



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

Contact: Andrea Carr  
Committee Services  
01483 444058

8 February 2019

Dear Councillor

Your attendance is requested at a meeting of the **PLACE MAKING AND INNOVATION EXECUTIVE ADVISORY BOARD** to be held in Council Chamber, Millmead House, Millmead, Guildford, Surrey, GU2 4BB, on **MONDAY 18 FEBRUARY 2019 at 7.00 pm.**

Yours faithfully

James Whiteman  
Managing Director

**MEMBERS OF THE EXECUTIVE ADVISORY BOARD**

Chairman: Councillor Nils Christiansen  
Vice-Chairman: Councillor Angela Goodwin

Councillor David Elms  
Councillor Andrew Gomm  
Councillor Mike Hurdle  
Councillor Jennifer Jordan  
Councillor Julia McShane

Councillor Dennis Paul  
Councillor Mike Piper  
Councillor David Quelch  
Councillor Tony Rooth  
Councillor Jenny Wicks

**Authorised Substitute Members:**

Councillor Adrian Chandler  
Councillor Colin Cross  
Councillor David Goodwin  
Councillor Murray Grubb Jnr  
Councillor Gillian Harwood  
Councillor Christian Holliday  
Councillor Liz Hooper

Councillor Nigel Kears  
Councillor Sheila Kirkland  
Councillor Bob McShee  
Councillor Tony Phillips  
Councillor Caroline Reeves  
Councillor Matthew Sarti  
Councillor Pauline Searle

**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.

**QUORUM: 4**



## THE COUNCIL'S STRATEGIC FRAMEWORK

### Vision – for the borough

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

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

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

### Values for our residents

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

## 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 1 - 4)

To confirm the minutes of the Executive Advisory Board meeting held on 15 October 2018.
- 4 **INNOVATION STRATEGY** (Pages 5 - 26)
- 5 **GUILDFORD MUSEUM DEVELOPMENT PROJECT - PROGRESS REPORT** (Pages 27 - 46)
- 6 **REPORT OF THE EXECUTIVE ADVISORY BOARD REVIEW TASK AND FINISH GROUP** (Pages 47 - 52)
- 7 **EXECUTIVE FORWARD PLAN** (Pages 53 - 74)
- 8 **EAB WORK PROGRAMME** (Pages 75 - 78)

To consider and approve the EAB's draft work programme.
- 9 **PROGRESS WITH ITEMS PREVIOUSLY CONSIDERED BY THE EAB** (Pages 79 - 90)

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

This page is intentionally left blank

15 OCTOBER 2018

## PLACE MAKING AND INNOVATION EXECUTIVE ADVISORY BOARD

15 October 2018

- \* Councillor Nils Christiansen (Chairman)
- \* Councillor Angela Goodwin (Vice-Chairman)

- |                                   |                           |
|-----------------------------------|---------------------------|
| Councillor Alexandra Chesterfield | Councillor Dennis Paul    |
| * Councillor David Elms           | * Councillor Mike Piper   |
| * Councillor Andrew Gomm          | * Councillor David Quelch |
| * Councillor Jennifer Jordan      | * Councillor Tony Rooth   |
| * Councillor Julia McShane        | * Councillor Jenny Wicks  |

\* Present

Councillors David Bilbé and Philip Brooker were also in attendance.

### **BEI12 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies for absence were received from Councillors Alexandra Chesterfield and Nikki Nelson-Smith.

### **BEI13 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

There were no declarations of interest.

### **BEI14 MINUTES**

The minutes of the meeting of the Executive Advisory Board held on 10 September 2018 were confirmed as a correct record, and signed by the Chairman.

### **BEI15 TO REPORT ON THE FINDINGS OF THE PLANNING POLICY AND HOUSING DELIVERY BOARD SUB GROUP**

The Planning Development Manager presented a report in respect of the findings of the Sub Group of the Planning Policy and Housing Delivery Board. The Sub Group was set up to drive forward some quick wins in relation to increasing the speed of housing delivery across the Borough. After several meetings and research, initiatives were agreed to focus on: reducing the amount of time permitted to build developments from three to two years by way of a standard condition; looking at re-using council properties for housing; removing/adjusting pre-commencement standard planning conditions; seeking viability assessments at the pre-application advice stage; modular housing training; establishing whether there were any issues likely to delay developments and understand better why some applications were not being implemented; encouraging early consultation by developers with residents and local Councillors for larger developments; asking the North Downs Housing Company to consider initiatives which could include modular housing; and analysing appeal decisions to identify recurring material themes that the Planning Inspectorate placed weight on in concluding that an appeal should be permitted.

The report invited the EAB to consider and comment on these initiatives to speed up housing delivery and to identify any further initiatives for consideration. The proposed adoption of the new Local Plan in early 2019 and past struggles to deliver a sufficient number of houses in the Borough were the reasons.

15 OCTOBER 2018

The Planning Development Manager advised that he had recently attended a meeting of the Town and Country Planning Association which had considered the future of housing in England and identified the conversion of offices to dwellings as an issue.

Cllr Philip Brooker drew attention to a table in the report which provided a comparison between the number of housing completions per annum from 2015/16 pre-adoption of the Local Plan and the significantly higher anticipated housing supply trajectory for the five years following adoption. He advised that he had undertaken a piece of work to survey Council-owned land available for development which had identified potential sites for approximately 300 affordable dwellings. Other land would now be considered with the assistance of the Director of Community Services.

Arising from questions and discussion, the following points were made:

- The initiative to remove/adjust pre-commencement standard planning conditions largely consisted of re-wording so the conditions were no longer pre-commencement e.g. materials could be agreed following commencement.
- Groups of unused privately-owned garages could be considered for purchase and redevelopment in addition to Council-owned garage blocks and this would be looked into.
- The definition of affordable housing was changing and would be circulated to the EAB highlighting the distinctions between affordable and other types of housing.
- The Council was at risk of development driven by developers through planning applications and appeals as it currently lacked a five year housing supply.
- A more liberal interpretation of the National Planning Policy Framework concerning limited infilling was considered possible to increase housing delivery and also benefit smaller building companies which were not in position to develop larger sites.
- Although allocated development sites were preferable, the Local Plan was a guide and others could be added with brownfield sites being favoured over greenfield sites.
- A robust response to claims of lack of viability to construct affordable housing was sought. Consultants selected to undertake viability tests were the Council's choice.
- The construction industry's capacity to build on the scale of the housing trajectories was doubted and it was suggested that apprenticeships could be the way forward. Flooding the market may also be a concern for builders, although larger sites could be developed in phases in line with relevant planning conditions.

On behalf of the EAB, the Chairman thanked the Sub Group for its work and expressed support for the initiatives and the work being undertaken by Councillor Philip Brooker. The involvement of North Downs Housing was welcomed.

### **BEI16 STOKE PARK MASTERPLAN**

The Parks and Landscape Manager gave a presentation in respect of the Masterplan for Stoke Park, which was one of the largest parks in Surrey and received 250,000 visits per annum improving Guildford as a place to live and work. The presentation outlined links with the Corporate Plan, the consultation and evidence base, key outcomes for development, strategy for delivery, proposed Masterplan brief, delivery and resources. It also posed three questions for the EAB to consider around the evidence base, the proposed brief as set out in Section 4 of the summary paper and the proposed strategy for delivery as set out in Section 5 of the paper.

Producing a Masterplan for Stoke Park to make it a vibrant community park and visitor destination was an objective in the Corporate Plan. The consultation had been completed with a representative sample of the Borough's residents, including both users and non-users, and clubs and stakeholders. In total 1,968 responses were received and analysed revealing that consultees had a very positive perception of the park. There had also been Green Flag assessment and feedback and officer input to strengthen the evidence base. Key outcomes for development, improvement and investment in

15 OCTOBER 2018

play areas, catering and toilet facilities, parking provision, protection and enhancement of the park's heritage, protection of nature and the environment, enabling events, provision of sports pitches and facilities, and use and development of existing buildings. The strategy for delivery featured the Masterplan, wider parks strategies and day to day management. The proposed Masterplan brief covered the whole park and included catering, the play area, parking, heritage, hard infrastructure, nature and wildlife, and the park's assets. Delivery featured a programme of projects which would take up to 15 years to provide and require significant capital investment and funding. The process for delivery featured resources and governance, Masterplan procurement, production of the Masterplan, developing business cases, and commissioning and delivery. Additional officer and external technical resources were required. The additional officer resource would be a Stoke Park Project Officer overseen by a Project Board including councillors followed by the procurement of viable schemes. The provisional capital bid needed approval and options and business cases required further development as work proceeded.

Arising from questions and discussion, the following points arose:

- Stoke Park was visited by people living outside the Borough in addition to local residents.
- Although parking, which was concentrated at the western end of the Park, was an issue when the Park was in full use, it was felt that alternative options and locations should be explored before the parking capacity was increased as this would reduce the size of the Park. The location of any additional parking would need to be considered. The consultation responses indicated that 50 per cent of Park users travelled there by car and most of the rest on foot. It was felt that sustainable transport, in particular use of bicycles and trains instead of cars, should be encouraged.
- A community café featuring the history of the Park was welcomed and would be an attraction.
- Feedback from people with disabilities was that accessibility was not a strong feature of the Park and this was addressed in the Masterplan. The Guildford Access Group could assist in this area and the sensory garden and accessible play equipment could be improved.
- The Masterplan was sensitive to the desire to retain the green areas of the Park and use of the plant nursery area could be improved as an attraction.
- Officers were complimented on the thorough consultation exercise, responses from which indicated that the Royal Horticultural Society at Wisley was the most favoured alternative destination where there was plenty of parking and play facilities which were an attraction.
- It was felt that all existing facilities at the Park should be retained and the priorities of addressing the play area, catering and then the parking situation were supported.
- The budget for the Masterplan through to the delivery of some of the projects was £500,000. Work on any project found to be unviable would be discontinued and resources applied to another project. Concern was expressed that further details of the Masterplan would be required before agreeing to such a large spend.
- Although the level of cycling to access the Park was low, there were cycleways through the Park linking London Road, the Spectrum and tow path. Increased connectivity was sought.
- As the Park could facilitate a wide range of activities, it was possible that conflicting and competing preferences may arise.
- The Park was not financially self-supporting although income was derived from the hire of sports pitches and catering.
- The possible introduction of some allotments at the park was suggested.

15 OCTOBER 2018

- There was scope to improve health and wellbeing through organised activities such as park runs.
- Historic memorabilia could be gathered to celebrate the Park's forthcoming 100 year anniversary of being in Council ownership.
- Consideration would need to be given to promoting and marketing the Park.

Having been thanked by the Lead Councillor for its useful comments, the Board expressed support for the Masterplan and a wish to be involved in the further stages of the Park's development.

**BEI17    PROGRESS WITH ITEMS PREVIOUSLY CONSIDERED BY THE EAB**

It was agreed that the format of this document be refreshed in order to facilitate the receipt of updates in respect of areas of interest such as the Guildford Museum development project and multi-use sports pitches.

Reference was made to the recent Council decision to establish a cross party task and finish group to review EABs. Councillors Mike Piper, Jenny Wicks and Tony Rooth expressed an interest in joining this Group.

**BEI18    EAB WORK PROGRAMME**

The E-Cluster item scheduled for the February meeting of the Board was welcomed and suggested were sought as to when the unscheduled items should be considered. It was agreed that the Future Plans and Progress on the Regeneration of Guildford town centre should be broadened to include retail.

The meeting finished at 9.00 pm

Signed .....

Chairman

Date .....



# Innovation Strategy

## Shaping a smarter, more sustainable Guildford



## Innovation : Key to the future:

- **Innovation fosters new products/services, staff morale, teamwork and competitive advantage**
- **Guildford already a place of innovation – LSH Economic Vitality Index, Digital Hub, Surrey University**
- **Organisations will need to respond to rapid technological change**
- **There is help out there!**
- **GBC has risen to the challenge - Future Guildford, Innovation Strategy Board and this Innovation Strategy**



## The Innovation challenge:

***“We are currently preparing students for jobs that don't yet exist, using technologies that have not been invented, in order to solve problems we don't even know are problems yet.”***

***Karl Fisch – US High School Administrator (2006)***

<https://shifthappens.wikispaces.com/>



## The Business view:

*“Through skills development and training we need our employees to be able to adapt to jobs that don't yet exist, using technologies that have not been invented, in order to solve problems we don't even know are problems yet.”*



# Business–Council–University: Innovation through Collaboration

Page 9



Agenda item number: 4

# Innovation Strategy

## Core Objectives:

- **Facilitating smart places infrastructure across Guildford**
- **Guildford as the Innovators' location of choice**
- **Future Guildford – working to improve value for money and efficiency in Council services**

# Innovation Strategy

## Action Plan Objective 1:

Facilitating smart places infrastructure across Guildford through:

- **Digital infrastructure**
- **Transport infrastructure**
- **Smart Sustainable Living**

# Innovation Strategy

## Action Plan Objective 2:

**Guildford as the Innovators' location of choice through:**

- **Promoting Clusters**
- **A Collaborative Community**
- **Communicating our Strengths**
- **Business support**



# Innovation Strategy

## Action Plan Objective 3:

Future Guildford – working to improve value for money and efficiency in Council services through:

- **Community building**
- **Strategic Partnership**
- **Health and wellbeing (*personal and corporate*)**

# Innovation Strategy

## Climate Change Task Group:

Implementation of Council resolution to *“lead by example in the fight against climate change for the sake of everyone in the borough both now and in the future”*:

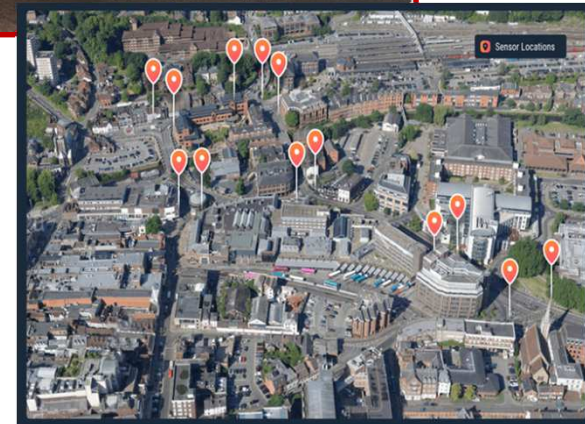
- **All-party Task Group met for first time 25 January 2019**
- **External advice from Guildford Environmental Forum**
- **Reports to Overview and Scrutiny Committee and asked to make recommendations as appropriate to Executive and Full Council**

## Business-Council-University collaboration:

### Project Alloyed:

**Guildford-based Epitomical secured Government Intelligent Mobility funding to pilot Connected and Autonomous Vehicles (CAVs):**

- **Seamless CAV network access**
- **In-car and external sensors measuring e.g. Air Quality**
- **Data-gathering and sharing**



Guildford Sensor Network:  
Vivacity Labs

# Business-Council collaboration:



1 Gbps Fibre Broadband . . .

**B4SH**  
Broadband for the Surrey Hills

. . . download and upload

Page 16



Before . . .

and

. . . After:



# Business-Council collaboration:

## Guildford Glide Electric Buses . . . and other sustainable transport



- Collaboration between Stagecoach and Alexander Dennis
- Potential LEP funding
- Integral to development of Sustainable Movement Corridor

- Electric or Hydrogen Power?
- EV-friendly Taxi network and car clubs
- Possible upgrade of bike scheme to provide electric bikes (dependent on State Aid rules)
- SCC EV Charging policy adopted – future investment model needs to be identified through private sector engagement and planning policies incl. on-street charging



# Council-University collaboration:



## Centre for Management Learning

### 2019 Final Year Student Project (Digital Marketing Module)

#### GBC Heritage Services project brief:

Present Guildford's heritage offer to new audiences through innovation:

- Identify key assets to promote
- Work with local Games Sector
- Use Augmented/Virtual Reality

# Council-University collaboration:



Richard Bowden - Professor of Computer Vision and Machine Learning



Paul Krause - Professor in Complex Systems



Prof. Richard Murphy - Director, Centre for Environment and Sustainability



Dr Christine Rivers - Co-Director, Centre for Management Learning

Also:

Prof. Rahim Tafazolli - Director and Founder, 5GIC

Prof. Lampros Stergioulas – Professor in Business Analytics

Dr. Claire Thorne - Director, Innovation Strategy

Stuart Fenton - Senior Partnerships Manager

Caroline Fleming - Head of Incubation, SETsquared

Ross Kelway - Public Engagement Manager

Adrian Shanks - Business Development Officer, SBS

School of Veterinary Medicine

School of Health and Social Care

5G Innovation Centre

School of Hospitality and Tourism Management

CoDE: Centre of Digital Economy

# NEW Business-Council-University collaboration:



Digital Community Hub



How does it work?

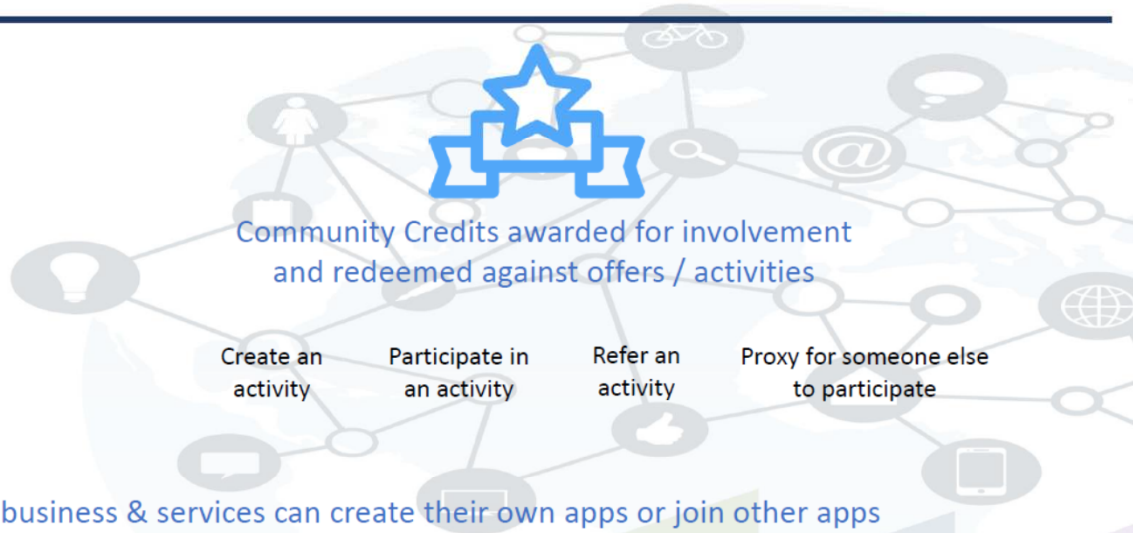


A digital marketplace for community groups and businesses

Retail Trading

Services Trading

Community involvement



Local Authorities, Independent business & services can create their own apps or join other apps



Neighbourhood alerts



Parking information



Encourage visits to the High Street



Embedded payment portal



# Meanwhile, in our twin town . . . the Circular Economy:



# Guildford 'Hollywood of Games'

*You wouldn't think so to look at the place but tucked behind the anonymous facades of its industrial parks lurk some of the most talented artists and developers in the world. Guildford, you see, is the beating heart of the British video game industry*



# Innovation Strategy Timetable:

- **CMT Draft Report – 19 March**
- **Executive Liaison meeting – 3 April**
- **Final Report to Committee Manager – 11 April**
- **Executive Meeting – 23 April**

***“What we do now and in the next few years will profoundly affect the next few thousand years.”***

***Sir David Attenborough, speaking at the World Economic Forum, 2019***

## Our new Innovation Strategy - Introduction

*"We are currently preparing students for jobs that don't yet exist, using technologies that have not been invented, in order to solve problems we don't even know are problems yet."*

*Karl Fisch 2006*

We are in the throes of a digital revolution, which is already having a pervasive impact on a global scale. Here in Guildford it is important that we recognise and plan for the huge advantages that the new technologies can bring. The speed of change is such that nobody can accurately predict what the future holds over the next 15 to 20 years. We can only be certain that there will be massive and disruptive transformation. Transportation, housing, energy, health and social care - and the way in which we deliver our public services - are just some of the areas that will be affected.

