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Contact: Andrea Carr
Committee Services
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20 January 2023

Dear Councillor

Your attendance is requested at a remote meeting of the **JOINT EXECUTIVE ADVISORY BOARD** to be held on **MONDAY 30 JANUARY 2023 at 7:00 pm**. The meeting will be held 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: 377 153 696 21

Yours faithfully

Tom Horwood
Joint Chief Executive

MEMBERS OF THE JOINT EXECUTIVE ADVISORY BOARD

Councillor Paul Abbey
Councillor Jon Askew
Councillor Christopher Barrass
The Mayor, Councillor Dennis Booth
Councillor Ruth Brothwell
Councillor Colin Cross
Councillor Graham Eyre
Councillor Andrew Gomm
Councillor Angela Goodwin
Councillor Angela Gunning
Councillor Gillian Harwood
Councillor Diana Jones

Councillor Steven Lee
Councillor Ann McShee
Councillor Bob McShee
The Deputy Mayor, Councillor Masuk Miah
Councillor Ramsey Nagaty
Councillor Jo Randall
Councillor Tony Rooth
Councillor Will Salmon
Councillor Pauline Searle
Councillor Fiona White
Councillor Catherine Young

Authorised Substitute Members:

Councillor David Bilbé
Councillor Chris Blow
Councillor Guida Esteves
Councillor Liz Hogger
Councillor Nigel Manning
Councillor Ted Mayne

Councillor Marsha Moseley
Councillor Susan Parker
Councillor Maddy Redpath
Councillor Paul Spooner
Councillor James Walsh
Councillor Keith Witham

QUORUM: 5



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 ELECTION OF CHAIRMAN FOR THE MEETING

2 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

3 LOCAL CODE OF CONDUCT AND NOTIFICATION 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.

4 SPECTRUM LEISURE CENTRE HIGH-LEVEL SUMMARY OF THE STRATEGIC OUTLINE BUSINESS CASE (Pages 5 - 14)

To receive and comment on the presentation.

Spectrum Leisure Centre High-Level Summary of the Strategic Outline Business Case

Draft v0.1

Executive Summary

- The business case seeks to establish the best value for money option, to GBC, for the future of the current Spectrum Leisure Centre.
- Following the conditions surveys, the business case confirms 'Do Minimum and Replace' as the most cost-effective solution for GBC.
- The business case explains the rationale for recommending this option and sets out the next steps in delivering only the very necessary works to the current building over the next 7 years.
- This option assumes that GBC still wish to provide leisure services on this site and therefore initiates the work to undertake feasibility into provision of a new centre on, or adjacent to, the site.
- It is anticipated that work to deliver a replacement (depending on the scope) will take between 5-7 years to deliver.

Introduction & Background

- In Jan 2019, the Executive agreed to initiate feasibility work into delivering a replacement centre.
- In Dec 2020, the Executive agreed that due to Covid 19, at least 2 years should pass before a replacement was given any further serious consideration. GBC provided significant financial support to the operator to stay afloat during the pandemic.
- In Nov 2021, a two-year contract extension with the operator was agreed. The operator has submitted a further two-year contract extension offer to 31 Oct 2025
- In Aug 2022, conditions surveys were completed, and a summary report compiled
- In Nov 2022, the Executive agreed with the recommendation to ‘Do minimum works to the current centre and initiate feasibility work to replace the building’ and asked for EABs to be consulted.

Strategic Case – Compelling Case for Change

Customer confidence to return to the facility following the pandemic has now returned to pre-pandemic levels.

The conditions surveys demonstrate that there is a clear and urgent need to replace the current building for the following reasons

- We can keep the current building going indefinitely but maintenance costs will steadily increase over time
- Carbon Emission improvements to the current building would be primarily based on switching to electric rather than improved efficiency and these improvements will therefore significantly increase running costs
- Increasing fuel prices are an additional pressure to keeping the current centre operational. This can only be mitigated with a new building that make best use of more fuel-efficient building techniques and technology

Economic Case – Options Evaluated in the Mandate (Jan 2021)

Strategic Options considered in the mandate were,

Option 1. Retire the asset/facility early – Shut the centre and save on running costs and cut carbon emissions to zero. Significant winding down costs would be incurred, and potentially significant liabilities could remain.

Option 2. Sell it – Shut the centre and sell the land to save on costs and accrue a capital receipt. Significant community reaction anticipated – no market for this.

Option 3. Do Minimum – Required preventative works which would be unlikely to significantly reduce carbon emissions

Option 4. Do More – Refurbishment that seeks to increase the current facilities 'life span', reduce carbon emissions

Economic Case – Shortlisted Options Evaluated in the Strategic Outline Business Case (Nov 2022)

Option	Pros	Cons	Capital Refurb Costs (scale of budget required)	Operating/ Running Costs	Emissions	Operating Contract	Customers/ Residents
1. Closure			tbc				
2. Do Minimum (& Replace)	Lowest cost for works	Must commission work now to explore closing or replacing within 5 years	£6m - £9m	Increasing in all scenarios due to fuel increases	No impact on emissions. Could pay to offset emissions	Up for renewal or extension in 2023	Poor facility aesthetic for longer > Likely income reduction
3. Keep Ticking Over (& Replace)	Buys 10 years to defer decision to replace/close	No significant emissions or running cost reductions A replacement is unlikely to get cheaper if we wait	£20m - £25m				Customer facing areas maintained to a reasonable standard
4. Keep Ticking Over Longer (10-15yrs), plus Climate Change Measures	Invest in the asset	Potential running cost increases Will be faced with the same questions at the end of the 10-15yrs	£26m - £30m	Likely to increase over and above other options	Reduce emissions by up to 20-80%	Need a better/different contract and/or operator arrangement if we invest heavily	
Replacement	Modern, flexible, more sustainable and cheaper to run. Possible income opportunities	Inability to fund. Climate of inflation and increasing construction costs.	£60-£150m (depending on facilities replaced)	Reduce running costs (tbc)	Reduce emissions by up to 70-100%	New arrangement	New facility

Financial Case – Costs (Draft)

- Key approval is appointment of Resource
 - Stakeholder Engagement
 - Specification – Facility Mix (Drive Costs)
 - New contract – re-tender
-
- Financial Case – Dependent upon key Decisions

Management Case – How it will be delivered

- Governance e.g. project board
- Assurance
- Project Plan
- Appointment of external consultants
- Specification – Facility Mix
- Business case – tested open market

Next Steps – to next approval gate

January 2023 – JEAB consideration and feedback

February 2023 – Executive Approval

March 2023 – Budget Approval for External Resource

June 2023 – Consultant Appointment

September 2023 – Project Plan

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