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Contact: Andrea Carr
Committee Services
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30 June 2021

Dear Councillor

Your attendance is requested at a remote meeting of the **SERVICE DELIVERY EXECUTIVE ADVISORY BOARD** to be held on **THURSDAY 8 JULY 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: 454 296 09#

Yours faithfully

James Whiteman
Managing Director

MEMBERS OF THE EXECUTIVE ADVISORY BOARD

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

Councillor Paul Abbey
Councillor Dennis Booth
Councillor Andrew Gomm
Councillor Ann McShee
Councillor Bob McShee

Councillor George Potter
Councillor Jo Randall
Councillor Tony Rooth
Councillor Pauline Searle
Councillor Fiona White

Authorised Substitute Members:

Councillor David Bilbé
Councillor Richard Billington
Councillor Chris Blow
Councillor Ruth Brothwell
Councillor Colin Cross
Councillor Guida Esteves
Councillor Graham Eyre
Councillor Gillian Harwood
Councillor Liz Hogger
Councillor Diana Jones
Councillor Steven Lee

Councillor Nigel Manning
Councillor Masuk Miah
Councillor Marsha Moseley
Councillor Susan Parker
Councillor Maddy Redpath
Councillor Will Salmon
Councillor Paul Spooner
Councillor Cait Taylor
Councillor Keith Witham
Councillor Catherine Young

QUORUM: 4

WEBCASTING NOTICE

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THE COUNCIL'S STRATEGIC FRAMEWORK

Vision – for the borough

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

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

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

Values for our residents

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

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

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

AGENDA

ITEM NO.

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

2 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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

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

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

3 MINUTES (Pages 5 - 10)

To confirm the minutes of the Executive Advisory Board meeting held on 1 April 2021.

4 CLASSICAL MUSIC GRANT (Pages 11 - 20)

5 GUILDFORD BOOK FESTIVAL MANDATE (Pages 21 - 30)

6 EXECUTIVE FORWARD PLAN (Pages 31 - 58)

7 EAB WORK PROGRAMME (Pages 59 - 62)

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

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SERVICE DELIVERY EXECUTIVE ADVISORY BOARD

1 April 2021

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

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

* Present

Councillors Chris Blow, Julia McShane, Tony Rooth and James Steel were also in attendance.

SD19 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillors Dennis Booth and Jo Randall. No substitutions were notified.

SD20 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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

SD21 MINUTES

The minutes of the meeting of the Executive Advisory Board held on 18 February 2021 were confirmed as a correct record, and would be signed by the Chairman at the earliest opportunity.

SD22 SHALFORD COMMON LAND MANAGEMENT

The EAB considered a report concerning ongoing and increasing issues associated with parking on Shalford Common, which was registered common land subject to statutory regulation in the Council's freehold ownership. The Council received on a regular basis complaints regarding cars being parked on the Common, (including on access tracks) which was in breach of commons legislation. Meetings with Shalford Parish Council (SPC) and residents identified the need for a project to resolve the issues in consultation with the public. Accordingly, on 7 January 2020, the Executive agreed that the Council should consult on a set of proposed actions to achieve the following three outcomes:

- (1) Compliance with the Council's landowner obligations to protect Shalford Common from encroachments in line with the Commons Act 2006.
- (2) Reduction of conflicts and complaints regarding unauthorised car parking on the Common.
- (3) Provision of car parking areas compliant with the Commons Act 2006.

A total of 42 residents responded to the consultation online or by a hard copy paper version of the survey. The consultation results in respect of the management of seven priority areas relating to Shalford Common were outlined in the report together with the proposed next steps for consideration.

The report recommended that the Executive:

- (1) Considered the consultation results.
- (2) Agreed the options for seven priority areas to carry out the next steps.
- (3) Agreed to introduce new byelaws for Shalford Common to support the proposed actions.
- (4) Sought to protect the biodiversity on Shalford Common which was a designated Site of Nature Conservation Interest (SNCI).

The Lead Councillor for Environment introduced the report commenting that it represented many months of work around addressing some of the local parking concerns, included the outcome of the related consultation and proposed the next steps for the Council to pursue being mindful of the needs of local businesses. The EAB's views were sought in relation to the areas under discussion.