This Innovation Strategy establishes a Vision for Guildford that embraces a digital future and promotes our town as being at the leading edge of Innovation. Our aim is to enable technological change and innovation to support local economic competitiveness, quality of life and public service delivery with a view to creating a vibrant, prosperous, resilient and sustainable borough for the digital age. Our strategy will promote the development of high-quality infrastructures to support new technologies and systems. We will also raise awareness of how social and technological changes are influencing current and future planning and investment decisions, including the evolution of how we live and work.

Guildford Borough Council is only one of many organisations that will influence the development of our borough and much of its work will involve collaboration with partners and stakeholders. The University of Surrey is at the forefront of academic research into many areas of innovation; the Royal Surrey County Hospital is also pioneering research; and Guildford and its surrounding areas host many ground-breaking companies that are leading the way in new digital technologies. The Council has established excellent links in recent years within the academic, research and business communities. We will continue to align our activities to promote cooperation and build on our local strengths.

Our strategy includes delivery of the **following three Objectives** that expand the strategic priorities set out under the Innovation theme of the Council's Corporate Plan:

### **1. Facilitating smart places infrastructure across Guildford:**

We will seek to promote optimised methods of construction, operation and maintenance as we develop our infrastructure using leading edge technology and new approaches to find efficiencies, co-ordinate activities, and to collect and share data to do more with less. We will identify areas where new developments, methods or materials will have a positive impact and plan accordingly. Our aim is to ensure where practicable that the potential for future disruptive changes are taken into account in current planning policies and developments and that digital infrastructure is built into regeneration and new builds. A key part of our approach will be to encourage open source platforms and facilitate open data where possible.

## 2. Guildford as the Innovators' location of choice:

We will promote Guildford as the welcoming location of choice for companies, researchers and developers, who lead the digital revolution, with the Council providing active support for innovation and technological change in order to develop a connected community. This will include developing awareness and encouragement of opportunities for funding and promoting the development of complementary businesses with a particular emphasis on emerging and disruptive technologies.

## 3. Future Guildford - working to improve value for money and efficiency in Council services:

We will develop the Future Guildford programme aimed at reorganising our whole Council for the benefit of our residents. We plan to be an exemplar Council with a reputation as an early adopter, embracing modern new ways of working, new materials and new thinking, where cost efficient, beneficial and feasible to do so. We will invest in our IT infrastructure, increasing customer self-service and we will focus on commissioning and commercial opportunities. Our aim is to address issues of duplication and to redesign services to improve delivery and be more efficient. Where appropriate we will adopt innovative approaches with a view to future proofing the organisation.

The Innovation Strategy is described on the following pages and in the detailed action plan. Reflecting the dynamic nature of innovation and its ability to transform our daily lives, our working environments and our natural and built landscapes, this Strategy will need to be organic, with regular policy reviews and updates. This will be best achieved in dialogue with our stakeholders – for example, members of the public, local businesses, our staff and partners in public sector organisations – whose contributions will help the Council to realise its Vision for Guildford through an adaptable, innovative, sustainable and vibrant economy.

### What do we mean by Innovation?

Innovation is about . . .

- Inventing something
- Improving an existing product or service
- Doing something in a different way
- Enabling changes to the way we live and work . . .

### Councillor Gordon Jackson



**Lead Member – Innovation and Transformation**  
**Guildford Borough Council Executive**

*“What we do now and in the next few years will profoundly affect the next few thousand years.”*  
*Sir David Attenborough, speaking at the World Economic Forum, 2019*

Place-making and Innovation Executive Advisory Board Report

Ward(s) affected: Holy Trinity

Report of Director of Environment

Author: Paul Bassi

Tel: 01483 444444515

Email: [Paul.bassi@Guildford.gov.uk](mailto:Paul.bassi@Guildford.gov.uk)

Lead Councillor responsible: Nikki Nelson-Smith

Tel: 01483 568554

Email: [nikki.nelson-smith@guildford.gov.uk](mailto:nikki.nelson-smith@guildford.gov.uk)

Date: 18 February 2019

## **Guildford Museum development project – progress report**

### **Executive Summary**

Since the previous report to EAB on 9 April 2018, the Council has progressed the development of Guildford Museum's vision, audience development, display interpretation and architectural design options from the feasibility study stage to concept stage.

The EAB's previous comments to consider improvements to the Museum in a much wider context and on a single site has informed the revised project's vision and scope and now provides greater opportunity to enhance the Museum offer and widen its audience.

This more expansive vision is now reflected in the work streams being delivered by ZMMA (architectural designs and Interpretation Planning), Julia Holberry Associates (audience development and activity planning), and Fourth Street (business planning).

A preferred design for the site is emerging with a new build extension within the courtyard of the Museum, which takes into account the spatial requirement of the business service model, interpretation of displays, activities, cafes, toilets and other facilities.

Challenges facing the existing site development continues to be its sensitive historic setting as having listed building and schedule ancient monument status. We are currently developing a strategy to address these concerns.

In tandem with these developments, the Council continues to explore options for including potential partners such as the Carollian Wonderland Trust, Surrey Archaeological Society and Surrey Infantry Museum Regiment.

Finally, external grant opportunities such as Heritage Lottery Fund are being explored, as these would provide a significant contribution to meeting the cost of the new museum.

### **Purpose of Report**

- 1.1 To update members of the Place-making and Innovation Executive Advisory Board on progress of the museum development project.

### **Strategic Priorities**

- 2.1 The museum development project supports the Council's Corporate Plan 2018 – 2023 theme of Enhancing Sporting, Cultural, Community and Recreational facilities by:

*“Developing Guildford Museum as a Vibrant Visitor Attraction”.*

- 2.2 The economic strategy for 2013 -2031 aims for Guildford to be a *‘town and borough with strong infrastructure; world-class businesses with capacity to expand and deliver growth: an evolving and vibrant economy, which creates a progressive and sustainable environment for people today and for future generations living in an ever-improving society.’*

- 2.3 The goal and ambitious scope to attract a wider audience to the museum by reaching out to both local, national and international visitors will bring economic benefits to the town and be more appropriate to Guildford's status as the regional centre for the county. Guildford already attracts 3 million visitors a year that contribute £330million to the local economy and this new development will increase Guildford's attractiveness during a period when town centres generally are seeing a decline.

- 2.4 The development of the museum also supports the council's Art development strategy \*2018-2023 by increasing:

“opportunities for residents to enjoy and co-create arts activity, reaching more people who are not yet taking part”

- 2.5 The evolving theme for the museum is one of celebrating the creativity and innovation of Guildford supported by stories of interesting people and their achievements. A good understanding of what visitors want from the new museum has been achieved through the HLF funded “Your Stories, Your Museum” project and the current engagement programme.

### **Background**

- 3.1 The need to transform Guildford Museum is evident in its falling visitor numbers which have gone from 17,689 in 2006/7 to 9,462 in 2016/17. This is due to poor quality display of exhibits and lack of changing exhibitions. This view was expressed within the Stuart Davies Associate 2016 report ‘An approach to Museum development’ which also confirmed that Guildford,



because of its demography and historical importance, ought to have a substantially better modern museum.

- 3.2 Regeneration of the museum has been a complex and challenging process. The existing site has sensitive planning conservation status of listed buildings and schedule of ancient monuments that requires the Council to work closely with stakeholders such as Historic England and seek their consent.
- 3.3 This is now a key focus in this phase of work where we need to produce a Statement of Significance to support our need for any potential harm any development may cause to structures. This forms part of our conservation management plan and Statement of Need. This is even more important given that we are planning for an additional new building to link the castle grounds to the Museum in order for us to offer much needed display space.
- 3.4 Projects of this scale require an iterative process in coming to a consensual vision and scope that delivers the projects' aspiration. As we understand more about the Museum, site and visitors' needs, this flexible approach ensures that all factors are fully considered. The emerging vision that is driving both the content and the architecture is now taking shape. There is a much clearer understanding of what is required to be delivered and developing a 'best fit' scenarios for our community and partners such as the Carollian Wonderland Trust, Surrey Archaeological Society, the Surrey Infantry Museum and other potential partners.
- 3.5 We have established a strengthened project team since the Executive approved the project on the 19 April 2016. The team now has support on business planning (Fourth Street), engagement planning (Julia Holberry Associates), museum service development (Jo Wiltcher) and the ongoing architectural services and interpretation planning of ZMMA. A Museum Specialist, Julia Holberry, leads the team.

### **Vision and Scope of the Museum Development Project**

- 4.0 Feedback from EAB in April 2018 gave support to expand the vision of the project. Following a number of stakeholder engagement exercises the Museum Working Group created the following vision:

- 4.1

<p>Guildford Museum will:</p> <ul style="list-style-type: none"><li>• celebrate the story of Guildford and its regional, national and global impact on site and online</li><li>• be a hub for community engagement and outreach into the Borough and County</li><li>• be a place for learning and creativity.</li></ul>
---

It will also:

- be a destination, somewhere worth leaving home for
- bring the story up to the present and into the future
- be rooted in the collections
- be a catalyst for bringing the collections up to date
- be object rich
- be story rich
- have changing displays
- have charged for exhibitions
- host special exhibitions of national significance
- have an engaging programme of activities and events
- use the arts to enrich the displays and programming
- be known for its great café and shop
- be free to enter
- be partnership rich – with the University, local businesses, other heritage organisations in Guildford and County
- Appeal to local people and day visitors
- be effectively and efficiently managed
- exploit commercial opportunities
- be appropriately resourced.

It will feel:

- Exciting, reflecting Guildford's high-tech industries
- modern
- Distinctive
- Of Guildford.

4.2 Much of the work of Julia Holberry Associates builds on the extensive wider engagement already undertaken through the Arts Council Funded project 'Your Stories, Your Museum'. However, as harder to reach audiences were not specifically identified previously, Julia Holberry Associates has targeted these groups in its engagement programme.

### **Project Revised Scope**

5.1 The developed vision has affected the projects scope. It is therefore useful to reconfirm the current scope of the project and direction of travel.

5.2 The development area (see Appendix 1 – site plan) that will have substantive change made to it include:

- 10.1 48 Quarry Street
- 10.2 Monument rooms Quarry Street
- 10.3 1911 gallery – Quarry Street
- 10.4 Castle Arch House
- 10.5 Strong rooms
- 10.6 Castle cottage
- 10.7 castle grounds
- 10.8 New Chamber
- 10.9 Kings Chambers
- 10.10 Museum courtyard gardens

10.11 39 ½ Castle Street

- 5.3 Out of scope but previously considered, are:
- i. Castle Cliffe Gardens
  - ii. Castle Keep – but interpretation within and from museum will be included to tie the Museum and Castle grounds together.
- 5.4 Of note is that following discussions with the Carrollian Wonderland Trust it is now unlikely that a specific Lewis Carroll Gallery will occupy space in the new building. The original proposal would not meet the vision of providing changing exhibits or be able to provide the self-contained Carrollian experience that the Trust seeks. It is also unlikely that the Trust will have the funding to meet the likely cost.
- 5.5 The services that this project scope will significantly impact on are
- i. Heritage services – which delivers Guildford Museum services.
  - ii. Property Services – which manages assets and provides FM responsibilities
  - iii. Parks and Leisure – which manages the castle grounds and buildings

**Work stream update**

Architecture and buildings

- 6.1 ZMMA continue to refine their architectural designs and has focussed on development on the existing museum buildings footprint and courtyard area.
- 6.2 The initial findings of the feasibility study concluded that an optimum development opportunity of floor space of 2,034sqm is required to fulfil the need for more display space, storage, learning areas, café, toilets and appropriate circulation space (this is referred to as the C1 plan). An illustration of floor space usage and the general schematic plans proposed is shown at Appendix 1.
- 6.3 The current plans will continue to be refined and will require measured survey data to provide meaningful costings. Although a fully costed plan is not available yet, we have investigated a phased option that still meets our vision and business model aspirations. The table below details differences between the full plan and a phased option. These are:
- I. 48 Quarry Street,
  - II. Strong rooms
  - III. Castle Cottage
  - IV. New Chamber
  - V. Reducing level B of gallery by 95m2 and omit exhibitions space

Appendix 2 provides a plan of which areas can be phased.

6.4 Table 1 – Spatial use comparison of full Museum Scheme and Phased Scheme

Use	Existing	C1 option	C1 phased
Permanent exhibition	141	552	472
Temporary Exhibition	50	175	175
New Build Extension (exhibitions, learning centre, retail, catering)	0	190	0
Events	0	75	0
Visitor Facilities	18.5	200	200
Storage	182	110	154
Learning	161	262	100
Workshops	13	13	13
Offices	153	138	138
Meeting	24	24	24
Staff Rest and refreshment	18	5	5
Flat 48 Quarry street	55	0	0
Circulation	137	290.5	290.5
<b>Total</b>	<b>952.5</b>	<b>2034.5</b>	<b>1571.5</b>

6.5 Omitting 48 Quarry Street, New Chamber, Strong rooms and Castle Cottage from the full C1 plan will have an impact on the new museum. However, it could still deliver a significant improvement to the existing offer.

6.6 There is also the opportunity to review the use of the Victorian Schoolroom at 39 ½ Castle Street to see if this has continued relevance to both the school curriculum and the museum. At present, there is limited opportunity for its re-provision within the future development area of the museum.

6.7 The Lewis Carroll experience could be provided in Castle Cottage and this gives the opportunity to reduce the space requirements in the main development. An alternative would be to relocate the Victorian Classroom from 39 1/2 Castle Street

#### Business Planning and Museum Service Development

7.1 Work undertaken to date has focused on delivering a financially sustainable model for the future museum. The assumptions made are that:

- I. The Museum should move towards a more sustainable future, reducing dependence on GBC and other sources of income
  - II. There should be a balance between museum-focused (mission-related) and commercial activities (mission-supporting) activities
  - III. There is the potential to transfer the museum to an independent trust in time.
  - IV. It will be an appropriately resourced museum
  - V. There will be longer public opening hours of the Museum.
- 7.2 The initial calculations show that the Museum will make a modest surplus over a ten year period, excluding financing the capital cost of the build, however, the museum will have a substantial economic impact to the town centre:
- 7.3 Almost 5 million day trips were made in 2016, generating more than £170 million of day trip spend in the local economy. This equates to £35 of spend per day visit, comparing well to England's average for day visits of £33.82 per visit
- 7.4 It has been estimated that the new Museum will contribute a further £1.4 million per annum to the Guildford economy (based on an average of 65,000 visitors per year over 10 years) and will create 18.5 direct and indirect jobs.
- 7.5 Whilst this project continues officers will also review the existing Heritage Service and Tourism offer to assess future opportunities, structure, content and governance. This will take into account the recommendations made by Fourth Street on future staffing requirements for the new Museum service.

#### Audiences and Activities

- 8.1 A considerable amount of audience research into museum visitors and non-visitors was undertaken as part of the previous applications to the Heritage Lottery Fund in 2013 and 2015. In 2018, Julia Holberry Associates was tasked to build upon this.
- 8.2 Public consultation has shown that people are not aware of a Museum in Guildford and, when taken around it as part of the consultation, say they found it old fashioned, dull and not interactive enough.
- 8.3 People are however interested in their local history. They want to know more about Guildford, how and why it grew as a town, and the people who have lived there. At the same time, they want to celebrate Guildford's recent past and be inspired by Guildford's modern technology and gaming industry.
- 8.4 Local people want to be involved in creating the Museum. Large and small events in the Museum and Castle Grounds, family activities and high-quality special exhibitions will help encourage repeat visits. Lastly a café is important to potential visitors, making it 'more of a day out', but people wanted it to be integrated into the Museum and for the walls to tell Guildford's story.
- 8.5 These findings have directly informed the architectural review, business planning, activity programming and interpretation.

### Interpretation Planning

- 9.1 The Museum will celebrate Guildford's history and famous characters, its innovation and creativity and bring the stories right up to date. It will use the Museum's significant collections to tell the stories and will engage local people in the Museum's development by collecting new objects, images and documents to represent modern Guildford.
- 9.2 The galleries will be based around three major themes of:
- 'Living and Being in Guildford' (the growth of Guildford from earliest beginning to becoming a market town, coaching town, Victorian town, global town)
  - 'Playing in Guildford' (from Medieval gaming counters, to the invention on computing to the gaming industry)
  - 'Working in Guildford' (celebrating Guildford's connectivity, its industries and innovation)
- 9.3 'Living and Being in Guildford' will be displayed Castle Arch House, whilst 'Playing' and 'Working' will be located in the new build extension. The displays will be interactive, fun and surprising and the Museum will work with Guildford's creatives to bring the story alive.

### Fundraising

- 10.1 The Council has earmarked substantial funding to plan and deliver the new museum but this is unlikely to be sufficient to achieve its current vision based on comparative museum developments of this scale. It therefore, plans to obtain external funding from a range of other sources. The target for external fundraising will be refined as more detail on the project cost becomes available.
- 10.2 Sources of funding are likely to be a combination of:
- I. Trusts, Foundations and Livery Companies
  - II. Corporates
  - III. Community fundraising
  - IV. Individuals
  - V. Legacy and In Memoriam opportunities
  - VI. External grants
- 10.3 The establishment of a fundraising trust and appeal for the project is desirable as the former will be essential to raise money from other charitable trusts and foundations, the large majority of which will only accept applications from organisations, which have charitable status. In addition, registered charities enjoy certain tax exemptions and there are tax reliefs for taxpayers who make donations to charity

- 10.4 Although previous attempts for heritage lottery grant have been unsuccessful, attributed to very competitive pool of applicants, it is felt another bid would fare much better as resources allocated to the project both in terms of the council's increased match-funding, unique museum vision offer and supporting information of need will provide better fit with HLF's funding criteria.
- 10.5 HLF published its new Strategic Funding Framework on 30 January 2019, renaming itself as the National Lottery Heritage Fund and opening a new funding portfolio. This is a simpler and more flexible funding offer, with a single open programme for all types of heritage project. It will offer grants from £3,000 to £5 million, with proportionate processes and requirements for different levels of grant.
- 10.6 If the Council decides to apply to the National Lottery Heritage Fund, the earliest time it can submit an Expression of Interest is May 2019. A full application would follow in September 2019 and a decision reached in December 2019.

