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Contact: Andrea Carr
Committee Services
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1 September 2021

Dear Councillor

Your attendance is requested at a remote meeting of the **SERVICE DELIVERY EXECUTIVE ADVISORY BOARD** to be held on **THURSDAY 9 SEPTEMBER 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: 570 267 595#

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 8 July 2021.

4 COLLECTION OF COUNCIL TAX ARREARS GOOD PRACTICE CITIZENS ADVICE BUREAU (CAB) PROTOCOL (Pages 11 - 34)

5 POLICY ON DEBT RECOVERY (Pages 35 - 50)

6 EXECUTIVE FORWARD PLAN (Pages 51 - 84)

7 EAB WORK PROGRAMME (Pages 85 - 90)

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

8 July 2021

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

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

* Present

Councillors Joss Bigmore, Chris Blow, Julia McShane, John Redpath and James Steel were also in attendance.

SD26 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillors Andrew Gomm and George Potter. Councillor Will Salmon was present as a substitute for Councillor George Potter.

SD27 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

There were no declarations of disclosable pecuniary interests. Councillor Chris Blow declared a non-pecuniary interest in agenda item number 4 as the councillor representative for liaison with Southern Pro Musica.

SD28 MINUTES

The minutes of the meeting of the Service Delivery Executive Advisory Board held on 1 April 2021 were confirmed as a correct record, and would be signed by the Chairman at the earliest opportunity.

SD29 CLASSICAL MUSIC GRANT

The current recipient of the Classical Music Grant was Southern Pro Musica (SPM). The related mandate was introduced by the Leader of the Council who explained that the mandate formed part of the agreed Savings Strategy, which constituted one of four strands of the Council's commitment to addressing its budget gap over the next five years. Whilst the contributions of all organisations in receipt of a Council grant were valued, it was necessary for the Council to identify savings as it was not in a financial position to continue to fund the organisations at the same level as in previous years. The EAB's views in respect of the mandate options were welcomed.

The mandate consisted of a Strategy, Options, Considerations, Resources, and the strategic Risks, Assumptions, Issues, Dependencies, Constraints and Opportunities. The Strategy and Communications Manager advised that the strategic options available to the Council to deliver a solution consisted of:

- a) Do Nothing - Allow the existing agreement with SPM to end in June 2021 and cease funding classical music provision in the Borough to deliver a financial saving of £60,000 per annum.

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- b) Do Something - Due to Covid-19 related disruption to the musical programme, SPM had agreed that £30,000 of its 2020/21 funding would be rolled forward into the next financial year. With expected continued Covid-19 disruption, invite SPM 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 SPM to deliver a reduced future programme at a lower annual cost to the Council or invite expressions of interest from classical music providers to offer a programme of classical music at a lower annual cost to the Council.
- d) Do Most - Extend the existing funding agreement with SPM on the existing terms and invite expressions of interest from classical music providers to offer a programme of classical music on similar terms to the existing.

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

Further to related questions, comments and discussion, the following points arose:

1. In-year financial savings were being sought during the current year in line with the Savings Strategy and SPM had been advised accordingly.
2. The councillor representative for liaison with SPM advised that the organisation had a strong appreciative following in the Guildford area and this sentiment was echoed by other councillors.
3. SPM had commenced preparation of a reduced programme of events, including a variety of concerts and the 'Strings Scheme' work with schools, in the expectation that the unspent returned portion of last year's grant, amounting to £30,000, would be rolled forward for expenditure in 2021/22. It was confirmed that this would be the case and councillors indicated that the reduced programme was impressive representing good value for money. In the event that planned events in the programme could not be delivered for any reason, discussions around solutions such as re-scheduling events over an extended period of time would take place.
4. It was currently difficult for the Council to commit to a further four year funding cycle in respect of classical music provision. However, there was a number of existing community and amateur musical groups, including Guildford Choral Society, the Friary Band, Guildford Symphony and a visiting Police Band, which may be able to provide an alternative offering in the future.
5. The value of music in assisting with mental health and emotional wellbeing issues was highlighted and it was hoped that the Executive would be amenable to reconsidering its recommendation to discontinue the grant in future years in the event that circumstances indicated that residents would benefit from this type of support.

The Board confirmed its agreement to recommend to the Executive that Option B (that £30,000 of SPM's 2020/21 funding be rolled forward into 2021/22 to provide a reduced programme in 2021/22 at a cost of £30,000 pending a review of future classical music provision) be pursued subject to review in one year's time when circumstances may have changed.

SD30 GUILDFORD BOOK FESTIVAL MANDATE

The Lead Councillor for Environment introduced the above mandate and advised that the Council was seeking to balance its need to reduce expenditure in line with the agreed Savings Strategy against its wish to continue to offer financial support to the Guildford Book Festival (GBF) to enable the organisation to maintain its viability. Attention was drawn to the

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four funding options contained in the mandate and the alternative option agreed by the Executive / Management Team Liaison Group on 3 March 2021. The EAB's views in respect of the options were invited.

The Strategy and Communications Manager presented the mandate and outlined the related Strategy, Options, Considerations and Resources, together with the strategic Risks, Assumptions, Issues, Dependencies, Constraints and Opportunities. The options consisted of:

- a) Do Nothing - Continue with the existing annual grant at the current level of £23,000.
- b) Do Something - Introduce a gradual phased reduction in funding of £18,000 (2021), £13,000 (2022), £8,000 (2023) and £5,000 (2024).
- c) Do More - Reduce funding to £11,500 in 2021/22 and discontinue all funding in subsequent years.
- d) Do Most - Discontinue all funding with immediate effect.
- e) Alternative Option - A future funding path of £12,000 (2021), £6,000 (2022) and £2,000 (2023).

The EAB was reminded that one of the prioritised workstreams of the agreed Savings Strategy was to identify discretionary services savings of £2million. This included delivering savings approaching £1million in respect of culture and heritage services.

Mr Andrew Hodges, the Chairman of the Board of Trustees of GBF, was a registered speaker at the meeting and spoke in support of the Festival and provided some historic information regarding the levels of financial support which GBF had received from the Borough Council. In conclusion, Mr Hodges advised that GBF appreciated the grant from the Council and requested that, in the event that the grant was reduced, the reduction was not severe and that there was no decision to phase out the grant entirely.

Some of the EAB's questions were directed to Mr Hodges owing to his background knowledge of GBF and he responded in the following terms:

- GBF had anticipated a reduction in Council grant in 2021. A deficit in the region of £11,000 had occurred in 2020/21 owing to constraints associated with Covid-19 and related factors. The Festival required working capital of approximately £30,000 as expenditure was incurred early in the planning process to fund publicity and organisational costs whilst revenue was received later through ticket sales. Although GBF could continue in 2021 on the basis of the receipt of a Council grant of £18,000, there was doubt regarding its financial viability the following year. Whilst sponsorship could assist with filling funding gaps, it could be challenging to obtain and be subject to conditions. Low level sponsorship, for example from publisher sponsors, had been received in respect of individual events and high level sponsorship from sponsors such as national newspapers was sought. However, there was no guarantee that the receipt of sponsorship would continue. Reducing the scale of GBF due to funding constraints was likely to render it less attractive to sponsors. Obtaining sponsorship from authors was unlikely as they tended to charge a fee to appear at book festivals and many were arranging their own literary events as a source of personal income leading to limited interest in attending events such as GBF unless they particularly sought publicity.
- No book or literary festivals comparable to GBF were held in the local region.
- GBF intended to offer some future on-line literary workshops, events etc.

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

1. GBF was a wide and inclusive event which had been operating for 30 years and provided a literary offering to cater for a broad range of interests and ages attracting a number of celebrated authors. The event was a point of connection for residents and enhanced the community's wellbeing in the widest sense.
2. The Board acknowledged that the Festival was a significant local event and an appreciated aspect of Guildford's cultural offering.
3. Whilst recognising the Council's need to secure revenue savings, the EAB expressed the view that the grant to GBF should not be reduced to the point that the Festival became unviable and ceased to continue.
4. A clear trajectory of future funding reductions, as depicted in some of the options, could incentivise GBF to intensify its efforts to identify alternative funding sources such as benefactors who may be willing to assist in the absence of a Council grant.
5. The possibility of offering Council support other than that of a financial nature to GBF, such as reducing costs in relation to the use of venues for events, was raised. However, there was an associated risk of the displacement of income in other areas resulting in a need to identify savings elsewhere. As an alternative, there could be scope for the Council to support GBF in areas such as communications, promotion and utilising commercial or other contacts to obtain sponsorship in the long term.
6. It was emphasised that there was a need for EABs to review potential savings in a holistic manner to ensure that decisions were made in a wider context and not individually in isolation. As details of other proposed mandates in the culture and heritage stream were unknown, it was difficult for councillors to make comparisons leading to the selection of appropriate funding reductions. Further information concerning the main savings targets and mandates to come forward would facilitate informed choices. In this connection, reference was made to the amount of funding allocated to the Yvonne Arnaud Theatre and the EAB was advised that the related mandate would be complex as it involved the use and ownership of land and a building. Such complexities did not apply to the GBF mandate.
7. Whilst the importance of culture and heritage services was recognised, some members felt that they should not currently be prioritised over other services to support residents directly.
8. Arts and heritage had received a low priority rating in the public consultation in respect of future spending priorities undertaken from November 2020 to January 2021. However, this consultation had coincided with waves of Covid-19 and the associated lockdowns when residents had been unable to access cultural offerings and were likely to have prioritised other matters such as wellness and protecting the elderly and vulnerable under the circumstances. It was not felt that these views would reflect residents' priorities in future years when the situation had changed. Councillors did not share the view that culture and heritage services were a low corporate priority.

