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Contact: Andrea Carr
Committee Services
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30 September 2022

Dear Councillor

Your attendance is requested at a remote meeting of the **STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD** to be held on **MONDAY 10 OCTOBER 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: 748 215 37#

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 Christopher Barrass
Councillor Colin Cross
Councillor Graham Eyre
Councillor Angela Gunning

Councillor Steven Lee
Councillor Masuk Miah
Councillor Tony Rooth
Councillor Catherine Young

Authorised Substitute Members:

Councillor Paul Abbey
Councillor David Bilbé
Councillor Chris Blow
Councillor Dennis Booth
Councillor Guida Esteves
Councillor Andrew Gomm
Councillor Angela Goodwin
Councillor Gillian Harwood
Councillor Liz Hogger
Councillor Nigel Manning
Councillor Ted Mayne

Councillor Ann McShee
Councillor Bob McShee
Councillor Marsha Moseley
Councillor Ramsey Nagaty
Councillor Susan Parker
Councillor Jo Randall
Councillor Maddy Redpath
Councillor Paul Spooner
Councillor James Walsh
Councillor Fiona White
Councillor Keith Witham

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.

Please contact us to request this document in an alternative format

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 7 - 16)

To confirm the minutes of the Executive Advisory Board meeting held on 13 June 2022.

4 EXECUTIVE FORWARD PLAN (Pages 17 - 46)

5 EAB WORK PROGRAMME (Pages 47 - 50)

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

6 TUMBLING BAY (MILLBROOK) WEIR MANDATE (Pages 51 - 68)

7 EXCLUSION OF THE PUBLIC AND PRESS

The Board is asked to consider passing the following resolution:

That under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the consideration of the following item

of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 5 of Part 1 of Schedule 12A to the Act; namely, information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Such an exclusion will involve the Board members moving to a second (Part 2) meeting for the duration of their discussion of this item.

8 **TUMBLING BAY (MILLBROOK) WEIR MANDATE - LEGAL POSITION OF GUILDFORD BOROUGH COUNCIL** (Pages 69 - 70)

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13 JUNE 2022

STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD

13 June 2022

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

- | | |
|----------------------------------|------------------------------|
| * 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 | |

* Present

Councillors Tim Anderson, Tom Hunt, Julia McShane and John Redpath were also in attendance.

SR39 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillors Graham Eyre and Tony Rooth. There were no notifications of substitutions.

SR40 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

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

SR41 MINUTES

The minutes of the meeting of the Executive Advisory Board (EAB) held on 6 December 2021 were confirmed as a correct record, and would be signed by the Chairman at the earliest opportunity.

SR42 GUILDFORD BID BALLOT – CONSIDERATION OF DRAFT BUSINESS PLAN 2023-2028

Amanda Masters, Chief Executive Officer of Experience Guildford Business Improvement District (BID), presented a briefing note in respect of the BID's re-ballot in 2022. The briefing note included a related consultation document, survey highlights and ballot timetable. The consultation document set out the BID's achievements against the current business plan and invited voters to give their feedback via a survey link. Although the survey had largely closed, it remained open for completion by councillors until 18 June 2022. Next, the BID would hold workshops to give businesses the opportunity to put forward their comments and ideas for the next term which would inform the new business plan to be published in July. The campaign would reach as many voters as possible, including a number of national retail head offices, ahead of the 28-day postal ballot in October in accordance with the timetable.

The EAB was advised that a BID was a business-led and business funded body formed to improve a defined commercial area, in this case Guildford town centre. The benefits of BIDs were wide-ranging and included:

- Businesses decided and directed what they wanted in their area.
- Businesses were represented and had a voice regarding issues affecting their trading area.
- BID levy money was 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.

The following key facts applied to BIDs:

- In the UK, the majority of BIDs existed in town and city centres, however, they were also in industrial, commercial and mixed-use locations.
- The BID mechanism allowed for a large degree of flexibility and as a result BIDs could vary in shape and size.
- The average size of a BID was 300-400 hereditaments, with some of the smallest having fewer than 50 hereditaments and the largest having over 1,000.
- Although annual income was typically between £200,000 and £600,000, it could be as low as £50,000 per annum or as much as £2 million or more.
- 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 United States in the 1960s and now existed across the globe.

Every BID, once elected by relevant businesses, operated for a five-year term. During the term, eligible voters were legally mandated to pay an annual levy. In the case of Experience Guildford, this money was collected by the Council on the BID's behalf and spent by the BID on the town centre within the terms of the business plan. Following a successful initial ballot in October 2012, the Experience Guildford BID launched in early 2013 and had been in existence for approaching ten years, comprising two terms of five years each, and was preparing for its third ballot in October 2022.

Experience Guildford represented 560 businesses featuring retail, leisure and hospitality outlets. 24% of businesses had completed the survey to date and responses were generally positive and supportive of the BID moving forward for a further five year term, providing confidence that it could deliver the support sought by businesses. The next business plan was being prepared on the basis of survey results received. Owing to its property ownership in the town centre, mainly car parks, the Council was a significant stakeholder and entitled to a number of votes in the ballot.

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

1. Mosaic was a consultancy company employed by Experience Guildford to assist with the BID ballot process.
2. To date there had been approximately 130 responses to the BID survey, equating to a 24% response rate, which was considered to be a high level of response to a survey of this type. This response rate was supplemented by regular engagement and liaison with wider stakeholders via contact with Town Rangers and other means such as weekly e-communications, e-mails, telephone contacts or visits to venues according to the stakeholders' preference.
3. The Town Ranger service provided by Experience Guildford supported the daytime economy in the town centre and operated seven days per week until 6:00 pm. Although the Town Rangers did not have any enforcement powers, they liaised with

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businesses to provide an observation and incident reporting service with links to radio communication and CCTV camera systems. The BID also provided taxi marshals to safeguard the night time economy in liaison with door staff of club and bar venues. In addition, the BID offered some sponsorship to support the Street Angels initiative, which made a positive impact on any crime or anti-social behaviour occurring during evenings in the town centre.