**Planning, Legal and regulatory matters**

- 11.1 The current development area presents an opportunity to unify the castle and the museum as single heritage hub. However, the castle buildings, castle grounds and museum hold a range of significant listed buildings and schedule monuments that presents a challenge to minimise harm to them.
- 11.2 Sensitive treatment of any harmful impact makes any new building more expensive than others that have fewer restrictions. Discussions with Historic England, the regulatory body that oversees protection of these historic assets, have highlighted that the Council must provide a statement of need (along with a conservation management plan) and an options appraisal that address any harm identified and how this will be mitigated or justified..
- 11.3 ZMMA, along with the council's conservation planning team will prepare a strategy to address concerns and continue discussions with Historic England to ensure the most favourable outcome.
- 11.4 Other restrictions on the land is also being reviewed by our legal team who will produce a full title report to ensure that all known risk can be managed at the end of the concept stage.

**Programme**

- 12.1 The following indicative timeline is based on the new HLF rules to support fundraising strategy.

		<b>Task start</b>	<b>Task end</b>
Submit an Expression of Interest		May 2019	

Submit a Development Phase application to NLHF	RIBA 1	September 2019	
NLHF decision-making		September 2019	December 2019
Development Phase	RIBA 2 - 3	January 2020	December 2020
Submit a Delivery Phase application to NLHF		December 2020	
NLHF decision-making		December 2020	March 2021
Permission to Start		March 2021	June 2021
Delivery Phase	RIBA 4 -7	June 2021	June 2023
Opening		Summer 2023	

### Financial implications

- 12.2 The Executive approved the release of £240,000 in 2016 to fund the new build extension work.
- 12.3 The Council allocated a provisional capital budget of £6.5 million in 2018/18, £185k in 2018/19 and £180K in 2019/20.

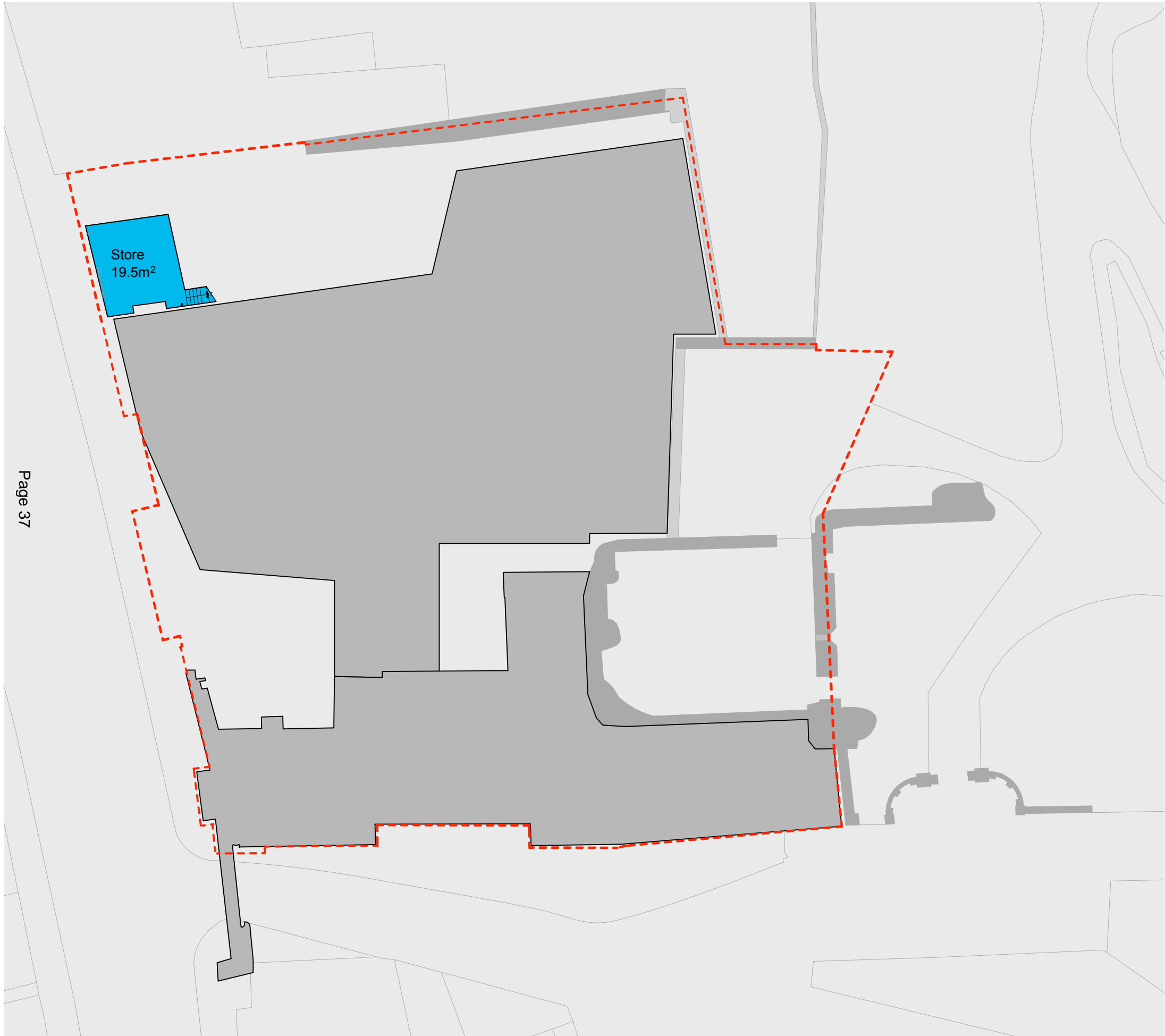
### Discussion points for the EAB

- a) Does the vision reflect the council and customers appropriately?
- b) Does the current approach and scope move the project in the right direction?

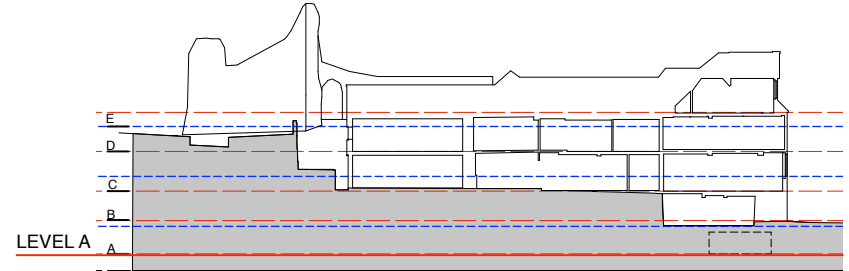
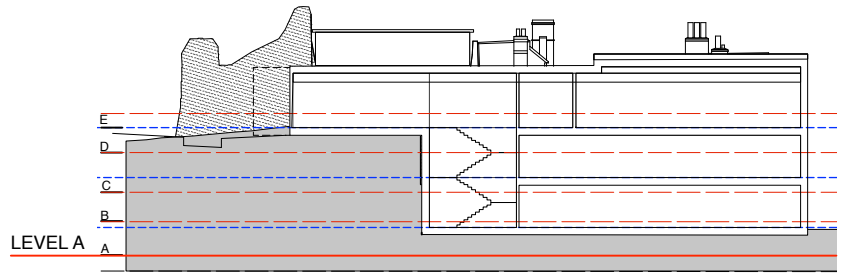
### Background papers

- Appendix 1 C1 ZMMA design C1 plans
- Appendix 2 C1 phased approach

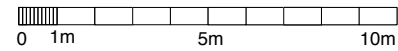




Page 37



----- Approx. site boundary



Revisions First issued: 04.1.18 Q.S.

- Note 1
- Do not scale from this drawing
  - Use figured dimensions only
  - Dimensions shown in millimetres
  - All dimensions given to finished surfaces
  - Not to be used as fabrication drawings
  - Allow for minimum working tolerances
  - Verify all dimensions on site
  - Inform Architect of any discrepancies
  - Refer to Specification/Finishes Schedule
  - Allow for all making good consequent upon the works

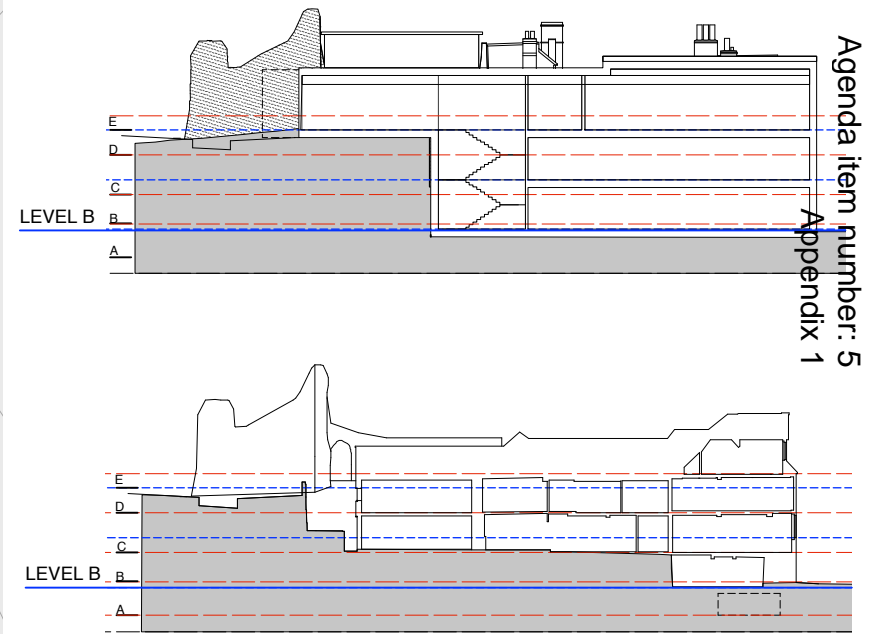
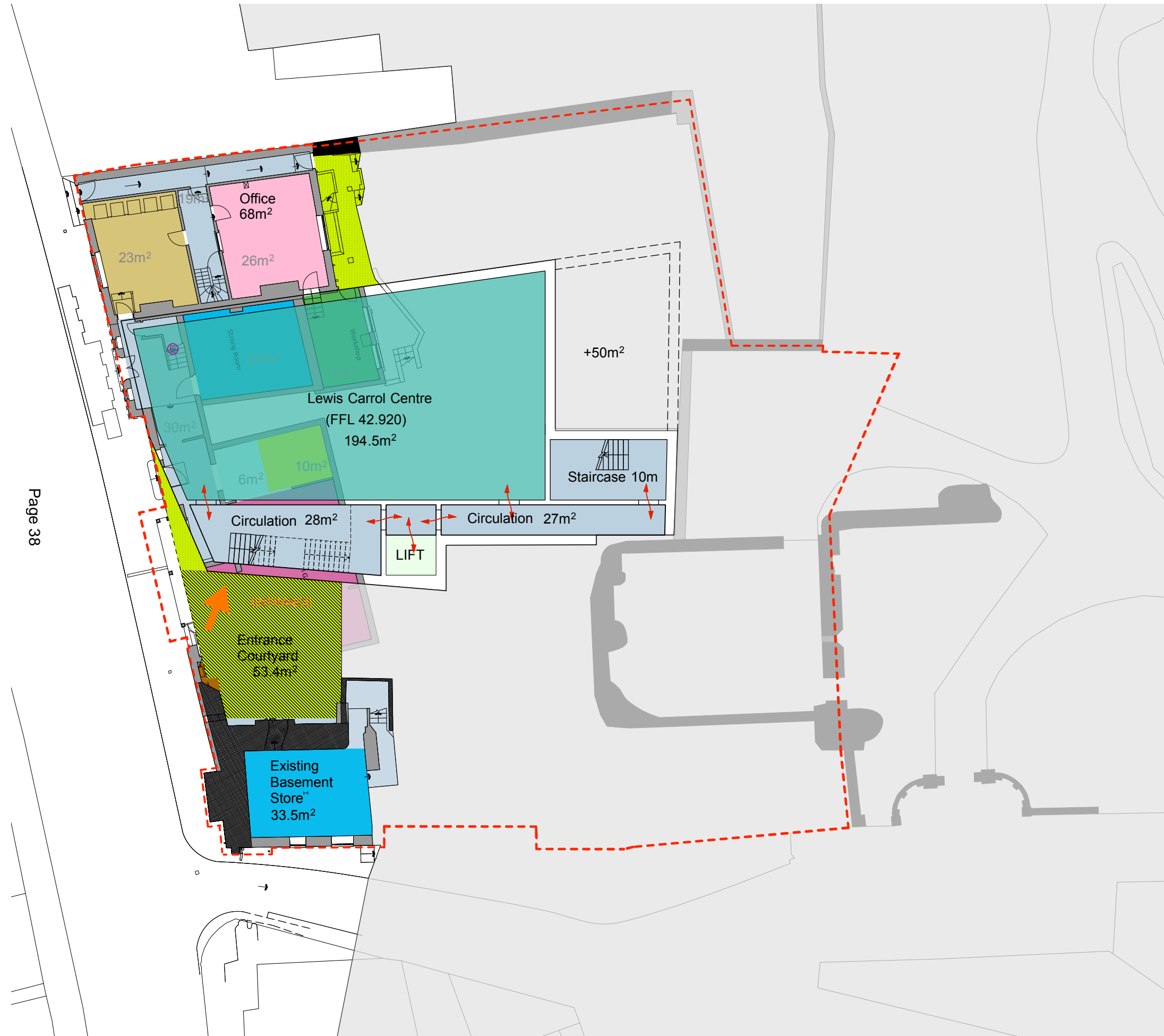
## For Information

No. GMC/SK/29 Rev \_\_  
 Scale 1:200 @ A3  
 Date 09/17  
 Project Guildford Museum and Castle  
 Title Option C1: Level A



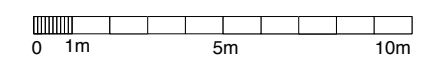
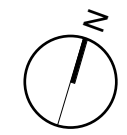
25b Underwood Street  
 London N1 7LG  
 T +44 (0)20 7251 8888  
 F +44 (0)20 7251 8080  
 E info@zmma.com

Agenda item number: 5  
 Appendix 1



Agenda item number: 5  
Appendix 1

----- Approx. site boundary



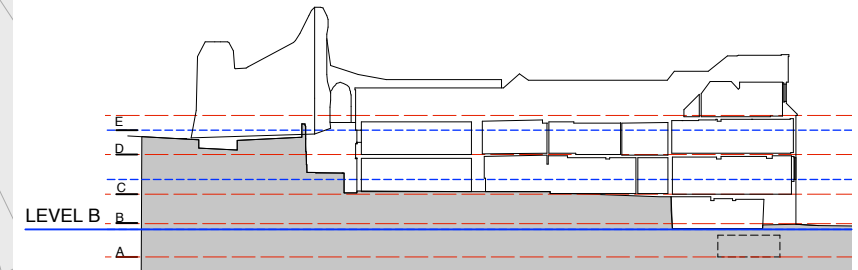
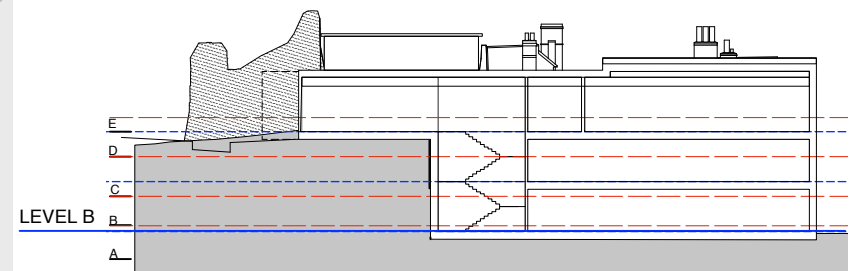
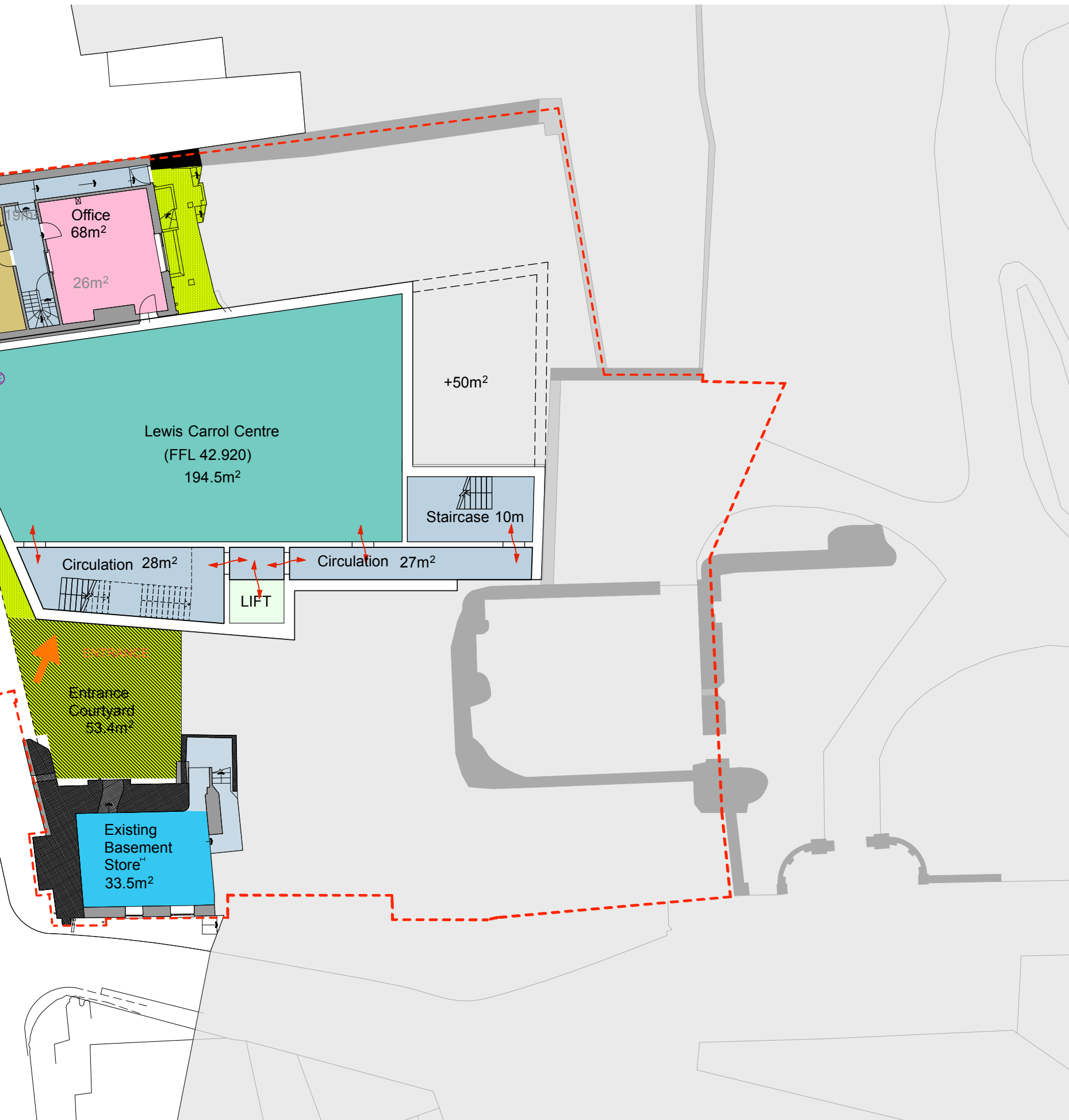
Revisions  
 Revision B: 03.12.18 Consultant team  
 Revision A: 3.10.18 Q.S.  
 First issued: 20.09.17

