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Contact: Andrea Carr
Committee Services
01483 444058

27 June 2018

Dear Councillor

Your attendance is requested at a meeting of the **SOCIETY, ENVIRONMENT, AND COUNCIL DEVELOPMENT EXECUTIVE ADVISORY BOARD** to be held in Council Chamber, Millmead House, Millmead, Guildford, Surrey GU2 4BB on **THURSDAY 5 JULY 2018 at 7.00 pm.**

Yours faithfully

James Whiteman
Managing Director

MEMBERS OF THE EXECUTIVE ADVISORY BOARD

Chairman: Councillor Adrian Chandler
Vice-Chairman: Councillor Pauline Searle

Councillor Angela Gunning
Councillor Murray Grubb Jnr
Councillor Christian Holliday
Councillor Nigel Kearse
Councillor Sheila Kirkland

Councillor Bob McShee
Councillor Tony Phillips
Councillor David Reeve
Councillor Tony Rooth
Councillor Matthew Sarti

Authorised Substitute Members:

Councillor Colin Cross
Councillor Andrew Gomm
Councillor Angela Goodwin
Councillor David Goodwin
Councillor Gillian Harwood
Councillor Liz Hogger
Councillor Liz Hooper
Councillor Mike Hurdle
Councillor Jennifer Jordan

Councillor Julia McShane
Councillor Susan Parker
Councillor Dennis Paul
Councillor Mike Piper
Councillor David Quelch
Councillor Caroline Reeves
Councillor James Walsh
Councillor Jenny Wicks

WEBCASTING NOTICE

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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:

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

Values for our residents

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

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.
- 3 **MINUTES** (Pages 1 - 6)

To confirm the minutes of the Executive Advisory Board meeting held on 19 October 2017.
- 4 **GUILDFORD BOROUGH COUNCIL PROCUREMENT** (Pages 7 - 10)
- 5 **RECYCLING IMPROVEMENTS - REVIEW OF REFUSE AND RECYCLING SERVICE** (Pages 11 - 22)

A presentation concerning a review of the Refuse and Recycling Service will be given.
- 6 **PROCUREMENT OF NEW CEMETERIES** (Pages 23 - 34)

To receive a presentation regarding procurement of new cemeteries.
- 7 **PROGRESS WITH ITEMS PREVIOUSLY CONSIDERED BY THE EAB** (Pages 35 - 44)

To consider the progress made in respect of items previously considered by the EAB.
- 8 **EAB WORK PROGRAMME** (Pages 45 - 50)

To consider and approve the EAB's draft work programme.

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

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19 OCTOBER 2017

SOCIETY, ENVIRONMENT, AND COUNCIL DEVELOPMENT EXECUTIVE ADVISORY BOARD

19 October 2017

* Councillor Adrian Chandler (Chairman)
* Councillor Pauline Searle (Vice-Chairman)

* Councillor Angela Gunning	* Councillor Dennis Paul
* Councillor Christian Holliday	* Councillor Tony Phillips
* Councillor Gordon Jackson	* Councillor David Quelch
* Councillor Jennifer Jordan	* Councillor David Reeve
Councillor Sheila Kirkland	* Councillor David Wright

*Present

Councillors Philip Brooker, Lead Councillor for Housing and Environment, Nikki Nelson-Smith, Lead Councillor for Social Welfare, Heritage and the Arts, and Caroline Reeves were also in attendance.

S21 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Councillor Sheila Kirkland submitted apologies for absence.

In accordance with Council Procedure Rule 23(j), Councillor Jo Randall attended as a substitute on behalf of Councillor Sheila Kirkland.

S22 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

Councillor Philip Brooker declared a potential issue of bias as Chairman of Guildford Citizens' Advice Bureau.

Councillor Gordon Jackson declared a personal interest as Chairman of Ash Citizens' Advice Bureau.

Councillor Jennifer Jordan declared a personal interest as a volunteer at TALK and at Canterbury Care Centre.

Councillor Caroline Reeves declared a personal interest as a trustee of Guildford Action.

Councillor Angela Gunning declared a personal interest as her husband is in a care home.

S23 MINUTES

The minutes of the meeting held on 07 September 2017 were confirmed as a correct record and were signed by the Chairman.

S24 ART DEVELOPMENT DRAFT STRATEGY

The Lead Councillor for Social Welfare, Heritage and the Arts explained that the arts development strategy sought to increase participation by highlighting the importance of art, and helping this Council to identify and secure resources. The budget for arts development was limited, and meant that partnership working was essential. A consultation exercise looked at how to maximise reach by identifying gaps in provision, considering what

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prevented people from taking part, and identifying ways to maximise resources. This Council was keen to support local artists, particularly with networking and information sharing, but also with their development. Guildford had a vibrant arts community, but there was still scope to provide additional support for developing opportunities for young people, and ensuring opportunities reached across communities throughout the borough.

The Arts Officer reported that a cross-party Project Board had been responsible for the development of the draft strategy. Public consultation took place between 23 June and 28 July 2017 using a flexible approach to engage with as many people as possible. The aim of the strategy was to encourage more people to take part in activities, and highlight barriers to people taking part. The Arts Officer gave examples of projects, including FISH (fun in the school holidays), which involved around 300 young people each year, and The Big Draw, which had involved ten different partners, with workshops in Ash, Bellfields and Newlands Corner, as well as Guildford town centre. Officers had also been working with Oakleaf and Waverley Borough Council to provide singing sessions for people with mental health issues.

Key findings from the consultation were that respondents thought that this Council led on all arts within the borough, but did not understand the work of the arts officers. An action was included within the draft strategy to remedy this. The consultation also showed that there was an appetite for partnership working. The draft strategy was due to be launched in January 2018.

