Voluntary Grants Scheme.
4. In the event that the Voluntary Grants Scheme was discontinued, it would not necessarily be replaced by crowdfunding as the Scheme provided small project based grants which were not intended to fund annual operating costs, whereas crowdfunding was more suited to funding bids from larger organisations such as the Citizens' Advice Bureaux which would be unviable without Council funding. However, organisations that had been in receipt of funding under the Grants Schemes would have the opportunity to apply for crowdfunding or funds via the Community Lottery in the future, and the Council could encourage and support this community approach. It was acknowledged that bidding for crowdfunding was more complicated than applying for a grant and success may depend on presentation and media skills that small charities or community groups may not possess. It was possible that some communities could raise their own funding within the community to pursue local projects.
5. Whilst acknowledging the Council's need to pursue its Savings Strategy, some concern was expressed as to whether a reduction in grant funding would threaten the viability of some voluntary organisations as it was unknown whether they had alternative funding streams and what the proportion of grant was compared to their total income. However, the EAB was advised that discontinuing the Voluntary Grants Scheme should secure savings without affecting the viability of any organisation which might have applied for a grant. Applicants under the Scheme were not necessarily established charities and were often groups of residents wishing to pursue a project to make improvements to their local community. The Community Engagement Team were working to support such groups.

Having considered the information provided and the responses to their questions, members concluded that the Executive be advised that the EAB supported a compromise arrangement between options (a) and (b) whereby both the Voluntary Grants Scheme and the Aspire Grants Scheme were retained with the funding for each scheme reduced by 50%. This equated to a budget of £25,000 for the Voluntary Grants Scheme and of £15,000 for the Aspire Grants Scheme which should be focused on smaller charities and organisations in most need of support. An annual review could be undertaken to assess the impact of the Scheme reductions on applicants.

### **SR30 EXECUTIVE FORWARD PLAN**

The Executive Forward Plan was noted.

### **SR31 EAB WORK PROGRAMME**

The EAB Work Programme was noted without comment.

Agenda item number: 3

STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD

11 OCTOBER 2021

The meeting finished at 9.30 pm

Signed .....

Chairman

Date .....

# Mandate to develop a Climate Change Programme

Page 11

Proposal to introduce a work programme to co-ordinate the Council's approach to climate change related activities. This programme would address the Council's commitment to achieve its net zero emissions target across the Council's property estate and service operations and other aspects of actions related to addressing climate change.

14 October 2021 v 0.12

Agenda item number: 4

# Introduction

In July 2019 Guildford Borough Council declared a Climate Emergency. This declaration acknowledged that urgent action was required to combat climate change and set a commitment to working towards making the Council's own activities net-zero carbon by 2030. The Energy & Carbon Reduction High-level Action Plan was adopted in July 2020 and the Council's commitment was reiterated in the Climate Change Motion passed in October 2020. The significance of this commitment is reflected in the emergence of Climate Change as a strategic priority for the Council.

Government statistics show that 20% of borough-wide emissions are from businesses, 28% from domestic properties with the majority, 52%, from transport. The Council can take a stewardship role in facilitating a borough-wide transition, something which involves residents and businesses alike. Important to this role is engagement with key stakeholders.

Page 12

To most efficiently and effectively reduce carbon emissions, the Council would need to adopt a holistic approach across the organisation, such that all parts of the Council recognise the importance of this objective, understand their contribution to it and collaborate in its realisation. The net zero reduction target can only be achieved through integrated action taken in a joined-up way across services. There is the possibility for closer working with Waverley Borough Council as part of new collaboration.

This mandate proposes the Council develops a Climate Change Programme that provides strategic oversight bringing together different workstreams, services and projects taking place already into one governance structure and through this, co-ordinate and manage dependencies and conflicting priorities, as set out in the adopted Energy & Carbon Reduction High-level Action Plan and help shape the choices and decisions that will need to be made to become net-zero by 2030.

It is important to recognise that resolving the climate change issue will need a holistic approach and recognition of wider factors. This mandate proposes that the programme takes the widest view and involve all council assets and operations, and that it runs alongside other strategies currently being undertaken or programmed across other service areas, for example, the Council's air quality strategy.

## 1. Why should a programme/project be started now?

- Due to the scale of change required it is imperative that a programme is initiated as soon as possible to ensure that the necessary resources and governance structures are in place to deliver on the Climate Change Declaration 2019
- Climate Change is a Strategic Priority for the Council but this work lacks co-ordination and resource, in terms of monitoring and delivery
- Individual climate change related projects are already underway or completed, but not recorded in one place. Having a dedicated Climate Change Programme would provide a useful framework for such projects and directly relate them to the strategic objective
- Time is of the essence and there is a lot of work required to be done either directly (Council's own emissions) or indirectly (Borough's emissions)

