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Contact: Andrea Carr
Committee Services
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11 May 2022

Dear Councillor

Your attendance is requested at a remote meeting of the **SERVICE DELIVERY EXECUTIVE ADVISORY BOARD** to be held on **THURSDAY 19 MAY 2022 at 7.00 pm**. The meeting is 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: 282 132 315#

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.

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THE COUNCIL'S STRATEGIC FRAMEWORK (2021- 2025)

Our Vision:

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

Our Mission:

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

Our Values:

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

Our strategic priorities:

Homes and Jobs

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

Environment

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

Community

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

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

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

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 - 8)
To confirm the minutes of the Executive Advisory Board (EAB) meeting held on 10 March 2022.
- 4 TOURISM AND TOURIST INFORMATION CENTRE** (Pages 9 - 20)
- 5 SHAWFIELD ROAD SITE, ASH** (Pages 21 - 32)
- 6 EXECUTIVE FORWARD PLAN** (Pages 33 - 64)
- 7 EAB WORK PROGRAMME** (Pages 65 - 68)
To consider and approve the EAB's work programme with reference to the above Executive Forward Plan.

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SERVICE DELIVERY EXECUTIVE ADVISORY BOARD

10 March 2022

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

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|---------------------------|-----------------------------|
| * 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 Julia McShane and Maddy Redpath were also in attendance.

SD54 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillors Andrew Gomm and Jo Randall. There were no notifications of substitutes.

SD55 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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

SD56 MINUTES

The minutes of the meeting of the Service Delivery Executive Advisory Board (EAB) held on 13 January 2022 were confirmed as a correct record, and would be signed by the Chairman at the earliest opportunity.

SD57 CARELINE MANDATE

The Executive Advisory Board (EAB) was invited to consider the mandate in respect of the Careline service. The mandate addressed the following areas:

- Introduction
- Strategy
- Options Evaluation
- Considerations
- Resources, including potential costs to proceed to the next stage to develop the Strategic Outline Case
- Issues, Assumptions and Risks
- Dependencies, Constraints and Opportunities
- Reviewer List
- Next Steps

The mandate set out five potential strategic options to deliver a solution. The Options consisted of (1) Do nothing, (2a) Do something, (2b) Do something, (2c) Do something or (3) Do most. Having considered the mandate at its meeting held on 2 March 2022, the Executive / Management Team Liaison Group recommended that Options (2a) to outsource the entire service to a private external operator or (2b) to outsource to another Council provider, should be pursued. Local authorities currently providing this service to other councils were Mole Valley and Runnymede.

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The Head of Community Services gave an introductory presentation in respect of the mandate which explained that Careline was a 24-hour emergency call system to assist vulnerable people in the Borough to live independently in their own home. There were two aspects to the service. The first aspect, operated by the Council's in-house Community Services Careline team, involved the installation, updating, maintenance and management of people's accounts to have a Lifeline trigger pendant to wear or a smoke alarm fitted into their property. The second aspect featured a 24-hour call centre, operated under contract by PPP Taking Care, which responded to emergency calls from clients for assistance. The Careline service included the sheltered housing schemes in the Borough.

The reason for pursuing the mandate at present was that the current contract with PPP Taking Care was due to expire in May 2022 and significant investment in technology and equipment would be required to enable the service to continue as communication providers were transforming the telecommunications network in the UK from the traditional hard wired telephone lines to a digital system. The current contractor estimated that the cost of the digital upgrade to cater for the number of people in the Council's scheme was approximately £350,000.

The imminent end of the contract with PPP Taking Care to provide the Council's call centre offered an opportunity to outsource the entire Careline service to an external provider under one contract to provide the most cost efficient and effective service to the most vulnerable residents in the best manner whilst ensuring the risk in respect of the digital transfer was minimised. A six month extension of the contract with PPP Taking Care was being sought to enable the Council to undertake the procurement process leading to the award of a new Careline contract.

