



GUILDFORD
B O R O U G H

www.guildford.gov.uk

Contact:

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Tom Horwood
Joint Chief Executive
of Guildford and Waverley
Borough Councils

7 January 2022

Dear Councillor,

Your attendance is requested at a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** to be held on **TUESDAY, 18 JANUARY 2022 at 7.00 pm**. This meeting will be held remotely via MSTeams.

Yours faithfully,

Tom Horwood
Joint Chief Executive

MEMBERS OF THE OVERVIEW AND SCRUTINY COMMITTEE

Chairman: Councillor Paul Spooner
Vice-Chairman: Councillor James Walsh

Councillor Chris Blow
Councillor Guida Esteves
Councillor Graham Eyre
Councillor Angela Goodwin
Councillor George Potter

Councillor Maddy Redpath
Councillor Tony Rooth
Councillor Will Salmon
Councillor Deborah Seabrook
Councillor Fiona White

Authorised Substitute Members

For the Overview and Scrutiny Committee, there is no limit on the number of substitute members for each political group on the Council.

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.



THE COUNCIL'S STRATEGIC FRAMEWORK (2021-25)

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.

Community

- 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

A G E N D A

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 - 10)

To confirm the minutes of the Committee meeting held on 9 November 2021.

4 COVID-19 RESPONSE - UPDATE

5 GUILDFORD AND WAVERLEY COLLABORATION UPDATE

6 LEAD COUNCILLOR QUESTION SESSION

A question session with the Lead Councillor for Resources. Councillor Tim Anderson's areas of responsibility include Finance, Commercial Asset Management, Procurement, and Communications.

7 REVIEW OF THE IMPLEMENTATION OF FUTURE GUILDFORD (Pages 11 - 92)

8 UPDATE ON GYPSY, ROMA AND TRAVELLER UNAUTHORISED ENCAMPMENTS AND A POTENTIAL TRANSIT SITE IN SURREY (Pages 93 - 110)

9 OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 111 - 120)

To agree the draft Overview and Scrutiny work programme.

Please contact us to request this document in an alternative format

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OVERVIEW AND SCRUTINY COMMITTEE

9 November 2021

- * Councillor Paul Spooner (Chairman)
- * Councillor James Walsh (Vice-Chairman)

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|----------------------------|-------------------------------|
| Councillor Chris Blow | * Councillor Maddy Redpath |
| * Councillor Guida Esteves | Councillor Tony Rooth |
| * Councillor Graham Eyre | Councillor Will Salmon |
| Councillor Angela Goodwin | * Councillor Deborah Seabrook |
| Councillor George Potter | * Councillor Fiona White |

*Present

Councillor James Steel (Lead Councillor for Environment) was also in attendance.

In accordance with Council Procedure Rule 23(i), Councillor Masuk Miah attended as a substitute for Councillor Angela Goodwin.

OS39 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

The Committee was advised of apologies for absence from Councillors Chris Blow, Angela Goodwin, George Potter, and Will Salmon. In addition, the Committee was informed of a substitution as detailed above. [An apology for absence was subsequently received from Councillor Tony Rooth.]

OS40 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

There were no declarations of Disclosable Pecuniary Interests.

OS41 MINUTES

The minutes of the Overview and Scrutiny Committee meeting held on 19 October were agreed.

OS42 RESPONSE TO COVID-19 – UPDATE

The Director of Service Delivery gave a presentation on the current COVID-19 situation and the Council's response, beginning with an update on local cases.

The Director of Service Delivery advised the meeting that the COVID-19 infection rate in Surrey for the week ending 2 November was 418.6 per 100,000, higher than the national rate of 392.2 per 100,000. The meeting was informed that the South East rate was 426.6 per 100,000, while Guildford's rate was 315.9 per 100,000. The Director of Service Delivery added that Guildford's rate had recently decreased to 288 per 100,000. The Director of Service Delivery advised that in the previous week there had been 5,023 new cases in Surrey, of which 475 were in Guildford. The meeting was informed that as at 7 November there were 3,028 registered COVID-related deaths in Surrey, with 261 in Guildford.

The Director of Service Delivery updated the Committee on two key COVID-19 issues: vaccination and testing; and track and trace. The meeting was advised that while Guildford currently had the lowest rate of cases in the county, infection rates could change quickly and it was only a couple of weeks since Guildford was near the top. The Director of Service Delivery indicated that cases were still mainly associated with schools and leisure facilities.

He informed the Committee that information on third vaccination rates was currently only available at a national level and that up to 3 November the number of people who had received their third vaccination was 7,536,909. The Committee was advised that local information on third vaccination levels would be included in Covid updates as soon as possible.

The Director of Service Delivery indicated that the Council continued to support testing in the Borough through regular mobile testing units at Sutherland Memorial Park and lateral flow testing being arranged for Thursdays on the Rotunda.

The Director of Service Delivery advised that Surrey County Council would monitor the effect of government guidelines requiring those entering a care home to be double vaccinated; he indicated that the impact was unknown but considered by Surrey County Council to be manageable.

The Committee was advised that the Council continued to support track and trace, with 21 face to face contact tracing cases completed in the past month, of which 13 cases were successfully contacted and resolved.

In response to a question from a Committee member, the Senior Specialist Public Health confirmed that the Council had been supporting educational initiatives about the importance of vaccinations for young people.

OS43 GUILDFORD AND WAVERLEY COLLABORATION – UPDATE

The Chair advised the Committee that the Director of Resources was unable to attend the meeting and the update would be by the Director of Service Delivery.

The Director of Service Delivery read an update provided by the Director of Resources. He stated that on 6 July 2021, Full Council had agreed to collaborate with Waverley Borough Council and commenced the process of appointing a Joint Chief Executive. The meeting was informed that Full Council received further reports on 28 July, 5 October, and 1 November providing an update on the progress of the appointment and the costs and savings associated with appointing a Joint Chief Executive. The Committee was reminded that Tom Horwood was appointed as the Joint Chief Executive by Council on 1 November.

The meeting was informed that Council was in the process of finalising Mr Horwood's employment contract and it was envisaged he would start his role and that the Managing Director, James Whiteman, would finish on 1 December 2021. The Committee was advised that Mr Horwood had written a message to Councillors and staff and held initial informal one to one meetings with the Managing Director, Directors, and some Executive Councillors as part of an informal transition ahead of 1 December.

The Director of Service Delivery advised the Committee that to facilitate the operation of a Joint Chief Executive various legal documents would be required. He indicated that currently it had not been possible to develop a formal full intra-authority agreement, but the Council had drafted a data sharing agreement and a section 113 agreement under the Local Government Act 1972 to allow the two councils to enter into an agreement to place officers employed by the council at the disposal of each other subject to the terms of the agreement. The Committee was informed that the agreement had been drafted in line with the Heads of Terms agreed by Full Council on 28 July 2021. The Director of Service Delivery stated that an intra authority agreement would be required once further services were added into the collaboration arrangement.

In reply to a question, the Director of Service Delivery confirmed that an informal handover process had been underway for some time. In response to a question about data sharing, the Director of Service Delivery indicated that operational data would not be shared. The Lead Specialist – Legal and Council's Monitoring Officer clarified the reasons for the formal change from a Managing Director to a Joint Chief Executive occurring on 1 December and stated that the data sharing agreement was GDPR compliant.

OS44 LEAD COUNCILLOR QUESTION SESSION

The Chair indicated that the item had been withdrawn because the portfolio responsibilities of the former Lead Councillor for Climate Change had been taken on by the Leader of the Council only a few days earlier. The Chair indicated that the question session would be held at a subsequent meeting of the Committee.

OS45 OPERATION OF LEISURE MANAGEMENT CONTRACT 2020-21

Prior to introducing the report submitted to the Committee, the Lead Councillor for Environment apologised for mistakenly advising the Committee at its September meeting concerning the project timetable for Spectrum 2.0. He indicated that in September he had stated that the results of surveys of Spectrum should be available in early or mid-2023 [Minute OS29 refers], whereas the results would be available in the spring of 2022 and a report presented in the summer of 2022.

