



www.guildford.gov.uk

Contact: Andrea Carr
Committee Services
01483 444058

9 October 2019

Dear Councillor

Your attendance is requested at a meeting of the **COMMUNITY EXECUTIVE ADVISORY BOARD** to be held in the Council Chamber, Millmead House, Millmead, Guildford, Surrey, GU2 4BB on **THURSDAY 17 OCTOBER 2019 at 7.00 pm.**

Yours faithfully

James Whiteman
Managing Director

MEMBERS OF THE EXECUTIVE ADVISORY BOARD

Chairman: Councillor John Redpath
Vice-Chairman: Councillor Steven Lee

Councillor Paul Abbey
Councillor Andrew Gomm
Councillor Gillian Harwood
Councillor Diana Jones
Councillor Ted Mayne

Councillor Ann McShee
Councillor Ramsey Nagaty
Councillor George Potter
Councillor Jo Randall
Councillor Deborah Seabrook

Authorised Substitute Members:

Councillor Jon Askew
Councillor David Bilbé
Councillor Richard Billington
Councillor Chris Blow
Councillor Ruth Brothwell
Councillor Graham Eyre
Councillor Tom Hunt
Councillor Gordon Jackson

Councillor Nigel Manning
Councillor Masuk Miah
Councillor Marsha Moseley
Councillor Maddy Redpath
Councillor Will Salmon
Councillor Patrick Sheard
Councillor Paul Spooner
Councillor Catherine Young

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:

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.

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

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

AGENDA

ITEM NO.

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

2 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

In accordance with the local Code of Conduct, a councillor is required to disclose at the meeting any Disclosable Pecuniary Interest (DPI) that they may have in respect of any matter for consideration on this agenda. Any councillor with a DPI must not participate in any discussion or vote regarding that matter and they must withdraw from the meeting immediately before consideration of the matter.

If that DPI has not been registered, the councillor must notify the Monitoring Officer of the details of the DPI within 28 days of the date of the meeting.

Councillors are further invited to disclose any non-pecuniary interest which may be relevant to any matter on this agenda, in the interests of transparency, and to confirm that it will not affect their objectivity in relation to that matter.

3 MINUTES (Pages 1 - 6)

To confirm the minutes of the Executive Advisory Board meeting held on 5 September 2019.

4 PROCUREMENT UPDATE (Pages 7 - 28)

5 REVIEW OF REFUSE AND RECYCLING SERVICE – PRESENTATION

6 EXECUTIVE FORWARD PLAN (Pages 29 - 52)

7 EAB WORK PROGRAMME (Pages 53 - 54)

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

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

COMMUNITY EXECUTIVE ADVISORY BOARD

5 September 2019

- * Councillor John Redpath (Chairman)
- * Councillor Steven Lee (Vice-Chairman)

- | | |
|------------------------------|-------------------------------|
| * Councillor Paul Abbey | * Councillor Ann McShee |
| * Councillor Andrew Gomm | * Councillor Ramsey Nagaty |
| * Councillor Gillian Harwood | * Councillor George Potter |
| * Councillor Diana Jones | Councillor Jo Randall |
| * Councillor Ted Mayne | * Councillor Deborah Seabrook |

* Present

Councillors Pauline Searle and James Steel were also in attendance.

C9 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor Jo Randall. There were no substitutes.

C10 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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

C11 MINUTES

The minutes of the meeting of the Executive Advisory Board held on 4 July 2019 were confirmed as a correct record, and signed by the Chairman.

C12 GUILDFORD MUSEUM DEVELOPMENT PROJECT - PRESENTATION

The Director of Environment gave a presentation in respect of the Guildford Museum Development Project, which was being progressed with the assistance of an outside consultant and a dedicated working group. The presentation covered the work undertaken to date, the Museum vision, relevant Executive decisions taken on 19 March 2019, work pursued since March 2019, site layout and features, the fundraising strategy, timeline, risks to the project and recommendations to the Executive on 24 September 2019.

With regard to work undertaken to date, in 2016 the Executive considered the Museum survey documentation and analysis report and agreed that the development of the Museum as a vibrant visitor attraction was a corporate priority. Examination of the site and development of architectural options, liaison with Historic England, community engagement, a decision to develop on the existing site and the setting aside of £6.5 million in the capital programme took place in 2017/18. Development of the vision, content, interpretation, activity programme, business plan and indicative cost of £18 million followed in 2018/19.

The vision for the Museum sought to celebrate the story of Guildford and its regional, national and global impact on site, offsite and online; be a centre for community engagement and outreach into the Borough and County; be a place for learning and creativity; and be a cultural hub for Guildford and the Borough.

Executive decisions reached in March 2019 were agreement to progress the project to Royal Institute of British Architects (RIBA) stage 4, for officers to explore external funding options, including the National Lottery Heritage Fund (NLHF), to appoint a fundraising officer, to

transfer £1,200,000 from the provisional budget to the approved budget to fund the required work, and to review the existing contracts for external consultants to either re-negotiate or re-procure them in order to ensure best value for money.

Work since March 2019 consisted of refining the scope of the project, commissioning fundraising and digital strategies, holding two public consultation events, and discussions with potential hub partners.

The site layout map showed the re-orientated entrance to the Castle Grounds from Quarry Street.

The fundraising strategy consisted of three phases of fundraising and sought to raise £4 million from NLHF, set a fundraising target of £2.5 - £3m and establish a fundraising charity.

There had been positive feedback from the public consultation which had taken place in the Castle Grounds and Farmers' Market and featured conversations with 111 people plus 52 browsers, voting on proposed storylines and activities, and commenting on the architectural proposals.

The project timeline completed with opening of the new Museum in April 2024. Risks to the project were the cost, match funding, Historic England requirements and town planning issues.

The numerous recommendations to the Executive in September 2019 included the revised project scope, funding strategy and registered fundraising charity, Museum Accreditation policies, asset disposal for Castle Cottage and 39 Castle Street, approval of a capital supplementary estimate of £11.8 million and underwriting the non-NLHF fundraising target of £7.8 million. The £18 million overall cost of the project included a high contingency sum of 15% owing to the risk and inflation.

Recent history, such as gaming in Guildford, would be included in the Museum displays and the aim was to tell stories in interesting ways.

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

- The project work would be commenced in Quarry Street and undertaken in enclosed sections to avoid the appearance of a building site. The use of artists' impressions of the completed project on the site enclosures was suggested as a means to stimulate public interest during the works.
- As the University of the 3rd Age had received some interesting and informative lectures in respect of the project, it was suggested that lectures be delivered to other interest groups and forums to engage the public.
- The project development costs were relatively high as the refurbishment involved works to listed buildings and an ancient monument. Costs were based on an early stage RIBA 1 feasibility study. Spending would increase as professional fees and engineering and constructions costs were incurred as the project progressed.
- The Executive would be recommended to underwrite the outstanding funding gap and larger funders would be approached initially followed by smaller funders and then the public to fundraise. The establishment of a charitable trust would assist with fundraising. In the absence of sufficient funding, the project could be discontinued at any point prior to completion of the design stage in 2021.
- An activity plan had been produced to assist with promoting the new Museum.
- Town centre schemes involving Chapel Street and Castle Street created a circular route aiming to improve access to the Castle Grounds and increase connectivity.

