



**[www.guildford.gov.uk](http://www.guildford.gov.uk)**

Contact: Andrea Carr  
Committee Services  
01483 444058

2 March 2022

Dear Councillor

Your attendance is requested at a remote meeting of the **SERVICE DELIVERY EXECUTIVE ADVISORY BOARD** to be held on **THURSDAY 10 MARCH 2022 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: 843 861 69#

Yours faithfully

Tom Horwood  
Joint Chief Executive

**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**

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

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

**Please contact us to request this document in an alternative format**

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

### **Our Vision:**

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

### **Our Mission:**

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

### **Our Values:**

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

### **Our strategic priorities:**

#### Homes and Jobs

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

#### Environment

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

#### Community

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

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

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

## **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 13 January 2022.

**4      CARELINE MANDATE (Pages 11 - 26)**

**5      EXECUTIVE FORWARD PLAN (Pages 27 - 68)**

**6      EAB WORK PROGRAMME (Pages 69 - 72)**

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

13 JANUARY 2022

## **SERVICE DELIVERY EXECUTIVE ADVISORY BOARD**

13 January 2022

- \* 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 Tim Anderson, Julia McShane, Maddy Redpath, John Rigg and Deborah Seabrook were also in attendance.

### **SD47 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies for absence were received from Councillor Fiona White. There was no notification of a substitute.

### **SD48 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

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

### **SD49 MINUTES**

The minutes of the meeting of the Service Delivery Executive Advisory Board (EAB) held on 4 November 2021 were confirmed as a correct record, and would be signed by the Chairman at the earliest opportunity.

### **SD50 DAY CARE PROVISION FOR THE ELDERLY**

The Executive Advisory Board (EAB) was invited to consider a report which informed it of the outcome of a public consultation in respect of proposals for the future delivery of day care services for the elderly and sought comments regarding the recommended consolidation of provision at The Hive, Guildford. The report also recommended that a mandate be developed concerning options for the future use of the Shawfield Centre, Ash, following the proposed consolidation of provision at The Hive. The reason for the recommendations was to maintain or improve the quality of provision for day centre clients, whilst reducing costs as part of the Council's Savings Strategy.

Following the Head of Community Services' introduction and presentation of the report, the ensuing points arose from related questions, comments and discussion for forwarding to the Executive:

1. Whilst the EAB acknowledged that any closure of, or decrease in, services was regrettable and could evoke a sense of loss amongst service users, the Council's financial situation necessitated the review of discretionary services with a view to identifying budget reductions as part of its Savings Strategy.
2. The Shawfield Centre had been closed since the COVID-19 outbreak and displaced service users had been transported to The Hive since that time, when Government

13 JANUARY 2022

- guidance allowed. Robust risk assessments and temperature testing had been undertaken and there had not been any Coronavirus issues at The Hive.
3. Virtually all people who had received day care services from the Shawfield Centre prior to the pandemic now attended The Hive, if they were able to do so, and there was no knowledge of anyone previously in receipt of care now being without. Although the Shawfield Centre had offered day care facilities and was not merely a lunch facility, the majority of users attended for the lunch club only when the facility had been open prior to the pandemic. It was felt that this group, the majority of who resided in the neighbouring Japonica Court, were reluctant for the Centre to close. Therefore, consideration could be given to identifying an alternative lunch provision in the sheltered setting, possibly utilising the kitchen area and the Benson Room, within available resources.
  4. Discrepancy As the number of consultation responders selecting Option 1 (to continue to operate two centres for older people's provision) outweighed the number of total service users, it was suggested that the findings should be considered with an element of caution. Consultation responses from the NHS and Surrey County Council Adult Social Care (ASC) advised that neither organisation referred people to the Shawfield Centre and would refer them to The Hive irrespective of their address in the Borough.
  5. The reference in the report to the residents of Japonica Court benefiting from increased activities being offered within the sheltered housing scheme were being pursued by the Council's Sheltered Housing and Community Services Teams. This involved liaison with community leaders to assist with the provision of some activities such as quizzes, lunches, a social club and the Memory Lane initiative for people with dementia. Although there was limited staffing capacity to support increased activities, this matter had been prioritised and preparations, based on an activity plan, were at an advanced stage, COVID-19 allowing.
  6. Some councillors had visited The Hive and were impressed with the services on offer and achievements realised in recent years. The premises included a quiet sanctuary area and an under-utilised store would be converted to form a further break out provision.
  7. The capacity of The Hive was 100 clients per day and whilst it was difficult to predict future service demand in the Ash area owing to potential new residential developments, it was confirmed that The Hive had adequate capacity to serve the Borough in the foreseeable future.
  8. In terms of people living with dementia, levels of severity varied and the NHS and ASC had requested the Council to provide an integrated model of care. The service sought to maintain a ratio of people with severe dementia representing under half of service users in order to maintain a manageable situation. As people's dementia level deteriorated, alternative suitable care provision was sought. Reference was made to Surrey County Council's draft Dementia Strategy and associated survey, to which anyone affected by dementia as a sufferer or carer could respond.
  9. The Council operated its own community transport fleet which consisted of 11 vehicles which were being replaced with electric versions as they became due for renewal to improve the Council's carbon footprint. The fleet served the whole Borough and had sufficient capacity to transport all users of The Hive, where the vehicles were based. There was also the option of utilising a car to transport individuals who preferred to travel alone in a smaller vehicle with a regular driver. Although there was a possibility of adding a further car to the fleet for this purpose at some point in the future, this would be dependent upon the review of the overall fleet in terms of need and capacity, which were currently being met. The community transport service was well publicised with links to relevant community groups and services. The vehicles were available for community transport bookings whilst service users were visiting The Hive. The drivers were paid Council employees.
  10. The identification of a direct transport route between Ash and The Hive avoiding pick up / drop off points and delays would be beneficial in the event that the Shawfield

13 JANUARY 2022

Centre remained closed. Although service users were currently collected from their place of residence in logical groupings to minimise delays, it was possible for the Council to organise pick up / drop off points as an alternative for those who were able to access them.