In introducing the report submitted to the Committee, the Lead Councillor for Environment noted that Freedom Leisure had not provided all the information that would normally be included within the Annual Report. He indicated that the scrutiny working group were broadly happy with the day-to-day operations of the leisure facilities, but had expressed some reservations over the lack of detail and context around some of the figures on customer feedback. The Lead Councillor for Environment stated that the underspent Covid support funding was carried forward into 2021/22 while the business recovers to recover. He indicated that the Client team were broadly happy with the operations of the venues. He concluded by thanking the scrutiny working group for their contribution.

The Head of Culture, Heritage and Leisure Services indicated that he had nothing to add to the opening remarks from the Lead Councillor for Environment.

In response to questions, the Head of Culture, Heritage and Leisure Services confirmed that for convenience the Covid support that Freedom Leisure had received for the three leisure facilities had been declared under Spectrum's income, with the exception of the furlough payments which have been attributed across the three sites.

In reply to a question about the conclusion within the report that the operation of the leisure venues had been broadly within the acceptable parameters of the contract, the Head of Culture, Heritage and Leisure Services suggested that the sites had previously been run in his opinion better by the Council. He indicated that while operationally the facilities were well run, the asset management and the availability of investment funding were issues.

The Head of Culture, Heritage and Leisure Services indicated that the Council was in the process of extending the ten-year contract with Greenwich Leisure Limited for a further two years. He advised that, in conjunction with Waverley Borough Council, an evaluation of options for running leisure facilities across both boroughs was underway. The Committee was informed that an initial, high-level report on options was being produced by an external consultant procured jointly by the Council and Waverley Borough Council.

In reply to a question, the Head of Culture, Heritage and Leisure Services outlined to the meeting the customer feedback during 2020-21, indicating that an initial wave of

compliments when facilities re-opened was then followed by a higher level of complaints per visitor than would normally be the case. He indicated that the Covid restrictions made direct comparison to a typical year very difficult due to the unique circumstances.

A member of the Committee asked for an update on the leisure venues for the period covered since the completion of the Annual Report. In reply, the Head of Culture, Heritage and Leisure Services indicated that demand for swimming lessons was especially strong, exercise classes were in demand, but gym memberships were not at pre-Covid levels; he indicated this situation was typical of venues nationally.

In reply to a question, the Head of Culture, Heritage and Leisure Services indicated that the number of staff at the Spectrum gym had reduced and customer engagement had lessened.

RESOLVED: That the list of Leisure Partnership Agreement objectives detailed at paragraph 3.4 of the report submitted to the Committee be noted.

OS46 GUILDFORD CREMATORIUM AIR QUALITY AUDIT

The Director of Service Delivery introduced the report submitted to the Committee. He referred to the conclusions and recommendations of the audit by SLR Consulting Limited and mentioned three: that the D1 calculation submitted with the tender submissions was not considered in the scoring of the submissions and was not material in the eventual commissioning of the contractor; the apparent slowness of the complaints procedure that was attributed by the Council to the effects of the pandemic; and a requirement for an audit procedure and documented audit trail, with contractors required to have a quality assurance system certified to a recognised standard. The Director of Service Delivery acknowledged delays in the complaints procedure prior to the pandemic and welcomed the advice for contractors to have a quality assurance system certified to ISO 9001.

The Chair welcomed a member of the public, Mr Mark Westcott, who had registered to speak on the item and reminded Committee members that they had already received a copy of Mr Westcott's statement the previous evening.

Mr Westcott addressed the meeting, questioning the accuracy of the information provided to the Committee and the Council's response to his requests for information about the calculation of the crematorium stack height. He began by thanking the Director of Service Delivery for acknowledging that delays had occurred prior to the pandemic in responding to requests for information. Next, Mr Westcott detailed the timeline for his requests for information since 2017, the responses received, the eventual resolution of the stack height issue in 2020, and the lack of criticism of the Council within the reports submitted to the Committee.

The Chair thanked Mr Westcott. In addition, the Vice-Chair of the Committee and the Chair both remarked on the email from a Council officer that Mr Westcott had provided to the Committee and offered their apologies. A member of the Committee assured Mr Westcott of efforts by Councillors to promote openness and transparency within the Council and ensure mistakes were admitted and learnt from.

The Director of Service Delivery expressed his gratitude to Mr Westcott and another member of the public, Mr Harvey, for their continued efforts to highlight an error with the stack height that required correction.

In reply to a question from a Committee member about the redaction of company names within the report submitted to the Committee, the Lead Specialist – Legal and Council's

Monitoring Officer indicated that the Council did not have the consent of the companies to name them.

RESOLVED: (I) That the SLR audit at Appendix 1 of the report submitted to the Committee be noted.

(II) That the recommendations within section 3 of the SLR audit at Appendix 1 of the report submitted to the Committee be endorsed.

OS47 UPDATE ON PROJECT & PROGRAMME MANAGEMENT (PPM) GOVERNANCE

With reference to presentation slides included within the Committee's agenda, the Strategy and Communications Manager provide an update on changes to the Council's governance of its project and programme management (PPM). He began by summarising the PPM governance issues identified prior to the changes: including, the absence of mandates, stage gates, robust business cases, and an audit trail of decision-making, a want of standardised methodologies; and a lack of strategic context, direction, and consensus. The Strategy and Communications Manager advised the Committee of the new processes and products introduced to improve PPM at the Council and the benefits desired. In addition, the Committee was advised of the next steps to improve PPM, such as the mapping of capacity and resources towards the Council's priorities, and the development and implementation of more transparent reporting arrangements.

The Strategy and Communications Manager concluded his presentation by offering to provide further and more detailed explanations of the PPM products to Councillors in small workshops.

In reply to a question from the Chair, the meeting was advised that the Lead Councillor responsible for the PPM changes was the Leader of the Council and Lead Councillor for Customer Service and that he had been unable to attend the meeting.

A member of the Committee noted the merit in a simplified system to manage large numbers of projects and the importance of timely information, before requesting a briefing for Councillors on the details of the PPM changes.

A member of the Committee welcomed the PPM changes and suggested that the improvements presented to the meeting appeared to be standard PPM. She asked for information about the reporting tool the Council would be using and was advised that an evaluation of the various options had been undertaken. The Strategy and Communications Manager suggested the value in a demonstration to Councillors of the chosen reporting system. In response to a further question, the Strategy and Communications Manager indicated that the Enterprise Portfolio Management (EPM) system was being trialled in Corporate Programmes until March 2022 before it was applied to other programmes across the Council. In reply to a Committee member, the Strategy and Communications Manager agreed the merit in organising drop-ins for Councillors to find out more about the EPM tools.

A member of the Committee indicated the importance of project closure and post-project evaluation stages. She alluded to the disadvantages of a person self-assessing their own project work and the need for the lessons learned report and the post-project evaluation to be written by someone unconnected to the project.

RESOLVED: (I) That the Executive be requested to ensure that in relation to the closure and evaluation stages of Council projects the author of both the lessons learned report and the post-project evaluation be someone unconnected to the project.

(II) That further training and information on the Council's project and programme management be organised for Councillors.

OS48 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Committee considered a report containing the overview and scrutiny work programme for 2021-22.

In response to questions from members of the Committee, the Senior Democratic Services Officer – Scrutiny undertook to circulate the notes of the Affordable Housing task and finish group to all Committee members. In addition, the meeting was advised that unscheduled items, such as the Visitor and Tourism Strategy, would be progressed.

RESOLVED: That the overview and scrutiny work programme attached at Appendix 1 to the report submitted to the Committee be noted.

The meeting finished at 8.13 pm

Signed

Date

Chairman

Overview and Scrutiny Committee Report

Ward(s) affected: All

Report of the Resources Director

Author: Claire Morris, Resources Director

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Lead Councillor responsible: Cllr Joss Bigmore

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Date: 18 January 2022

Review of the Implementation of Future Guildford

Executive Summary

This report provides the Overview and Scrutiny Committee with a final update on the implementation of Future Guildford. Updates on the implementation of Phases A and B were provided to this committee on the 17 December 2019 and 2 February 2021.

Future Guildford was the Council-wide approach to reorganise our whole organisation. The structure and the implementation of the new systems and procedures and way of working were all included under that heading. As was always intended, Future Guildford has now been completed and the on-going implementation of systems, procedures and the development of our culture is now all classed as 'Businesses as Usual' (BAU). A final Future Guildford Board meeting was held in August 2021.