The following points arose from related questions, comments and discussion for forwarding to the Executive:

1. Waverley Borough Council (WBC) provided an identical Careline service to this Council utilising the same call centre provider, PPP Taking Care, although its contract was not due for renewal for some time and it was therefore not under the time pressure being experienced by Guildford. WBC also operated an in-house Careline Team to deliver the internal elements of the service, with a larger number of staff and fewer clients than this Council, which currently served approximately 2,000 customers.
2. There was scope to collaborate with WBC in this area in the future. In addition to the likely approach of inviting that Council to take part in discussions with a view to joining Guildford's contract when its own expired, other opportunities should be explored such as ascertaining whether WBC had any alternative thoughts or plans which could be shared with Guildford. WBC had not indicated that taking over the provision of this Council's in-house service was a position that it was proposing to consider at present. Alternatively, Guildford could extend its contract to make it coterminous with that of WBC to enable both Councils to undertake a joint procurement exercise with the possibility of benefiting from economies of scale and inviting other Council's to join the contract.
3. In terms of cost differences between council and private company careline service providers, this was not currently known as the procurement process had not yet commenced. However, officers were aware of strengths and weaknesses associated with both types of service providers. Compared with local authority providers, private companies were normally larger with local outreach hubs and greater resilience featuring access to more resources. However, a benefit of contracting another local authority to provide the service was that it retained finances within the public sector. Whether a local authority provider would have sufficient resources and be in a position

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- to deliver a service transfer as rapidly as the Council might require would be considerations when awarding a contract.
4. The EAB was advised that the Council would seek to provide the most cost efficient and effective service as possible to its residents and at this stage no business solutions had been ruled out. Any organisation, local authority or private company, could submit a tender to provide the Careline service as part of the procurement process.
 5. A councillor advised that she had once received a complaint regarding the cost of Guildford's Careline service compared to the amounts charged by other Surrey boroughs and districts for the equivalent service. It was reported that Woking Borough Council currently charged private clients £4.70 per week and WBC charged £4.90 per week whilst Guildford charged £5.10 per week. Aiming to bring Guildford's charge level in line with that of WBC was sought as an outcome of the service re-provision to ensure that the Council offered best value. Costs would be considered as part of the procurement exercise to establish the amount proposed and rationale behind it. In terms of contract quality compared with cost, the procurement framework assisted the Council to weigh the options.
 6. With regard to performance monitoring, the procurement exercise would include a requirement for tenderers to submit their quality assurance data and to explain their monitoring and management procedures including their relationship with the Telecare Sales Advisory Board. Community Services would also continue to monitor and work with the contractor following hand over to ensure that vulnerable services users were being well cared for. A council's / company's ability to undertake a smooth and safe service transfer was a significant consideration and would form part of the analysis of tenders received.
 7. Whilst the current contract with PPP Taking Care would be extended for a period of six months to enable the Council to pursue the Careline service re-provision, this was a minimum timeframe and could be extended further if necessary. The new digital system would be implemented at a later stage by the organisation awarded the contract. The procurement process would include details as to how the implementation would be achieved and how service users and their families would be made familiar with the changes. One key factor was how the overlap between the new and old services would operate as parallel functioning of the systems was necessary to ensure that the new system was fully tested and working before it became operational and the old system discontinued.
 8. The mandate included the possibility of losing two members of staff as a result of outsourcing. There were currently four posts in the Community Services team supporting the Careline service, two of which were vacant and covered by the two remaining postholders. Although the staff members could be transferred to the new service provider under TUPE regulations, they were both nearing retirement age and had indicated an interest in discussing their future options if they remained within the Council's employment.
 9. It was acknowledged that the Careline service provided much reassurance both for customers and their family members near and far. It was suggested that officers may wish to remain aware of various pilots being undertaken by Surrey County Council regarding supporting people living with dementia to stay at home with the assistance of technology.
 10. The EAB confirmed its support for options (2a) and (2b).
 11. It was felt that information, including accessible and easy to read material, should be included on the Council's website to keep residents informed of changes to the Careline service. It was noted that officers were communicating with service users to update them regarding the changes and allay any related concerns.

The Head of Community Services undertook to provide an update to the EAB once there was further detail regarding the outcome of the procurement process including costs, the

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service delivery contractor, the method by which the handover would progress and the type of technology to be provided to residents utilising the Careline service.

SD58 EXECUTIVE FORWARD PLAN

The Executive Forward Plan was noted without comment.

SD59 EAB WORK PROGRAMME

The Chairman advised the EAB of two forthcoming meetings of relevance. The first meeting, being held the following week between with the Chairman and Director of Service Delivery, would seek to identify possible areas of work which could be brought forward for the EAB to consider in the future. The second meeting, an O&S / EAB Work Programming session organised for 16 March 2022, would co-ordinate work programming in a wider context across both EABs and the O&S Committee.

As the EAB's work programme had been updated since the agenda for this meeting had been published, a late sheet providing the most up to date version had been circulated.