4. In terms of performance indicators, to be successful a BID had to be voted in by the businesses in the BID area, with two measures being met. The first was that more than 50% of the businesses that voted had to be in favour in terms of number. The second condition was that of those that voted 'yes', had to have a greater total Rateable Value than the businesses which voted 'no'. There were four sets of visitor counting devices in the town centre indicating the level and location of footfall which was currently slightly below the figure recorded in 2019 prior to the pandemic. The Crime Reduction Partnership assisted in this arena by providing a cost free disk system which enabled stakeholders to report anti-social behaviour, shoplifting and other crime which was utilised by the police as an evidence gathering tool. The BID's target to rollout the system to 200 businesses had been exceeded as it had been taken up by 350 businesses to date. Event management and creation were significant drivers of footfall in the town centre which were now flourishing following the limited opportunities during the previous two years owing to COVID-19.
5. Transformation and evolvment witnessed in respect of Guildford town centre since the pandemic indicated a move away from the traditional fashion outlets towards hospitality and other retail provision, utilised mainly by local residents.
6. Although Experience Guildford's promotional ballot booklet was directed towards the businesses represented by the BID, it also served the purpose of informing the public regarding the purpose and function of the BID. The booklet reflected the four key areas that businesses had identified as a future focus for the BID, namely, promoting awareness of the town; enhancing the safety and cleanliness of the town; improving town parking and access; and providing business support for BID members. In this connection, the EAB was advised that local businesses did not favour the recent and proposed changes to on and off-street parking arrangements, particularly given the current economic situation.
7. Although the Experience Guildford BID locality was a defined town centric area, businesses from slightly outside the designated area could voluntarily join the BID if they wished.

Amanda Masters was thanked for her presentation and councillors were reminded that the survey remained open for their completion until 18 June 2022.

SR43 TO DEVELOP AN INDUSTRIAL ESTATE GROWTH STRATEGY

The Strategic Services Director introduced the above mandate which was before the Executive Advisory Board (EAB) as an update primarily for information as no decision in this respect was required at present. The need for a renewed strategy regarding industrial estates had been identified and when the mandate had been considered by the Executive the previous week, Lead Councillors had agreed that the mandate should be shared with the EAB at this meeting to enable it to provide any related comments or feedback.

The Asset and Property Manager (Investment) presented the mandate proposal which sought the Executive's agreement to fund the development of a strategy and subsequent redevelopment of the Council's industrial estates, offering four different

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options in this regard. The Commercial Property Investment Programme (CPIP), which formed part of the Council's Savings Strategy, sought to increase rental received and capital values of assets held to generate additional income of £830,000 per annum over the base budget to contribute towards tackling the Council's budget deficit.

Changes to the Public Works Land Board (PWLB) funding criteria made in November 2020, together with alterations to the Minimum Energy Efficiency Standards (MEES), had resulted in the Council widening its remit of property redevelopment and strategic acquisitions funding to enable it to invest further in its existing investment portfolio. The impact of COVID-19 had presented difficulties for the Assets Team to source the appropriate quality of investment stock in the Borough at the correct price and therefore an alternative approach was required to protect and increase the Council's rental income.

Following the success of the redevelopment of Midleton Industrial Estate, the Council wished to develop an overall growth strategy and vision for the three remaining industrial estates, namely, Slyfield, Lysons and Woodbridge Meadows. This would involve providing a strategy for each individual estate to identify where increased rental income and capital value could be created, and to acquire significant investment, redevelopment and potentially dispose of surplus assets where appropriate. Each project would require a business case, funding would seek to meet the Council's corporate priorities such as increasing employment, attracting inward investment and improving energy efficiency.

A number of the Council's industrial estates were not achieving energy efficiency owing to obsolescence and approaching end of economic life leading to a potential loss of income in the case of some assets from March 2023, from when the MEES Regulations would impose stricter standards of energy efficiency in respect of non-domestic rented properties.

Carrying out a detailed review and assessment of the remaining estates and assets would enable the Council to identify opportunities and steps required to protect and grow its rental income and assist with meeting its strategic objectives. This would develop into an overarching strategy to realise the future growth of the Council's industrial portfolio.

The Strategy would be developed in two phases, firstly, to prepare a high level report outlining the status of the Council's industrial estates and identifying all issues, risks and opportunities, and secondly, to provide overarching vision, future growth strategy, level of investment required and the likely duration of projects. Phase 2 would also identify strategies for each estate to inform full business cases for approval and funding to ensure that the industrial portfolio was fit for purpose and to inform how to plan for future property investment.

It was vital for work to commence at the earliest opportunity to enable the Council to protect the continued receipt of rental income from those units which were at risk of becoming unable to sustain occupation from March 2023 owing to the implementation of the stricter energy efficiency measures. At this point, when properties with energy efficiency ratings of 'F' or 'G' could not be occupied, rental

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income loss could be in the region of £63,000 per annum increasing potentially to £353,000 each year from March 2025 when 'E' rated properties would no longer be compliant. MEES Regulations were continuing to implement increasingly stricter standards up to 2030 when it was intended that all occupied property met a minimum rating of 'B'.

The relevant Lead Councillor advised that the proposed strategy reflected the Council's wish to revitalise its industrial units to assist local businesses whilst representing minimum risk in terms of income as this was spread across several industrial estates. Following the redevelopment of Midleton Industrial Estate, there was strong demand for units at the site resulting in the provision of high rental yield.

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

- (a) Favour was expressed for mandate Option 3 'Do more' moving towards Option 4 'Do Most' in reflection of imminent changes relating to the industrial economy.
- (b) It was emphasised that the key priority for the Council was to take the necessary steps to protect its existing income base, particularly to pursue rapid action to identify resolutions in the case of units which would potentially be unoccupiable from March 2023 and thereafter owing to the MEES Regulations. The following priority would be to identify opportunities for investment in the Council's existing portfolio owing to the change in the PWLB lending criteria which did not support investing in and buying an industrial property purely for rental yield.
- (c) Although some sectors of the property market, for example town centre businesses, were experiencing reduced demand for property leading to rental values depreciating, the industrial market was buoyant and had been strengthening over the past three to four years seeing rental values growing from £9-10 per square foot to £16 or more in the case of redeveloped prime units. Although it was anticipated that growth in the industrial area would continue going forward, this was likely to be at a reduced pace compared to recent years.
- (d) The Council was currently generating approximately £3,750,000 per annum from its four industrial estates and therefore the predicted income losses owing to the MEES Regulations impacted upon a relatively small proportion of the units during the next two years. However, more units would be affected and this loss would increase as 2030 approached as a result of stricter carbon emission standards, reflecting the need for a robust strategy to minimise any future loss of income.
- (e) Although Slyfield Industrial Estate was adjacent to the proposed Weyside Urban Village redevelopment site and a service road serving both sites had been provided, they were separate and unconnected projects.
- (f) In terms of desired employee skills, this would be a reflection of the market and the requirements of local businesses seeking to lease an industrial unit from the Council. The local colleges and university were constantly engaging with local companies to ascertain skill requirements and adapting their educational programmes accordingly, where possible. The proposed new Economic Development Strategy would include a chapter dedicated to skills and employability. There was a wide economic base in Guildford offering employment across a wide spectrum from low to highly skilled positions.

