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Contact: Andrea Carr  
Committee Services  
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1 June 2022

Dear Councillor

Your attendance is requested at a remote meeting of the **STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD** to be held on **MONDAY 13 JUNE 2022 at 7:00 pm**. The meeting can be accessed remotely via Microsoft Teams.

If for any reason Councillors lose their wi-fi connectivity to the meeting and are unable to re-join using the link in the Outlook calendar invitation, please re-join using the telephone number 020 3855 4748. You will be prompted to input a conference ID: 412 342 894#

Yours faithfully

Tom Horwood  
Joint Chief Executive

**MEMBERS OF THE EXECUTIVE ADVISORY BOARD**

Chairman: Councillor Ruth Brothwell  
Vice-Chairman: Councillor Will Salmon

Councillor Jon Askew	Councillor Steven Lee
Councillor Christopher Barrass	Councillor Masuk Miah
Councillor Colin Cross	Councillor Tony Rooth
Councillor Graham Eyre	Councillor Catherine Young
Councillor Angela Gunning	

**Authorised Substitute Members:**

Councillor Paul Abbey	Councillor Ann McShee
Councillor David Bilbé	Councillor Bob McShee
Councillor Chris Blow	Councillor Marsha Moseley
Councillor Dennis Booth	Councillor Ramsey Nagaty
Councillor Guida Esteves	Councillor Susan Parker
Councillor Andrew Gomm	Councillor Jo Randall
Councillor Angela Goodwin	Councillor Maddy Redpath
Councillor Gillian Harwood	Councillor Paul Spooner
Councillor Liz Hogger	Councillor James Walsh
Councillor Diana Jones	Councillor Fiona White
Councillor Nigel Manning	Councillor Keith Witham
Councillor Ted Mayne	

**QUORUM: 4**

**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.

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## THE COUNCIL'S STRATEGIC FRAMEWORK (2021- 2025)

### Our Vision:

A green, thriving town and villages where people have the homes they need, access to quality employment, with strong and safe communities that come together to support those needing help.

### Our Mission:

A trusted, efficient, innovative, and transparent Council that listens and responds quickly to the needs of our community.

### Our Values:

- We will put the interests of our community first.
- We will listen to the views of residents and be open and accountable in our decision-making.
- We will deliver excellent customer service.
- We will spend money carefully and deliver good value for money services.
- We will put the environment at the heart of our actions and decisions to deliver on our commitment to the climate change emergency.
- We will support the most vulnerable members of our community as we believe that every person matters.
- We will support our local economy.
- We will work constructively with other councils, partners, businesses, and communities to achieve the best outcomes for all.
- We will ensure that our councillors and staff uphold the highest standards of conduct.

### Our strategic priorities:

#### Homes and Jobs

- Revive Guildford town centre to unlock its full potential
- Provide and facilitate housing that people can afford
- Create employment opportunities through regeneration
- Support high quality development of strategic sites
- Support our business community and attract new inward investment
- Maximise opportunities for digital infrastructure improvements and smart places technology

#### Environment

- Provide leadership in our own operations by reducing carbon emissions, energy consumption and waste
- Engage with residents and businesses to encourage them to act in more environmentally sustainable ways through their waste, travel, and energy choices
- Work with partners to make travel more sustainable and reduce congestion
- Make every effort to protect and enhance our biodiversity and natural environment.

#### 1 Community

2

- Tackling inequality in our communities
- Work with communities to support those in need
- Support the unemployed back into the workplace and facilitate opportunities for residents to enhance their skills
- Prevent homelessness and rough-sleeping in the borough

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

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

## **AGENDA**

### **ITEM NO.**

**1 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 5 - 12)**

To confirm the minutes of the Executive Advisory Board (EAB) meeting held on 6 December 2021.

**4 GUILDFORD BID BALLOT – CONSIDERATION OF DRAFT BUSINESS PLAN 2023-2028 (Pages 13 - 42)**

**5 TO DEVELOP AN INDUSTRIAL ESTATE GROWTH STRATEGY (Pages 43 - 50)**

**6 MILLMEAD HOUSE MANDATE (Pages 51 - 66)**

**7 EXECUTIVE FORWARD PLAN (Pages 67 - 96)**

**8 EAB WORK PROGRAMME (Pages 97 - 100)**

To consider the EAB's work programme with reference to the Executive Forward Plan.

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## STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD

6 December 2021

\* Councillor Ruth Brothwell (Chairman)  
Councillor Will Salmon (Vice-Chairman)

Councillor Jon Askew	* Councillor Angela Gunning
* Councillor Christopher Barrass	Councillor Steven Lee
Councillor Richard Billington	* Councillor Masuk Miah
* Councillor Colin Cross	* Councillor Tony Rooth
* Councillor Graham Eyre	Councillor Catherine Young

\* Present

Councillors Joss Bigmore, Diana Jones, Julia McShane, John Redpath, Deborah Seabrook and Cait Taylor were also in attendance.

### **SR32 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies for absence were received from Councillors Jon Askew, Steven Lee, Will Salmon and Catherine Young. Councillor Susan Parker was present as a substitute for Councillor Catherine Young.

### **SR33 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

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

### **SR34 MINUTES**

The minutes of the meeting of the Executive Advisory Board (EAB) held on 11 October 2021 were confirmed as a correct record, and would be signed by the Chairman at the earliest opportunity.

### **SR35 MANDATE TO DEVELOP A CLIMATE CHANGE PROGRAMME**

A mandate proposal to introduce a work programme to co-ordinate and manage the Council's approach to climate change related activities was before the Strategy and Resources Executive Advisory Board (EAB) for consideration. This programme, which consisted of various projects and workstreams, would address the Council's commitment to achieve its net zero emissions target across the authority's property estate and service operations and other aspects of actions related to addressing climate change.

The EAB received an introductory presentation from the Head of Asset Management (Climate Change Lead) regarding the mandate which addressed the following areas:

- Programme Strategy
- Options Evaluation
- Considerations
- Climate Change Programme Workstreams
- Resources
- Programme Cost Profile
- Issues, Assumptions and Risks
- Dependencies, Constraints and Opportunities
- Appendix A: Internal Stakeholders Reviewer List

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- Appendix B: Climate Change Programme Group Proposal – Terms of Reference; Who; Why; and Primary, Secondary and Tertiary Tasks
- Corporate Management Team Outcome
- Executive / Management Team Liaison Group Outcome

The presentation reminded the EAB that in July 2019 the Council declared a Climate Emergency which acknowledged that urgent action was required to combat climate change and set a commitment to working towards making the Council's own activities net zero carbon by 2030. The Energy and Carbon Reduction High-level Action Plan was subsequently adopted in July 2020 and the Council's commitment was reiterated in the Climate Change Motion passed in October 2020. The significance of this commitment was reflected in the emergence of climate change as a strategic priority for the Council.

Government statistics indicated that 20% of borough-wide emissions emanated from businesses, 28% from domestic properties with the majority of 52% from transport. The Council could undertake a stewardship role in facilitating a borough-wide transition involving both residents and businesses alike whilst engaging with key stakeholders.

In order to effectively and efficiently reduce carbon emissions, the Council would need to adopt a holistic collaborative approach across the organisation, involving all of its services, assets and operations, which aligned with other strategies such as the Council's Air Quality Strategy.

The mandate set out five potential strategic options to deliver a climate change solution consisting of (1) Do nothing, (2a) or (2b) Do minimum, (3) Do more, the recommended option, or (4) Do most. Options 3 and 4 offered opportunities to explore the possibility of closer working with Waverley Borough Council (WBC) in respect of shared knowledge and project work as part of new joint working arrangements.

In addition to considering the high level mandate, EAB members also discussed aspects of some of the programme projects and workstreams flowing from the mandate. The following points arose from related questions, comments and discussion:

#### The Mandate

1. Although the formalising and progressing of a climate change work programme were welcomed, there was a view that the mandate lacked ambition and could be strengthened in its aims, notwithstanding the Council's financial situation.
2. The limited references to the Climate Change Board (CCB) in the mandate together with the inclusion of only one councillor in the Stakeholders Reviewer List were causes of concern as it was felt that the engagement of councillors was necessary to promote, drive and fund the programme. Therefore, it was considered that references to the CCB should be included in all relevant sections of the mandate. Also, as the CCB had not reviewed or discussed this mandate, it should be given the opportunity to do so.
3. In addition to the stakeholder groups referred to in the Resources section of the mandate, it was suggested that other organisations be added to broaden the range of involvement and expertise within and beyond the Borough and County boundaries. These should include Friends of the Earth, who had issued guidelines to councils to assist them to influence climate change positively, together with Extinction Rebellion and Zero Carbon Guildford, which could aid the Council to achieve its targets by engaging with different demographics within local communities. From the transport perspective, the need for the involvement of Highways England, the Local Highway Authority and bus companies was also highlighted. The involvement of such

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- organisations would be sought in the areas of external mitigation and communications as workstreams developed, and references to them could be added to the mandate.
4. Establishing a working group with key stakeholders such as Surrey Wildlife Trust, the Woodland Trust and Guildford Environmental Forum, either facilitated by the Council or one of the member groups, was suggested as a means to ensure joint working to deliver projects to protect the environment in an economical manner.
  5. As many other councils had progressed work to tackle climate change and developed related policies, it was suggested that this Council should have regard to these in the interests of shared learning and adopt any best practices that would be beneficial for this Borough in order to spare its limited resources and avoid duplication of work in this area.
  6. With regard to transport, there was support for this to be treated as a planning matter. Although the involvement of Surrey County Council as the Local Highway Authority would be key, this Council would act as a facilitator in certain areas, particularly in relation to the town centre and work within Corporate Programmes.
  7. Option 3 (Do more), which would include engaging with WBC, was recommended as the means to deliver the 2030 carbon emission reduction target within the available resources. Although Option 4 (Do Most), which would consist of embracing wider carbon reduction projects, was not currently a realist prospect for the Council owing to its funding constraints, some councillors expressed support for this Option. However, a councillor suggested that an alternative option, focusing on attaining genuinely achievable targets to benefit the Council and local communities, could be adopted and prioritised over broader ranging and less defined matters.
  8. There was no mention of private homes in the Domestic Energy Efficiency Framework section of the mandate as the Council's major target and influence in this area was in relation to addressing carbon emissions from its housing stock. However, the Council could promote any emerging initiatives and funding opportunities relating to decarbonisation of private homes where possible.
  9. The mandate gave no indication of the percentage of Borough wide carbon dioxide emissions that stemmed from the building process and, in addition to the need for mitigation measures, it was felt that building should be environmentally reliable to reduce the Borough's overall carbon footprint. The Council had power as the Local Planning Authority and through the Building Regulations to impose building standards which were stricter than the national requirements in order to influence development by seeking reductions in carbon emissions in relation to all future housing development. Developers could be encouraged to adhere to such a vision.
  10. It was felt that the Terms of Reference of the proposed Climate Change Programme Group (CCPG) should reflect the previously agreed formal reporting back to each Council meeting in respect of progress achieved towards delivery of the climate change declaration, including measurements against success targets and key performance indicators. The CCB should also receive the progress reports.
  11. With the change in Lead Councillor for Climate Change, who would chair the CCB, it was envisaged that the Terms of Reference of the CCB would be reviewed as matters to be considered were the chairman's prerogative. In this connection, the need for having two climate change groups in the Council was questioned and the EAB was advised that the CCB was an Executive working group of councillors led by the Lead Councillor for Climate Change to pursue its ambitions whereas the CCPG was an officer group tasked with implementing climate change and carbon reduction initiatives. In addition, Surrey County Council was leading a collaborative district / borough council officer group and channelling areas of work to each local authority to pursue and report back on progress.
  12. The reference in the Tertiary Tasks section to the incorporation of climate change factors into decision-making was felt to be a key point which should be strengthened and applied across the Council.

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13. Regarding the financing of the Programme, which was profiled to rise to over £6.5 million by 2030, the intention was to place the Council in a position of preparedness to apply for Government grants when details were known and funding became available.
14. In terms of direct officer resources to oversee the Climate Change Programme, the EAB noted that this consisted of part of the Head of Asset Management's time and one dedicated Climate Change Officer post. However, the intention was to establish an internal organisational structure to spread the climate change implementation workload across the Council with all playing a part and taking responsibility for climate change and carbon reduction work. A councillor advised that Zero Carbon Guildford and the Guildford Environmental Forum, which were jointly operating from the Zero Centre retail space at The Friary, Guildford, could offer a significant resource of volunteers to assist the Council with its climate change initiatives.