The meeting finished at 7.48 pm

Signed

Chairman

Date

TOURISM AND TOURIST INFORMATION CENTRE

9 MAY 2022 (VERSION 9)

Introduction – Tourism and Tourist Information Centre (TIC)

The TIC is located in Guildford House in the High Street. Pre-Covid, the service was open on Mondays to Saturdays plus Sundays from the beginning of May until the end of September. The TIC is currently operating reduced hours and this is under review.

The TIC provides the following services:

- Information and advice to visitors to the borough
- Promotion of Guildford to encourage visitors to the borough
- Shop offering a mix of souvenirs and local products

(A Box Office providing ticketing services for local events is no longer provided.)

The most common requests received by the TIC are for bus timetables and maps. The most frequently asked questions include what's on, where to eat and the location of particular shops. Many of the functions performed by the TIC align with the responsibilities of Experience Guildford in the town centre area.

Introduction – Tourism and Tourist Information Centre (TIC) (continued)

As part of Phase B of the Future Guildford transformation programme, the tourism and heritage marketing functions and associated budgets transferred to the Strategy and Communications Team. Operational management of the TIC and associated budgets were the responsibility of the Customer, Case and Parking Team.

The Strategy and Communications Team was given responsibility for leading an online visitor economy and marketing function and two additional officer posts were transferred to the service to support this role. A new approach will need to be developed, including:

- closer collaboration with Visit Surrey and other partners, such as Experience Guildford and Surrey Hills Enterprises
- an improved online offering to replace Visit Guildford (which is now unstable and unsupported)
- utilising expertise from the University's Centre for Digital Transformation in the Visitor Economy
- increased targeted promotional campaigns

Although Future Guildford delivered significant financial savings, the Council is facing a substantial projected budget deficit over the next four years and we are having to make savings across our discretionary services. Therefore, this mandate considers options for further changes to the future delivery of visitor information services that will also secure financial savings as part of our Savings Strategy.

TOURISM AND TIC - STRATEGY

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

We are facing severe budgetary pressures and need to deliver substantial reductions in discretionary spending in the short and medium-term. We also need to develop a modern, fit-for-purpose visitor economy offer.

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

In the context of our challenging financial position, we need to consider options for the future provision of visitor information services, whilst delivering financial savings.

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

Depending on the preferred options, the project will deliver financial savings to the Council and potentially more effective, modernised visitor information services.

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

A reduction or cessation of funding for the TIC would contribute to savings required as part of the Council's Savings Strategy.

An effective visitor information service would have a positive impact on the local economy and, therefore, contribute to our corporate priority of "supporting our business community and attracting new inward investment".

TOURISM AND TIC - OPTIONS

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

a) **Do Nothing**

Continue with the current TIC and service in-situ at Guildford House Gallery.

(This would maintain a physical face-to-face presence in the High Street, but would not deliver savings required by the Savings Strategy. It would also restrict other potential opportunities for the use of the space.)

b) **Do Something (1)**

Move the TIC and staff to another location.

(Whilst making space available at Guildford House for other purposes, this would result in a loss of a High Street presence, retain staff overheads and place significant limits on potential savings.)

c) **Do Something (2)**

Remove the physical TIC and provide an alternative digital and online communications and marketing service, incorporating increased targeted promotional campaigns. This would be accompanied by a review of future strategy/approach and required resources.

(This could provide a modernised, improved service and deliver savings in the region of £70k - £80k. The physical presence in the High Street would be lost and there would be potential redundancy costs.)

d) **Do Most**

Close the TIC and end the visitor service offered by GBC.

Savings would be slightly higher than Option (c) by removing digital and marketing spend, but an important service supporting the visitor economy would be lost leading to possible reputational damage. There would be potential redundancy costs.

TOURISM AND TIC - CONSIDERATIONS

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

Dawn Hudd, Strategic Services Director

Ian Doyle, Service Delivery Director

Steve Benbough, Strategy and Communications Manager

Nicola Haymes, Interim Head of Customer, Case and Parking

Councillor James Steel, Lead Councillor for Environment

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

Strategy and Communications are responsible for digital marketing and communications.

Customer, Case and Parking are responsible for the management of TIC and visitor information service.

Heritage Services are responsible for the management of Guildford House.

Decisions on the future of the TIC impact on separate proposals for the consolidation of Heritage Services at the Guildford House site.

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

The project will be managed by the Strategic Services Director and Service Delivery Director.

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

A decision is required as part of the Savings Strategy and will also provide clarity to facilitate the delivery of the outcomes of the review of Heritage Services.