The Board complimented officers on their achievements and commended the strategy to the Executive.

S25 STRATEGY FOR THE ELDERLY/LATER LIFE

The Head of Health and Community Care Services provided an update on the current financial and demographic environment in relation to elderly services, and an overview of key issues.

The Board heard that the elderly population in Guildford was projected to increase substantially over the next decade, and services would need to be planned around this. The Board received an overview of the roles and responsibilities of this Council in terms of the delivery of services to the elderly, the framework for which was outlined in the Later Life Strategy, approved by this Council in 2010. Services to the community, including the elderly, were also provided through the voluntary sector, and private providers. The Head of Health and Community Care Services informed the Board that the Surrey Heartlands Sustainability Transformation Plan Board had responsibility for ensuring that services to improve the health and care of the local population were integrated, and the Better Care Fund was designed to facilitate changes to the way health and social care were delivered.

The Board was provided with details of the this Council's services for the elderly, and heard that regular service reviews were undertaken to ensure efficiency. Services were designed around local need, and were held in high regard. They also compared well against services provided across other boroughs in Surrey. A database of vulnerable residents was held by this Council, but it was predicated on residents who were in receipt of services. The Board suggested that parish councils and community wardens be consulted as they may be able to provide information on other vulnerable elderly residents, particularly those in rural areas who were not connected into systems, so were not necessarily receiving services such as meals on wheels.

The Head of Health and Community Care Services suggested some issues that the Board may wish to consider. These included future funding and services, service changes,

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partners, customer expectations, technology development, the development of community resilience, and the merits of a trading company for the delivery of services.

The Head of Health and Community Care Services confirmed that officers had sought feedback from customers, and would continue to do so. Information came from different sources, including clients, relatives and professionals. Issues could be addressed through regular meetings with Surrey County Council.

The Board heard that a corporate review of voluntary grants was under way, and it was likely that this would result in some changes to the way that services to the elderly were organised. Charging for services was an option for consideration, but it was important to ensure that the future viability of services was not jeopardised as a result. Likewise, a trading company could be set up, but the benefits of doing so would be dependent on how it was structured, and if it required subsidising, it might not save any money. More work was required on this, with a further report and discussion following the review of grants process.

The Board's attention was drawn to a recently launched report from the Local Government Association. The report, "The impact of homelessness on health", suggested that older homelessness was a growing, but largely hidden issue that needed greater understanding, and that the rising number of older homeless would create significant extra pressures for councils. Although the age profile of people accessing services had increased, the Head of Health and Community Care was not aware of any increase in homelessness amongst the elderly in Guildford.

The Board was cognisant that over the next 15 years the number of residents aged over 80 would increase by more than 50% and plans would need to be put in place to mitigate against this, at a time when this Council was facing significant financial pressures. One way to alleviate this might be to charge people who could afford to pay for services.

The Board recognised that charities were facing difficulties as grants had been frozen over a number of years. It would be possible to analyse which charities received funding from this Council and what services they provided, as this information was already collected as part of the application process. Some charities were very dependent on grant funding, and cuts to their allocations might cause an increased demand for council services, and may not be cost effective in the longer term. Nevertheless, it was important to determine how efficiently charities were operating and that they were providing value for money, which might require some research into best practice.

The Head of Health and Community Care Services informed the Board that the community alarm service routinely looked at what was being developed in terms of technology to support residents, and that the NHS was looking at digital health technology to monitor people's wellbeing, so that district nurses or medical teams could be deployed to prevent health problems. The Board agreed that further discussion was required on technology for later life.

The Board was informed that the Local Plan had taken account of local projections of the numbers of elderly residents who might require residential care in the future. The Board suggested that residents in their 40s and 50s should be surveyed to ascertain how they thought that care in their later life should be managed.

The Board recommended that the topic should be taken forward as a scrutiny item, with a view to setting up a task and finish group. The Board also recommended that the topic be listed as an unscheduled item on its work programme to allow for further discussion at a later stage.

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S26 AIR QUALITY STRATEGY

The Lead Councillor for Housing and Environment informed the Board that the air quality strategy had been developed by the air quality task and finish group, and an action plan to support the strategy had been produced in collaboration with the group. The strategy was ambitious, but realistic, and its implementation would be monitored annually through the Overview and Scrutiny Committee. Finances and resources had been allocated for all current activities within the strategy, and key performance indicators had been agreed.

The Environmental Health Manager informed the Board that a local monitoring network was in place to measure air quality. Exceedances had been recorded at Compton, and some work had already been done in connection with this, including research into traffic volume and source apportionment. This Council had a memorandum of understanding with its planning department to allow effective use of planning conditions to improve air quality. Green scheme parking fees had been introduced in council car parks for electric vehicles, and a parking app had been developed to direct users to the closest and cheapest spaces. Community wardens were providing education in communities to change behaviours, and services were being taken out into communities to reduce car journeys to Millmead. This Council had been working with partners to produce air quality modelling of Surrey for PM10, PM2.5, NO2, and to comply with nitrogen dioxide air quality limits on the A331. In addition, this Council was working with other local authorities, land managers, and highway authorities to develop a framework to monitor forecast improvements in roadside air quality around the Thames Basin Heaths Special Protection Area to confirm that forecast improvements were being delivered and, if required, to identify and deliver supplementary measures.

The Environmental Health Manager outlined some of the projects this Council would be looking at over the short term to improve air quality. These included the adoption of the air quality strategy, and the declaration of an air quality management area in Compton. Home, mobile, remote and flexible working would be facilitated and promoted for this Council's officers, and alternative travel methods promoted amongst its workforce. This Council also planned to participate in a University of Surrey European project to raise citizen awareness about air quality and the impact of green infrastructure to reduce air pollution and improve health and well-being. This Council was also exploring ways to discourage drivers from keeping their engines running whilst waiting at level crossings.