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- (g) With regard to obsolescence, a number of the assets within the Council's industrial portfolio had been constructed in the 1970's and 1980's and had a finite lifespan. The MEES Regulations were driving landlords to update their property to meet the associated energy efficiency standards. The Council's Climate Change Strategy also required proactive action in this area to 'future proof' the portfolio and its income generation capacity.
- (h) Although the industrial property market was currently strong, it was expected that in the event that the market weakened, prospective leaseholders would favour the best quality modern units which enforced the Council's ambition to refurbish or redevelop its units to attract new tenants and maintain rental income in a competitive environment.
- (i) It was unlikely that the Council would be able to access any grant funding towards redevelopment of its industrial estates as they comprised commercial investments which returned a profit to the Council and did not constitute regeneration of a failing operation that could attract Government funding.
- (j) Although there were instances in other boroughs of unused commercial premises being converted to housing where planning permission allowed, that approach was not favoured in Guildford as it would lead to the need for re-provision of employment land on other sites to meet known demand which could present land availability and income generating challenges. Also, the current value of industrial land in terms of growth was outpacing that of residential sites and the positioning of housing in the vicinity of industrial developments was considered inappropriate.
- (k) It was hoped that a similar strategy could be applied to the Council's social housing assets stock, particularly where empty properties were concerned. The awaited outcome of the Council's Housing Task Group would inform this area.
- (l) The developers of the Riverside Business Park had indicated an intended shift away from primarily student housing accommodation to re-provision of the same amount of existing employment space together with a family homes scheme. The need for the developers, who had been in receipt of pre-application planning advice from the Council, to resolve the related potential flooding issue in liaison with the Environment Agency remained.

SR44 MILLMEAD HOUSE MANDATE

The Deputy Head of Asset Management introduced the above mandate and explained that, as the previous mandate in this regard had been rather detailed, following a review this version had been developed and divided into considerations regarding the Council's head office and civic suite in the light of the Council's collaboration with Waverley Borough Council (WBC). The mandate summarised the latest position and focused on short, medium and long-term options.

The short-term actions undertaken to date consisted of the relocation of the Corporate Management Team and the Democratic Services Team from Old Millmead House (OMH) to New Millmead House (NMH) to release the 7,500 square feet of office space in OMH for leasing and generating up to £250,000 per annum in rent and service charge income. Although there was a preference to rent the office space to public sector bodies, this would be dependent upon demand. In general, grade A or refurbished offices were in demand and tenants enquiring with regard to securing office space were seeking to take up occupation without delay. The Council was currently in the process of agreeing a programme of works, featuring redecoration and recarpeting, in OMH on the advice of local commercial agents. In

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terms of the length of lease or licence agreements, 3 to 5 year terms with 12 month mutually rolling break clauses were recommended to protect the Council's position and long term aspirations for the site.

The medium term five year plan intended to reduce the number of desks utilised in NMH and consider the future use of the surplus office space. WBC had confirmed that it would require de-camp space from April 2024 for a period of 18 to 24 months during the redevelopment of The Burys site in Godalming. Therefore, this Council would need to decide whether it was willing to hold surplus office space open for WBC for that length and period of time and give itself the opportunity to trial joint working in a shared head office or pursue leasing the space to third parties. The Executive/Management Team Liaison Group had discussed issuing WBC with a deadline by which it would need to make a commit to Millmead or not. WBC's subsequent response had been that it would be in a position to commit to Millmead in the next 2 or 3 months and on the basis that this Council confirmed that it would hold the space open for WBC until April 2024 at the earliest.

The longer term position acknowledged that NMH was not in good condition and required significant capital investment to upgrade the fabric of the building and that the site was allocated in the Town Centre Masterplan for redevelopment leading to an assumption that the Council would vacate the building at some point in the future. In the event that this Council chose to co-locate at The Burys with WBC, that Council had advised that it would need Guildford's detailed requirements in terms of desks, meeting rooms and Councillor facilities etc by the Autumn of 2022 to inform its office design which would be commencing imminently. The Liaison Group had agreed that if this Council was to relocate outside of the Borough in the long term, it would require the retention of a civic suite and some form of physical presence to serve residents in the town centre and these aspects would need to be factored into any relocation.

In summary, the Executive Advisory Board (EAB) was reminded that the short term leasing of OMH continued to be the focus to generate as much income as possible. Also, that the leading questions posed by the presentation sought views in respect of whether the Council should hold space within NMH until April 2024 to accommodate WBC's de-camp bearing in mind the associated costs / loss of rental income, and whether the Council wished to co-locate with WBC at The Burys in the long term. Any comments made in these areas would assist in informing subsequent decisions being pursued by the Council.