- It was felt the small display at the Castle should be linked with the Museum displays to provide a joined up offering.
- Entry to the new Museum would be cost free and there would be open access to the Castle Grounds. It was hoped to attract exhibitions and charge for their display.

Attendance at the meeting included a public speaker, Honorary Freeman and member of the Friends of Guildford Museum Jen Powell, who spoke in favour of the Museum project and was appreciative of the presentation and grateful for work undertaken to date. Mrs Powell advised that funds of £34,000 raised by the Friends of Guildford Museum would be donated to the project.

C13 G LIVE CONTRACT PROCUREMENT

The Board received a presentation, accompanied by a briefing note, from the Leisure Services Manager concerning the procurement of an operator for G Live. The presentation outlined the current arrangements, the venue, the procurement process, how to procure a new operator, priorities and procurement timetable.

In terms of current arrangements, the Council had entered into a 10 year contract to operate and manage G Live with HQ Theatres Guildford Limited (HQT) on 12 August 2011 and this contract would expire on 30 September 2021. In the current contract agreement, HQT was required to optimise commercial and hospitality income in G Live in addition to providing different genres of entertainment.

The venue was designed to complement existing theatre facilities in Guildford and the main programme reflected this and was driven by a series of predominantly one night performances of music and comedy. The venue consisted of main concert space capacity of 1,031 people seated, 1,700 standing, and a second space for seating up to 100. There were also hospitality and meeting rooms. In 2017/18, the contract turnover had been £2,795,491 (before subsidy) and staffing costs in respect of the 31.50 full time equivalent employees had been £721,000. There were also 121 casual staff and 126 volunteers.

The procurement process was required to be undertaken well in advance as the touring product which comprised the core of the programme was often booked a year in advance and, if the Council opted for a different operator as a result of the procurement process, they would need to work with the existing operator to ensure a smooth transition to reduce the impact on the customer. In addition, the transfer of the venue operation, which would be a significant and complex process, would require the transfer of the employees under the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations. Advance bookings, existing agreements and equipment would also need to be transferred. The potential purchase of stock and condition surveys of the building and plant etc. were also factors.

Procuring a new operator required a review of the Council's desired priorities and requirements (e.g. paying the Living Wage) for the venue, preparing the complex and detailed documentation around the desired priorities, going to the market, evaluating the bidders' submissions against the desired priorities and requirements, and awarding the tender for the operation of the venue.

In relation to priorities, automatic requirements included safe operation of the venue, suitable back of house operating structure (i.e. transparent business plan, management structure, staff training programme etc.) and asset management arrangements (replacement plan and pre-planned maintenance programme). Items to be prioritised included catering provision and hospitality offer, quality and diversity of programme, community access, financial arrangements (subsidy/management arrangements, night time economy contribution and

commercial access), customer service and accessibility, environmental impact, facility cleanliness and presentation, and creative learning programme.

The procurement timetable was of a duration of one year and could include negotiations with planned mobilisation of the contract on 1 September 2020.

The following points arose from related discussion and questions:

- The car park to the rear of G Live was currently operated by the Council and not the responsibility of the venue operator.
- Catering and hospitality were key factors to the success of an entertainment venue and it was the operator's decision whether an offering was provided in-house or through franchises although the latter could be more costly for the operator. There was scope to improve the existing catering provision, which was hampered by a small kitchen and therefore limited menu and capacity.
- Although community use of the venue was favoured, a balance needed to be struck between discounted use by community groups which might not attract large audiences (and therefore would not be suited to the venue's capacity) and more profitable commercial bookings. Take up by community groups under the existing contract provisions was not particularly high and there were many smaller, more suitable venues e.g. the Electric, Boiler Room, Mill Theatres etc. in Guildford that met the need of many community groups.
- The seating capacity and space at G Live lent itself to concerts and comedy shows. The venue did not attract major national touring productions or big acts as promoters would be looking for significantly larger venues, such as arenas. G Live had successfully hosted warm up events, which had sold out rapidly due to such high demand e.g. Michael McIntyre.
- Undertaking the procurement in an early and structured manner would mitigate some of the associated disruption. The existing operator was required to prepare an exit plan and all areas, such as the existing customer database, booking system, website, stock list etc. would be explored as part of the procurement process to ensure a smooth transition.
- As the TUPE Regulations applied, existing staff would be retained and transferred to the new operator which would mean that if a new operator took over the contract, the venue would still be largely operated by staff who had operated the building and made many of the bookings prior to transfer.
- Several bids from potential future operators were expected.
- Management of G Live in-house or via a Council-owned company were suggested as possible alternatives to procuring an external operator which could reduce the amount of subsidy required. However, establishing a company was a time consuming process and a reduced subsidy was not guaranteed i.e. it could cost more to operate in-house.
- Existing concessions such as free tickets for carers would benefit from increased publicity.

As part of their deliberations, the Board was advised of the automatic back of house requirements to underpin the successful operation of the venue and was invited to complete

individually a questionnaire ranking eight items in order of importance. The eight items were catering provision, diverse programme, community access, financial arrangements, customer service, environmental impact, cleanliness and presentation, and creative learning.

C14 JOINT EAB BUDGET TASK GROUP

Annually since September 2016, both Executive Advisory Boards (EABs) had established a Joint EAB Budget Task Group (JEABBTG), comprising four councillors appointed by each EAB. The terms of reference of the JEABBTG were approved as follows:

To consider and review for submission to the EABs, Executive and Council:

- (1) the draft General Fund and Housing Revenue Account revenue budgets, and
- (2) the draft General Fund and Housing Revenue Account capital programmes, including growth bids to inform the evaluation process.

For 2019/20, each EAB was requested, once again, to appoint four councillors who, together, would comprise the JEABBTG. The Board agreed to continue with this arrangement and appoint two Liberal Democrat members and two R4GV members to a new Budget Task Group.

RESOLVED

That Councillors Diana Jones, Ted Mayne, George Potter and Deborah Seabrook be appointed to serve on the EAB Budget Task Group for the 2019/20 municipal year.

Reason for Recommendation:

To ensure backbench councillor involvement in the budget setting process.

C15 EXECUTIVE FORWARD PLAN

Having considered the Executive Forward Plan dated 27 August 2019, the Board identified Chantry Wood Campsite as an item to be considered at the EAB meeting on 17 October 2019 and the Allocation of Community and Voluntary Grants 2020/21 at the meeting on 13 February 2020. Although there was some interest in looking at the Strategic Development Framework and the Sustainable Design and Construction Supplementary Planning Documents, these fell more closely under the remit of the Place-making and Innovation EAB.

C16 EAB WORK PROGRAMME

The Executive Advisory Board's work programme was noted.

The meeting finished at 9.10 pm

Signed

Chairman

Date

This page is intentionally left blank

Community Executive Advisory Board

Ward(s) affected: All wards

Report of Director of Environment

Author: Faye Gould, Procurement Manager

Tel: 01483 444120

Email: faye.gould@guildford.gov.uk

Lead Councillor responsible: Cllr Joss Bigmore

Tel: 07974 979369

Email: joss.bigmore@guildford.gov.uk

Date: Thursday 17 October 2019

Procurement Update

Executive Summary

This report contains an update regarding procurement at GBC and the need for an effective Commissioning, Procurement and Contract Management function.

Recommendation

The Community Executive Advisory Board note this report.

1. Purpose of Report

- 1.1 To note the update on Procurement, its importance and the planned approach going forward.