- Note 1
- Do not scale from this drawing
  - Use figured dimensions only
  - Dimensions shown in millimetres
  - All dimensions given to finished surfaces
  - Not to be used as fabrication drawings
  - Allow for minimum working tolerances
  - Verify all dimensions on site
  - Inform Architect of any discrepancies
  - Refer to Specification/Finishes Schedule
  - Allow for all making good consequent upon the works

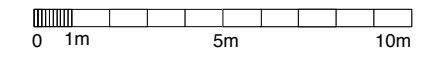
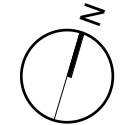
### For Information

No. **GMC/SK/37 Rev B**  
 Scale 1:200 @ A3  
 Date 09/17  
 Project Guildford Museum and Castle  
 Title Option C1: Level B  
 Quarry Street Level Plan  
 (showing existing C20th buildings)

**ZMMA**  
 25b Underwood Street  
 London N1 7LG  
 T +44 (0)20 7251 8888  
 F +44 (0)20 7251 8080  
 E info@zmma.com



----- Approx. site boundary



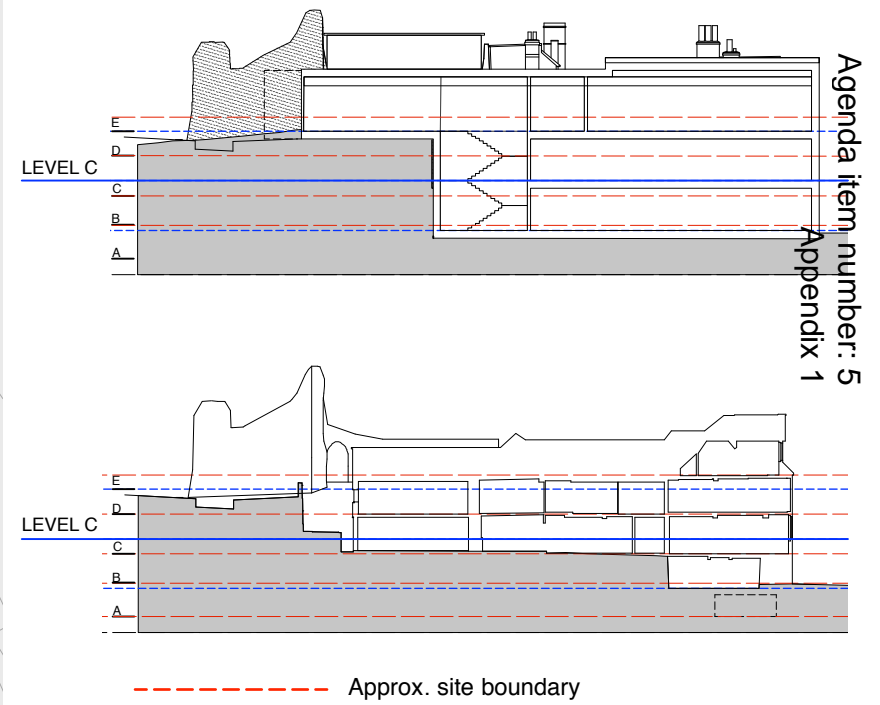
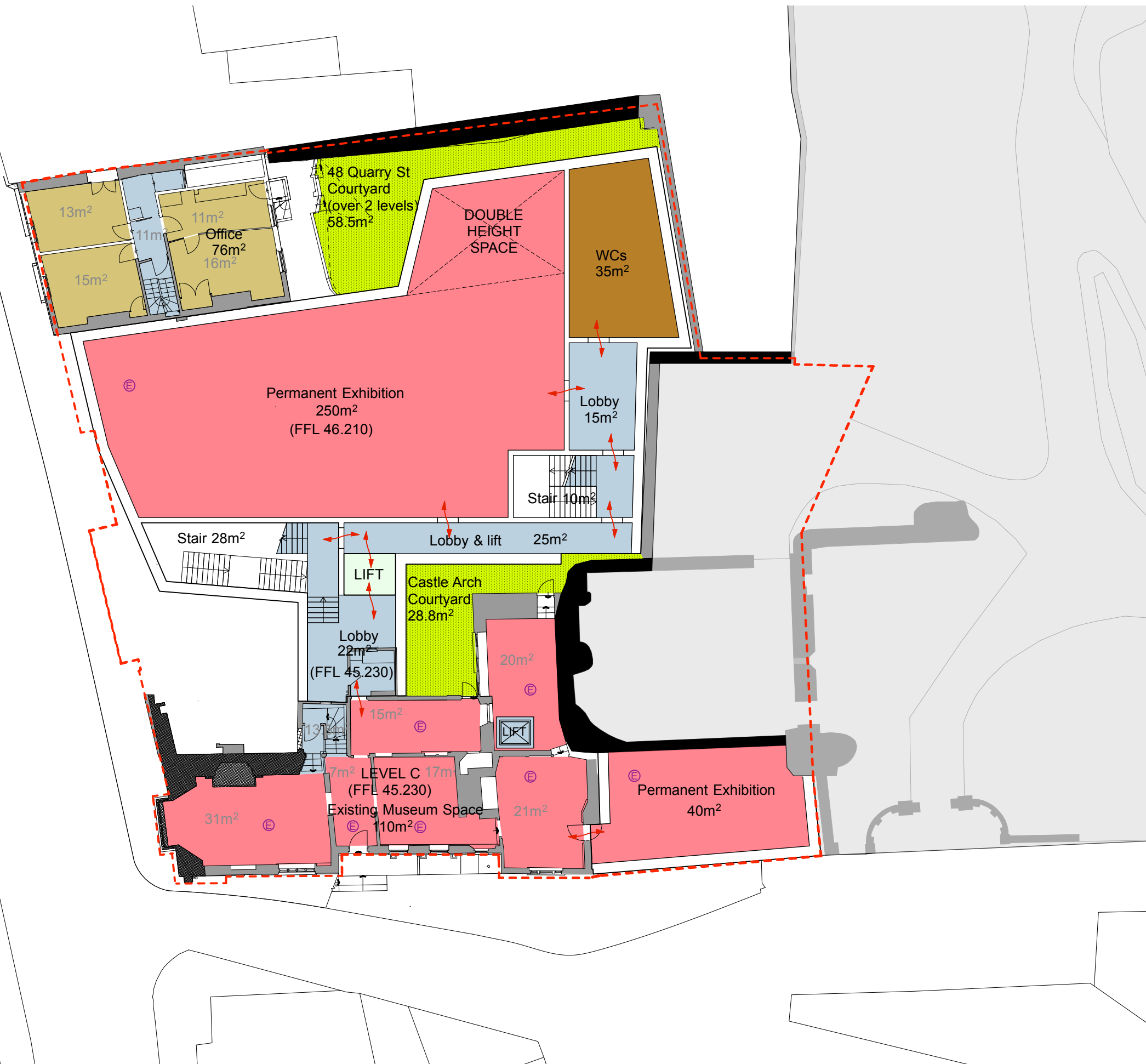
Revisions  
 Revision D: 03.12.18 Consultant team  
 Revision C: 3.10.18 Q.S.  
 Revision B: 15.12.17  
 Revision A: 12.10.17  
 First issued: 20.09.17

Note 1  
 •Do not scale from this drawing  
 •Use figured dimensions only  
 •Dimensions shown in millimetres  
 •All dimensions given to finished surfaces  
 •Not to be used as fabrication drawings  
 •Allow for minimum working tolerances  
 •Verify all dimensions on site  
 •Inform Architect of any discrepancies  
 •Refer to Specification/Finishes Schedule  
 •Allow for all making good consequent upon the works

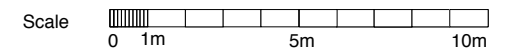
**For Information**

No. **GMC/SK/30 Rev D**  
 Scale 1:200 @ A3  
 Date 09/17  
 Project Guildford Museum and Castle  
 Title Option C1: Level B  
 Quarry Street Level Plan

**ZMMA**  
 25b Underwood Street  
 London N1 7LG  
 T +44 (0)20 7251 8888  
 F +44 (0)20 7251 8080  
 E info@zmma.com



Agenda item number: 5  
Appendix 1



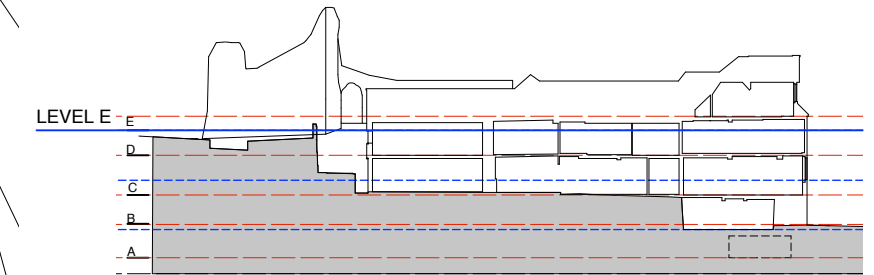
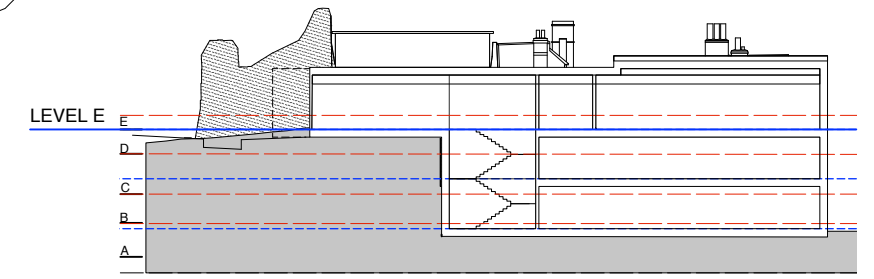
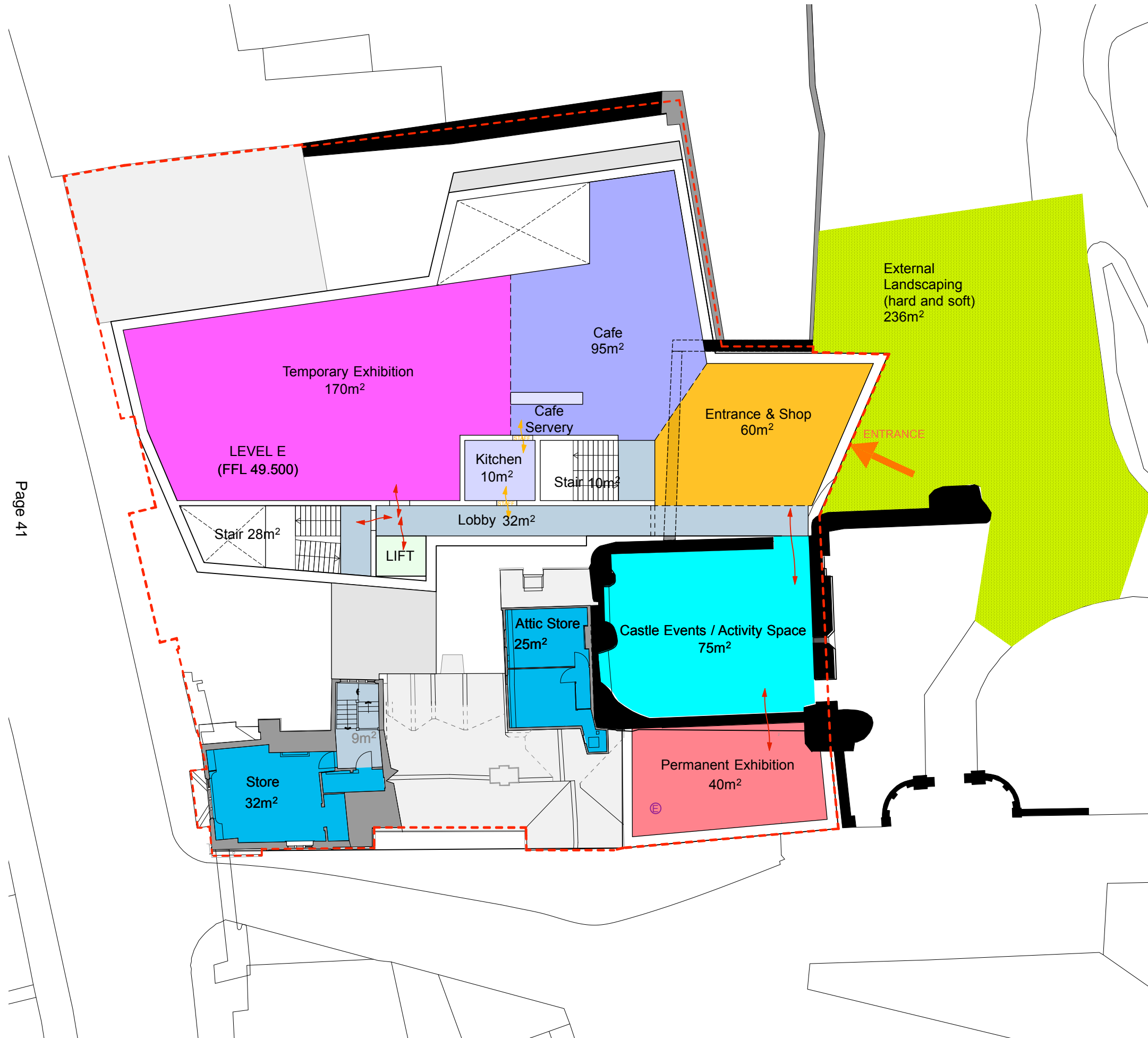
Revisions  
 Revision E: 03.12.18 Consultant team  
 Revision D: 3.10.18 Q.S.  
 Revision C: 15.12.17  
 Revision B: 12.12.17  
 Revision A: 12.10.17  
 First issued: 20.09.17

Note 1  
 • Use figured dimensions only  
 • Dimensions shown in millimetres  
 • All dimensions given to finished surfaces  
 • Not to be used as fabrication drawings  
 • Allow for minimum working tolerances  
 • Verify all dimensions on site  
 • Inform Architect of any discrepancies  
 • Refer to Specification/Finishes Schedule  
 • Allow for all making good consequent upon the works

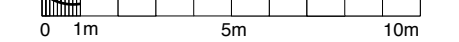
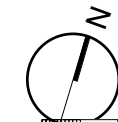
## For Information

No. GMC/SK/31 Rev E  
 Scale 1:200 @ A3  
 Date 09/17  
 Project Guildford Museum and Castle  
 Title Option C1: Middle & Level C Plan

**ZMMA**  
 25b Underwood Street  
 London N1 7LG  
 T +44 (0)20 7251 8888  
 F +44 (0)20 7251 8080  
 E info@zmma.com



----- Approx. site boundary



Revisions  
 Revision E: 03.12.18 Consultant team  
 Revision D: 3.10.18 Q.S.  
 Revision C: 15.12.17  
 Revision B: 12.12.17  
 Revision A: 12.10.17  
 First issued: 20.09.17

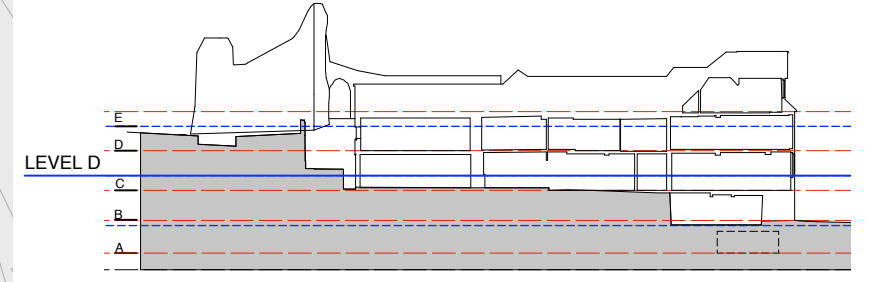
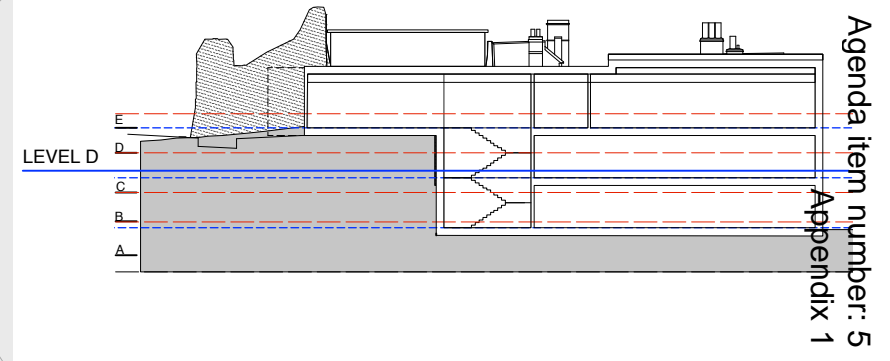
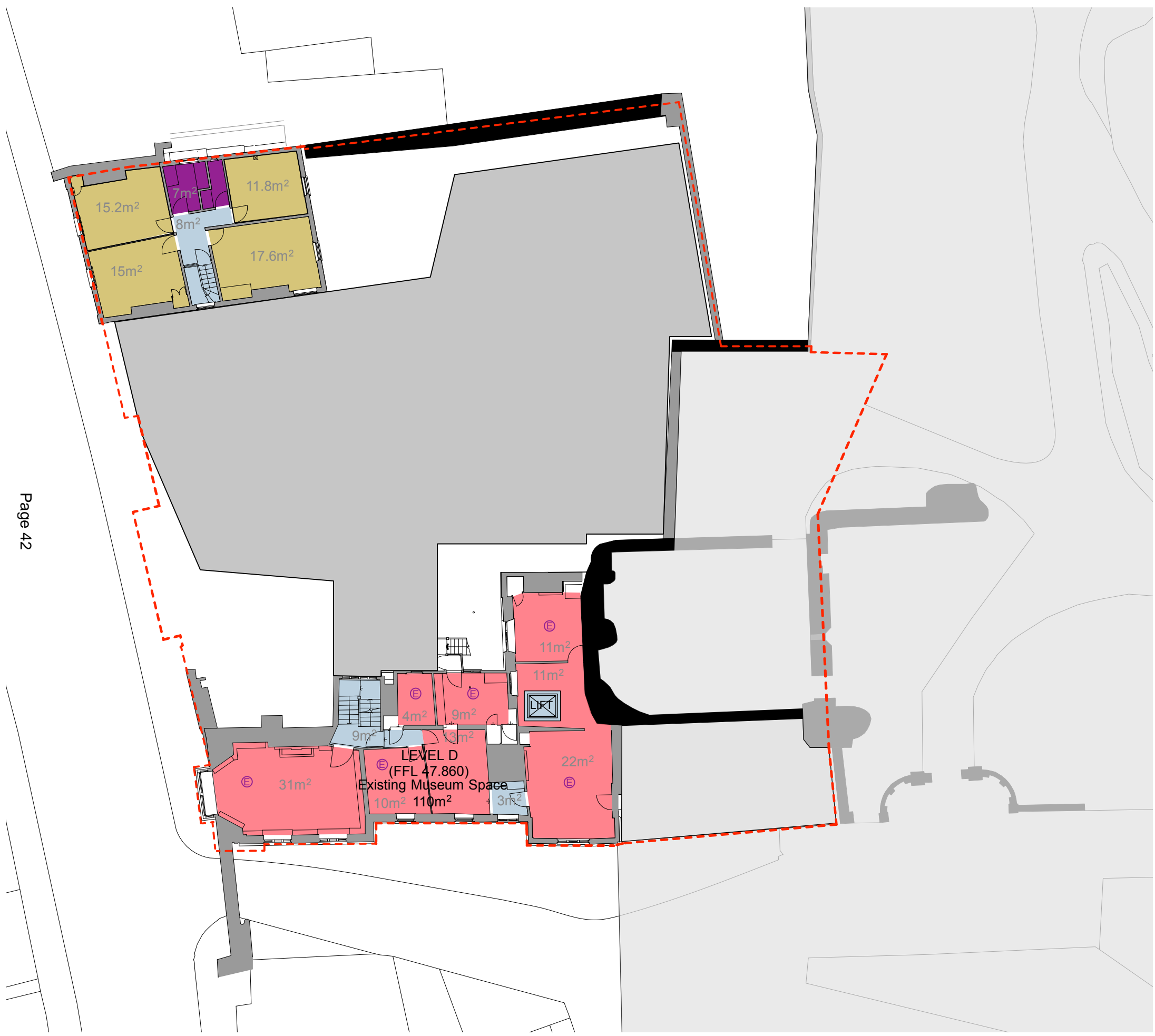
Note 1  
 •use figured dimensions only  
 •Dimensions shown in millimetres  
 •All dimensions given to finished surfaces  
 •Not to be used as fabrication drawings  
 •Allow for minimum working tolerances  
 •Verify all dimensions on site  
 •Inform Architect of any discrepancies  
 •Refer to Specification/Finishes Schedule  
 •Allow for all making good consequent upon the works