## 2. What is the good idea, opportunity or problem to be solved?

- Carbon emissions are released through all Council activities and assets and, as such, all parts of the Council need to adjust in order to deliver the necessary carbon emissions reduction, currently many parts of the Council do not recognise their role in reducing emissions
- The programme would provide an opportunity to develop, recommend and seek approval of a clear plan on how to achieve net-zero carbon emissions by 2030, explicitly stating associated cost savings and revenue with measures and analysis of what are the most cost-effective ways to deliver carbon saving.
- A significant amount of carbon emissions are released by individuals, companies and authorities external to the Council who will need to make changes to deliver the necessary carbon emissions reduction. Currently, many of those key stakeholders do not recognise their role in reducing emissions. The Council has a responsibility and role to support Borough-wide decarbonisation
- See Appendix B for a proposed Climate Change Programme Group structure (DRAFT)

## 3. What is the purpose of the programme/project and what outcomes or outputs will it deliver? List Success Criteria.

**Outcomes:** Reduction of Council carbon emissions achieving net zero emissions by 2030; positively influencing emission reductions across the borough.

**Outputs:** Delivered at project level

**Success criteria:** a) gross carbon emissions minimized; b) effective investment in offsetting for residual emissions delivered through effective monitoring and reporting in the most cost-effective way; c) community's responsiveness to wider borough initiatives; d) reduction of borough wide emissions; e) climate risk assessment complete with proportional risk mitigation deployment; f) increase in pro-environmental attitudes in the borough; g) ensure Climate Change is assessed as part of all new contracts being procured.

## 4. What priority, corporate objective or strategy is fulfilled by this project? Climate Emergency Declaration.

## 5. What are the potential strategic options to deliver a solution

**Option 1. Do nothing** - This does not provide sufficient strategic oversight to deliver against the Council's strategic objective, furthermore it does not empower key stakeholders to deliver against it.

**Option 2a. Do Minimum** – Establish a programme to reduce the Council's own carbon emissions footprint *only*.

**Option 2b. Do Minimum** – Establish a programme to actively encourage others in the borough to reduce their footprints *only*. NB. This would not support delivery against the objective of reducing the Council's emissions to Net Zero by 2030.

**Option 3. Do More** – Establish a programme to reduce the Council's own carbon emissions footprint and spend additional money to actively encourage others in the borough to do so too.

**Option 4. Do Most** – Establish a programme to reduce the Council's own carbon emissions footprint, spend additional money to actively encourage others in the borough to do so too, and undertake **other ancillary climate change projects** that protect the environment but are not necessarily focused on carbon-reducing benefits; for example, encouraging engagement with nature which fosters climate consciousness and thereby impacts the Council's primary goal to reduce emissions.

Explore the possibility of working closer Waverley Borough Council on shared knowledge and project work.

# Considerations

## 6. Who is the lead Director & Service Manager who will lead and direct the programme, and who will be managing/using the projects products once they are handed over?

- *Dawn Hudd* (Strategic Services Director) as Programme director
- *Ian Doyle* (Service Delivery Director) to ensure buy-in of all service leads delivering frontline services
- All Directors and Service Leaders as the holistic nature of the challenge means that they will need to be meaningfully involved
- *Marieke van der Reijden* as the Head of Asset Management (Climate Change Lead)
- Climate Change Officer (currently vacant) as Programme Manager
- Councillor *Jan Harwood* as Portfolio Lead

## 7. What impact assessments have been undertaken and what are the impacts on other Service Leaders and/or other programmes/projects? –

- Page 15
- No impact assessments have been undertaken at a programme level. However, specific impact assessments will be undertaken for each project as required.
  - Certain aspects will have significant implications for other programmes and projects, for example, Spectrum Leisure Centre.

## 8. What general approach will the programme take to deliver?

- Provide strategic oversight to deliver significant carbon emissions reductions across the Council and where possible influence emissions reductions across the borough through the delivery of de-carbonisation projects, significant business change, new culture and behaviours, new ways of working and new ways of thinking
- Enabled through co-ordinated sub-groups (identified as workstreams detailed on next slide) with responsibility given to an appropriate officer to lead and manage
- Sub-groups would review projects and policy, provide forums to review delivery progress and unblock issues, as well as monitoring and reporting on progress
- A Climate Change Programme Group would coordinate strategic oversight with workstream leads included as group members
- Project delivery would be undertaken by the officers responsible for the service delivery area impacted by or initiating the change

## 9. When and why must the project start and finish?

- The sooner the decision is taken to establish a programme the greater the Council's prospects of delivering against its Climate Change commitment.

# Climate Change Programme Workstreams

## 1. Strategic vision and organisational change management (Climate Change Programme Group)

a. Strategic direction

b. Organisational change management

c. Finance

## 2. Internal Mitigation

a. Monitoring and reporting Council emissions

b. Decarbonisation of estate

c. Decarbonisation of operations

d. Decarbonisation of assets

e. Scope 3 emissions (excluding Scope 3 assets)

f. Offsetting and renewables projects

## 3. External Mitigation

a. Borough-wide emissions

b. Transport infrastructure

c. Planning & Development

d. External emissions reduction engagement:

- i. Business communications
- ii. Resident communications

## 4. Resilience

a. Adaptation

- i. Risk assessment
- ii. Hazard mitigation
- iii. Emergency response planning

b. Long-term resilience

- i. Long-term risk assessments
- ii. Protecting and enhancing local eco-system services
- iii. Engage with auxiliary challenges to foster long-term behaviour change



## 10. Which stakeholders are or, will need to be, involved in the project?

Council Services, Councillors, Guildford Environmental Forum, local interest groups (community and business), Surrey University, Surrey County Council and Surrey borough and districts, Surrey Climate Commission, Surrey Energy Partnership, Waverley Borough Council

## 11. What specialist resources (internal and external) are needed to consider this mandate and develop a strategic outline business case?