2. Strategic Priorities

- 2.1 Procurement supports the Councils Strategic Framework, in particular the Innovation theme as it encourages sustainable and proportionate economic growth to help provide the prosperity and employment that people need.
- 2.2 Procurement is highly innovative and utilises technology and new ways of working to improve value for money and efficiency in Council services.

3. Background

- 3.1 The procurement function currently sits within Legal Services. It is a relatively new resource, with the first procurement officer joining the Council in 2015. Resource level and quality has been variable since 2015 and in 2018 the decision was taken to recruit a Procurement Manager in order to strengthen the

function and lead on transformation of the service into a centralised team delivering effective commissioning, procurement and contract management. The procurement team are supported by legal services colleagues who ensure compliance with the Public Contracts Regulations (PCR 2015) and Procurement Procedure Rules (PPR's) as well as providing contract and commercial legal advice.

- 3.2 The procurement service is currently in Phase A of the Future Guildford programme and proposals around a new team are being considered.
- 3.3 The Council's annual procurement spend is in the region of £50 million and the top four contracts currently being procured are detailed in Table 1 below:

Table 1 – Top four contracts currently being procured.

	Contract name	Contract Value	Estimated contract Commencement Date
1	Replacement windows at Dray Court	£400,000	1 November 2019
2	Operation of G-Live	£328,000	1 October 2021
3	Multifunctional Devices (Printers)	£300,000	1 December 2019
4	Pay on Foot Parking equipment	£250,000	1 April 2020
	Total	£1,278,000	

4. Understanding Commissioning, Procurement and Contract Management

- 4.1 Commissioning is the strategic process whereby the needs of an area and how those needs should be met are assessed. This should be conducted in advance of any procurement exercise.
- 4.2 Procurement can be defined as the 'acquisition of goods, works or services' and helps in managing an organisations expenditure.
- 4.3 Effective procurement is the foundation for cost effective and high performing contracts, serves to maximise commercial opportunity and ensures compliance with the Public Contract Regulations 2015.
- 4.4 Procurement in Local Government should be conducted on an objective, fair and transparent basis and is important as Officers are accountable for responsible expenditure of tax payers money under the Staff code of conduct. Officers are also required to provide Best Value under the Local Government Act 1999.

- 4.5 Good procurement consists of a clear Business Case, an understanding of the procurement options available, an understanding of the market and supply chain and a clear concise Tender process.
- 4.6 Contract Management follows a successful procurement process, ensures the supplier delivers against the contract and that risks and opportunities are managed. This includes changes in requirements throughout the contract period. An effective relationship is vital and beneficial to both parties.

5 Social Value in Procurement

- 5.1 Social value is an important part of Procurement and provides an opportunity for engagement with the Local Community. It can be defined as anything that 'improves the economic, social and environmental well-being of society'.
- 5.2 The Public Services (Social Value) Act 2012 requires contracting authorities to consider social value when procuring or commissioning public services.
<http://www.legislation.gov.uk/ukpga/2012/3>.
- 5.3 In Local Government, the focus has been on building in skills and employment opportunities in the local area and that through procurement, businesses can be encouraged to fund and operate apprenticeships and training for people, particularly for the young or hard-to-reach people in the Borough.
- 5.4 Tender opportunities can also be broken down into Lots where appropriate to enable SME's and local businesses an opportunity to bid for the work.

6 Market for Public Services, Supplies and Capital Projects

- 6.1 From the market's perspective, Local Councils provide good opportunity for solid, reliable contracts and guaranteed income. It is therefore important that commercial opportunities are maximised and the organisation is aligned with the market and trends in spending.

7 Procurement at GBC

- 7.1 Procurement has improved significantly since the appointment of a Procurement Manager; a Strategy has been drafted, a Corporate Procurement Board in place with agreed Terms of Reference and a full work programme is being progressed.
- 7.2 The future of procurement at GBC is incorporated within the Future Guildford programme and it is recognised that it would be beneficial to have a centralised team and substantial dedicated resource given the savings it can deliver along with other benefits as noted in this report.

8 Financial Implications

- 8.1 Spend at GBC is currently in the region of £50 million per annum and there are multiple significant Capital projects underway.

8.2 As part of the Future Guildford Programme, a procurement savings target of £1.2 million has been earmarked to be delivered annually from 2022. A dedicated team could deliver these savings and be funded on a spend to save basis.

8.3 It should be noted that savings will only be realised if an investment in resource is made and the procurement function is built on and centralised.

9 Legal Implications

As noted in this report, the Council's duties are:

- I. Compliance with the Public Contract 2015 Regulations when procuring contracts valued above a threshold set by OJEU;
- II. Ensuring compliance to the Council's PPR's.

10 Human Resource Implications

10.1 An investment is necessary in procurement. Future Guildford is moving through the phases and new posts will be required in order to deliver a centralised commercial Team in due course. There is currently a reliance on interim staff who largely resource the Team.

10.2 A proposed structure has been put forward as part of the service challenge steering group, this will feed into the Phase A part of the Future Guildford programme.

11 Conclusion

GBC undertakes significant procurement activity for goods and services given its £50 million annual spend. In order for to maximise opportunity and better control spend, a centralised Procurement function is critical. Continuing with a devolved model where the function is advice and guidance but not mandatory, poses significant risk and inability to deliver substantial savings.

12. Appendices

Appendix A - *Procurement Strategy 2019-21*



Procurement Service Strategy

2019 – 2021

Objective of the Procurement Strategy

To support GBC in delivering its strategic objectives and to ensure that, in the procurement of goods, works and services, GBC obtains the very best value, namely, the required quality at the best price achievable.

I. Introduction

Procurement in Local Government has changed significantly in recent years with the introduction of dedicated centralised procurement teams, the e-enabling of procurement and the introduction of category based procurement.

GBC's spend over the last three years was approximately £50 million per annum with the Procurement function currently operating on a devolved model with limited resource deployed centrally.

There is therefore a transformation need and huge scope for a more efficient service which will play a significant role in supporting the delivery of both corporate objectives and improving the quality of services to members of the public in addition to savings achieved through improved procurement. This will in turn, assist to help support the delivery of front line and priority services.

The aim of the procurement function is to provide procurement consultancy, transactional procurement services and contract management support to all directorates within GBC.

The primary purpose of the procurement function is to:

1. To support the delivery of GBC's corporate objectives through the effective procurement of goods, works and services.
2. To identify and deliver cashable and non-cashable savings through effective procurement and the detailed analysis of GBC's spend profile.
3. To provide a consistently high quality and effective source of best practice procurement advice, guidance to services within GBC including issuing instructions to GBC's legal team.
4. To be a trusted advisor on all procurement matters.
5. To help drive supplier and service innovation during the commissioning cycle and beyond.
6. To provide insights into internal and external market trends to include benchmarking, market intelligence and spend analytics to support decision makers and commissioners.
7. Ensure the procurement process is conducted in an open, transparent and fair manner which mitigates the potential for fraud and any potential Procurement challenges.
8. To significantly contribute to the ongoing process of supplier relationship, contract and performance management in order to drive out cost and increase performance standards.
9. To support services with contract management, negotiations, resolution of performance issues with existing suppliers, and the completion of some standard contracts.