The EAB agreed that Option B (introduce a gradual phased reduction in funding of £18,000 (2021), £13,000 (2022), £8,000 (2023) and £5,000 (2024)) be recommended to the Executive.

SD31 EXECUTIVE FORWARD PLAN

The above was noted without comment.

SD32 EAB WORK PROGRAMME

EAB members were invited to submit any work programme suggestions to the Chairman or Vice-Chairman prior to the EAB / O&S Work Programme meeting on 21 July 2021. Items scheduled for the next EAB meeting, to be held on 9 September 2021, were noted and

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councillors were reminded that a special Joint EAB was taking place on 20 September 2021 to consider the Local Plan Development Management Policies.

The meeting finished at 8.51 pm

Signed

Date

Chairman

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Service Delivery Executive Advisory Board Report

Ward(s) affected: All

Report of Director of Service Delivery

Author: Belinda Hayden, Revenues & Benefits Lead

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Date: 9 September 2021

Collection of Council Tax Arrears Good Practice Citizens Advice Bureau (CAB) Protocol

Executive Summary

On 28 July 2020 Council resolved:

“To authorise the Director of Resources to review the CAB/LGA “Revised Collection of Council Tax Arrears Good Practice Protocol” as set out in Appendix 1 to the report submitted to the Council and to report back to the relevant EAB with details as to where the Council's current approach differs from the CAB/LGA protocol in order to enable a recommendation on the protocol to be made by the EAB.”

This report provides a summary of the statutory Council Tax recovery process and the financial help that is available for those on low incomes via the Local Council Tax Support Scheme.

The CAB protocol is divided into three sections: Partnership Working, Information and Recovery. The report considers the detailed requirements and identifies what our approach is to each and where it differs.

It concludes that we have a good working relationship with the local advice agencies and address issues as and when they arise. That our documentation is good and has been reviewed over the years, and that the most recent review of information available to the public on our telephone line and website has been completed as part of the Future Guildford programme. Debtors are signposted to advice agencies through all channels and cases are passed to our enforcement agents, only when other avenues have failed.

The Council generally meets the overarching aims set out at the start of each section, namely:

- effective partnership working
- improving the information supplied to council tax payers about the billing process, how to get support and debt advice and to promote engagement

- making an effort to ensure that debt and money advice referrals, plus assessment of vulnerability and hardship occur prior to enforcement by an enforcement agent

However, we do not meet all the requirements of the protocol. We do not:

- hold all the formal meetings that are required
- work in partnership on documents, policies and take up campaigns – although we do listen to feedback and address issues when they are raised.
- have an arrangement whereby any debtor regardless of personal circumstance is referred back to us by our enforcement agents
- make special payment arrangements at all stages in the process
- have a corporate debt recovery policy (this is the subject of a separate report)
- accept that enforcement agents who are contracted to us, should take direct direction from advice agencies.

There is a currently unquantified cost to becoming compliant with all the requirements, for an unclear benefit given that we generally meet the overarching aims. With regards to information this has just been reviewed as part of Future Guildford. To revisit now in partnership with advice agencies would be rework. The Future Guildford model is for “self service where possible” and simplification of processes. Staffing numbers have been reduced accordingly. Increasing referrals back from our enforcement agents and changing the process for special payment arrangements will add back complexity and workload.

251 out of 314 councils, including Waverley, have not signed up to the protocol and we are not under pressure from local advice agencies to do so.

Whilst it may not be practical and cost effective to become fully compliant with the Protocol there is an opportunity to move even closer to compliance, and to therefore improve best practice, by adopting a Corporate Debt Recovery Policy. The benefits of which are discussed in a separate report.

Given that we are not under pressure to sign up to the Protocol, and have no evidence that the benefits of signing up will outweigh the cost of being fully compliant, officers recommend that the Council does not sign up to the CAB Protocol, but does consider adopting a Corporate Debt Recovery Policy which will enhance the information available to Council Tax payers.

Recommendation to Committee

The EAB is asked to recommend to the Executive that it should not adopt the CAB Protocol, but should support the adoption of a Corporate Debt Recovery Policy.

Reason(s) for Recommendation:

Council asked officers to report back to the relevant EAB with details as to where the Council's current approach differs from the CAB/LGA protocol in order to enable a recommendation on the protocol to be made by the EAB.”

Having reviewed the protocol the benefits do not outweigh the cost of compliance, given that the Council already meets the overarching aims of the protocol.

Adopting a Corporate Debt Recovery Policy will not make the Council compliant with the CAB Protocol but will enhance the information available to tax payers.

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

No

1. Purpose of Report

- 1.1 To provide the Executive Advisory Board with information on where the Council's current approach to Council Tax collection differs from the Citizens Advice (CAB) Protocol, so that the EAB can make a recommendation on the protocol.

2. Strategic Priorities

- 2.1 The way in which we go about collecting Council Tax contributes to the theme of community as financial stress can have a big impact on the health and wellbeing of residents.
- 2.2 The following values are also relevant:
- 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.

3. Background

Council Resolution

- 3.1 At Council on Tuesday 28 July 2020 councillors considered the motion:

“At a time of increasing financial pressure and rising unemployment, it is important that safeguards are in place to protect and support residents facing the possibility of falling into debt.

The inability to pay council tax is something that can affect us all: from residents dealing with the stress and uncertainty of not being able to pay their bills, to councils increasingly dependent on local income following a decade of central government cuts.

The Citizens' Advice Bureau has worked with the Local Government Association to create a “Revised Collection of Council Tax Arrears Good Practice Protocol” which calls for councils to improve existing practices for offering advice, support and payment options for residents facing difficulties in paying their council tax. A copy is attached as Appendix 1 to the report submitted to the Council.

While Guildford Borough Council has a good record in the collection of council tax arrears, the Labour Group believes that adopting the protocol will strengthen the process by linking debt advice to repayment schemes and enabling early intervention before a crisis point is reached. This will benefit both our residents

and the council, which is under increasing pressure to collect as much income as possible to support local services.

To date, 61 councils of all political stripes across England have already adopted the policy and the Labour Group calls on Guildford Borough Council to adopt the protocol as soon as is practical.”

- 3.2 Following the debate on the motion, Councillor George Potter proposed, and Councillor Will Salmon seconded, the following amendment:

Delete everything from the end of 'This Council resolves to request the Executive' onwards and insert:

“To authorise the Director of Resources to review the CAB/LGA “Revised Collection of Council Tax Arrears Good Practice Protocol” as set out in Appendix 1 to the report submitted to the Council and to report back to the relevant EAB with details as to where the Council's current approach differs from the CAB/LGA protocol in order to enable a recommendation on the protocol to be made by the EAB.”

- 3.3 Following further debate Council resolved:

“To authorise the Director of Resources to review the CAB/LGA “Revised Collection of Council Tax Arrears Good Practice Protocol” as set out in Appendix 1 to the report submitted to the Council and to report back to the relevant EAB with details as to where the Council's current approach differs from the CAB/LGA protocol in order to enable a recommendation on the protocol to be made by the EAB.”

CAB Protocol

- 3.4 The Council Tax Protocol was developed in 2017 by the CAB in partnership with the Local Government Association and offers practical steps aimed at preventing people from getting into debt in the first place and outlines how to ensure enforcement agents act within the law. Each element of the Protocol is considered in section 4 of this report.

- 3.5 As at 13 July 2021 63 English local authorities have adopted the protocol. It should be noted that the local CABs have not pressurised Guildford Borough Council to adopt the protocol, and the indication is that they know who to contact within the authority. Reigate and Banstead, Rushmoor and East Hants are local authorities that have adopted the protocol. Waverley has not.

Council Tax Recovery

- 3.6 Debt recovery for Council Tax is set out in the Local Government Finance Act 1992 as amended.
- 3.7 In summary the recovery process is:

Council tax-payers have the right to pay in either ten or twelve instalments per year, at their request. However, they can lose this right, and be required to pay the entire bill at once, under two circumstances:

- Where a reminder notice has been sent for an instalment, but the tax-payer has failed to pay the instalment within seven days of the issue of the reminder notice;
- Where the tax-payer has received two reminder notices in the current financial year and they miss the deadline for the instalment for a third time. At this point a cancellation of instalments notice is issued

Once the right to pay by instalments has been lost where payment remains outstanding a summons is issued. The purpose of the summons is to obtain a Liability Order from the Magistrates Court. This document confirms that the tax-payer is liable for the debt and that it is unpaid. It provides additional options to recover the debt if it remains unpaid:

- Attachment to Earnings
- Attachment to DWP Benefits
- Collection by an Enforcement Agent
- Committal to prison
- Insolvency proceedings - such as bankruptcy
- Charging Order (charge placed on property)

Financial Help

3.8 Help with paying the Council Tax is available through the Local Council Tax Support (LCTS) scheme. Whilst some 80% of councils have a scheme that requires working age recipients to pay a percentage of their Council Tax regardless of their circumstances, Guildford has retained a scheme that grants a 100% reduction for those most in need in properties banded from A to D (extended to band E for 2021 in response to the pandemic). This minimises the need to collect small sums of debt from those who are most likely to be unable to pay. 71% of working age recipients continue to receive 100% help with their Council Tax in 2021. The pension age scheme provides a 100% reduction to those most in need in any property band.

3.9 Alongside the working age LCTS scheme we operate a Discretionary Hardship Fund for those affected by the rules, where we look at applicant's individual income and expenditure needs. Again this ensures that those most in need receive support to pay their Council Tax.

4. Assessment of the CAB Protocol

4.1 The CAB protocol is split into three sections:

- Partnership
- Information
- Recovery

4.2 The following paragraphs consider each section in turn. They begin with an overview of the current situation with a commentary on the areas where Guildford

Borough Council differs from the protocol. The overview is followed by a table listing each protocol requirement and how it is or is not met by the Council.