**Internal** – Governance, Asset Management, Legal, Finance, Communications, Procurement, Economy, Service Delivery, Waste, Parking and Fleet, Parks and Leisure, Operational and Technical Services (CW/HB) (full list at [Annex A](#)).

Page 17 Programme Group – Asset Management, Regulatory Services, Planning Policy, Service Delivery, Finance, Economy, Communications

**External** – Potentially specialist advice on offsetting

## 12. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the programme? – £??m tbc? Both capital and revenue implications

[List potential workstreams and projects and estimate costs]

Workstream 1. Strategy and Organisational change management

Workstream 2. Internal Mitigation

Workstream 3. External Mitigation

Workstream 4. Adaptation

# Programme Cost Profile

Table 1 - Rough Order of Magnitude (ROM) of Whole Life Costs (WLC) –to cover life of the programme (until 2030) based on APSE trajectory report. **THIS PROGRAMME MANDATE IS NOT PROPOSING FUNDING BUT OUTLINING PROSPECTIVE COSTS TO DELIVER NET-ZERO BY 2030**

	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	Total
Internal resource costs										Budgeted through SALIX fund: 440,000
Specialist external resource costs	Budgeted: 160,000									
Workstream 2: Internal emissions	94,856	197,256	307,616	426,782	552,130	683,112	844,467	1,010,635	1,173,251	£6,649,610
Project 1										
Project 2										
Workstream 2										
Project 3										
Project 4										
<b>Total</b>										

# Issues, Assumptions & Risks

## 13. What are the strategic Issues, Assumptions & Risks

### Issues

- The current organisational structure doesn't naturally provide an effective framework for the Climate Change Programme
- Success requires significant changes in work processes and behaviours which requires strong leadership support

### Assumptions

- The scope of some current roles will require revision
- Additional resources, financial or otherwise, will be required to deliver, monitor, and report on climate change related projects
- Capital and revenue money will be made available in order to fund project costs

### Risks

- Lack of engagement, co-ordination, or effective reporting will slow delivery and/or inhibit ambition
- Local Authority operating models may fundamentally change e.g. the Waverley and Guildford collaboration may impact decision-making and timescales
- Insufficient commitment and working together as a Council will impact on the Council's ability to meet the 2030 target

# Dependencies, Constraints & Opportunities

## Dependencies

- Critical dependency on Council teams incorporating and embracing the climate change programme into their work streams
- Work currently being undertaken on the collaboration with Waverley Borough Council

## Constraints

- Staff resource constraints – officer time will be required to co-ordinate climate change-related projects across the Council and externally; limited resource in climate change team
- Financial constraint on Council funds – without the finances, the Council will be significantly disadvantaged in its ability to progress towards its Net Zero declaration

## Opportunities

- Better enable the Council to develop, deliver, and monitor projects and so invest time and money more efficiently
- Be better informed and ready to apply for external and government funding opportunities
- Develop more active and engaged communities and residents mobilised through the climate change agenda
- Provide Council with an enhanced community leadership role in other spheres through the collaborative stakeholder effort e.g. with Surrey County Council co-ordinated through the Council
- Provide reputational benefits for the Council
- Help towards reduction in air pollution through sustainable transport
- Provide a structured approach that allows better collaboration with Waverley Borough and Surrey County Councils

## Annex A: GBC Stakeholders reviewer list:

### Involved or Sighted so far and to be updated on changes:

- Paul Taylor-Armstrong- Climate Change Officer (Asset Management)
- Marieke van der Reijden- Asset Management and Climate Change Service Lead
- Louise Odell- Corporate PPM Governance Interim
- Samantha Adam- PMO Officer
- Laura Froshaug- Policy Officer – Strategy
- PPM Governance Team
- Stephen Benbough – Strategy & Communication
- Diane Owens – Legal Lead Specialist
- Victoria Worsfold – Finance Lead Specialist
- Faye Gould – Procurement Senior Specialist
- Dawn Hudd –Strategy Director
- Ian Doyle -Operational Services Director
- Hendryk Jurk- Parks and Countryside Development Lead

### All service leaders & key stakeholders –

- John Armstrong Democratic Services and Elections
- Stuart Harrison Planning Policy
- Donald Yell Senior Planning Policy Officer
- Abi Lewis Corporate Programmes
- Nicola Haymes Resources Case Services
- Francesca Smith Resources Specialist Services
- James Beach Resources Specialist Services
- Ed Meyrick Customer Case and Parking Services
- Justine Fuller Specialist Ser – Environ & Regulation
- *Tim Dawes Specialist Services - Place*
- Matt Gough Specialist Services - Housing
- Sam Hutchison Community Services
- Chris Wheeler Operational and Technical Services
- Jonathan Sewell Culture, Heritage and Leisure Serv
- Ian Crocker Organisational Development
- Helen Buck Technical Services Manager
- Cllr Harwood Lead Councillor on Climate Change
- Corporate Management Team