### For Information

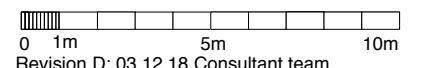
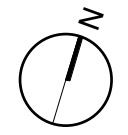
No. GMC/SK/33 Rev E  
 Scale 1:200 @ A3  
 Date 09/17  
 Project Guildford Museum and Castle  
 Title Option C1: Castle Gardens & Level E Plan



25b Underwood Street  
 London N1 7LG  
 T +44 (0)20 7251 8888  
 F +44 (0)20 7251 8080  
 E info@zmma.com



----- Approx. site boundary



Revisions	Revision D: 03.12.18 Consultant team
	Revision C: 3.10.18 Q.S.
	Revision B: 15.12.17
	Revision A: 12.12.17
	First issued: 20.09.17

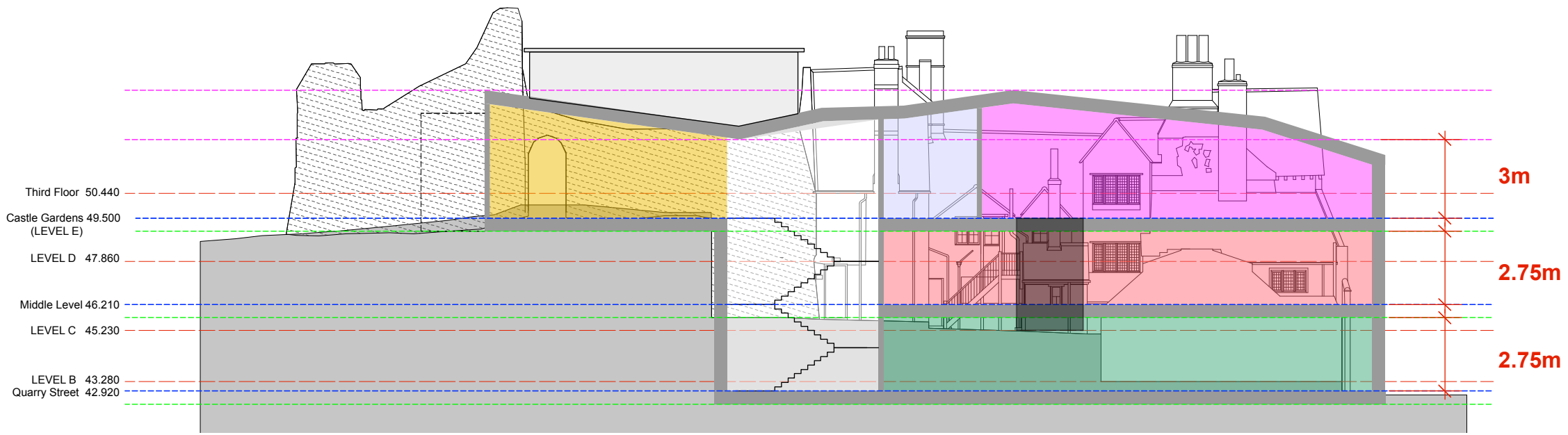
- Note 1
- Do not scale from this drawing
  - Use figured dimensions only
  - Dimensions shown in millimetres
  - All dimensions given to finished surfaces
  - Not to be used as fabrication drawings
  - Allow for minimum working tolerances
  - Verify all dimensions on site
  - Inform Architect of any discrepancies
  - Refer to Specification/Finishes Schedule
  - Allow for all making good consequent upon the works

### For Information

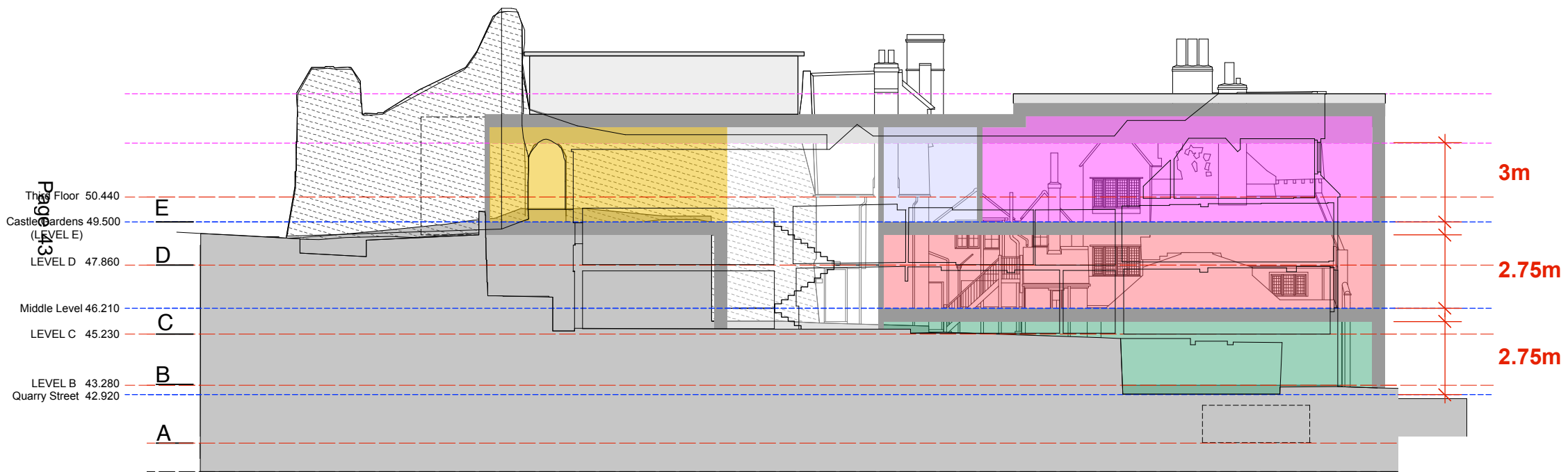
No. GMC/SK/32 Rev D  
 Scale 1:200 @ A3  
 Date 09/17  
 Project Guildford Museum and Castle  
 Title Option C1: Level D Plan



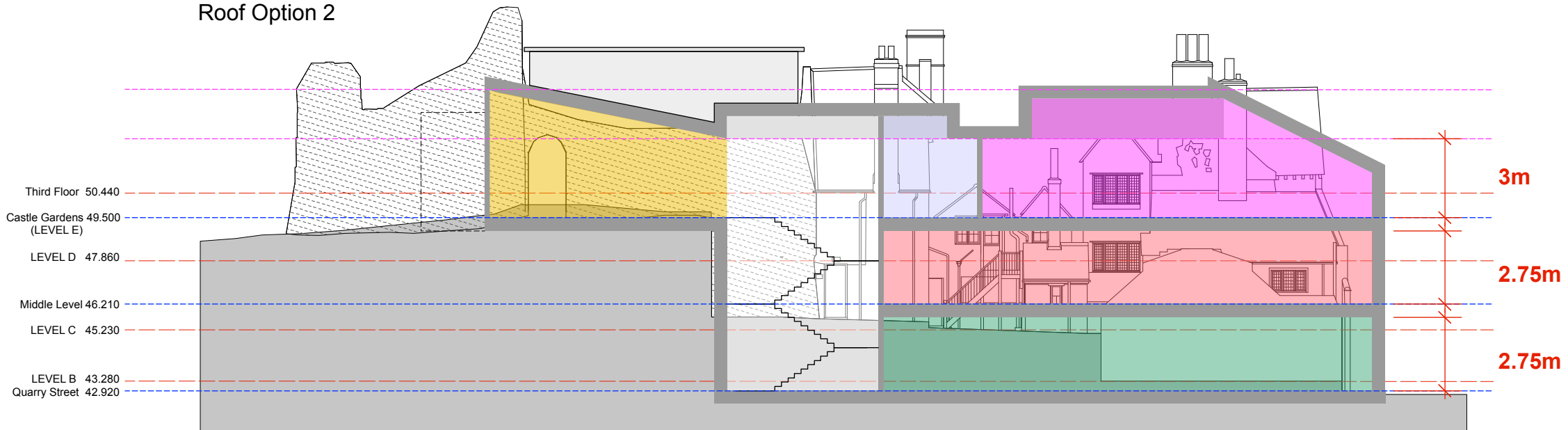
25b Underwood Street  
 London N1 7LG  
 T +44 (0)20 7251 8888  
 F +44 (0)20 7251 8080  
 E info@zmma.com



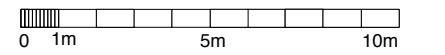
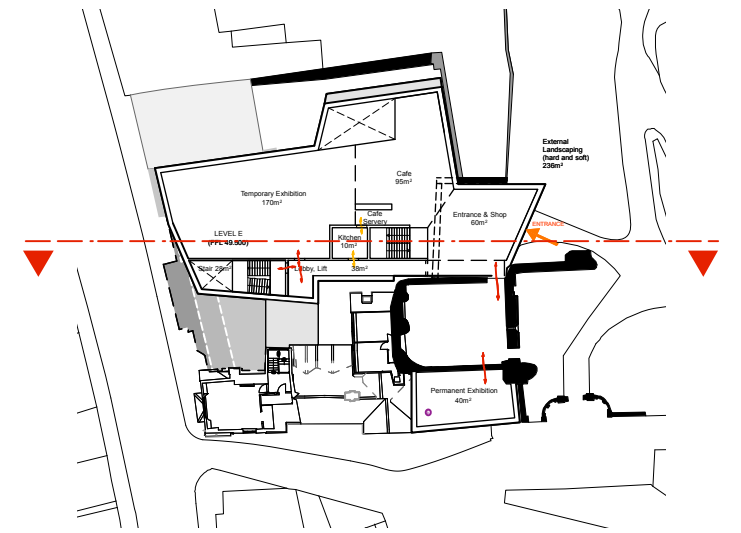
Roof Option 1



Roof Option 2



Roof Option 3



Revisions  
 Revision A 12.10.17  
 First issued: 20.09.17

- Note 1
- Do not scale from this drawing
  - Use figured dimensions only
  - Dimensions shown in millimetres
  - All dimensions given to finished surfaces
  - Not to be used as fabrication drawings
  - Allow for minimum working tolerances
  - Verify all dimensions on site
  - Inform Architect of any discrepancies
  - Refer to Specification/Finishes Schedule
  - Allow for all making good consequent upon the works

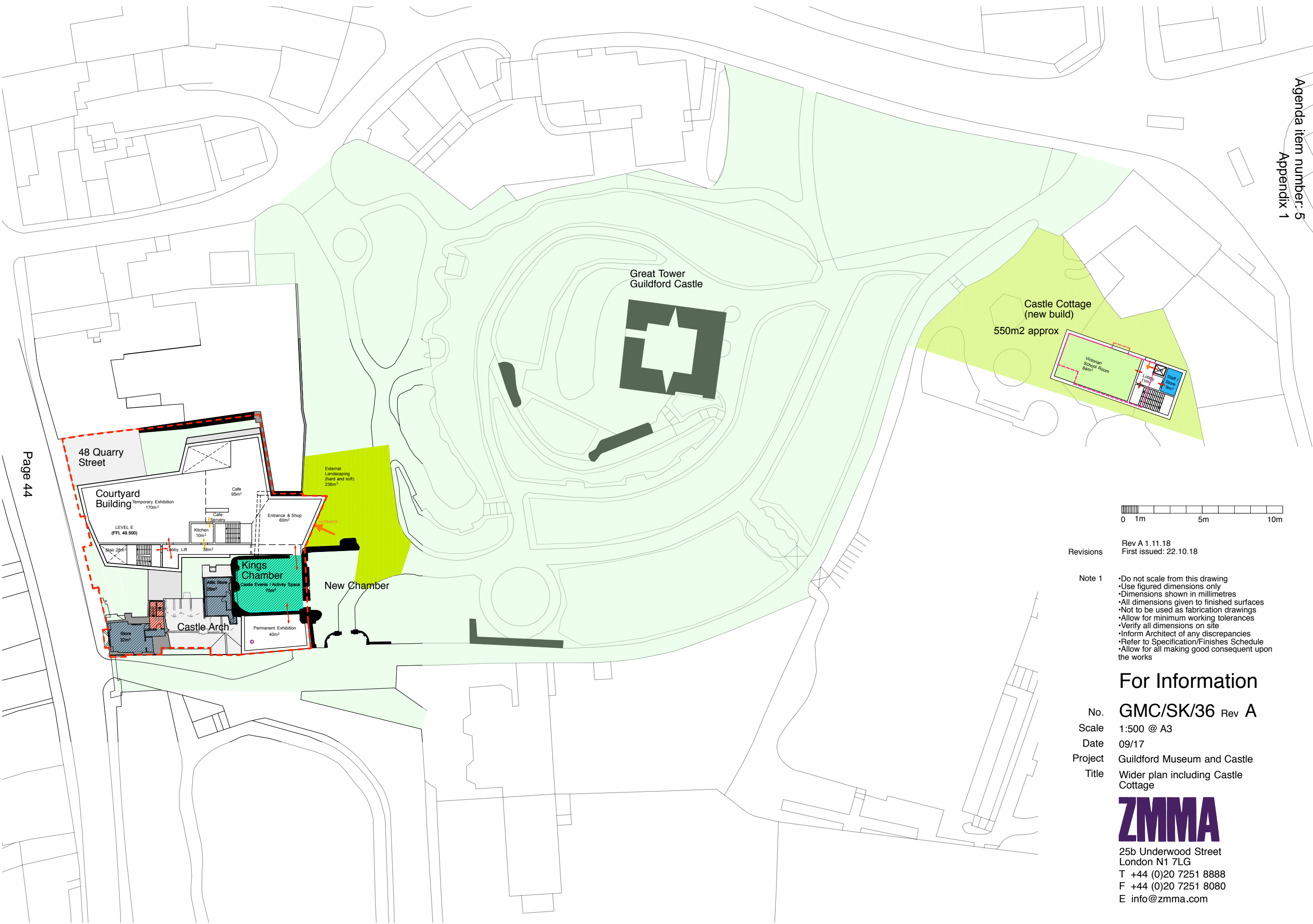
### For Information

No. GMC/SK/35 Rev A  
 Scale 1:200 @ A3  
 Date 09/17  
 Project Guildford Museum and Castle  
 Title Option C1: Long Sections

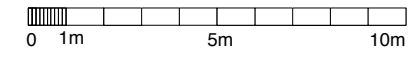


25b Underwood Street  
 London N1 7LG  
 T +44 (0)20 7251 8888  
 F +44 (0)20 7251 8080  
 E info@zmma.com

Agenda item number: 5 Appendix 1



Page 44



Revisions  
Rev A 1.11.18  
First issued: 22.10.18

- Note 1
- Do not scale from this drawing
  - Use figured dimensions only
  - Dimensions shown in millimetres
  - All dimensions given to finished surfaces
  - Not to be used as fabrication drawings
  - Allow for minimum working tolerances
  - Verify all dimensions on site
  - Inform Architect of any discrepancies
  - Refer to Specification/Finishes Schedule
  - Allow for all making good consequent upon the works

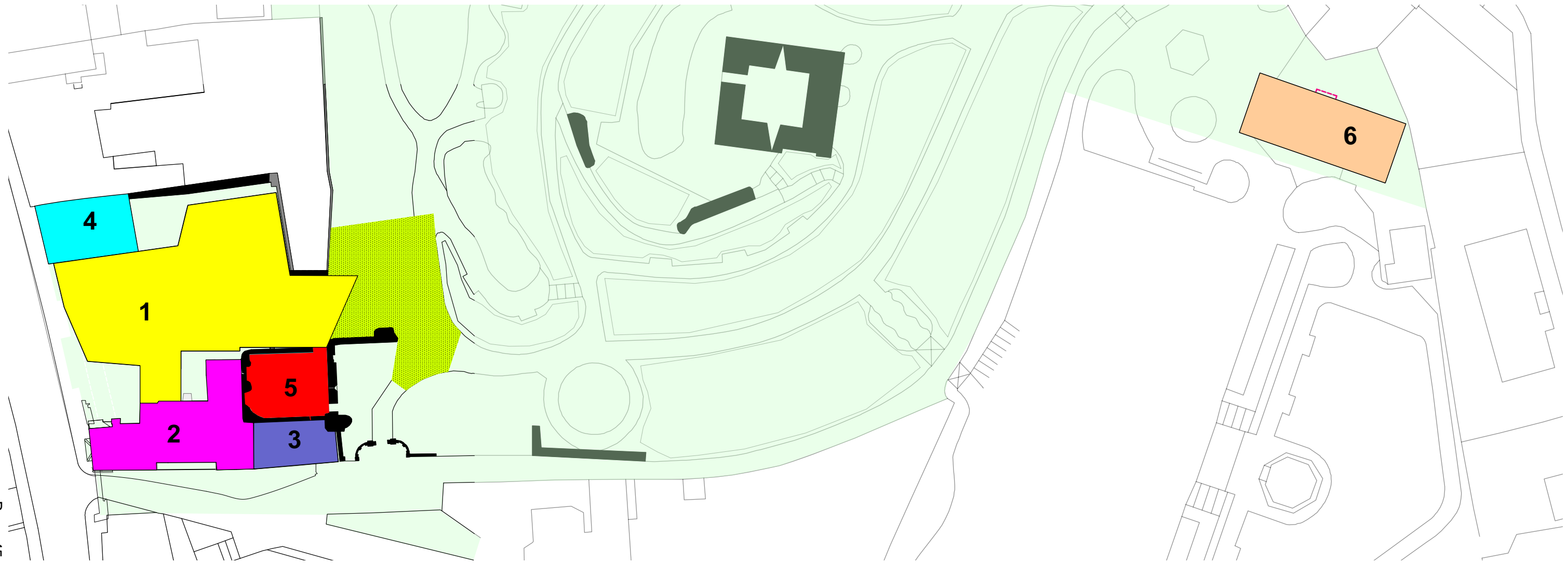
### For Information

No. **GMC/SK/36 Rev A**  
 Scale 1:500 @ A3  
 Date 09/17  
 Project Guildford Museum and Castle  
 Title Wider plan including Castle Cottage