The Countryside Manager gave a supporting presentation which addressed the management of the Common, the areas which the EAB was invited to consider and options for the seven priority areas:

- Huber's Garage / Mitchell Row
- Kings Road
- Pound Place
- Parrot Pub Car Park
- Recycling Car Park and Dagley Lane Access Road
- Dagley Lane / Juniper Terraces
- Approaches to Ashley Gardens and Christmas Hill

Three public speakers attended and addressed the meeting to put forward their views which favoured protection of the Common, a consistent approach to any changes to local residents' parking facilities, resources to enforce new byelaws, an imaginative mixed use solution to the recycling car park, and the creation of car parking spaces to serve the Kings Road shopfront safely and support local businesses.

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

- The management of the Common was directed by legislation which aimed to protect it for the enjoyment of residents as a green space for recreational use and the Council's proposals sought to introduce measures to reflect this by protecting it from encroachment whilst recognising the need for some parking provision. Some of the proposals, particularly those relating to the Kings Road shopfront, would be subject to commons consent from the Planning Inspectorate (PINS).
- There was a clear boundary demarcation between common land and the highway at the Kings Road shopfront where the responsibility of this Council as land manager commenced and that of Surrey County Council as the Highway Authority (HA) ceased. In addition to the requirement for consent from PINS, the creation of parking spaces in the area would be subject to the HA assuming responsibility for the land and adopting it as public highway. As the County Council had not recognised the need for parking spaces in this area, the cost of providing them was likely to fall to this Council unless further exploration identified an alternative approach and funding. To date, this Council had introduced protective measures in certain areas of the Common where it was anticipated that they would meet with general approval whilst the consultation had related to other aspects where it was felt that a consultation exercise was necessary to obtain local views.

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- Although commuter parking on local roads had been an issue prior to the Coronavirus pandemic, it was suggested that proposals should take account of the impact of possible ongoing lifestyle changes following the pandemic such as increased working from home which may reduce parking demand and traffic movements. Conversely, the pandemic had created an increase in the number of visitors to areas of countryside.
- The removal of common land without justification was a cause for concern and therefore a land exchange to provide additional common land to compensate for the Parrot Pub car park remaining and being transferred from common land to regularise the situation was welcomed.
- Risks were identified in relation to the Kings Road shopfront, namely, that an application to de-regularise common land to provide car parking may be unsuccessful following the investment of time and resources without benefit to the community. This Council should not commit to the work and cost associated with bringing the land up to an adoptable standard to provide parking and the necessary safety measures without the County Council undertaking to cover the cost and adopt the land which was a HA responsibility. In the event that parking was provided, it could be subject to restrictions to prevent commuter parking and support local businesses. Adoption would be required to implement Traffic Regulation Orders or parking restrictions. More work in respect of this proposal would be required prior to a decision regarding the merits to pursue it. An alternative option following common land de-regulation was to retain ownership of the land and operate it as an off-street parking area within this Council's control.
- SPC had highlighted a number of areas of concern, namely, there was a preference for Huber's Garage to be a designated parking area, the recycling car park to be controlled parking and option 2 for the Kings Road shopfront to become adopted parking spaces. There was concern regarding the access to Ashley Gardens, particularly in view of the proposals to re-open and extend the care home. Therefore byelaws to prevent parking on the Common and track was the preferred option recognising the need for large vehicles such as ambulances to gain access. Visiting the shopfront required parking and crossing a busy slip road which constituted a safety issue that should be borne in mind. A shortage of car parking provision was a general issue in Shalford where solutions were sought and, in the event that parking spaces opposite the shopfront were introduced, parking controls would be required to prevent day long commuter parking. As The Parrott pub car park was located on common land, a land swap would regularise the position. SPC and some residents had indicated a willingness to contribute towards the costs of proving parking opposite the shopfront, possibly via crowd funding, and SPC had suggested joint working with the Borough Council to progress matters.
- Risks associated with the proposals should be identified and borne in mind during the process to avoid potential liabilities around sequencing of actions and the impact of elements of the proposals not being pursued.
- Any introduction of parking controls at the recycling centre should be considered in line with possible parking provision in Area 2 opposite the Kings Road shopfront.