#### Mandate Projects / Workstreams

15. The reference in the mandate to the suitability of individual renewable energy projects was an example of a workstream. One of the main ways for the Council to achieve its net zero target was to invest in a significant decarbonisation project, details of which were unknown at this stage.
16. In terms of Secondary Tasks to deliver the Climate Change Programme, it was suggested that all new housing, including social housing, should be built in accordance with the Passive House Standards, as was the case with a number of other councils in respect of certain house categories, numbers and building zones.
17. With regard to the Climate Change Programme workstreams, it was emphasised that planning and development were key to external mitigations and that fitting of new build properties with carbon emission reduction equipment e.g. ground source heat pumps, was preferable to retro fitting of such items to minimise associated costs and avoid the need for mitigations such as removing gas boilers when legislation disallowed their replacement. All new building should also include electric vehicle charging points.
18. With regard to the Tree Code, it was suggested that a Borough wide Tree Preservation Order with a default presumption against felling be introduced to ensure the optimisation of the management of trees. Such a code should recognise that mature trees absorbed more carbon than saplings and seedlings and that this carbon was released when mature trees were felled. A focus regarding working with parish councils, residents' associations and community groups etc was required to seek their engagement with such an approach.
19. As workstreams and projects were developed, the broad programme success criteria would be more clearly defined to develop specific and smarter targets to monitor and demonstrate progress in achieving project targets.

The Leader of the Council thanked the EAB for its questions and comments and confirmed that this exercise was to capture the Board's thoughts around the Options in the mandate with a view to informing the forward direction for tackling climate change.

#### **SR36 YVONNE ARNAUD THEATRE MANDATE**

The Executive Advisory Board (EAB) received an introductory presentation from the Strategy and Communications Manager regarding the mandate in respect of the Yvonne Arnaud Theatre (YAT) grant. The mandate addressed the following areas:

- Introduction
- Strategy
- Strategic Options to Deliver a Solution
- Considerations
- Resources



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- Risks, Assumptions and Issues
- Dependencies, Constraints and Opportunities
- Internal Stakeholders
- Next steps
- Appendix 1 – Key Financial Data and Ratios

The presentation explained that the YAT provided a mixture of professional theatre both directly produced and received in its main house, an annual programme of small-scale touring companies and a term-time education programme for young people. In addition, the Mill Studio hosted theatre by local amateur and semi-professional companies.

The YAT had been supported financially by the Council for many years. Following a report to the Executive in February 2015, the annual grant to the Theatre had been set at £310,220 each year for the three year period from 2015/16 to 2018/19 with no provision for inflation. At that time, it was highlighted that the Council would face financial pressure to reduce the amount of the grant over following years and the YAT was expected to manage cost reduction and additional income generation programmes over time to compensate for the reduction.

Despite substantial reductions to the Council's central government funding over the last decade, YAT funding had remained at the same level since 2018/19. The Council was now facing a projected budget deficit of £6 million over the next four years and needed to make substantial savings across its discretionary services. Although grant funding to the YAT had been protected to date, this was not a sustainable position in the future owing to the amount of the grant and the Council's financial challenges.

The mandate set out five options for future funding of the YAT in the context of the Council's challenging financial position and corporate priorities. The Options consisted of (a) Do nothing, (b) Do something [1], (c) Do something [2], (d) Do more [1] or (e) Do most. Having considered the mandate at its meeting held on 3 November 2021, the Executive / Management Team Liaison Group recommended that Options (b) and (c) should be pursued and requested that further information regarding the grant as a percentage of the Theatre's turnover be provided. In response, the Group was advised that in a typical year, the Council's full grant represented 7-8% of the Theatre's turnover. This percentage increased substantially in 2020/21 to 22% due to reduced turnover caused by the Coronavirus pandemic. A credit check had been undertaken and indicated that the Theatre was in a sound financial position.

Officers met representatives of the YAT on 18 November 2021 to discuss the mandate and set out the opportunities to submit representations. The Theatre subsequently submitted a recent response and this was circulated to the EAB as a late sheet to its agenda.

The Leader of the Council advised that the mandate contained the necessary facts regarding the YAT's financial situation and the past financial support provided by the Council in order to inform a decision in respect of future grants to the Theatre, given the financial constraints currently being experienced by the Council. The EAB's views were sought in this regard to test whether it supported the Options endorsed by the Executive / Management Team Liaison Group. A consistent approach to funding reductions was welcomed.

The Resources Director declared an interest in this item as the Council's representative on the YAT Board and explained that, for this reason, she had distanced herself from this particular mandate process. The Director acknowledged that the Council's Savings Strategy posed some challenging decisions around funding reductions in relation to discretionary

services in the light of the Council's projected budget deficit, which had been reported to the EAB on previous occasions.

The following points arose from related questions, comments and discussion:

1. The Council's Tourism Service had previously provided a box office service for local events and organisers that involved the provision of a ticketing facility through the Tourist Information Centre, which would receive a commission from the ticket sales. However, the YAT, which already operated its own box office function, sought to take over that service which would provide it with an additional modest income stream. When the Council was operating the box office service it was receiving income of approximately £16,000 per annum, although staffing costs would be deducted from that amount.
2. Reference was made to a presentation to councillors made by the chief executive officer of the YAT some months previously and how that might compare to the presentation given earlier in the day of this meeting.
3. Having recently attended a production at the Theatre, a councillor expressed the view that the building appeared dated and the clientele largely fell into the older age group which may require the YAT to consider offering productions which attracted an audience in a wider age range.
4. Another councillor felt that the YAT was widely valued as an artistic and cultural entertainment offering in Guildford and the rarity of touring and original theatre productions was highlighted.
5. The poor state of repair of the Mill Studio had been raised by the YAT and it was questioned whether the premises were suitable to be let at a full market rental from renewal of the lease, which was a possibility indicated in the mandate, without prior investment to improve the Studio's condition. It was envisaged that the upkeep of the main Theatre building and the Mill Studio would represent a considerable cost to the Council should it become responsible for its maintenance in the event that the YAT ceased to operate and there was a need to identify an alternative use.
6. It was highlighted that Culture and Heritage services had been identified as a low priority in recent public consultations whereas the services provided by local Citizens' Advice Bureaux had been rated as a priority. The recently approved new Corporate Plan had confirmed that the Council's priorities were homes and employment, climate change and supporting vulnerable people.
7. Although the café at the YAT had previously been let to an external provider, it had not been financially viable and therefore the offering had been re-established in-house and was achieving a modest income stream to support the Theatre.
8. The projection of films in the Theatre had occurred in the past and was suggested as an additional future use of the premises to attract income.
9. The addition of £239,177 shown in the YAT's statutory accounts for 2017/18 was a one-off amount resulting from closure of one of the Theatre's subsidiary companies in that financial year as part of a management restructure.
10. Notwithstanding Covid-19, the YAT's finances appeared to be reasonably buoyant in 2020/21 owing to its receipt of pandemic related grants, Business Rate reduction, qualification for the furlough scheme and reduced expenditure owing to fewer theatre productions being offered.
11. There was an impression that other local authorities were not in a position to offer financial support to sustain their local theatres to the same level as that provided by this Council.
12. In response to the YAT's comment that it had understood that there were certain guarantees of ongoing funding from the Council, councillors noted that the mandate stated that this was not the case. The EAB was advised that the prior three year rolling funding agreement had lapsed and the amount of and duration of future grants

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were at the Council's discretion. However, the YAT had requested a multi-year funding agreement in future to aid its financial planning.

13. A view was expressed that the amount of savings to be achieved by the Council in relation to the implementation of Option (b) in the mandate was a relatively small sum. Accordingly, Option (a) was favoured by the same councillor who suggested that, in the event that Options (b) or (c) were widely supported, the YAT should be consulted in respect of its preference in this regard.
14. Another councillor expressed on balance support for pursuing Option (a).
15. A further councillor favoured a staged reduction in the grant to the YAT, similar to that suggested in Option (b), whilst giving the Theatre an opportunity to make further representations to the Council in the event that its financial circumstances changed significantly due to the impact of the pandemic or other factors.
16. A further view preferred Option (b) implemented in a phased manner to achieve the desired saving over a three year period with the funding reduction weighted towards the latter part of the period to minimise any immediate impact on the YAT.

In summary, although there was no overall consensus amongst the EAB in respect of the Option(s) to be recommended to the Executive, two councillors favoured Option (a) and two further councillors expressed support for Option (b). The preferences for the latter Option were on the basis that the YAT should be given an opportunity to make further representations to the Council in the event of changes to its financial circumstances and that the reductions be implemented in a phased manner weighted towards the latter part of the period to minimise any immediate impact on the YAT. As the Executive / Management Team Liaison Group had recommended that Options (b) and (c) should be pursued, under these circumstances it was felt that the YAT should be consulted in respect of its preference between these Options and that the condition of repair of the Mill Studio be borne in mind.

**SR37 EXECUTIVE FORWARD PLAN**

The Executive Forward Plan was noted.

**SR38 EAB WORK PROGRAMME**

The EAB Work Programme was noted without comment.

The meeting finished at 9.04 pm

Signed .....

Date .....

Chairman

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Strategy and Resources Executive Advisory Board, 13 June 2022

Experience Guildford Business Improvement District Ballot 2022 – Briefing Note

Amanda Masters, CEO

What is a BID?

A Business Improvement District (BID) is a business-led and business funded body formed to improve a defined commercial area. The benefits of BIDs are wide-ranging and include:

- Businesses decide and direct what they want in their area
- Businesses are represented and have a voice in issues affecting their trading area
- BID levy money is ring-fenced for use only in the BID area
- Increased footfall and spend
- Improved staff retention
- Enhanced marketing and promotion
- Looking at infrastructure, pollution and movement
- Guidance in place shaping vision activities
- Facilitated networking opportunities with neighbouring businesses
- Assistance in dealing with the Council, Police and other public bodies

Key Facts:

- In the UK, the majority of BIDs exist in town and city centres, however they are also in industrial, commercial and mixed-use locations.
- The BID mechanism allows for a large degree of flexibility and as a result BIDs can vary in shape and size.
- The average size of a BID is 300-400 hereditaments, with some of the smallest having fewer than 50 hereditaments and the largest at over 1,000.
- Annual income is typically £200,000-£600,000 but can be as little as £50,000 per annum and as much as £2 million+.
- Legislation enabling the formation of BIDs was passed in 2003 in England and Wales (with subsequent regulations published in 2004 and 2005 respectively) and in 2006 in Scotland.
- BIDs were first established in Canada and the US in the 1960s and now exist across the globe.

(British BIDs)

Experience Guildford BID launched in early 2013 after a successful initial ballot in October 2012.

Every BID, once elected by the businesses, operate a five-year term. During the term, eligible voters are legally mandated to pay an annual levy. This money, which is collected on our behalf by Guildford Borough Council, is ringfenced and spent back on the town centre.

The work of the BID in that term is determined by the business plan upon which the levy payers are consulted and ultimately vote on.

A ballot is successful if the BID is voted for by number *and* by rateable value.

We are preparing for our third ballot in October 2022 and are currently coming to the end of the consultation period.

## Agenda item number: 4

The consultation document (1) sets out our achievements against the current business plan and invites voters to give their feedback via a survey link (2)

The survey has largely closed (3) and we are now focussing on direct feedback from the levy payers. However, councillors may still complete the survey until the 18<sup>th</sup> June.

Next, we shall hold workshops to give businesses the opportunity to put forward their ideas for the next term. The workshops are due to be held on Wednesday 16<sup>th</sup> June at The County Club.