11. Although many service users attended day care provision from 9:00 am to 4:00 pm including travelling time, there were more flexible options for those who preferred a shorter day and there was vehicle scheduling capacity to facilitate this. Visits tended to focus on lunchtime to enable people to have a hot meal. Carers were welcome to accompany their cared for to The Hive and engage fully with the variety of activities on offer, also receiving some respite time if wished. There was a special area tailored to the needs of dementia sufferers where alternative activities could be pursued.
12. The Shawfield Centre was currently designated as a rest centre in case of emergency, leaving remaining rest centres at The Hive, the Spectrum and Surrey Sports Park in the event of its permanent closure. However, Applied Resilience was undertaking some work to identify assets owned by other organisations, such as parish councils and churches, outside the town centre which could be utilised as rest centres with supplies being provided by the Council. It was requested that further information be provided to the EAB when officers were in receipt.
13. In terms of the financial implications associated with the closure of the Shawfield Centre, officers were confident that the projected savings identified in the report would be achieved. However, some councillors felt that a breakdown of the savings would be informative. The EAB was advised that the building running costs were the most significant financial factors for the Council in this scenario whilst additional clientele attending The Hive could be absorbed into the existing services. There were also some savings opportunities relating to staffing and service contracts relating to meal provision. It was noted that, in the event that the Shawfield Centre re-opened, it would require refurbishing at an estimated cost of £100,000 to render it fit for purpose as a day care service facility.
14. The future use of the Shawfield site, following consolidation of provision at The Hive, would be subject to a separate mandate. There was a covenant in respect of the land which could create legal complexities. If the building was to be retained as a community facility such as a community hall, this would need to be outside the Council's ownership for financial reasons. It was felt that the future use of the building should be addressed as rapidly as possible to avoid a community facility falling into disuse for any length of time.
15. A recent visit by a councillor to Dray Court, Guildford, had revealed that residents were content with the services being provided at The Hive. However, there was an issue at the premises whereby some residents went out and pursued activities such as visiting The Hive, whereas other occupants generally remained confined to their personal accommodation and did not visit the communal area. A further issue was the closure of kitchenettes in sheltered accommodation. These factors highlighted the need for an overall review of Older People's Services in the wake of COVID-19. Officer discussions were taking place in this regard and could lead to the establishment of a working group, including the Older People's Champion, to secure improvements to the communal areas and activities in sheltered housing units within available resources.

The Lead Councillor for Community and Housing thanked the EAB for its varied and thoughtful questions and comments arising from the report. She advised that attention would be given to working more closely with the Older People's Champion in respect of future reviews and consultations of this nature. The Champion's views were included in the EAB's submission to the Executive.

Having indicated its general support for the proposals in the report, the EAB agreed the following recommendations to the Executive:

13 JANUARY 2022

- (a) The provision of day care services for the elderly be consolidated at The Hive to maintain high quality service delivery for all residents in the Borough.
- (b) The possibility of introducing a lunch provision at Japonica Court be explored to support those residents who previously accessed the lunch club at the Shawfield Centre.
- (c) A mandate be developed in respect of the options for the future use of the Shawfield Centre site without delay to prevent a community facility falling into disuse for a length of time. One of the options should consider the operation of the property by an external organisation such as a parish council, charity or local enterprise.
- (d) A breakdown of the projected revenue savings of £170,000 be provided to clarify the amount of funding expected to be saved from the Shawfield Centre closure, balanced against any rise in costs associated with an increase in the use of The Hive and community transport and any ongoing up keep of the building including utility payments.

#### **SD51 OFF-STREET PARKING BUSINESS PLAN 2022-23**

At its meeting held on 13 January 2022, the Service Delivery Executive Advisory Board (EAB) was invited to consider a report reviewing the off-street parking pricing structure proposals which formed part of the Off-Street Parking Business Plan 2022-23.

The Programme Manager (Car Parks) introduced the report for the EAB's consideration. The following points arose from related questions, comments and discussion for forwarding to the Executive:

1. With regard to integration of on and off-street parking, the latter had charged for parking in the evenings and on Sundays for many years whilst there had been no similar parking controls for on-street parking resulting in visitors parking on residential streets around the town centre to avoid charges at these times. This had caused issues for residents and was one of the key drivers for the recent introduction of on-street charges.
2. A move to more sustainable transport was sought and one of the few mechanisms available to the Council to influence behaviours was through its off-street car park pricing policy.
3. A reduction in demand for parking following the pandemic had not been witnessed other than in the long stay York Road and Farnham Road Car Parks which were not currently utilised to full capacity. A parking study undertaken by the Systra Group in 2020 had indicated that there was an increased demand for visitor parking and attention needed to be given to how best accommodate that within car parks or by encouraging alternative transport modes. It was acknowledged that future residential developments in the Borough were likely to generate increased demand for parking and close working with Corporate Programmes colleagues was taking place regarding the timing of the redevelopment of car parks such as Bright Hill as this would have an impact on parking capacity and demand. Possibly, the car parks with spare capacity could absorb some of the displaced parking demand.
4. The Park and Ride service had been significantly impacted by the pandemic due to factors including a shortage of drivers and a significant reduction in use by commuters, one of largest user groups, owing to an increase in working from home. Identified weaknesses with the Onslow site were the need to travel through a congested area to access the site and high operating expenses as the site was outside Council ownership. Land on the approach to Shalford was suggested as a possible Park and Ride site which could cater for new developments planned in the Cranleigh area.



13 JANUARY 2022

There was a possibility that the Artington site may be utilised as a bus depot enabling the parking of buses overnight when customer parking had ceased for the day. It was felt that improvements to the Park and Ride sites would render them more attractive and increase their use alleviating congestion and pollution in the town centre.

Therefore officers were seeking to improve and develop the service which included identifying options and opportunities to secure more economical and better placed sites. However, this was hampered by the cessation of related Government funding in the near future and the uncertainties around the future demand for the service due to changing work and behavioural patterns following COVID-19.