TOURISM AND TIC - RESOURCES

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

Relevant service leaders and managers
Corporate Management Team
Lead Councillor/Executive
Executive Advisory Board
TIC and tourism staff
Experience Guildford
Visit Surrey and other visitor economy groups

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

a) External
None

b) Internal
Legal, Procurement, Finance, ICT, Assets, Human Resources, Heritage Services, Strategy and Communications and Customer Case and Parking

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

Potential annual savings in the region of £70k - £80k could be delivered.

TOURISM AND TIC – RISKS, ASSUMPTIONS & ISSUES

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

Risks

Failure (real or perceived) to deliver an effective alternative digital visitor information service

Reputational damage in connection with the closure of the TIC and significant opposition in some quarters

If savings are not made in TIC and tourism services, cuts in funding for higher priority frontline services will be needed

Assumptions

That the Council wishes to make savings in accordance with its Savings Strategy.

That the Council wishes to consider alternative options for the delivery of visitor information services

Issues

Staff concern and uncertainty about the future of the TIC

Consultation with staff and possible redundancies.

Subject to the preferred option, an equality impact assessment will be required.

Retaining the TIC at Guildford House will impact on potential consolidation of Heritage Services and restrict potential income generation opportunities

TOURISM AND TIC – DEPENDENCIES, CONSTRAINTS AND OPPORTUNITIES

Dependencies

Review of Operational Assets

Heritage Services Review and configuration of Guildford House

Collaboration and joint working with Waverley Borough Council

Constraints

Financial pressures require savings in discretionary services, including tourism services

Opportunities

Provision of a modern, innovative, visitor information service

Future options for collaboration with Waverley on the visitor economy

Greater strategic collaboration with Visit Surrey and other partners

More flexibility on use of vacated space at Guildford House as part of the consolidation of Heritage Services

Continued visitor information to be made available at Guildford House and other locations

Greater collaboration with Experience Guildford and reduced duplication

Internal GBC Stakeholders (Contributors to this Issue/Mandate)

Involved or sighted so far

Steve Benbough, Strategy and Communications Manager (author)
Sam Adam, PMO Officer
Ian Doyle, Service Delivery Director
Faye Gould, Procurement Manager
Amanda Hargreaves, Heritage Lead
Dawn Hudd, Strategic Services Director
Emma McBriarty, Senior Policy Officer (Communications)
Peter Stevens, Deputy Head of Customer, Case and Parking
Nicola Haymes, Interim Head of Customer Case and Parking
Claire Morris, Resources Director
Louise Odell, Interim Project Officer
Diane Owens, Lead Specialist (Legal)
Marieke van der Reijden, Head of Asset Management
Jonathan Sewell, Head of Culture, Heritage and Leisure
Francesca Smith, Lead Specialist (Human Resources)
Vicky Worsfold, Lead Specialist (Finance)
James Beach Lead Specialist (ICT)
Corporate Management Team
Councillor Joss Bigmore, Leader of the Council
Councillor James Steel, Lead Councillor
Councillor John Redpath, Lead Councillor for Economy
Executive Liaison Group

To be consulted at the next step

Executive Liaison Group
Executive Advisory Board

TOURISM AND TIC – NEXT STEPS

CMT considered the mandate at its meeting on 15 December 2021 and approved its submission to the Executive Liaison Group on 5 January 2022. CMT confirmed that an Equalities Impact Assessment would be required in relation to some of the options. Affected staff would also need to be informed of the proposals prior to the mandate being placed in the public domain.

Consideration of the mandate was deferred at the meeting of the Executive Liaison Group on 5 January 2022. A meeting was held with Councillors James Steel and John Redpath to discuss the mandate. Amendments were subsequently made to the mandate to explain responsibilities for visitor economy services following reorganisation as part of the Future Guildford programme. Option (c) was also amended to state that any closure of the TIC would be accompanied by a review of our future strategy/approach to visitor economy services and required resources.

The Executive Liaison Group considered the mandate at its meeting on 16 February 2022. Option (c) was supported in principle, but the Group asked that opportunities be considered for the continued provision of visitor information at Guildford House and other town centre locations in consultation with Experience Guildford.