### Further to consult:

- Executive Liaison Group
- Executive Advisory Board

# Appendix B

## Climate Change Programme Group Proposal

# Who:

Services most relevant to climate change programme delivery

- Asset Management
- Waste and Fleet
- Technical Services
- Car Parking
- Regulatory Services
- Leisure
- Countryside
- Strategy
- Communications
- Economic Development
- Planning Policy
- Finance
- Procurement

# Terms of Reference

- Discuss policy and project options to inform project development and strategy, including:
  - Corporate climate change policies
  - Project outlays against benefits
  - Suitability of individual renewable energy projects
- Unblock issues for ongoing projects
- Collate, monitor and report on climate-related projects and KPIs



# Why

- With officers across the Council involved, the group would facilitate engagement with project leads. This in turn would facilitate project co-ordination in planning, delivery and monitoring
  - would also raise awareness of climate change as a Council-wide issue and so aid work culture in accordance with delivering climate change projects
- The group would create a network of experienced delivery leads whose knowledge of the Council and their work streams would enable the group to discuss opportunities and challenges in relation to decarbonisation

# Primary

## 1. Deliver Energy Management Plan:

- Contracts reviewed and management process put in place
- Data collection and analytics software being used to monitor performance, including admin and upkeep
- Handbook produced outlining tasks and owners (FiTs, RHI)

## 2. Offsetting Study:

- To identify the appropriate cost of carbon in order to achieve net zero by 2030
  - To inform spending decisions (capital, revenue and procurement)
- To understand appropriateness and efficacy of offsetting schemes.

## 3. Asset Energy Demand Feasibility Study:

- Conduct feasibility studies on selected Council assets (high consuming or strategic) to understand the decarbonisation potential of the assets

## 4. Scope 3 inventory:

- Live log on Scope 3 emissions
- Review of relevant data availability/ quality

# Secondary Tasks

## 5. Renewable Energy Strategy:

- Quantification of opportunities on estate for private wire and/or export
- Exploration of external opportunities

## 6. Climate Change Communications Strategy:

- Approach and framework for engaging businesses
- Approach and framework for engaging residents

## 7. Domestic Energy Efficiency Framework:

- Maintain database of information on local housing stock energy performance, alongside that of Council houses
- Identify pathway for strategic improvements to Council house energy efficiency
- Report on MEEs enforcement against Private Landlords
- Arrangements for monitoring and engaging with funding opportunities
- Pro-active engagement with stakeholders to support supply chain development.

# Tertiary Tasks

8. Incorporating climate change factors into decision-making
9. Climate-aware staff culture
10. Tree Code to ensure we optimise our management of trees  
(may be mainly a comms tool to explain to others our approach)
11. Organisation-wide Climate Risk analysis

# CMT outcome

- This programme mandate was presented to CMT on 11 August and 19 October 2021
- CMT noted that the collaboration with Waverley Borough Council have potential to help in form of shared resource and/or knowledge
- CMT endorsed the mandate to go forward to Executive Liaison in preparation for Strategy and Resources EAB in December

# Executive Liaison Group Outcome

- The Executive Liaison Group welcomed a new mandate that set out an organisation-wide approach and a partnership link with the County Council. No further comment.

# YVONNE ARNAUD THEATRE GRANT

Page 31

22 NOVEMBER 2021 (VERSION 6)

Agenda item number: 5

## Introduction – Yvonne Arnaud Theatre Grant

The Yvonne Arnaud Theatre (YAT) provides a mixture of professional theatre both directly produced and received in its main house, an annual programme of small-scale touring companies, local amateur and semi-professional companies in the Mill Studio and a term-time education programme for young people.

The YAT has been supported financially by the Council for many years. Following a report to the Executive in February 2015, the annual grant to the theatre was set at £310,220 for the three year period 2015/16 to 2018/19 with no provision for inflation. At that time, it was highlighted that the annual value of this grant would face significant pressure to diminish over the following years. The YAT was expected to manage a cost reduction programme and additional income generation programme over time.

Despite very substantial reductions to our own central government funding over the last decade, YAT funding has remained at the same level since 2018/19. We are now facing a projected budget deficit of £6 million over the next four years and are having to make substantial savings across our own discretionary services. Although grant funding to the YAT has been protected to date, this is not a sustainable position in future given the size of the grant and our own severe financial challenges.



## YVONNE ARNAUD THEATRE GRANT - STRATEGY

### 1. Why should a programme/project be started now?

We are facing severe budgetary pressures and need to deliver substantial reductions in discretionary spending in the short and medium-term.

### 2. What is the good idea or problem to be solved?

In the context of the challenging financial position facing the Council, its corporate priorities and the outcomes of the consultation with residents on future spending priorities, we need to determine whether financial support for the YAT should continue and, if so, the appropriate level of funding.