5. In response to a query as to whether the former Arriva garage site in Mary Road could be utilised as a Park and Ride depot or a car park, the EAB was advised that this was unlikely as the site was privately owned, at risk of flooding and possibly earmarked for redevelopment.
6. In terms of parking season tickets, it was suggested that permit holders' workplace destination should be taken into account in addition to the source of their car journey when allocating permit controlled parking bays in order to minimise congestion and pollution. Officers confirmed that, for this reason, customers and corporate clients were directed towards the York Road and Farnham Road Car Parks which acted as interceptors located in the outer areas of the town and had spare capacity.
7. An effective communications campaign would be required to explain the reasons for the proposed parking tariff increases to the public and businesses and the Parking Team were working with the Communications Team to achieve this. Some resistance to the increases was anticipated and some negative comments had been made via social media, although these may equally apply to the recent changes to on-street parking agreed by the Guildford Joint Committee concerning the introduction of controls in the evenings and on Sundays.
8. There was some support for implementing Option A to minimise the increase in the shopper tariff and encourage people to visit the town centre. However, Guildford was a regional draw with much to offer visitors and its parking charges compared favourably with other regional centres.
9. Discussions would be held with Experience Guildford and local businesses regarding the proposed parking tariff increases to address any fear of a resulting reduced footfall in the town. Past experience had shown that shoppers valued parking convenience over the level of parking charges and increased tariffs did not reduce footfall or negatively impact on businesses. Charges varied between different car parks giving drivers some options.
10. Consideration should be given to the possible introduction of reduced off-street parking tariffs on Thursday afternoons and evenings to coincide with and support the late night shopping initiative in Guildford. Such reductions could also be applied to other events such as the Queen's Platinum Jubilee celebrations.
11. This Council should continue discussions with Surrey County Council with a view to securing provision of 'end to end active travel' amenities in the form of secure cycle parking facilities as electric bikes and cycling were encouraged and becoming more popular as a sustainable mode of transport.

In conclusion, the EAB indicated its general support for the proposed increases in the off-street parking tariffs recommended in the report. The Board recognised the challenges that the Council faced in relation to encouraging different behaviours with a view to tackling climate change and improving air quality. As factors such as public transport were largely outside the Council's control, it was felt that further work should be undertaken in this area to secure improvements and encourage greater use where possible.

## **SD52 EXECUTIVE FORWARD PLAN**

The Executive Forward Plan was noted without comment.

13 JANUARY 2022

**SD53 EAB WORK PROGRAMME**

Potential future agenda items would be discussed at the EAB / Overview and Scrutiny Committee Work Programming meeting organised for 19 January 2022 with a view to allocating unscheduled items to future meeting dates. The Art Collection was highlighted as a topic that should be programmed for future consideration, particularly as its future storage arrangements would be changing.

The meeting finished at 9.40 pm

Signed .....

Date .....

Chairman

# Careline

2<sup>nd</sup> March 2022

# Introduction

Careline is a 24-hour emergency call system to help people live independently in their own home. Customers have a small base unit linked to their hardwire telephone socket installed and a pendant trigger (known as a Lifeline) is provided which can be worn around a person's neck or wrist. The service also offers the installation of smoke alarms.

There are four parts to the Careline service the council provides.

1. **General Customer accounts**, during office hours, the **Careline Team within Community Services** manage customer accounts of both the general needs of council tenants and private owners/leaseholders in Guildford who need this service. This involves managing residents' account, installations, annual safety checks, lost equipment issues and disconnections.
2. **Council Sheltered Schemes**, careline equipment is available to all sheltered schemes. The management of equipment and hard-wired electrics is managed by the property services team and Housing.
3. **PPP Taking Care Call Centre** is contracted by the council to provide a 24-hour call answering service to all users of careline – including sheltered schemes. In an emergency, customers press the pendant, and a call will be sent to the PPP Taking Care call centre in Chichester which is staffed 24 hours a day, 365 days a year. Trained operators can identify the source of the call and arrange for help, even if the client is unable to speak. PPP in the event of an emergency call will do one or more of the following
  - During office hours contact GBC careline staff or housing sheltered scheme managers who may undertake a visit
  - Contact the next of kin or a neighbour
  - Contact the emergency services
  - Out of Hours contact the staff visitor for non-emergencies.
4. **Staff Visitor Scheme** is a scheme run by GBC that employs 5 council employees to work overtime as a Staff Visitor. They work out of hours and be on call to answer any non-emergency issues raised by PPP Taking Care about customers. The staff visitors may also attend the council sheltered schemes to assist with fire alarms.

Anyone living in Guildford can apply to use the service and customers include older people, people with physical or learning disabilities, those at risk of falls and patients leaving hospital.

We currently have 2,000 customers – approximately 1,675 in council housing and private homes and 328 in Sheltered housing.

### Current Income

- Council tenants are charged **£3.75 a week** and the HRA provides a subsidy of **£2.27** per week in most cases for sheltered housing residents
- Private clients are charged **£5.10** per week.

### Current Annual Expenditure

- £42,000 annual contract to PPP Taking Care
- £10,966 for Tunstall Healthcare Equipment
- £92,493 for Community Services Careline Staff (general fund)
- £61,000 for careline maintenance in sheltered and supported units (HRA)
- £33,410 for council staff visitor (out of hours) service

Please note that our current data cannot locate any share of costs with the HRA since 2015.

**Significant investment in equipment and technology is required for us to continue to provide the Careline service in its current format. Therefore, this mandate looks at the options for maintaining a cost-effective service to help vulnerable people live safely at home.**

# Strategy

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

Our current contract with PPP Taking Care is due to expire in May 2022 so it is timely to look at the best possible service we can provide our most vulnerable tenants whilst mindful of our financial position as a council.

In addition to this, significant investment in technology and equipment will be required to enable a service to continue. The UK communication providers are transforming the telecommunications network in the UK from the traditional phone-line system to one which is based entirely upon the movement of 'packets' of digital information networks.

Page 14 It will be increasingly difficult to maintain the older networks and by 2025 most residential premises will be accessing high speed connectivity for voice and data services in place of phone line technology – premises may migrate entirely to optical fibre infrastructure or to a mix of both copper and optical fibre.

This means all voice calls including alarm calls and data will no longer be able to use traditional phone networks and all communication will need to take place via devices connected to a router and over internet protocol networks or via mobile networks.

This digital transfer will put tremendous pressure on council services and the risk around installing new devices will be very high.

With the end of contract imminent with PPP Taking Care to provide our call service (May 2022) there is an opportunity to outsource all the service to an external provider. This will involve an external provider

- buying our connections and undertaking the cost of implementing upgraded digital systems
- managing accounts, installations and annual service checks
- Taking calls and managing risk through contacting emergency services or providing a welfare check of some kind

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

As the contract with PPP Taking care is coming to an end, we have an opportunity to investigate how to provide careline services to our most vulnerable in the best and most cost-effective way, whilst ensuring the risk to the council around digital transfer is minimized.

The end of the PPP Taking Care contract provides an opportunity to outsource all of the service under one procurement process.