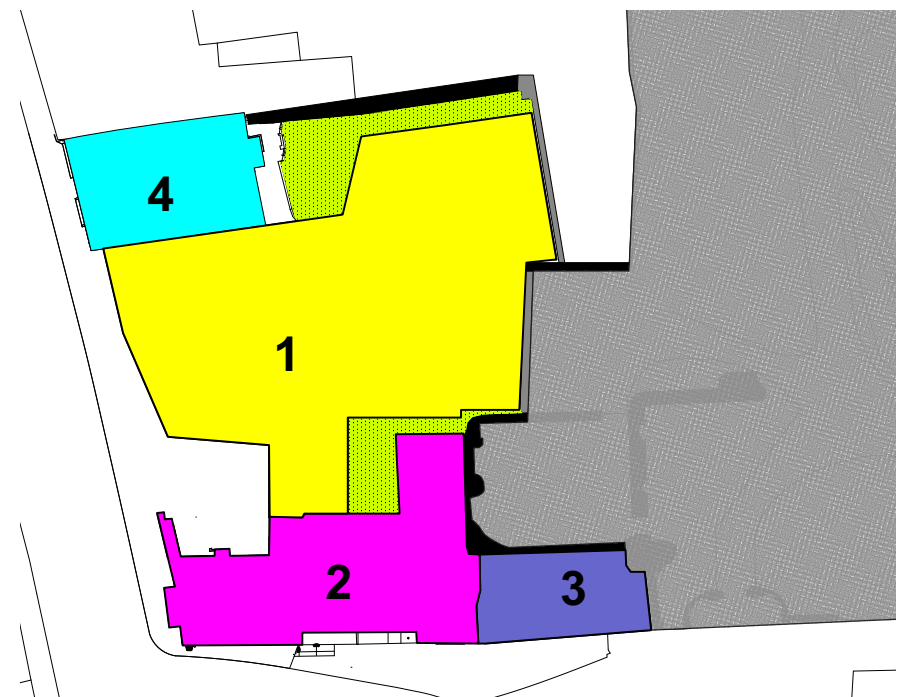


25b Underwood Street  
 London N1 7LG  
 T +44 (0)20 7251 8888  
 F +44 (0)20 7251 8080  
 E info@zmma.com

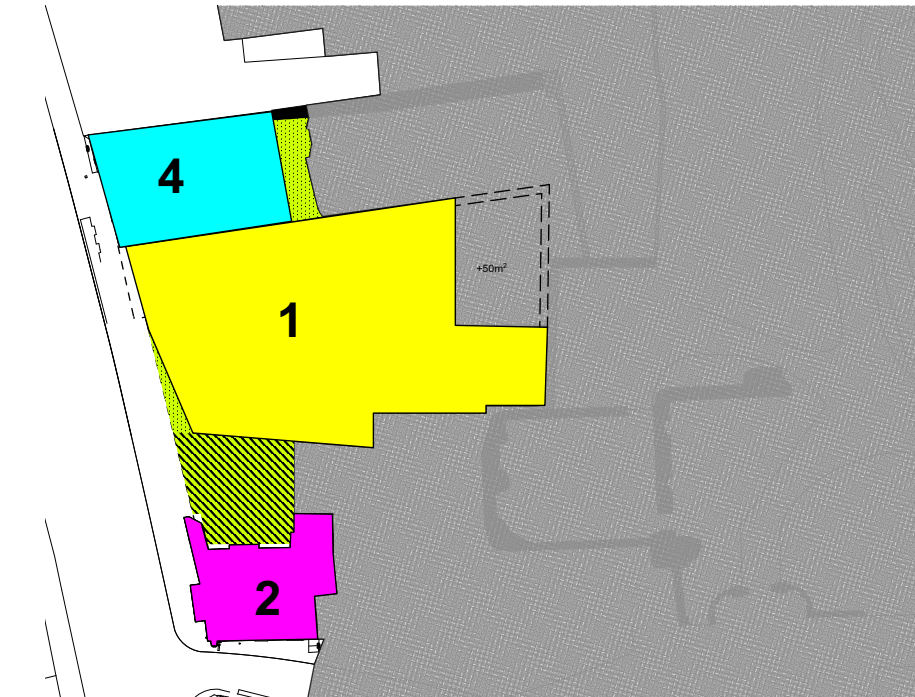




1 GMC Plan Level E (Castle Gardens)  
Scale: 1:500



2 GMC Plan Level C (First Floor)  
Scale: 1:500



3 GMC Plan Level B (Quarry Street)  
Scale: 1:500

- Key**
- 1. Courtyard Building
  - 2. Castle Arch
  - 3. Strong Room
  - 4. 48 Quarry Street
  - 5. New Chamber
  - 6. Castle Cottage

Revisions  
 Rev C: 19.0.17 JH  
 Rev B: 12.12.18 Stakeholder meeting  
 Rev A: 6.12.18 PM, consultant team  
 First issued: 4.12.18 PM, consultant team

Note 1  
 •Do not scale from this drawing  
 •Use figured dimensions only  
 •Dimensions shown in millimetres  
 •All dimensions given to finished surfaces  
 •Not to be used as fabrication drawings  
 •Allow for minimum working tolerances  
 •Verify all dimensions on site  
 •Inform Architect of any discrepancies  
 •Refer to Specification/Finishes Schedule  
 •Allow for all making good consequent upon the works

**For Information**

No. GMC/SK/39 Rev C  
 Scale 1:200 @ A3  
 Date 09/17  
 Project Guildford Museum and Castle  
 Title Option C1: Brief Options



25b Underwood Street  
 London N1 7LG  
 T +44 (0)20 7251 8888  
 F +44 (0)20 7251 8080  
 E info@zmma.com

Agenda item number: 5  
 Appendix 2

This page is intentionally left blank

Community and Place-making & Innovation Executive Advisory Boards Report

Ward(s) affected: all

Report of Director of Finance

Author: John Armstrong, Democratic Services Manager

Tel: 01483 444102

Email: [john.armstrong@guildford.gov.uk](mailto:john.armstrong@guildford.gov.uk)

Lead Councillor responsible: Matt Furniss

Tel: 07891 022206

Email: [matt.furniss@guildford.gov.uk](mailto:matt.furniss@guildford.gov.uk)

Date: 14 and 18 February 2019

## Report of the Executive Advisory Board Review Task and Finish Group

### Executive Summary

The Council, at its meeting on 9 October 2018 considered a report concerning a review of the structure of the Executive Advisory Boards (EABs), which contained the following three options:

1. To disband the existing EABs and establish one overarching EAB making greater use of existing powers to establish task groups to look at specific issues and projects relating to the delivery of the nine strategic Corporate Plan priorities.
2. To disband the existing EABs and establish topic based advisory boards to be commissioned directly by the Executive as and when required.
3. To make no change to the current arrangements.

The Council resolved that, before any decision was taken in respect of the future of the EABs, a cross party task and finish group of nine councillors, comprising five Conservative councillors and one councillor from each of the other four groups, be established to consider the matter and report its findings to the Council.

Accordingly, the EAB Review Task and Finish Group was established and met on 20 November 2018 when it considered the future structure of the EABs. This report outlines the findings of the Group's meeting and sets out its conclusions and recommendations to the Council on 26 February 2019, which are first being shared with the EABs with a view to gaining their support.

### Recommendations to Council:

- (1) That Option 2: "*To disband the existing EABs and establish topic based advisory boards to be commissioned directly by the Executive as and when required*" be not supported and discounted as a possible future EAB governance structure.

- (2) That the existing arrangement of the two EABs be retained for the time being whilst the Forward Plan process is strengthened pending review following the Borough Council Elections in May 2019 to ascertain whether changes to the Forward Plan process and/or EAB structure are required.
- (3) That the review referred to in paragraph (2) above be carried out within 12 months of the Borough Council Elections
- (4) That the Forward Plan be included on future EAB agendas as part of the standing item on the Work Programme to facilitate better agenda planning<sup>1</sup>.
- (5) That lead councillors do not play a part in determining the Overview and Scrutiny Committee work programme at work programme meetings.

Reason for Recommendations:

To introduce a more efficient and effective EAB configuration.

## 1. Purpose of Report

- 1.1 The purpose of this report is to inform the EABs of the outcome of the meeting of the EAB Review Task and Finish Group held on 20 November 2018 and to seek the EABs' support for the Group's conclusions and recommendations to the Council on 26 February 2019.

## 2. Background

- 2.1 Following a review of governance arrangements, on 7 October 2015 the Council agreed a new hybrid approach featuring the establishment of two EABs to advise and make recommendations on key or other significant decisions prior to the formal consideration of such decisions by the Executive This system was implemented with effect from 1 January 2016 with the recommendation that the arrangements would be reviewed after a twelve-month period of operation. This twelve-month review took place in the form of a seminar on 7 March 2017 to which all councillors were invited. Having concluded that the new arrangements were at an early stage and were beginning to embed, the review reinforced the role of the EABs in advising the Executive at an early stage in respect of the formulation and development of policies and projects that would assist with the delivery of Corporate Plan priorities.
- 2.2 From 4 to 6 December 2017, the LGA undertook a corporate peer challenge review of the Council and submitted its final feedback report on 5 February 2018. Although the report contained no specific recommendations relating to organisational governance, there was some feedback in this area regarding the Overview and Scrutiny function and the operation of the EABs. The relevant extract from the feedback report concerning the EABs was as follows:

*'The recent introduction of Executive Advisory Boards (EABs) is clearly work in progress and perhaps needs more time to settle down into a more effective grouping. The aim of allowing early stage involvement on backbench councillors in the development of decisions aligned to corporate plan themes pre-Executive is laudable. However, we found some confusion among councillors and officers about the role of EABs. It will be important for the Council to review ways to make their work more effective. This is important as the areas covered by the*

---

<sup>1</sup> Recommendation (4) has already been implemented

*EABs such as innovation and housing are vitally important for the future of the Borough. Given councillor appetite for smaller task and finish groups, perhaps topic based Advisory Boards may be a way forward.'*

- 2.3 A key recommendation of the peer challenge review was to review the Council's Corporate Plan and identify a deliverable number of priorities. Following a review, a revised Corporate Plan 2018-2023 was adopted by the Council on 15 May 2018 when Councillors acknowledged that it would be necessary to review the remits of the EABs to reflect the three fundamental themes of Place-Making, Community and Innovation which underpinned the newly adopted Corporate Plan and differed from those in the previous version of the Plan. On 24 July 2018, the Council agreed revised names and remits for the EABs and established the Place-Making and Innovation EAB, in place of the Borough, Economy, and Infrastructure EAB, and the Community EAB, in place of the Society, Environment, and Council Development EAB, following the most logical approach to aligning the remit of the two EABs with the three new fundamental themes in the revised Corporate Plan. The Terms of Reference of the EABs was changed to reflect the amended names and remits.
- 2.4 Further to the peer challenge review feedback that it was important for the Council to review ways to make the work of EABs more effective, consideration was given to achieving this goal. The review took account of issues including difficulties with work programming, confusion around the remit of the EABs which can be blurred and overlapping, cancellation of meetings due to insufficient or delayed business and reluctance to discuss some matters at an early stage of development in a public forum. As a result of this review, the following options for future EAB configurations were identified:
1. To disband the existing EABs and establish one overarching EAB making greater use of existing powers to establish task groups to look at specific issues and projects relating to the delivery of the nine strategic Corporate Plan priorities.
  2. To disband the existing EABs and establish topic based advisory boards to be commissioned directly by the Executive as and when required.
  3. To make no change to the current arrangements.
- 2.5 These options formed the basis of a report to Council on 9 October 2018 concerning the outcomes of the review and Option 1 was recommended for adoption. Having considered the report, the Council resolved that, before any decision was taken in respect of the future of the EABs, a cross party task and finish group be established with the following terms of reference:
- (a) to review the existing governance arrangements in relation to the Executive Advisory Boards and to discuss available options to improve those arrangements, including the proposal for a single Executive Advisory Board; and following that review
  - (b) to make recommendations as appropriate to the Council at its meeting on 6 February 2019.

Accordingly, the EAB Review Task and Finish Group was established and met on 20 November 2018 when it reviewed the governance arrangements in relation to the EABs.

2.6 The members of the task and finish group were:

Councillor David Reeve (Chairman)  
Councillor Adrian Chandler  
Councillor Alexandra Chesterfield  
Councillor Nils Christiansen  
Councillor David Goodwin  
Councillor Angela Gunning  
Councillor Mike Piper  
Councillor Tony Rooth  
Councillor Matt Sarti

**3. Proposal**

3.1 The following points arose during the Group's discussions and questions leading to its conclusions and proposal:

- EABs were the correct vehicle to advise the Executive on corporate priorities.
- Further time was required for the EABs to bed in fully and reach their potential to advise the Executive.
- There was no prescribed formula for a hybrid governance model such as that currently in place at Guildford, and the other councils we knew which operated a similar hybrid system, namely Canterbury, Tunbridge Wells and Sevenoaks, all differed in approach.
- Whilst there could be insufficient business to warrant two EABs going forward, a single EAB could become overloaded, although more frequent meetings could be arranged to compensate for this. A trial with one EAB for a period of 6-12 months could inform the likely success of such an arrangement in the future.
- Reducing the number of EABs to one could reduce the potential for non-Executive councillor involvement in advising the Executive on the formulation and development of policies and projects. With two EABs, the total number of members was 24, which would reduce to 15 in the case of one EAB. However, all non-Executive councillors were free to attend and participate in EAB meetings. A smaller number of interested and engaged councillors could be more productive than a larger membership who were less engaged, and as it was likely that there would be a percentage of EAB councillors with limited attendance and involvement, reducing the EAB membership may not diminish its value.
- Whilst increased councillor presence and participation at EAB meetings was sought, it was felt that task groups had the potential to add greater depth and value, particularly in the case of a single EAB. Task groups could include councillors who were not EAB members thereby increasing the number involved.
- Although EABs had been looking at some matters retrospectively when they should have had involvement earlier in the process to advise the Executive before decisions were being formulated and made, it was felt that progress was being made in this area. A possible reason for this retrospective view was that much business was in train when the EABs were established and therefore they had not had the opportunity for early involvement.
- Setting up task and finish groups early at the work programme stage to report to EAB meetings would enable early involvement.
- The Forward Plan process was currently insufficiently robust to facilitate and inform EAB or Overview and Scrutiny (O&S) input as many proposed decisions

were entered late which hampered work programming and early involvement. However, officers were seeking to strengthen this process and issues with forward planning and updating the Forward Plan were being tackled through educating senior leaders and others to plan ahead and programme their work in a timely fashion.

- Solving issues with the Forward Plan could possibly resolve the issues associated with the EABs and it was agreed that the Forward Plan should be included on EAB agendas in future to facilitate work programming.
- The Council agreed a recommendation on 25 July 2017 that, in order to improve the arrangements for topic selection and agenda planning, the Executive and CMT be requested to provide suggestions for topic areas for EABs drawn from the Corporate Plan Action Plan for consideration at future work programme meetings and to have both a CMT and Executive representative attend those meetings. However, given that the work programmes of both the EABs and O&S were discussed by their respective chairmen and vice-chairmen at the same meeting, and in order to preserve the independence of O&S, it was felt strongly that the Executive representative attending the work programme meeting should not play a part in setting the O&S work programme. Careful work programming would reduce the risk of duplication between EABs and O&S.
- Although there had been some confusion over which EAB topics should be reported to and where strategic and innovative future thinking sat, the Corporate Plan indicated which EABs should consider which topics. The Corporate Plan would be refreshed after the Borough Elections and a Councillor requested that version numbers be added to future editions to enable identification of the current version.
- Progressing the Local Plan had adversely impacted on the business of the Community EAB and now that the Plan was nearing adoption it was expected that more business would be directed to that EAB.
- Care needed to be taken when selecting topics for consideration as overloaded agendas did not allow in-depth consideration and discussion. Two items per agenda were considered appropriate. Although the establishment of EAB task groups increased the opportunity for input, particularly in a single EAB scenario, officer workload and capacity were factors to bear in mind.
- The views expressed by EABs were recorded in the minutes of their meetings and included in relevant reports to the Executive.
- Taking a Council decision in respect of the future EAB structure in February 2019 was too close to the Elections in May 2019. Postponing the decision until after the Elections was favoured as this would give an opportunity to strengthen the Forward Plan process and gauge the resulting impact on the effectiveness of EABs. Also, new Councillors should be given the opportunity to influence and buy into the way forward as they may have fresh ideas and views.

#### **4. Legal implications**

- 4.1 There are no legal implications arising from the proposals in this report.

#### **5. Financial implications**

- 5.1 There are no significant financial implications arising from the proposals in this report.

**6. Human Resource implications**

6.1 There are no significant human resource implications arising from the proposals in this report.

**7. Risk Management Implications**

7.1 There are no significant risk management implications arising from the proposals in this report.

**8. Summary of Options**

8.1 The Council could decide to implement an alternative EAB structure.

**9. Conclusion**

9.1 In conclusion, the Group agreed the five recommendations listed in the Executive Summary of this report for submission to the EABs for comment and to full Council for approval.

**10. Background Papers**

None.

**11. Appendices**

None.

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

<b>Service</b>	<b>Sign off date</b>
<i>Finance / 151 Officer</i>	
<i>Legal / Governance</i>	
<i>HR</i>	
<i>Equalities</i>	
<i>Lead Councillor</i>	
<i>CMT</i>	
<i>Committee Services</i>	





## 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 both at the Council offices and 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.

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 at the council offices during normal working hours and 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 at the Borough Council offices and 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

Agenda item number: 7

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 on request and online.

### **Taking decisions in private**

Where, in relation to any matter to be discussed by the Executive or full Council at a meeting, or by an individual decision-maker, the public may be excluded from the meeting due to the likely disclosure of confidential or exempt information, the documents referred to above may not contain any such confidential or exempt information.