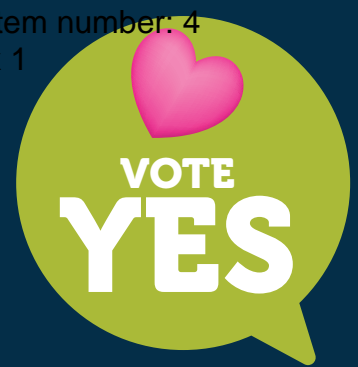
The business plan will be published in July. The campaign will reach as many voters as possible, including a number of national retail head offices, ahead of the 28-day postal ballot in October. A timetable (4) has been attached

### Attachments and documents:

- (1) <https://online.flippingbook.com/link/240210/>
- (2) <https://www.surveymonkey.co.uk/r/EGBIDSurvey2022>
- (3) [Survey Highlights.pdf](#)
- (4) [Timetable.pdf](#)

# The story so far

experience**g**uildford™



**100**  
places to eat  
& drink

**240**  
retailers

**3**  
shopping  
centres

**3**  
theatres &  
a cinema





*Experience Guildford have supported JD Sports with shop lifting and other incidents that happened in-store.*

*The BCRP has been a great benefit to JD Sports for sharing information and helping support the prevention of crime. This would effect our stock loss substantially if we did not have this.*

*Experience Guildford have also supported our business by posting in-store vacancies and by promoting our on-going events and offers.*

*Experience Guildford is a great asset and support for Guildford town centre.*



**Sarah Mitchell – Manager JD Sports**



*Since we opened our doors in Guildford High Street in June 2021, Experience Guildford have been a fantastic support to us. Through their training courses we now have three qualified first aiders, two mental health first aiders and staff booked in on Deaf Awareness courses in the future. The Rangers are a friendly, reassuring and helpful presence on the High Street and we have encountered footfall in our store based off social media posts shared on E.G Instagram and Facebook pages.*



**Amy Napper – Manager Montezuma's Chocolates**





## A NOTE FROM THE CHAIR

I am very proud of the achievements of the Experience Guildford BID both prior to and during the pandemic. The BID has gone from strength to strength in the last decade and I firmly believe it is a tremendous asset to our businesses, giving us a firm advantage in this changing environment.

Quite rightly, the process requires that we review and reflect on what we have done so far, to better understand what we do well and what we can do better. Asking for your views enables us to understand your priorities for the next BID term, so we can develop a plan that takes your needs into account during these times of rapid change and uncertainty.

Please contribute to this important process by looking at the work we have done and telling us what you think works best for your business along with any new ideas and initiatives that you think should be included in the BID plan for the next 5 years.

I would like to thank my fellow Directors, particularly my predecessor as Chair, Kevin Lorimer and the BID team for all their hard work, and finish by asking all businesses to support the process once again and vote YES.

A stylized, handwritten signature in black ink, appearing to read 'Claire Suggitt'.

**Claire Suggitt**  
Chair, Experience Guildford BID



## Delivering Extra

The creation of Experience Guildford Business Improvement District (BID) in 2013 marked a fundamental change in how our town centre was managed. As BID members you were instrumental in that change, and instrumental in ensuring that collectively we made our town be the best that it could be. Together we have made a difference, and your strong support of our renewed BID ballot in 2017 further cemented this.



**THE BID  
LEVY RAISES  
£565,000  
PER YEAR**

**BACKED BY  
£50,000  
ADDITIONAL  
FUNDS**

We have, since then, delivered numerous projects to continue this positive legacy for our town, whilst also, in the face of the unprecedented challenges that the last couple of years have brought, adapted and responded to an ever-changing world. This document sets out that work and asks you to let us know what you would like to see happen in the future. As we move towards a new term and a new ballot, the success of your town is again in your hands, as we collectively identify and act upon those initiatives needed to maintain Guildford's prosperity and position.

**£2.5 million**

**of levy payments invested in making your  
town centre a better environment**

**Our 2018-2023 Business Plan set out the key themes highlighted by you, under which all our work has been carried out.**

**1**  
**PROMOTING**  
awareness of  
the town

**2**  
**ENHANCING**  
the safety &  
cleanliness of  
the town

**3**  
**IMPROVING**  
town parking  
& access

**4**  
**PROVIDING**  
business support  
for BID members

Working in collaboration with a range of town centre partners and stakeholders, the BID's Board of Directors (made up of local business representatives who work on a voluntary basis) have diligently delivered on this business plan, with projects, initiatives and services introduced to meet each of these already. They have also been proactive in securing new avenues of funding for our town, adding substantial additional value to the investment also received by BID members. They have been at the forefront of responding to the challenges posed by COVID-19, and have ensured that we, as a town, were ready for business as soon as restrictions were lifted.



## Next steps

**BIDs are required to go to ballot every five years in order to continue and Experience Guildford's current term will come to an end on 31 January 2023, at which time all our activities will cease if we do not renew. Therefore, we now need to review the work we have achieved and collectively agree a business plan for the next 5 years. The new plan will then be subject to a vote in October 2022.**

The pandemic has accelerated the changes that were already happening on our high streets. Alongside the continued rise of online shopping, our choices, habits and lifestyle have dramatically changed as well. This requires our high street to continue to adapt and evolve, to be relevant to today's consumer and for the future. The BID will be a key driver in ensuring this happens.

As we emerge from these immediate challenges and into recovery, Guildford Town Centre must be fit for purpose and future proofed to enable it to compete and succeed. Above all, it must deliver what our businesses and our consumers want, when they want it, in an inspiring and exciting way. By working together through a renewed BID, we can do this. To make this happen, please show your support and vote YES once the ballot commences later this year.



## Feedback

Feedback by 30 April with your views.

## What is a Business Improvement District (BID)?

A Business Improvement District or BID is an arrangement whereby businesses collaborate to decide what services and improvements (in addition to those already provided by the public agencies) they wish to make in their location, how they are going to manage and deliver those improvements and what they are prepared to pay to make them happen. This information forms a business plan that will be voted upon by all prospective levy payers. If the majority vote YES by both number and rateable value, a BID exists for a maximum of 5 years and must spend the funding raised within the BID area and in accordance with the agreed business plan.

## An Investment in Your Business

This document aims to both review the work of Experience Guildford BID and also offer the opportunity to all in the BID area to secure another term. A chance to invest £3m plus over the next 5 years to continue to build on our success to date.

## The Funding Your Money, Your Say

As central and local government funds steadily decrease, a great many town centres are deciding to adopt or continue this private sector management model called BIDs, to better fulfil the wishes and wants of their business community. Experience Guildford BID is an example of this and is funded by businesses in the area that pay a set levy based upon their rateable value. This investment is ring-fenced and can only be spent within the BID area on the ideas and themes agreed and voted upon in the business plan. It is important to note that the levy has nothing to do with normal business rates which pass straight to the government.

## The BID Company

Experience Guildford BID is managed by a private company limited by guarantee and is non profit. The Board of 17 Directors are drawn from businesses across the BID area and relevant public agencies, with each individual working voluntarily. Any BID levy payer is eligible to become a member of the company and can then be put forward to serve as a Director of the BID.



## The Vote

If you are eligible to pay the levy, you are eligible to vote, so you decide if the BID continues. Of those that vote, it requires a majority of businesses vote in favour of the BID by number and by total rateable value. If the vote is successful, the levy will be mandatory on all businesses in the BID area apart from those that may be exempt.

Vote October 2022.



*As Chair of Guildford Pubwatch, representing a large number of Hospitality venues in Guildford, I work in close partnership with Experience Guildford and sit on the Board as Vice-Chair.*

*Experience Guildford has provided service and support to Hospitality from the beginning :-*

- Taxi Marshalls
- Business Crime Reducation Partnership
- Best Bar None Awards and Purple Flag
- Training (1st Aid, Mental Health, DOT)

*During the past 2 years of Covid19, which has been particularly difficult for hospitality, they have gone the extra mile, providing :-*

- Ongoing Ranger security support for closed venues
- Re-opening support, signage and communication
- The CEO provided overwhelming support for grant applications and information
- Administering "Welcome Back" programs

*The engagement and support during the pandemic and moving forward out of it has been highly valued by all.*

**Jane Lyons – Guildford Pubwatch**



## Celebrating Our Achievements

When we started out on our second 5 year term, we could not have anticipated that half way in, we would be directing so much of our resource and attention to ensuring that the businesses we represent would survive the pandemic.

Despite this, we are proud to have still achieved so much.

The work that we deliver on your behalf is over and above the statutory services that are provided by the local authority. Our focus is to deliver extra value to you, above and beyond what you already receive.

As the BID has matured, we have continued to build on our early successes, focusing on the priorities that you identified as most important. We have invested over £2.5m of levy payments into making your town centre a better environment for you to conduct business and for your customers to enjoy. This success story will continue with new and revised projects for 2023 to 2028 if businesses vote 'YES'.

Here is a selection of projects and services we have delivered:

- 1. Marketing, Promotion and Events**
- 2. Safe, Clean and Welcoming**
- 3. Access and Car Parking**
- 4. Business Support**



# HAVE YOUR SAY

This success story will continue with new  
and revised projects for 2023 – 2028  
if businesses vote 'YES'.

## 1. Marketing, Promotion and Events

- A programme of events to drive footfall to our town, including Street Festivals, Markets, Seasonal Events and Trails. We also launched a new event in 2019 - **Healthy Guildford Day**.
- Extending **Guildford in Bloom** across the town, by providing an additional 40 planters and baskets in addition to those supplied by the Council.
- **Guildford Walkfest** which drew over 600 attendees.
- **The Events Guide** which was published bi-monthly until the pandemic.

**2019**  
Healthy  
Guildford  
Day



**EVENTS**  
GUIDE PUBLISHED  
BI-MONTHLY

**1,250**  
urban beach  
visitors

- Our popular **Guildford-on-Sea** event grew between 2018 and 2019 which attracted over **1,250** attendees each year and we were delighted to be able to add new **'Sundown Sessions'** to support the evening economy. These included a charity volleyball tournament for local businesses.
- Annual sponsored events including; **Guildford Fringe Festival, Guildford Shakespeare Company Productions and Guildford Book Festival**, which attracts over 12,000 visitors to our town each year.

**12,000**  
visitors through  
annual sponsored  
events in the  
Town



- Expansion of the **Christmas lights** offer and attracting over 8,000 visitors to the 2018 and 2019 switch-on events.
- In 2021 we also supported **Tungate Quarter Twinkle**, provided walkabout characters, music, entertainment and random act of kindness elves in the festive shopping period.
- Our annual **Little Book of Offers** has averaged 130+ incentives each year. 40,000 books were printed and nearly **7,000** vouchers were redeemed, representing an annual increase of 28%.
- In 2020 we switched to the **Mi Rewards** scheme to move away from discounting and to offer rewards instead.
- Our social media channels gained a combined reach of over **220,000** by December 2021 and have been instrumental in promoting your business.
- Our official **Guildford App** has now been downloaded over 6,000 times.
- We have continued to support our small businesses through the **'Proudly Independent'** campaign and promotions.
- Prior to the pandemic we delivered our successful annual **Customer Service Awards**, which are destined to return in 2022.
- The **Night Time Economy** has been supported through the **Best Bar None Awards** and the **Purple Flag Scheme**.
- Additionally, we have supported ad hoc events including the **Innovate Guildford** and **Innovation Awards**.

**7,000**  
vouchers redeemed  
through Little  
Book of Offers  
each year



**HAVE YOUR SAY**  
This success story will continue with new  
and revised projects for 2023 – 2028  
if businesses vote 'YES'.

## Safe, Clean and Welcoming

**5**  
Town Rangers

- In a typical year our 5, hard-working **Town Rangers** make approximately 450 business visits each. They actively support BID businesses and the public. They are your designated eyes and ears on the street, and a friendly and approachable presence in the town who are always happy to help.

**25**  
first aid incidents dealt with in a year

- In the last 12 months our Town Rangers have attended **25 first aid incidents**, reported **118 rubbish issues**, **80 environmental hazards**, **30 incidents of graffiti removal**, **10 pavement defects** to the Council, and **3 Thames Water issues**.

- Our **Town Rangers** continue to work in partnership with local agencies, the **homeless outreach team**, **neighbourhood police** and **fire service teams**.



**118**  
rubbish issues dealt with in a year

- We liaise with **Guildford Borough Council** to ensure that the streets and street furniture are cleaned quickly and to the expected standard.
- **Guildford Business Crime Reduction Partnership (BCRP)** has gone from strength-to-strength, providing a secure platform through the DISC system to share information on people shoplifting and about criminal and antisocial behaviour. The BCRP now has 236 members logging in regularly to help reduce business crime.