4.3 Partnership

The aim of this section in the protocol is “to foster more effective partnership working”

We have a good working relationship with the local CAB’s and Christians Against Poverty (CAP). None of them are pressurising us to sign up to the CAB Protocol.

We do not meet the protocol because:

- It requires regular meetings between all parties. Officers do not have quarterly meetings with advice agencies, choosing to address practical and policy issues as they arise. Additionally, councillors do not have an annual meeting with the advice agencies.
- It requires meetings and direct line contact between our enforcement agents and advice agencies. We do not believe this is appropriate. Our enforcement agents cannot take instruction from third parties as their contract is with the Council. It is important that officers are aware of any issues with the enforcement agents and they facilitate any necessary contact when contacted by the advice agencies. This works well.
- Officers have not worked in partnership with advice agencies and enforcement agents to develop a fair collection and enforcement policy. Responsibility for collection lies with the Council. It must comply with relevant legislation, and balance the financial and legal requirements to collect the tax with the need to help those in financial need. All of these issues pre-date the protocol, and there is a history of continual review of collection and recovery processes and documentation within the Revenues team. The proposed Debt Recovery Policy also being considered by the EAB will (if adopted) formalise the way in which Council Tax has been collected for many years.

Table 1 Partnership Working

Protocol Requirement	Requirement met	Requirement not met
<p>1. Local authorities, enforcement agencies and advice agencies should meet regularly to discuss practical and policy issues with a recommendation to meet quarterly at officer level and annually with elected members.</p>	<p>Officers meet regularly with enforcement agents</p>	<p>Officers do not have quarterly meetings with the CAB, however will meet if either party instigates a meeting. Practical and policy issues are addressed as they arise because both parties have relevant contact details for each other.</p> <p>Annual meetings with elected members are not in place.</p> <p>Enforcement Agents do not meet with the CABs. Their contract is with the Council, and participation in such meetings on a regular basis would place them in a difficult position as they cannot take instruction from advice agencies.</p>
<p>2. All parties should have dedicated contacts accessible on direct lines and electronically so that issues can be taken up quickly.</p>	<p>The CABs and local advice agencies have direct lines/email addresses to be able to contact the Council Tax Manager, Court Officer and Benefit Manager.</p>	<p>Advice agencies do not have direct line access to our enforcement agents. Instead enquiries come via officers. It is appropriate that issues are raised through us first as we remain responsible for collection, and the enforcement agents are our contractors. In practice this works well.</p>
<p>3. All parties should promote mutual understanding by providing training workshops, undertaking exchange visits and sharing good practice.</p>	<p>This has occurred in the past as necessary. Our enforcement agents provided both ourselves and the CAB with training when the legislation around 'taking control of goods' was introduced.</p>	

Protocol Requirement	Requirement met	Requirement not met
<p>4. As local authorities are responsible for the overall collections process, they should ensure all their staff, external contractors and enforcement agencies receive the appropriate training, particularly on vulnerability and hardship.</p>	<p>Both our own staff and our enforcement agents staff receive training.</p>	
<p>5. Advice agencies, enforcement agencies and local authorities should work together to develop a fair collection and enforcement policy, highlighting examples of vulnerable people or those who find themselves in vulnerable situations, and specifying clear procedures in dealing with them. Contractual arrangements with enforcement agents should specify procedures for the local authority to take back cases involving vulnerable people.</p>	<p>Our enforcement agents are required to identify where a debtor is vulnerable and to then discuss with us before taking any further action. Depending on individual circumstances this can lead to cases being taken back. Equally officers can ask the enforcement agents to return cases, where it is inappropriate to continue with enforcement action.</p>	<p>Officers have not worked with advice agencies and enforcement agencies to develop a fair collection and enforcement policy.</p> <p>Overall responsibility for collection lies with Guildford Borough Council. Whilst consultation with third parties is appropriate there is an overall requirement to collect Council Tax in accordance with the relevant legislation, which predates the CAB Protocol. Collection and recovery processes and documentation continue to be reviewed response to feedback.</p> <p>The proposed Debt Recovery Policy (if adopted) will formalise the way in which Council Tax has been collected for many years.</p>
<p>6. Local authorities should consider informal complaints as debtors may be afraid to complain formally where enforcement agent activity is ongoing. Informal complaints received from advice agencies can indicate problems worthy of further investigation both locally by the local authority and by referral to national bodies.</p>	<p>We take all complaints seriously. Any concerns highlighted are investigated whether formally or informally raised.</p>	

4.4 Information

The aim of this section of the protocol is to improve the information supplied to council tax payers about the billing process, how to get support and debt advice and to promote engagement.

Guildford Borough Council has been collecting Council Tax since 1993 when the tax was first introduced. Officers have continually reviewed documentation in the light of both legislation and feedback to ensure that it continues to be relevant and meet customers' needs. In addition to paper documents information on the recovery process and where to obtain help and advice is available on our website and our 24/7 i360 telephone information line. Our enforcement agent's website also contains comprehensive information. Our most recent review has taken place alongside the launch of our online portal.

We do not meet the protocol because:

- Officers have not worked in partnership with advice agencies to produce letters and bills. As responsibility for collecting the tax lies with the Council officers believe it is important that they retain the flexibility to change documents in response to current circumstances (such as the pandemic) without being tied into the need to agree those changes with third parties first.
- We do not currently provide literature about concerns that taxpayers may have about enforcement agents. There is however information on both our website and our enforcement agent's website and a letter from the CAB accompanies all summonses. We cover individual concerns as they arise and are not aware of a need for additional documentation.
- We do not work in partnership with advice agencies on take up campaigns for reductions and better engagement with tax payers. We do however publicise the availability of reductions on our bills, website and telephone service.

Table 2 Improving Information

Protocol Requirement	Requirement met	Requirement not met
<p>1. All parties should work together to produce letters that clearly and consistently explain how council tax bills have been calculated (including any Council Tax Support award). Council tax bills should make clear council tax is a priority debt and explain the consequences of not making payment by the date specified. As far as possible within the constraints of systems, where a taxpayer has council tax arrears, the letters should explain how the debt has been accumulated and over which time period, the layout and language of bills and letters should be easy to understand, with any letters including a contact phone number and email address. All information should also be made available online in a clear format.</p>	<p>Letters and bills are clear and include contact information.</p> <p>All recovery documentation explains what the debtor needs to do next and the consequences of ignoring the letter.</p> <p>Information is available online both on the main website and within the MyGuildford account.</p> <p>It is also available 24/7 on our i360 telephone information line.</p>	<p>Officers have not worked together with advice agencies to produce letters and bills.</p> <p>Overall responsibility for collection lies with Guildford Borough Council. Whilst consultation with third parties is appropriate there is an overall requirement to collect Council Tax in accordance with the relevant legislation, which predates the CAB Protocol.</p> <p>We have continually reviewed our documentation over the years in response to feedback and customer enquiries, with the aim to make it as clear as possible whilst complying with the legislation.</p> <p>The requirement to work with the CAB, rather than to consult with them or take feedback from them, removes officers ability to respond to changing circumstances. For example during 2020 we were able to modify our documentation in response to the pandemic as necessary and without the delay of having to get agreement from a third party.</p>

Protocol Requirement	Requirement met	Requirement not met
2. Local authorities should consider reviewing payment arrangements and offer more flexible options, including, subject to practicality, different payment dates within the month, spreading payments over 12 months and, potentially, different payment amounts to assist those on fluctuating incomes. This can allow people to budget more effectively	We follow the statutory instalment schemes of 10 or 12 months, and make alternative special arrangements with debtors following the issue of a summons. Offering further flexibility increases complexity and administrative cost, which is not practical in the current financial climate.	
3. Local authorities and enforcement agents should publicise local and national debt advice contact details on literature and notices. Advice agencies can help by promoting the need for debtors to contact their local authority promptly in order to agree payment plans. Parties can work together to ensure the tone of letters is not intimidating but encouraging of engagement.	Signposting is carried out within both our documents and our enforcement agency documents. Further signposting occurs when debts are discussed with customers and also on our 24/7 i360 telephone information line. A letter from the CAB is sent out with all summonses.	
4. Local authorities should ensure that enforcement agencies have appropriate information about the council tax debts they are recovering, so they can put this in letters they send to debtors and answer any questions.	We provide the enforcement agents with all the information that they need.	
5. Local authorities should consider providing literature about concerns council tax debtors may have about enforcement agents and enforcement. Information could cover charges enforcement agencies are allowed to make by law, how to complain about enforcement agent behaviour or check enforcement agent certification and further help available from the local authority or advice agencies.	Information on costs is available on our website plus signposting to advice agencies. A letter from the CAB is provided with all summonses. Our enforcement agent's website also contains comprehensive information and signposting to advice agencies.	We do not currently provide this literature. We answer any enquiries individually and are not aware that there is an issue – possibly due to the information that is available on line.

Protocol Requirement	Requirement met	Requirement not met
<p>6. All parties should work together to review and promote better engagement by council taxpayers. This should include information on how bills can be reduced through reliefs, exemptions and council tax support schemes, advising taxpayers that they should contact the local authority if they experience financial hardship and the consequences of allowing priority debts to accumulate. Information and budgeting tools should be made available on local authority and advice agency websites, via social media and at offices of relevant agencies. This is an opportunity for joint campaign work.</p>	<p>Details on reductions are contained on every bill, on the website and on our i360 information telephone line.</p>	<p>We issue a CAB letter with all summonses but do not specifically work together on joint campaigns.</p>

4.5 Recovery

This section of the protocol aims to make sure that local authorities make greater efforts to ensure that debt and money advice referrals, plus assessment of vulnerability and hardship occur prior to enforcement by an enforcement agent.