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

Success criteria for the project will be the maintenance of a high-quality emergency response service for elderly and vulnerable residents whilst ensuring the digital transfer presents no risk to the council..

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

Relevant corporate priorities include

- tackling inequality in our communities
- working with communities to support those in need.

# Options Evaluation

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

### 1. Do Nothing

Continue to operate the Careline service in its current format. This would require

- significant investment in equipment and technology (estimated at £350K but we would need the technical providers to give us the latest costings)
- significant investment in staffing to ensure the digital transfer is undertaken and the council is protected from increased ownership of risk (any failing of the digital transfer will lie with the council)
- procurement for an external provider of call handling as of May 2022.

This would not contribute to our Saving Strategy..

### 2a. Do Something

Outsource the entire service to a private external operator, such as PPP Taking Care. This would ensure the continuation of an emergency response service for elderly and vulnerable residents and continue our corporate commitment to support vulnerable people. An external provider would buy our connections but in doing so mitigate the extensive costs of a complex digital transfer as they would be responsible for the upgrade. As well as the estimated upgrade costs of approximately £365,000, this could also deliver financial savings in the region of £126K per annum for staff costs.

Sheltered Schemes will also need to review the physical systems within their units to ensure it is workable with the new operating model. This can be done by the same provider or commissioned separately or done in house.

As there is an income for the council attached to the careline service, it is also possible to review with an external provider a contribution made by them to the council over the next 5 years of the income they receive – however this may be offset by the expenditure the provider will take on to upgrade the systems.



# Options Evaluation Cont'd

## 2b. Do Something

Outsource to another Council provider such as Mole Valley or Runnymede Borough Councils. (Both of these councils have taken on careline provision for other districts and boroughs in Surrey) This would require

- Interested borough councils to tender for the contract as part of our procurement process
- A Service Level Agreement between the council and successful provider
- Possible Staff resource to contract monitor
- Annual contract fee/contribution to digital upgrade

## 2c Do Something

Bring back the whole Careline service in-house. This would mean that the council is responsible for all elements of the service including call handling. This would require

- significant financial investment in staffing for digital upgrade and call handling
- space to house a careline specific call centre
- significant financial investment in equipment that enables the upgrade and programming of all equipment as part of the digital transfer before 2025

In addition to this, the corporate risk of providing this service is extensive. Failure of service could result in the council being at risk of corporate manslaughter.

# Options Evaluation Cont'd

## 3. Most

As a discretionary service, GBC cease the delivery of Careline to deliver financial savings in the region of £180K for the general fund per annum and allow the market to service the requirement (cheaper to customers in some cases).

Whilst this option would maximise savings, our corporate priorities suggest that scarce resources should be aligned towards supporting those most in need in the borough. Making the service optional within sheltered will increase the need for an alternative out of hours service for those who will now contact the Council direct for assistance

# Considerations

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

Ian Doyle (Director of Service Delivery)

Samantha Hutchison (Head of Community Services)

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

Depending on the preferred option, consideration will be given to the need for an equality impact assessment and a Data Privacy Impact Assessment to weigh up the risks associated with the privacy and data protection rights of the customers along with data security associated with information transfers or data sharing.

There is a staffing impact on outsourcing and possible TUPE considerations as well as staff redundancies.

There is the opportunity to coordinate with Waverley Borough Council and combine outsourcing. Although our deadline of May 2022 to procure the call handling is fast approaching, Waverley may wish to join at a later date depending on the length of their remaining contract. If we were to outsource to our current call handling provider, Waverley may wish to outsource earlier as they too share the current call handling provider.

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

Any project for the future provision of the Careline Service would be delivered by the Head of Community Services as business as usual.

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

The project needs to begin as soon as possible due to the contract with PPP/Taking Care ending in May 2022. To enable this project to be conducted robustly, we will look to extend our current contract with PPP/Taking Care for six months. Changes to the funding of the Careline services should be reflected in the 2022/23 budget-setting process. .

# Resources

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

Corporate Management Team / Lead Councillor / Executive/Service Delivery EAB  
Internal careline staff  
Housing Services/Sheltered Housing  
Careline clients  
Taking Care and other external providers  
Other district and borough providers

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

Page 20

Internal Staffing – Legal, finance, procurement and human resources

External Consultants – None

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

We estimate that the preferred option of outsourcing the service either to a external provider or another district and borough (2a and 2b) could deliver savings in the region of £130K per annum to the general fund and prevent significant investment required for digital transfer as well as remove the increasing risk to the council that digital transfer will present.

If the preferred option of outsourcing the service was agreed, consideration will need to be given to redundancy costs and possible TUPE considerations

# Potential costs to proceed to the next stage to develop the Strategic Outline Case

## Resource costs to progress to the next stage/gate and develop the Strategic Outline Business Case (SOC)

	Q3 (21/22)	Q4 (21/22)	Q1 (22/23)	Q2 (22/23)	Total	
Internal staffing costs	Existing internal staffing					
Specialist external consultants' costs	0	0	0	0	0	
Total	0	0	0	0	0	

# Issues, Assumptions & Risks

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

### Issues

- Significant investment required in existing equipment and technology to continue inhouse service provision (£350k)
- Significant upskilling of the workforce will also be needed to prevent the council being exposed to increased risk if we keep inhouse
- Should we look to outsource we will need to conduct market testing to ascertain which companies will meet our requirements so we can compliantly procure and advise on routes to market a clear indicative value of this contract
- Careline is considered an important part of preventative care and helps people avoid hospital and care home admissions for longer
- Sensitive issue, which will need careful management, communications and engagement with stakeholders
- Management of human resources implications of outsourcing the service and potential redundancy costs
- Consultation with affected staff

### Assumptions

- That the Council wishes to continue providing an emergency response service for the elderly and vulnerable. This is not a statutory service, but local councils to offer some form of support for careline – whether inhouse or via external provider. If the case to outsource is agreed, there will be a handover process with the Community Services team that ensures customers needs are met.
- That any external provider will purchase our current connections and as part of that purchase undertake digital upgrade and transfer.
- Procurement protocol will ensure that any application from an external provider predominately considers how customer needs, safety and welfare are met so that any transition is as easy as possible for our most vulnerable customers

### **Risks**

**If we do nothing (option 1)** we will have to procure a new call handling contract and implement the digital transfer ourselves at a significant cost. There will be a huge risk to the council via the digital transfer.