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Shawfield Road Site, Ash

9 May 2022 (Version 4)

Introduction

The Council previously had two purpose-built day centres providing care and support services for elderly residents: the Park Barn Centre in northern Guildford and the Shawfield Day Centre in Ash. Following a consultation exercise, a decision was taken to consolidate day care services at the Park Barn Centre, with clients of the Shawfield Day Centre being transferred to the former. With the improved facilities and services available at the Park Barn Centre and by consolidating staffing, it was considered that clients would receive improved support and care. The decision also generated financial savings to the Council as part of its Savings Strategy.

The transfer of all day care services to the Park Barn Centre means that the Shawfield Road site is no longer required for its former purposes. This mandate looks at options for future alternative uses of the site. However, it should be noted that there is a charge on the title of the land requiring it to be used as a 'day centre' and this will have implications on the viability and feasibility of some options.

Strategy

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

Following the closure of Shawfield Day Centre, a decision is required on the future use of the site.

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

The Shawfield Road site is available for alternative uses, such as affordable housing, extra-care housing or community facilities. The mandate seeks views on the preferred options.

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

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The project will deliver a positive alternative use of the Shawfield Road site. Success criteria include:

- contribution of the future use of the site to the Council's corporate priorities
- financial viability of proposals and/or generation of new income streams

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

Subject to preferred options, the future use of the site could contribute to the following corporate priorities:

- provide and facilitate housing that people can afford
- tackling inequality in our communities
- work with communities to support those in need

Options Evaluation

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

1. Leave the site and premises vacant.
2. Redevelop the Shawfield Road site for affordable housing.
3. Redevelop the Shawfield Road site for alternative uses such as key worker or extra-care housing (including discussions with other health and social care providers).
4. Explore options for potential community uses of the site.
5. Sell the site

(Options 2-4 will be subject to successful negotiation and resolution of issues relating to the charge on the title of the site.)

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), Matt Gough (Head of Housing) and/or Samantha Hutchison (Head of Community Services). Councillor Julia McShane (Lead Councillor for Community and Housing)

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

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An environmental impact assessment would be needed for any proposed redevelopment of the Shawfield Road site.

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

Any redevelopment of the Shawfield Road site could be delivered by Corporate Programmes on behalf of the Head of Housing. The Community Services Manager would lead on potential community uses of the site.

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

An early decision on preferred options for the site should be made to bring it into productive use and prevent its deterioration

Agenda item number: 5

Resources

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

Corporate Management Team, Lead Councillor, Executive and Executive Advisory Board
Local Ward Councillors
Ash Parish Council
NHS and Surrey County Council

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

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Internal Staffing – negotiations will need to take place with the relevant NHS agency on constraints imposed by the charge on the title of the site. Ongoing legal advice will be required.

External Consultants – Consultants (e.g. architects) would need to be engaged to support feasibility studies for any redevelopment of Shawfield Road site.

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

Costs for the redevelopment of the Shawfield Road site may be in the region of £3 million.

A successful negotiation with the relevant NHS agency to remove the charge on the site may have a financial cost. To give an indication, the NHS contributed £280,000 towards the construction of the day centre and this might form part of the basis of the valuation for any removal of the charge. The charge also gives the NHS an entitlement to 60% of any sale (this would include rental income from a lease).

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)

	Q4 (20/21)	Q1 (21/22)	Q2 (21/22)	Q3 (21/22)	Total	
Internal staffing costs	Existing internal staffing not costed but not to be under-estimated.					
Specialist external consultants' costs						Consultants would need to be engaged to support feasibility studies for any redevelopment of Shawfield Day Centre.
Total						

Issues, Assumptions & Risks

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

Issues

The constraints of the charge on the title of the Shawfield Road site need to be resolved

Negotiations with the relevant NHS agency regarding the charge

The original NHS agency chargee no longer exists, so the successor will need to be determined with certainty

Consultation with stakeholders on potential uses

A full review of the title review needs to be conducted to confirm whether the land can be sold to a private developer, to resolve the unregistered land issue and to consider the need to appropriate the land for housing purposes if that option is being pursued.

Assumptions

There is an expectation that the Shawfield Road site will not be left vacant and that a viable, positive use will be identified.

Risks

The charge on the title significantly impacts on alternative potential beneficial uses of the Shawfield Road site. Without successful resolution of the charge, the Shawfield site could become redundant.

Dependencies, Constraints & Opportunities

14. What are the Dependencies, Constraints and Opportunities,

Dependencies

Identification of the relevant NHS agency chargee and successful negotiation in relation to the charge.

Constraints

The charge on the title requiring the Shawfield Road site to be used primarily as a day centre introduces legal complexities and potential costs

Current capacity within the Corporate Programmes team to deliver a redevelopment scheme

Opportunities

Provision of approximately 12 additional affordable homes on the Shawfield Day Centre site or other beneficial community uses.

