

Terms of Reference for Climate Change and Innovation Strategy Board (“CCIB”)

The CCIB will report to the Executive and will have overall responsibility for:

- a) developing the Council’s Climate Change Strategy; and
- b) overseeing the delivery and carrying out of an ongoing review of the Council’s Innovation Strategy 2019/20.

Declaration of a Climate Emergency

On 23 July 2019, the Council passed a resolution declaring a Climate Emergency that requires urgent action.

The resolution requires the Council:

1. to work with partners across the Borough to evaluate and determine how and when Guildford Borough can become carbon neutral
2. to work towards making the Council’s activities net-zero carbon by 2030
3. to establish the necessary governance structures, investment plans and officer resources in order for the Council to build a strong foundation to deliver progressively ambitious carbon reductions across its operations
4. to establish a borough-wide Climate Change Partnership consisting of representatives from all stakeholders across all sectors
5. to develop, within 12 months, a clear action plan and timescale for being net-zero carbon across the Council’s operations, starting with a review of what has already been achieved and plans that already been instigated
6. to deliver a joint Member-Officer training programme to enable a shared understanding of how to deliver the above, starting in September 2019.

This resolution will be implemented across the Council with all Executive members having responsibility to ensure that the necessary actions are identified and pursued within their individual portfolios. The CCIB will have oversight of all these activities in order to ensure that there is a co-ordinated effort to implement the resolution. It will work with all sections of the Council to develop a strategy that not only satisfies the requirements of Paragraph 5 above, but which puts the Council at the forefront of promoting measures that will facilitate and encourage Guildford Borough to be carbon neutral, to counteract the historic carbon deficit and to respond to the declared Climate Emergency.

The CCIB will identify and liaise with relevant authorities and stakeholders in order to establish the Climate Change Partnership referred to in Paragraph 4 and will work with these organisations to implement the requirements of the resolution. It will also monitor all applications for grant funding in connection with projects that aim to respond to the Climate Emergency.

Given the breadth of the work required, where necessary the CCIB will, with the agreement of the Leader of the Council, create working groups that will report to the CCIB. Such

working groups may include councillors, officers and external representatives whom the Leader and the CCIB consider may provide appropriate advice and assistance to the Council.

Taking account of the Climate Change Framework, which was adopted as part of the Innovation Strategy 2019/20, it is proposed that the CCIB considers the following elements in developing the Climate Change Strategy and gives careful thought to prioritisation and practical measures that can be achieved in connection with but not limited to the following:

Transport

- Measures to reduce traffic congestion including parking schemes, low emission zones, and workplace charging
- Support for electric vehicles including the urgent development of charging points
- Encourage modal shift so that travellers move away from private cars towards for example buses, cycling and walking or other greener forms of transport. This will include potential investment in suitable infrastructure such as bus lanes, cycle paths and improved footpaths
- Planning policies to require businesses to develop low carbon travel plans and make it easier not to use cars for all their employees
- Planning policies that encourage car share schemes and reduce car use in new developments
- Encourage conversion of buses and other public transport (e.g. taxis) to electric vehicles
- Encourage rapid transition of own fleet vehicles to electric vehicles

Buildings

- Ensure planning policies that drive a significant reduction in carbon emissions and a net environmental gain (including biodiversity), whilst being mindful of rising temperatures and the need for appropriate ventilation
- Review planning policies and building regulations in relation to the build standard of new homes and alterations to existing homes

Energy

- Promote the introduction of renewable and low carbon energy
- Survey energy use and consumption patterns across the Borough and identify buildings that are suitable for renewable energy
- Work with our partners in local government and the energy supply sector to
 - consider the establishment of district energy networks or similar systems;
 - plan for meeting increased demand;
- Reduce energy use in own estate and add renewable energy
- Divest from fossil fuels and invest in renewable energy projects (eg Council pension Fund)
- Commit to opposing fracking and other fossil fuel extraction

Waste

- Establish net carbon savings targets from waste management services
- Take appropriate steps to maximise conversion of waste into renewable resources where practicable.
- Recycle and compost of household waste by and the establishment of appropriate targets that respond to the Climate Emergency
- Investigate waste to energy opportunities

Trees and Green Spaces

- Work with local landowners and other stakeholders to promote carbon capture and sustainable agriculture
- Use council land to drawdown carbon and promote biodiversity (e.g. tree planting, working with Surrey Wildlife Trust, Woodland Trust etc)
- Stop using herbicides, pesticides (eg Glyphosate) on verges
- Encourage reduced mowing to allow wildflower planting and growth

Water

- Flood management strategy recognising that extreme events are likely to be more frequent
- Measures to reduce impact on our water supply, which is already under stress
- Work with relevant partners to plan to improve our infrastructure and seek to educate citizens to use less water in their daily lives.