We make every effort to engage with the customer prior to transferring cases to our Enforcement Agent. We prefer to agree a payment arrangement with them direct or via an attachment to their earnings. When engagement fails we pass cases to the Enforcement Agent for collection. The Enforcement Agents are fully trained in identifying the vulnerable and dealing with them correctly. The first activity that the Enforcement Agents carry out is to contact the debtor to try and agree a payment arrangement, only when this fails will they visit their residence. The fees charged are fixed, by legislation.

In 2019 we passed 1364 cases to our Enforcement Agents for a total of £1,432,037.90, and they collected £584,672.24 – around 0.5% of the annual charge. To put this in perspective in 2019 we issued around 20,000 reminders and cancellation notices for Council Tax.

Underpinning this we aim to issue correct bills as quickly as possible and to collect the Council Tax within the financial year to avoid customers receiving backdated bills or compounding their debt when they receive next year's bill. We provide information on reductions on bills, the website and our telephone information line. We also signpost customers to debt advice via all channels.

We do not meet the protocol because:

- Officers have not worked together with advice agencies on the content, language, and layout of all documents. As covered under the information section as responsibility for collecting the tax lies with the Council, officers believe it is important that they retain the flexibility to change documents in response to current circumstances (such as the pandemic) without being tied into the need to agree those changes with third parties first.
- It requires our enforcement agents to work together with advice agencies on the content, language and layout of all documents. We do not believe this is appropriate. Our enforcement agents cannot take instruction from third parties as their contract is with the Council. They also have their own code of conduct to work within.
- Our enforcement agents do not routinely provide debtors with officer contact details. This is because they deal with not only those who can't pay, but those who won't pay and who will do anything to draw the process out (including taking up endless officer time). In our experience our enforcement agents are good at identifying the individual cases that need to speak to us.

They are trained to identify vulnerable cases and signpost debtors to advice agencies.

- We do not currently have a Corporate Debt Recovery Policy. The adoption of a policy is however the next item on the agenda.
- We do not make special payment arrangements at “any point in the process”, only once the entitlement to pay by instalments has been lost. Prior to this we will recalculate the statutory instalments based on individual circumstance. Offering special arrangements at any point in the process will increase administration costs because they sit outside the statutory process and have to be managed separately.

Table 3 Recovery

Protocol Requirement	Requirement met	Requirement not met
<p>1. Local authorities and enforcement agencies should work in partnership with advice agencies on the content, language and layout of all documents, produced by the local authority and agents acting on its behalf which are part of the enforcement process. This should aim to ensure that the rights and responsibilities of all parties, particularly those of the debtor, are clearly set out</p>	<p>We issue a letter from the CAB with all summonses.</p>	<p>This requirement is similar to item 1 in the Information section.</p> <p>Officers have not worked together with advice agencies on the content, language and layout of all documents.</p> <p>It is not appropriate for our enforcement agent to take instruction from advice agencies as their contract is with the Council.</p>
<p>2. Enforcement agents should provide the debtor with a contact number and email address should they wish to speak to the local authority</p>		<p>Our enforcement agents use their discretion on when to refer a customer back to the Council. We endeavour to engage with all customers prior to transferring cases to the enforcement agents and all documents issued by us contain contact details. At this stage the enforcement agent should be able to answer most customer enquiries and avoid the duplication of cost by referring cases back to us as a matter of routine.</p>

Protocol Requirement	Requirement met	Requirement not met
<p>3. Local authorities should keep all charges associated with recovery under regular review to ensure they are reasonable and as clear and transparent as possible and reflect actual costs incurred. Enforcement agents should only make charges in accordance with council tax collection and enforcement regulations, particularly the Tribunal Courts and Enforcement Act.</p>	<p>Court costs are agreed by the court and must be reasonable. Enforcement Agents costs are set in legislation and there is no discretion.</p>	
<p>4. Local authorities should periodically review their corporate policy on debt and recovery, particularly what level of debt (inclusive of liability order fees) should have accrued before enforcement agent action, as enforcement will add additional costs to a debt.</p>	<p>All referrals are determined on their own merits. Only where we are unable to clear the debt by other means, or the debtor fails to engage do we pass the debt to our enforcement agents.</p>	
<p>5. As part of their corporate policy on debt and recovery, local authorities should have a process for dealing with cases that are identified as vulnerable, bearing in mind that different local authorities may have different definitions of a vulnerable person or household. Any local definition of vulnerability should be developed in consultation with advice agencies and enforcement agencies and, wherever possible, the local authority should aim to publish clear guidelines on what constitutes vulnerability locally. Where a local authority's vulnerability criteria apply, in these cases, debts should be considered carefully before being passed to enforcement agencies. Where enforcement agents or other parties identify a vulnerable household, recovery action will be referred to the local authority.</p>	<p>Our enforcement agents are trained to identify vulnerable households and take further advice from us as necessary.</p>	<p>We do not currently have a corporate debt recovery policy.</p>
<p>6. Local authorities should regularly review and publish their policies which cover hardship, including how these relate to council tax arrears.</p>		<p>We do not currently have a corporate debt recovery policy.</p>

Protocol Requirement	Requirement met	Requirement not met
7. Where a household is in receipt of Council Tax Support, the local authority should consider matters carefully and determine whether to pass such cases to enforcement agents, based on the individual circumstances of the case.	Each case is reviewed prior to transferring to our enforcement agents. .	
8. The debtor may have outstanding claims for Universal Credit, Council Tax Support or other benefit(s) which are contributing to their arrears. Local authorities can suspend recovery once it is established that a legitimate and relevant claim is pending.	We suspend recovery action where we are aware of an outstanding application that is likely to reduce the debt.	
9. Local authorities and their enforcement agents should consider offering a 28 days hold or “breathing space” on enforcement action if debtors are seeking debt advice from an accredited advice provider.	We have always held recovery action where a debtor needs to seek further advice. From May 2021 the government has introduced specific rules (see section 5) which we also follow.	
10.Procedures should exist for debt advisers to negotiate payments on behalf of the taxpayer at any point in the process, including when the debt has been passed to the enforcement agent. In some cases, the debtor may only contact an advice agency following a visit from the enforcement agent.	We make special payment arrangements with customers, as do our enforcement agents when a debtor cannot pay the debt in full. Provided the debtor has given permission for the advisor to act on their behalf we will discuss an arrangement with them.	We do not make arrangements at any point in the process, only once the right to pay by instalments has been lost. Prior to this we will recalculate the statutory instalments based on individual circumstance. Offering special arrangements at any point in the process will increase administration costs.

Protocol Requirement	Requirement met	Requirement not met
<p>11. Local authorities and enforcement agents should consider accepting and using the Standard Financial Statement (SFS) or Common Financial Statement in assessing ability to pay as long as this is consistent with securing value for money for all council tax payers.</p>	<p>We consider individual circumstance and do not use these statements. Most debtors have a clear idea of the sum that they can afford to pay. Adding in an additional process will add to the cost of administering the Council Tax. The Standard Financial Statement has replaced the Common Financial Statement. They are aimed at debt advisors and to use the SFS we would need membership and a license from the Money and Pensions Service. We do not provide debt advice, but signpost debtors to sources of advice and help.</p>	
<p>12. Each case should be examined on its merits and repayment arrangements need to be affordable and sustainable, while ensuring that the debt is paid off within a reasonable period. Where appropriate, local authorities should provide the flexibility to spread repayments over more than a year, including beyond the end of a financial year.</p>	<p>Each case is considered on its merits. The general expectation is that Council Tax should be paid within the financial year because the debt will grow larger with the issue of another bill for the following financial year. However, exceptions are made based on individual circumstance.</p>	
<p>13. Local authorities should prioritise direct deduction from benefits or attachment of earnings in preference to using enforcement agents. This avoids extra debts being incurred by people who may already have substantial liabilities.</p>	<p>This is generally our approach. However attachments often result in regular payments lower than rate at which the debt accrues. Where there are no other reductions available to reduce the debt further, in these circumstances we will consider the use of enforcement agents.</p>	
<p>14. Clarity should be provided to the debtor and enforcement agency as to which debts are being paid off, in what amounts and when, especially where a debtor has multiple liability orders. Where appropriate, debts should be consolidated before being sent to enforcement agents.</p>	<p>Debts are only passed to our enforcement agents if we have contacted the customer within the last month. Multi debts are sent in a single batch where possible.</p>	

Protocol Requirement	Requirement met	Requirement not met
<p>15. Local authorities should publish a clear procedure for people to report complaints about all stages of recovery action. Local authorities will regularly monitor and, subject to requirements of commercial confidentiality and the Data Protection Act, publish the performance (including complaints) of those recovering debts on their behalf and ensure that contractual and legal arrangements are met.</p>	<p>The Council has a corporate complaints procedure. We monitor our enforcement agents but do not currently publish their performance due to the requirements of commercial confidentiality.</p>	

5. Other Developments since Council on Tuesday 28 July 2020

- 5.1 The Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020 was introduced by the government to address the problems of indebtedness. This gives someone in problem debt the right to legal protections from their creditors.

There are two types of breathing space: a standard breathing space and a mental health crisis breathing space:

- A standard breathing space is available to anyone with problem debt. It gives them legal protections from creditor action for up to 60 days. The protections include pausing most enforcement action and contact from creditors and freezing most interest and charges on their debts.
- A mental health crisis breathing space is only available to someone who is receiving mental health crisis treatment and it has some stronger protections. It lasts as long as the person's mental health crisis treatment, plus 30 days (no matter how long the crisis treatment lasts).

The scheme went live on 4 May 2021.