The following questions, comments and discussion arose from consideration of the mandate:

- (a) The Council was currently exploring a programme of works based on market demand to cater for the needs of companies, including small businesses or those wishing to expand or downsize during their potential tenure at Millmead.
- (b) Although the Council wished to offer some hot desking facilities to potential tenants, it did not currently have the necessary dedicated management or ICT systems in place to deliver these. Such services were successfully provided by companies in the town centre. However, one councillor was of the view that there was considerable demand for hot desking facilities locally, particularly from the gaming industry, and that the Council should take advantage of this opportunity to attract revenue by offering a managed provision encouraging companies to remain in Guildford.
- (c) Mandates concerning the better use of the Council's commercial and office buildings were welcomed as a means to generate income.
- (d) Owing to the Shaping Guildford's Future programme, it would not be practical to lease OMH in its entirety to a service office provider to fulfil the central building management role as such a position would require a longer term commitment to enable a provider to secure a return on its investment in the building. Therefore, the Council would undertake the service office provider role and sought to refurbish all vacant offices

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- suites, which numbered approximately 27, on a 10 suite rolling programme. This would include the provision of a central network system which tenants could access.
- (e) Having selected office premises, tenants sought to take up occupation and become operational within 48 to 72 hours. To facilitate this wish, a brief simple lease document was prepared with standard non-negotiable terms. The Council would seek to agree contracts of at least 12 to 24 months as shorter contracts and the resulting rapid succession of tenants would be too resource intensive to manage.
 - (f) In terms of tenants and the security of Council information, the authority would look to lease office accommodation to public sector partners, subject to demand. In the absence of demand from the public sector, offices would need to be let to third parties in the private sector. However, the latter position was not considered to be a security threat as lessees would be located in a separate building from the Council and a secure door entry access system was in use. In the event that parts of NMH were leased to third parties, security could become an issue and physical partitioning of the open circulation space in the building may be required.
 - (g) With regard to agile working, this was applicable to back of house staff only and there was a full time permanent presence of front of house staff to assist the public. The Liaison Group had indicated that, in the event of the Council relocating to Godalming as part of the collaboration with WBC, it would need to retain a town centre presence in Guildford to support local residents who were unable to access the on-line portal.
 - (h) Regarding the provision of a community hub in the Borough, possibly involving free office space, the Library or the Tourist Information Centre, Surrey County Council was exploring the refurbishment of under utilised space at Guildford Library for this purpose and had suggested pursuing the initiative in collaboration with this Council. Although the County Council currently possessed a community provision at Slyfield Industrial Estate, it was considering alternative options for the site as it was not felt to be appropriate for this purpose and use of another site such as the Library was favoured as a more suitable premises with other amenities nearby.
 - (i) Although the appropriateness of the operation of this Council from Godalming, which was outside the Borough of Guildford, could be questioned, it was felt that a suitable and accessible presence of a customer services team in Guildford to serve residents would be acceptable.

SR45 EXECUTIVE FORWARD PLAN

Further to a query concerning the Forward Plan entry in respect of Send Hill Disused Sand Pit, the EAB was advised that the Council was awaiting a re-evaluation of this land in its ownership. A developer had purchased a central site adjacent to the Council's land and possessed an access route and therefore the developer sought to purchase the Council's land and construct approximately 46 dwellings there. This project was at a conceptual stage, however, in the event that an agreement in respect of a land sale was reached, the Council would seek to secure the provision of 40% affordable housing as part of the development. In the event of development of the site, the Council would look to ensure that the vistas over the green belt land beyond were maintained. The extent of the contamination of the Disused Sand Pit was unknown at present.

By way of clarification between the terms social and affordable housing, the EAB was advised that social housing referred to the Council's own rented housing stock whereas affordable housing consisted of affordable rented or shared ownership housing as a percentage element that should be provided as part of all housing developments. The Council's planning policies sought 40% affordable housing in

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developments of over ten units. People in receipt of Housing Benefit received benefits from the Government to cover the cost of the affordable rents.

It was confirmed that the Planning Contributions Supplementary Planning Document would not come forward for consideration in the near future due to awaited changes to the National Planning Policy Framework and the replacement of the Community Infrastructure Levy.

SR46 EAB WORK PROGRAMME

The EAB Work Programme was noted without comment.

The meeting finished at 8.53 pm

Signed

Date

Chairman

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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 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: 29 September 2022

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 19	Timetable of Council and Committee Meetings 2023-24	To approve the timetable	No	Report to Executive (22/09/22) Report to Council (11/10/22)	Carrie Anderson 01483 444078 carrie.anderson@guildford.gov.uk
	Future of Internal Audit	To agree an internal audit provider with effect from 1 April 2023	No	Report to Corporate Governance and Standards Committee (29/09/22) Report to Council (11/10/22)	Graeme Clark 01483 444338 graeme.clark@guildford.gov.uk

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	The Tumbling Bay (Millbrook) Weir Mandate	For discussion of preferred way forward.	No	Report to Executive (27/10/22)	Abi Lewis 01483 444908 abi.lewis@guildford.gov.uk
Page 20	Revenue Outturn Report 2021-22	To approve the Revenue Outturn Report 2021-22.	No	Report to Corporate Governance and Standards Committee (29/09/22) Report to Executive (27/10/22)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	Housing Revenue Account Outturn	To approve the Housing Revenue Account Final Accounts 2021-22	No	Report to Corporate Governance and Standards Committee (29/09/22) Report to Executive (27/10/22)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

*	Send Hill Disused Sandpit	To approve the potential disposal of land, currently used as open space, for housing.	No	Report to Executive (27/10/22)	Damien Cannell 01483 444553 damien.cannell@guildford.gov.uk
*	Housing Investment Programme – Acquisition of Land and Buildings for the Housing Revenue Account	To transfer money from provisional budget to approved budget for the Housing Revenue Account for the acquisitions.	No	Report to Executive (27/10/22)	Siobhan Rumble 01483 444296 siobhan.rumble@guildford.gov.uk
	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 (29/09/22) Report to Executive (27/10/22) Report to Council (06/12/22)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	The Future of Internal Audit	To agree an internal audit provider with effect from 1 April 2023	No	Report to Corporate Governance and Standards Committee (29/09/22) Report to Executive (27/10/22)	Graeme Clark 01483 523099 graeme.clark@guildford.gov.uk
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Agenda item number: 4

EXECUTIVE: 24 November 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 23	Weyside Urban Village Annual Financial Report	Endorse the current financial position of WUV as part of the programme annual review process.	No	Report to Executive (24/11/22) Report to Council (06/12/22)	Abi Lewis 01483 444633 leigh.edwards@guildford.gov.uk
	Guildford Climate Change Action Plan	To consider the plan	No	Report to Joint Executive Advisory Board (10/11/22) Report to Executive (24/11/22)	Nathaniel Prodger 01483 444622 nat.prodger@guildford.gov.uk