Having considered the consultation responses, the Board supported the options set out in the report to the Executive for the seven priority areas to carry out the next steps and agreed to the introduction of new byelaws for Shalford Common to support the proposed actions. In addition to making the above points, the Board emphasised the following points for submission to the Executive:

- Proposals should take account of the impact of possible ongoing lifestyle changes following the Coronavirus pandemic such as increased working from home which may reduce commuter parking demand and traffic movements. The creation of unneeded parking provision should be avoided as it may encourage further parking.

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- The possibility of retaining any parking spaces provided opposite the shopfront in Kings Road within the ownership of this Council allowing it to introduce its own parking restrictions should be explored.
- The safety of pedestrians crossing Kings Road to access the shopfront should be considered and addressed.
- Shalford Parish Council should be involved in any working group to progress the proposals or benefit from regular consultation.

SD23 PUBLIC CONVENIENCES MANDATE

In his introduction to this agenda item, the Lead Councillor for Environment, whose portfolio included the operation and maintenance of the Borough's public conveniences service, advised that the mandate before the EAB sought to explore possible options to reduce this service and related funding to other authorities with a view to contributing savings towards reducing the Council's current budget gap.

Having reiterated the challenging financial position that the Council was facing and its need to examine some of its services, particularly non-statutory services such as public toilet provision, with a view to identifying savings, the Head of Operational and Technical Services gave a presentation regarding the proposed mandate to review public conveniences. The presentation explained the following aspects of the mandate:

- Strategy
- Options
- Considerations
- Resources
- Issues, assumptions and risks
- Dependencies, constraints and opportunities
- Internal stakeholders
- CMT consideration (2 February 2021)
- Executive Liaison Group consideration (3 March 2021)
- Public conveniences usage
- Impact of charges

The presentation highlighted the aim to secure a cost reduction in the region of £75,000 and recommended that Option 3, consisting of the removal of grant funding of £14,000 to Ash and Shere Parish Councils towards the operation of their toilets, and Option 4, seeking limited closure aligned with a redistribution of work, be pursued. This would allow for a saving of one post with the closure of only 4 toilet facilities, selected from a long list of 6-8 toilets following consultation.

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

- Public conveniences were seen as part of the public service provision to residents and visitors and whilst there was some support for Option 5, which would result in current provision continuing unchanged, it was recognised that this was unrealistic for a discretionary service given the Council's current financial position. Accordingly, it was agreed that Options 3 and 4 should be pursued.
- No indication was being given at present as to the individual toilets which may be closed and decisions could be based on the availability of other facilities in the area in addition to usage levels.
- As the last use survey of public toilets had taken place three years previously, another survey was suggested as a means to update information and ascertain whether the

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Coronavirus pandemic had altered patterns of usage. However, usage figures had tended to be static historically.

- Charging for the use of public conveniences, which had been previously considered and ruled out, was not supported and the resulting reduction in use could lead to other issues. It was felt that introducing a voluntary charging system was unlikely to generate significant income. However, alternative revenue streams such as toilet sponsorship and business / community group operated facilities were possibilities which were supported and should be explored with local businesses and organisations. The latter had proved to be successful in other local authority areas.
- In terms of running costs associated with the Council's public conveniences, approximately 20% equated to utilities whilst the remainder comprised of staffing and vehicle costs. Opening and closing times of facilities did not drive costs.
- It was considered necessary to maintain the present levels of facility cleaning as any reduction could lead to health and safety issues.
- The pop-up urinal in North Street, for which no usage information was available, had been in position for fifteen years and was becoming in need of replacement which would be costly. However, the toilet had significantly reduced previous issues with public urination. Such health and safety issues should be monitored following toilet closures.
- Water bottle refill stations had been installed by the Council at some public conveniences, such as that at the junction of North Street and Ward Street which currently served the Library, and it was requested these be borne in mind when decisions regarding possible closure were made.
- Some support was expressed for inviting Ash and Shere Parish Councils to consider covering the costs of the public conveniences located in their areas and it was hoped that this would not lead to the closure of the toilets.
- It was noted that the toilet facilities currently provided by Debenhams would close when the store ceased to exist and there was a possibility of other shops with toilet facilities closing as shopping patterns changed as a result of COVID-19. However, there was alternative provision in the Baptist Church near to Debenhams which would be opened to the public following the pandemic and Surrey County Council was looking into the provision of public toilet facilities in the refurbished Guildford Library.
- It was requested that the review include exploration with developers of the possibility of public toilets being provided at sites being redeveloped in Guildford such as the North Street, Bus Station and St Mary's Wharf (Debenhams) sites. It was felt that facilities at or nearby the Bus Station may encourage bus use.
- In addition to the public convenience location details included on the Council's website and the free applications providing this information, a location map of facilities and signposting were welcomed.