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

James Whiteman  
Managing Director

Guildford Borough Council  
Millmead House  
Millmead  
Guildford  
GU2 4BB

Dated: 22 January 2019

# SCHEDULE 1

## EXECUTIVE: 19 February 2019

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	Future Guildford	To consider the Managing Director's report on the proposed restructure and reorganisation of the Council's services.	No	Report to Executive (19/02/2019) Incorporating comments/ Recommendations of Overview and Scrutiny Committee (06/02/2019) and Council (26/02/2019)	James Whiteman 01483 444701 <a href="mailto:james.whiteman@guildford.gov.uk">james.whiteman@guildford.gov.uk</a>
*	Allocation of Community and Voluntary Grants 2019-20	The Executive to agree: <ol style="list-style-type: none"> <li>1. The allocation of community grants for 2019-20;</li> <li>2. The transfer of £69,964 from the community grants budget to the budget for grants to voluntary organisations for 2019-20.</li> <li>3. The allocation of grant funding for voluntary organisations for 2019-20.</li> </ol>	No	Report to Executive (19/02/2019)	Steve Benbough 01483 444052 <a href="mailto:stephen.benbough@guildford.gov.uk">stephen.benbough@guildford.gov.uk</a>

**COUNCIL (Budget) 26 February 2019**

Agenda item number: 7

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 operation of Executive Advisory Boards	To consider the recommendations of the EAB Review Task and Finish Group	No	Report to Council (26/02/2019) Incorporating comments/recommendations of the Community EAB (14/02/2019) and Place Making & Innovation EAB (18/02/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Pay Policy Statement 2019-20	To approve the Pay Policy Statement 2019-20	No	Report to Council (26/02/2019)	Francesca Smith 01483 444014 <a href="mailto:francesca.smith@guildford.gov.uk">francesca.smith@guildford.gov.uk</a>
Capital & Investment Strategy 2019-20 to 2022-23.	To approve <ul style="list-style-type: none"> <li>- The Capital and Investment Strategy</li> <li>- the general fund capital estimates.</li> <li>- the revised Treasury Management Strategy and Prudential Indicators</li> <li>- Minimum Revenue Provision policy</li> </ul>	No	Report to Council (26/02/2019) Incorporating comments/recommendations of the Joint EAB (10/01/2019) Corporate Governance and Standards Committee (17/01/2019) and Executive (22/01/2019)	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>
Housing Revenue Account Estimates 2019-20	To approve the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2019-20.	No	Report to Council (26/02/2019) Incorporating comments/recommendations of Executive (22/01/2019)	Phil O'Dwyer 01483 444318 <a href="mailto:phil.odwyer@guildford.gov.uk">phil.odwyer@guildford.gov.uk</a> and Mark Jasper 01483 444834 <a href="mailto:mark.jasper@guildford.gov.uk">mark.jasper@guildford.gov.uk</a>
Service and Financial Planning – General Fund Budget 2019-20	<ul style="list-style-type: none"> <li>- Approval of the general fund revenue budget for 2019-20</li> <li>- Agreement of a council tax</li> </ul>	No	Report to Council (26/02/2019) Incorporating	Victoria Worsfold 01483 444834 <a href="mailto:victoria.worsfold@guildford.gov.uk">victoria.worsfold@guildford.gov.uk</a>

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
	requirement for 2019-20 - Declaration of any surplus/deficit on the Collection Fund		comments/recommendations of The Joint Executive Advisory Board (10/01/2019) and Executive (22/01/2019)	
Future Guildford	To consider the Managing Director's report on the proposed restructure and reorganisation of the Council's services.	No	Report to Council (26/02/2019) Incorporating Comments/recommendations of Overview and Scrutiny Committee (06/02/2019) and Executive (19/02/2019)	James Whiteman 01483 444701 <a href="mailto:james.whiteman@guildford.gov.uk">james.whiteman@guildford.gov.uk</a>

**GUILDFORD JOINT COMMITTEE: 20 March 2019**

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	Agenda item number: 7	
*	Parking Enforcement	Consideration of proposals and authority to implement.	No	Guildford Joint Committee (20/03/2019)	Andy Harkin 01483 444535 <a href="mailto:andy.harkin@guildford.gov.uk">andy.harkin@guildford.gov.uk</a>		
*	Compton Air Quality Air Management Area Action Plan	To consider the Compton Air Quality Air Management Area Action Plan.	No	Guildford Joint Committee (20/03/2019)	Justine Fuller 01483 444370 <a href="mailto:justine.fuller@guildford.gov.uk">justine.fuller@guildford.gov.uk</a>		

**EXECUTIVE: 26 March 2019**

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 59	Stoke Park Masterplan; a strategy for delivery.	-To approve the proposed design brief for the Stoke Park masterplan and strategy for delivery. -To approve the transfer of £500,000 from the provisional capital programme to the approved capital programme for the purpose of funding professional fees to provide the necessary technical expertise and officer resource to deliver the Stoke Park masterplan. -To authorise the Director of Environment, in consultation with the Lead Councillor for Enterprise and Economic Development, to take all necessary steps to produce the Stoke Park masterplan.	No	Report to Executive (26/03/2019)	Paul Stacey 01483 444720 <a href="mailto:paul.stacey@guildford.gov.uk">paul.stacey@guildford.gov.uk</a>
	Transfer of Gosden Common to Bramley Parish Council	To consider and approve the transfer of Gosden Common to Bramley Parish Council.	No	Report to Executive (26/03/2019)	Fiona Williams 01483 444999 <a href="mailto:fiona.williams@guildford.gov.uk">fiona.williams@guildford.gov.uk</a>
*	The Development of Guildford Museum	To report on progress and explain the next steps.	No	Report to Executive (26/03/2019) Incorporating comments/ recommendations of Place Making and Innovation EAB (18/02/2019)	Paul Bassi 01483 444515 <a href="mailto:paul.bassi@guildford.gov.uk">paul.bassi@guildford.gov.uk</a>

*	Future Operations of Public Conveniences	To consider the recommendations put forward by the Community Executive Advisory Board to Executive.	No	Report to Executive (26/03/2019) Incorporating comments/ recommendations of Community EAB (18/10/2018)	Chris Wheeler 01483 445030 <a href="mailto:chris.wheeler@guildford.gov.uk">chris.wheeler@guildford.gov.uk</a>
	Sale of land to the rear of Guildford Rowing Club	To consider the sale of land to the rear of Guildford Rowing Club at below market value.	No	Report to Executive (26/03/2019)	Mark Appleton 01483 444364 <a href="mailto:mark.appleton@guildford.gov.uk">mark.appleton@guildford.gov.uk</a>
*	Guildford Spectrum 2	To consider proposals to deliver a new sport and leisure facility to replace Guildford Spectrum.	No	Report to Executive (26/03/2019) Incorporating comments/ recommendations of Community EAB (14/02/2019)	Jonathan Sewell 01483 444729 <a href="mailto:jonathan.sewell@guildford.gov.uk">jonathan.sewell@guildford.gov.uk</a>
Page 60	Home Improvement Grant Policy	To adopt changes to the existing home adaptation and improvement policy to widen eligibility for grants to more households.	No	Report to Executive (26/03/2019) Incorporating comments/ recommendations of Community EAB (14/02/2019)	Ted Wainhouse 01483 444305 <a href="mailto:ted.wainhouse@guildford.gov.uk">ted.wainhouse@guildford.gov.uk</a>

Agenda item number: 7



**COUNCIL: 9 April 2019**

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 Councillor / Officer Protocol	To consider the recommendations of the Task Group established by the Corporate Governance and Standards Committee	No	Report to Council (9/04/2019) Incorporating comments/recommendations of Corporate Governance and Standards Committee (28/03/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Review of Probity in Planning – Local Code of Practice	To agree a revised Probity in Planning – Local Code of Practice to be incorporated into a Handbook for Planning Committee Members		Report to Council (9/04/2019) Incorporating comments/recommendations of Planning Committee (27/03/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Appointment of co-opted Independent Members of the Corporate Governance and Standards Committee (May 2019- May 2023)	To confirm appointments for four years with effect from May 2019	No	Report to Council Incorporating comments/recommendations of Corporate Governance and Standards Committee (28/03/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Appointment of Independent Persons under Section 28 Localism Act 2011 (May 2019- May 2023)	To confirm appointments for four years with effect from May 2019	No	Report to Council Incorporating comments/recommendations of Corporate Governance and Standards Committee (28/03/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**EXECUTIVE: 23 April 2019**

Agenda item number: 7

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
*	Rodborough Buildings – Electric Theatre through road and parking	The Executive to agree to move cost estimate from the provisional list to the approved list.	No	Executive (23/04/2019)	Philip O'Dwyer 01483 444318 <a href="mailto:philip.odwyer@guildford.gov.uk">philip.odwyer@guildford.gov.uk</a>

Page 62

**COUNCIL: 8 May 2019 (Annual Council Meeting)**

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Election of Mayor and appointment of Deputy Mayor 2019-20	To elect a Mayor and appoint a Deputy Mayor for the municipal year 2019-20.	No	Council (08/05/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Appointment of Honorary Remembrancer 2019-20	To appoint the Honorary Remembrancer for the municipal year 2019-20	No	Council (08/05/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**COUNCIL: 15 May 2019 (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
Election of the Leader of the Council for four year term 2019-2023	To elect the Leader of the Council	No	Council (15/05/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
Appointments to committees 2019-20	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	Council (15/05/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>

**EXECUTIVE: 21 May 2019**

Agenda item number: 7

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
	Councillor Working Groups	To review the current councillor working groups, and to determine whether they should continue in their present format; and if so to confirm the political composition of each of them.	No	Report to Executive (21/05/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
	Surrey Leaders' Group	To consider and approve nominations for appointments of representatives on outside bodies 2019-20 nominations to SLG Working Groups.	No	Report to Executive (21/05/2019)	John Armstrong 01483 444102 <a href="mailto:john.armstrong@guildford.gov.uk">john.armstrong@guildford.gov.uk</a>
* Page 64	Ash Road Bridge - Compulsory Purchase Order	To approve the implementation of the Compulsory Purchase Order process for land associated with delivery of the Ash Road Bridge.	No	Report to Executive (21/05/2019)	Samantha Mills 01483 444084 <a href="mailto:samantha.mills@guildford.gov.uk">samantha.mills@guildford.gov.uk</a>

**EXECUTIVE: 18 June 2019**

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
*	Review of Joint Enforcement Team	To review the Enforcement Team which needs to be undertaken on a two-year basis as the team was created in August 2016. The Executive to agree future arrangements.	No	Report to Executive (18/06/2019) incorporating comments/ recommendations from Overview & Scrutiny Committee (16/04/19)	Chris Wheeler 01483 445030 <a href="mailto:chris.wheeler@guildford.gov.uk">chris.wheeler@guildford.gov.uk</a>
* Page 65	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.	No	Report to Executive (18/06/2019)	Chris Wheeler 01483 445030 <a href="mailto:chris.wheeler@guildford.gov.uk">chris.wheeler@guildford.gov.uk</a>

**EXECUTIVE: 16 July 2019**

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

**COUNCIL: 23 July 2019**

Agenda item number: 7

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 Overview and Scrutiny Annual Report	To note the annual report on overview and scrutiny function, including review of "call-in" and "urgency" provisions and future work programme	No	Report to Council (23/07/2019) Incorporating comments/recommendations of Overview and Scrutiny Committee (9/07/2019)	James Dearling 01483 444141 <a href="mailto:james.dearling@guildford.gov.uk">james.dearling@guildford.gov.uk</a>
Appointment of Councillors to External Organisations	To consider any contested nominations for appointment of Councillors to external organisations 2019-2023	No	Report to Council (23/07/2019)	Carrie Anderson 01483 444078 <a href="mailto:carrie.anderson@guildford.gov.uk">carrie.anderson@guildford.gov.uk</a>

**EXECUTIVE: 27 August 2019**

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
*	Review of Refuse and Recycling Service and Refuse Vehicle Procurement	(a) To report back on Phase 2 of the review (b) To agree future waste collection methodology	No	Report to Executive (27/08/2019) incorporating comments/recommendations from Community EAB (4/07/19)	Chris Wheeler 01483 445030 <a href="mailto:chris.wheeler@guildford.gov.uk">chris.wheeler@guildford.gov.uk</a>

**EXECUTIVE: 24 September 2019**

<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>

**COUNCIL: 8 October 2019**

Page 67

<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>
Review of Polling Districts and Polling Places	To approve any changes identified as part of the polling district and polling place review.	No	Report to Council (08/10/2019)	Elaine Bradbrook 01483 444126 <a href="mailto:elaine.bradbrook@guildford.gov.uk">elaine.bradbrook@guildford.gov.uk</a>

**EXECUTIVE: 22 October 2019**

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	Agenda item number: 7

**EXECUTIVE: 26 November 2019**

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: 3 December 2019**

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
Lovelace Neighbourhood Plan	To adopt the Lovelace Neighbourhood Plan	No	Report to Executive (26/11/2019)	Dan Knowles 01483 444605 <a href="mailto:dan.knowles@guildford.gov.uk">dan.knowles@guildford.gov.uk</a>

**EXECUTIVE: 7 January 2020**

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 69	Annual Audit Letter 2018-19	To consider the Annual Audit Letter for 2018-19.	No	Executive (07/02/2020) incorporating comments/ recommendations from and Corporate Governance and Standards Committee (19/11/2019)	Claire Morris 01483 444827 <a href="mailto:claire.morris@guildford.gov.uk">claire.morris@guildford.gov.uk</a>

**UNSCHEDULED ITEMS**

<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>
Resurfacing of Westfield and Moorfield Roads	To agree the budget to be transferred from the provisional to the approved budget.	No	Executive	Elizabeth Honey 01483 444528 <a href="mailto:elizabeth.honey@guildford.gov.uk">elizabeth.honey@guildford.gov.uk</a>
Waste Operating Model	To approve a waste operating model.	No	Executive	Chris Wheeler 01483 445030 <a href="mailto:chris.wheeler@guildford.gov.uk">chris.wheeler@guildford.gov.uk</a>
Puttenham Neighbourhood Plan	To adopt the Puttenham Neighbourhood Plan	No	Council (June 2020)	Dan Knowles 01483 444605 <a href="mailto:dan.knowles@guildford.gov.uk">dan.knowles@guildford.gov.uk</a>
Planning Appeal Costs	To consider an update in relation to planning appeal costs.	No	Executive	Tim Dawes 01483 444650 <a href="mailto:tim.dawes@guildford.gov.uk">tim.dawes@guildford.gov.uk</a>

Agenda item number: 7

## 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 Partnerships, Planning and Regeneration</b></p> <p>Councillor Paul Spooner Windsor Lodge Windsor Gardens Ash Surrey GU12 6QT (Ash South and Tongham Ward)</p>	<p>Overarching responsibility for Strategic Vision, Partnerships, Planning Policy &amp; Regeneration</p> <p><u>Key Priorities:</u></p> <ul style="list-style-type: none"> <li>• <b>Political &amp; Corporate Vision</b></li> <li>• <b>Strategic Planning Process</b></li> <li>• <b>Corporate Plan</b></li> <li>• <b>Place Making: Local Plan</b></li> <li>• <b>Place Making: Planning Policy</b></li> <li>• <b>Place Making: Regeneration</b></li> </ul> <ul style="list-style-type: none"> <li>• Delivery of Political Priorities</li> <li>• Budget Strategy for implementing and monitoring for 'Best Value'</li> <li>• One Council – HR &amp; Transformation</li> <li>• Communication &amp; Engagement</li> <li>• Heritage Strategy</li> </ul>
<p><b>Deputy Leader of the Council and Lead Councillor for Infrastructure and Governance</b></p> <p>Councillor Matt Furniss 16 Boxgrove Avenue, Guildford, Surrey GU1 1XG (Christchurch Ward)</p>	<ul style="list-style-type: none"> <li>• Overarching responsibility for Infrastructure &amp; Transport</li> <li>• Overarching responsibility for Governance</li> </ul> <p><u>Key Priorities:</u></p> <ul style="list-style-type: none"> <li>• Operational Services</li> <li>• Customer Service</li> <li>• Armed Forces &amp; Partnerships</li> </ul>
<p><b>Lead Councillor for Finance and Asset Management</b></p> <p>Councillor Nigel Manning 40 Wentworth Crescent Ash Vale Surrey GU12 5LE (Ash Vale Ward)</p>	<p>Overarching responsibility for Financial Operations</p> <p><u>Key Priorities:</u></p> <ul style="list-style-type: none"> <li>• Assets Management</li> <li>• Contract Management</li> </ul>

Councillor	Areas of Responsibility
<p><b>Special Advisor to the Leader</b></p> <p><b>Lead Councillor for Social Enterprise &amp; Voluntary Sector</b></p> <p>Councillor Geoff Davis</p> <p>Grantley House London Road Guildford Surrey GU1 1TR (Holy Trinity Ward)</p>	<p>Special Adviser to the Leader</p> <p><u>Key Priorities:</u></p> <ul style="list-style-type: none"> <li>• Supporting the Leader in regenerating &amp; improving Guildford Town Centre and other urban areas</li> <li>• Social Enterprise</li> <li>• Guildford Philanthropy</li> <li>• Grants</li> <li>• Voluntary Sector Support</li> </ul>
<p><b>Lead Councillor for Enterprise &amp; Economic Development</b></p> <p>Councillor David Bilbé</p> <p>Appletree Cottage Green Lane East Normandy Guildford, Surrey GU3 2JL</p> <p>(Normandy Ward)</p>	<p>Overarching responsibility for Enterprise &amp; Economic Development</p> <p><u>Key Priorities:</u></p> <ul style="list-style-type: none"> <li>• Promotion of Guildford</li> <li>• Economy</li> <li>• Business retention</li> <li>• Business growth</li> <li>• Experience Guildford (BID)</li> </ul>
<p><b>Lead Councillor for Housing and Development Management</b></p> <p>Councillor Philip Brooker</p> <p>10a Ennismore Avenue Guildford Surrey GU1 1SP</p> <p>(Merrow Ward)</p>	<p>Overarching responsibility for Housing Delivery &amp; Development Management</p> <p><u>Key Priorities:</u></p> <ul style="list-style-type: none"> <li>• Housing Services</li> <li>• Housing Delivery</li> <li>• Private &amp; Housing Association</li> <li>• Housing &amp; Council Tax Benefits</li> <li>• Universal Credits</li> <li>• Development Management Policies</li> </ul>
<p><b>Lead Councillor for Community Health, Wellbeing &amp; Project Aspire</b></p> <p>Councillor Iseult Roche</p> <p>c/o Guildford Borough Council Millmead House Millmead Guildford, Surrey GU2 4BB</p> <p>(Worplesdon Ward)</p>	<ul style="list-style-type: none"> <li>• Overarching responsibility for Community Health &amp; Wellbeing</li> <li>• Community: Enhancing Sport &amp; Recreation</li> <li>• Community: Enhancing Community Cohesion</li> <li>• Project Aspire</li> </ul> <p><u>Key Priorities:</u></p> <ul style="list-style-type: none"> <li>• Inclusion</li> <li>• Safeguarding</li> <li>• Health</li> <li>• Community Welfare</li> <li>• Leisure Services</li> <li>• Education Liaison</li> <li>• Youth</li> </ul>

Councillor	Areas of Responsibility
<p><b>Lead Councillor for Licensing, Environmental Health &amp; Community Safety</b></p> <p>Councillor Graham Ellwood</p> <p>c/o Guildford Borough Council Millmead House Millmead Guildford, Surrey GU2 4BB</p> <p>(Merrow Ward)</p>	<p>Overarching responsibility for Community Regulation</p> <p><u>Key Priorities:</u></p> <ul style="list-style-type: none"> <li>• Licensing</li> <li>• Environmental Health</li> <li>• Public Safety</li> <li>• Air Quality</li> </ul>
<p><b>Lead Councillor for Skills, Arts &amp; Tourism</b></p> <p>Councillor Nikki Nelson-Smith 17 Maori Road, Guildford Surrey, GU1 2EG</p> <p>(Christchurch Ward)</p>	<ul style="list-style-type: none"> <li>• Overarching responsibility for Skills</li> <li>• Overarching responsibility for Enhancing Arts &amp; Culture</li> </ul> <p><u>Key Priorities:</u></p> <ul style="list-style-type: none"> <li>• Heritage: Delivering a new museum</li> <li>• Green City through Clean Growth</li> <li>• Tourism</li> <li>• Skills</li> </ul>
<p><b>Lead Councillor for Innovation &amp; Transformation</b></p> <p>Councillor Gordon Jackson Brookside Fox Corner Worplesdon Surrey GU3 3PP</p> <p>(Pirbright Ward)</p>	<p>Innovation: Identifying opportunities supporting sustainable &amp; proportionate economic growth.</p> <p><u>Key Priorities:</u></p> <ul style="list-style-type: none"> <li>• Supporting Leader with 'one council' transformation</li> <li>• Supporting Lead Councillors for Place Making in creating smart places technology</li> <li>• Supporting Lead Councillors for Place Making &amp; Community in identifying technology and new ways of working to improve efficiency in Council Services</li> <li>• Identifying Smart Technology Opportunities</li> </ul>

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.