**PARTNERS**  
with local agencies



**236**  
Guildford Business Crime Reduction Partnership (BCRP) members

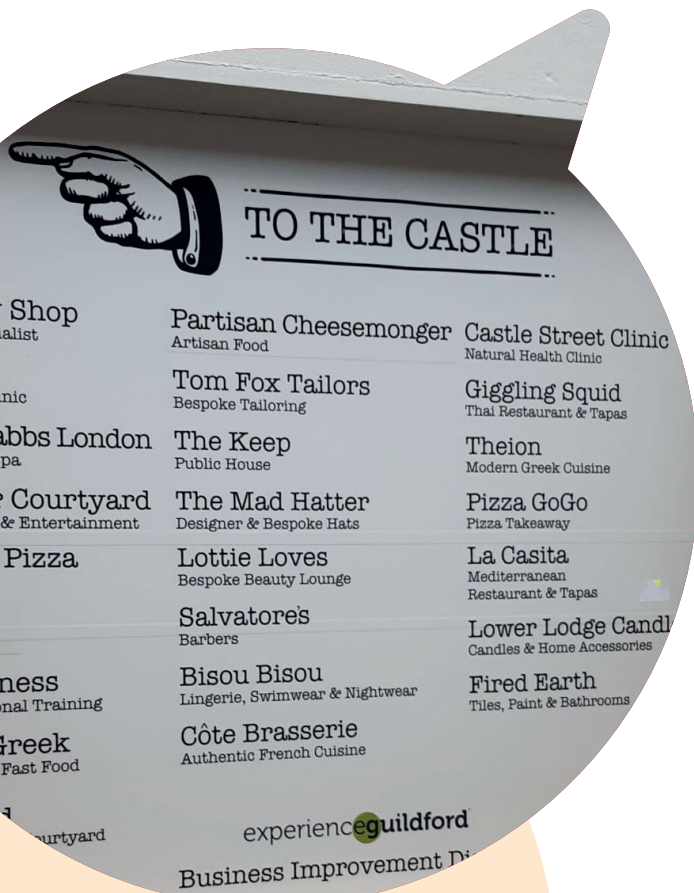
- **The Real Change Guildford** initiative has reduced begging and homelessness on our streets, whilst helping many take new steps to a brighter future.
- We have continued to work with partners and businesses to retain the town's **Purple Flag** status.
- To support the town's evening economy, we have provided **Taxi Marshalls** on Friday and Saturday nights along with additional security for the late bus on Wednesday and Friday evenings to ensure the safety of our students.



**HAVE YOUR SAY**  
This success story will continue with new and revised projects for 2023 – 2028 if businesses vote 'YES'.

## Access and Car Parking

- We continue to lobby for **car parking** and **access improvements**.
- **Signage** has been used to promote Secret Guildford and the businesses that operate off the High Street and North Street. Improved signage for side streets and 'COVID' signage provided for people returning to the town centre after lockdown.
- We have delayed the parking charge increase for the town centre and are lobbying to achieve a **staff travel scheme**.
- **Free parking after 4pm at Christmas** (up to 2019).



## Business Support

- Provided extensive **PR and Marketing** support to our businesses including, but not limited to, the introduction of a **website directory**, an App directory and promotion of offers. Our **'How to'** guides have also supported you to write news stories to help promote your businesses.
- **COVID support** work including information on PPE's, Social Distancing, Grants and **Financial Support** and **Re-opening Campaigns**.
- **Welcome Packs** produced by the BID have been distributed by Estate Agents to give to their clients and by the Town Rangers to new Managers and employees in the town.
- We have continued to communicate with you via a number of methods throughout this term including **weekly e-shots, monthly newsletter** and **events listings**.
- Experience Guildford team pro-actively promote the opportunity to place job vacancies on our website which attracts over **11,000 visitors**.
- We lobby effectively at a local and national level to ensure that your **business voice** is heard. Additionally, we have provided businesses and external partners with **industry leading statistics** and analysis of weekly and monthly footfall on the Highstreet and other local shopping areas.
- The Experience Guildford website **www.experienceguildford.com** was redeveloped in 2020.
- We have offered a broad programme of free training to all BID members, covering **First Aid, Defibrillator** and **Mental Health**, as well as **DOT Deaf Awareness, Dementia Awareness** and Social Media.
- Over the last 5 years we have trained over **2,000** members of staff.
- We are also working with and listening to local businesses to help them grow, by providing training courses that support them around issues like managing change and customer service skills.



## What Happens if it is a 'NO' Vote

We very much hope that you will vote YES. If there is a NO vote, the Experience Guildford BID will cease operating on 31 January 2023 and all of the associated projects and services will end.

These include:

- We will lose our valuable **Town Rangers** from the town centre.
- The loss of **£3 million** of BID levy investment to support businesses across the town centre.
- The website [www.experienceguildford.com](http://www.experienceguildford.com) will close.
- Content creation for our successful **Experience Guildford** social media platforms, namely Facebook, Instagram and Twitter will stop.
- Popular footfall-driving events such as **Easter Egg Hunt** and **White Rabbit Trail** will end, as will our **bi-monthly events guide**.
- Guildford's Christmas campaign, including the Christmas lights, the switch-on event **Little Book of Offers** and the **Christmas markets** will simply stop.
- Our sponsorship of events like **Guildford Fringe**, **Guildford Shakespeare Company Productions**, **Guildford in Bloom** and **Walkfest** will cease.
- Our numerous campaigns to support independent retailers will end.
- Promotions, such as **Retail Thursdays** and the **Privilege Card Scheme** will not be available.
- We will be unable to support the **Night Time Economy** via awards and partnership working, including the hugely important **Purple Flag** accreditation and the **Best Bar None** awards.
- The enhanced level of service in regard to **street cleansing**, which is a result of the rangers being your ears and eyes on the street, will end. The BID will not be there to liaise with the Council to ensure that the streets are clean and the environment graffiti free.
- We will no longer be able to deliver **The Business Crime Reduction Partnership** or provide **Taxi Marshalls**.
- Lobbying for **parking** and **access improvements** will cease. Businesses will no longer have an organisation to represent them in these important discussions.
- The **Business Support** that we provide as a matter of course and which has been critical during the pandemic will cease. This includes all the communications that we have with you, the market intelligence we share, plus the training that we offer.
- **Neighbouring towns** with BIDs and associated investment will gain ground on Guildford.

**REMEMBER!**

**THERE IS NO PLAN B  
AND NO OTHER  
ORGANISATION WILL  
REPLACE THESE  
PROJECTS AND  
SERVICES**



“ Thank you very much for all your help over the years. I admire the way you guys always support us. Your ability to turn any problem to a solution is admirable and inspiring. Experience Guildford is an amazing team.

**Mr Shah – Director Connect2Mobile**

We would like to thank Amanda and Experience Guildford Team, for all their support and guidance with our successful application for the Covid business development grant.

**Hans Vind – Owner Dance2**

Kallies Deli opened during lockdown, and Experience Guildford really supported us and promoted us by putting up posts on social media.”

**Kate & Kellie – Owners Kallies Deli**

## Tell Us What You Want for the Next 5 Years

We have laid out what we have achieved during our second term and what will be lost if a third term is not achieved. We now want to understand from you what your priorities are for the next five years. This will inform the Business Plan on which you will be asked to vote in Autumn 2022.

There will be a number of ways you can share your ideas in the coming months, but initially we would appreciate you completing our online survey by **30 April 2022**.

You can do this by visiting our website  
**[www.experienceguildford.com](http://www.experienceguildford.com)**

### QUESTIONS?

Please contact  
Amanda Masters, Chief Executive  
of Experience Guildford BID at  
**[amanda@experienceguildford.com](mailto:amanda@experienceguildford.com)**  
or call  
**07885 995 711**







*Experience Guildford have assisted us when we needed their help the most:*

*Biddles were all set to close in May 2020. Our parent investor went bust and our team were being made redundant. We were unsure of where to start with our plan to try to rescue the shop, so we contacted Experience Guildford to see if they could offer any assistance.*

*Amanda and her team suggested Crowdfunding and within days lined up calls with the local Crowdfunder representative and our successful Crowdfunder was launched soon after. Experience Guildford helped promote the appeal, with their followers 'liking, retweeting and following'. Without Experience Guildford's assistance we would not have been able to spread the word. In July 2020 we re-opened and by September 2020 we had re-employed all the former staff, thanks in part to the Crowdfunding campaign.*

*Experience Guildford have always been keen to champion independents, giving us the opportunity to have our marketing material given out at local events. We take part in: Mi Rewards, Indie Days, Christmas Little Book Of Offers, Privilege Cards, Christmas Window Events*

*If we want to get involved with Experience Guildford's events the invitation is always there, with no pressure from them should we choose not to.*

*Biddles of Guildford have no reason other than to support Amanda, her team and the board.*



**David Goddard – Manager Biddles of Guildford**



*The support the Town Rangers provide during the pandemic and beyond in all forms was truly above and beyond what you would expect, they have a true passion to protect the town and the stores therein from undesirable behaviour and the actions/schemes/communication they have set up with us and the solid connect they have developed with Surrey Police really makes it feel like we are all making a real difference and impact to said undesirable individuals that put all people and stores at risk.*



**Carl Davies – Manager Poundland**





## Survey Highlights

Thank you to the 150 plus businesses that responded to the survey. The key findings are as follows:

- 62% of respondents were from independent businesses and 38% from nationals
- 58% of respondents were from the retail sector, 17% from food & drink and the rest from other sectors such as office/commercial
- Over 95% find stated that they find our marketing, promotion and events programme (such as Street Festivals, Markets, Seasonal Events and Trails, Healthy Guildford Day) are important to their business
- Annual sponsored events including; Guildford Fringe Festival, Guildford Shakespeare Company Productions and Guildford Book Festival, which attracts over 12,000 visitors to our town each year were considered to be important or very important by 91% of respondents
- Our social media channels gained a combined reach of over 220,000 by December 2021 and have been instrumental in promoting your business. 93% told us this activity is important.
- Supporting small businesses through the 'Proudly Independent' campaign and promotions is popular with 86% of respondents.
- Our 5 Town Rangers continuing to build on their success by supporting both businesses and the public. In a typical year they make 450 business visits each, attend 25 first aid incidents, reported 118 rubbish issues, 80 environmental hazards, 30 incidents of graffiti 10 pavement defects to the Council and 3 Thames Water issues. 98% of you told us this was important or very important.
- Liaising with Guildford Borough Council to ensure that the streets and street furniture are cleaned to the standards you expect and in a timely manner was highly supported by you (97%).
- The Guildford Business Crime Reduction Partnership is also considered to be important with the support of 97% of businesses.
- 88% of respondents believe the initiative to provide Taxi Marshalls on Friday and Saturday nights and security for the late bus on Wednesdays and Fridays ensuring that students can get home safely is important or very important. This supports the evening economy in the town centre.
- It is clear from your responses 97% that you wish us to continue to lobby for car parking and access improvements. Many of you have commented about the cost of carparking being too high and some of you still feel unsafe using the car parks.
- Signage has been used to promote Secret Guildford and the businesses that operate off the High Street and North Street and this has been well received with 89% saying this is important/very important.
- Experience Guildford was able to support businesses throughout the pandemic, providing help to access grants and other financial support, plus we provided information on PPE's, social distancing, and ran re-opening campaigns. 87% of you valued this work.

- We provide extensive PR and Marketing support to our businesses including but not limited to a Website directory, App directory and offers. Our 'How to' guides have supported you to write news stories to help promote your businesses and 93% thought this to be important/very important.
- The Experience Guildford team has pro- actively promoted the opportunity to place job vacancies on the website, with over 11,000 visitors. 96% of you reported that this was important/very important.
- We have provided businesses and external partners with industry leading statistics and analysis of weekly and monthly footfall on the High Street and other local shopping areas. 100% of you said that our work lobbying effectively at local and national level to ensure that the business voice is heard is important. Likewise, 100% of you value the [experienceguildford.co.uk](http://experienceguildford.co.uk) website that we redeveloped in 2020.