Procurement

- Write and adopt a procurement policy that encompasses sustainable development
- Educate, train and encourage internal procurers and commissioners to review their consumption of goods and services, reduce usage and adopt more environmentally friendly products and procedures
- Communicate the sustainable procurement policy to all staff, suppliers, members and other stakeholders.
- Buy green energy and good/organic food
- Aim to win awards for sustainability and reduce consumption
- Require deliveries to be by electric vehicles where practicable
- Creation of an out of town hub where goods are off-loaded into small electric vehicles for local delivery

Influence and Education

- Work with residents and businesses to change their patterns of energy consumption and encourage end-use energy efficiency improvement (e.g. through more efficient appliances and lighting).

- Encourage businesses to develop sustainability and emission reduction plans working with organisations such as Experience Guildford
- Work with the University of Surrey to encourage research into sustainable practices in the borough that both educate residents and provide opportunities for innovation (Guildford as a Living Lab)
- Develop a network for shared environmental best practice in the borough
- Review the implications of moving towards a low carbon economy on Guildford's jobs and skills markets.
- Educate our residents to promote ethical shopping and less waste
- Maximise opportunities to consult and involve local people, including parish councils, residents' associations and neighbourhood fora, so that they are prioritising energy efficiency and waste recycling as part of their general activities
- Engage with the Third Sector, who can assist in encouraging communities towards responsible and energy efficient decision making
- Direct resources towards community engagement and behavioural change, with particular emphasis on easy to reach groups (e.g. schools)
- Promote local tourism offer so as to encourage staycation and reduced travel

Key Performance Indicators

- A realistic target for each priority area is needed and a set of measurables against which progress can be tracked.
- Consider how the emissions of the Borough as a whole can be assessed and monitored
- The Council should prioritise its own estate and give a target date for when it will be net carbon neutral. For GBC's estate this should include their offices, council owned buildings and houses, and its fleet of vehicles etc.
- The council should then prioritise its partners – e.g. housing associations and those from whom it procures.
- Baseline information for each priority area is needed. We should enable residents to calculate their own individual carbon footprint and aggregate the information.
- All Council reports to be required to indicate any Climate Change impact, as is done for diversity etc.

Delivering the Innovation Strategy 2019/20

Introduction

Guildford Borough Council's Innovation Strategy 'Making Guildford Smarter' was published in March 2019 as a one-year Strategy covering the period to 31 March 2020. Innovation in our economy will be key to driving improvements in productivity and there are huge implications for future skills through automation and digital transformation. New transformational working practices will also play an essential role in the delivery of local authority services.

The Strategy has three key themes:

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

This Strategy has not been developed in isolation and is in response to some key strategies and priorities developed both nationally and at regional level including:-

- The national Industrial Strategy focussing on three grand challenges – 'Future Mobility', 'Ageing population' and 'Clean Growth' and improving productivity
- The Enterprise M3 Strategic Economic Plan and emerging Local Industrial Strategy that has identified nine priorities including Science, Innovation & Enterprise, digital connectivity and sustainable growth
- DCMS UK Digital Strategy
- Surrey Futures Place Narrative
- The Council's Rural Economic Strategy
- University of Surrey's Research & Innovation Strategy

The Innovation Strategy has the following discrete actions and priorities, a number of which dovetail with the Council's commitment to Climate Change amelioration and the emerging Corporate objectives from the new Council administration.

Although many emerging and future innovations will help to address climate change, it is necessary for the Council to understand and facilitate innovation through research and development, especially in partnership with the University of Surrey, with whom we already have a number of academic, business and community links.

Building on the original 2018 proposal for a tri-partite Business-Council-University task group to move Guildford towards a Smart City culture, a new business-led Innovation Forum (to include relevant CCIB members) will focus on delivery of the Innovation Strategy Action and Delivery Plan:

Facilitating smart places infrastructure across Guildford

Digital Infrastructure Investment

- We will ensure that Development Management Policies promote installation of full fibre and that officers routinely review this with applicants as part of the appraisal process.
- Ensure that all Major Projects review the investment potential of existing and future projects and align with contractors
- We will provide up-to-date mapping analysis of current ducting and ownership data to identify hot spots for investment and upgrading including those owned by the local authority or Surrey County Council

- We will investigate the potential to align fibre projects with EM3 LEP ambitions and other Surrey Boroughs as part of the Surrey Futures work and to work collaboratively on future bids
- We will continue to identify a joint venture technology partner to implement public Wi-Fi and associated IOT platform including LORA.
- We will work in partnership with the Future Cities Catapult 5G Action Learning Network, EM3 LEP, the University of Surrey and other technology partners on emerging 5G projects including the SME sector engagement programme.