	Declaration of a Climate Change Emergency Update	To consider the revised wording of the declaration made by the Climate Change Board and the Council's understanding of net zero.	No	Report to Executive (24/11/22) Report to Council (06/12/22)	Nathaniel Prodger 01483 444622 nat.prodger@guildford.gov.uk
	Pest Control Charges and Service Review	To decide whether to continue with the charging for rodent treatments in residential properties as implemented on 1 July 2021. Plus to decide whether the chemical treatment of wasp nests should continue as a Council service.	No	Report to Executive (24/11/22)	Gary Durrant 01483 444373 gary.durrant@guildford.gov.uk
Page 24	* Guildford West Station	To consider moving to GRIP 4	No	Report to Executive (24/11/22)	Abi Lewis 01483 444908 abi.lewis@guildford.gov.uk

	Local Council Tax Support Scheme 2023-24	There is a statutory duty to review the Local Council Tax Support Scheme which helps residents on low incomes with their Council Tax. Decisions are Adoption of Local Council Tax Support Scheme for 2023/24 Maintenance of a discretionary hardship fund for 2023/24	No	Report to Executive (24/11/22) Report to Council (06/12/22)	Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk
	Annual Concurrent Functions Grant Aid Report	To consider the report	No	Report to Executive (24/11/22)	Michele Rogers 01483 444842 michele.rogers@guildford.gov.uk

COUNCIL: 06 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
*	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 (24/11/22) Report to Council (06/12/22)	Abi Lewis 01483 444633 leigh.edwards@guildford.gov.uk
	Declaration of a Climate Change Emergency Update	To consider the revised wording of the declaration made by the Climate Change Board and the Council's understanding of net zero.	No	Report to Executive (24/11/22) Report to Council (06/12/22)	Nathaniel Prodger 01483 444622 nat.prodger@guildford.gov.uk

	Local Council Tax Support Scheme 2023-24	There is a statutory duty to review the Local Council Tax Support Scheme which helps residents on low incomes with their Council Tax. Decisions are Adoption of Local Council Tax Support Scheme for 2023/24 Maintenance of a discretionary hardship fund for 2023/24	No	Report to Executive (24/11/22) Report to Council (06/12/22)	Belinda Hayden 01483 444867 belinda.hayden@guildford.gov.uk
Page 27	Annual Report of the Corporate Governance and Standards Committee	To consider the first Annual Report.	No	Report to Corporate Governance and Standards Committee (17/11/22) Report to Council (06/12/22)	John Armstrong 01483 444056 john.armstrong@guildford.gov.uk
	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 (29/09/22) Report to Executive (27/10/22) Report to Council (06/12/22)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

EXECUTIVE: 05 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
*	Guildford Economic Strategy	To adopt the strategy	No	Report to Strategy and Resources EAB (05/12/22) Report to Executive (05/01/23)	Steve Benbough 01483 444052 stephen.benbough@guildford.gov.uk

Agenda item number: 4

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 29	Business Planning – General Fund Budget 2023-24	To recommend to Council: <ul style="list-style-type: none"> • Approval of the general fund revenue budget for 2023-24 • Agreement of a council tax requirement for 2023-24 • Declaration of any surplus/deficit on the collection fund 	No	Report to 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
	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

	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	<p>Report to Joint Executive Advisory Board (09/01/23)</p> <p>Report to Corporate Governance and Standards Committee (19/01/23)</p> <p>Report to Executive (26/01/23)</p> <p>Report to Council (08/02/23)</p>	<p>Victoria Worsfold</p> <p>01483 444834</p> <p>victoria.worsfold@guildford.gov.uk</p>
Page 30	Off-Street Parking Business Plan 2023-24	To approve the Off-Street Parking Business Plan 2023-24	No	Report to Executive (26/01/23)	<p>Andy Harkin</p> <p>01483 444535</p> <p>andy.harkin@guildford.gov.uk</p>

COUNCIL: 08 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 31	Business Planning – General Fund Budget 2023-24	To recommend to Council: <ul style="list-style-type: none"> • Approval of the general fund revenue budget for 2023-24 • Agreement of a council tax requirement for 2023-24 • Declaration of any surplus/deficit on the collection fund 	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
	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

	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	<p>Report to Corporate Governance and Standards Committee (19/01/23)</p> <p>Report to Executive (26/01/23)</p> <p>Report to Council (08/02/23)</p>	<p>Victoria Worsfold</p> <p>01483 444834</p> <p>victoria.worsfold@guildford.gov.uk</p>
Page 32	Pay Policy Statement 2023-24	To approve the Pay Policy Statement 2023-24	No	<p>Report to Council (08/02/23)</p>	<p>Francesca Chapman</p> <p>01483 444014</p> <p>francesca.smith@guildford.gov.uk</p>

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
*	Ash Road Bridge	Ash Road Bridge Project Update and Full Business Case Approval	Yes	Report to Executive (23/02/23) Report to Council (TBC)	Hanna-Liisbeth Lumi 01483 444038 hanna-liisbeth.lumi@guildford.gov.uk

COUNCIL: 10 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
Page 34	Election of Mayor and appointment of Deputy Mayor 2023-24	To elect a Mayor and appoint a Deputy Mayor for the municipal year 2023-24.	No	Report to Council (10/05/23)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
	Appointment of Honorary Remembrancer 2023-24	To appoint the Honorary Remembrancer for the municipal year 2023-24.	No	Report to Council (10/05/23)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

Agenda item number: 4

COUNCIL: 15 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
Page 35	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 (15/05/23)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

NOTICE OF OFFICER KEY DECISIONS TO BE TAKEN

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Date the Decision is to be taken on	Contact Officer
*	Details of Grant Contracted-Out Lease of Unit B3 41 Moorfield Rd, Moorfield Point Slyfield Industrial Estate	To approve grant of a new lease of the above industrial unit to CROWN PAINT LTD in line with the following terms and conditions:For a term of 15 years at a rent outside the Act 1954 Rent of £39,474 per annum exclusive, payable quarterly in advance	24/10/22	01483 444583 jacqueline.stewart@guildford.gov.uk
* Page 36	Details of Public Realm CCTV	To decide on future arrangements and provider for CCTV monitoring, including replacing of cameras as needed	31/12/22	01483 445030 chris.wheeler@guildford.gov.uk