In agreeing that the above points be forward to the Executive, the EAB confirmed its support for the mandate to be pursued and the business case to be developed with a view to identifying a long list of possible public convenience closures for consultation before the matter was brought back to the Board for further consideration later in 2021.

SD24 EXECUTIVE FORWARD PLAN

The Executive Forward Plan was noted.

SD25 EAB WORK PROGRAMME

In this connection, the Service Delivery Director advised that, following Phase B of Future Guildford, all seven service heads in his Directorate were now in place and he planned to share the new structure, including names, responsibilities and key changes, with the EAB. Implementation of Phase B would require significant work in some service areas. This move

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was welcomed as a means to inform the EAB's work programme in the future and lead to meaningful discussions amongst its members.

The Board was reminded of the special Joint EAB meeting scheduled for 20 September 2021 to discuss Local Plan Development Management Policies.

The meeting finished at 9.23 pm

Signed

Date

Chairman

CLASSICAL MUSIC GRANT

SOUTHERN PRO MUSICA

18 JANUARY 2021 (VERSION 5)

Mandate Contents/Template

Strategy		Consideration cont.	
1.	Why should a programme/project be started now?	8.	What general approach will the project take to deliver?
2.	What is the good idea or problem to be solved?	9.	When and why must the project start and finish?
3.	What is the purpose of the project and what outcomes or outputs will it deliver?	Resources	
4.	What priority, corporate objective or strategy is fulfilled by this project?	10.	Which stakeholders will need to be involved in the project?
Options		11.	What specialist resources (internal and external) are needed to consider this mandate and to develop a strategic outline business case?
5.	What are the strategic options available to GBC to deliver a solution?	12.	What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service?
Considerations		RAIDCO	
6.	Who are the lead Director and Service Leader who will lead and direct the project and use/maintain the products once they are handed over?	13.	What are the strategic Risks, Assumptions, Issues, Dependencies, Constraints & Opportunities?
7.	What are the impacts on other Service Leaders or projects?		

Introduction – Classical Music Grant

Following the closure of the Council's internally managed Guildford Philharmonic Orchestra, Southern Pro Musica (SPM) was appointed as our 'principal provider of classical music' in May 2013. This followed a competitive selection process with seven applicants. Originally Hampshire and West Sussex based, SPM is a professional chamber orchestra now operating across the south of England.

The initial funding agreement was for £60,000 per annum for a four year period and covered the provision of a broad range of orchestral concerts and educational outreach work in Guildford. The funding agreement was extended for a further four year period in May 2017 with funding of £60,000 being maintained. Guildford is the only council that funds SPM to provide a programme of classical music.

The current agreement ends in June 2021 and a decision is required on future support for classical music provision in the borough. This mandate sets out the options in the context of the challenging financial position facing the Council, its corporate priorities and the emerging outcomes of the consultation with residents on future spending priorities.

CLASSICAL MUSIC GRANT - STRATEGY

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

The current agreement with Southern Pro Musica for classical music provision in the borough ends in May 2021. A decision is required on future financial support for classical music as part of the 2021/22 budget-setting process.