The Environmental Health Manager informed the Board that over the medium term, this Council would be looking to set a positive example through its lease car policy and fleet vehicle procurement process. A policy would be created to cover officers' travel to meetings, seminars and training courses and there would be a service delivery review to further reduce public journeys to this Council's properties where appropriate. An electric vehicle charging strategy would be adopted, and other employers would be encouraged to introduce travel plans. This Council also planned to work in partnership with local bus companies to bid for funding from the Low Emissions Bus Scheme or the Clean Bus Technology Fund for ultra-low emission buses in Guildford.

The Board heard that, over the long term, there were plans to improve sustainable transport opportunities in line with the Guildford Borough Transport Strategy. As technologies developed, the taxi and private hire licensing policy would be reviewed, and green scheme parking revised to introduce differential charging and extend the policy to on-street parking permits. Freight and delivery companies would be encouraged to introduce travel plans, and road configuration best practice researched. The aim would be to keep up to date with best practice, and ensure it was implemented in this Council's policies.

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The Board was positive about the number of actions planned to tackle air quality, but cautioned about the unintended consequences of dissuading people from using their cars, which could lead to loneliness unless regular, cheap, accessible public transport was available.

The Board commended the strategy to the Executive.

S27 PROGRESS WITH ITEMS PREVIOUSLY CONSIDERED BY THE EAB

The update report was noted.

S28 EAB WORK PROGRAMME

The work programme was noted by the Board.

The meeting finished at 9.13 pm

Signed

Date

Chairman

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Society, Environment and Council Development

Executive Advisory Board Report

Subject: Guildford Borough Council Procurement

Author: Diane Owens, Principal Solicitor Contracts Procurement and Property

Date: 5 July 2018

Purpose of note

The purpose of this report is to advise the Executive Advisory Board (EAB) of the procurement methods available to the Council and the current route to market trends used by officers. The report will also inform the Board of the proposals for improvements to the procurement function at the Council and the future opportunities arising from the changes.

Summary

In February 2017 the Director of Corporate Services, Legal Services Manager, Procurement Officer and Procurement Consultant gave a presentation to the Society EAB summarising the recommendations contained in their report, developments in the legislation, training issues and the long-term goals of the corporate procurement advisory board. The Society EAB requested an update on the cost savings to be made by procurement in 6-9 months' time. The officers who presented in February 2017 have since ceased to be employed by the Council. There is currently no Procurement Officer in post and as such the Principal Solicitor overseeing the procurement function has prepared this report as an interim measure whilst recruitment to a newly created Procurement Manager post is carried out.

This report will explore the tender procedures available under the Regulations and look at the Council's current approach to procurement and areas of opportunity.

A further report will be brought to the EAB to deal with cost savings from procurement in due course.

Introduction

The Council is legally obliged to ensure that it achieves best value and continuous improvement when exercising its functions including when it is purchasing goods, services and works. It carries a fiduciary duty to local tax payers to spend money lawfully and efficiently and is obliged by law to adopt standing orders which regulate its approach to contracting. Further, the Council is obliged by the 2015 Regulations to access the market in legally compliant ways; to meet various transparency obligations in relation to expenditure; and has a range of obligations to meet under the Data Protection legislation in respect of data controlling and processing.

The Council's duties are threefold:

- a. Compliance with the 2015 Regulations when procuring contracts valued above a threshold set by Official Journal of the European Union (OJEU);
- b. Producing Procurement Procedure Rules (PPRs) which comply with the 2015 Regulations and other legal requirements; and
- c. Ensuring that the PPRs are followed by procuring officers.

The latest rules that the Council need to comply with, the Public Contract Regulations 2015 ('2015 Regulations'), came into force in February 2015. The Regulations modified the previous Regulations and codified the case law in this area particularly in relation to contract variations and exemptions. The Regulations create a

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framework by which public bodies must procure their goods, works and service contracts.

Procurement procedures (route to market)

The following paragraphs set out the routes to market that can be used for new tenders for goods, works and services.

For contracts valued above the OJEU threshold one of the following tendering procedures must be followed:

Open procedure – a one stage process, the Council will proceed directly to Invitation to Tender through open advertisement.

Restricted procedure – a two stage process, which includes selection stage where suppliers are shortlisted against specific relevant criteria followed by an invitation to tender being sent to the shortlisted suppliers (minimum of 5).

Competitive Procedure with Negotiation – where the Council requires design or innovative solutions which cannot be readily identified through market engagement, or dialogue is required to determine the final legal and financial make up, but that minimum requirements and objectives can be identified prior to procurement. The process normally involves shortlisting of bidders (minimum of 3) who bid on the minimum requirements and then final negotiations are held on certain elements.

Competitive Dialogue – this procedure is used where the requirement is very complex and where specifications or outcomes of a solution have not yet been clearly defined. This will usually involve an initial shortlisting (minimum of 3) followed by an Invitation to Participate in Dialogue whereby initial proposals are made proceeding to various stages of dialogue to determine the final solution.

Innovation Partnership – This procedure is very specific in nature as it targets problem-solving projects and where the tools for achieving goals or outcomes may not yet exist. The procedure involves a competitive exercise to identify a partner who can develop the solution and include the ability to award a contract to supply that solution without further need for competition.

Negotiated Procedure without Prior Publication – in specific cases laid down by Regulation 32 of the 2015 Regulations the Council may award public contracts by a negotiated procedure without a prior publication (direct award).