**If we outsource via procurement (option 2a and 2b)** we will need to ensure a quality of service is maintained through transition. There is a risk that potential savings are lower than expectations and that an external provider will not want to take on our connections and the digital upgrade due to a changing market. We will also have to consider TUPE implications and redundancy costs.

**If we take back in house the careline service (option 3)** significant investment will be required not only to implement digital transfer but to facilitate a specific careline call handling team 24 hours, 7 days a week. The risk to the council will catapult including possible corporate manslaughter

**If we do most (option 4)** we completely cease the careline service and tell our most vulnerable people to take up service with independent providers. This does not align with our corporate priorities to care for communities and the most vulnerable.

### **General**

Quality of service being maintained at acceptable levels – in taking on the digital transfer ourselves we are exposed to a huge risk

Potential savings are lower than expectations

Budgetary pressures require the cessation of any support for this discretionary service area

Public and press criticism of any perceived reduction in service levels

Insufficient time to conduct all the pre-work required by the expiry of current contract (May 2022) and an exemption to CPB may therefore be required to extend our current arrangement for a given period.

This is a sensitive issue and could result in public and press criticism of any perceived reduction in service levels.

Sheltered housing will need to consider whether the schemes are included in any outsourcing and if not, the implications around that for sheltered tenants.

# Dependencies, Constraints & Opportunities

## 14. What are the Dependencies, Constraints and Opportunities?

### Dependencies

Ability of an external provider or other district and borough to deliver a satisfactory service – there are providers but not all deliver a customer focused care approach so any outsourcing would need to have a tailored procurement approach.

### Constraints

Digital Transfer is inevitable because our current careline service use basic BT lines built on old copper technology – investment will be required to upgrade the systems and upskill workforce.

The council's financial position

### Opportunities

To provide a the most effective careline service for our most vulnerable residents.

Work collaboratively with Waverley Borough Council to have a united approach to Careline delivery.



# Reviewer List

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

## Next to be consulted

Service Delivery Executive Advisory Board 10th March 2022

Executive Liaison 2nd March 2022

CMT – 19th January 2022

Lead Councillor for Housing and Community

Stephen Benbough, Strategy and Communications Manager

Samantha Hutchison, Head of Community Services

Louise Odell, Interim Project Officer

Samantha Adam, PMO Officer

Ian Doyle, Service Delivery Director

Claire Morris, Director Resources

Faye Gould, Procurement Manager

Dawn Hudd, Strategic Services Director

Diane Owens, Lead Specialist (Legal)

Vicky Worsfold, Lead Specialist (Finance)

Louise Kolmer, Lead Accountant

Francesca Chapman, Lead Specialist (HR)

James Beach (ICT)

Matt Gough (Housing Lead)

Ciaran Ward, Information Governance

# Careline – Next steps

## CMT

CMT considered this mandate at its meeting on 19 January 2022 and agreed it should be presented with an update to the options to the next Executive Liaison Group meeting on 2 March 2022 to include possible outsourcing to district and boroughs who already manage careline services.

## Executive Liaison Group

The Executive Liaison Group considered the mandate at its meeting held on 2 March 2022. A preference was expressed for future delivery of the service with a local authority partner or through a contract with a private sector provider with appropriate governance and monitoring arrangements.

The Executive Liaison Group also noted that a decision was required due to the forthcoming ending of the existing contract. It emphasised that its objective was to provide a high quality, cost-effective service to some of our most vulnerable residents rather than deliver financial savings.

It was agreed that the mandate should be submitted to the Service Delivery EAB on 10 March 2022.



## THE FORWARD PLAN

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

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

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

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

#### Key decisions

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

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

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

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

#### Availability of reports and other documents

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

### **Taking decisions in private**

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

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

### **Tom Horwood**

Joint Chief Executive of Guildford and Waverley  
Borough Councils

Guildford Borough Council  
Millmead House  
Millmead Guildford  
GU2 4BB

Dated: 31 March 2022

**SCHEDULE**  
**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
Page 29	Public Space Protection Order (PSPO)	To approve the Public Space Protection Order (PSPO)	No	Report to Executive (22/03/2022) Incorporating comments/ recommendations of Strategy EAB (09/08/2021)	Yasmine Makin 01483 444070 <a href="mailto:yasmine.makin@guildford.gov.uk">yasmine.makin@guildford.gov.uk</a>
*	Send Hill Disused Sandpit	To approve the potential disposal of land, currently used as open space, for housing.	No	Report to Executive (22/03/2022)	Damien Cannell 01483 444553 <a href="mailto:damien.cannell@guildford.gov.uk">damien.cannell@guildford.gov.uk</a>

	Infrastructure Funding Statement 2020-21	To approve the Infrastructure Funding Statement 2020-21 for publication	No	Report to Executive (22/03/2022)	Rosie Trussler 01483 444463 <a href="mailto:rosie.trussler@guildford.gov.uk">rosie.trussler@guildford.gov.uk</a>
	Annual Governance Statement 2021-22	To consider the Council's Annual Governance Statement for 2021-22	No	Report to Executive (22/03/2022) and Corporate Governance and Standards (21/04/2022)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Page 30	Pre-Election Publicity Guidance	To consider and recommend to Council the Pre-Election Publicity Guidance	No	Report to Executive (22/03/2022) and Council (05/04/2022)	Claire Beesly 01483 444144 <a href="mailto:claire.beesly@guildford.gov.uk">claire.beesly@guildford.gov.uk</a>
	The Council's Constitution: Review of Financial Procedure Rules	To review and update the Financial Procedure Rules	No	Report to Executive (22/03/2022) and Corporate Governance and Standards Committee (24/03/2022) and Council (05/04/2022)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

*	Day Care Services for the Elderly	To consider the issue	No	Report to Executive (22/03/2022)	Sam Hutchison 01483 444385 <a href="mailto:samantha.hutchison@guildford.gov.uk">samantha.hutchison@guildford.gov.uk</a>
---	-----------------------------------	-----------------------	----	-------------------------------------	---

**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
Pre-Election Publicity Guidance	To consider and approve the Pre-Election Publicity Guidance	No	Report to Council (05/04/2022) Incorporating comments/recommendations of Executive (22/03/2022)	Claire Beesly 01483 444144 <a href="mailto:claire.beesly@guildford.gov.uk">claire.beesly@guildford.gov.uk</a>
West Clandon Neighbourhood Plan	To adopt the West Clandon Neighbourhood Plan, subject to the outcome of a local referendum	No	Report to Council (05/04/2022)	Kate Lines 01483 444662 <a href="mailto:kate.lines@guildford.gov.uk">kate.lines@guildford.gov.uk</a>