### 3. What is the purpose of the project and what outputs and outcomes will it deliver?

To deliver financial savings to the Council.

### 4. What priority, corporate objective or strategy is fulfilled by this project?

A reduction or cessation of funding to the Yvonne Arnaud Theatre would contribute to savings required as part of the Council's Savings Strategy. Support for culture and heritage is not a priority in our draft Corporate Plan and has been identified by residents as a low priority in both the budget and future council spending consultations.

However, the YAT does make a contribution to the local economy (particularly the visitor economy) and will, therefore, have some impact on our corporate priority of "supporting our business community and attracting new inward investment".

## YVONNE ARNAUD THEATRE GRANT - OPTIONS

### 5. What are the strategic options available to GBC to deliver a solution?

a) **Do Nothing**

Continue with grant funding at existing levels of £310,000 per annum.

b) **Do Something (1)**

Introduce a phased reduction of funding for the YAT to deliver some financial savings - £275k (2022/23), £225k (2023/24), £200k (2024/25). A further future review will be undertaken to determine funding beyond 2024/25.

c) **Do Something (2)**

Charge a full market rent (£56,000) for the lease of Old Mill Studio on renewal from December 2022 (generating additional income of £33,000 per annum), market the property for alternative uses which could deliver annual income of up to £100k or consider for heritage, gallery, museum purposes.

d) **Do More (1)**

Withdraw or make more substantial reductions to annual revenue grant funding, whilst making capital grants towards planned improvements to the YAT. It should be noted that capital grants still have a revenue cost for MRP and interest at a rate of about 3.5%. Any reduction to the revenue grant would need to be in excess of that cost before any savings are realised. As an example, a capital grant of £1 million would have an annual revenue cost of £35,000 over a 50 year period.

e) **Do Most**

Discontinue all future grant funding for the YAT with effect from 2022/23. Although delivering savings of £310,000 per annum, this would place the viability of the YAT at significant risk.

## YVONNE ARNAUD THEATRE GRANT- CONSIDERATIONS

**6. Who are the lead Director and Service Manager who will lead and direct the project and use/maintain the projects products once they are handed over?**

Dawn Hudd, Strategic Services Director

Steve Benbough, Strategy and Communications Manager

Councillor James Steel, Lead Councillor for Environment

**7. What are the impacts on other Operational Service Leaders or projects?**

Legal and procurement advice will be required on any revised funding agreement with the YAT.

**8. What general approach will the project take to deliver?**

Any decision will be implemented and managed by the Strategy and Communications Manager.

**9. When and why must the project start and finish?**

A decision is required as part of the 2022/23 budget preparation process and to provide sufficient notice to the YAT of future funding.

## YVONNE ARNAUD THEATRE - RESOURCES

### 10. Which stakeholders are or, will need to be, involved in the project?

Corporate Management Team  
Lead Councillor/Executive  
Yvonne Arnaud Theatre

### 11. What specialist resources (internal and external) are needed to consider this mandate and develop a strategic outline business case?

#### a) External

None

#### b) Internal

Legal, Procurement, Finance, Assets

### 12. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service?

The annual grant to the YAT is £310,220.

# YVONNE ARNAUD THEATRE GRANT – RISKS, ASSUMPTIONS & ISSUES

## 13. What are the strategic Risks, Assumptions, Issues, Dependencies, Constraints & Opportunities?

### Risks

The viability of the YAT could be threatened beyond certain funding levels.

Should the theatre cease to operate, we would potentially be responsible for the costs of maintaining or mothballing the building.

Criticism from strong supporters of the arts (including local media) about any cessation or reduction of YAT funding.

Failure to reduce funding in an area of low corporate priority and with lower support from residents (as expressed through the budget consultation) will undermine other challenging decisions in higher priority areas.

### Assumptions

That the Council wishes to review priorities for funding in light of current financial constraints.

That the Council wishes to maintain a viable, sustainable theatre.

### Issues

The YAT Trust owns the theatre. The Council owns the land on which the theatre stands. There is a long-lease of the land to the trust at a peppercorn rent. Should the theatre cease to operate, we would potentially be responsible for the costs of maintaining the building.

Subject to the preferred option, to determine whether an equality impact assessment is required.

Impact of Covid on the YAT's finances.

Replacing annual funding with a capital grant would still have revenue consequences for us (e.g. a capital grant of £3 million would have revenue implications of around £90,000 per annum). Capital improvements may not substantially improve YAT income and, therefore, viability would remain an issue.

# YVONNE ARNAUD THEATRE GRANT – DEPENDENCIES, CONSTRAINTS AND OPPORTUNITIES

## **Dependencies**

Ability of the YAT to deliver cost reduction and income generation opportunities.

## **Constraints**

Decisions are required by January 2022 to be included in 2022/23 budget.

Financial pressures require savings in discretionary services

## **Opportunities**

Possible opportunity to consider alternative uses of the Old Mill Studio.