Light Touch Regime - this covers Health, Education, Social Care, catering and Legal contracts. As with all procurements, the process undertaken to award the contract must be fair, open and provide for equal treatment, the threshold for an OJEU publication is higher and the Council may design its own tender process.

For contracts below OJEU threshold a less formal tender or quote procedure can be followed. This can either be an Invitation to Tender (ITT) or a Request for Quote (RFQ) process following the procedures detailed in the PPRs.

Framework agreements can also be used in certain circumstances (examples are ESPO, CCS, G-Cloud, Scape). A framework agreement is a contract between the party who has set up the framework and a supplier or group of suppliers. The framework will have been through an OJEU process and provided the Council is named in the OJEU advertisement and the call off process detailed in the framework agreement is followed, then the Council is able to call off a contract from the framework agreement without the need to undertake an OJEU tender. A mini-competition exercise may be required or the Council may be able to directly award to a supplier on the framework. The Council is usually required to pay a % fee to access

the framework and to enter into an access agreement with the party who set up the framework.

In all cases a detailed specification of the goods, services or works being procured will be required prior to the tender going out to the market. An OJEU compliant tender will usually require 6-9 months to complete including mobilisation. However, for particular complicated or high value tenders the service should allow 18 months and include time for soft market testing, the publication of a Prior Information Notice (PIN) and market engagement as well as engagement with service-users regarding the design of the specification. For contracts where the Council is purchasing specialist materials a longer mobilisation period will be required. Ideally a procurement timeline will be drawn up at the outset of the project where issues such as this can be flagged.

Current Procurement trends at Guildford Borough Council and future opportunities

There is currently a devolved model of procurement at the Council. Procuring managers in individual services undertake all of the procurement activity. The Procurement Officer's role, acting with the Procurement Assistant has been one of advice and assistance which procuring officers utilise at will.

The procurement function currently sits within Legal Services. It is a relatively new resource, with the first procurement officer joining the Council in 2015. In 2017/18 both the Procurement Officer and Procurement Assistant left the Council's employment. In order to strengthen this function a Procurement Manager is being recruited. This person will lead on improvements to the service and will provide commercial input and route to market advice. This role will be supported by Legal Services colleagues who will ensure compliance with the PCRs and PPRs as well as provide contract and commercial legal advice.

In future, procuring managers will seek guidance from the internal procurement team prior to seeking external advice and instructions to external consultants in relation to procurement advice and instructions will be issued via the procurement team.

The Procurement Manager will be tasked early on to provide comprehensive training across the services on procurement issues and to work closely with procuring managers to improve procurement outcomes, ensure effective contract management and demonstrate how procurement can assist with service planning and delivering cost savings.

Legal Services are responsible for updating the PPRs. These will be re-written to ensure they are fully up to date with the law and the current requirements of the Council. A first draft has been produced by the Principal Solicitor.

The Council has also established a Corporate Procurement Advisory Panel (CPAP) to provide strategic advice on procurement activity across the Council. The CPAP's role will be enhanced to provide a gateway function, approving the route to market and contract award for contracts over a certain level. CPAP could also approve exceptions/waivers as well as oversee contract management issues.

The CPAP will be chaired by the Director of Finance and include senior representatives from Procurement, Legal and Finance. Procuring managers would seek approval by the Panel following which the next stage of authority would be sought.

Conclusion

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The Council undertakes significant procurement activity for goods and services. The changes put in place will improve our performance in this area by strengthening the procurement function, ensuring procuring managers have the necessary knowledge and skills and ensuring appropriate strategic control via the CPAP.



Review of Recycling and Waste Collection Service

Introduction

The review is a Corporate Plan objective
Timescales and steps:

- Complete the review: December 2018
- Executive approval: June 2019
- Implementation: July 2019 to April 2020

Guiding Principles

- To maintain high levels of customer satisfaction
- To respond to market and legislative changes
- To maintain/improve environmental performance
- To avoid additional hard containers for residents
- Choice of vehicles is key and these take 12 months to procure




The Key Drivers for Change

- Market
 - Impact of China (paper)
- Legislation
 - TEEP
 - Deposit Return Scheme(s)
 - Market change
 - Cost implications
 - Large reduction in kerbside recycling
- Local
 - Financial challenges for GBC and SCC
 - Need to replace vehicle fleet
 - SWP aim to reduce waste (360L per month)



Current Service

- Uses split bodied vehicles

	Frequency	Container	
Comingled Recycling	Fortnightly	240L wheeled bin	
Food waste	Weekly	23L caddy	
Refuse	Fortnightly	240L wheeled bin	

Advantages

- Service stability




Disadvantages

- Does not respond to market changes, planned legislation, increased costs



Proposal (Phase 1)

- Stay with current service but change to single bodied vehicles plus a split body vehicle for food waste / nappy collection
- The service offered remains as current – some round “rebalancing”

	Frequency	Container	
Comingled Recycling	Fortnightly	240L wheeled bin	
Food waste	Weekly	23L caddy	
Refuse	Fortnightly	240L wheeled bin	

Advantages






- Same service as now from residents perspective
- Simpler fleet (cheaper to buy and maintain)
- Ability to adjust services to respond to the known changes in the market and legislation

Disadvantages

- Possible minor disruption to some residents (different crews and/or different time of collection)

Potential (Phase 2)

- Uses single bodied vehicles

	Frequency	Container	
Food waste	Weekly	23L caddy	
Nappies	Weekly	Sacks*	
Paper and card	Three weekly	240L wheeled bin	
Comingled recycling (excluding paper and card)	Three weekly	Sacks*	
Refuse	Three weekly	240L wheeled bin	

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* There is flexibility to use other container options

Advantages

- Responds to changes in the market and planned legislation
- Increased recycling
- Savings on disposal costs
- Increased revenue opportunities
- Increased flexibility

Disadvantages

- Major service change



Next Steps

- Detailed financial analysis
- Plan implementation of business as usual but with vehicle change
- Report to Executive to approve the release of vehicle funding
- Order vehicles
- Return to Executive June 2019 to consider whether and when to implement Phase 2



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Provision of Cemeteries

Presentation to Society Executive
Advisory Board

5th July 2018

Paul Stacey and Natasha Precious

Should the Council provide new cemetery space?