# MOSAIC

THE MOSAIC PARTNERSHIP  
PEOPLE TRANSFORMING PLACES

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Experience Guildford BID 3

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# MOSAIC

THE MOSAIC PARTNERSHIP  
PEOPLE TRANSFORMING PLACES

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Project Timetable

# Proposed Statutory Timetable

Action	By	Date
Notice to Secretary of State & LA	At least 84 days before Notice of Ballot	23 June 2022
Notice to Ballot Holder to Conduct Ballot	At least 70 days before Day of Ballot	18 August 2022
Ballot List & Wording for Documents to Ballot Holder	At least 56 days before Day of Ballot	01 September 2022
Notice of Ballot Sent	At least 42 days before Day of Ballot	15 September 2022
Despatch of Ballot Papers	At least 28 days before Day of Ballot	29 September 2022
Apointment of Proxy	At least 10 days before Day of Ballot	17 October 2022
Cancellation of Proxy	At least 5 days before Day of Ballot	22 October 2022
Issue of Replacement Ballot Papers	4 days before Day of Ballot	23 October 2022
Close of Ballot	This is the 'Day of Ballot'	27 October 2022
Declaration of Result	At least 1 day after Close of Ballot	28 October 2022

# Project Planning

Item	Details	Date
Foundation Phase	Review & Assessment of Current Plan, Projects, Partnership	Jan 2022
Project Support	Project Support, Communications & Information	Feb 2022
Consultation	Survey, Face to Face, Business Workshops, Newsletters	Mar-May 2022
Key Documents	Operating Agreement, Baselines, Delivery Model, Business Plan	Jun 2022
Campaign	Campaign	Jul to Sep 2022
Ballot Period	Postal Vote/Month	Oct 2022



# MOSAIC

THE MOSAIC PARTNERSHIP  
PEOPLE TRANSFORMING PLACES

[info@themosaicpartnership.co.uk](mailto:info@themosaicpartnership.co.uk)  
[www.themosaicpartnership.co.uk](http://www.themosaicpartnership.co.uk)

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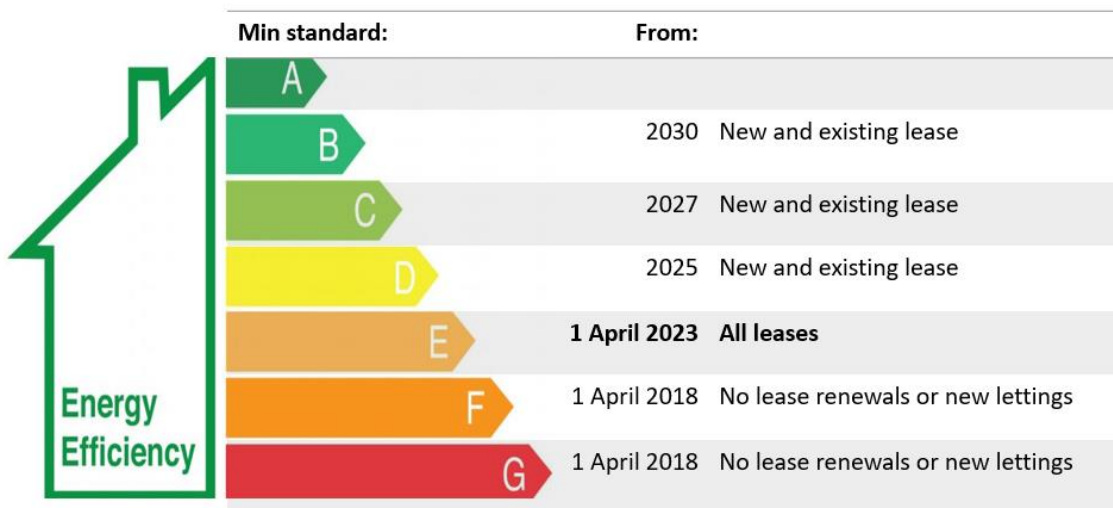
<b>Mandate Proposal To Develop an Industrial Estate Growth Strategy</b>
<b>Introduction and background</b>
<p>The Commercial Property Investment Programme is an initiative in the Savings Programme which aims to increase rental income and add capital value from the Council’s investment property portfolio. Asset Management was tasked with generating additional rental income of circa £830k per annum above its base budget to contribute towards a reduction in the Council’s overall budget deficit of circa £6m over the next 5 years.</p> <p>Due to a difficult post-Covid property market, changes in requirements for borrowing from the Public Works Loan Board (PWLB) and changes to the Minimum Energy Efficiency Standards (MEES), the Council decided at its Executive meeting on Tuesday 25 January 2022 to widen the remit of the property redevelopment/strategic acquisition fund to enable the Council to invest in its existing investment portfolio.</p> <p>The Council owns four industrial estates within the Borough: Slyfield, Lysons, Woodbridge Meadows and Midleton. Following on from the success of the Midleton Redevelopment Programme, the Council wishes to procure an overall growth strategy and an overarching vision for the remaining estates. This will enable the Council to:</p> <ul style="list-style-type: none"> <li>• develop a strategy for each individual estate</li> <li>• identify where increased rental income and capital value can be added</li> <li>• identify opportunities to acquire, dispose and redevelop land, individual buildings and whole estates</li> <li>• develop full business cases for individual projects to take to the Executive for approval and funding</li> <li>• meet corporate priorities e.g., increase employment (economic) and improve energy performance (environmental).</li> <li>• meet occupier property demand for the Borough</li> <li>• set out a framework for how the strategy can be delivered both internally and externally</li> </ul> <p>The work would draw upon the Council’s Corporate Plan, emerging Economic Strategy, the Local Plan, traffic infrastructure projects, the Asset Strategy, Asset Investment Strategy 2020, and regeneration projects including Weyside Urban Village and Shaping Guildford’s Future.</p> <p><b>This mandate requests CMT to consider the proposal and agree to fund the development of a strategy and subsequent redevelopment of its estates.</b></p>
<b>1. Why should a project be started, or growth bid considered now?</b>
<p><u>Covid-19</u></p> <p>The outbreak of the Novel Coronavirus (COVID-19) led to national and international lockdowns and impacted global financial markets. Commercial property market activity was impacted across various sectors resulting in a lack of suitable stock in the market and the Council acquiring only one property in 2020/21. With the relaxation of the COVID-19 restrictions, it was hoped that market activity would increase in 2021/22 and generate opportunities to acquire. However, it has continued to prove challenging for officers to source the appropriate quality of investment stock at the right price within the Borough.</p> <p><u>The Commercial Property Investment Programme</u></p> <p>This Programme has been set up for Asset Management to achieve additional rental income of £826k per annum above the 2020-21 base budget through the investment of capital monies in the capital programme for both the original asset investment programme (pre PWLB changes) and the current strategic asset investment which are now combined as one.</p>

**PWLB**

The Government’s Spending Review in November 2020 introduced changes to the PWLB lending terms which were intended to stop Councils relying on this funding source to invest primarily for commercial return e.g., yield and rental income, and thereby removing their ability to borrow from the PWLB. To qualify under the new rules, any acquisition must meet strategic objectives such as regeneration, delivery of services or corporate priorities. This additional requirement has added to the difficulties in acquiring suitable commercial property investments.

**MEES**

The Government is committed to setting a long-term target to reduce carbon emissions from non-domestic rented properties. Unless exempt, all leased properties must achieve a MEES rating of E by April 2023, D by 2025, C by 2028, and B by 2030. The regulations will include all existing leases and landlords will not be able to continue leasing a property unless it meets the MEES regulations; only the Midleton redeveloped units would comply as of 2030. As a result, upgrade works to improve energy efficiency will be required to many properties, subject to certain exemptions which include a seven-year payback test, the inability to obtain third party consent and whether the measures would significantly devalue the property. A separate project is underway to review this issue, but the Council should not underestimate the significant impact of MEES on future acquisitions and its existing investment assets.



**2. What is the problem to be solved and the good idea to resolve it?**

Some of the Council’s industrial estate assets are not achieving their full potential, there is a degree of obsolescence, and some are reaching the end of their economic lifespan which is likely to result in loss of income commencing from March 2023 onwards due to the introduction of the MEES legislation. A different approach is therefore required to protect the Council’s income; given the current challenges in acquiring new commercial property investments for increased income, and following the success of the Midleton Redevelopment Programme, the Council has now widened the remit of the redevelopment/strategic acquisition fund to allow investment in its existing investment portfolio.

The good idea is to undertake a detailed review and assessment of the Council’s three remaining industrial estates to identify all redevelopment, acquisition and disposal opportunities that will enable to Council to protect and grow its financial returns and achieve its strategic objectives. This work will develop into an overarching strategy that will realise the future growth of the Council’s industrial portfolio.

3. What is the purpose of the project? What will be delivered? What are the success criteria?

The purpose of this project is to identify opportunities across the remaining three industrial estates for significant investment, major redevelopment, and possible disposal.

The project will be carried out in two phases. The first phase will provide a high-level report outlining the status of the Council's estates including all issues, risks, constraints, dependencies and opportunities. The second phase will provide the overarching vision and future growth strategy, detailing the development programmes, the level of investment required by the Council and the duration of the projects, all of which are currently unknown. This piece of work will:

- Identify strategies for each estate including the most suitable uses and occupation.
- Identify individual projects within each estate to develop into full business cases to take to the Executive for approval and funding.
- Identify opportunities to acquire land and buildings that are crucial to unlocking our aspirations for growth and redevelopment.
- Justify future infrastructure investment within the estate as well as necessary local and regional infrastructure projects.
- Assist the Council in its journey towards becoming a net-zero carbon organisation by 2030, alongside the Government's MEES legislation.
- Improve the ongoing management and performance of our assets which is linked to the Asset Investment Strategy 2020.
- Ensure the Council is positioned to proactively respond to any approaches received from tenants or third parties who wish to re-gear, surrender, extend leases, take more space, or dispose of their freehold interests.
- Improve the overall and long-term management of the industrial estates, proactively engaging with occupiers to identify growth opportunities, possible business improvement district bids, branding, signage and improved telecommunication connectivity.
- Inform us how to plan for the future of our property asset investments, identifying assets or groups of assets to buy, improve or sell.

As a result, the success criteria are to:

- Protect and grow existing income and generate additional new income.
- Assist the Council in achieving its corporate priorities e.g., creation of employment opportunities through regeneration, support for our business community and attracting new inward investment.
- Assist in the ongoing evaluation of the investment portfolio to meet the Council's priorities.
- Ensure that our industrial portfolio is fit for purpose.
- Create new employment opportunities via regeneration of land and building assets.
- Provide support for the business community & attract new inward investment.

4. What priority, corporate objective or strategy is fulfilled by this project?

This will allow officers to continue to contribute to the Savings Strategy along with the Council's Capital and Investment Strategy 2022/23 – 2026/27 and as such, help the Council achieve financial excellence and value for money. It will also enable the Council to make the best use of its resources and it therefore underpins the Council's strategic framework and the delivery of the corporate plan. The strategy would assist in meeting the success criteria as set out in 3, above.