The report provides:

- some background information to Future Guildford
- presents the findings from two reports produced by Ignite ('operating model' **Appendix 1** and the 'Future Guildford programme benefit report' **Appendix 2**) at the end of their contract
- a summary of the findings of the recent KPMG internal audit on the governance of the project
- an update on various implementation issues including performance within the Customer Services Centre, planning applications and the introduction of the integrated finance and Human Resources (HR) system (Business World) and the Customer Relation Management system (CRM), Salesforce).

The Resources Director and relevant officers will present the report to the Committee at the meeting and will be able to provide response to any questions at that meeting.

The Committee is asked to provide its views on the implementation of Future Guildford. Some suggested issues for the Committee to consider are provided in Section 14 of the report.

Purpose of Report

- 1.1 This report provides the Overview and Scrutiny Committee with a final update on the implementation of Future Guildford. Updates on the implementation of Phases A and B were provided to this committee on the 17 December 2019 and 2 February 2021.
- 1.2 The report presents the findings from two reports produced by Ignite ('operating model' **Appendix 1** and the 'Future Guildford programme benefit report' **Appendix 2**) at the end of their contract.
- 1.3 A summary of the findings of the recent KPMG internal audit on the governance of the project is also provided.
- 1.4 The Resources Director and relevant officers will present the report and provide responses to any questions asked at the meeting.

2. Strategic Priorities

- 2.1 Overall, the Future Guildford project ensured that the themes, priorities and projects within our Corporate Plan 2018-2023, are met and delivered. We aim to improve our services, making it easier for the customer to access them, deliver the projects we have said we would, become more efficient, and address the financial challenges that we face. This is further supported in the Council's new Corporate Plan 2021-2025 where we state that we will be an efficient and innovate Council and deliver good value for money services.
- 2.2 A key element of the Future Guildford approach is the investment in and development of our information technology. This related to the theme of 'Innovation' in the 2018-2023 Corporate Plan where we had stated that we would be "using innovation, technology and new ways of working to improve value for money and efficiency in Council services".
- 2.3 The Council is also a Category 1 responder as part of the Surrey Local Resilience Forum. The investment and development of our information technology has allowed this Council to function effectively throughout this pandemic with virtual committees and meetings (internally and externally).

3. Background

- 3.1 Future Guildford was the Council's transformation programme covering the whole of the organisation. The Council agreed to the implementation of Future Guildford at its meeting on 26 February 2019 and Ignite (management consultants) were commissioned to work with us to implement their service model and the new structure. The service model is based on enabling genuine customer self-service through improved technology and managing resources into corporate case management, corporate customer service, specialists (e.g. Legal, accountants), strategy and commissioning and services.

- 3.2 Several factors prompted the need to implement a transformation programme on the scale of Future Guildford. These have been covered in detail in the previous reports but included:
- A lack of genuine customer self-service
 - there was no contact management software offering queue management and no master customer record providing a joined-up view of the customer
 - Customer Service Centre (CSC) staff had to refer to and directly enter cases into 14 separate systems, and they were not yet covering the full range of services
 - there were 23 published telephone numbers for services
 - out of 51 in-house systems identified, 30 related to support services
 - finance had 20 in-house data bases/systems with significant off-system working and had 13 suspense accounts requiring reconciling which required significant manual effort
 - Human Resources (HR) had a system but leave, sickness, time, performance and recruitment were all managed outside of that system.
- 3.3 Ignite also made the following observations:
- There was too much duplication identifying that we had shadow service IT teams within services operating outside of the corporate ICT team
 - several enforcement teams were doing similar roles across the organisation
 - different community facing teams were spread out across the Council
 - some teams were still receiving direct calls from the public when we have an established CSC and several separate teams were arranging events.
- 3.4 Another key factor was the Council's financial situation. The General Fund Budget report, presented to Council in February 2019, identified that over the medium term period from 2019 to 2023 the Council was projecting a gap between income and expenditure of around £10 million. Sensitivity analysis concluded that the range of the gap was between £6million and £13 million.
- 3.5 As a result, the aims of the project were to:
- improve our services and customer care
 - Future proof our organisation
 - Modernise our services and systems
 - Make us more efficient
 - Deliver savings required and address our financial challenges and budget gap
 - Create an environment where there are better development opportunities for staff
 - Develop our culture into one that collectively adapts and changes to address the various challenges and issues facing us.
- 3.6 Phases A and B have now been implemented which has resulted in the structure shown in Appendix 4. The new structure reflects the implementation of the Model.

4. Ignite reports

- 4.1 Ignite produced two final reports and provided a presentation to the Future Guildford Board on 23 August 2021.
- 4.2 The first report, GBC operating model paper (Appendix 1), provides a summary of the Council operating model that should assist in the maintenance and further development of the model to meet evolving strategic priorities of the Council.
- 4.3 The second report, Guildford Borough Council Programme Benefit Report (Appendix 2) sets out the benefits, financially (savings and costs) and in relation to the services and the strategic management of the Council.
- 4.4 The covering presentation to the Board is provided in Appendix 3

5. KPMG Future Guildford Programme

- 5.1 KPMG undertook an internal audit of the programme in quarter 2 2021-22. Their findings were reported to the Corporate Governance and Standards Committee at its meeting in November 2021 and the report is public as part of the committee papers on our website (see [Microsoft PowerPoint - GBC Progress Report November 2021 DRAFT.pptx - Read-Only \(guildford.gov.uk\)](#)). Appendix 3 of the progress report summarises the findings and conclusions from the audit.
- 5.2 KPMG reviewed the design and effectiveness of the governance arrangements, risk assessment, reporting and action tracking. They reported a finding of 'significant assurance with minor improvement opportunities' (amber-green). The rating was driven by regular and varied governance arrangements, robust tracking of deliverables and good initial consultation with staff. Two recommendations were made as follows:-
 - the Council should undergo a formal, comprehensive exercise to understand the extent of lessons learned from the programme implementation, including continued staff surveys and consultations to measure how well staff have adapted to new organisational structures and processes
 - The council's organisational cultural framework needs to be reviewed and updated and used in a consistent manner by management
- 5.3 This report to overview and scrutiny committee forms part of the formal post-project implementation review. A staff survey and customer engagement survey is planned however, they have been on hold during the on-going covid-19 pandemic restrictions as the government restriction for Council officers to work from home, increased customer contacts relating to the pandemic and the impact of the new services we have implemented within the customer services team to support vulnerable people will inevitably have an impact on both surveys. It would be best to conduct both surveys once Future Guildford process changes and systems are fully embedded and the council returns to its 'new normal' covid restriction free business as usual operation.

- 5.4 The Organisational Culture Framework is aligned to the Values as defined in the Corporate Plan. The 2021-2025 Corporate Plan introduced nine new Values. A revised Framework has been constructed that identifies specific behaviours at three levels – Team member, Team Leader and Service Leader. The updated framework will be widely communicated, along with detailed notes for guidance that highlight its day-to-day use and its role in Team Meetings and 1-2-1s. Periodic reviews of relevance and usage will be scheduled.

6. Future Guildford Operating Model implementation

- 6.1 As discussed previously, this is the Council's most ambitious and largest transformation project it has ever undertaken. The operating model paper at Appendix 1 describes the new model which the council is operating and the move to handling customer contact, as far as possible, through new self service tools via our website. The model assumes that the majority of customer contact with the council will be through the new on-line self service channels however, the customer service team will deal with any customers that cannot or choose not to self serve through our on-line tools. The aim of the model is for the customer and case team to resolve as many customer queries at the point of first contact as possible and to escalate matters which cannot be resolved to specialists. The new customer relationship management system, Salesforce has been implemented to ensure that we record all customer contacts with the council and monitor their progress through to resolution. However, it is recognised that culturally, an improved focus on customer service across all teams still needs to be embedded.
- 6.2 In addition to the scale of this project, the Council was also responding to the worldwide Covid pandemic. The situation, coming out of the initial pandemic, presented a situation where we saw an increase in planning applications, and a largescale demand for our services. This was at the same time as we were implementing Phase B and the new systems. There have been a number of concerns expressed about delays in answering phones and delays in processing applications. The teams are working very hard to address these issues and recruit the appropriate staff to carry out the required tasks. It is anticipated this will be an area for discussion at the meeting. The former Head of Customer, Case and Parking prepared a brief report, prior to his departure from the Council, to update the Committee on the situation (Appendix 5) which has been updated to provide data as per January 2022 and the progress that is being made to resolve the issues. The departure of the Head of Customer, Case and Parking has provided an opportunity to review whether we continue to have an internal and an external case services team or whether there are further benefits that could be achieved in combining the teams and providing a smoother workflow between teams and a more joined up view of our customers. As an interim measure, the Resources Case Services Manager has taken on a combined role to cover the Head of Customer Case and Parking whilst the options for merging the teams are explored. This may result in a restructure of the case teams that may provide an opportunity to address some of the issues training and development issues and re-assess the staff resource requirement.