- 5.2 House of Commons published Briefing paper 9007 15 September 2020: "Debts to public bodies: are Government debt collection practices outdated?" This indicates that the government is once again looking at public sector debt collection, and this may lead to statutory changes. This follows on from their reform of the bailiff industry in 2014 which (amongst other things) ensured that our enforcement agents are trained in identifying vulnerable debtors.
- 5.3 The Council Tax Service has been reviewed as part of Phase B of Future Guildford and is currently going through the transitional phase. The review has included access to accounts via MyGuildford, a review of all website pages to ensure they remain relevant and consistent with the "self service where possible" model, and a reworking of our 24/7 telephone information line to present information more quickly and concisely. There has also been a reduction in staffing.
- 5.4 A draft Corporate Debt Recovery Policy has been written and is being recommended for adoption. This will enable us to meet more of the CAB Protocol but not all of it.

6. Summary Findings

The following is a summary of the areas that need to be addressed if we want to meet the CAB Protocol, and any issues linked to them:

- 6.1 Introduce quarterly meetings between officers and advice agencies, and an annual meeting between councillors and advice agencies.

There is a cost to this in terms of the time of all parties, for potentially minimal benefit given that officers and advice agencies already have regular contact and address issues as they occur.

6.2 Adopt a corporate debt recovery policy.

This is the subject of a separate report.

6.3 Consider introducing documentation around concerns that taxpayers may have about enforcement agents.

Officers are not convinced that there is a requirement for this given the information that is available on a number of other channels.

6.4 Work in partnership with advice agencies and our enforcement agents to develop a fair collection and enforcement policy, and all documentation.

There are a number of issues linked with this:

- The service has always been responsive to feedback and has continually reviewed documentation over the years. A comprehensive review has just been completed under the Future Guildford programme. There is a potential rework cost attached to reviewing everything again with advice agencies to meet the protocol.
- Officers have a concern that adding in the requirement to work with third parties (rather than to consult them and take feedback when appropriate) will make us less agile and responsive to local circumstance.
- Our enforcement agents are contracted to us, not the advice agencies. As a commercial organisation they would not expect to work in partnership with local advice agencies.

6.5 Introduce meetings and direct line contact between our enforcement agents and advice agencies.

Our enforcement agents are contracted to us, not advice agencies and therefore cannot take instruction from them. Indeed, direct contact could leave officers out of the loop on the very matters that we need to know about given that we have sole responsibility for collection and recovery of Council Tax

6.6 Work with advice agencies on take up campaigns for reductions and increased engagement.

Reductions are well publicised through all channels and this has just been reviewed as part of Future Guildford. There is a cost of rework if we revisit this, in addition to the cost of take up campaigns to both parties. We have no evidence that taxpayers are not claiming the reductions that they are entitled to.

- 6.7 Change the arrangement with our enforcement agent so that they refer more cases back to officers regardless of personal circumstance.

There is a cost attached to this both in terms of officer time, and delays in recovering debts from debtors who “won’t pay” and will do anything to prolong the process. “Can’t pay” customers are taken care of by the existing arrangements.

- 6.8 Change our processes to accommodate special payment arrangements from the point of billing.

There is a cost attached to this as increased flexibility at an earlier stage removes customers from the statutory processes into something more bespoke and individual. Part of the Future Guildford model has been to streamline processes, and staff have been reduced on this basis.

7. Key Risks

- 7.1 If we adopt the CAB Protocol there is a risk that we will become less responsive to circumstance due to the requirement to work in partnership with advice agencies. For example in the early stages of the pandemic we were free to make our own decisions on what recovery action was appropriate without having to get agreement from third parties.

- 7.2 If we adopt the CAB Protocol we will increase our costs in order to meet its requirements. We are not under pressure from the CAB to adopt the protocol, and have a good working relationship with the local offices. Some of these costs will be from rework (of areas just reviewed as part of Future Guildford) and others making processes more complicated (contrary to the Future Guildford model of simplification).

8. Financial Implications

- 8.1 There are Revenue implications if the CAB Protocol is adopted because it will change processes and involve rework. It is difficult to put a cost on this at the present time due to the ongoing transition for Future Guildford, however it is unlikely that changes can be absorbed within the existing budget as the service is already working at full capacity.

9. Legal Implications

- 9.1 No legal implications apply regarding the protocol.

10. Human Resource Implications

- 10.1 Adoption of the protocol would have an impact on resources as it would necessitate additional meetings and administration. In practice this work would normally be absorbed by officers as “business as usual”, however capacity has been reduced under the Future Guildford programme. The team is still

transitioning to the new model and it is too early to say whether the work can be absorbed.

11. Equality and Diversity Implications

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

12. Climate Change/Sustainability Implications

- 12.1 No such implications apply.

13. Summary of Options

- 13.1 The Council meets a substantial part of the CAB Protocol, and has a good working relationship with local advice agencies. For the most part we fulfil the overarching aims of each section in the Protocol, however we do not meet all the specific requirements and there are issues attached to complying with all of them.

- 13.2 There are essentially three options available:

- a Adopt the Protocol and address all of the issues so that we can meet its requirements. There is a financial cost attached to this that cannot be quantified at the present time. In addition whilst the required activities may be perceived to be “best practice” officers have not identified that they will lead to substantial benefits.
- b Do not adopt the Protocol on the basis that the Council has a good working relationship with local advice agencies and for the most part fulfil the overarching aims of each section.
- c Do not adopt the Protocol but recommend the adoption of a Corporate Debt Recovery Policy given that that it is identified as a “best practice” which the Council does not currently have in place. This is already the subject of a further report.

14. Conclusion

- 14.1 Councillors resolved that officers should report back to the relevant EAB with details as to where the Council's current approach differs from the CAB/LGA protocol in order to enable a recommendation on the protocol to be made by the EAB.
- 14.2 Officers have completed this assessment and identified that whilst the Councils' current approach fulfils the overarching aims of each section of the Protocol we do not meet all the specific requirements. To comply with all the requirements would have a cost attached to it (currently unquantified), require rework of information reviewed by the Future Guildford programme, or the introduction of more complex processes at a point where other processes have just been simplified and staff numbers reduced. There is no evidence that the benefits of signing up will outweigh the costs.

- 14.3 The Council is not under pressure from local advice agencies to sign up to the CAB Protocol. It has a good working relationship with these agencies and addresses issues as they arise. Indeed since 2017 only 63 councils have signed up for the Protocol, meaning that 251 billing authorities have not signed up. Waverley has not signed up to the Protocol. The Council is therefore not under pressure to sign up due to being in the minority.
- 14.4 Whilst signing up to the Protocol would mean complying with all the requirements, the Council could move a step closer to compliance by adopting a Corporate Debt Recovery Policy. This is one of the elements of best practice that the Council does not currently have in place. It is the subject of a separate report.
- 14.5 Officers recommend that the Council does not sign up to the CAB Protocol, but does consider adopting a Corporate Debt Recovery Policy.

15. Background Papers

CAB/LGA Council Tax Protocol:

<https://www.citizensadvice.org.uk/Global/CitizensAdvice/campaigns/Council%20Tax/Citizens%20Advice%20Council%20Tax%20Protocol%202017.pdf>

House of Commons Briefing Paper Debts to public bodies: are Government debt collection practices outdated? <https://commonslibrary.parliament.uk/research-briefings/cbp-9007/>

16. Appendices

None

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

Service	Sign off date
<i>Finance / S.151 Officer</i>	<i>Requested 26/07/21</i>
<i>Legal / Governance</i>	<i>Requested 26/07/21</i>
<i>HR</i>	<i>Requested 26/07/21</i>
<i>Equalities</i>	<i>Requested 26/07/21</i>
<i>Lead Councillor</i>	<i>28/07/21</i>
<i>CMT</i>	<i>20/07/21</i>
<i>Committee Services</i>	

Service Delivery Executive Advisory Board Report

Ward(s) affected: All

Report of Director of Service Delivery

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Date: 9 September 2021

Policy on Debt Recovery

Executive Summary

Officers were asked to look at a Corporate Debt Recovery Policy prior to the pandemic. The perception was that there was a conflict between the collection of Council Tax and Council Rents – specifically where a debtor was in arrears for both. Officers found no evidence of a problem.

As part of their investigation, officers reviewed a range of policies that are publicly available.

They found that:

- Policies vary in length and detail
- Some lack clarity
- It is not always obvious who the audience is, or who the material is appropriate to.

There is a common expectation that:

- All debts should be paid on time
- Recovery should be efficient and effective, timely and proportionate
- Income collection must be maximised
- Debtors should be treated fairly and consistently.

Not all Councils have a Debt Recovery Policy, however officers believe a policy could deliver the following benefits:

- A policy would ensure a consistent approach across the Council and establish a way forward for customers with multiple debts.
- A policy will give customers clarity, provided it is clear.
- If the policy sets out not only what we will do, but what we expect debtors to do it will be a useful document for officers when collecting debts. Specifying debtors' responsibilities is also consistent with the Future Guildford model of self service.

They concluded that it would only deliver these benefits if it was read by customers and officers and did not create an administrative burden that could not be delivered on.

To that end the proposed Debt Recovery Policy:

- Is as short and clear as possible
- Is as timeless as possible.
- Acknowledges that different legislation applies to different debts and focuses on principles and general expectations.

To ensure that the policy is inclusive and relevant to all debts all Service Leaders have been consulted.

Recommendation to EAB (*delete as appropriate*)

That the EAB provides officers with feedback on the proposed Debt Recovery Policy, and the proposed recommendation to the Executive that the Council should adopt such a policy.

Reason(s) for Recommendation:

Officers were asked to look at a corporate Debt Recovery Policy and are consulting on the resulting draft prior to recommending to the Executive that the Council adopts it.