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, to determine whether financial support for classical music in the borough should continue and, if so, the appropriate level of funding and the options for delivery.

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

Depending on the preferred option, the decision will deliver financial savings to the Council and/or a programme of classical music provision in the borough.

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

A reduction or cessation of classical music funding would contribute to savings required as part of the Council's Medium Term Financial Plan and 2021/22 budget. The classical music programme does not contribute strongly to the Council's corporate priorities and has been identified by residents in the budget consultation as a low priority in terms of future Council spending.

CLASSICAL MUSIC GRANT - OPTIONS

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

a) Do Nothing

Allow the existing agreement with Southern Pro Musica to end in June 2021 and cease funding classical music provision in the borough to deliver a financial saving of £60,000 per annum.

b) Do Minimum

Due to Covid related disruption to the programme, Southern Pro Musica has agreed that £30,000 of its 2020/21 funding will be rolled forward into the next financial year. With expected continued Covid disruption, invite Southern Pro Musica to provide a reduced programme in 2021/22 at a cost of £30,000 pending a review of future classical music provision.

c) Do More

- Enter a new funding agreement with Southern Pro Musica to deliver a reduced future programme at a lower annual cost to the Council. (Initial indications from Southern Pro Musica are that it would be unable to deliver a meaningful programme at an annual cost of less than £60,000.)
- Invite expressions of interest from classical music providers to provide a programme of classical music at a lower annual cost to the Council.

d) Do Most

- Extend the existing funding agreement with Southern Pro Musica on the existing terms.
- Invite expressions of interest from classical music providers to provide a programme of classical music on similar terms to existing.

CMT considered the mandate at its meeting on 12 January 2021 and recommended that option (a) be pursued.

At its meeting on 27 January 2021, the Executive Liaison Group recommended that the £30,000 underspent grant from 2020/21 be rolled forward into 2021/22 to enable Southern Pro Musica to deliver a reduced programme and that the grant be discontinued in future years.

CLASSICAL MUSIC 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

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

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Legal and Procurement advice will be required on any possible extension of the existing agreement with Southern Pro Musica or alternative options for the delivery of a classical music programme. Expert advice will be required from the Leisure Services Manager.

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

Any decision will be implemented and managed by the Strategy and Communications Manager in liaison with the Leisure Services Manager.

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

A decision is required in January 2021 to be included in the 2021/22 budget.

The aim would be to have in place an agreement for any continued classical music programme by 1 July 2021.

CLASSICAL MUSIC GRANT - RESOURCES

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

Corporate Management Team
Lead Councillor/Executive
Southern Pro Musica
Alternative classical music providers (subject to the preferred option)

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

a) External

None

a) Internal

Legal, Procurement, Finance, Leisure Services Manager

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

Depending on the preferred option, the cost would be up to £240,000 over a four year term.

CLASSICAL MUSIC GRANT – RISKS, ASSUMPTIONS & ISSUES

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

Risks

Criticism from strong supporters of the arts (including local media) about any cessation or reduction of classical music 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

The Council will wish to review priorities for funding in light of current financial constraints.

Existing community/amateur groups will continue to provide an alternative classical music programme.

Issues

A decision is needed on the level of future financial support for classical music provision in the borough.

Compliance with the Public Contract Regulations 2015 and the Council's procurement procedure rules is required any new arrangement is a contract rather than a grant.

Benefits of ascertaining interest from the market prior to taking any decision to extend the current provision

To determine whether an equality impact assessment is required.

CLASSICAL MUSIC GRANT – DEPENDENCIES, CONSTRAINTS AND OPPORTUNITIES

Dependencies

Willingness/ability of Southern Pro Musica and/or other classical music providers to provide a programme with reduced future funding (if this is the preferred option).

Constraints

Decisions required in January 2021 to be included in 2021/22 budget.

Existing classical music agreement expires in May 2021.

Long-term financial pressures

Opportunities

To deliver financial savings required as part of the Council's Medium-Term Financial Plan and 2021/22 budget.