10. To attend the Corporate Procurement Board to ensure compliance with the Public Contract Regulations 2015, review and approve exemptions/waivers to the Procurement Procedure Rules and to implement this Procurement Strategy.

This procurement strategy should be read in conjunction with the Procurement Procedure Rules and Financial Procedure rules, which are under review as part of the transformation.

The centralised procurement service for GBC is a new concept and will evolve over time, this is likely to necessitate changes and updates to this Procurement Strategy, the Procurement Procedure rules and the overall structure of the centralised procurement function – and this will result in the need for a review of how GBC allocates staffing and system resources.

II. Corporate Objectives

The core objective of this Procurement Strategy is to support GBC in delivering its Corporate Objectives.

GBC Corporate Objectives 2018-23
<p>Fundamental themes that support our vision</p> <p>Place-making</p> <ul style="list-style-type: none">• 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 <p>Community</p> <ul style="list-style-type: none">• Supporting older, more vulnerable and less advantaged people in our community• Protecting our environment• Enhancing sporting, cultural, community and recreational facilities <p>Innovation</p> <ul style="list-style-type: none">• 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 <p>Values for our residents</p> <ul style="list-style-type: none">• 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

How will procurement support delivery of these Corporate Objectives?

1. Ensure proposed procurement activity is aligned to Member priorities and corporate objectives in particular, wherever appropriate, pursuing market testing in order to achieve best value through a process of fair and open competition.
2. Through open, transparent and fair competition which treats all bidders equally and undertake effective, timely and appropriate procurement processes with a view to minimising both GBC and bidder procurement life cycle costs and ensure contract management and monitoring processes are measurable and effective;
3. By seeking to manage demand for goods, works and services. Implementing category management techniques to bring contracts similar in nature together into a single procurement exercise and seeking opportunities to collaborate and/or develop shared services with other public bodies which maintain or improve quality but at a lower overall price;
4. Support services in the development of appropriate specifications which include any qualitative aspects required by commissioners / service users. Early and on-going engagement with markets to identify new opportunities for innovation and to consider lifetime sustainability costs at the outset including environmental impact and any carbon reduction commitments;
5. Engage with young people through the provision of work based work experience opportunities and encourage bidders to make provision for apprenticeships through Social Value clauses;
6. Ensure local businesses are aware of contracting opportunities with GBC through engagement and collaboration with the Councils Economic Development Team.

III. Procurement Strategic Objectives

a. People – Staff Training and Development

The skills and capacity required to deliver a fully centralised procurement, commissioning and contract management function requires thorough analysis and consideration.

The current resource is three posts; one permanent Procurement Manager and two interim Procurement Officers. Moving forwards into the centralised model, there will be the need for permanent posts and additional resource.

The Procurement function shall undertake and keep under review a training needs analysis which will inform a business case for on-going procurement related training to both the team and officers within GBC who routinely engage in procurement and /or contract management activity.

b. Processes – e-enabling Procurement and Making Use Of Technology

The Procurement function will seek to utilise new and existing forms of technology to streamline the end to end procurement process where it can be clearly demonstrated that this will deliver cashable and / or transactional cost savings to the GBC. This includes:

1. Advertising all opportunities via GBC's own web pages and Contracts Finder portal and minimising the number of contract notices placed in trade media;
2. Transactional procurement processed via an on-line procurement portal to streamline the procurement cycle for GBC and bidders and ensure consistency;
3. Supplement reviews of bidders annual audited financial accounts via credit reference agencies to ascertain a bidders most recent financial status and viability to deliver goods, works or services;
4. Procurement project management and progress reporting systems to facilitate consistent and open reporting;
5. Purchase to Pay software to deliver control and visibility over spend, and;
6. Spend analytics software to highlight off contract spend and opportunities for consolidation of lower value goods, works and services.

c. Creating commercial opportunities

Promote revenue generation and value, review options (make or buy), support and encourage innovation; promote the development of new ideas and solutions to service delivery.

d. Savings and Efficiencies

A number of strategies shall be employed to identify and deliver both cashable and efficiency savings:

1. Aim to maximise savings when re-procuring goods, works or services;
2. Seek price reductions from incumbent suppliers in return for extension or direct award of contracts;
3. Seek price reductions from incumbent suppliers through an analysis of the existing specifications and associated working practices;
4. Reduce and standardise specifications wherever possible;
5. Align with services on where risk should lay so as to prevent increased submission costs in tenders.
6. Analyse and aggregate spend through category management model;
7. Demand management and oversight of spend via purchase to pay systems;
8. Spend analytics to identify off contract spend and aggregation opportunities;

e. Category Management

Adopt a Category Management procurement structure. Most Councils align their procurement teams with internal directorates and this works well, however, external markets do not necessarily align in this way and greater value can be achieved by procuring goods, works and services in an aggregated or joined up manner in line with standard market categories rather than internal category structures.

Category management is an important and effective means of managing procurement and developing appropriate skills, capacity, and expertise. Fitting it to GBC will require an examination of the overall structure, spend data, and pipeline of procurement activity.

f. Spend Analysis

GBC shall utilise the new ERP system to review historic procurement spend data. This activity will be central to producing a procurement and category management strategy for the category areas. Spend analysis will inform commissioning and procurement strategies and realise both cashable and efficiency savings.

Spend classification will be key when analysing spend and it will be necessary from the outset to establish the appropriate coding structure to facilitate this, be it ProClass, CPV or UNSPSC codings.

Achieving this will be through close working between the procurement and finance function, and the commissioning of effective finance and case management systems.

g. Collaboration and Shared Services

GBC shall collaborate whenever possible with other Authorities for procurement exercises for goods, works and services

GBC shall actively seek to involve other public bodies as may be appropriate when procuring goods, works or services to take advantage of potential savings achieved through increased volumes and/or reduced client side costs.

GBC shall actively take part in collaborative procurement exercises undertaken by buying consortia such as Crown Commercial Services, ESPO, YPO or such other contracting authority where it can be demonstrated GBC will benefit from these arrangements.

h. Contract and Supplier Relationship Management

Contract and relationship management involves the continual review and management of contractual terms and conditions including any performance targets. Effective contract management seeks to ensure:

1. Officers engaged in performance and/or contract management are appropriately trained and supported.
2. Agreed strategic priorities and objectives are agreed at the outset and delivered as expected;
3. Non-compliance, defaults and variations are identified and addressed as they emerge, and appropriate action plans adopted to manage poor or inconsistency performance;
4. Issues and concerns are escalated if resolution is proving problematic;
5. Risks and costs are appropriately identified and managed;
6. Reviews are undertaken both during the lifetime of the contract and prior to natural termination for lessons learnt to aid continuous improvement both during the contract lifecycle and any subsequent re commissioning of the goods, works or services.

i. Commissioning and Market Testing

Services and the procurement function shall work together to review and carefully consider how a service (including services directly provided by GBC) may be delivered, who could do it and the most cost effective manner. The primary objective being to improved outcomes

for residents and service users. This requires both services and officers within the procurement function to develop skills, activities and practices which:

1. Lead to a greater and more in-depth understanding of residents and service users needs;
2. Use evidence based tools to identify what works and what does not;
3. Increased collaboration with other organisations and existing partners;
4. Understanding the true cost and value of the services provided;
5. Adopting a more “commercial” focused outlook on services, and;
6. Managing performance and relationships with existing contractors through clearly defined contract management processes and procedures.

j. Leadership and Governance

In order to achieve consistency and compliance with the Procurement Strategy and the Procurement procedure rules, GBC shall adopt a Corporate Procurement Board (CPB) made up of Procurement, Legal and Finance and chaired by the Director of Finance.