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

No

1. Purpose of Report

- 1.1 To consult members of the EAB on the proposed recommendation to the Executive that the Council adopts a Debt Recovery Policy.

2. Strategic Priorities

- 2.1 The proposed Debt Recovery Policy contributes to the theme of community by making clear that the Council does provide support for the more vulnerable and less advantaged people in our community when recovering debts.

3. Background

- 3.1 The report writers were asked to look at a corporate debt recovery policy in late 2019, prior to the pandemic.
- 3.2 This was not the first time that officers had considered whether a policy was needed, however by 2019 none of those involved previously were currently employed by Guildford Borough Council.
- 3.3 The Homeless Reduction Act 2017 was a driver for revisiting the idea of a policy.

The Act places a duty on the council to ensure that advisory services are designed to meet the needs of groups that are at increased risk of becoming homeless. These are:

- (a) persons released from prison or youth detention accommodation,
- (b) care leavers,
- (c) former members of the regular armed forces,
- (d) victims of domestic abuse,
- (e) persons leaving hospital,
- (f) persons suffering from a mental illness or impairment, and
- (g) any other group that the authority identify as being at particular risk of homelessness in the authority's district.

There was a perceived conflict between collection of the Council Tax and Council Rents, in as much as for one the customer can go to prison and for the other they can become homeless. In attempting to avoid both the customer may be overstretched financially, and ultimately end up homeless.

4. Investigation and Findings

Multiple Debts

- 4.1 Reviewing the earlier attempt to create a policy, officers suspect that it failed because the proposed management of multiple debts (such as Council Tax and Council Rent) could not be administered effectively or efficiently. Even now it is not possible to administer them in the way that was then proposed. This appeared to be the driver of the original work.
- 4.2 Looking at the matter afresh in 2019 officers found that Guildford Borough Council has a positive track record of debt collection.
- 4.3 Council Tax and Business Rates collection put us amongst the top 20 collectors in England, and Experience Guildford reports that we exceed others in collecting the levy. With around 57,000 accounts recovery of the Council Tax is initially by bulk processes such as reminders, final notices and summonses. In 2018 over 18,000 Council Tax reminders were issued, and over 5,000 summonses.
- 4.4 By contrast the number of Council Tenants in arrears was smaller. At the end of December 2019 640 tenants owed more than £100. Whilst initial letters are issued visits are also made to see why the tenant is not paying. The initial assumption being that most want to pay, and that they should be able to pay because they either have an income (wages or pension) or are in receipt of benefits. If these tenants cannot pay then it is a matter of working with them on budgeting and making an individual arrangement with them to reduce the outstanding debt. Only where tenants fail to engage or to maintain an arrangement will we apply to the Court. A suspended order will generally support the arrangement that we want, and only when that is breached does eviction occur. In 2018 orders were obtained on 36 cases and 7 tenants were evicted. At the end of March 2021 there were 565 cases (current Housing accounts and

traveller pitches) with a debt over £100. There were no Court cases or evictions during 2020-21.

- 4.5 Officers are not aware of any evictions due to customers paying their Council Tax instead of their rent. The numbers are low and the individual approach by the Income Team means that any such cases would be identified prior to any application to Court. Whilst the Council Tax team always endeavours to make arrangements that clear debts during the year to avoid debt building up, senior members of the team can and do make longer arrangements on a case by case basis.

Other Debt Recovery Policies

- 4.6 Guildford Borough Council is by no means the only council not to have a corporate debt policy. At least six others in Surrey do not have one.
- 4.7 Reviewing a range of policies that are publicly available shows that whilst some aspects are consistently included others are not. Officers found:
- Policies vary in length and detail
 - Some lack clarity
 - It is not always obvious who the audience is, or who the material is appropriate to.

There is a common expectation that:

- All debts should be paid on time
 - Recovery should be efficient and effective, timely and proportionate
 - Income collection must be maximised
 - Debtors should be treated fairly and consistently.
- 4.8 Councils acknowledge that some debtors have genuine financial difficulties and may need additional support. Most policies refer to sign posting to other sources of advice, and ensuring customers receive any reductions that are available to them. Reference is generally made to financial vulnerability with some guidance as to what it looks like, plus a reminder that for some debtors vulnerability can be temporary.
- 4.9 Policies generally contain information about payment arrangements with some guidance on what an acceptable arrangement looks like. For instance, a maximum timescale, or a period of review if circumstances may change.
- 4.10 Most policies refer to a co-ordinated approach to multiple debts owed. Some set out the priority in which they expect debts to be paid (and the consequence of non-payment).

It is not easy for officers to identify where multiple debts exist, when they are dealing with high volumes. Cross checking these to other systems would result in an inefficient recovery process.

Other Councils' policies set out expectations for debtors – including that they need to volunteer that they have other debts with the Council at the point of contact. This is a practical way forward and a Policy on Debt Recovery would help these conversations to take place. For example, it could empower conversations such as:

“Thank you for calling in response to the Council Tax reminder. Our policy is to help you with all the bills that you owe us. Do you mind me asking if you are having difficulty paying us for anything else? “

Changing Expectations

- 4.11 The Citizens Advice Bureau has long been concerned about the recovery of debt, and the level of debt faced by some individuals.
- 4.12 The Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020 was introduced by the government to address the problems of indebtedness. This gives someone in problem debt the right to legal protections from their creditors.

There are two types of breathing space: a standard breathing space and a mental health crisis breathing space:

- A standard breathing space is available to anyone with problem debt. It gives them legal protections from creditor action for up to 60 days. The protections include pausing most enforcement action and contact from creditors and freezing most interest and charges on their debts.
 - A mental health crisis breathing space is only available to someone who is receiving mental health crisis treatment and it has some stronger protections. It lasts as long as the person's mental health crisis treatment, plus 30 days (no matter how long the crisis treatment lasts).
- 4.13 The pandemic has inevitably affected the finances of many residents and businesses. It has also disrupted debt recovery with a restriction on Court availability and enforcement activity. Revenues and Benefits staff have worked hard to ensure that residents and businesses receive any bill reductions or grants that they are entitled to. Both Council Tax and Business Rate collection rates fell – Council Tax from 98.88% in 2018 to 97.53% in 2020, and Business Rates from 99.4% in 2018 to 95.48% in 2020. No reminders were issued during the first lockdown as it did not appear appropriate with so much uncertainty. When we issued the first reminders in September they were accompanied by a covering letter reminding customers that they should be paying if their circumstances had not changed, or seeking help if they had. Housing and Benefits staff continue to promote help with rent and household expenses through both Housing Benefits and Universal Credit. Whilst the Council has seen a drop in the collection rate for Council Tax and Business Rates, Council Rent arrears have been minimised by

working with tenants throughout the pandemic, which is possible due to the smaller volume of cases.

- 4.14 Waverley Borough Council has an Income and Debt Collection Policy. Although this is publicly available the language and content suggest that it is primarily an inward-looking document. Officers feel that something simpler would suit Guildford Borough at this current time, but that this does not preclude a review with closer future working.

Suggested way forward

- 4.15 Officers concluded that the problem the development of a policy was intended to solve does not exist. Residents are not choosing to pay their Council Tax in preference to their Council Rent and being evicted. If it was to happen in the future the Housing Income Team would identify it and given the low numbers special arrangements could be made. Additionally, not all councils have a Debt Recovery Policy. On this basis doing nothing is an option.

- 4.16 Officers believe a policy could still deliver some benefits:

- A policy would ensure a consistent approach across the Council and establish a way forward for customers with multiple debts.
- A policy will give customers clarity, provided it is clear.
- If the policy sets out not only what we will do, but what we expect debtors to do it will be a useful document for officers when collecting debts. For example, it could enable them to say the Council has a corporate policy and I am expected to collect this debt. Additionally specifying debtors' responsibilities is consistent with the Future Guildford model of self service.

- 4.17 However a policy will only deliver these benefits if

- Customers and officers read it.
- We can make the policy work, without creating an administrative burden or a policy that we cannot deliver on.

To that end the Debt Recovery Policy should:

- Be as short and clear as possible, so that it is a document that debtors and officers can easily refer to.
- Be as timeless as possible. Policies with a lot of detail potentially constrain staff from collecting debt and need frequent amendments if there is a change of legislation.
- Acknowledge that different legislation applies to different debts but focus on principles and general expectations.

A draft policy with all of this in mind has been drawn up and is attached as Appendix 1.

5. Consultations

5.1 To ensure that the policy is inclusive and relevant to all debts all Service Leaders have been consulted and asked

- Does anyone in your service raise debts not listed in the attached draft – if so who and what.
- If the attached policy was adopted would your teams be able to work within it – if not what would the issues be
- Any other feedback

5.2 General feedback was that the first draft of the policy was clear and precise and would be of use to staff and customers.

5.3 More specific feedback:

- Identified some missing debt types which have been incorporated into the second draft.
- Some questions about a greater distinction between commercial and individual debt. The second draft has been modified to include reference to commercial contracts.
- A comment that where possible payments should be taken up front for services. As this is a potential direction of travel for Future Guildford an exclusion has been added to the second draft.
- That the policy needs to be in the Corporate Policy format, and should include details on monitoring (added to the second draft).

5.4 As a result of the consultation we have identified a need for clarity around roles and responsibilities for invoices being raised and debts collected as corporate Sundry Debts. As this is about internal processes officers believe the information should not be included in the Corporate Debt Recovery Policy as this would dilute the benefits that it is hoped to achieve. Instead it can be addressed via internal guidance from the Resources Directorate.