Internal GBC Stakeholders (Contributors to this Issue/Mandate)

Involved or sighted so far

Steve Benbough, Strategy and Communications Manager (author)

Sam Adam, PMO Officer

Faye Gould, Procurement Manager

Dawn Hudd, Strategic Services Director

JP James, Senior Policy Officer (Strategy)

Louise Odell, Interim Project Officer

Dianne 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

To be consulted at the next step

Executive Liaison Group

GUILDFORD BOOK FESTIVAL

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5 MARCH 2021 (VERSION 5)

Agenda item number: 5

Mandate Contents/Template

Strategy		Consideration cont.	
1.	Why should a programme/project be started now?	8.	What general approach will the project take to deliver?
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Options		11.	What specialist resources (internal and external) are needed to consider this mandate and to develop a strategic outline business case?
5.	What are the strategic options available to GBC to deliver a solution?	12.	What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service?
Considerations		RAIDCO	
6.	Who are the lead Director and Service Leader who will lead and direct the project and use/maintain the products once they are handed over?	13.	What are the strategic Risks, Assumptions, Issues, Dependencies, Constraints & Opportunities?
7.	What are the impacts on other Service Leaders or projects?		

Introduction – Guildford Book Festival

Established in 1989, the annual Guildford Book Festival hosts authors from across the literary spectrum in a series of events in the town each October. In 2019, 52 events were held with 5,000 tickets being sold. The Festival also organises a schools programme (17 schools and 1,800 students were engaged in 2019).

In a normal year, the operating costs would be in the region of £90,000. Salaries and overheads account for about 50% of the cost, with other notable expenditure on marketing (£14,000), venue hire (£10,000) and author fees (£9,000 which were introduced from 2017). Ticket sales for events provide the main source of income (£48,000 in 2019), but the Festival also receives an annual grant from the Council of £23,000. The main other source of income is sponsorship (£11,000 in 2019).

Even before the current pandemic, Guildford Book Festival recognised the financial pressures facing local government and the need to become fully self-reliant. For a number of years, it has been seeking a main sponsor(s) to reduce reliance on the Council, but this has not materialised.

This mandate sets out the options for future funding of the Festival in the context of our even more challenging financial position, corporate priorities and the outcomes of the consultation with residents on future spending priorities.

GUILDFORD BOOK FESTIVAL - STRATEGY

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

A decision is required on future funding of the Guildford Book Festival as part of our savings strategy.

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, to determine whether financial support for Guildford Book Festival 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?

Depending on the preferred option, the decision will deliver financial savings to the Council of up to £23,000 per annum.

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

A reduction or cessation of funding would contribute to savings required as part of the Council's Medium Term Financial Plan.

The Guildford Book Festival does not contribute strongly to the Council's corporate priorities and funding in this area has been identified by residents in the budget consultation as a low priority in terms of future spending.

The Festival will though make a minor contribution to supporting the local economy by attracting visitors and spend to the borough.

GUILDFORD BOOK FESTIVAL - OPTIONS

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

a) Do Nothing

Continue with the existing annual grant at the current level of £23,000.

b) Do Something

In line with the objective of the Guildford Book Festival to become financially self-sustaining and subject to annual review, introduce a gradual phased reduction of funding along the following lines:

£18,000 (2021)	£13,000 (2022)	£8,000 (2023)	£5,000 (2024)
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c) Do More

Reduce funding to £11,500 in 2021/22 and discontinue all funding in subsequent years.

c) Do Most

Discontinue all funding with immediate effect. In the absence of significant additional external sponsorship, this option would place the survival of the Festival at risk within 12 months.

At its meeting on 23 February 2021, CMT recommended Option C (Do More) to provide some financial support for the 2021 Festival, whilst enabling the organisers to develop a more financially self-sustaining model and seek alternative sources of funding.

At its meeting on 2 March 2021, the Executive Liaison Group recommended a future funding path of £12,000 (2021), £6,000 (2022) and £2,000 (2023).

GUILDFORD BOOK FESTIVAL - 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

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

Changes to funding that resulted in the winding-up of Guildford Book Festival would have an impact on our own box office income (commission received from ticket sales for events) of about £6,000 per annum. Subject to ticket pricing policy, any reduction in the scale of the Festival may have a smaller negative impact on box office income.