GBC shall adopt a gateway review process to assess key procurement project outputs and outcomes during the procurement cycle.

A record of all contracts with a lifetime value at or above £5,000 shall be maintained by the procurement function on the contracts register and will be used to inform the annual procurement work plan. This will also be published in-line with the Transparency Agenda.

An annual procurement pipeline shall be developed each year which shall include all planned procurement activity; the Procurement Board shall monitor the delivery of the procurement work plan.

k. SME's / Voluntary Sector and Social Value

The stimulation of the local economy and voluntary sector is an important objective for GBC. GBC will encourage local organisations and/or voluntary groups to bid for appropriate contracts either on their own or in collaboration with others. No selection criteria for the short listing of potential contractors will discriminate in any way against local providers, and where there is evidence that local markets, contractors or voluntary organisations require capacity building, GBC will consider how best to achieve this.

GBC shall ensure compliance with the Public Services (Social Value) Act 2012 and consider from the outset how what is proposed to be procured might improve the economic, social and environmental wellbeing of the relevant area, and, how in conducting the process of procurement, GBC might act with a view to securing such improvement.

This is a requirement for above threshold activity, however the principle will be followed for all purchasing and procurement.

I. Equality

GBC's core tender documentation, including selection questionnaires (SQ's) and terms and conditions, shall include specific reference to equality issues. Potential contractors shall be required to answer a set of equality questions within their response to GBC. Services shall undertake Equality Impact Assessments as necessary with the findings of the assessment being considered within the proposed commissioning and associated Procurement Strategy.



Community Executive Advisory Board 17 October 2019

Page 21

Procurement Update

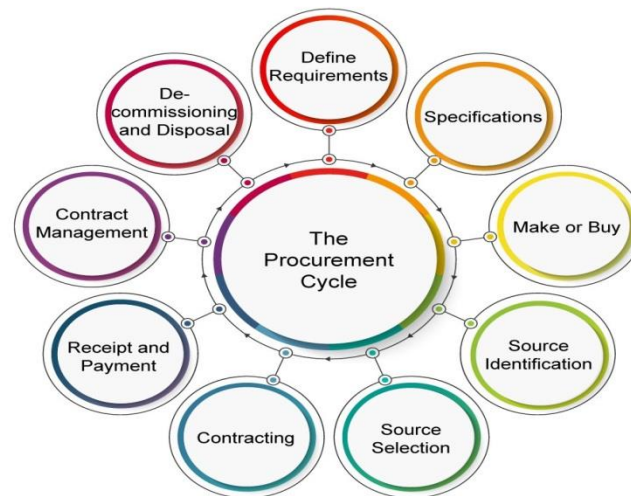
Agenda item number: 4
Appendix 2

Understanding Commissioning, Procurement and Contract Management

► Commissioning – identifying the needs of a business area and assessing how those needs can be met. Can services be provided in different ways?

► Procurement – put simply, buying goods, services or works.

► Contract Management – ongoing oversight of a contract to ensure the supplier delivers and risks and opportunities are identified and managed.



Procurement at GBC: The story so far

- ▶ GBC spends approximately £50 million per annum.
- ▶ Procurement has come a long way since the first appointment of a Procurement Officer in 2015.
- ▶ Transformation of the service from a devolved model into a centralised team is underway.
- ▶ There now exists a Procurement Strategy, Work Programme with 50+ live projects and a Corporate Procurement Board which fulfils the governance of the service.
- ▶ There is a dedicated Procurement Manager and an experienced Procurement Team (currently resourced by interim staff) in place to be built on in order to deliver a centralised Category Management model and the savings identified to procurement under the Future Guildford programme.

Key Drivers: Savings and Efficiencies, alternative models for delivery.

- ▶ Effective procurement will:
- ▶ Deliver substantial savings and efficiencies.
- ▶ Maximise commercial opportunities for the Council.

Commissioning examines how services can be provided in different ways. This may mean:

- ▶ working collaboratively with neighbouring authorities (or other bodies)
- ▶ alternative / innovative delivery models for goods and services.

Key Drivers: Legal Compliance

- ▶ Compliance must be achieved with the legislation in this area – mainly the Public Contract Regulations 2015 and the Local Government Transparency Code 2015.
- ▶ Effective procurement will mitigate the likelihood of legal challenges due to lack of procurement compliance.

Procurement challenge is avoided through the systematic, equal opportunities treatment of suppliers at every stage of procurement. There are many forms of challenge:

- ▶ Legal Challenge
- ▶ Cabinet Office Mystery Shopping Scheme
- ▶ GBC Corporate Complaints
- ▶ Ombudsman

There can be severe consequences to reputation and timelines a formal challenge is received.

Social Value and SMEs

- ▶ Procurement can ensure there is a commercial focus on Social Value and SMEs, helping local suppliers to be more competitive.
- ▶ The Public Services (Social Value) Act 2012 requires Social Value to be considered when procuring goods and services for the Council.
- ▶ Focus in Local Government is on building skills and employment opportunities in the local area – i.e. x number of apprenticeships per £m contract value. A strong Procurement function within GBC can help to ensure that this focus is central to procurement activity across the organisation.





This page is intentionally left blank



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 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 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, 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: 29 October 2019

SCHEDULE 1

EXECUTIVE SHAREHOLDER AND TRUSTEE COMMITTEE: 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
*	Foxenden Deep Shelter	To consider the potential alternative future uses of the Shelter, possibly including a heritage element.	No	Executive Shareholder and Trustee Committee (22/10/2019)	Alex Duggan 01483 444584 alex.duggan@guildford.gov.uk

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
*	Bike Share Scheme	To approve a bike share scheme.	No	Executive (22/10/2019) and Place Making and Innovation EAB (14/10/2019)	Donald Yell 01483 444659 donald.yell@guildford.gov.uk
	Surrey Leader's Group - Appointments to Outside Bodies 2019/20	Following the elections in May 2019, there are two additional appointments available to Borough and District Elected Members. The positions are: The South East Reserve Forces' and Cadets' Association (3 year appointment) and The Surrey Civilian Military Partnership Board (3 year appointment).	No	Report to Executive (22/10/2019)	Carrie Anderson 01483 444078 carrie.anderson@guildford.gov.uk

	AONB Management Plan	To consider and approve the AONB Management Plan	No	Report to Executive (22/10/2019)	Daniel Nunn 01483 444671 daniel.nunn@guildford.gov.uk
*	Replacement of a Dial a Ride mini buses	1. That the Executive approves option 1 the proposed purchase of 10 new electric Mini Buses for the DAR service. 2. That the Executive approves the movement of £820,000 of capital funding from the provisional to approved programme.	No	Report to Executive (22/10/2019)	Andy Mitram 01483 445092 andy.mitram@guildford.gov.uk
*	Rodboro Buildings – Electric Theatre through road and parking	To agree to move scheme from the provisional to the approved capital programme.	Yes (in part)	Report to Executive (22/10/2019)	Tim Pilsbury 01483 444521 tim.pilsbury@guildford.gov.uk

Agenda item number: 6

*Information on the breakdown of the cost of each element of the scheme to be considered as part of this item is commercially sensitive and will, if councillors wish, be discussed in private as it will involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)".