**PLACE-MAKING AND INNOVATION EAB**

<b>08 APRIL 2019</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
Ash Road Bridge	To seek permission to progress to the next stages of the delivery of a new road bridge at Ash Railway Station. The report will include detailed design and procurement and will also seek approval for previously allocated funds to be drawn.	Yes	Cllr Matt Furniss	Samantha Mills Major Projects Manager	
Digital Games Sector in Guildford	To receive an update on the sector locally, including key statistics, opportunities and challenges and how the Council can specifically support the sector.	Yes	Cllr Gordon Jackson	Chris Burchell, Local Economy Manager	
Tourism	To receive an update on the current performance of tourism in Guildford and consider the future direction.	No	Cllr Nikki Nelson-Smith	Diana Roberts Marketing and Tourism Development Manager	
Bike Share Scheme	Update to the Borough EAB on the Bike Share Scheme.	Yes	Cllr Matt Furniss	Donald Yell Principal Transport Planner	
<b>20 MAY 2019</b>					
<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

1 JULY 2019					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
G Live contract procurement	To examine content of the new contract for the operation of G Live and the outcomes that the Council should be seeking from it.	No	Cllr Nikki Nelson-Smith	Jonathan Sewell Leisure Services Manager	July 2020
Bedford Wharf – Plaza Landscaping	To consider the landscaping scheme following a related public consultation (suggested in a report considered by the Executive / Management Team Liaison Group on 12 December 2018).	Yes	Cllr Matt Furniss	Jennifer Hyland Project Manager – Property and Surveying	
2 SEPTEMBER 2019					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion

**UNSCHEDULED ITEMS**

**Place Making and Innovation EAB**

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Implications for Guildford of the 'Surrey Infrastructure Study'	To receive an update on the programme and detail of work undertaken once the Local Plan has been approved.	Yes	Cllr Matt Furniss	Tracey Coleman Director of Planning and Regeneration	



EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Future Use of Foxenden Deep Shelter	On 10 September 2018 the Board indicated its support for the Executive Shareholder and Trustee Committee to authorise the undertaking of a public consultation concerning the removal of the restrictive covenants and the grant of a lease of the Shelter and wished to have input into the potential alternative future uses of the Shelter, possibly including a heritage element.	No	Cllr Nigel Manning	Alex Duggan Property Surveyor	
Future Plans and Progress on the Regeneration of Guildford Town Centre including retail	Agreed at the Executive Advisory Board on 10 September 2018, and confirmed on 15 October 2018 that retail should be included.	Yes	Cllr Paul Spooner / Cllr Geoff Davis	Tracey Coleman Director of Planning and Regeneration	
Booking and Use of Council Facilities and Assets	To assess the availability and ease of use of Council Facilities and Assets.	No	Cllr Nigel Manning	Marieke van der Reijden Corporate Property Manager	
Sale of Assets Under Market Valuation	To consider delegating authority to relevant officers to sell assets under market valuation up to a limit to be agreed.	No	Cllr	Mark Appleton Operational Property Manager	

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

**BRIEFINGS**

**Place Making and Innovation Executive Advisory Board**

<b>Item</b>	<b>Additional information</b>	<b>Corporate Plan Priority</b>	<b>Relevant Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
A331 Road Junction Improvement Scheme	To receive an update on the A331 Improvements Project.	Yes	Cllr Matt Furniss	Tracey Coleman Director of Planning and Regeneration	
ICT Strategy	Suggested at the Work Programming meeting on 12 June 2018 to explore future ICT working options, linking with the Innovation Strategy.		Cllr Matt Furniss	Adrian Hudson ICT Manager	

**UPDATE / PROGRESS WITH MATTERS PREVIOUSLY CONSIDERED BY THE PLACE-MAKING AND INNOVATION EAB**

<b>Date of Meeting</b>	<b>Item</b>	<b>Lead Officer</b>	<b>Lead Councillor</b>	<b>Action Agreed</b>	<b>Progress to Date</b>
04-Apr-16	The Future of Guildford Museum	Peter O'Connell Director of Environment and Paul Bassi	Cllr Nikki Nelson-Smith (previously Cllr Geoff Davis)	The Board fully supported the recommendations for the Executive's consideration on 19 April 2016 and subject to its approval, looked forward to the reinvention and development of Guildford Museum as part of Guildford's 'Heritage Quarter'.	<p>The Executive noted the EAB's comments and agreed:</p> <p>(1) To commission a feasibility and costing report for the proposed new build extension to the current Museum buildings and approved the vision of developing an updated and exciting museum offering at that site.</p> <p>(2) To transfer £240,000 from the provisional capital programme (ED18(p) Museum and Castle Development scheme to the approved capital programme to carry out the work referred to in paragraph (1) above.</p> <p>(3) To authorise the Director of Environment, in consultation with the Lead Councillor for Economic Development, Heritage and Tourism:</p> <p>(i) to establish a Development Group, consisting of internal representatives and external partners, to assist in the delivery of improvements to the Museum; and</p> <p>(ii) to develop a fundraising strategy and related fundraising committee with a view to identifying and securing external grants and funding for improvements to the Museum.</p> <p>(4) To request the Museum Working Group to review and make</p>

					<p>recommendations on the future of the Victorian Schoolroom, including the possible sale of 39½ Castle Street, should the Schoolroom be discontinued.</p> <p>(5) To approve the Action Plan and request the Museum Working Group to continue its work to deliver the Action Plan.</p> <p>The item was brought back to the Board on 9 April 2018 when it agreed that the Museum should be wider than Guildford in appeal in the interests of viability and that it should be centred on Guildford consisting of the various themes put forward including the creativity and innovation strands. The EAB is due to receive a progress update at its meeting in February 2019.</p>
13-Apr-16	Proposed Submission: Local Plan: Strategy and Sites	Stuart Harrison Planning Policy Manager	Cllr Paul Spooner	<p>The Board agreed to submit the following comments to the Executive:</p> <p>(1) To consider the Board's overwhelming concern about the lack of adequate infrastructure to support planned development particularly in its rural areas. Sufficient infrastructure should be delivered when needed to support the cumulative impact of development in the future, in particular for sites that are too small to provide their own infrastructure directly themselves, but which cumulatively would have an impact.</p>	<p>At its special meeting on 11 May 2016, the Executive noted the EAB's comments and recommended to full Council that the draft Local Plan: strategy and sites document be approved for public consultation, subject to:</p> <ul style="list-style-type: none"> <li>• the removal of site allocation policy A43 Land around Burnt Common warehouse, London Road, Send, and</li> <li>• replacement of site allocation policy A43 with a new site to the east of Burnt Common Lane, south of Portsmouth Road, and north of the A3 known as Garlick's Arch, Send Marsh/Burnt Common and Ripley.</li> </ul>

				<p>(2) To give assurance and guarantee that infrastructure improvements would be delivered in time to support planned growth.</p> <p>(3) To consider reviewing the methodology employed in the Green Belt and Countryside Study, specifically in relation to deciding between, low, medium and high sensitivity areas. This would ensure that it was defensible when examined by the Secretary of State.</p> <p>(4) To support the strongest worded affordable housing policy we can have within the remit of sustainable development.</p> <p>(5) To safeguard green spaces and green approaches in Guildford Town and its surrounding countryside so to enhance the quality of life for all.</p> <p>(6) To review whether a higher windfall assumption is justified.</p>	
23-May-16	Implications for Guildford of the Surrey Infrastructure Study	Tracey Coleman Director of Planning and Regeneration	Cllr Matt Furniss	The Board acknowledged that the Surrey Infrastructure Study had provided a useful framework to look at the infrastructural challenges that faced Guildford whilst also acknowledging the number of caveats that existed. The Board also recognised the significant work that had already been undertaken to bridge funding gaps and looked forward	On 21 November 2017 full Council considered the Infrastructure Plan and approved the draft Local Plan: Strategy and Sites document for submission to the Secretary of State for the purpose of proceeding to and through the Examination in Public process.

				to the development and implementation of Guildford's Infrastructure Plan overall.	
11-Jul-16	Stoke Park Masterplan	Paul Stacey Parks and Landscape Manager	Cllr David Bilbé (previously Cllr Richard Billington)	The Board fully endorsed the formation of a project board. The Parks and Landscape Manager would be invited back to the Borough, Economy and Infrastructure meeting in a year's time to look at setting up a project board and how to take this forward. The Board agreed to invite back Paul Stacey to a future meeting to receive an update.	The Masterplan was considered by the EAB at its meeting on 15 October 2018 when it expressed a view that all existing facilities at the Park should be retained and the priorities of addressing the play area, catering and then the parking situation were supported. The EAB indicated a wish to be involved in the further stages of the Park's development.
31-Oct-16	Multi-Use Sports and Entertainment Facility	Jonathan Sewell Leisure Services Manager	Cllr Iseult Roche (previously Cllr Richard Billington)	For information item. The Board made a number of comments for the Lead Councillor to consider.	A viability study and public consultation programme to be developed. 10/11/17 update from Jonathan Sewell: The item that went to the EAB covered two linked items; the above and "complete the refurbishment of Guildford Spectrum including the roof, the air handling system and other improvements". The new facility was secondary to undertaking the necessary maintenance so that a window of opportunity was created to plan and progress a replacement for the Spectrum. An alternate scheme has been developed and contractors procured. Progress in key aspects:- <ul style="list-style-type: none"> <li>• Work underway for the revised roof maintenance by over roofing the pools and applying a liquid plastic treatment to the other roofs to eliminate/reduce water ingress.</li> </ul> Drip trays installed at various

					<p>locations around the building to deal with leaks from the internal gutters. This work is nearly finished. Work being undertaken by Southern Industrial Roofing is programmed to be finished by December 23.</p> <ul style="list-style-type: none"><li>•Steelwork repairs in the Pools Hall are almost complete. Contractors are completing final tasks in the Pools Hall, including additional repairs identified as a result of increased access. Repair programme has been extensive and all structural steelwork has been painted, roof purlins and some other areas normally difficult to access cleaned. Final repairs and snagging have been delayed by some maintenance Freedom Leisure have commissioned the contractors to do at the same time and unfortunately their work has over run resulting in the Leisure pool being closed longer than the original programme. Leisure Pool is due to reopen 25 November following completion of the Freedom Leisure works.</li><li>• Repairs to smoke vents are ongoing with scaffold at various corridor locations around the building. This work is scheduled to be completed by December 20 however, we are trying to push the contractors to an earlier completion date. These works are not affecting the customer's ability to use the facilities.</li><li>• The Air Handling Unit in the Leisure Pool has been through an</li></ul>
--	--	--	--	--	--

					<p>initial phase of upgrades. The upgrades are split into two possible phases, if the initial phase achieves the target air flow the second phase of upgrades will not be necessary. If the second phase is necessary it can be done without impacting on the customer.</p> <ul style="list-style-type: none"><li>• The project works will cost less than £3m to complete (excludes the revenue impact of the closures which is likely to be circa £280k) and has been geared to a minimum ten year life span for the building.</li><li>• Our project closed the competition, the dive and the teaching pools for a period of four weeks from 7th August.</li></ul> <p>Subsequent restrictions on access to the Dive pool has been due to Freedom Leisure works to the dive boards and platforms. Our project closed the Leisure Pool for 46 days from September 4th, subsequent periods of closure of the Leisure Pool has been due to Freedom Leisure maintenance works. There have been some other minor impacts on customer access due to our projects, however these have been insignificant.</p> <ul style="list-style-type: none"><li>• There has been some background research on potential inclusion of facilities in a new facility, however the work on this will not commence in earnest until this maintenance programme is complete. This is as per the paper presented to the EAB.</li></ul>
--	--	--	--	--	---



09-Jan-17	M25 Junction 10/A3 Wisley Interchange Consultation	Graham Brown Atkins Local and Hugh Coakley Highways Agency	Cllr Matt Furniss	The Board made a number of recommendations to be submitted as part of the initial consultation.	The proposed timeline included a period of non-statutory public consultation on 16 Feb 2017 and a preferred route announcement in August 2017. The statutory public consultation took place from October 2017 – February 2018. A DCO application proposed in July 2018 with construction anticipated to start in March 2020 and opened to traffic in March 2023.  The Board welcomed further input at a later stage.
20-Apr-17	Proposed Submission (Local Plan)	Tracey Coleman	Cllr Paul Spooner	The Board recommended that the draft Local Plan as submitted to the Board, be approved for formal public consultation for a period of six weeks beginning 9 June 2017 – 24 July 2017 subject to one amendment.	The Local Plan was taken to the Executive on 16 May 2017 and incorporated the Board's comments.
13-Sep-17	Bike Share Scheme	Rob Curtis Major Transport Planner	Cllr Matt Furniss	The Board: <ul style="list-style-type: none"> <li>• supported undertaking a feasibility study for a bikeshare scheme;</li> <li>• felt it was important that if there were different bikeshare schemes in Guildford that they be compatible, although not necessarily the same provider;</li> <li>• supported traditional docking over free-floating but felt the feasibility study could examine both;</li> <li>• felt options for the capital and revenue costs be examined, including a capital-free scheme;</li> <li>• advised the locations of docking stations should not be confined to</li> </ul>	The Bike Share Scheme will be the subject of a future EAB briefing. The Innovation Board has suggested that the scheme is combined with that of the University of Surrey.

				<p>the town centre; infrastructure improvements were important to the scheme.</p> <p>Suggested:</p> <ul style="list-style-type: none"> <li>• the BID and other retailers be consulted over the proposed scheme;</li> <li>• opportunities to link the bike share scheme to other corporate ambitions; and</li> <li>• any legal or liability implications from introducing a public bike share scheme.</li> </ul>	
13-Sep-17	Electric Cars	Kevin McKee Parking Services Manager	Cllr Gordon Jackson	Board members suggested the development of an app for an electrical charging reservation system.	Autonomous and connected cars are amongst the innovation projects being considered by the Innovation Strategy Board.
16-Oct-17	Residential Extensions and Alterations Supplementary Planning Document (SPD)	Meave Faulkner Design and Conservation Team leader	Cllr Paul Spooner	<p>The Design and Conservation Team Leader agreed to look again at proposed timescales. and to discuss the Board's concerns with officers.</p> <p>The Lead Councillor for Housing and Environment agreed to speak to the Lead Councillor for Planning and Regeneration to determine whether additional resources could be put into place to ensure that the design guide, including the residential extensions guidance, was complete by the time the new Local Plan came into force.</p> <p>The Board expressed an urgent wish to have a task group, so that elected members could have input into the process.</p>	<p>The Task Group, entitled the Planning Policy and Housing Delivery Board, was established in November 2017 and has met on several occasions.</p> <p>The EAB considered the outcomes of the consultation exercise relating to the SPD at its meeting on 10 September 2018 and made the following points which were noted / agreed:</p> <ul style="list-style-type: none"> <li>• The reference to Neighbourhood Plans on page 4 of the SPD would be highlighted and strengthened including identification of the areas with such Plans in place.</li> <li>• Although dark skies were not a planning issue, a further SPD being prepared would address light spillage. Individual situations and</li> </ul>

					<p>areas would dictate acceptability.</p> <ul style="list-style-type: none"> <li>• Alternatives to the 45 degree guide applied to windows serving habitable rooms would be added to the document.</li> <li>• An explanation of balcony roof lights, which would generally be resisted owing to their impact on privacy, would be added to the document.</li> <li>• Photographs in the document would be referenced and enlarged in the interests of clarity.</li> <li>• Developers were encouraged to provide larger sized garages in new developments to house bins etc.</li> <li>• The boundary treatment section on page 38 would be expanded on the subject of fence height and style.</li> </ul> <p>The Board revisited the draft SPD following the related public consultation at its meeting held on 18 September 2018 and made several points which were fed back to the Executive.</p>
19-Feb-17	What can be done to speed up housing delivery in Guildford?	Tim Dawes Planning Development Manager and Nick Molyneux Housing Development Manager	Cllr Philip Brooker	The Board agreed to set up a Task Group comprised of four members from the Borough EAB. The Task Group, whose role has now been absorbed into the new Planning Policy and Housing Delivery Board, will assist that Board in identifying quick wins to speed up housing delivery in Guildford.	<p>The EAB considered a report in respect of the findings of the Sub Group of the Planning Policy and Housing Delivery Board at its meeting on 15 October 2018 and the following points arose:</p> <ul style="list-style-type: none"> <li>• The initiative to remove/adjust pre-commencement standard planning conditions largely</li> </ul>

					<p>consisted of re-wording so the conditions were no longer pre-commencement e.g. materials could be agreed following commencement.</p> <ul style="list-style-type: none"><li>• Groups of unused privately-owned garages could be considered for purchase and redevelopment in addition to Council-owned garage blocks and this would be looked into.</li><li>• The definition of affordable housing was changing and would be circulated to the EAB highlighting the distinctions between affordable and other types of housing.</li><li>• The Council was at risk of development driven by developers through planning applications and appeals as it currently lacked a five year housing supply.</li><li>• A more liberal interpretation of the National Planning Policy Framework concerning limited infilling was welcomed to increase housing delivery and also benefit smaller building companies which were not in position to develop larger sites.</li><li>• Although allocated</li></ul>
--	--	--	--	--	--

					<p>development sites were preferable, the Local Plan was a guide and others could be added with brownfield sites being favoured over greenfield sites.</p> <ul style="list-style-type: none"> <li>• A robust response to claims of lack of viability to construct affordable housing was sought. Consultants selected to undertake viability tests were the Council's choice.</li> <li>• The construction industry's capacity to build on the scale of the housing trajectories was doubted and it was suggested that apprenticeships could be the way forward. Flooding the market may also be a concern for builders, although larger sites could be developed in phases in line with relevant planning conditions.</li> </ul>
10-Sep18	Street Naming and Numbering (SNN) Policy	Adrian Hudson, ICT Manager	Cllr Matt Furniss,	<p>The Board considered a report which set out the background to the proposed SNN policy and charging proposal together with options for new Borough- wide standard street signs to be considered for all new signage.</p> <p>The Board expressed its support for the proposed SNN Policy with an extended consultation period and expressed a preference for</p>	

				Option 1 signage. It was suggested that the Borough branding be deleted from this option and there was mixed support for the option with or without the branding.	
10-Sep-18	Future Use of Foxenden Deep Shelter	Alex Duggan, Property Surveyor	Cllr Nigel Manning	<p>The EAB received a presentation introducing a report seeking guidance concerning the future use of Foxenden Deep Shelter.</p> <p>The Board indicated its support for the Executive Shareholder and Trustee Committee to authorise the undertaking of a public consultation concerning the removal of the restrictive covenants and the grant of a lease of the Shelter and wished to have input into the potential alternative future uses of the Shelter, possibly including a heritage element.</p>	