Shawfield Road Site, Ash - Next Steps

The mandate was considered by CMT at its meeting held on 2 February 2022. Subject to a number of amendments to the text and clarification of issues relating to the implications of the charge on the site, it was agreed that, following consultation with the Lead Councillor, the mandate should be submitted to the meeting of the Executive Liaison Group on 2 March 2022.

The Executive Liaison Group considered the mandate at its meeting on 2 March 2022. Redevelopment of the site for affordable housing or to meet other housing needs, such as as key worker or extra-care housing, was a preferred option. Community use of the site was also an acceptable option, subject to there being a demonstrable need for community facilities in Ash and there being no ongoing costs to the Council.

Negotiations would take place with the relevant NHS agency regarding the removal of the charge on the site prior to the mandate being submitted to the EAB.

Reviewer List

Involved or Sighted so far and to be updated on changes

Stephen Benbough, Strategy and Communications Manager
Samantha Adam, PMO Officer
Ian Doyle, Service Delivery Director
Matt Gough, Head of Housing
Faye Gould, Procurement Manager
Rachel Harper – Corporate Programmes (Housing Lead)
Dawn Hudd, Strategic Services Director
Samantha Hutchison, Community Services Manager
Abi Lewis, Head of Regeneration and Corporate Programmes
Louise Odell, Interim Project Officer
Diane Owens, Lead Specialist (Legal)
Vicky Worsfold, Lead Specialist (Finance)
James Beach, Lead Specialist (ICT)
Francesca Chapman, Lead Specialist (HR)
Ciaran Ward, Information Governance Officer
PPM Governance Team
Marieke van der Reijden – Head of Asset Management
Corporate Management Team
Councillor Julia McShane, Lead Councillor
Councillor Joss Bigmore, Leader of the Council
Executive Liaison Group

Next to be consulted

Service Delivery EAB

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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

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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: 28 April 2022

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 35	Infrastructure Funding Statement 2020-21	To approve the Infrastructure Funding Statement 2020-21 for publication	No	Report to Executive (28/04/22)	Rosie Trussler 01483 444463 rosie.trussler@guildford.gov.uk
	Corporate Risk Register and Risk Management Strategy	To approve the Risk Management Strategy and Policy.	No	Report to Executive (28/04/22)	Yasmine Makin 01483 444070 yasmine.makin@guildford.gov.uk

COUNCIL: 11 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
Page 36	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 (11/05/22)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
	Appointment of Honorary Remembrancer 2022- 23	To appoint the Honorary Remembrancer for 2022-23	No	Report to Council (11/05/22)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

COUNCIL: 16 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
Page 37	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 (16/05/22)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

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
* Page 38	Guildford West Station	GRIP 3 Outcome report (update report) and future procurement of GRIP stages	No	Report to Executive (26/05/22)	Abi Lewis 01483 444908 abi.lewis@guildford.gov.uk
*	Send Hill Disused Sandpit	To approve the potential disposal of land, currently used as open space, for housing.	No	Report to Executive (26/05/22)	Damien Cannell 01483 444553 damien.cannell@guildford.gov.uk

	Broadband for the Surrey Hills	For approval of the grant	No	Report to Executive (26/05/22)	Francesca Costelo 01483 444510 Francesca.Castelo@guildford.gov.uk
	Annual Governance Statement 2021-22	To consider the Council's Annual Governance Statement for 2021-22	No	Report to Executive (26/05/22)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
	Review of Executive Working Groups	To review work progress, terms of reference and membership.	No	Report to Executive (26/05/22)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

<p>*</p>	<p>Local Plan Development Management Policies</p>	<p>To consider the Regulation 19 proposed submission plan.</p>	<p>No</p>	<p>Report to Executive (26/05/22) Report to Council (09/06/22)</p>	<p>Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk</p>
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EXTRAORDINARY MEETING OF COUNCIL: 9 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
*	Local Plan Development Management Policies	To consider the Regulation 19 proposed submission plan.	No	Report to Executive (26/05/22) Report to Council (09/06/22)	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

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
	The Council's Constitution: Review of Financial Procedure Rules	To review and update the Financial Procedure Rules	No	Report to Executive (23/06/22) Report to Council (26/07/22)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