Technology and Transport

- Aside from those projects identified as part of the wider climate change agenda, we will identify opportunities to showcase the latest research on technology and mobility with the local SME technology network and the University of Surrey
- Explore further collaboration with the 5G-HEART Programme with use cases covering GBC's vehicle fleet

Smart and Sustainable Living

- We will improve the application and roll out of SMART technologies in the Council in working practices and delivery of services, providing training where required
- We will explore the potential to work with local technology companies on a mini competition to develop SMART solutions to support project priorities as identified by the Board.

Promoting Guildford as the Innovator's location of choice

Promoting Clusters

- We will continue to support the growth of the digital games sector in collaboration with the Enterprise M3 Growth Hub through events and sponsorship including the Guildford Games Festival, developing skills initiatives to secure future talent pool and ensuring we support enhanced digital connectivity.
- We will focus on the emerging space sector in the Borough in collaboration with the EM3 Growth Hub through specialised events and business support
- For both sectors we will work collaboratively with other Boroughs on joint growth deal funding to Enterprise M3

A Collaborative Community

- We will create a new Innovation Forum in partnership with the University of Surrey and the EM3 Growth Hub to develop thought leadership, identify trends in technology and provide networking opportunities for entrepreneurs.
- We will continue to support local networking opportunities such as Kyan's Innovation Club and Silicon Drinkabout

Communicating our Strengths

- We will create a PR and Communications Partnership with the University of Surrey to promote and co-ordinate good news stories
- We will deliver, subject to budgets, both Innovate Guildford and the Innovation Awards to showcase our strengths

Business Support

- We will continue to work proactively with the EM3 Growth Hub on the Guildford Business Growth Programme supporting new starts and growth SMES
- We will continue to identify opportunities for the creation of new co-working spaces in the town centre either through the utilisation of Council buildings or in partnership with the private sector.

Roles and responsibilities

Chairman

- Effectively chair and facilitate Board meetings to ensure the agenda is covered and all views actively sought and considered and work with officers, stakeholders and other councillors to develop a draft Climate Change Strategy for approval by the Executive and the Council and to monitor and review the Innovation Strategy 2019/20 in line with the views of the Board for approval by the Executive
- Commit to effective and efficient programme governance

Senior Responsible Officers

- Responsible for the development of the Climate Change Strategy and the implementation and review of the Innovation Strategy 2019/20, ensuring the Board remains focused on achieving its objectives and realising the expected benefits
- Ensure that appropriate minutes are taken and that Board papers are delivered within the required timescale
- Facilitate meetings with outside stakeholders, whose input will be necessary to develop and implement the strategies
- Assist with necessary research to develop the Climate Change Strategy and to implement and review the Innovation Strategy 2019/20
- Promote partnership working to engender trust amongst board members and encourage creative and collaborative relationships to develop
- Provide stability in the development, adoption and monitoring of the strategies.

Board Members

- Assist with the development, implementation and review of the strategies and champion the programme to internal/external stakeholders
- Review papers, attend meetings and complete actions as agreed
- Seek to reach consensus opinions within the Board wherever practicable and consider matters from other perspectives, including the public and staff

Programme Manager

- Track progress and monitor the delivery plan for the programme
- Escalate concerns from the projects to the Executive
- Develop a programme risk register to align with the Corporate Risk Register

Meetings

The board will meet approximately every four weeks.

Agenda and papers will be circulated at least three working days in advance of the meeting. Minutes and actions will be circulated within five working days after the meeting.

A standing agenda will be provided that will include discussion of the action log from the previous meeting, key decisions and new actions and the plan for taking these forward.

Reports on progress will be submitted to the Corporate Management Team and Executive on a monthly basis

Membership

Members of the CCIB will include:

| Name | Position | Role on Board |
|---------------------------------|---|---------------|
| Gordon Jackson | Councillor | Chairman |
| Adrian Thompson | GEF Co-optee | Vice-Chairman |
| Jan Harwood | Councillor | Member |
| Diana Jones | Councillor | Member |
| Susan Parker | Councillor | Member |
| Caroline Reeves | Councillor | Member |
| Deborah Seabrook | Councillor | Member |
| Catherine Young | Councillor | Member |
| Alastair Atkinson / John Pletts | GEF Co-optees | Members |
| Prof Graham Miller | University of Surrey Co-optee | Member |
| James Whiteman | Managing Director | Officer |
| | Head of Asset Management (Climate Change Lead) | Officer |
| Chris Burchell | Local Economy Manager | Officer |
| Emma McBriarty | Senior Communications Officer | Officer |

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| Chris Stanton | Rural Economy Officer | Officer |
| Alex Swainson | Energy Supervisor | Officer |
| Chris Wheeler | Waste, Parking and Fleet Services Manager | Officer |
| Andrea Carr | Democratic Services Officer | Officer (Secretary) |

Other key officer support from across the Council and representatives of external bodies may be invited to attend meetings, as required, at the discretion of the Chairman and/or the Committee acting by majority.

Review

The terms of reference and membership of the Climate Change and Innovation Board will be reviewed on an annual basis, or as required.