The Theatre will take over the Council's box office/ticketing function providing a new income stream.

# Internal GBC Stakeholders (Contributors to this Issue/Mandate)

## Involved or sighted so far

Steve Benbough, Strategy and Communications Manager (author)  
Sam Adam, PMO Officer  
Claire Beesley, Senior Specialist Legal  
Ian Doyle, Service Delivery Director  
Maye Gould, Procurement Manager  
Dawn Hudd, Strategic Services Director  
Claire Morris, Resources Director  
Louise Odell, Interim Project Officer  
Diane Owens, Lead Specialist Legal  
Jonathan Sewell, Leisure Services Manager  
Vicky Worsfold, Lead Specialist Finance  
Corporate Management Team  
Councillor Joss Bigmore, Leader of the Council  
Councillor James Steel, Lead Councillor  
Executive Liaison Group

## To be consulted at the next step

Strategy and Resources EAB

## YVONNE ARNAUD THEATRE GRANT – NEXT STEPS

CMT considered the mandate at its meeting held on 26 October 2021 and agreed that it should be presented to the Executive Liaison Group on 3 November 2021.

The Executive Liaison Group considered the mandate at its meeting on 3 November 2021. The Group recommended that options (b) and (c) should be pursued, but requested further information on the grant as a percentage of the Theatre's turnover.

In a typical year, the Council's full grant represents 7-8% of the Theatre's turnover. This increased substantially in 2020/21 to 22% due to reduced turnover caused by the pandemic. Key financial data is attached as Appendix 1. A Dun and Bradstreet credit check has also been undertaken and that shows the Theatre to be in a sound financial position.

Officers met representatives of the Yvonne Arnaud Theatre on 18 November 2021 to discuss the mandate and set out the opportunities to submit representations.



## YVONNE ARNAUD THEATRE GRANT - KEY DATA AND RATIOS

	2016-17	2017-18	2018-19	2019-20	2020-21
<b><u>Figures from Statutory accounts</u></b>					
Council Grant	310,220	310,220	310,220	310,220	310,220
Turnover as per statutory accounts	4,010,459	3,897,836	4,288,670	4,249,187	1,400,327
Expenditure	4,009,147	4,011,386	4,283,522	4,250,256	1,392,436
Net Profit (Loss)	1,312	-113,550	5,148	-1,069	7,891
Other additions	0	239,177	0	0	0
Reserves b/f	7,680	8,992	134,619	139,767	138,698
Reserves C/F	8,992	134,619	139,767	138,698	146,559
Council grant as a % of Turnover	7.74%	7.96%	7.23%	7.30%	22.15%

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## THE FORWARD PLAN

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

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

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

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

#### Key decisions

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

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

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

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

#### Availability of reports and other documents

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

### **Taking decisions in private**

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

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

James Whiteman  
Managing Director

Guildford Borough Council  
Millmead House  
Millmead Guildford  
GU2 4BB

Dated: 7 December 2021

## SCHEDULE

**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
Page 45	Review of Executive Working Groups	To review work progress, terms of reference and membership.	No	Report to Executive (04/01/2022)	John Armstrong 01483 444102 <a href="mailto:John.armstrong@guildford.gov.uk">John.armstrong@guildford.gov.uk</a>
	Caravan Site Licensing: Fit & Proper Regulations	To consider the Caravan Site Licensing: Fit & Proper Regulations	No	Report to Executive (04/01/2022) Incorporating comments/ recommendations of Licensing Committee (24/11/2021)	Sean Grady 01483 444392 <a href="mailto:sean.grady@guildford.gov.uk">sean.grady@guildford.gov.uk</a>

Agenda item number: 6

*	Land at Chinthurst Lane	Granting of a deed of easement over Shalford Common for a development consisting of five new houses.	Yes	Report to Executive (04/01/2022)	Damien Cannell 01483 444553 <a href="mailto:damien.cannell@guildford.gov.uk">damien.cannell@guildford.gov.uk</a>
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Agenda item number: 6

\*Information regarding this item is considered to be commercially sensitive and contain details of privileged legal advice and therefore exempt from publication. The item will, if councillors wish, be discussed in private as it will involve the likely disclosure of this exempt information as defined in paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972, namely:

“(3) Information relating to the financial or business affairs of any particular person (including the authority holding that information)”

“(5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings”

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned matter, must do so in writing to: Carrie Anderson, Senior Democratic Services Officer by email: [carrie.anderson@guildford.gov.uk](mailto:carrie.anderson@guildford.gov.uk) by no later than midday Friday 24 December 2021.