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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
*	Shaping Guildford's Future Stage 3 Funding	Shaping Guildford's Future (formerly GERP) stage 3 funding.	No	Report to Executive (21/07/22)	Mike Lee-Dickson 01483 444123 michael.lee-dickson@guildford.gov.uk

COUNCIL: 26 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
Page 44	The Council's Constitution: Review of Financial Procedure Rules	To review and update the Financial Procedure Rules	No	Report to Executive (23/06/22) Report to Council (26/07/22)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	West Horsley Community Governance Review	To determine the outcome of the review	No	Report to Council (26/07/22)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

EXECUTIVE: 25 August 2022

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
* Page 45	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 (25/08/22)	Dawn Hudd 01483 444888 dawn.hudd@guildford.gov.uk
	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 Corporate Governance and Standards Committee (28/07/2022) Report to Executive (25/08/22) Report to Council (11/10/22)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	Revenue Outturn Report 2021-22	To approve the Revenue Outturn Report 2021-22.	No	Report to Corporate Governance and Standards Committee (28/07/2022) Report to Executive (25/08/22)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Page 46	Housing Revenue Account	To approve the Housing Revenue Account Final Accounts 2021-22	No	Report to Corporate Governance and Standards Committee (28/07/2022) Report to Executive (25/08/22)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

COUNCIL: 11 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
Page 47	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 Corporate Governance and Standards Committee (28/07/2022) Report to Executive (25/08/22) Report to Council (11/10/22)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

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 48	Business Planning – General Fund Budget 2023-24	To recommend to Council: <ul style="list-style-type: none"> • Approval of the general fund revenue budget for 2023-24 • Agreement of a council tax requirement for 2023-24 • Declaration of any surplus/deficit on the collection fund 	No	Joint Executive Advisory Board (10/11/2022) Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	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 Corporate Governance and Standards Committee (19/01/23) Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	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 Joint Executive Advisory Board (09/01/23) Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Page 49	Off-Street Parking Business Plan 2023-24	To approve the Off-Street Parking Business Plan 2023-24	No	Report to Executive (26/01/23)	Andy Harkin 01483 444535 andy.harkin@guildford.gov.uk

COUNCIL: 8 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 50	Business Planning – General Fund Budget 2023-24	To recommend to Council: <ul style="list-style-type: none"> • Approval of the general fund revenue budget for 2023-24 • Agreement of a council tax requirement for 2023-24 • Declaration of any surplus/deficit on the collection fund 	No	Joint Executive Advisory Board (10/11/2022) Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	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 Corporate Governance and Standards Committee (19/01/23) Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	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 Joint Executive Advisory Board (09/01/23) Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Page 51	Pay Policy Statement 2023-24	To approve the Pay Policy Statement 2023-24	No	Report to Council (08/02/23)	Francesca Chapman 01483 444014 francesca.smith@guildford.gov.uk

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
<div>Page 52</div>	Annual Governance Statement 2022-23	To consider the Council's Annual Governance Statement for 2022-23	No	Report to Executive (23/02/23) Report to Corporate Governance and Standards Committee (15/03/23)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

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COUNCIL: 04 May 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 53	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 (04/05/23)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

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
*	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 £40,000pa.		Faye Gunner 01483 444598 faye.gunner@guildford.gov.uk
*	Approve revisions of rent	Abattoir at 10-12 Moorfield Rd Slyfield industrial Estate. To approve the reviewed rent of the above property leased to Anglo Beef Processors		Jacqueline Stewart 01483 444583 Jacqueline.stewart@guildford.gov.uk
*	Approval to enter into a contract for the replacement of the Council's multi-storey car park lighting.	To appoint the contractor for the Council's contract to upgrade the multi-storey car park lighting system.		Ian Doyle 01483 444469 ian.doyle@guildford.gov.uk

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UNSCHEDULED ITEMS - EXECUTIVE/COUNCIL

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 55	Review of the Probity in Planning Handbook	To review the handbook	No	Council	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
	Ash Road Bridge and Footbridge Update	To receive an update	No	Executive	Michael Miles 01483 444077 michael.miles@guildford.gov.uk

*	Bridges – Inspection and Remedial Work	(1) To approve appointment of consultants to: (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 (a) Move money from provisional to approved capital programme	No	Executive	Helen Buck 01483 444720 helen.buck@guildford.gov.uk
* Page 56	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.	No	Executive	Matt Gough 01483 444772 matt.gough@guildford.gov.uk
*	Charging for Regulatory Services	To consider proposal to charge for pre-application advice.	No	Executive	Justine Fuller 01483 444370 Justine.fuller@guildford.gov.uk