Agenda item number: 4

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 37	Review of the Probity in Planning Handbook	To review the handbook	No	Executive & Council	John Armstrong 01483 444102
	Ash Road Bridge and Footbridge Update	To receive an update	No	Executive & Council	Michael Miles 01483 444077

*	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 & Council	Matt Gough 01483 444772
*	Charging for Regulatory Services	To consider proposal to charge for pre-application advice.	No	Executive & Council	Justine Fuller 01483 444370
*	Community Infrastructure Levy Charging Schedule	To adopt the Community Infrastructure Levy Charging Schedule	No	Executive & Council	Stuart Harrison 01483 444512

*	Marketing Requirements SPD	To adopt the Marketing Requirements SPD	No	Executive & Council	Stuart Harrison 01483 444512
*	Planning Contributions SPD	To adopt the Planning Contributions SPD	No	Executive & Council	29/06/22 01483 444512
*	Green and Blue Infrastructure SPD	To adopt the Green and Blue Infrastructure SPD	No	Executive & Council	Stuart Harrison 01483 444512

*	Green Belt SPD	To adopt the Green Belt SPD	No	Executive & Council	Stuart Harrison 01483 444512
*	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
Page 40	North Downs Housing Options Report	Review and next steps	No	Executive & Council	Matt Gough 01483 444772

	Careline Mandate	To approve the tender	No	Executive & Council	Sam Hutchison 01483 444385
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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>Acting Leader of the Council and Lead Councillor for Community and Housing</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>Lead Councillor for Service Delivery</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>Lead Councillor for Resources</p> <p>Councillor Tim Anderson</p> <p>c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Clandon & Horsley Ward)</p>	<p>Finance, Commercial Asset Management, Procurement and Communications.</p>
<p>Lead Councillor for Development Management</p> <p>Councillor Tom Hunt</p> <p>c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Friary & St. Nicolas Ward)</p>	<p>Development Control and Enforcement</p>
<p>Lead Councillor for Economy</p> <p>Councillor John Redpath</p> <p>12 Addison Road Guildford GU1 3QP</p> <p>(Holy Trinity Ward)</p>	<p>Economic Development, Social Enterprise, Rural Economy, Heritage and Community Assets, Customer Services including Web Services.</p>

Councillor	Areas of Responsibility
<p>Lead Councillor for Regeneration</p> <p>Councillor John Rigg</p> <p>C/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Holy Trinity Ward)</p>	<p>Town Centre MasterPlan, Infrastructure, Major Projects, Strategic Asset Management</p>
<p>Lead Councillor for Environment</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>

Councillor	Areas of Responsibility
<p>Lead Councillor for Climate Change</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>

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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

5 DECEMBER 2022				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Communications Strategy	To consider the new draft Communications Strategy.	Cllr Tim Anderson	Steve Benbough, Strategy and Communications Manager	
Guildford Economic Strategy	To receive a presentation in respect of the emerging priorities of the strategy.	Cllr John Redpath	Steve Benbough, Strategy and Communications Manager	
6 FEBRUARY 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

JOINT EXECUTIVE ADVISORY BOARD

10 NOVEMBER 2022				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Business Planning - General Fund Outline Budget 2023-24	To consider the outline budget and submit comments to the Executive.	Cllr Tim Anderson	Peter Vickers, Executive Head of Finance	February 2023
Climate Change Action Plan	To consider the Action Plan.	Cllr Cait Taylor	Marieke van der Reijden, Head of Asset Management	
9 JANUARY 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
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	Annie Righton, Joint Strategic Director of Community Wellbeing	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

Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
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, Parking and SANGS 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, Executive Head of Communications and Customer Services	
Corporate Safeguarding Policy and Domestic Abuse Policy	To consider the updated Corporate Safeguarding Policy and Domestic Abuse Policy.	Cllr Julia McShane	Jo James, Senior Policy Officer – Community and Events	

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Joint Executive Advisory Board

Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
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	Annie Righton, Joint Strategic Director of Community Wellbeing	



MANDATE

**The Tumbling Bay (Millbrook) Weir
8th August 2022**

Version 1

Last Update

**Mandate - Project Code****Mandate Overview & Ownership****Mandate Overview**

Mandate Title	The Tumbling Bay (Millbrook) Weir
Brief Description of Mandate	Consideration of options relating to the Tumbling Bay Weir which collapsed in 2019 and was replaced with a temporary weir (which has a limited lifespan of 5 – 10 years) by National Trust and GBC.
Overall Status	Not yet commenced
Estimated Start Date	August 2022
Estimated End Date	August 2023
Priority Matrix Score	
Mandate Reference Number	PR000849

Ownership

Mandate Owner	Abi Lewis
Directorate	Strategic Services
Service Area	Regeneration & Corporate Programmes
Service Team	Capital, Transport & Infrastructure
Project Manager	Yet to be appointed
Programme, Sub-Portfolio, or Project	Project



Compelling Case for Change

Why do we need to undertake this project?

The Tumbling Bay Weir collapsed in November 2019 and the Council agreed with National Trust at the time to share the costs of installing a temporary structure to restore water flow in the Navigation. Ownership and liability for replacing the Weir is currently not established. The footpath remains closed, and the Council (and National Trust) continue to face significant public pressure to restore public access, as well as installing a permanent Weir.

Key Deliverables

Key Deliverable	Description	Period	Status
To be defined by CMB & Executive Liaison	Permanent Weir? New footbridge? Fish pass installation?		

Success Criteria

Success Criterion	Description	Status
To be defined by CMB & Executive Liaison	Reputationally it would be a success for this issue to be resolved at zero or minimum cost to the Council.	
	That another organisation takes full ownership and responsibility for the Weir and footbridge.	