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned matter, must do so in writing to: John Armstrong, Democratic Services Manager either by email: john.armstrong@guildford.gov.uk or by letter at the address stated on page 2 by no later than midday Monday 14 October 2019.

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
	Public Health Funerals	To approve terms for a public consultation on a draft policy	No	Executive (26/11/2019)	Justine Fuller 01483 444370 justine.fuller@guildford.gov.uk
*	Allen House Pavilion	To seek authority to proceed with new lease of charitable land at Allen House.	No	Executive (26/11/2019)	Alex Duggan 01483 444584 alex.duggan@guildford.gov.uk
* Page 33	Business Planning - General Fund Outline Budget 2020-21	To consider the Outline Budget for 2020-21	No	Executive (26/11/2019)	Claire Morris 01483 444827 claire.morris@guildford.gov.uk
*	Parish Councils – concurrent function grant aid applications for assistance 2020-21	To approve the budget for 2020-21 and the parish council requests for grant aid for 2020-21.	No	Executive (26/11/2019)	Michele Rogers 01483 444842 michele.rogers@guildford.gov.uk
	Local Council Tax Support Scheme 2020-21	1. To approve the draft Local Council Tax Support Scheme for implementation with effect from 1 April 2020. 2. To maintain a discretionary hardship fund.	No	Executive (26/11/2019) and Council (3/12/2019)	Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk
*	Chantry Wood Campsite	To report the outcome consultation and agree on future use.	No	Executive (26/11/2019)	Paul Stacey 01483 444720 paul.stacey@guildford.gov.uk
*	Shalford Common Land Management	To agree the land management for Shalford Common.	No	Executive (26/11/2019) Incorporating comments/recommen- dations of Place Making and Innovation EAB (23/09/2019)	Paul Stacey 01483 444720 paul.stacey@guildford.gov.uk

*	Bedford Wharf Plaza Landscaping Scheme	To approve the landscaping scheme following public consultation.	No	Report to Executive (26/11/2019) incorporating comments/ recommendations from Place Making & Innovation EAB (23/09/19)	Paul Bassi 01483 444515 paul.bassi@guildford.gov.uk
*	Midelton Industrial Estate Redevelopment	To approve the transfer of monies from the provisional capital programme to the approved capital programme for the purpose of funding the next phase of redevelopment.	Yes	Report to Executive (26/11/2019)	Melissa Bromham 01483 444587 melissa.bromham@guildford.gov.uk
*	Crematorium Project	To approve supplementary capital estimates.	No	Report to Executive (26/11/2019) and Council (03/12/2019)	Paul Stacey 01483 444720 paul.stacey@guildford.gov.uk
* Page 34	SARP – Weyside Urban Village	To approve the SARP infrastructure programme budget.	No	Report to Executive (26/11/2019) and Council (03/12/2019)	Michael Lee-Dickson 01483 444123 Michael.lee-dickson@guildford.gov.uk
	Approval of below market lettings	To consider and approve the below market lettings.	No	Report to Executive (26/11/2019)	Mark Appleton 01483 444364 mark.appleton@guildford.gov.uk
	Review of Councillors' Allowances	To consider the report and recommendations of the Independent Remuneration Panel and adopt new scheme of allowances with effect from 1 April 2020	No	Report to Executive (26/11/2019) and Council (03/12/2019)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

Agenda item number: 6

*Information on the breakdown of the cost of each element of the scheme to be considered as part of this item is commercially sensitive and will, if councillors wish, be discussed in private as it will involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)".

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned matter, must do so in writing to: John Armstrong, Democratic Services Manager either by email: john.armstrong@guildford.gov.uk or by letter at the address stated on page 2 by no later than midday Monday 18 November 2019.

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
Local Council Tax Support Scheme 2020-21	1. To approve the draft Council Tax Support Scheme for implementation with effect from 1 April 2020 2. To maintain a discretionary hardship fund.	No	Council (3/12/2019) incorporating comments/recommendations of Executive (26/11/2019)	Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk
Review of Councillors' Allowances	To consider the report and recommendations of the Independent Remuneration Panel and adopt new scheme of allowances with effect from 1 April 2020	No	Council (3/12/2019) incorporating comments/recommendations of Executive (26/11/2019)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
Selection of the Mayor and The Deputy Mayor 2020-21	To approve the selection of the Mayor and The Deputy Mayor 2020-21	No	Council (3/12/2019)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
Community Governance Review for the parish of East Horsley	To consider the consultation response for the Community Governance Review for the parish of East Horsley	No	Council (3/12/2019)	Carrie Anderson 01483 444078 carrie.anderson@guildford.gov.uk
Crematorium Project	To approve supplementary capital estimates	No	Council (3/12/2019) incorporating comments/recommendations of Executive (26/11/2019)	Paul Stacey 01483 444720 paul.stacey@guildford.gov.uk
SARP – Weyside Urban Village	To approve the SARP infrastructure programme budget.	No	Council (3/12/2019) incorporating comments/recommendations of Executive (26/11/2019)	Michael Lee-Dickson 01483 444123 michael.lee-dickson@guildford.gov.uk
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 (3/12/2019) Incorporating comments/recommendations of Corporate Governance and Standards Committee	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

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
			(19/11/2019)	

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 36	Annual Audit Letter 2018-19	To consider the Annual Audit Letter for 2018-19.	No	Executive (07/01/2020) incorporating comments/ recommendations from Corporate Governance and Standards Committee (19/11/2019)	Claire Morris 01483 444827 claire.morris@guildford.gov.uk

EXECUTIVE: 21 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
*	Off Street Parking Business Plan 2020-21	To consider the Off Street Parking Business Plan and proposed street parking tariffs.	No	Report to Executive (21/01/2020)	Andy Harkin 01483 444535 andy.harkin@guildford.gov.uk

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
	Capital & Investment Strategy 2020-21 to 2024- 2025	To recommend to Council the adoption of: <ul style="list-style-type: none"> - the Capital and Investment Strategy - the general fund capital estimates. - the revised Treasury Management Strategy and Prudential Indicators - Minimum Revenue Provision policy 	No	Report to Executive (21/01/2020) incorporating comments/recommendations of the Joint EAB (9/01/2020) Corporate Governance and Standards Committee (16/01/2020) and Council (5/02/2020)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Page 37	Housing Revenue Account Budget 2020- 21	To recommend to Council approval of the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2020-21.	No	Report to Executive (21/01/2020) incorporating comments/recommendations of the Joint EAB (9/01/2020) and Council (5/02/2020)	Phil O'Dwyer 01483 444318 phil.odwyer@guildford.gov.uk and Matt Cue 01483 444839 matt.cue@guildford.gov.uk
	Business Planning – General Fund Budget 2020-21	To recommend to Council: <ul style="list-style-type: none"> - Approval of the general fund revenue budget for 2020-21 - Agreement of a council tax requirement for 2020-21 - Declaration of any surplus/deficit on the Collection Fund 	No	Report to Executive (21/01/2020) and Council (5/02/2020)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