The Council's Constitution: Review of Financial Procedure Rules	To review and update the Financial Procedure Rules	No	Report to Council (05/04/2022) Incorporating comments/recommendations of Executive (22/03/2022) and Corporate Governance and Standards Committee (24/03/2022)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Update of the Review of the Local Plan process	To consider independent legal advice on the review of the Local Plan	No	Report to Council (05/04/2022)	Stuart Harrison 01483 444512 <a href="mailto:stuart.harrison@guildford.gov.uk">stuart.harrison@guildford.gov.uk</a>
Guildford/Waverley Collaboration	Approval of the Heads of Terms of the Inter-Authority Agreement	No	Report to Council (05/04/2022)	Tom Horwood 01483 444210 <a href="mailto:tom.horwood@guildford.gov.uk">tom.horwood@guildford.gov.uk</a>



**EXECUTIVE: 28 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
Page 33	Careline Mandate	To consider the mandate.	No	Report to Executive (28/04/2022) Incorporating comments/ Recommendations of Service Delivery EAB (10/03/2022)	Sam Hutchison 01483 444385 <a href="mailto:samantha.hutchison@guildford.gov.uk">samantha.hutchison@guildford.gov.uk</a>
	Corporate Risk Register and Risk Management Strategy	To approve the Risk Management Strategy and Policy.	No	Report to Executive (28/04/2022) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (21/04/2022)	Yasmine Makin 01483 444070 <a href="mailto:yasmine.makin@guildford.gov.uk">yasmine.makin@guildford.gov.uk</a>

*	Guildford West Station	GRIP 3 Outcome report (update report) and future procurement of GRIP stages	No	Report to Executive (28/04/2022)	Abi Lewis 01483 444908 <a href="mailto:abi.lewis@guildford.gov.uk">abi.lewis@guildford.gov.uk</a>	Agenda item number: 5
	Update to Guildford Borough Council's Enforcement Policy	Local Authorities are required to review and update their enforcement policy regularly. Members will be asked to agree updates to policy.	No	Report to Executive (28/04/2022) and Council (17/05/2022)	Dympna Sanders 01483 444620 <a href="mailto:dympna.sanders@guildford.gov.uk">dympna.sanders@guildford.gov.uk</a>	
Page 34	Shaping Guildford's Future (Formerly GERP)	To consider the Area Action Plan	No	Report to Executive (28/04/2021)	Mike Lee-Dickson 01483 444123 <a href="mailto:michael.lee-dickson@guildford.gov.uk">michael.lee-dickson@guildford.gov.uk</a>	

**COUNCIL: 11 May 2022 (Annual Council Meeting)**

<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>
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	No Report	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Appointment of Honorary Remembrancer 2022-23	To appoint the Honorary Remembrancer for the municipal year 2022-23.	No	No Report	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**COUNCIL: 17 May 2022 (Selection 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
Appointments to committees 2022-23	To agree the numerical allocation of seats to political groups on committees and to agree the membership and (where appropriate) substitute membership of those committees, including the election of committee chairmen and vice-chairmen	No	Report to Council (17/05/2022)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Update to Guildford Borough Council's Enforcement Policy	Local Authorities are required to review and update their enforcement policy regularly. Members will be asked to agree updates to policy.	No	Report to Council (17/05/2022) Incorporating comments/ recommendations of Executive (28/04/2022)	Dympna Sanders 01483 444620 <a href="mailto:dympna.sanders@guildford.gov.uk">dympna.sanders@guildford.gov.uk</a>

**EXECUTIVE: 26 May 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: 23 June 2022**

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 38	Guildford BID Ballot – Consideration of Draft Business Plan 2023-2028	To consider and approve the Business Plan and agree GBC voting in the ballot.	No	Report to Executive (23/06/2022) Incorporating comments/ Recommendations of Strategy and Resources EAB (13/06/2022)	Dawn Hudd 01483 444491 <a href="mailto:dawn.hudd@guildford.gov.uk">dawn.hudd@guildford.gov.uk</a>

**EXECUTIVE: 21 July 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
<div>Page 89</div> <div>*</div>	Shaping Guildford's Future Stage 3 Funding	Shaping Guildford's Future (formerly GERP) stage 3 funding.	No	Report to Executive (21/07/2022)	Mike Lee-Dickson 01483 444123 <a href="mailto:michael.lee-dickson@guildford.gov.uk">michael.lee-dickson@guildford.gov.uk</a>

**COUNCIL: 26 July 2022**

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



**EXECUTIVE: 25 August 2022**

<b>Key Decision (asterisk indicates that the decision is a key decision)</b>	<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>
	Capital and Investment outturn report 2021-22	To recommend the approval of the Capital and Investment outturn report 2021-22 to Council at its meeting in October 2022.	No	Report to Executive (25/08/2022) Incorporating comments/ Recommendations of Corporate Governance and Standards Committee (28/07/2022) and Council (11/10/2022)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

	Revenue Outturn Report 2021-22	To approve the Revenue Outturn Report 2021-22.	No	Report to Executive (25/08/2022) Incorporating comments/ Recommendations of Corporate Governance and Standards Committee (28/07/2022)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Page 42	Housing Revenue Account Final Accounts 2021-22	To approve the Housing Revenue Account Final Accounts 2021-22	No	Report to Executive (25/08/2022) Incorporating comments/ Recommendations of Corporate Governance and Standards Committee (28/07/2022)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

Agenda item number: 5

**EXECUTIVE: 22 September 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: 11 October 2022**

<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>
Capital and Investment outturn report 2021-22	To recommend the approval of the Capital and Investment outturn report 2021-22 to Council at its meeting in October 2022.	No	Report to Council (11/10/2022) Incorporating comments/ recommendations of Corporate Governance and Standards Committee (28/07/2022) and Executive (25/08/2022)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

**EXECUTIVE: 27 October 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: 24 November 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: 5 January 2023**