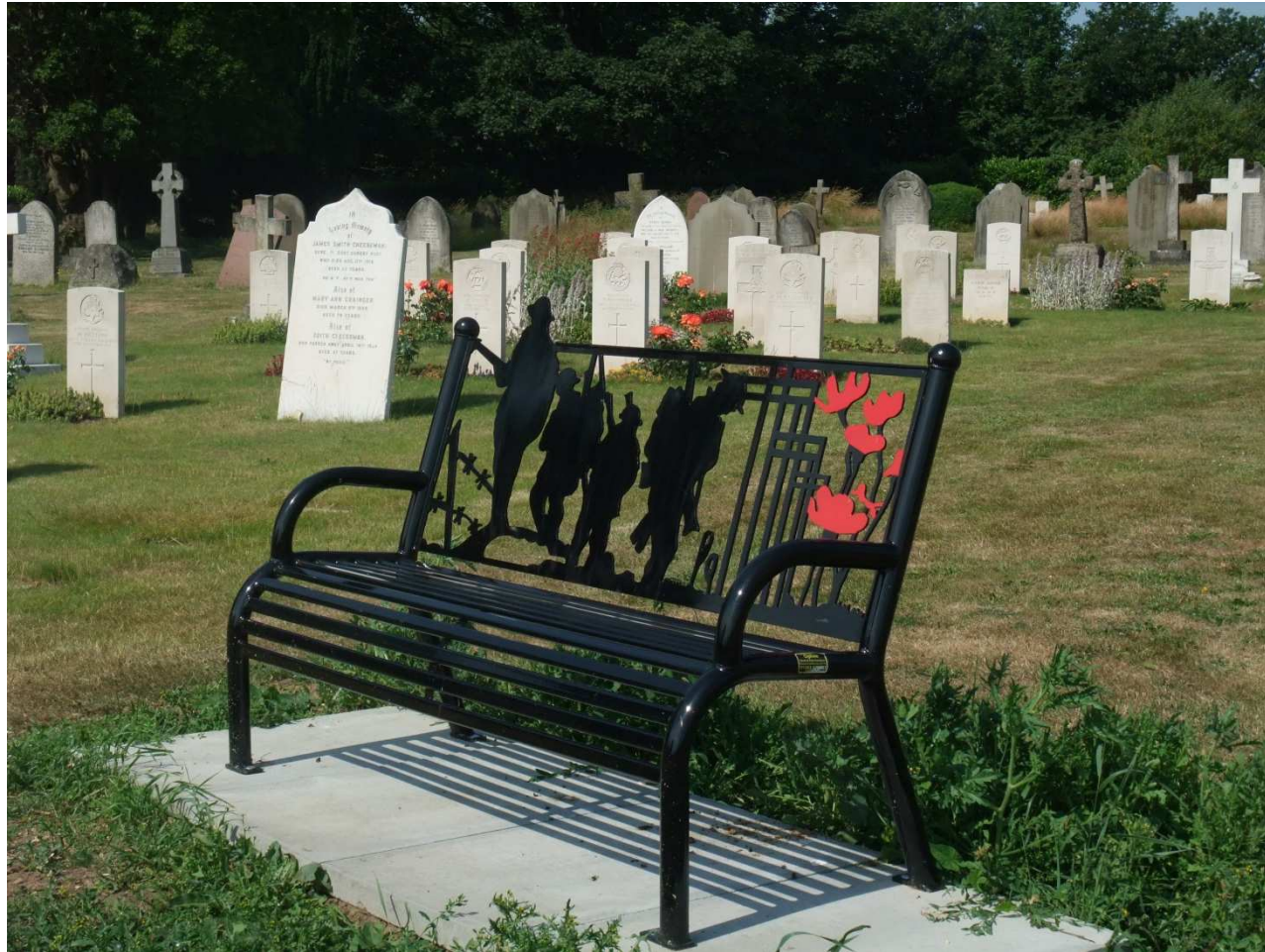
- Following a service review in 2013/14 the Executive agreed to:

‘Endorse the acquisition and establishment of new burial ground within the borough of Guildford in close proximity to the town centre to ensure accessible provision for different faiths, cultures and practices, while continuing to examine other options and the suitability of land’

Stoke New Cemetery



Stoke Old Cemetery



The Mount Cemetery



Background to current service provision and obligations?

- Provision of burial grounds is not a statutory duty for Local Authorities. They are however considered an important service to the community.
- Today's increasingly diverse society has a variety of requirements.
- Local authority's are legally required to dispose of the dead in cases where there are no family or estate and to do this in accordance with their religious beliefs.

Background to current service provision and obligations?

- GBC operates two open burial grounds, Stoke Cemetery and The Mount Cemetery, both based in central Guildford.
- The service is also responsible for eight closed churchyards

Current borough capacity

- GBC has 5-10 years of capacity left
- There are sections of the community that we are not able to cater for, such as:
 - Catholic traditional graves
 - Natural burial
 - cremated remains plots
- We also have very limited space left for
 - catholic lawn graves
 - Non-conformist with no marked provision for members of the travelling community or followers of the Muslim faith.