**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 47	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 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
	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 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

	Business Planning – General Fund Budget 2022-23	To recommend to Council: <ul style="list-style-type: none"> <li>• Approval of the general fund revenue budget for 2022-23</li> <li>• Agreement of a council tax requirement for 2022-23</li> <li>• Declaration of any surplus/deficit on the collection fund</li> </ul>	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 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Page 48	Periodic Electoral Review of Guildford Borough Council	To recommend to Council to approve the Council's submission in response to the Local Government Boundary Commission's draft recommendations in respect of the periodic review	No	Report to Executive (25/01/2022) and Council (09/02/2022)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
	Public Space Protection Order (PSPO)	To approve the Public Space Protection Order (PSPO)	No	Report to Executive (25/01/2022) Incorporating comments/ recommendations of Strategy EAB (09/08/2021)	Yasmine Makin 01483 444070 <a href="mailto:yasmine.makin@guildford.gov.uk">yasmine.makin@guildford.gov.uk</a>



*	Send Hill Disused Sandpit	To approve the potential disposal of land, currently used as open space, for housing.	No	Report to Executive (25/01/2022)	Damien Cannell 01483 444553 <a href="mailto:damien.cannell@guildford.gov.uk">damien.cannell@guildford.gov.uk</a>
Page 49	Mandate Proposal to upgrade or replace Housing Management System v1.2	To approve significant changes to systems (new solution) for Housing and repairs combined.	No	Report to Executive (25/01/2022) Incorporating comments/ recommendations of Joint EAB (10/01/2022)	Matt Gough/Ann Carroll 01483 444772/444530 <a href="mailto:matt.gough@guildford.gov.uk/ann.carroll@guildford.gov.uk">matt.gough@guildford.gov.uk/ann.carroll@guildford.gov.uk</a>
	Grant of license for amenity land adjacent to Beechcroft Drive	To enter into a 125-year license agreement on a peppercorn basis with the freeholders of residential property on Beechcroft Drive to allow access over Council land, together with the inclusion of a termination clause.	Yes	Report to Executive (25/01/2022)	Abi Lewis 01483 444908 <a href="mailto:abi.lewis@guildford.gov.uk">abi.lewis@guildford.gov.uk</a>

\*Information regarding this item is considered to be commercially sensitive and contain details of privileged legal advice and therefore exempt from publication. The item will, if councillors wish, be discussed in private as it will involve the likely disclosure of this exempt information as defined in paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972, namely:

“(3) Information relating to the financial or business affairs of any particular person (including the authority holding that information)”

“(5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings”

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned matter, must do so in writing to: Carrie Anderson, Senior Democratic Services Officer by email: [carrie.anderson@guildford.gov.uk](mailto:carrie.anderson@guildford.gov.uk) by no later than midday Friday 14 January 2022.

**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 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
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 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Business Planning – General Fund Budget 2022-23	To approve: <ul style="list-style-type: none"> <li>the general fund revenue budget for 2022-23</li> <li>a council tax requirement for 2022-23</li> </ul> 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 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

Pay Policy Statement 2022-23	To approve the Pay Policy Statement 2022-23	No	Report to Council (09/02/2022)	Francesca Smith 01483 444014 <a href="mailto:francesca.smith@guildford.gov.uk">francesca.smith@guildford.gov.uk</a>
Periodic Electoral Review of Guildford Borough Council	To approve the Council's submission in response to the Local Government Boundary Commission's draft recommendations in respect of the periodic review	No	Report to Council (09/02/2022) Incorporating comments/ Recommendations of Executive (25/01/2022)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**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
*	Guildford West Station	GRIP 3 Outcome report (update report) and future procurement of GRIP stages.	No	Report to Executive (22/02/2022)	Mike Miles 01483 444077 <a href="mailto:mike.miles@guildford.gov.uk">mike.miles@guildford.gov.uk</a>

**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

**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 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**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 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
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 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>



**UNSCHEDULED ITEMS – EXECUTIVE/COUNCIL**

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Ash Road Bridge and Footbridge Update	To receive an update	No	Report to Executive	Michael Miles 01483 444077 <a href="mailto:michael.miles@guildford.gov.uk">michael.miles@guildford.gov.uk</a>

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
*	Bridges – Inspection and Remedial Work	<p>(1) To approve appointment of consultants to:</p> <ul style="list-style-type: none"> <li>(a) carry out inspections</li> <li>(b) cost immediate and long-term works</li> <li>(c) advise on future inspection frequency</li> </ul> <p>(2) To approve works that arise from inspections</p> <ul style="list-style-type: none"> <li>(a) Move money from provisional to approved capital programme.</li> </ul>	No	Report to Executive	<p>Helen Buck 01483 444720 <a href="mailto:helen.buck@guildford.gov.uk">helen.buck@guildford.gov.uk</a></p>
u	The Housing Allocation Scheme	<p>Executive to agree updated scheme for Housing Allocation.</p> <p><i>Scheme will not come forward until 2022.</i></p>	No	Report to Executive Incorporating comments/ Recommendations of Service Delivery EAB	<p>Siobhan Kennedy 01483 444247 <a href="mailto:siobhan.kennedy@guildford.gov.uk">siobhan.kennedy@guildford.gov.uk</a></p>

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	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 <a href="mailto:siobhan.kennedy@guildford.gov.uk">siobhan.kennedy@guildford.gov.uk</a>
u	Charging for Regulatory Services	To consider proposal to charge for pre- application advice.  <i>Not a priority at this time.</i>	No	Executive	Justine Fuller 01483 444370 <a href="mailto:Justine.fuller@guildford.gov.uk">Justine.fuller@guildford.gov.uk</a>