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 46					

**EXECUTIVE: 26 January 2023**

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 47	Capital and Investment Strategy (2023-24 to 2027- 28)	To recommend to Council the approval of the Capital and Investment Strategy (2023- 24 to 2027-28)	No	Report to Executive (26/01/2023) and Council (08/02/2023) Incorporating comments/ Recommendations of Joint EAB (09/01/2023) Corporate Governance and Standards Committee (19/01/2023)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
	Housing Revenue Account Budget 2023-24	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 2023-24.	No	Report to Executive (26/01/2023) incorporating comments/ recommendations of the Joint EAB (09/01/2023) and Council (08/02/2023)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

	Business Planning – General Fund Budget 2023-24	To recommend to Council: <ul style="list-style-type: none"> <li>• Approval of the general fund revenue budget for 2023-24</li> <li>• Agreement of a council tax requirement for 2023-24</li> <li>• Declaration of any surplus/deficit on the collection fund</li> </ul>	No	Report to Executive (26/01/2023) Incorporating comments/ Recommendations of Joint EAB (10/11/2022) and Council (08/02/2023)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Page 48	Off-Street Parking Business Plan 2023-24	To approve the Off-Street Parking Business Plan 2023-24	No	Report to Executive (26/01/2023)	Andy Harkin 01483 444535 <a href="mailto:andy.harkin@guildford.gov.uk">andy.harkin@guildford.gov.uk</a>



**COUNCIL: 8 February 2023 (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 (2023-24 to 2027-28)	To approve the Capital and Investment Strategy (2023-24 to 2027-28)	No	Report to Council (08/02/2023) Incorporating comments/ Recommendations of Corporate Governance and Standards Committee (19/01/2023) And Executive (26/01/2023)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Housing Revenue Account Budget 2023-24	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 2023-24.	No	Report to Council (08/02/2023) incorporating comments/ recommendations of the Joint EAB (09/01/2023) and Executive (26/01/2023)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Business Planning – General Fund Budget 2023-24	To approve: <ul style="list-style-type: none"> <li>the general fund revenue budget for 2023-24</li> <li>a council tax requirement for 2023-24</li> </ul> Declaration of any surplus/ deficit on the collection fund	No	Report to Council (08/02/2023) incorporating comments/ recommendations of the Executive (26/01/2023)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

Pay Policy Statement 2023-24	To approve the Pay Policy Statement 2023-24	No	Report to Council (08/02/2023)	Francesca Smith 01483 444014 <a href="mailto:francesca.smith@guildford.gov.uk">francesca.smith@guildford.gov.uk</a>
---------------------------------	--	----	-----------------------------------	---

**COUNCIL (Budget Reserve Date): 22 February 2023**

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: 23 February 2023**

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 5	Annual Governance Statement 2022-23	To consider the Council's Annual Governance Statement for 2022-23		Report to Executive (23/02/2023) and Corporate Governance and Standards Committee (15/03/2023)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**EXECUTIVE: 16 March 2023**

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 52					

**COUNCIL: Annual Council Meeting 10 May 2023**

<b>Subject</b>	<b>Decision to be taken</b>	<b>Is the matter to be dealt with in private?</b>	<b>Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.</b>	<b>Contact Officer</b>
Election of Mayor and appointment of Deputy Mayor 2023-24	To elect a Mayor and appoint a Deputy Mayor for the municipal year 2023-24.	No	No Report	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Appointment of Honorary Remembrancer 2023-24	To appoint the Honorary Remembrancer for the municipal year 2023-24.	No	No Report	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**COUNCIL: Selection Council Meeting 15 May 2023**

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
Appointments to committees 2023-24	To agree the numerical allocation of seats to political groups on committees and to agree the membership and (where appropriate) substitute membership of those committees, including the election of committee chairmen and vice-chairmen	No	Report to Council (15/05/2023)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**NOTICE OF OFFICER KEY DECISIONS TO BE TAKEN**

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Date the Decision is to be taken on	Contact Officer
*  Page 55	Acquisition of General Fund Land at Benswood, Manor Farm, West Horsley, KT24 6HQ for use as a SANG	To approve the purchase of land at Benswood, Manor Farm, West Horsley, (approximately 6.5 hectares)	07.03.2022	Mark Appleton 01483 444364 <a href="mailto:mark.appleton@guildford.gov.uk">mark.appleton@guildford.gov.uk</a>
*	Grant of new lease of C4 Moorfield Point, 41 Moorfield Road, Slyfield	Grant of new 5 year contracted out lease, rent agreed at £53,721 pa.	08.03.2022	Faye Gunner 01483 444598 <a href="mailto:faye.gunner@guildford.gov.uk">faye.gunner@guildford.gov.uk</a>

*	Variation of the Contracted-Out Lease to SCPI Corum XL of Onslow House, Onslow Street, Guildford GU1 4LT	Grant a deed to vary the lease for 20 years to allow use of 50 spaces in Bedford Road Car Park on weekends and public holidays for the payment of £40,000 pa.	09.03.2022	Faye Gunner 01483 444598 <a href="mailto:faye.gunner@guildford.gov.uk">faye.gunner@guildford.gov.uk</a>
---	--	---	------------	---



**UNSCHEDULED ITEMS – EXECUTIVE/COUNCIL**

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Review of the Probity in Planning Handbook	To review the handbook	No	Executive	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Review of Executive Working Groups	To review work progress, terms of reference and membership.	No	Executive	John Armstrong 01483 444102 <a href="mailto:John.armstrong@guildford.gov.uk">John.armstrong@guildford.gov.uk</a>

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	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.	No	Report to Service Delivery EAB	Chris Wheeler 01483 445030

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

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*	Bridges – Inspection and Remedial Work	<p>(1) To approve appointment of consultants to:</p> <ul style="list-style-type: none"> <li>(a) carry out inspections</li> <li>(b) cost immediate and long-term works</li> <li>(c) advise on future inspection frequency</li> </ul> <p>(2) To approve works that arise from inspections</p> <ul style="list-style-type: none"> <li>(a) Move money from provisional to approved capital programme.</li> </ul>	No	Report to Executive	<p>Helen Buck 01483 444720 <a href="mailto:helen.buck@guildford.gov.uk">helen.buck@guildford.gov.uk</a></p>
u	The Housing Allocation Scheme	<p>Executive to agree updated scheme for Housing Allocation.</p> <p><i>Scheme will not come forward until 2022.</i></p>	No	Report to Executive Incorporating comments/ Recommendations of Service Delivery EAB	<p>Siobhan Kennedy 01483 444247 <a href="mailto:siobhan.kennedy@guildford.gov.uk">siobhan.kennedy@guildford.gov.uk</a></p>