6. Questions for the EAB

6.1 Should the Council adopt a Debt Recovery Policy

6.2 Is there any feedback on the draft policy attached as Appendix 1

7. Key Risks

7.1 No risks have been identified. The draft policy formalises and makes public existing expectations and responsibilities.

8. Financial Implications

- 8.1 No financial implications have been identified. The draft policy formalises and makes public existing expectations and responsibilities. It will be published on the Council's website.

9. Legal Implications

No legal implications apply

10. Human Resource Implications

- 10.1 The draft policy formalises and makes public existing expectations and responsibilities, and as such should not change workload.
- 10.2 Monitoring the policy will create some additional work, however the suggestion is that this is an annual review using data from the complaints and compliments system.

11. Equality and Diversity Implications

- 11.1 This report proposes introducing a Debt Recovery Policy to formalise and make public existing expectations and responsibilities around debt recovery. It does not propose changing any existing practices.
- 11.2 Creating clarity about an existing activity will benefit everyone including those with protected characteristics.
- 11.3 On the basis that we are not changing an activity and the benefits of the proposed policy will be positive for everyone, it has been concluded that the activity of creating this policy is not relevant to equality.

12. Climate Change/Sustainability Implications

No such implications apply

13. Summary of Options

- 13.1 Doing nothing is an option as there is no evidence of the lack of a policy causing any problems.
- 13.2 Adopting a short, clear policy setting out both Council and Debtor responsibilities could however deliver some benefits:
- A consistent approach across the Council, and a way forward for any customers with multiple debts
 - Clarity for customers
 - A tool to help in the debt collection process.

14. Conclusion

- 14.1 Whilst not adopting a policy is an option officers recommend that the Debt Recovery Policy attached in Appendix 1 is adopted due to the benefits set out in 13.2.

15. Background Papers

Equality Impact Assessment Debt Recovery Policy
 Bournemouth Borough Council Corporate Debt Policy – January 2018
 Chichester Corporate Debt Recovery Policy – as at October 2019
 Oxford City Council Debt Management Policy – March 2015
 Southend-on-Sea Borough Council Debt Collection and Recovery Policy – November 2017
 Chichester Corporate Debt Recovery Policy – March 2020
 Waverley Borough Council Income and Debt Collection Policy – April 2019

16. Appendices

Appendix 1 - Proposed Debt Recovery Policy

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

Service	Sign off date
<i>Finance / S.151 Officer</i>	<i>Requested 26/07/21</i>
<i>Legal / Governance</i>	<i>Requested 26/07/21</i>
<i>HR</i>	<i>Requested 26/07/21</i>
<i>Equalities</i>	<i>Requested 26/07/21</i>
<i>Lead Councillor</i>	<i>28/07/21</i>
<i>CMT</i>	<i>20/07/21</i>
<i>Committee Services</i>	

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GUILDFORD BOROUGH COUNCIL

CORPORATE DEBT RECOVERY POLICY

DRAFT 3 - 2021

Document Information

Origination/author:	Revenues & Benefits Lead and Neighbourhood Housing Lead
Policy Owner – Service:	Specialist Services - Housing
This document replaces:	n/a
Committee approval:	
Last Review Date:	
Next Review Date:	

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1. Introduction

- 1.1 This policy contributes to the strategic theme of community by providing clarity on the support that the Council provides for those who are financially vulnerable.
- 1.2 Guildford Borough Council has a duty to ensure the prompt and cost-effective billing, collection, and recovery of all sums due to the council. Delays can lead to higher administrative costs and reduced resources being available for the provision of services.
- 1.3 Sums due to the Council can be a mixture of statutory and non-statutory charges, including commercial contracts. The methods for billing and recovery of statutory debts are tightly prescribed by statute and our practices must take these legislative requirements into account.
- 1.4 In addition to our statutory duties with regards to debts, we also have a duty to help the more vulnerable in our community. We understand that there is a distinction between those who “can’t pay” and those who “won’t pay”.
- 1.5 The aim of this policy is to:
- give customers clarity not only on what we will do, but what we expect debtors to do
 - achieve the prompt collection of sums of money due to the Council whilst ensuring that a fair and consistent approach is taken to the recovery of sums that are not paid when due.
- 1.6 This policy is not intended to set out detailed internal processes and procedures, or to repeat customer service policies which can be found elsewhere. It is deliberately short with the intention that it will be read and used by both employees and debtors.

2. Scope

- 2.1 This policy relates specifically to the collection of the following:
- Council Tax
 - Non-Domestic Rates (Business Rates), and BID Levy
 - Housing Benefit Overpayments
 - Housing Rents, Homes 4 U Loans, Garage Rents
 - Car Parking Penalty Notices
 - All other Sundry Debt (charges for council services including waste services, hall fees, rents, licensing etc)

2.2 The policy does not apply where customers pay up front to access a service.

2.3 This policy takes effect from **DATE**

3. Guildford Borough Council's Responsibilities

3.1 Billing

We will:

- Issue requests for payment promptly and accurately
- Be clear on what needs to be paid, when and how
- Ensure that our documents are easy to understand, whilst complying with any legal requirements.
- Provide information on anything that may reduce debt – for example Council Tax and Business Rate reductions or prompt payment discounts.

3.2 Debt Recovery

We will:

- Commence action to recover unpaid amounts promptly to avoid the accumulation of arrears
- Ensure that all debt recovery documents are clear and inform the debtor of the consequences of not paying
- Assist customers who have a legitimate dispute against the liability
- Endeavour to recover the full cost of enforcement action from the debtor to ensure that the cost does not fall on local council tax payers
- Respect the debtor's privacy by conducting enforcement activity as discretely as possible
- Consider all the enforcement options legally available to us for a specific debt.

3.3 Helping those in financial difficulties

We will:

- Signpost debtors to free sources of independent money and debt advice, including how to access the national Debt Respite (Breathing Space) scheme
- Agree arrangements with debtors to allow them to pay debts off over a longer time (see section 5)
- Ensure that all services work together where a debtor identifies that they owe the Council multiple debts so that they can be managed in a co-ordinated manner.
- Train staff in debt collection to enable them to employ flexibility and discretion when dealing with exceptional hardship, vulnerable persons or dispute situations. This includes the ability to make deferred payment arrangements or suspend recovery action due to the debtor's individual circumstances. However, it is not always possible to place cases on hold due to statutory procedures for enforcement of the debts.

3.4 Helping the vulnerable

We recognise that some members of the community are more vulnerable than others and may need additional support in dealing with their financial affairs. The cause of vulnerability may be temporary or may be permanent in nature and the degree of vulnerability will vary widely.

We will be mindful that people in the following groups may be vulnerable. However, vulnerability does not mean that they will not be required to pay amounts they are legally obliged to pay:

- Older people
- People with a disability
- The seriously ill
- The recently bereaved
- Single parent families
- Pregnant women
- Unemployed people
- Those whose first language is not English

We will consider each case on its merits. Help may include:

- Signposting to external agencies and sources of independent advice,
- Greater flexibility around payment arrangements
- Providing information in an accessible format
- Temporarily suspending recovery or enforcement action.

4. Debtor's Responsibilities

- 4.1 We expect any person or organisation owing sums to Guildford Borough Council to:
- Pay amounts due promptly to ensure receipt by the Council on or before the date that payment is due
 - Follow instructions regarding the making of payments to ensure payments are credited correctly against the amount due
 - Inform us promptly of any changes to their circumstances that may affect the amount to be paid or the ability to pay
 - Notify us promptly if their address changes
 - Contact us promptly if it is believed the amount charged is not correct, both where the amount may be too much or too little
 - Contact us promptly if they are unable to pay an amount that is due
 - Identify where they owe us multiple debts so that we can in turn help them to manage that situation.

5. Payment Arrangements

- 5.1 The intention is that debts should be cleared as soon as possible. Some bills (such as Council Tax) are issued on a regular basis with the result that the debt will build up if it is not paid before the next bill is issued.
- 5.2 Where the debtor has entered a commercial contract – for example a commercial rent – the expectation is that payment will be made in accordance with the contract and alternative arrangements are unlikely to be made.
- 5.3 We will make individual repayment arrangements based on a debtor's personal circumstances. To do this we will ask for as much information as possible to help us assess ability to pay, especially where the request is to repay over an extended time.
- 5.4 If a debtor refuses to provide any information that is considered essential to assessing their ability to pay, then it is unlikely that a payment arrangement will be agreed.

- 5.5 Where a suitable payment arrangement cannot be agreed we will advise the debtor to take independent advice.

6. Use of Enforcement and Collection Agents

- 6.1 The Council uses Enforcement Agents and Collection Agents where it is allowed by law to do. This will be explained either on line or in documents sent to the debtor. Agents enable us to recover unpaid debts where other avenues have failed. This is important because we rely on our income to continue to provide a wide range of services within the borough.
- 6.2 Enforcement Agents are governed by Regulations made under the Tribunals, Courts & Enforcement Act 2007 such as The Taking Control of Goods Regulations 2013, The Taking Control of Goods (Fees) Regulations 2014 and The Certification of Enforcement Agents Regulations 2014. Our Enforcement Agents are members of the Civil Enforcement Association (CIVEA) and comply with the CIVEA Code of Conduct.

7. Insolvency

- 7.1 We will consider bankruptcy and liquidation proceedings where the debt or combined debts are above the statutory minimum threshold and it is considered cost effective to do so.

8. Monitoring

- 8.1 We will monitor the success of the policy via the Corporate Complaints and Compliments system.