Future Guildford Technology

6.3 The Future Guildford programme was divided into two major phases. Phase A dealt with the reorganisation of strategic and internal support services and Phase B dealt with the reorganisation of public facing services. The technology workstream was aligned to these two phases.

- Phase A
 - Unit 4 BusinessWorld Enterprise Resource Planning (ERP) system replaced the Selima HR and Payroll system, ABS e-financials finance system in August 2020 and will replace the Adelante payments and income management system by April 2022.
 - Halo Nethelpdesk internal case management system was introduced in January 2020 to manage support internal service requests for ICT, HR, finance and legal services
 - A new intranet (Goss) was introduced in December 2019 to aid internal self service
- Phase B
 - A new interactive website (Goss) was introduced in April 2021 to aid customer self service, rationalise content, improve accessibility and to standardise customer journeys into the Salesforce CRM platform
 - A new customer relationship management system, Salesforce, was introduced in April 2021 which provides a customer portal, workflow management and e-forms across the majority of front-line services as well as integration into OPENVision and OPENPortal. Ongoing development to the system will be made through to March 2022 and possibly beyond, to bring further services online.
 - The revenues and benefits software, Civica was upgraded and three new modules Civica OPENVision, OPENPortal and OpenChannel were introduced between April 2021 and September 2021. These modules allow customer self-service for revenues and benefits as well as paperless direct debits.
 - Housing pre-tenancy software was replaced with Housing Jigsaw to cover homelessness, housing register and choice-based lettings services on-line and increase the council's compliance with accessibility regulations
 - Tascomi licensing software was upgraded to provide on-line forms integrated with the Goss website

6.4 The implementation of these software solutions has enabled better, more efficient processes for staff, improved compliance with regulations and enabled more genuine self-service for customers. This has required a major cultural shift in the way that officers work and the way that the public interact with the Council. The two largest systems, Salesforce and BusinessWorld went live with core modules at the time of implementation however there are on-going work streams to continue to iron out initial go-live defects, make further improvements to core functionality, deliver further non-core modules and developments to migrate other council services and systems into their functionality. Both systems have on-going development roadmaps which is being delivered through the ICT and Digital programme and is now overseen by the officer level 'ICT and Digital Programme Board'. An update on these developments is provided below.

Salesforce update

- 6.5 Salesforce went live in April 2021 with the initial implementation covering customer, case and parking services, waste services and initial integration to Civica OpenVision and OpenPortal for revenues and benefits. Since go live further post go-live enhancements and stabilisation have been made to improve missed bin reporting, commercial waste, integration with Bartec waste management system, geo-location, MOT Bookings, improved customer services dashboard and customer portal which mainly went live in Autumn 2021. The team are continuing to work on improvements to garden waste forms, electoral roll automation and the 'about your area' search. The next phase of development scheduled for completion by March 2022 is to integrate Salesforce with the new Heycentric payment provider (part of BusinessWorld Income manager implementation to replace Adelante).
- 6.6 The roadmap for further development of Salesforce is currently under development and includes the following considerations:-
- Replacement of Iken legal services case management system
 - Replacement of Halo nethelpdesk case management system for internal case management (being considered alongside a potential merging of the two case management teams across directorates)
 - Replacement of violent warning marker database
 - Integration with Modern.Gov for councillor information
 - Integration with the Accolaid planning system for pre-planning applications
 - Replacement of the Stopford and SeatGeek booking systems for room, parking space and sports pitch bookings
 - Replacement of the housing repairs workflow system for tenants to raise a housing repairs issue (this is also being looked at as part of a wider project to significantly upgrade or replace the Orchard Housing management system for the Housing service)

BusinessWorld update

- 6.7 As part of the report that the O&S committee received on 2nd February 2021, officers provided an update on the implementation of the new integrated Finance, HR and Payroll system, BusinessWorld. Officers reported that during implementation there were issues with testing, data migration and cutover to the new system due to capacity issues with delivering the staff restructure alongside a major system implementation. These issues were compounded by having to do the work remotely during the first of the Covid lockdowns. As a result, the system carried a higher level of defects at go-live than we would have liked. The defects have all now been resolved and the council has implemented the reporting and budget monitoring functionality, the first phase of Income Manager, the bank reconciliation module and has started to implement the timesheets and expenses

module. The second phase of income manager, which involves a major upgrade to our telephone and web-payments functionality, implementation of Heycentric payment solutions (replacing Adelante) and integration with Salesforce is underway and scheduled to go live in April 2022.

- 6.8 There have been on-going issues with the budget monitoring functionality and officers have learned that the software supplier has now decided not to continue to support the module we have implemented, called 'business books'. The supplier has launched a new budget monitoring module called 'FP&A' and Officers are currently reviewing implementation of the budget monitoring functionality and considering migrating to the newer module (which we are aware that Surrey County Council are implementing as part of their implementation of the same system). HR training and HR performance modules are likely to start development for implementation later in 2022.
- 6.9 Overall, there has been significant and on-going improvement in the development of BusinessWorld since go-live and this has been recognised in the improvement of the internal audit assurance ratings and in the internal audit reports we have received for the core financial functions in 2021 compared to 2020. The improvement in core financial functions will be recognised in the internal audit progress report that is due to be reported to the corporate governance and standards committee in January 2021.

7. Consultations

- 7.1 Formal consultation with staff and Unison took place, in accordance with our procedures and employment legislation, for the CMT review and Phases A and B.
- 7.2 The proposed management actions within the KPMG audit will be progressed.

8. Key Risks and Lessons Learned

- 8.1 The full project risk register has been provided in the previous reports and is covered within the KPMG audit report
- 8.2 In terms of lessons learned officers would offer the following reflections:-
- Cultural resistance to change has been significant and continues – Future Guildford is often blamed for problems that are not always related to the operating model or the technology but Future Guildford becomes the blame point with staff and councillors
 - Future Guildford has not resolved some of the issues that were apparent in the organisational culture prior to Future Guildford – particularly communication, team working and a focus on customer service across all teams. In some cases issues have increased.
 - Implementation during the pandemic and a large scale move to remote working has been a significant additional challenge
 - The benefits report from Ignite (Appendix 2) recognises that not all aspects of the originally envisaged culture and change programme have

been implemented (partly due to the disruption caused by the pandemic) as a result there have been challenges in building new teams remotely

- Staff are not used to being managed through service plans, service level agreements and KPIs; this has been a significant adjustment which is still embedding
- There was a trade off in timing between doing the staff restructure to implement the new operating model to achieve the savings and the testing and implementation of the new technology. In most cases the restructure was undertaken before the testing and implementation of the new technology meaning there was reduced capacity to deal with the testing and implementation. However, if the testing and implementation had been done first then we would have been training staff to learn systems they would not then be using meaning that training would have needed to have been repeated as new staff joined the organisation. There were advantages and disadvantages of both approaches and no right answer on how a change of this magnitude should proceed.
- Linked to the above point, following the implementation of new technology many process and procedure notes and knowledge based articles (KBA's) across teams need updating – this process is ongoing and is key to on-going training and development of staff as well as induction of new starters
- Due to 'firefighting' issues, transition plans and training and development plans were not always fully completed and implemented. Where issues have arisen and we have undertaken a further review then often the completion and implementation of the training and development plans is a key factor.

- 8.3 In order to address some of these issues, particularly before we go through a further organisational change with the Guildford-Waverley collaboration, the launch of a new organisational development framework, training and development plans for staff and robust performance and behavioural management is key.