<p>5. What are the strategic options available to GBC to deliver a solution?</p>
<ol style="list-style-type: none"> <li>1. Do nothing – do not invest in or redevelop our industrial assets, with the strong risk of losing income from EPC F &amp; G rated properties from March 2023 which progresses to C rated properties from March 2030.</li> <li>2. Do minimum – undertake a review of the three remaining undeveloped Council owned industrial estates to develop a vision for the industrial portfolio and a strategy for each estate.</li> <li>3. Do more – identify individual projects to bring forward e.g., redevelopment, acquisition, and disposal opportunities.</li> <li>4. Do most – enter into discussions with third party owners of land identified as crucial to unlocking re-development sites and subsequently acquire sites in line with the commercial and strategic requirements of the PWLB lending criteria.</li> </ol> <p>Officers would recommend options 2 and 3, progressing to option 4 if considered strategically and financially advantageous.</p>
<p>6. Who are the lead Director and Service Manager and portfolio Holder (CIr) who will lead and direct the project and use the products in live service</p>
<ul style="list-style-type: none"> <li>• Dawn Hudd – Strategic Services Director</li> <li>• Marieke van der Reijden – Head of Asset Management</li> <li>• Tim Anderson – Lead Councillor</li> </ul>
<p>7. What impact assessments have been undertaken? What are the impacts on other service leaders or projects?</p>
<p>The main post responsible for this work has now been filled on an interim basis. As such, it is suggested phases 1 and 2 be undertaken in-house with the support of external advisors where necessary. However, the delivery of the programme will be decided upon within each individual business case.</p>
<p>8. What general approach will be taken to deliver?</p>
<p>The appointment of an Interim Asset &amp; Property Manager focused on the investment portfolio has now been concluded on an interim basis to undertake the review and formulate the strategy for the Council’s industrial estates. Once this piece of work is complete, the strategies will enable the Council to develop full business cases for specific identified projects to take to the Executive for approval and funding. The ownership of preparing these further mandates/business cases will sit within the Asset Management team with internal and external support from an identified project team as per below (question 11).</p>
<p>9. When and why must the work/project start?</p>
<p>To commence the strategy as soon as possible so that the Council can protect the continued receipt of rental income from those units which will not be capable of sustaining occupation from March 2023 as a result of the changes to energy performance measures being introduced by the MEES legislation.</p>
<p>10. What stakeholders will need to be involved?</p>
<p>CMT, Councillors, Asset Management, Finance, Planning Policy, Corporate Programmes, Strategy &amp; Communications, Economic Development, Legal, Procurement, landowners and business occupiers.</p>

<p>11. What resources (internal and external) are needed to consider this mandate and to develop the business case or progress this request?</p>
<p><b>Internal</b> – Asset Management, Finance, Planning Policy, Corporate Programmes, Strategy &amp; Communications, Economic Development, Legal, Procurement</p> <p><b>External</b> – it may be necessary to seek specialist external advice in relation to agency, planning, development, and valuation as and when required.</p>
<p>12. What are your best estimates for the Whole Life Costs of this request or investment proposed? Split by capital, revenue and income stream/savings for this and future years.</p>
<p>It is estimated that the initial piece of work could cost approximately £50,000 which remains available within the Asset Management Investment Programme. This programme is expected to assist in the generation of the c£830K per annum contribution to net revenue savings – any specific proposals will be evaluated at project level in a project business case, including likely Whole Life Costs.</p>
<p>12a. For projects, what are the potential resource costs to progress to the next stage/gate?</p>
<p>As with item 12.</p>
<p>13. What are the strategic issues?</p>
<ul style="list-style-type: none"> <li>• Time is of the essence; the council cannot afford to delay the approval of a defined strategy in order to protect the <b>£62,250 p.a.</b> rental income post March 2023 that is currently received from those units with EPC ratings of F&amp;G.</li> <li>• The loss of rental income may potentially increase to a total of <b>£353,175 p.a.</b> by March 2025 when those units with a E energy efficiency rating will not comply with further updates scheduled to the MEES legislation.</li> <li>• The scale of savings has been quantified in the Savings Strategy and is expected to provide c.£830K savings contribution but this will need to be refined through the programme.</li> <li>• Unable to quantify the projected cost of the work as we have yet to approach property consultants.</li> <li>• The success criteria have not been benchmarked therefore officers are unable to measure the overall success and performance of the project.</li> <li>• This review covers the investment assets within the industrial property portfolio; it does not include the Council's operational properties or HRA. The savings identified will not include savings from any operational or core/non-core assets even if savings are produced as a result of this work.</li> </ul>
<p>14. What are the strategic assumptions?</p>
<ul style="list-style-type: none"> <li>• Industrial market demand and growth continues or improves.</li> </ul>
<p>15. What are the strategic risks?</p>
<ul style="list-style-type: none"> <li>• The project is not sufficiently resourced to undertake the review, formulate a defined strategy, procure the work, write the specification, and coordinate each project.</li> <li>• The suggested net revenue savings contribution is unachievable within the remit of this review.</li> <li>• Any income generation may not be realised for several years.</li> <li>• Change in the property market (although the review should touch upon this).</li> <li>• Access to capital funding is not available.</li> </ul>

<b>16. What are the strategic dependencies?</b>
<ul style="list-style-type: none"><li>• Property Asset Database system upgrade to enable the correct data to be extracted (completion due Nov 2022)</li><li>• Internal stakeholders willing to engage and devote time to the project.</li><li>• Availability of capital funding.</li></ul>
<b>17. What are the strategic opportunities?</b>
<ul style="list-style-type: none"><li>• Maintain/increase rental income received from and adding capital value to the industrial investment portfolio.</li><li>• Acquire new property assets and dispose of existing as appropriate to assist in maximising redevelopment opportunities and unlocking aspirations for continued growth.</li><li>• Create employment opportunities through regeneration, providing support for our business community and attracting new inward investment.</li><li>• Improve infrastructure and the built environment, improve accessibility by public transport, cycling, walking and in renewable energy capacity and energy efficiency.</li></ul>
<b>18. Reviewer List:</b>
<p>Involved or sighted so far and to be updated on changes:</p> <ul style="list-style-type: none"><li>• Claire Morris – Resources Director</li><li>• Dawn Hudd – Strategic Services Director</li><li>• Marieke van der Reijden – Head of Asset Management (Climate Change Lead)</li><li>• Stephen Rix – Lead Specialist Legal</li><li>• Vicky Worsfold – Lead Specialist Finance</li><li>• Stuart Harrison – Policy Lead – Planning Policy</li><li>• Faye Gould – Lead Procurement (new Lead to be involved)</li><li>• Darren Burgess – Senior Building Surveyor</li><li>• Francesca Kosh – Property and Asset Manager</li><li>• Abi Lewis - Head of Regeneration and Corporate Programmes</li><li>• Michael Lee-Dickson – Regeneration Lead</li><li>• Ciaran Ward – Information Governance</li><li>• Stephen Benbough – Strategy and Communications Manager</li><li>• Francesca Castelo – Trainee Policy Officer (Economy and Innovation)</li></ul> <p>Next to be consulted:</p> <ul style="list-style-type: none"><li>• CMT</li><li>• Cllr Tim Anderson</li><li>• Cllr John Rigg</li></ul>
<b>19. CMT Direction</b>
<p>Outcome:</p> <ul style="list-style-type: none"><li>• All attendees in general agreement with the mandate proposed</li><li>• Following CMT, it has since been confirmed that the £50k cost (as referred to in 12. above) has been budgeted for within the Asset Management Investment Programme and remains available</li><li>• Officers to ensure this programme forms part of creating jobs and economic development programme</li></ul>



Next Steps:

- Governance route – officers to present this mandate to Exec liaison on 1<sup>st</sup> June followed by Strategy EAB on 13<sup>th</sup> June 2022.

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# **Mandate to consider the medium and long-term options for Guildford's workspace and civic HQ**

**30 March 2022**

# Introduction

The Operational Asset Review is one workstream in the Savings Programme which seeks to reduce costs by £1.5m from the Council's operational property portfolio to contribute to the reduction of the Council's overall budget deficit of circa £6m over the next 4 years. The Asset Management Plan (AMP) review of the Millmead House Complex recommended that the asset be taken forward as a project through the mandate process to understand how the offices could be used in the future given agile working, the collaboration with Waverley, the ability to generate income from surplus space and the long-held aspiration to redevelop the site under plans for Shaping Guildford's Future (SGF). A high-level mandate for the Millmead House Complex identified various options for its future which have since been refined into short, medium, and long-term options.

**Short-term option:** The short-term option is to move CMT, Democratic Services and the Mayor out of Old and into New Millmead in order to generate additional income from rent and service charges of up to £250,000 per annum through leasing the remaining vacant space in Old Millmead House.

**Medium-term option:** The next step is to reduce the number of desks GBC use in New Millmead in order to create additional surplus space. There is an opportunity for Guildford to lease the surplus space to third parties and generate additional income. Alternatively, there is an opportunity for Guildford to accommodate Waverley Borough Council and trial joint working at Millmead until completion of The Burys. (Waverley Borough Council intend to redevelop The Burys in Godalming and will need to temporarily decant into alternative premises during the redevelopment phase of the project).

**Long-term option:** The question then remains as to what Guildford and Waverley want to do in the long-term in light of the collaboration. Remaining at Millmead indefinitely is not an option because the site will be redeveloped in 5 to 10 years under SGF and there is significant and costly life expired M&E plant and equipment which will not be replaced. Do we want to buy smaller premises without Waverley, buy a shared premises with Waverly, or move both Councils into The Burys?

Submit permitted development rights?

## 1. Why should a programme/project be started now?

To reduce costs and make necessary savings by 2025. To align with Waverley who are in the final stages of obtaining Executive approval for their redevelopment proposal of The Burys – if WBC move into Millmead House, the workstations need to be ready to accommodate them. To align with Shaping Guildford's Future – Millmead will be redeveloped in 5 to 7 years, so we need to start considering our relocation options.

## 2. What is the good idea, opportunity or problem to be solved?

The good idea is to either accommodate Waverley during the redevelopment of The Burys or to lease the surplus space to third parties. The former gives us an opportunity to trial joint working with WBC in readiness for a potential long-term partnership; the latter gives us an opportunity to generate additional income from rent and reduce the Council's apportionment of its operating costs through a service charge. The problem to be solved is to understand the scope and willingness of both Councils to work together in the long-term.

## 3. What is the purpose of the programme/project and what outcomes, or outputs will it deliver?

The preliminary purpose of the project is to trial joint working with Waverley (Collaboration programme), or to generate additional revenue (Savings programme). The subsequent purpose is to understand whether there is any appetite from both Councils to continue working together either by buying a shared premises or by moving into The Burys together.

## 4. What priority, corporate objective or strategy is fulfilled by this project?

Both the Savings and Collaboration programmes which seek to reduce the Council's budget deficit over the next 5 years and explore joint ways of working with Waverley Borough Council.

# Options Evaluation

## 5. What are the potential strategic options to deliver a solution?

### Medium-term

Reduce the number of desks GBC use in New Millmead in line with the agile working policy (50% office working) and either

1. move Waverley Borough Council into New Millmead during the redevelopment phase of The Burys; or
2. lease surplus space to third parties

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### Long-term

1. Guildford buys a smaller premises; or
2. Guildford and Waverley buy a shared premises; or
3. Guildford and Waverley move into The Burys on completion of the redevelopment project

# Considerations

**6. Who is the lead Director & Service Manager and Portfolio Holder (Cllr) who will lead and direct the project and who will be managing/using the projects products once they are handed over?**

Lead Director Dawn Hudd, Service Manager Marieke van der Reijden and Portfolio Holder Councillor Anderson.

**7. What impact assessments have been undertaken and what are the impacts on other Service Leaders and/or other programmes/projects?**

None yet undertaken. We will need to fully understand the impact on staff and the Council's agile working policy. Equality Impact Assessments will be required when moving to alternative premises. Service Leaders will be critical to helping us move to a conclusive recommendation as they will need to provide their desk count and other service-specific requirements. Programmes which impact this project include Shaping Guildford's Future and the redevelopment of The Burys.

**8. What general approach will the project take to deliver?**

This will split into two revised mandates to address the medium and long-term options separately. Both mandates to follow in due course with the implementation and management of them also to be decided in due course.

**9. When must the project start and finish?**

The medium-term option must start now to make necessary savings by 2025 and to pre-plan the potential joint working with Waverley. The long-term option must finish completion of The Burys, or by the time SGF require Millmead for redevelopment.

## 10. Which stakeholders are or, need to be, involved in the project?

CMT, Councillors, Waverley BC, Unison, service leaders

## 11. What specialist resources are needed to consider this mandate and develop a strategic outline business case?

Internal staffing – Asset Management, FM, HR, ICT, Procurement, Legal, Finance, Strategy & Communications, Committee Services

External consultants including space planners, local property agents, specialist valuations and legal advice

## 12. What Rough Order of Magnitude (ROM) are the likely Whole Life Costs (WLC) of the project and live service?

The annual level of expenditure across Millmead House over the last 5 years has on average been £775,000pa balanced against an average income of £247,000pa.

In the short to medium term, there is an opportunity to increase the income and reduce the Council's operating costs of Millmead. Exact rent and service charge revenue to be confirmed following consolidation of services into more efficient use of space which will indicate the square foot and rental value of the surplus space.

In the long term, there is an opportunity to reduce costs further by relocating to smaller and more energy efficient premises, or for GBC & WBC to share the costs of operating either a new premises or The Burys.