COUNCIL (Budget) 5 February 2020

Agenda item number: 6

Page 38

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
Pay Policy Statement 2020-21	To approve the Pay Policy Statement 2020-21	No	Report to Council (5/02/2020)	Francesca Smith 01483 444014 francesca.smith@guildford.gov.uk
Capital & Investment Strategy 2020-21 to 2024-25.	To approve <ul style="list-style-type: none"> - The Capital and Investment Strategy - the general fund capital estimates. - the revised Treasury Management Strategy and Prudential Indicators - Minimum Revenue Provision policy 	No	Report to Council (5/02/2020) Incorporating comments/recommendations of of the Joint EAB (9/01/2020) Corporate Governance and Standards Committee (16/01/2020) and Executive (21/01/2020)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Housing Revenue Account Budget 2020-21	To approve the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2020-21. .	No	Report to Council (5/02/2020) Incorporating comments/recommendations of Executive (21/01/2020)	Phil O'Dwyer 01483 444318 phil.odwyer@guildford.gov.uk and Matt Cue 01483 444839 matt.cue@guildford.gov.uk
Business Planning – General Fund Budget 2020-21	<ul style="list-style-type: none"> - Approval of the general fund revenue budget for 2020-21 - Agreement of a council tax requirement for 2020-21 - Declaration of any surplus/deficit on the Collection Fund 	No	Report to Council (5/02/2020) Incorporating comments/recommendations of The Joint EAB (9/01/2020) and Executive (21/01/2020)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

EXECUTIVE: 18 February 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
*	Allocation of Community and Voluntary Grants 2020-21	The Executive to agree: 1. The allocation of community grants for 2020-21; 2. The allocation of grant funding for voluntary organisations for 2020-21.	No	Report to Executive (18/02/2020)	Steve Benbough 01483 444052 stephen.benbough@guildford.gov.uk

EXECUTIVE: 24 March 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
*	Property Investment Strategy	To approve a new property investment strategy which will provide a robust and viable framework for the organisation and retention of commercial properties located within the borough.	No	Report to Executive (24/03/2020)	Melissa Bromham 01483 444587 melissa.bromham@guildford.gov.uk

COUNCIL 7 April 2020

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: 6

EXECUTIVE: 21 April 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

COUNCIL 13 May 2020 (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 2020-21	To elect a Mayor and appoint a Deputy Mayor for the municipal year 2020-21.	No	Report to Council (13/05/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
Appointment of Honorary Remembrancer 2020-21	To appoint the Honorary Remembrancer for the municipal year 2020-21	No	Report to Council (13/05/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

COUNCIL: May 2020 (Selection Council Meeting)

Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Appointments to committees 2020-21	To agree the numerical allocation of seats to political groups on committees and to agree the membership and (where appropriate) substitute membership of those committees, including the election of committee chairmen and vice-chairmen	No	Report Council (/05/2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

EXECUTIVE: May 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	Agenda item number:
	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 (May 2020)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk	9

UNSCHEDULED ITEMS – EXECUTIVE/COUNCIL

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*	Transfer of Gosden Common to Bramley Parish Council	To consider and approve the transfer of Gosden Common to Bramley Parish Council	No	Executive	Fiona Williams 01483 444999 fiona.williams@guildford.gov.uk
	Puttenham Neighbourhood Plan	To adopt the Puttenham Neighbourhood Plan	No	Council	Dan Knowles 01483 444605 dan.knowles@guildford.gov.uk
	Lovelace Neighbourhood Plan	To adopt the Lovelace Neighbourhood Plan	No	Council	Dan Knowles 01483 444605 dan.knowles@guildford.gov.uk
	Guildford Park Project – Multi-Storey Car Park	To approve the transfer of monies from the provisional capital programme to the approved capital programme for the purpose of funding the multi-storey car park element of the Project.	No	Executive	Rachel Harper 01483 444311 rachel.harper@guildford.gov.uk
	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	Executive	Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk
	Resurfacing of Westfield and Moorfield Roads	To agree the budget to be transferred from the provisional to the approved budget.	No	Executive	Michael Lee-Dickson 01483 4445123 michael.lee-dickson@guildford.gov.uk
	Waste Operating Model	To approve a waste operating model.	No	Report to Executive	Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
*	Planning Appeal Costs	To consider an update in relation to planning appeal costs.	No	Report to Executive	Tim Dawes 01483 444650 tim.dawes@guildford.gov.uk
	Pitch Strategy	To adopt a Pitch Strategy	No	Report to Executive Incorporating comments/ recommendations of Community EAB (4/04/2019)	Paul Stacey 01483 444720 paul.stacey@guildford.gov.uk
*	Parks Strategy	To adopt a Parks Strategy	No	Report to Executive Incorporating comments/ recommendations of Community EAB (5/09/2019)	Paul Stacey 01483 444720 paul.stacey@guildford.gov.uk
	Charging for Regulatory Services	To consider proposal to charge for pre- application advice	No	Report to Executive	Justine Fuller 01483 444370 justine.fuller@guildford.gov.uk
	Pest Control Services	To consider proposal to introduce charging for pest control treatments (rats and mice)	No	Report to Executive	Justine Fuller 01483 444370 justine.fuller@guildford.gov.uk
*	Industrial Estates	To consider strategies for the future development of individual industrial estates	No	Report to Executive	Melissa Bromham 01483 444587 melissa.bromham@guildford.gov.uk
*	Future Residential Housing developments (HRA)	To consider proposals on a site by site basis	No	Report to Executive	Philip O'Dwyer 01483 444318 philip.odwyer@guildford.gov.uk
*	New Housing Strategy	To develop a new Housing Strategy	No	Report to Executive	Philip O'Dwyer 01483 444318 philip.odwyer@guildford.gov.uk

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Tenancy Conditions and Flexible Tenancies	To review	No	Report to Executive	Siobhan Rumble 01483 444296 siobhan.rumble@guildford.gov.uk
	Policy on Debt Recovery	To develop a policy on how the Council manages debt recovery	No	Report to Executive	Siobhan Rumble 01483 444296 siobhan.rumble@guildford.gov.uk Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk Maureen Wilson 01483 444837 maureen.wilson@guildford.gov.uk
*	Bridges – Inspection and Remedial Work	(1) To approve appointment of consultants to: (a) carry out inspections (b) cost immediate and long term works (c) advise on future inspection frequency (2) To approve works that arise from inspections (3) Move money from provisional to approved capital programme	No	Report to Executive	Tim Pilsbury 01483 444521 tim.pilsbury@guildford.gov.uk
	Review of Executive Advisory Boards	To review the effectiveness of the operation of Executive Advisory Boards in the light of a strengthened Forward Plan process and better work programming (by May 2020)	No	Report to Council Incorporating comments/ recommendations of EABs	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
	Development Management DPD	To adopt the Development Management DPD	No	Report to Council Incorporating comments/	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
				recommendations of Executive	uk
*	Community Infrastructure Levy Charging Schedule	To adopt the Community Infrastructure Levy Charging Schedule	No	Report to Executive Incorporating comments/ recommendations of Guildford Joint Committee	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*	Planning Contributions SPD	To adopt the Planning Contributions SPD	No	Report to Executive	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*	Strategic Development Framework SPD	To adopt the Strategic Development Framework SPD	No	Report to Executive	Simon Lee 01483 444670 simon.lee@guildford.gov.uk
*	Sustainable Design and Construction SPD	To adopt the Sustainable Design and Construction SPD	No	Report to Executive	Dan Knowles 01483 444605 dan.knowles@guildford.gov.uk
*	Green and Blue Infrastructure SPD	To adopt the Green and Blue Infrastructure SPD	No	Report to Executive	Dan Knowles 01483 444605 dan.knowles@guildford.gov.uk
*	Green Belt SPD	To adopt the Green Belt SPD	No	Report to Executive	Laura Howard 01483 444626 laura.howard@guildford.gov.uk
*	Parking SPD	To adopt the Parking SPD	No	Report to Executive	Edward Cheng 01483 444083 edward.cheng@guildford.gov.uk
	Chantry Wood Campsite	To consider a further report on the future management of the Campsite, in particular:	No	Report to Executive	Hendryk Jurk 01483 444768 hendryk.jurk@guildford.gov.uk