9. Financial Implications

- 9.1 As detailed in Appendix 2, the Council is forecast to achieve around £8million of efficiency benefits from Future Guildford when compared to the baseline budget from 2018-19. Staff savings of £4.0million have been removed from the budget already for 2021-22 along with around £2million of other savings. A further £600,000 of income from the implementation of the asset management strategy and £1.3million of procurement savings are scheduled for implementation between 2022-23 and 2024-25 and are included in the Council's medium term financial plan. Savings originally identified under Future Guildford for the strategy based reduction in Community services, Leisure services, and Cultural and Heritage services have been carried forward into the Council's current savings strategy and are being considered for implementation as part of the on-going budget setting process for 2022-23 and medium term planning cycle up to 2025-26.

- 9.2 The original cost of Future Guildford was anticipated to be £13.3million. As detailed in Appendix 2, the cost at the time of project closure in June 2021 was £10.6million principally as a result of £1.6million lower redundancy costs than initially envisaged and a further £1.3million from not implementing the Teckal and trust model of service delivery for operational services. There remains on-going spend on ICT consultancy services and ICT software implementation costs associated with the on-going delivery of the technology workstream in relation to BusinessWorld and Salesforce in particular. It is likely therefore that the final spend by March 2022 will be around £12.0million.

10. Legal Implications

- 10.1 The Head of Paid Service (HoPS), has a statutory responsibility in relation to the organisation of the Council, its staff, their appointment and management, and the number and grades of those staff – alongside holding an overall responsibility for the coordination of the resources needed to do so. In particular, the HoPS has a duty to prepare and report on proposals for such staff and resources, to Full Council, and the Council has a duty to provide such staff, accommodation and other resources as the HoPS consider necessary. Section 3 of the Local Government Act 1999, requires that continuous improvement is made in the way in which the Council's functions are exercised, having regard to a combination of economy, efficiency, and effectiveness.
- 10.2 The Blueprint (provided by Ignite at the very start of the process and referred to in previous reports) envisaged a programme of procurement in relation to goods and services (for example, in the context of the Council's ICT provision). The procurement exercises are being run in accordance with Public Contract Regulations 2015 and the Council's Procurement Procedure Rules.
- 10.3 The Council will need to ensure it continues to comply with its employment law duties in relation to staff affected by the Phase B restructure.

11. Human Resource Implications

- 11.1 As stated in previous reports, the Future Guildford Transformation Programme has introduced a completely new way of working for staff and has resulted in the restructuring of teams and services as well as the introduction of new roles, which have all been subject to full consultation. Some further small scale restructuring is ongoing to address areas where service delivery can be enhanced. The changes to working practices are leading to the development of new skills and behaviours amongst the workforce as the organisation transforms through culture change. Development needs are continually being assessed and met by a variety of methods alongside the provision of a number of wellbeing initiatives aimed at supporting our employees through periods of change and building resilience. These are being provided through the use of both the internal HR team and external resources.

12. Equality and Diversity Implications

- 12.1 The Screening Equality Impact Assessment is in the Council report 26 February 2019. At this stage, no further action is required but on completion of the transformation programme an assessment of the impact on our workforce profile and on the equality strands will be carried out. If an impact is identified and inequality needs addressing this will be reflected in the Council's Equality Action Plan.

13. Climate Change/Sustainability Implications

- 13.1 The Council will ensure that all reviews and the development of services take into account the Council's strategic direction on climate change/sustainability policies and priorities.

14. Suggested issues for overview and scrutiny

- 14.1 It is suggested that the Committee may want to look at the following issues:
- Future Guildford has produced a new, modern and efficient structure that should lead to better corporate management of the customer and services and delivers substantial savings. Does the Committee have any further observations in relation to the structure?
 - Have the Committee got any comments on the lessons learned?
 - Appendix 5 provides an update to the Committee on the issues faced within the customer, case and parking team in particular, have the Committee any further comments on this?

15. Summary of Options

- 15.1 The Council agreed Future Guildford as its major, organisation-wide transformation project at its meeting 26 February 2019. The structures for Phase A and B have been informed through workshops, the meetings of the Future Guildford Board and formal staff consultation. All options for the review, structure and redesign of services, and the new systems have been managed through the project board and project team.

16. Conclusion

- 16.1 In the previous report we stated the Council faced numerous challenges that led to the decision to implement Future Guildford. We found, from Ignite's work and our own internal assessments, that our IT systems were in need of investment and development to address these requirements and expectations. The financial challenges and related budget gap also required us to review the structure of our Council and our methods of working and models of service provision. We know, as a result of the Covid pandemic and other pressures that further efficiencies, increased income and savings are still required. The partnership/closer working with Waverley Borough Council will also continue the transformation agenda.

- 16.2 To conclude, much has gone well but, as with any project, there are areas where we have learnt from the experience. The reports from Ignite highlight the benefits and strategic areas that will require further consideration. The KPMG report confirms how the governance of the project was undertaken and provides some recommendations going forward. The update report from the Head of Customer, Case and Parking Services highlights where we are in terms of implementation and managing some of the backlogs and service concerns being experienced at the moment. The officers present at the meeting will update on the progress of these areas of work.
- 16.3 There is no doubt that this is a challenging and brave project for this Council. It is, however, necessary with very strong and clear business reasons for this change. By implementing Future Guildford, the Council is providing reassurance to our residents that we are seeking to make our Council and services as efficient and effective as we can.

17. Background Papers

[KPMG Internal Audit Progress Report Microsoft PowerPoint - GBC Progress Report November 2021 DRAFT.pptx - Read-Only \(guildford.gov.uk\)](https://democracy.guildford.gov.uk/documents/s22498/Item%2005%201%20-%20Internal%20Audit%20progress%20report%20-%20App%201%20-%20GBC%20Internal%20Audit%20Progress%20Report%20November%202.pdf)

<https://democracy.guildford.gov.uk/documents/s22498/Item%2005%201%20-%20Internal%20Audit%20progress%20report%20-%20App%201%20-%20GBC%20Internal%20Audit%20Progress%20Report%20November%202.pdf>

18. Appendices

Appendix 1 – GBC Operating Model Paper (Ignite)

Appendix 2 – GBC Programme Benefit Report (Ignite)

Appendix 3 - Presentation for FG Board (Ignite)

Appendix 4 - GBC Future Guildford Structure

Appendix 5 – Update on Services and systems

GBC operating model paper

This short paper is part of the programme close down documentation of the Future Guildford, whole council transformation programme. It provides a summary of the Council operating model that we hope is valuable to all stakeholders; Councillors, CMT, heads of services and all staff and partners in maintaining and continuing to build the operating model to meet the evolving strategic priorities of the council.

1) Aims of Future Guildford and the design principles

In late 2018 the leadership team of Guildford Borough Council were supported by Ignite Consulting to develop a business case and blueprint for a new way of working at GBC. The aims of this new operating model were to:

- Improve our services and customer care
- Future proof our organisation
- Modernise our services and systems
- Make us more efficient
- Deliver savings and address our financial challenges
- Create an environment where there are better development opportunities for staff
- Develop our culture into one that collectively adapts and changes to address the various challenges and issues facing us

In order to meet these aims we agreed a set of twelve design principles to guide the transformation programme and the creation of our new organisation. These design principles remain as relevant now, to how we continue to build our organisation on the success of the Future Guildford programme, as they were in implementing this transformation:

1. Focus on the customer experience
2. Fewest steps for customer
3. Keep customers informed
4. Digital by default
5. Resolve first time
6. Collect less and tell us once
7. Use skills and expertise effectively
8. Efficient working
9. Use technology to ensure compliance
10. Real time measurement to improve
11. Supporting customers to do more
12. Proactively prevent and shape demand

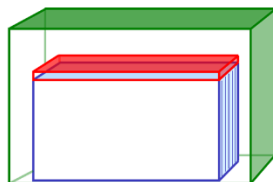
2) Foundations of our operating model

In designing our operating model we clarified two key characteristics of the work we do in the Council. These are critical drivers in how the work is most effectively structured and delivered.

a) Purpose of work

All organisations, including local authorities, perform three core purposes of work or general roles:

- Green box – strategy and governance
- Blue box – service/product delivery
- Red box – support services/resources



Green Box
• Focussed on the Organisation
• Activities that monitor the environment and navigate this business through it successfully
• KPIs linked to corporate performance and Governance