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*u	New Housing Strategy (including Homelessness Prevention and Rough Sleeping Strategies) 2020- 2025	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.  <i>Dependent on Corporate Plan, maybe delivered at the end of 2021/start of 2022.</i>	No	Report to Executive Incorporating comments/ Recommendations of Service Delivery EAB	Siobhan Kennedy 01483 444247 <a href="mailto:siobhan.kennedy@guildford.gov.uk">siobhan.kennedy@guildford.gov.uk</a>
u	Charging for Regulatory Services	To consider proposal to charge for pre- application advice.  <i>Not a priority at this time.</i>	No	Executive	Justine Fuller 01483 444370 <a href="mailto:Justine.fuller@guildford.gov.uk">Justine.fuller@guildford.gov.uk</a>

Agenda item number: 5

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*u	Surrey Waste Partnership – Inter Authority Agreement	To confirm the formation of a Joint Committee to replace the Surrey Waste Partnership, to seek sign up to a relevant IAA and to agree what decisions around waste and what services we want delivered via a joint approach.  <i>Report estimated Spring 2022.</i>	No	Executive	Chris Wheeler 01483 445030 <a href="mailto:chris.wheeler@guildford.gov.uk">chris.wheeler@guildford.gov.uk</a>
*u	Industrial Estates	To consider strategies for the future development of individual industrial estates  <i>Report estimated 2022.</i>	No	Report to Executive Incorporating comments/ recommendations of Strategy and Resources EAB	Melissa Bromham 01483 444587 <a href="mailto:melissa.bromham@guildford.gov.uk">melissa.bromham@guildford.gov.uk</a>

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer	Agenda item number
*u	Community Infrastructure Levy Charging Schedule	To adopt the Community Infrastructure Levy Charging Schedule  <i>No schedule yet.</i>	No	Report to Executive Incorporating comments/ recommendations of Guildford Joint Committee	Stuart Harrison 01483 444512 <a href="mailto:stuart.harrison@guildford.gov.uk">stuart.harrison@guildford.gov.uk</a>	5
*u	Marketing Requirements SPD	To adopt the Marketing Requirements SPD  No schedule yet.	No	Report to Executive	Gavin Stonham 01483 444464 <a href="mailto:gavin.stonham@guildford.gov.uk">gavin.stonham@guildford.gov.uk</a>	
*u	Planning Contributions SPD	To adopt the Planning Contributions SPD  <i>No schedule yet.</i>	No	Report to Executive	Stuart Harrison 01483 444512 <a href="mailto:stuart.harrison@guildford.gov.uk">stuart.harrison@guildford.gov.uk</a>	
*u	Green and Blue Infrastructure SPD	To adopt the Green and Blue Infrastructure SPD.  <i>No schedule yet.</i>	No	Report to Executive	Dan Knowles 01483 444605 <a href="mailto:dan.knowles@guildford.gov.uk">dan.knowles@guildford.gov.uk</a>	
*u	Green Belt SPD	To adopt the Green Belt SPD  <i>No schedule yet.</i>	No	Report to Executive	Laura Howard 01483 444626 <a href="mailto:laura.howard@guildford.gov.uk">laura.howard@guildford.gov.uk</a>	



**UNSCHEDULED ITEMS – GUILDFORD JOINT COMMITTEE**

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

## SCHEDULE 2

### MEMBERSHIP OF THE BOROUGH COUNCIL'S EXECUTIVE

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

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

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

This page is intentionally left blank

## 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

19 MAY 2022				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Shawfield Road Site, Ash	To consider this mandate.	Cllr Julia McShane	Steve Benbough, Strategy and Communications Manager	(Deferred from 9 Sept 21)
7 JULY 2022				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
8 SEPTEMBER 2022				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
3 NOVEMBER 2022				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
12 JANUARY 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
9 MARCH 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion

# EXECUTIVE ADVISORY BOARD WORK PROGRAMME

## JOINT EXECUTIVE ADVISORY BOARD

10 NOVEMBER 2022				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Business Planning - General Fund Outline Budget 2023-24	To consider the outline budget and submit comments to the Executive.	Cllr Tim Anderson	Claire Morris Resources Director	February 2023
9 JANUARY 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Housing Revenue Account Draft Budget 2023-24	To consider the Draft HRA budget and submit comments to the Executive.	Cllr Julia McShane / Cllr Tim Anderson	Ian Doyle, Service Delivery Director	February 2023
Capital and Investment Strategy 2023-24 to 2027-28	To consider the Draft Capital and Investment Strategy and submit comments to the Executive.	Cllr Tim Anderson	Victoria Worsfold, Lead Specialist - Finance	February 2023

# EXECUTIVE ADVISORY BOARD WORK PROGRAMME

## UNSCHEDULED ITEMS

### Service Delivery Executive Advisory Board

Item	Additional information	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 ( <a href="http://www2.guildford.gov.uk/boroughcollection/">www2.guildford.gov.uk/boroughcollection/</a> ). This will be the subject of a mandate in due course.	Cllr James Steel	Sarah Fairhurst, Collections Manager, Heritage Services	
Domestic Abuse Bill	To consider work in relation to the Domestic Abuse Bill.	Cllr Julia McShane	Samantha Hutchison, Community Wellbeing Manager	
Housing (HRA) Development Programme Mandate	To consider this overarching programme mandate.	Cllr Julia McShane	Matt Gough, Housing Development Lead	
Heritage Service Mandate (sub-programme of Culture, Heritage and Tourism Programme)	This mandate will be presented for consideration. <i>(Lead councillors have confirmed that this mandate will not be available for consideration in the short term.)</i>	Cllr John Redpath / Cllr James Steel	Jonathan Sewell, Head of Culture, Heritage and Leisure Services	
Guildford Spectrum (Building)	To consider this mandate.	Cllr James Steel	Jonathan Sewell Head of Heritage, Culture & Leisure Services	
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	

## EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Houses in Multiple Occupation (HMOs) Controls	Further to the report considered by the EAB on 4 November 2021, to consider an update report concerning controls relating to HMOs.	Cllr Julia McShane	Sean Grady, Private Sector Housing & Pollution Lead / Justine Fuller, Head of Environment & Regulatory Services	November 2022

### Joint Executive Advisory Board

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

*NOTE: Shaping Guildford's future – a plan for our town centre will be dealt with by wider consultation or member workshops.*