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 47		(a) the outcome of discussions with the local community to seek to ascertain a preferred option for the future management of the campsite, including other options in terms of the educational aspects relating to woodland and countryside awareness; (b) monitoring of usage of the campsite over the previous 12 months (c) the results of the engagement with potential operators to establish the future viability of a forest school operator at the Campsite. (d) the proposed small-scale refurbishment and upgrade works (By March 2020)			
*	Review of Refuse and Recycling Service	<ul style="list-style-type: none"> To report back on Phase 2 of the review To agree future waste collection methodology 	No	Report to Executive incorporating comments/ recommendations from Community EAB	Chris Wheeler 01483 445030 chris.wheeler@guildford.gov.uk
*	Budget assumptions for Business Planning 2021-22 to 2024-25	To agree the inflation factors to be used in the preparation of the 2021-22 outline budget.	No	Report to Executive	Claire Morris 01483 444827 claire.morris@guildford.gov.uk

UNSCHEDULED ITEMS – EXECUTIVE SHAREHOLDER AND TRUSTEE COMMITTEE

Key Decision (asterisk indicates that the decision is likely to be a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision- maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	North Downs Housing Ltd and Guildford Borough Council Holdings Ltd	To approve the final accounts for 2018-19	No	Executive Shareholder & Trustee Committee	Philip O'Dwyer 01483 444318 philip.odwyer@guildford.gov.uk
	North Downs Housing Ltd	To update the Business Plan	No	Executive Shareholder & Trustee Committee	Philip O'Dwyer 01483 444318 philip.odwyer@guildford.gov.uk
	Allen House Pavilion	To renew the lease to the Matrix Trust	No	Executive Shareholder & Trustee Committee	Alex Duggan 01483 444584 alex.duggan@guildford.gov.uk
	Sutherland Memorial Park	To renew the lease to Guildford City Youth Project	No	Executive Shareholder & Trustee Committee	Alex Duggan 01483 444584 alex.duggan@guildford.gov.uk

Agenda item number: 6

Page 48

UNSCHEDULED ITEMS – GUILDFORD JOINT COMMITTEE

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
Family Support Programme	To review programme in light of increasing demand and decreasing resources	No	Report to Guildford Joint Committee	Philip O'Dwyer 01483 444318 philip.odwyer@guildford.gov.uk
Traveller sites	(1) Identification of transit sites (2) Future management of existing traveller sites	No	Report to Guildford Joint Committee	Philip O'Dwyer 01483 444318 philip.odwyer@guildford.gov.uk
Community Infrastructure Delivery	(1) To agree a statement of priority for the delivery of infrastructure described in the GBC Infrastructure Delivery Plan and informed by the GBC Regulation 123 list	No	Report to Guildford Joint Committee	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

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
	(2) To discuss and propose strategies for securing additional funding necessary for that delivery			

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>Leader of the Council and Lead Councillor for Environment & Sustainability across the borough, Transformation, Sustainable Transport, Economic Development, and Governance</p> <p>Councillor Caroline Reeves 31 Artillery Road Guildford Surrey GU1 4NW (Friary and St. Nicolas Ward)</p>	<ul style="list-style-type: none"> • Environment & Sustainability across the borough • Transformation • Sustainable Transport • Economic Development • Governance
<p>Deputy Leader of the Council and Lead Councillor for Personal Health, Safety and Wellbeing</p> <p>Councillor Fiona White 28 Ash Close Ash Surrey GU12 6AR (Westborough Ward)</p>	<ul style="list-style-type: none"> • Personal Health • Safety and Wellbeing
<p>Lead Councillor for Finance and Assets, Customer Services</p> <p>Councillor Joss Bigmore c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB (Christchurch Ward)</p>	<ul style="list-style-type: none"> • Finance and Assets • Customer Services

Councillor	Areas of Responsibility
Lead Councillor for Housing, Access and Disability Councillor Angela Goodwin 27 Guildford Park Road Guildford Surrey GU2 7NA (Friary and St. Nicolas Ward)	<ul style="list-style-type: none"> • Housing • Access and Disability
Lead Councillor for Waste, Licensing, and Parking Councillor David Goodwin 27 Guildford Park Road Guildford Surrey GU2 7NA (Onslow Ward)	<ul style="list-style-type: none"> • Waste • Licensing • Parking
Lead Councillor for Planning, Regeneration and housing delivery Councillor Jan Harwood c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB (Merrow Ward)	<ul style="list-style-type: none"> • Planning • Regeneration • Housing delivery
Lead Councillor for Community Health, Support and Wellbeing Councillor Julia McShane 75 Applegarth Avenue Park Barn Guildford Surrey GU2 8LX (Westborough Ward)	<ul style="list-style-type: none"> • Community Health • Support • Wellbeing
Lead Councillor for Arts, Parks and Countryside Councillor Pauline Searle 2 Rydes Hill Crescent Guildford Surrey GU2 9UH (Stoughton Ward)	<ul style="list-style-type: none"> • Arts • Parks and Countryside

Councillor	Areas of Responsibility
<p>Lead Councillor for Tourism, Leisure, and Sport</p> <p>Councillor James Steel</p> <p>c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Westborough Ward)</p>	<ul style="list-style-type: none"> • Tourism • Leisure • Sport
<p>Lead Councillor for Major Projects</p> <p>Councillor John Rigg</p> <p>c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Holy Trinity Ward)</p>	<ul style="list-style-type: none"> • Major Projects

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.

COMMUNITY EXECUTIVE ADVISORY BOARD

13 FEBRUARY 2020					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion
Tenancy Conditions and Flexible Tenancies	To review.	No	Cllr Angela Goodwin	Siobhan Rumble Landlord Services Manager	Early 2020
Chantry Wood Campsite	To receive the consultation outcome and discuss future use.	No	Cllr Pauline Searle	Paul Stacey Parks and Landscape Manager	February 2020
Allocation of Community and Voluntary Grants	To review.	Yes	Cllr Joss Bigmore	Stephen Benbough Policy and Partnerships Manager	February 2020
2 APRIL 2020					
Item	Additional information	Corporate Plan Priority	Relevant Lead Councillor(s)	Lead officer	Target completion

UNSCHEDULED ITEMS

Community Executive Advisory Board

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Creation of Guildford Energy Company	To consider creating a Guildford energy company.	No	Cllr Caroline Reeves	Philip O'Dwyer Director of Community Services	

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Item	Additional information	Corporate Plan Priority?	Relevant Lead Councillor(s)	Lead officer	Target completion
Policy on Debt Recovery	To develop a policy on how the Council manages debt recovery	No	Cllr Joss Bigmore	Siobhan Rumble Landlord Services Manager Belinda Hayden Exchequer Services Manager	