Blue Box
• Focussed on the customer
• All activities that are delivering value to the customer
• KPIs linked to cost, revenue or customer experience

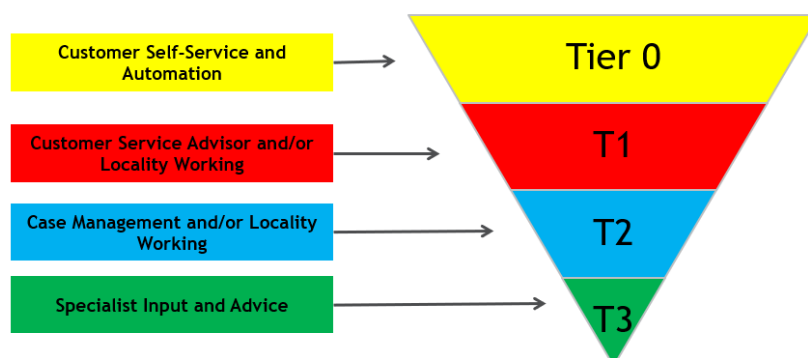
Red Box
• Focussed on supporting the blue box
• All activities that enable the blue box to happen (may enable some green box activities)
• KPIs linked to a blue box KPI or provision of infrastructure at minimal cost

This purpose of work was used as the starting point for the structure of the three directorates of Guildford Borough Council, recognising the importance of all staff playing an appropriate role, as required by the organisation, in any of these general roles based on their individual skills.

b) Type of work/tier

As a key mechanism to delivering significant efficiencies in transactional/process heavy activity we have implemented this four-tier model across much of the core blue and red box service areas. This has led to consolidating the interface with the customer in tier 0 to enable more self service, bringing together a larger single front

door customer service team and creating a blue and red box case management team to deliver the majority of rules-based work in the council.



The diagram below describes the key aspirations of the successful implementation of these four tiers. The language is particularly focussed to blue box/customer facing services, referencing customer service advisors (CSAs) in tier 1 but it is equally applicable to red box/support services where we have combined tier 1 and 2 activity into a single resources casework team.

Tier 0 - Customer Self Service

- Customers can easily find what they need online
- Customers have a consistent user experience for all online services
- Customers can apply for and report all significant services/issues online
- Customers can pay for any service online
- Customers can submit documents online, both at initial application and during a case
- Customers can view information about their cases and accounts online

Tier 1 - Customer Contact Management

- Calls can be queued and routed to automated systems and customer service advisors (CSAs), and customers get feedback and self-serve nudges whilst queueing
- CSAs can search by unique customer, property or case reference to find, view and update existing customers, properties or cases
- CSAs have easy access to a searchable knowledge base/scripts to help them answer 100s of enquiry types
- CSAs can view all case documents to assist them to help customers with enquiries about open cases
- CSAs can easily take payments for all services
- CSAs can create new cases and workflows

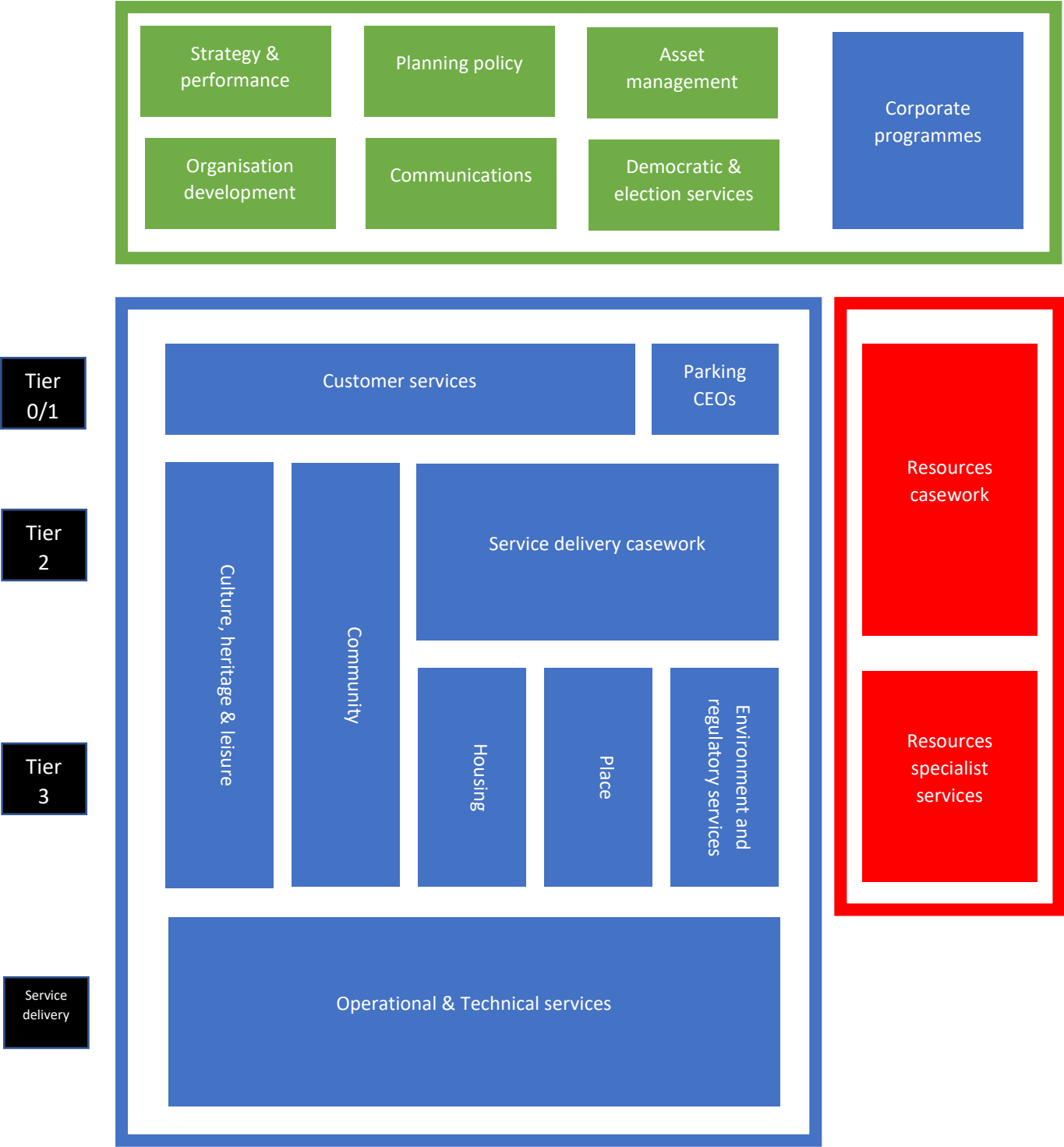
Tier 2 - Case Management

- Customers receive automatic updates via SMS/email when cases are created or updated
- All new case work is picked up from work trays/queues
- Trays/ queues provide a unified view of all work for a particular team, across the full range of services
- Work can move between queues based on rules or manual choice
- Work can be split into stages and both the overall case and individual stages can have target dates configured
- Managers can view live performance reports for teams, cases and individuals and overdue work is escalated
- Electronic case files are available from workflow/case screens
- Case workers can easily take payments for all cases

Tier 3 - Specialist

- Cases initiated online or by CSAs are created in specialist back office systems without rekeying data
- All documents created in specialist back office systems are automatically added to the full electronic case file

3) GBC operating model visualisation as at April 2021



Guildford Borough Council
Future Guildford programme benefit
report
July 2021



1. Business case

The original business case for Future Guildford was submitted to Guildford in November 2018 and approved at full council in early 2019. It included a refined business case, an organisational design and a costed implementation approach and plan. Ignite worked closely with Members, CMT, service managers and representatives across the council to develop the business case and refine savings estimates, setting out the following savings across the areas explored in the business case:

Weighted revenue savings					
Opportunity type	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023
Future Model	£0	-£417,000	-£2,250,000	-£4,500,000	-£4,500,000
Non staff efficiency	-£331,934	-£870,307	-£1,222,061	-£2,082,061	-£2,162,061
Strategy based reduction	-£145,207	-£1,267,975	-£1,953,454	-£2,236,508	-£2,476,508
Commercialisation	-£374,175	-£746,800	-£974,775	-£1,528,215	-£1,693,640
TOTAL	-£851,316	-£3,302,082	-£6,400,290	-£10,346,784	-£10,832,209
Increased tech revenue		£337,500	£626,000	£626,000	£626,000
Grand Total	-£851,316	-£2,964,582	-£5,774,290	-£9,720,784	-£10,206,209

Figure 1: programme target savings

Although the savings in Figure 1 above have been referred to throughout the programme, it should be noted that new projects from the programme excluding projects already underway and included in the GBC MTFP at the time. These savings amounted to £713,000 in FY22/23 as set out in Appendix 1.