# Potential costs to proceed to the next stage to develop the Strategic Outline Case

## Resource costs to progress to the next stage/gate and develop the Strategic Outline Business Case (SOC)

	Q2 (21/22)	Q3 (21/22)	Q4 (21/22)	Q1 (22/23)	Total	Comments
Internal costs					£ (TBC)	
Specialist external consultants' costs	£ (TBC)	£ (TBC)			£ (TBC)	In order to get to outline business case, the following may be required: Space planners Property agency advice Planning advice Legal advice / solicitor's fees Asset valuations Detailed surveys Further costs may be required at full/detailed business case
Total	£ (TBC)	£ (TBC)			£ (TBC)	All figures are estimated at this time

## 13. What are the strategic issues?

### Medium term

- Establish WBC's requirements e.g., no. of workstations and ensure we can accommodate their requirements.
- Will Guildford and Waverley teams sit together, or will the Councils sit separately? This will affect how we space-plan New Millmead beforehand.
- Guildford agile working policy is 50% whereas Waverley is 20% office time – consideration to whether we align them or keep them as is.
- Understand if any works are required to lease the vacant space and the associated costs .
- Ensure that all new lease agreements are flexible to allow us to sell the site for redevelopment.
- Surrey County Council may exercise their break option in October 2023 (or anytime thereafter) and hand back 1st floor of Pavilion 3 at a rent of £101,887pa.

### Long-term

- Consultation with staff on any change to employment terms and conditions as part of the change in office accommodation and parking arrangements etc.
- Sensitivity to those who reside in onsite staff accommodation.
- To establish from WBC if there is enough space in The Burys for both Councils on completion of the project.
- The need to align both the medium and long-term options to The Burys redevelopment and Shaping Guildford's Future.

# Assumptions

## 14. What are the strategic assumptions?

### Medium term

- We will not vacate Millmead House in the short term, we will retain the asset to give us time to plan for a relocation.
- We will not replace any life expired M&E plant & equipment due to the long-term aspiration to sell the site for redevelopment. Instead, a robust maintenance schedule will be implemented which should prevent the risk of failure. However, the assumption is that we will need to replace items in the event of failure.

### Long term

- There will be clear direction on new ways of working e.g., agile working practices, hot desking, meeting room requirements, the level of face-to-face interaction with the public, housing residents and tenants etc.
- There will be clear direction on relocation requirements e.g., size, location, car parking, civic suite, canteen, meeting rooms etc.
- GBC will buy rather than rent or build new premises.

## 15. What are the strategic risks?

### Medium term

- We cannot accommodate Waverley in New Millmead.
- Lack of uptake from prospective tenants and the desired rental income is not generated.

### Long term

- Loss of staff in the event of a change to employment terms and conditions.
- SGF requires the site sooner than anticipated and we are not in a position to relocate elsewhere.
- SGF requires the site later than anticipated and the life expired M&E plant and equipment and building fabric start to fail.
- Property market risk and the capital value of Millmead is lower than anticipated.

## 16. What are the strategic dependencies?

### Medium term

- Early and effective communication with Waverley Borough Council.
- Service Leaders specifying the current need of their services including workstation requirements.

### Long term

- Early and effective communication with our affected tenants.
- Service Leaders specifying the future need of their services including workstation requirements.
- Availability of capital funds to proceed with an office acquisition – a purchase will either be funded from borrowing or from the capital receipt generated from the sale of Millmead if we sell as part of SGF.
- Availability of office buildings to buy on the market.
- Availability of space in The Burys for Guildford to move into on completion of the project.

## 17. What are the strategic constraints?

### Medium term

- Whether New Millmead can meet both GBC and WBC requirements.

### Long term

- Terms and Conditions of employment contracts.
- Terms of the current leases and tenancy agreements in place.
- Legal title covenants.
- Council duties and obligations as an employer of staff.
- Lack of freehold office buildings on the market.
- No available space for GBC to move into at The Burys.

## 18. What are the strategic opportunities?

### Medium term

- Financial – to save revenue and generate income.
- Both Councils can trial joint working.
- Align desk numbers to the agile working policy.
- Maximise the office space in New Millmead.
- Refine our requirements now to speed up the acquisition of a new office premises in the future.
- Provide Waverley with a solution to decanting out of The Burys during the redevelopment phase of the project .

### Long term

- Financial – to save revenue.
- Both Councils can potentially work together in the long-term.
- Relocate to more environmentally friendly offices and contribute to the Council's climate change agenda to achieve net zero emissions by 2030. The current EPC rating is C and therefore will not meet the 2030 Minimum Energy Efficiency Standards (MEES) requirements of B or above without significant investment.

# Reviewer List

## **Involved or sighted so far and to be updated on changes:**

- Dawn Hudd – Strategic Services Director
- Claire Morris – Finance Director
- Marieke van der Reijden – Head of Asset Management
- Francesca Kosh – Deputy Head of Asset Management
- Victoria Worsfold – Finance Lead Specialist
- Stephen Rix – Legal Lead Specialist
- Adrian Swift – Senior Specialist - Procurement
- Stephen Benbough – Strategy & Communications Manager
- John Armstrong – Democratic Services and Elections Manager
- Francesca Chapman – Lead Specialist HR
- James Beach – ICT Lead Specialist
- Darren Burgess – Senior Building Surveyor
- Mark Appleton – Property & Asset Manager
- Helen Buck – Technical Services Manager
- Peter Gregg – Facilities Team Leader
- Strategy, Performance & PPM Governance Team
- Kelvin Mills – Head of Commercial Services at WBC
- Cllrs Bigmore, Anderson and Rigg
- Corporate Management Team
- Executive Liaison Group

## **Next to be consulted:**

- Executive Advisory Board



## CMT Outcome

This mandate was shared with CMT on 30 March 2022.

Outcome – to be presented to the ELG and Strategy & Resources EAB for consideration and informal discussion. To seek financial surety from WBC if decanting into Millmead was an option.

Next steps – to be shared with Waverley Borough Council for review and comment.

# Executive Liaison Outcome

This mandate was shared at Executive Liaison on 4 May 2022.

## Discussions

- Short-term discussion
  - Officers to ensure the expiry dates for new lettings are in line with the timescales of Shaping Guildford's Future; officers recommend a 2 or 3-year term certain with 12 month rolling breaks thereafter.
- Medium-term discussion
  - GBC require some form of commitment from WBC to occupy space in New Millmead and provide a deadline by when lease terms should be agreed.
  - WBC would need to pay a market rent for their occupation as per the terms in the Inter Authority Agreement.
- Long-term discussion
  - Officers confirmed Millmead House requires significant capital investment to replace M&E plant and equipment and upgrade the building fabric; the recommendation would be to vacate the site as per the timescales of Shaping Guildford's Future rather than spend the required capex and remain in occupation.
  - The impact of relocating staff to an alternative HQ must be considered e.g., contracts of employment, car mileage allowances and accessibility.
  - Chamber facilities and a front-of-house facility would need to remain in Guildford town centre in the event GBC staff relocated to The Burys long-term.
- **Next steps**
  - Officers to meet with Waverley colleagues to clarify deadlines.
    - WBC confirmed they would look to occupy space in New Millmead from April 2024 for a period of 18 months during the redevelopment phase of The Burys.
  - Officers to ascertain the willingness from Members to co-locate.



## 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 on our website.

Members of the public are welcome to attend and, in most cases, participate in all of our meetings and should seek confirmation as to the timing of any proposed decision referred to in the Forward Plan from the Committee Services team by telephone on 01483 444102, or email [committeeservices@guildford.gov.uk](mailto:committeeservices@guildford.gov.uk) prior to attending any particular meeting (see note below for special arrangements for remote meetings during the Coronavirus crisis).

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 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 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 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.

**Tom Horwood**

Joint Chief Executive of Guildford and Waverley  
Borough Councils

Guildford Borough Council  
Millmead House  
Millmead Guildford  
GU2 4BB

Dated: 26 May 2022

**EXECUTIVE: 26 May 2022**

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 69	Broadband for the Surrey Hills	For approval of the grant	No	Report to Executive  (26/05/22)	Francesca Costelo  01483 444510  Francesca.Castelo@guildford.gov.uk
	Review of Executive Working Groups	To review work progress, terms of reference and membership.	No	Report to Executive  (26/05/22)	John Armstrong  01483 444102  john.armstrong@guildford.gov.uk

*	Local Plan Development Management Policies	To consider the Regulation 19 proposed submission plan.	No	Report to Executive (26/05/22) Joint EAB (10/05/22) Report to Council (09/06/22)	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
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Agenda item number: 7

**EXTRAORDINARY MEETING OF COUNCIL: 9 June 2022**

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
*	Local Plan Development Management Policies	To consider the Regulation 19 proposed submission plan.	No	Report to Executive  (26/05/22)  Joint EAB  (10/05/22)  Report to Council  (09/06/22)	Stuart Harrison  01483 444512  stuart.harrison@guildford.gov.uk

EXECUTIVE: 23 June 2022

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
*	Guildford West Station	GRIP 3 Outcome report (update report) and future procurement of GRIP stages	No	Report to Executive  (23/06/22)	Abi Lewis  01483 444908  abi.lewis@guildford.gov.uk
*	North Street Development, Guildford	To agree delegations	No	Report to Executive  (23/06/22)	Abi Lewis  01483 444908  abi.lewis@guildford.gov.uk



EXECUTIVE: 21 July 2022

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
*	Send Hill Disused Sandpit	To approve the potential disposal of land, currently used as open space, for housing.	No	Report to Executive  (21/07/22)	Damien Cannell  01483 444553  damien.cannell@guildford.gov.uk
Page 73	Annual Governance Statement 2021-22	To consider the Council's Annual Governance Statement for 2021-22	No	Report to Executive  (21/07/22)	John Armstrong  01483 444102  john.armstrong@guildford.gov.uk

**COUNCIL: 26 July 2022**

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
	West Horsley Community Governance Review	To determine the outcome of the review	No	Report to Council  (26/07/22)	John Armstrong  01483 444102  john.armstrong@guildford.gov.uk

Agenda item number: 7

EXECUTIVE: 25 August 2022

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 75	Capital and Investment outturn report 2021-22	To recommend the approval of the Capital and Investment outturn report 2021-22 to Council at its meeting in October 2022.	No	Report to Corporate Governance and Standards Committee  (28/07/2022)  Report to Executive  (25/08/22)  Report to Council  (11/10/22)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk
	Revenue Outturn Report 2021-22	To approve the Revenue Outturn Report 2021-22.	No	Report to Corporate Governance and Standards Committee  (28/07/2022)  Report to Executive  (25/08/22)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk

	Housing Revenue Account	To approve the Housing Revenue Account Final Accounts 2021-22	No	Report to Corporate Governance and Standards Committee  (28/07/22)  Report to Executive  (25/08/22)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk
*	Guildford BID Ballot – Consideration of Draft Business Plan 2023-2028	To consider and approve the Business Plan and agree GBC voting in the ballot.	No	Report to Executive  (25/08/22)	Dawn Hudd  01483 444888  <a href="mailto:dawn.hudd@guildford.gov.uk">dawn.hudd@guildford.gov.uk</a>
*	Shaping Guildford's Future Stage 3 Funding	Shaping Guildford's Future (formerly GERP) stage 3 funding.	No	Report to Executive  (25/08/22)	Mike Lee-Dickson  01483 444123  michael.lee-dickson@guildford.gov.uk

EXECUTIVE: 22 September 2022

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
*	Weyside Urban Village Annual Financial Report	a. Endorse the current financial position of WUV as part of the programme annual review process.	No	Report to Executive  (22/09/22)	Leigh Edwards  01483 444633  leigh.edwards@guildford.gov.uk

**COUNCIL: 11 October 2022**

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 78	Capital and Investment outturn report 2021-22	To recommend the approval of the Capital and Investment outturn report 2021-22 to Council at its meeting in October 2022.	No	Report to Corporate Governance and Standards Committee  (28/07/22)  Report to Executive  (25/08/22)  Report to Council  (11/10/22)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk

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**EXECUTIVE: 27 October 2022**

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 79	The Council's Constitution: Review of Financial Procedure Rules	To review and update the Financial Procedure Rules	No	Report to Corporate Governance and Standards Committee  (29/09/2022)  Report to Executive  (27/10/22)  Report to Council  (06/12/22)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk

**COUNCIL: 6 December 2022**

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 80	The Council's Constitution: Review of Financial Procedure Rules	To review and update the Financial Procedure Rules	No	Report to Corporate Governance and Standards Committee  (29/09/2022)  Report to Executive  (27/10/22)  Report to Council  (06/12/22)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk