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THE FORWARD PLAN

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

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

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

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

Key decisions

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

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

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

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

Availability of reports and other documents

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

Taking decisions in private

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

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

James Whiteman
Managing Director

Guildford Borough Council
Millmead House
Millmead Guildford
GU2 4BB

Dated: 20 August 2021

SCHEDULE

EXECUTIVE SHAREHOLDER AND TRUSTEE COMMITTEE: 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 53	Sutherland Memorial Park - Cricket Pavilion	Consent to enter into a licence with Sunshine Nursery (Guildford) Limited and to apply to the Charity Commission to extend the charitable objects of the Burpham War Memorial.	*Yes	Report to Executive Shareholder and Trustee Committee (24/08/2021)	Damien Cannell 01483 444553 damien.cannell@guildford.gov.uk

*Information regarding the agreement referred to this item is considered to be commercially sensitive and will, if councillors wish, be discussed in private as it will involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)." Agenda item number: 6

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned matter, must do so in writing to: Carrie Anderson, Senior Democratic Services Officer by email: carrie.anderson@guildford.gov.uk by no later than midday on Thursday 12 August 2021.

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 54	Capital and Investment outturn report 2020-21	To review the Capital and Investment outturn report 2020-21.	No	Report to Executive (24/08/2021) and Council (05/10/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (29/07/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	Revenue Outturn Report 2020-21	To review the Revenue Outturn Report 2020-21	No	Report to Executive (24/08/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (29/07/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	Housing Revenue Account Final Accounts 2020-21	To consider the Housing Revenue Account Final Accounts 2020-21	No	Report to Executive (24/08/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (29/07/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	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
* Page 55	Priority List of Highway and Transport Schemes Critical to Local Plan Delivery	To approve the Highways and Transport Scheme.	No	Report to Executive (24/08/2021) Incorporating comments/ recommendations of Strategy and Resources EAB (09/08/2021)	Martin Knowles (No Tel no.) martin.knowles@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 56	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

Agenda item number: 6

<p style="text-align: center;">*</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 style="color: red;">Yes (in part)*</p>	<p>Report to Executive (21/09/2021)</p>	<p>Michael Lee-Dickson 01483 444123 michael.lee-dickson@guildford.gov.uk</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 57</p>	<p>Approval of the Land Disposals Policy and Guidance Document</p>	<p>To formally approve the policy</p>	<p>No</p>	<p>Report to Executive (21/09/2021)</p>	<p>Melissa Bromham 01483 444587 melissa.bromham@guildford.gov.uk</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 28</p>	<p>Guidance for Councillors on Email Signatures</p>	<p>To recommend to Council the approval of Guidance for Councillors on Email Signatures</p>	<p>No</p>	<p>Report to Executive (21/09/2021) and Council (05/10/2021)</p>	<p>Diane Owens 01483 444027 diane.owens@guildford.gov.uk</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Agenda item number: 6</p>
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* Certain Information regarding the agreement referred to this item is considered to be commercially sensitive and will, if councillors wish, be discussed in private as it will involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned matter, must do so in writing to: Carrie Anderson, Senior Democratic Services Officer by email: carrie.anderson@guildford.gov.uk by no later than midday on Thursday 9 September 2021.

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
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
Guidance for Councillors on Email Signatures	To approve the guidance for Councillors on Email Signatures	No	Report to Council (05/10/2021) Incorporating comments/ recommendations of Executive (21/09/2021)	Diane Owens 01483 444027 diane.owens@guildford.gov.uk

<p>Review of the Protocol on the appointment, role, status, rights and obligations of Honorary Freemen and Honorary Aldermen</p>	<p>To review the protocol.</p>	<p>No</p>	<p>Report to Council (05/10/2021) Incorporating comments/recommendations of Corporate Governance and Standards Committee (23/09/2021)</p>	<p>John Armstrong 01483 444102 john.armstrong@guildford.gov.uk</p>
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EXECUTIVE: 26 October 2021

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

SPECIAL MEETING OF EXECUTIVE: 27 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 62	Local Plan Development Management Policies	To consider the Regulation 19 proposed submission plan.	No	Report to Executive (27/10/2021) and Council (27/10/2021) Incorporating comments/ recommendations of Joint EAB (20/09/2021)	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*	Review of the Local Development Scheme	To review the Local Development Scheme	No	Report to Executive (27/10/2021)	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

EXTRAORDINARY MEETING OF COUNCIL: 27 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
Local Plan Development Management Policies	To approve the Regulation 19 proposed submission plan for public consultation.	No	Report to Council (27/10/2021) Incorporating comments/ recommendations of Joint EAB (20/09/2021) and Executive (27/10/2021)	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

EXECUTIVE: 23 November 2021

Agenda item number:

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 64	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 EAB (09/08/2021)	Yasmine Makin 01483 444070 yasmine.makin@guildford.gov.uk
Page 64	Timetable of Council and Committee Meetings 2022-23	To recommend to Council the approval of the timetable of Council and Committee Meetings 2022-23	No	Report to Executive (23/11/2021) and Council (07/12/2021)	Carrie Anderson 01483 444078 carrie.anderson@guildford.gov.uk
	Ash Road Bridge and Footbridge Update	To consider the update.	No	Report to Executive (23/11/2021)	Michael Miles 01483 444077 michael.miles@guildford.gov.uk

6

	Local Council Tax Support Scheme 2022-23	To consider the statutory annual review of the Local Council Tax Support Scheme 2022-23.	No	Report to Executive (23/11/2021) and Council (07/12/2021)	Belinda Hayden 01483 444867 belinda.hayden@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
Timetable of Council and Committee Meetings 2022-23	To recommend to Council the approval of the timetable of Council and Committee Meetings 2022-23	No	Report to Council (07/12/2021) Incorporating comments/ recommendations of Executive (23/11/2021)	Carrie Anderson 01483 444078 carrie.anderson@guildford.gov.uk
Appointment of External Auditors	To consider options for the appointment of external auditors	No	Report to Council (07/12/2021) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (18/11/2021)	Claire Morris 01483 444827 claire.morris@guildford.gov.uk

Local Council Tax Support Scheme 2022-23	To approve the statutory annual review of the Local Council Tax Support Scheme 2022-23.	No	Report to Council (07/12/2021) Incorporating comments/recommendations of Executive (23/11/2021)	Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk
The Council's Constitution: Review of Financial Procedure Rules	To review and update the Financial Procedure Rules	No	Report to Council (07/12/2021) Incorporating comments/recommendations of Corporate Governance and Standards Committee (18/11/2021)	Victoria Worsfold 01483 444834 victoria.worsfold@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
Page 69	Capital and Investment Strategy (2022-23 to 2025-26)	To recommend to Council the approval of the Capital and Investment Strategy (2022-23 to 2025-26)	No	Report to Executive (25/01/2022) and Council (09/02/2022) Incorporating comments/ Recommendations of Joint EAB (10/01/2022) Corporate Governance and Standards Committee (20/01/2022)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	Housing Revenue Account Budget 2022-23	To recommend to Council approval of the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2022-23.	No	Report to Executive (25/01/2022) incorporating comments/ recommendations of the Joint EAB (10/01/2022) and Council (09/02/2022)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Page 70	Business Planning – General Fund Budget 2022-23	To recommend to Council: <ul style="list-style-type: none"> • Approval of the general fund revenue budget for 2022-23 • Agreement of a council tax requirement for 2022-23 • Declaration of any surplus/deficit on the collection fund 	No	Report to Executive (25/01/2022) Incorporating comments/ Recommendations of Joint EAB (10/01/2022) and Council (09/02/2022)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

Agenda item number: 6

COUNCIL: 9 February 2022 (Budget Council)

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

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

EXECUTIVE: 22 February 2022

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

COUNCIL: 23 February 2022 (Reserve Budget Date)

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

EXECUTIVE: 22 March 2022

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

COUNCIL: 5 April 2022

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

Agenda item number: 6

EXECUTIVE: 26 April 2022

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

COUNCIL: 11 May 2022 (Annual Council Meeting)

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

UNSCHEDULED ITEMS – EXECUTIVE/COUNCIL

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

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

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	Transfer of Gosden Common to Bramley Parish Council	To consider and approve the transfer of Gosden Common to Bramley Parish Council – <i>Officers are obtaining a legal quote for specialist legal advice so the item can be progressed.</i>	No	Executive	Fiona Williams 01483 444999 fiona.williams@guildford.gov.uk

Agenda item number: 6

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

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

*u	Review of Refuse and Recycling Service	<ul style="list-style-type: none"> To report back on Phase 2 of the review To agree future waste collection methodology <p><i>Report estimated Autumn 2021.</i></p>	No	Report to Executive incorporating comments/recommendations from Service Delivery EAB	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>

Agenda item number: 6

SCHEDULE 2

MEMBERSHIP OF THE BOROUGH COUNCIL'S EXECUTIVE

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

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

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

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

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

SERVICE DELIVERY EXECUTIVE ADVISORY BOARD

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 Mockeridge, Waste Policy and Development Manager	
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	
Day Care Services for the Elderly	To consider this mandate.	No	Cllr Julia McShane	Samantha Hutchison, Community Services	(deferred from 9 Sept 21)
Shawfield Day Centre	To consider this mandate.	No	Cllr Julia McShane	Steve Benbough, Strategy and Communications Manager	(deferred from 9 Sept 21)

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

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
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

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

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 2022-23	To consider the outline budget and submit comments to the Executive	No	Cllr Tim Anderson	Claire Morris Resources Director	February 2022
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

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

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
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	
Housing Development Programme Mandate	To consider this overarching programme mandate.	Yes	Cllr Jan Harwood	Housing Development Lead	
Culture and Heritage Mandate	This mandate will be presented for consideration.	No	Cllr James Steel	Jonathan Sewell, Head of Culture, Heritage and Leisure Services	
Hostile Vehicle Mitigations Mandate	To consider this project mandate.	No	Cllr Julia McShane	Jo James, Senior Policy Officer – Community & Events	

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

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	

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