Current borough capacity (cont.)

- Local parish churchyards
- Brookwood Cemetery
- Clandon Wood Natural Burial Reserve
- Nightingale and Eashing Cemeteries

Delivering a new cemetery

- A site has been allocated for cemetery use in the draft Local Plan
- A new cemetery will cost in the region of £5-7 million
- A business case has been developed using the estimated capital cost and assumptions for ongoing costs and income.
- To break even the site would need to undertake around 80 full new burials per annum, including the associated memorial income
- At this rate the pay back period would be 170 years

Discussion

- 1) Should the Council provide a cemetery or let the private sector do this?
- 2) If the answer to 1) is “yes” are councillors willing to support this as:
 - a subsidised service,
 - break even or
 - net income generating?
- 3) Where does this decision fit when judged alongside other priorities for the Service e.g the delivery of the crematorium?

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UPDATE / PROGRESS WITH MATTERS PREVIOUSLY CONSIDERED BY THE SOCIETY, ENVIRONMENT AND COUNCIL DEVELOPMENT EAB

Date of Meeting	Item	Lead Officer	Lead Councillor	Action Agreed	Progress to Date
07-Jan-16	Victoria Worsfold Financial Services Manager	General Fund Capital Programme (2016-17 to 2010-21)	Cllr Nigel Manning (now Cllr Michael Illman)	The Board advised the Executive that: (i) external funding for Chilworth Gunpowder Mills and all appropriate projects be explored by officers; and (ii) annual forecast balances of the respective costs and benefits be included in capital expenditure proposals whenever possible.	03/10/17 e-mail sent to CM for update.
25-Feb-16	Procurement	Rob Parkin Council Solicitor and Monitoring Officer	Cllr Matt Furniss	The Board agreed to invite officers back to a meeting in six to nine months, to report on what had been achieved and to provide new information regarding a targeted approach to cost savings.	Report scheduled for 23 February 2017, but was cancelled. 31/03/17 Email from Sandra Herbert to say that Nathaniel Burrows could demonstrate the new procurement toolkit.
26-May-16	Business Rates Discretionary Rates Review	Claire Morris Director of Resources	Cllr Michael Illman	The Board indicated that the application process should encourage the dual-use of properties, as well as offering incentives for pursuits that may complement local authority activity. The Board suggested that the Executive should receive an explanation of what each organisation in receipt of rate relief offered to the community.	On 19 July 2016, the Executive agreed: (1) to make no changes to the discretionary rate relief scheme, but noted that there will be an increase in cost over the next three years; (2) to review the scheme again in 2019 when there will be more information available about both future funding and the health of the high street.

14-Jul-16	Arts Development Strategy	Jonathan Sewell Leisure Services Manager	Cllr Nikki Nelson-Smith	The Board indicated that the application process should encourage the dual-use of properties, as well as offering incentives for pursuits that may complement local authority activity. The Board suggested that the Executive should receive an explanation of what each organisation in receipt of rate relief offered to the community.	On 19 July 2016, the Executive agreed: (1) to make no changes to the discretionary rate relief scheme, but noted that there will be an increase in cost over the next three years; (2) to review the scheme again in 2019 when there will be more information available about both future funding and the health of the high street.
08-Sep-16	Website Development Project	Jenifer Davis Web Programme Manager	Cllr Paul Spooner	The Board suggested that as both Councillors and residents used Modern.Gov and the search system for planning applications regularly, it was important that they functioned properly and should be included in the project.	This project is progressing well and all set to be delivered before Christmas. The actions arising from the meeting referred to two specific areas where the website is integrated to internal systems – the planning system (ldox) and Modern.Gov, which the committee services team use for managing and publishing committee information. As part of the website development project we are working with Modern.Gov to ensure a consistent look and feel across the two areas, we are also looking at the way that the information is presented to simplify the user journey. Additionally, by introducing a ‘Council and Democracy’ area on the site, we hope to make this type of information more easily accessible to all.

					<p>The action to look at the planning application searches is more complex, as the system for the storage and retrieval of planning applications is provided by Idox and the roadmap to deliver upgrades and improvements needs to be agreed with them directly. We are working with them to determine whether we can change the look and feel of the area, and can make requests for functional changes, but, as part of a large group of customers using the same system, we are not able to determine the timescale or priority for any functional development or implementation. The planning team work directly with Idox and will continue to ensure the system meets our customer needs. We will report back to EAB once progress is made with Idox. The new website went live as planned in December 2016.</p> <p>09/10/17 Update from Jenifer Davis. Planning services have been working with Idox to deliver improvements to the customer facing webpages on the planning system, and have made significant improvement to the customer experience, ease of use and accessibility of the system. In December 2016 the graphical user interface was given a refresh to bring it in line with the launch of</p>
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					<p>the new website, and ensure users had a smoother experience moving from the main website to the planning pages. In addition to this, shortcut links were added to the main website, giving users the opportunity to enter the planning system at more entry points: the Planning and Building Control pages, My Guildford and Self Service. The planning login page was also given more prominence. The Idox system was also upgraded in February this year, from version 2, to version 2.1. This brought a raft of upgrades to the customer interface, including better browser support and responsiveness – customers can now access the planning system on Internet Explorer 9, 10 and 11 and the current versions of Google Chrome, Firefox and Safari. In addition there is a better experience for those viewing on mobile phones, with a more responsive user interface. Other new features introduced in February include better signposting for those wishing to view or comment on a specific planning application and improved mapping integration as well as better information architecture – all designed to give a better customer experience. We will continue to work with Idox and other councils to ensure that our customer needs remain at the</p>
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					forefront of the development roadmap and future planned changes meet those customer needs.
20-Oct-16	Smart Cities: an Energy Climate Change and Sustainability Perspective		Cllr Nikki Nelson-Smith	The Board asked the Lead Councillor to consider the matters discussed at the meeting with the other members of the Executive at the relevant time.	
21-Nov-16	Proposed Leisure Strategy	Jonathan Sewell Leisure Services Manager	Cllr Richard Billington	The Board agreed that the development of a facilities-led Leisure Strategy should be dependent on the outcome of the public consultation on the feasibility of a new sports and entertainment venue and the non-user survey being commissioned by Freedom Leisure.	
23-Feb-17	Health & Wellbeing Strategy Update	Helen Barnsley Public Health Co-ordinator	Cllr Iseult Roche	<ul style="list-style-type: none"> Public Health Co-ordinator to send the EAB details of successes referred to in her presentation. Lead Councillor to report back to the board on the issue of preventing carer strain. 	
25-May-17	Shared and Traded Services	Claire Morris Director of Resources	Cllr Michael Illman	<p>The Board agreed that the projects provided some exciting and ambitious opportunities.</p> <p>The Board suggested options for shared and traded services including domotics, electric vehicles and woodland management.</p> <p>The Office Services Manager agreed to arrange a workshop for</p>	02/10/17 Email sent to Karen Handley for further update.