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 in early 2021 to enable Guildford Book Festival to plan ahead on the basis of any changes to future funding.

GUILDFORD BOOK FESTIVAL- RESOURCES

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

Corporate Management Team
Lead Councillor/Executive
Guildford Book Festival

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

A strategic outline business case will not be required and any decisions will be taken forward as part of the Council's savings strategy.

Legal support will be needed to prepare a funding agreement to reflect any agreed changes.

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

Current funding (and the full scope of potential savings) is £23,000 per annum.

GUILDFORD BOOK FESTIVAL – RISKS, ASSUMPTIONS & ISSUES

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

Risks

Criticism from supporters of the Guildford Book Festival and potentially the local media about any cessation or reduction of funding.

Any fast and substantial reduction of funding may place the viability of the Guildford Book Festival at risk.

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.

An extended period of disruption caused by Covid may lead to a deterioration in the Festival's financial position.

Assumptions

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

That there is a wish by all parties for a successful book festival to continue in Guildford.

Trustees are aware (due to previous discussions) that reduced future funding is likely.

Issues

A decision is needed on the level of future financial support for Guildford Book Festival as part of the Council's savings strategy.

GUILDFORD BOOK FESTIVAL – DEPENDENCIES, CONSTRAINTS AND OPPORTUNITIES

Dependencies

The continuation of Guildford Book Festival relies on it being able to increase income from other sources (e.g. sponsorship and ticket sales) and/or reduce costs to deliver a programme of events within the funding available.

Constraints

Decisions required in early 2021.

Long-term financial pressures.

Opportunities

To deliver financial savings required as part of the Council's savings plan and within the 2021/22 budget.

Reduced future dependency by the Festival on Council funding.

Incentivise the Festival to build new relationships with other potential partners.

Internal GBC Stakeholders (Contributors to this Issue/Mandate)

Involved or sighted so far

Steve Benbough, Strategy and Communications Manager (author)
Sam Adam, PMO Officer
Faye Gould, Procurement Manager
Dawn Hudd, Strategic Services Director
Jo James, Senior Policy Officer (Strategy)
Claire Morris, Director of Resources
Louise Odell, Interim Project Officer
Diane Owens, Lead Specialist Legal
Vicky Worsfold, Lead Specialist Finance
Corporate Management Team
Councillor Joss Bigmore, Leader of the Council
Councillor James Steel, Lead Councillor

To be consulted at the next step

Executive Liaison Group



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: 27 July 2021

SCHEDULE

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 33	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

Page 34	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
	Data Protection Policy	To approve updates to the Data Protection Policy	No	Report to Executive (24/08/2021)	Ciaran Ward 01483 444072 ciaran.ward@guildford.gov.uk

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 35	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

<p>*</p>	<p>Weyside Urban Village Programme</p>	<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. 	<p>No</p>	<p>Report to Executive (21/09/2021)</p>	<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

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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

Agenda item number: 6

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
* Page 39	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
	Public Space Protection Order (PSPO)	To approve the Public Space Protection Order (PSPO)	No	Report to Executive (23/11/2021) Incorporating comments/ recommendations of Strategy and Resources EAB (09/08/2021)	Yasmine Makin 01483 444070 yasmine.makin@guildford.gov.uk

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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
	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
	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

Agenda item number: 6

	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 43	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

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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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

Agenda item number: 6

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 john.armstrong@guildford.gov.uk

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
*	Bridges – Inspection and Remedial Work	<p>(1) To approve appointment of consultants to:</p> <ul style="list-style-type: none"> (a) carry out inspections (b) cost immediate and long-term works (c) advise on future inspection frequency <p>(2) To approve works that arise from inspections</p> <ul style="list-style-type: none"> (a) Move money from provisional to approved capital programme. 	No	Report to Executive	<p>Helen Buck 01483 444720 helen.buck@guildford.gov.uk</p>
u	New Corporate Priorities and Corporate Plan	To consider the schedule for the adoption of the new Corporate Plan.	No	Report to Executive	<p>Steve Benbough 01483 444052 stephen.benbough@guildford.gov.uk</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	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