<p>*</p>	<p>Community Infrastructure Levy Charging Schedule</p>	<p>To adopt the Community Infrastructure Levy Charging Schedule</p>	<p>No</p>	<p>Executive</p>	<p>Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk</p>
<p>*</p>	<p>Marketing Requirements SPD</p>	<p>To adopt the Marketing Requirements SPD</p>	<p>No</p>	<p>Executive</p>	<p>Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk</p>
<p>*</p>	<p>Planning Contributions SPD</p>	<p>To adopt the Planning Contributions SPD</p>	<p>No</p>	<p>Executive</p>	<p>Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk</p>

*	Green and Blue Infrastructure SPD	To adopt the Green and Blue Infrastructure SPD	No	Executive	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*	Green Belt SPD	To adopt the Green Belt SPD	No	Executive	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
* Page 58	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	Executive & Council	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

	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 the policy.	No	Executive & Council	Dympna Sanders 01483 444620 dympna.sanders@guildford.gov.uk
	North Downs Housing	Review and next steps	No	Executive & Council	Matt Gough 01483 444772 matt.gough@guildford.gov.uk
	Careline Mandate	To approve the tender	No	Executive	Sam Hutchison 01483 444385 samantha.hutchison@guildford.gov.uk

SCHEDULE 2

MEMBERSHIP OF THE BOROUGH COUNCIL'S EXECUTIVE

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

Councillor	Areas of Responsibility
Leader of the Council and Lead Councillor for Service Delivery Councillor Joss Bigmore c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB (Christchurch Ward)	Governance including corporate Health and Safety, Guildford/Waverley Partnership, Partnerships, Corporate Strategy and Strategic Planning.

Councillor	Areas of Responsibility
<p>Deputy Leader of the Council and Lead Councillor for Community and Housing</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>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 and Communications.</p>

Councillor	Areas of Responsibility
<p>Lead Councillor for Development Management</p> <p>Councillor Tom Hunt</p> <p>c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB (Friary & St. Nicolas Ward)</p>	<p>Development Control and Enforcement</p>
<p>Lead Councillor for Economy</p> <p>Councillor John Redpath</p> <p>12 Addison Road Guildford GU1 3QP (Holy Trinity Ward)</p>	<p>Economic Development, Social Enterprise, Rural Economy, Heritage and Community Assets, Customer Services including Web Services.</p>
<p>Lead Councillor for Regeneration</p> <p>Councillor John Rigg</p> <p>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>

Councillor	Areas of Responsibility
<p>Lead Councillor for Environment</p> <p>Councillor James Steel</p> <p>c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Westborough Ward)</p>	<p>Waste, Licensing (including Health and Safety regulation), Parking, Parks and Leisure, Arts and Tourism, Bereavement, Environmental Health and Protection.</p>
<p>Lead Councillor for Climate Change</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>

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EXECUTIVE ADVISORY BOARD WORK PROGRAMME

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

SERVICE DELIVERY EXECUTIVE ADVISORY BOARD

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
Review of Refuse and Recycling Service	To consider future options and proposals for the Refuse and Recycling Service. <i>(Next steps in the National Waste Strategy expected Spring / Summer 2022.)</i>	Cllr James Steel	Chris Wheeler, Head of Operational and Technical Services / Liz Mockeridge, Waste Policy and Development Manager	
3 NOVEMBER 2022				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Guildford Spectrum (Building) <i>(Joint EAB?)</i>	To consider this mandate. <i>(Current evaluation of the building should be complete by the Summer.)</i>	Cllr James Steel	Jonathan Sewell Head of Heritage, Culture & Leisure Services	
12 JANUARY 2023				
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	

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

9 MARCH 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion

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
Domestic Abuse Bill	To consider work in relation to the Domestic Abuse Bill.	Cllr Julia McShane	Samantha Hutchison, Community Wellbeing Manager	
Heritage Service Mandate (sub-programme of Culture, Heritage and Tourism Programme, including art collection (Borough art collection - Borough Collection (guildford.gov.uk))	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 / Amanda Hargreaves, Heritage Lead	

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

UNSCHEDULED ITEMS

Joint Executive Advisory Board

Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Housing Strategy 2022-2027 (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.	Cllr Julia McShane	Robert Johnson, Housing Strategy and Enabling Manager	2022
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	
Communications	To hold an informal meeting to discuss communications with housing tenants and generally.	Cllr Julia McShane	Ian Doyle, Service Delivery Director	