Strategic Objectives

Strategic Objectives (Corporate Plan)	<p>This work does not target any of the Council’s core strategic objectives but could loosely link to:</p> <p><i>Protecting our environment</i> - Make every effort to protect and enhance our biodiversity and natural environment</p>
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Project Categorisation and Ranking

Question	Provide a Ranking for this Project	Score
Health & Safety	0 - N/A - No health or safety concerns	0
Physical Security	0 - N/A	0
Cyber Security	0 - N/A	0
Keep the Lights On (KTLO)	0 - N/A - Or works to services we plan to stop	0
Regulatory Compliance	0 - N/A	0
Net Present Value (NPV)	0 - None - Negative NPV	0
Quality Assurance	0 - N/A	0
IT Application Project	0 - N/A	0
Homes and Jobs: Residents having access to the homes and jobs they need	0 - N/A	0
Environment: Protecting our environment	2 – Low	10
Community: Empowering communities and supporting people who need help	0 – N/A	0
Improved GBC	0 - N/A	0

Project Categorisation and Ranking Aggregation

Project Categorisation and Ranking Total (Priority Matrix Score)	10
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Impact Assessment

Are the anticipated outputs from this project going to impact on other projects	Millmead Weir replacement (EA led scheme) which Parks & Countryside team is involved
List Services or Projects Impacted	Parks & Countryside

Impact Assessments Required

Equality IA	Privacy IA	Business IA	Environmental IA	Climate Change IA
Yes	N/A	N/A	Yes	N/A

Impact Assessment Further Information & Links

Impact Assessment Information & Links	Not completed at this stage but will need to be developed.
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Waverley Collaboration Considerations

What does Waverley currently do to provide this service	N/A
What discussion has been had with Waverley about this mandate	None to date but could be an opportunity to discuss whether Waverley has “spare” project management resource to support the progression of any actions relating to this mandate.
What opportunities are there for savings through the collaboration	None – not relevant as one-off, location specific project



Strategic Benefits

Estimated Financial Benefits

Financial Benefits

Item	N/A
Description	N/A
Benefit Type	N/A
Estimated Value of Benefit	N/A
Key Financial Benefit	N/A
Owners	N/A

Non-Financial Benefits

Item	Restores an important public amenity and resolves ongoing public criticism about delays to repair and reopen towpath.
Description	The Council has faced significant public criticism about the delays to deliver a long-term solution to the Weir and footpath, despite not being the owner of either. There is a need to reset public understanding around responsibility for the assets.
Benefit Type	Organisational
Key Financial Benefit	Yes
Measure of the Benefit	
Delivery Date	
Owners	Abi Lewis

Strategic Assumptions

Assumptions

Assumption	Description
Ownership	Assumes that GBC does not own the Weir structure as per the legal research completed, and currently no other party has assumed ownership and responsibility for it and the footpath.
Lifespan of the temporary Weir	Assumes that the temporary Weir has a lifespan that extends beyond the original 5 years quoted.



Strategic Issues

Issues

Issue	The Weir scores very low against GBC corporate priorities.
Description	There is an issue that when assessed against the Council’s corporate priorities, the Weir scores very lowly (10) in relation to other capital projects such as Guildford Park Road (126) and Shaping Guildford’s Future (110).
Issue Category	Financial
Key Issue ?	Yes
Status	Red
Target Resolution Date	
How was the issue resolved	
Resolution Date	
Owner	Victoria Worsfold

Issue	GBC viewed by public as landowner or having an element of responsibility for the structure
Description	There is an issue that the Council spent £440,000 on the temporary Weir repair (with NT covering the other 50% cost), which will not be recovered from a third party. GBC is now viewed by members of the public of having some ownership of the Weir.
Issue Category	Reputational & financial
Key Issue ?	Yes
Status	Red
Target Resolution Date	
How was the issue resolved	
Resolution Date	
Owner	Victoria Worsfold

Strategic Risks

Risks

Risk	There is a risk that taking a proactive approach will result in further expectation that GBC is responsible for implementing and funding a resolution, and costs could escalate.
Description	



Date Raised	25/02/2022
Risk Category	Financial
Current Likelihood & Impact	12 (3x4)
Rationale for Current Score	Some pressure to make progress already exists (from community & politically) and the potential ramifications of GBC continuing to position itself as responsible for repairs are significant.
Current Controls in Place	Present mandate to CMB and Executive Liaison to agree strategic direction
Mitigating Action	Conversations ongoing with key external stakeholders
Mitigated Likelihood & Impact	1 (1x1)
Target Mitigation Date	31/03/2022
Key Issue ?	Yes
Status	Red
Owner	Abi Lewis
Risk	The Council will incur reputational damage should the issue not be successfully resolved.
Description	
Date Raised	25/02/2022
Risk Category	Reputational/ political
Current Likelihood & Impact	12 (3x4)
Rationale for Current Score	Some pressure to make progress already exists (from community & politically) and the potential ramifications of GBC continuing to position itself as responsible for repairs are significant.
Current Controls in Place	Present mandate to CMB and Executive Liaison to agree strategic direction
Mitigating Action	Conversations ongoing with key external stakeholders
Mitigated Likelihood & Impact	1 (1x1)
Target Mitigation Date	31/03/2022
Key Issue ?	Yes
Status	Red
Owner	Abi Lewis
Risk	There is a risk that no third party accepts ownership and responsibility for the Weir and footpath and no permanent solution is implemented, risking future long-term collapse and costly emergency interventions.
Description	It is unlikely that any of the third parties will want to accept liability for the Weir or footpath given the financial implications.
Date Raised	01/09/2021



Risk Category	Financial/ Reputational
Current Likelihood & Impact	25 (5x5)
Rationale for Current Score	
Current Controls in Place	
Mitigating Action	Hold initial meeting with partners to agree common interests. Consider whether there are any statutory requirements on parties to repair or maintain weir.
Mitigated Likelihood & Impact	20 (4x5)
Target Mitigation Date	31/03/2022
Key Issue ?	Yes
Status	Red
Owner	Dawn Hudd; Abi Lewis

Strategic Dependencies, Constraints, Opportunities

Dependencies

Dependency Item	Description
The Savings Programmes	The Savings Programme is looking to identify revenue savings through the capital programme.

Constraints

Constraint Item	Description
Existing committed capital programme and revenue consequences	The Council has an extensive capital programme, with a number of projects likely to require increases in approved budgets.