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EXECUTIVE: 26 January 2023

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 81	Business Planning – General Fund Budget 2023-24	To recommend to Council: <ul style="list-style-type: none"> <li>• Approval of the general fund revenue budget for 2023-24</li> <li>• Agreement of a council tax requirement for 2023-24</li> <li>• Declaration of any surplus/deficit on the collection fund</li> </ul>	No	Joint Executive Advisory Board (10/11/22)  Report to Executive  (26/01/23)  Report to Council  (08/02/23)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk
	Capital and Investment Strategy (2023-24 to 2027-28)	To recommend to Council the approval of the Capital and Investment Strategy (2023-24 to 2027-28)	No	Report to Corporate Governance and Standards Committee (19/01/23)  Report to Executive  (26/01/23)  Report to Council  (08/02/23)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk

	Housing Revenue Account Budget 2023-24	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 2023-24.	No	Report to Joint Executive Advisory Board (09/01/23) Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
Page 82	Off-Street Parking Business Plan 2023-24	To approve the Off-Street Parking Business Plan 2023-24	No	Report to Executive (26/01/23)	Andy Harkin 01483 444535 andy.harkin@guildford.gov.uk

**COUNCIL: 8 February 2023**

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 83	Business Planning – General Fund Budget 2023-24	To recommend to Council: <ul style="list-style-type: none"> <li>• Approval of the general fund revenue budget for 2023-24</li> <li>• Agreement of a council tax requirement for 2023-24</li> <li>• Declaration of any surplus/deficit on the collection fund</li> </ul>	No	Joint Executive Advisory Board (10/11/2022)  Report to Executive  (26/01/23)  Report to Council  (08/02/23)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk
	Capital and Investment Strategy (2023-24 to 2027-28)	To recommend to Council the approval of the Capital and Investment Strategy (2023-24 to 2027-28)	No	Report to Corporate Governance and Standards Committee (19/01/23)  Report to Executive  (26/01/23)  Report to Council  (08/02/23)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk

	Housing Revenue Account Budget 2023-24	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 2023-24.	No	Report to Joint Executive Advisory Board (09/01/23)  Report to Executive (26/01/23)  Report to Council (08/02/23)	Victoria Worsfold  01483 444834  victoria.worsfold@guildford.gov.uk
Page 84	Pay Policy Statement 2023-24	To approve the Pay Policy Statement 2023-24	No	Report to Council (08/02/23)	Francesca Chapman  01483 444014  francesca.smith@guildford.gov.uk

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**EXECUTIVE: 23 February 2023**

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 85	Annual Governance Statement 2022-23	To consider the Council's Annual Governance Statement for 2022-23	No	Report to Executive  (23/02/23)  Report to Corporate Governance and Standards Committee  (15/03/23)	John Armstrong  01483 444102  john.armstrong@guildford.gov.uk

**COUNCIL: 04 May 2023**

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
	Appointments to committees 2023-24	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 to Council  (04/05/23)	John Armstrong  01483 444102  john.armstrong@guildford.gov.uk

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**NOTICE OF OFFICER KEY DECISIONS TO BE TAKEN**

<b>Key Decision (asterisk indicates that the decision is a key decision)</b>	<b>Subject</b>	<b>Decision to be taken</b>	<b>Date the Decision is to be taken on</b>	<b>Contact Officer</b>
*  Page 87	Variation of the Contracted-Out Lease to SCPI Corum XL of Onslow House, Onslow Street, Guildford GU1 4LT	Grant a deed to vary the lease for 20 years to allow use of 50 spaces in Bedford Road Car Park on weekends and public holidays for the payment of £40,000pa.		Faye Gunner  01483 444598  faye.gunner@guildford.gov.uk
*  Page 87	Approve revisions of rent	Abattoir at 10-12 Moorfield Rd Slyfield industrial Estate. To approve the reviewed rent of the above property leased to Anglo Beef Processors		Jacqueline Stewart  01483 444583  Jacqueline.stewart@guildford.gov.uk
*	Approval to enter into a contract for the replacement of the Council's multi-storey car park lighting.	To appoint the contractor for the Council's contract to upgrade the multi-storey car park lighting system.		Ian Doyle  01483 444469  ian.doyle@guildford.gov.uk

**UNSCHEDULED ITEMS - EXECUTIVE/COUNCIL**

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 88	Review of the Probity in Planning Handbook	To review the handbook	No	Council	John Armstrong  01483 444102  john.armstrong@guildford.gov.uk
	Ash Road Bridge and Footbridge Update	To receive an update	No	Executive	Michael Miles  01483 444077  michael.miles@guildford.gov.uk

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*	Bridges – Inspection and Remedial Work	<p>(1) To approve appointment of consultants to:</p> <ul style="list-style-type: none"> <li>(a) carry out inspections</li> <li>(b) cost immediate and long-term works</li> <li>(c) advise on future inspection frequency</li> </ul> <p>(2) To approve works that arise from inspections</p> <ul style="list-style-type: none"> <li>(a) Move money from provisional to approved capital programme</li> </ul>	No	Executive	<p>Helen Buck</p> <p>01483 444720</p> <p>helen.buck@guildford.gov.uk</p>
* Page 89	New Housing Strategy (including Homelessness Prevention and Rough Sleeping Strategies) 2020-2025	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.	No	Executive	<p>Matt Gough</p> <p>01483 444772</p> <p>matt.gough@guildford.gov.uk</p>
*	Charging for Regulatory Services	To consider proposal to charge for pre-application advice.	No	Executive	<p>Justine Fuller</p> <p>01483 444370</p> <p>Justine.fuller@guildford.gov.uk</p>

*	Community Infrastructure Levy Charging Schedule	To adopt the Community Infrastructure Levy Charging Schedule	No	Executive	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*	Marketing Requirements SPD	To adopt the Marketing Requirements SPD	No	Executive	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*	Planning Contributions SPD	To adopt the Planning Contributions SPD	No	Executive	29/06/22 01483 444512 stuart.harrison@guildford.gov.uk

*	Green and Blue Infrastructure SPD	To adopt the Green and Blue Infrastructure SPD	No	Executive	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*	Green Belt SPD	To adopt the Green Belt SPD	No	Executive	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
* Page 91	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 (2) To discuss and propose strategies for securing additional funding necessary for that delivery	No	Executive & Council	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

	Update to Guildford Borough Council's Enforcement Policy	Local Authorities are required to review and update their enforcement policy regularly. Members will be asked to agree updates to the policy.	No	Executive & Council	Dympna Sanders 01483 444620 dympna.sanders@guildford.gov.uk
	North Downs Housing	Review and next steps	No	Executive & Council	Matt Gough 01483 444772 matt.gough@guildford.gov.uk
	Careline Mandate	To approve the tender	No	Executive	Sam Hutchison 01483 444385 samantha.hutchison@guildford.gov.uk

SCHEDULE 2

MEMBERSHIP OF THE BOROUGH COUNCIL'S EXECUTIVE

AREAS OF RESPONSIBILITY FOR THE LEADER OF THE COUNCIL & LEAD COUNCILLORS GUILDFORD BOROUGH COUNCIL

Councillor	Areas of Responsibility
<p><b>Leader of the Council and Lead Councillor for Service Delivery</b></p> <p>Councillor Joss Bigmore c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Christchurch Ward)</p>	<p>Governance including corporate Health and Safety, Guildford/Waverley Partnership, Partnerships, Corporate Strategy and Strategic Planning.</p>

Councillor	Areas of Responsibility
<p><b>Deputy Leader of the Council and Lead Councillor for Community and Housing</b></p> <p>Councillor Julia McShane            75 Applegarth Avenue            Park Barn            Guildford            Surrey            GU2 8LX</p> <p>(Westborough Ward)</p>	<p>Health, Wellbeing, Access and Disability, Safety, grants and voluntary services, Careline, Handyperson, Care and Repair, Housing, Homelessness, housing standards (HMOs, private rented sector) and Human Resources.</p>
<p><b>Lead Councillor for Resources</b></p> <p>Councillor Tim Anderson            c/o Guildford Borough Council            Millmead House            Millmead            Guildford            GU2 4BB</p> <p>(Clandon &amp; Horsley Ward)</p>	<p>Finance, Commercial Asset Management, Procurement and Communications.</p>

Councillor	Areas of Responsibility
<p><b>Lead Councillor for Development Management</b></p> <p>Councillor Tom Hunt  c/o Guildford Borough Council  Millmead House  Millmead  Surrey GU2 4BB  (Friary &amp; St. Nicolas Ward)</p>	<p>Development Control and Enforcement</p>
<p><b>Lead Councillor for Economy</b></p> <p>Councillor John Redpath  12 Addison Road  Guildford  GU1 3QP  (Holy Trinity Ward)</p>	<p>Economic Development, Social Enterprise, Rural Economy, Heritage and Community Assets, Customer Services including Web Services.</p>
<p><b>Lead Councillor for Regeneration</b></p> <p>Councillor John Rigg  C/o Guildford Borough Council  Millmead House  Millmead  Guildford  GU2 4BB  (Holy Trinity Ward)</p>	<p>Town Centre MasterPlan, Infrastructure, Major Projects, Strategic Asset Management</p>

Councillor	Areas of Responsibility
<p><b>Lead Councillor for Environment</b></p> <p>Councillor James Steel</p> <p>c/o Guildford Borough Council            Millmead House            Millmead            Surrey            GU2 4BB</p> <p>(Westborough Ward)</p>	<p>Waste, Licensing (including Health and Safety regulation), Parking, Parks and Leisure, Arts and Tourism, Bereavement, Environmental Health and Protection.</p>
<p><b>Lead Councillor for Climate Change</b></p> <p>Councillor Cait Taylor</p> <p>c/o Guildford Borough Council            Millmead House            Millmead            Surrey            GU2 4BB</p> <p>(Friary and St. Nicolas)</p>	<p>Climate Change, Air Quality, Sustainable Transport</p>



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.

**STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD**

<b>8 AUGUST 2022</b>				
<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
Communications Strategy	To consider the new draft Communications Strategy.	Cllr Tim Anderson	Steve Benbough, Strategy and Communications Manager	
<b>10 OCTOBER 2022</b>				
<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
<b>5 DECEMBER 2022</b>				
<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
<b>6 FEBRUARY 2023</b>				
<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

**JOINT EXECUTIVE ADVISORY BOARD**

<b>10 NOVEMBER 2022</b>				
<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
Business Planning - General Fund Outline Budget 2023-24	To consider the outline budget and submit comments to the Executive.	Cllr Tim Anderson	Claire Morris Resources Director	February 2023
<b>9 JANUARY 2023</b>				
<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
Housing Revenue Account Draft Budget 2023-24	To consider the Draft HRA budget and submit comments to the Executive.	Cllr Julia McShane / Cllr Tim Anderson	Ian Doyle, Service Delivery Director	February 2023
Capital and Investment Strategy 2023-24 to 2027-28	To consider the Draft Capital and Investment Strategy and submit comments to the Executive.	Cllr Tim Anderson	Victoria Worsfold, Lead Specialist - Finance	February 2023

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

**UNSCHEDULED ITEMS**

**Strategy and Resources Executive Advisory Board**

<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
Supplementary Planning Documents (SPDs)  <i>(There is currently no schedule for the SPD's preparation.)</i>	To consider the Planning Contributions, Green & Blue Infrastructure, Greenbelt and Parking SPDs developed to support the Local Plan.	Cllr Joss Bigmore	Stuart Harrison, Policy Lead – Planning Policy	
Telephony System Replacement Mandate?	To consider the mandate to replace the Telephony System.	Cllr John Redpath	James Beach, Lead Specialist – IT / Nicola Haymes, Resources Services Case Manager	

**Joint Executive Advisory Board**

<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officer</b>	<b>Target completion</b>
Housing Strategy 2022-2027 (including the Homelessness Prevention and Rough Sleeping Strategies)	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.	Cllr Julia McShane	Robert Johnson, Housing Strategy and Enabling Manager	2022
Sutherland Memorial Park	To consider the possible development of a masterplan for the Park to ensure a holistic approach.	Cllr James Steel	Jonathan Sewell, Head of Culture, Heritage and Leisure Services	
Communications	To hold an informal meeting to discuss communications with housing tenants and generally.	Cllr Julia McShane	Ian Doyle, Service Delivery Director	

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