				<p>Councillors, following on from one arranged for officers in June.</p> <p>The Board's role in considering business cases for shared and traded services and making recommendations would continue.</p>	
13-Jul-17	Recycling Improvements: Review of Refuse and Recycling Service	Chris Wheeler Waste and Fleet Services Manager	Cllr Matt Furniss	<ul style="list-style-type: none"> The Recycling and Waste Officer agreed to circulate details of the end destinations of recycled objects. The Board asked for the Waste and Fleet Services Manager to provide a further update on the review of the refuse and recycling service in July 2018. 	<ul style="list-style-type: none"> Details of the end destinations of recycled objects were emailed to EAB members 14/07/17. Further update scheduled for EAB in July 2018.
13-Jul-17	12 Month Review of Council's Revised Governance Arrangements	John Armstrong Democratic Services Manager	Cllr Matt Furniss	<p>The Board agreed that the following recommendations be submitted for consideration by full Council on 25 July 2017:</p> <p>(1) That the Council continues the public webcasting of meetings of the EABs.</p> <p>(2) That a six-monthly meeting between all members of the Executive and the EAB and OSC chairmen and vice-chairmen, together with one representative from the Corporate Management Team, be established to discuss topic areas for future work programmes and to discuss how the EABs and OSC could make a more effective contribution to the decision-making process.</p>	Report scheduled for Council meeting on 25 July 2017. All recommendations were accepted to ensure that the Council's decision-making processes remain accessible, robust and accountable to local people.

				<p>(3) That, in order to improve the arrangements for topic selection and agenda planning, the Executive/CMT be requested to provide suggestions for topic areas for EABs drawn from the (revised) Corporate Plan Action Plan for consideration at future work programme meetings and to have a CMT (as well as Executive) representative attend those meetings.</p> <p>(4) That the approach to the development of the O&S Committee work programme be broadened, by amending O&S Procedure Rules to introduce a more flexible approach to topic selection through replacing the topic selection flow chart in OSC Procedure Rules with the PAPER tool.</p> <p>(5) That, in addition to raising questions at meetings, OSC members should have an opportunity for putting written questions to lead councillors attending OSC meetings in advance so that written answers may be prepared.</p> <p>(6) That lead councillors should normally present matters, with officer support, for discussion at EAB meetings and engage actively in a dialogue with the EABs regarding those matters, and that the terms of reference of the EABs be amended accordingly.</p>	
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				<p>(7) That EABs be encouraged to set up task groups to research and review areas for policy development, subject to:</p> <ul style="list-style-type: none">(a) consideration of implications for staff resources, and(b) to the relevant lead councillors attending meetings of such task groups in an ex officio capacity as appropriate. <p>(8) That more proactive measures for public engagement in respect of the work of the OSC and the EABs be established by:</p> <ul style="list-style-type: none">(a) inviting suggestions for the OSC work programme from the public and partners as well as officers and councillors, and(b) alerting the public about OSC and EAB agenda topics on days leading up to the meeting, on the day of the meeting and action agreed at the meeting through press releases/social media. <p>(9) That progress on matters previously considered by EABs be reported back to them when appropriate.</p> <p>(10) That a briefing note be provided to those officers invited to attend OSC meetings to ensure there is full comprehension of the process, including the role of</p>	
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				scrutiny and the Scrutiny Officer.	
13-Jul-17	Progress on councillor involvement in the preparation of the budget	John Armstrong Democratic Services Manager	Matt Furniss Michael Illman	The Democratic Services Manager explained that both EABs had agreed to establish a politically balanced Joint EAB Budget Working Group in September 2016, comprising four councillors appointed by each EAB. The Board agreed to continue with this arrangement, and was asked to appoint one Conservative member, one Liberal Democrat member, one Labour member and one Guildford Greenbelt Group member to a new Joint EAB Budget Task Group.	Councillors Angela Gunning, David Quelch, David Reeve and Caroline Reeves were appointed to the Joint EAB Budget Task Group for 2017-18 to ensure backbench councillor involvement in the budget setting process.
07-Sep-17	Sustainability and Green Energy	Kevin Handley Facilities and Office Services Manager	Cllr Philip Brooker	<p>"Environment Matters" newsletters, produced by the Energy and Sustainability Team, to be circulated to all councillors.</p> <p>The Facilities and Office Services Manager agreed to find out whether data was available on the amount of thermal units the project with Action Surrey had saved.</p> <p>The Facilities and Office Services Manager agreed to source information on the calorific value of dry woodchip.</p> <p>No figures were available for voltage optimisation, and the Facilities and Office Services Manager agreed to find out whether power factor correction would be used.</p>	