Opportunities

Opportunity Item	Description



Economic Case – Scope & Options

Scope

In Scope	To be defined by the Option chosen
Out of Scope	“

Project Requirements

Requirement	Description



Options

Do Nothing (Recommended)	The land and the Tumbling Bay Weir are not owned by GBC. GBC has no obligation to be involved but is under pressure from the public to do so. Communicate rationale very publicly. Zero cost.
Do Minimum	GBC makes a limited financial contribution of £tbc to someone else leading the work, likely to be National Trust.
Do More	<p>This option incurs an initial £50k revenue cost and £000's in contributions this and future years.</p> <p>GBC takes a more active role in the project. In order to do this, GBC would need to recruit a suitable project manager to take the lead in coordinating a collective agreement on next steps with key stakeholders over the next 6 months. Would need to recruit a project manager to take the lead in co-ordinating a collective agreement on next steps with key stakeholders over the next 6 months (£50k).</p> <p>There are a number of different activities required to progress the project. Responsibility for these would be set out in the collective agreements:</p> <ol style="list-style-type: none"> 1. Reach Heads of Terms with key stakeholders regarding Millbrook Weir reflecting ownership agreement and liabilities. (cost tbc) 2. Undertake all necessary surveys to confirm lifespan of the Weir. (£15k approx.) 3. Agree responsibility for a maintenance regime, inc. annual inspection, and cost liability of the Millbrook Weir (to manage risk of collapse and legal action) (cost tbc) 4. Investigate options for a temporary bridge over the Millbrook Weir (not statutory) in response to public pressure <p>The National Trust is keen to progress with Points 2 - 4 in the short term to help address existing public criticism over a perceived lack of action in resolving the access to the towpath.</p> <p>The Environment Agency is currently replacing its Weir (Millmead) and has approached the Council for a contribution to deliver an associated fish pass, so a further related action is as follows:</p> <ol style="list-style-type: none"> 5. Seek agreement with the Environment Agency on implementing a Fish Pass linked to the Millmead Weir (statutory obligation) costs will be associated with this (£200k approx.) <p>(£1-2M ROM tbc)</p>
Do Most	<p>Assume full legal responsibility for the Tumbling Bay Weir and agree a transfer of the land and Weir to Guildford Borough Council ownership.</p> <p>Once resolved, deliver a permanent Weir and Footbridge and absorb all associated costs (inc. maintenance and support costs) (£2-5m ROM tbc)</p>
Do Something Different	There was an option to take a Masterplan Approach to the 3 Weirs which would co-ordinate their design and operation to reduce and minimise on-going maintenance requirements and cost. Unfortunately, this was discounted due to spending constraints on the EA secured funding.



Commercial Case – Route to Market

What goods, works, or services are required	In order for this work to progress to the next stage Project Management resource may need to be procured.
Procurement Officer(s)	Adrian Swift
How will the goods, works or services be procured	Via Commensura potentially
Contract Management Strategy	
Evaluation Approach	
Selection and Contracting Criteria	
Procurement Timescale (& History)	

Contracts

Updates

Description	Update Date	Updated By
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Financial Case – Costs, Funding, Savings, Purchase Orders

Initial Rough Order of Magnitude (ROM) Estimated Cost	
Estimated Total Whole Life Cost (WLC) of Project	
Whole Life Period of Asset (for Net Present Value)	
Total Project Cost Forecast this Financial Year	
Commentary on Costs, Budgets & Funding	

Business World Reference Numbers

Title	Budget	Forecast	Actual
Total			

Funding

Date	
Funded Item	
Cost Centre Code (Business World)	F5530 (being used as a holding account)
Project Cost (Business World)	

Costs & Budgets

Item	Resource costs to deliver the next stage
Period	
Category	
Revenue or Capital	Revenue
Budget (£s)	£50k initially
Cost Centre (Business World)	
Forecast (£s)	



Actual (£s)	
Reason for Deviation	
Purchase Order Number	
Cost Code (deprecated)	

Costs & Budgets Totals

Amount (£)	
Internal or External	
Funding Source	GBC Revenue/ Capital contribution plus potentially £20k UK Shared Prosperity Fund UKSPF was a flexible bid so should be reviewed in BJC for addition funding opportunities

Funding Totals

Funding Source	Amount
Total	

Savings – No savings or revenue raising

Year	N/A
Description of Saving	N/A
Saving	N/A
Type of Saving	N/A
Comment - Savings Delivered	N/A

Saving Totals

Savings	Amount
Total Savings	N/A

Purchase Orders

Invoices

Reference



Management Case – Delivery Plan

Governance	Report to EPB, Capital Transport & Infrastructure Board and MPPB
Assurance	N/A
Stakeholder Engagement & Communications	Ongoing liaison with local papers
Contract Management & KPIs	Pick up in Business Justification Case (BJC)
Change Control	



Stakeholders

Internal Stakeholders

List of Internal Stakeholders	Legal, Finance, Procurement, Parks & Countryside, Engineers, Communications Councillors
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External Stakeholders

List of External Stakeholders	National Trust, Environment Agency, Surrey CC, Thames Water Residents & businesses
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Resources

Internal Resources

Internal Resources	This will require leadership from Abi Lewis and Dawn Hudd, with legal advice from Claire Beesly. Will also need a finance, procurement, communications interface.
Staff Implication	Junior project manager within Capital Programmes available to progress day-to-day activity. A PM may need to be procured if the Council decides to progress with “do minimum” or “do more” options.

External Resources

External	
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Tasks & Milestones

Task				
Description				
Start Date	End Date	% Complete	Status	Key Milestone

Progress Updates

Date Added	Review by CMB on 17 August, ELG 31 August, Exec 22 September (if required)
Added By	Abi Lewis
Item	
Progress	
Planned Activities	
Target Date	

Project Team & Reviewer List

Name	Project Role
Hanna-Liisbeth Lumi	Project Manager

Authors

Abi Lewis	Head of Regeneration & Corporate Programmes
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Governance Approvals and Reviews

Approvals to Date

Subject	
Note	
Added By	
Next Review Gate	Next Review Gate Date

Approvals Required

Stage	Approval Type	Required By	Approval to Proceed	Open / Closed
	Enabler		Not Applicable	Open

Approvers

Approver	
Approved	
Approval Comments	

Strategic Direction

Strategic Direction Required	
Strategic Direction Given	

By virtue of paragraph(s) 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda item number: 8

Document is Restricted

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