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 <a href="mailto:chris.wheeler@guildford.gov.uk">chris.wheeler@guildford.gov.uk</a>
*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 <a href="mailto:melissa.bromham@guildford.gov.uk">melissa.bromham@guildford.gov.uk</a>

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

**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	<p>(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</p> <p>(2) To discuss and propose strategies for securing additional funding necessary for that delivery</p>	No	Report to Guildford Joint Committee	<p>Stuart Harrison 01483 444512 <a href="mailto:stuart.harrison@guildford.gov.uk">stuart.harrison@guildford.gov.uk</a></p>

**SCHEDULE 2**

**MEMBERSHIP OF THE BOROUGH COUNCIL'S EXECUTIVE**

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

Councillor	Areas of Responsibility
<p><b>Leader of the Council and Lead Councillor for Service Delivery</b></p> <p>Councillor Joss Bigmore</p> <p>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, Innovation, Strategic Planning, Sustainable Transport, Housing Delivery</p>
<p><b>Deputy Leader of the Council and Lead Councillor for Community and Housing</b></p> <p>Councillor Julia McShane</p> <p>75 Applegarth Avenue Park Barn Guildford Surrey GU2 8LX</p> <p>(Westborough Ward)</p>	<p>Health, Wellbeing, Access and Disability, Safety, grants and voluntary services, Careline, Handyperson, Care and Repair, Housing, Homelessness, housing standards (HMOs, private rented sector)</p>
<p><b>Lead Councillor for Resources</b></p> <p>Councillor Tim Anderson</p> <p>c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Clandon &amp; Horsley Ward)</p>	<p>Finance, Commercial Asset Management, Procurement</p>
<p><b>Lead Councillor for Development Management</b></p> <p>Councillor Tom Hunt</p> <p>c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Friary &amp; St. Nicolas Ward)</p>	<p>Development Control and Enforcement</p>

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



## 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

7 FEBRUARY 2022				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Millmead House Mandate	A mandate in respect of Millmead House will be presented for consideration.	Cllr Tim Anderson	Francesca Kosh, Property & Asset Manager	
4 APRIL 2022				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Guildford Business Improvement District Ballot	Consideration of Draft Business Plan 2023-2028.	Cllr Joss Bigmore	Dawn Hudd, Strategic Services Director	

# EXECUTIVE ADVISORY BOARD WORK PROGRAMME

## JOINT EXECUTIVE ADVISORY BOARD

10 JANUARY 2022				
Item	Additional information	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.	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.	Cllr Tim Anderson	Victoria Worsfold, Lead Specialist - Finance	February 2022
Housing Management System v1.2	Mandate proposal to upgrade or replace Housing Management System v1.2. To approve significant changes to systems (new solution) for Housing and repairs combined.	Cllr Julia McShane	Matt Gough, Head of Housing / Ann Carroll, Project Manager	

# EXECUTIVE ADVISORY BOARD WORK PROGRAMME

## UNSCHEDULED ITEMS

### Strategy and Resources Executive Advisory Board

Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Surrey County Council Prioritisation Framework for Major Projects	To receive a presentation from Surrey County Council officers.	Cllr Joss Bigmore	Dawn Hudd, 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.	Cllr Joss Bigmore	Stuart Harrison, Policy Lead – Planning Policy	
Industrial Estates <i>(Report anticipated 2022.)</i>	To consider strategies for the future development of individual industrial estates.	Cllr Tim Anderson	Melissa Bromham, Investment Property Manager	
Bright Hill and Guildford Park Road, Guildford.	To consider emerging plans for Bright Hill and Guildford Park Road.	Cllr John Rigg	Abi Lewis, Head of Regeneration and Corporate Programmes	
Green Electricity Supply	This mandate will be presented for consideration.	Cllr Joss Bigmore	Marieke van der Reijden, Head of Asset Management	
Careline Mandate	To consider the Careline mandate.	Cllr Julia McShane	Stephen Benbough, Strategy and Communications Manager	

# EXECUTIVE ADVISORY BOARD WORK PROGRAMME

## Joint Executive Advisory Board

Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Shaping Guildford's future – a plan for our town centre	To consider the economic regeneration of Guildford.	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.	Cllr John Rigg	Andrew Tyldesley, Town Centre Development Lead	
Housing Strategy 2020-2025 (including the Homelessness Prevention and Rough Sleeping Strategies)	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.  <i>Dependent on Corporate Plan, maybe delivered at the end of 2021/start of 2022.</i>	Cllr Julia McShane	Siobhan Kennedy, Housing Advice Manager	2021
Housing Allocations Scheme	Review of the Housing Allocations Scheme to include legislative changes and potential new homelessness duties.  <i>Scheme will not come forward until 2022.</i>	Cllr Julia McShane	Siobhan Kennedy, Housing Advice Manager	2021
Sutherland Memorial Park	To consider the possible development of a masterplan for the Park to ensure a holistic approach.	Cllr James Steel	Jonathan Sewell, Head of Culture, Heritage and Leisure Services	