				<p>Cllr Searle agreed to ask whether Freedom Leisure would be able to contribute towards the costs of potential project at Spectrum.</p> <p>The Board to invite a representative from UoS to speak about 5G.</p> <p>The Board recommended that water source heat pumps and hydro-generation should feature in any long-term plans regarding Energy and Sustainability</p> <p>The Board agreed that the Facilities and Office Services Manager be invited to report on progress early in 2019.</p>	
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EAB WORK PROGRAMMES

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

BOROUGH, ECONOMY AND INFRASTRUCTURE EAB

02 JULY 2018 – CANCELLED OWING TO LACK OF BUSINESS					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
10 SEPTEMBER 2018					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
Stoke Park Masterplan	First taken to the Board July 2016. Request to return in approximately 1 year.	Yes		Paul Stacey, Parks and Landscape Manager	2020
Residential Extensions and Alterations Supplementary Planning Document	Deferred from 21 May 2018 meeting.		Cllr Paul Spooner	Meave Faulkner Design and Conservation Team Leader	2018
Bike Share Scheme	Update to the Borough EAB on the Bike Share Scheme (suggest the scheme is combined with that of UNIS).	Yes	Cllr Matt Furniss	Rob Curtis Transport Strategy Project Manager	
What can we do to speed up housing delivery?	Detailed discussion covering lobbying of developers and monitoring their development projections; additional training to Planning Committee members about development likely to win on appeal; review pre-application processes; review planning conditions; use of modular (pre-fab) buildings; and self-build.		Cllr Philip Brooker	Tim Dawes Planning Development Manager	
Budget Task Force	Establish a Task Force involving both EABs to consider the budget for 2019/20.	Yes	Cllr Paul Spooner	Claire Morris Director of Finance	2018

EAB WORK PROGRAMMES

15 OCTOBER 2018					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
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	
E Cluster Strategy	To explore the development of a bespoke business plan to support the Gaming Industry in Guildford.	Yes	Cllr Paul Spooner	Chris Burchell, Local Economy Manager	
18 FEBRUARY 2019					
Item	Additional information	Corporate Plan Priority	Relevant 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.	Yes	Cllr Matt Furniss	Tracey Coleman Director of Planning and Regeneration	
08 APRIL 2019					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion

EAB WORK PROGRAMMES

SOCIETY, ENVIRONMENT AND COUNCIL DEVELOPMENT EAB

05 JULY 2018					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
Procurement Methods and Route to Market Trends	To inform the EAB of the procurement methods available to the Council and the current route to market trends used by officers. The EAB to consider the proposals for improvements to the procurement function at the Council and the future opportunities arising from the changes. (Presentation from Diane Owens).		Cllr Matt Furniss	Diane Owens Principal Solicitor	
Recycling Improvements: Review of Refuse and Recycling Service	(a) Review core recycling services to ensure that they remain fit for purpose. (b) Carry out doorstep surveys in 2017 and 2019 to identify residents' views on current and future recycling services.	Yes	Cllr Matt Furniss	Chris Wheeler Waste and Fleet Services Manager	2019
Procurement of New Cemeteries	Item to include regulatory context, GBC need, outcome of feasibility work from Bereavement Services Fundamental Service Review.		Cllr Matt Furniss	Natasha Precious Bereavement Services Manager / Paul Stacey	
Budget Task Force	Establish a Task Force involving both EABs to consider the budget for 2019/20.	Yes	Cllr Paul Spooner	Claire Morris Director of Finance	2018
06 SEPTEMBER 2018					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
Wider Determinants of Health including Mental Health		Yes	Cllr Iseult Roche	Helen Barnsley Public Health Co-ordinator and possibly Local Mental Health Trust representative	

EAB WORK PROGRAMMES

18 OCTOBER 2018					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
Future operation of Public Conveniences			Cllr Matt Furniss	Chris Wheeler Waste and Fleet Services Manager	
14 FEBRUARY 2019					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion
04 APRIL 2019					
Item	Additional information	Corporate Plan Priority	Relevant Councillor(s)	Lead officer	Target completion

Agenda item number: 8

Unscheduled items

Borough EAB

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
M25 junction 10 / A3 Wisley Interchange Improvement Scheme: Preferred Route Announcement					
Parks Strategy	Requested by the Chairman	Yes	Cllr David Bilbé	Paul Stacey	
Internal 'Smart' Project Innovation Strands	Suggested by the Innovation Strategy Board on 10 April 2018.	Yes	Various	Chris Burchell, Local Economy Manager	
ICT Strategy	Suggested at the Work Programming meeting on 12 June 2018 to explore future ICT direction.		Matt Furniss	Adrian Hudson ICT Manager	

EAB WORK PROGRAMMES

Society EAB

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Social Care Green Paper	Invite Cllr Nikki Nelson-Smith		Cllr Iseult Roche	Philip O'Dwyer Director of Community Services	
Strategy for the Elderly/Later Life			Nikki Nelson-Smith	Philip O'Dwyer Director of Community Services	
Creation of Guildford Energy Company, Climate Change, and the Council's Green Agenda	Presentation from Kevin Handley? To include solar, wind and other forms of renewable energy. Deal with Energy Company in private as it is commercially sensitive.		Cllr Phillip Brooker	Kevin Handley Office Manager	
Student Accommodation	Suggested by Claire Morris (deleted from 21 May 2018 meeting).		Cllr Phillip Brooker	Claire Morris Director of Finance	

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