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
*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
*u	Marketing Requirements SPD	To adopt the Marketing Requirements SPD <i>No schedule yet.</i>	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	Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk
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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	<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> <p><i>Anticipated to be produced in 12 months from current date 24/07/2020</i></p>	No	Report to Guildford Joint Committee	<p>Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk</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
Leader of the Council and Lead Councillor for Service Delivery Councillor Joss Bigmore c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB (Christchurch Ward)	Customer Service, Governance including corporate Health and Safety, Future Guildford, Human Resources, Partnerships, Web Services, Corporate Strategy and Communications
Deputy Leader of the Council and Lead Councillor for Climate Change Councillor Jan Harwood c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB (Merrow Ward)	Innovation, Strategic Planning, Sustainable Transport, Housing Delivery
Lead Councillor for Resources Councillor Tim Anderson c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB (Clandon & Horsley Ward)	Finance, Commercial Asset Management, Procurement
Lead Councillor for Development Management Councillor Tom Hunt c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB (Friary & St. Nicolas Ward)	Development Control and Enforcement

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>

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EXECUTIVE ADVISORY BOARD WORK PROGRAMME

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

SERVICE DELIVERY EXECUTIVE ADVISORY BOARD

9 SEPTEMBER 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Collection of Council Tax Arrears Good Practice CAB Protocol	To consider this Protocol.	No	Cllr Tim Anderson	Belinda Hayden, Exchequer Services Manager	2021
Policy on Debt Recovery	To develop a policy on how the Council manages debt recovery.	No	Cllr Tim Anderson	Belinda Hayden, Exchequer Services Manager / Siobhan Rumble, Landlord Services Manager	2021
Day Care Services for the Elderly	To consider this mandate.	No	Cllr Julia McShane	Samantha Hutchison, Community Services	
Shawfield Day Centre	To consider this mandate.	No	Cllr Julia McShane	Steve Benbough, Strategy and Communications Manager	
4 NOVEMBER 2021					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Review of Refuse and Recycling Service <i>(Awaiting the new National Waste Strategy from central Government.)</i>	To consider future options and proposals for the Refuse and Recycling Service.		Cllr James Steel	Chris Wheeler, Head of Operational and Technical Services / Liz Mockridge, Waste Policy and Development Manager	

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Guildford Spectrum (Building)	To consider this mandate.		Cllr James Steel	Jonathan Sewell Head of Heritage, Culture & Leisure Services	
Public Conveniences (Closure)	To consider this mandate.	No	Cllr James Steel	Chris Wheeler, Head of Operational and Technical Services	
13 JANUARY 2022					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
10 MARCH 2022					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion

JOINT EXECUTIVE ADVISORY BOARD

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	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

2022-23					
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

Service Delivery Executive Advisory Board

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Art Collection <i>(To receive initial consideration by the Museum Working Group.)</i>	To review the Council's art collection located at the Woking Road Depot (www2.guildford.gov.uk/boroughcollection/)	No	Cllr Julia McShane	Sarah Fairhurst, Collections Manager, Heritage Services	
Housing Strategy 2020-2025 (including the Homelessness Prevention and Rough Sleeping Strategies)	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.	No	Cllr Julia McShane	Siobhan Kennedy, Housing Advice Manager	2021

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Housing Allocations Scheme	Review of the Housing Allocations Scheme to include legislative changes and potential new homelessness duties.	No	Cllr Julia McShane	Siobhan Kennedy, Housing Advice Manager	2021
Domestic Abuse Bill	To consider work in relation to the Domestic Abuse Bill.	No	Cllr Julia McShane	Samantha Hutchison, Community Wellbeing Manager	
Houses in Multiple Occupation (HMOs) Controls	To consider a report concerning controls relating to HMOs.	No	Cllr Julia McShane	Sean Grady, Private Sector Housing & Pollution Lead / Justine Fuller, Head of Environment & Regulatory Services	2021

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 James Steel	Jonathan Sewell, Head of Culture, Heritage and Leisure Services	