The investment required in the programme (the programme budget) was set out as follows:

Programme budget cost items	Budget
Technology (new)	£592,500
Implementation team – Ignite	£1,470,400
Implementation team – other contractors	£3,711,900
Teckal & Trust setup	£2,292,100
Contingency	£1,190,000
Redundancy	£4,100,000
Total	£13,356,900

2. Seven aims of the programme

The aims of this new operating model set out in the original business case were to:

- Improve our services and customer care
- Future proof our organisation
- Modernise our services and systems
- Make us more efficient
- Deliver savings and address our financial challenges
- Create an environment where there are better development opportunities for staff
- Develop our culture into one that collectively adapts and changes to address the various challenges and issues facing us

Programme Aim	Status	What happened in the programme
Improve our services and customer care	Green	<ul style="list-style-type: none"> • Development and implementation of the customer engagement strategy and associated metrics to measure customer value and improve performance • Engaging with stakeholders and SMEs to design and implement customer centric policies and processes (see section 4.4)
Future proof our organisation	Green	<ul style="list-style-type: none"> • Working with key stakeholders to align the Corporate Plan and portfolios with the organisational structure and service plans • Creation of roles and teams centred around the customer and their issues, able to deal with complex scenarios (e.g. Compliance Services) • Increasing utilisation of resources across service areas (e.g. Case Services)
Modernise our services and systems	Green	<ul style="list-style-type: none"> • Implementation of Salesforce to facilitate aspirations of the customer engagement strategy • Improvements in line of business system capability and related service redesign (e.g. Tascomi form and process building) • Implementation and ongoing development of the Unit4 ERP and ServiceDesk to improve internal self-serve and support services
Make us more efficient	Green	<ul style="list-style-type: none"> • Automation of high-volume processes • Streamlined processes to remove duplication, workarounds, multiple systems use and unnecessary approvals • Remove silos and blockers to inter-departmental data sharing, to deliver joined up services and information • Implementing more consistent spans of control in leadership roles
Deliver savings and address our financial challenges	Amber	<ul style="list-style-type: none"> • Delivery of £4.68M Future Model (transformation) savings (see section 4.1) • Delivery of £4.61M/year savings by end FY21/22 and £5.58M/year savings by end FY22/23 across non-staff efficiency, strategy-based reductions and commercialisation • Up to £1M Heritage & tourism reductions still outstanding
Create an environment where there are better development opportunities for staff	Green	<ul style="list-style-type: none"> • Integrated help desk to support staff self-serve and build their skills • Huge increases in career pathways unlimited by functional areas, giving a range of pathways from operational leadership to functional specialisms (where resourcing models have laid foundations to improve the corporate approach to continuing professional development)
Develop our culture into one that collectively adapts and changes to address the various challenges and issues facing us	Amber	<ul style="list-style-type: none"> • The organisation has responded quickly throughout the pandemic to continue to deliver services in remote and hybrid environments enabled by new systems and adaptable culture that has been implemented • A combination of leadership development resilience training throughout the programme has supported managers and their teams to engage productively throughout this significant transformation • We recognise not all aspects of the originally envisaged culture and change programme have been implemented (partly due to disruption caused by the pandemic and the challenge in building teams remotely)

Figure 2: High level summary of progress against aims of the programme

3. Benefits map

In the early stages of programme implementation (2019), a benefit map was developed which was aligned to the seven work packages within the programme:

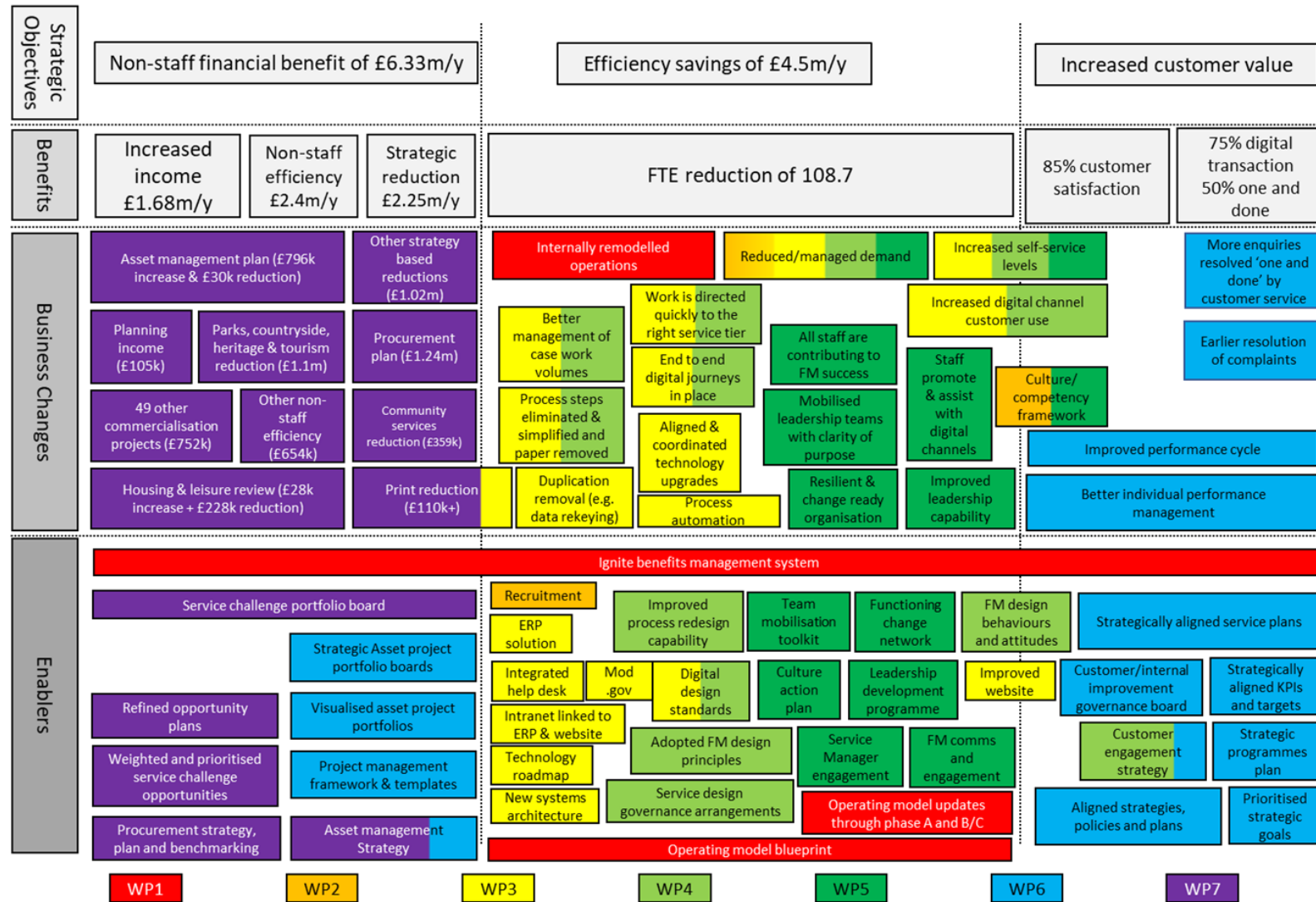


Figure 3: Programme benefits map, where the customer engagement strategy signed off in 2019 sets out the approach to increased customer value (e.g. a target of 85% customer satisfaction)

4. Benefits realisation

The benefit map (Figure 3 above) is closely related to the benefits set out in the business case (Figure 1 above), and each section below describes/summarises benefit realisation in each area:

Business case description (Figure 1)	Benefit map description (Figure 3)	Programme work package	Section of this document describing benefit realisation
Future Model	Efficiency savings of £4.5m/y	WP1: Operating model design and benefits management	4.1
Non staff efficiency	Non-staff efficiency of 2.4m/y	WP7: Service challenge	4.2
Strategy based reduction	Strategic reduction 2.3m/y	WP7: Service challenge	4.2
Commercialisation	Increased income of £1.7m/y	WP7: Service challenge	4.2
	Increased customer value	WP3: Technology WP4: Process redesign	4.4

Figure 4: benefits realisation

4.1. Future Model (transformation) savings

4.1.1. Benefit delivery

The Future Model (transformation) savings targeted ongoing, annualised savings of £4.5M per year (see Figure 1) and this has been delivered across Phases A and B:

- Phase A has delivered £1.49M in annualised savings
- Phase B has delivered £3.19M in annualised savings
- Total ongoing annualised benefit from the Future Model component is **£4.68M**, exceeding target benefit by **£0.18M** per year. More detailed calculations are set out in Appendix 2
- **£0.60M** of this £4.68M benefit was reinvested into growth bids through detailed design and consultation, reflecting the changing needs of the borough, external conditions and strategic intent. The roles comprising the ongoing £0.60M growth are set out in Appendix 3
- Total ongoing annualised benefit from the Future Model component of the programme including growth bids is therefore £4.08M

It should be noted that the programme benefit figure is different to reported MTFP figures. While the programme has constantly adjusted course by making decisions and taking actions, benefit is always compared to the pre-transformation baseline position. Benefit has been delivered through a number of financial years and therefore medium-term financial planning continuously adjusts to monitor overall financial health and take benefit at the earliest opportunity.

4.1.2. Benefit assumptions

- Based on 18/19 baseline establishment against which the business case was created
- Future roles costed on 18/19 SCPs for comparability and, based on the existing organisation, are assumed to be at the high cost point (two points from the grade maximum)
- Growth bids are excluded from the new operating model because they are driven by changing circumstances not included within the baseline
- Changes related to strategy based reductions, non-staffing efficiency and commercial surplus creation are excluded from the new operating model because fundamental changes in service provision are not a Future Model benefit (these are covered in the following sections)

4.1.3. Costs in the 2021/22 financial year

Although benefit calculations were carried out referencing salary spinal column points from 18/19 for comparability, up-to-date spinal column points and allowances have been used to set out the gross budget for Phase B teams (where the budget for Phase A teams are already live and embedded within the budget).

The changes include:

- Increasing salary points from successive pay awards over three years
- Increasing the employer's national insurance threshold (from £8,424 to £8,788)
- Increasing pension contributions (from 14.60% to 17.20%)
- This increases the actual cost from £18.99M using 18/19 criteria to £20.04M for Phase B roles

4.2. Service challenge and other savings

Type	Opportunity title (from benefit map above)	Target net saving (£'000)	Status	Forecast savings (21/22) (includes savings fully delivered in previous years) (£'000)	Forecast savings (22/23) (includes savings fully delivered in previous years) (£'000)
Commercialisation	Asset management plan	£796	Amber	£350	£350
	Planning income	£105	Blue	£105	£105
	Other commercialisation projects	£752	Blue	£878	£1,331
Commercialisation total		£1,653	Green	£1,333	£1,786
Non-staff efficiency	Community services reduction	£359	Green	£292	£617
	Procurement plan	£1,240	Amber	£765	£810
	Print reduction	£110	Blue	£110	£110
	Other non-staff efficiency	£654	Blue	£815	£965
Non-staff efficiency total		£2,363	Green	£1,982	£2,502
Strategy based reduction	Housing & leisure review	£228	Amber	TBD	TBD
	Other strategy-based reductions	£1,020	Blue	£1,201	£1,201
	Parks, countryside, heritage & tourism reduction	£1,100	Amber	£90	£90
Strategy based reduction total		£2,348	Amber	£1,291	£1,291

Figure 5: Service challenge and other savings summary (note that savings opportunities were revised in the early stages of the programme which is why target net savings figures vary slightly to business case figures in Figure 1)

4.2.1. Summary

Through the programme the projects delivered have changed on the basis of the council's changing needs and financial situation. Each area has delivered as follows:

- Asset management plan: no progress up to FY21/22 but now underway with £350K savings built into FY21/22 budget and further savings built into 2022/23 to 2024/25
- Planning income: delivery of pre-application fees and PPAs
- Other commercialisation projects: original business case set out a weighted portfolio of 36 opportunities, with unweighted potential of £4.8M. So far, 10 projects have contributed to this including significantly increased Crematorium income and commercial services income
- Community services reduction: full delivery of new roles including reductions over and above Future Model savings, deploying the new Family Support approach for Guildford and Waverley. Review of day and community centres, meals on wheels and careline underway. Changes will continue this exceptional service, generating savings through increased asset utilisation
- Procurement plan: delivery of reduction in revenue spend of corporate programmes, reduction in procurement spend with further savings including legal expenditure planned in 22/23
- Print reduction: full delivery of reduced paper and print

- Other non-staff efficiency: the original business case set out a weighted portfolio of 44 opportunities, with unweighted potential of £4.7M. So far, 10 projects have contributed to this including significantly reduced operating costs in recycling and review of staff benefits
- Housing & leisure review: approach to be decided
- Other strategy based reductions: the original business case set out a weighted portfolio of 57 opportunities, with unweighted potential of £2.5M. So far, 10 projects have contributed to this including significantly a range of Phase A and Phase B changes delivered through the operating model and various reductions in agency spend (for example, street cleansing)
- Parks, countryside, heritage & tourism reduction: modest planned savings in 21/22

Detailed savings figures are in Appendix 4.

4.3. Summary of financial benefits

Opportunity type	Full business case target (end FY22/23)	Forecast FY21/22 benefit	Forecast FY22/23 benefit
Future Model	-£4,500,000	-£4,680,000	-£4,680,000
Non staff efficiency	-£2,162,061	-£1,982,000	-£2,502,000
Strategy based reduction	-£2,476,508	-£1,291,000	-£1,291,000
Commercialisation	-£1,693,640	-£1,333,000	-£1,786,000
TOTAL	-£10,832,209	-£9,286,000	-£10,259,000
Increased tech revenue	£626,000	£388,000	£388,000
Grand total	-£10,206,209	-£8,898,000	-£9,871,000

Figure 6: summary of financial benefits

4.4. Customer value

It was too premature to set out meaningful customer improvement targets at the start of the programme when the benefit map was set out. During the programme, however, a customer engagement strategy was developed and signed off by Executive. This customer engagement strategy defined six performance metrics and associated targets covering the first year of the new operating model.

The implementation of technology has already enabled performance to be tracked and prompt interventions to improve performance. A significant amount of baseline data has also been assembled from a range of service to produce a starting position of performance that is as meaningful as possible. This is challenging given that data has previously been largely unstructured and the scope of services has changed significantly. For example, comparing customer cases resolved by customer services now versus prior to transformation is not a like-for-like comparison due to the vastly expanded scope of customer services, including services such as waste. In addition, telephony data did not previously provide data on the number of enquiries resolved at the first point of contact.

The following table summarises how actual performance is improving across the areas of customer engagement for which data is already available, with additional benefits realisation set to continue beyond the end of the programme:

Agenda item number: 7
Appendix 2

Customer engagement strategy metric	Baseline (if available)	Current performance (if available) as of 8 th June 2021
85% customer satisfaction	Unknown	56%
10,000 online customer accounts within a year of launching	No customer online accounts	Take up of 3574 online accounts (representing an 85% conversion rate for the number of contacts added to the system)
30 high volume services available online	Not yet confirmed	Not yet confirmed
50% of enquiries resolved at first point of contact	Estimated 25% based on team leader analysis of unstructured data and anecdotal evidence of pre-transformation reduced scope of calls	<ul style="list-style-type: none"> 49% of all enquiries are resolved by Customer Services at first point of contact 67% of phone call enquiries are resolved by Customer Services at first point of contact
75% of transactions through digital channels	16%	81% (noting that face-to-face channel has been unavailable through the pandemic, and the impact of this on total transactions and proportion of digital transactions is unclear)
90% reduction in email enquiries	Not yet confirmed	Not yet confirmed

Figure 7: Customer value improvement

5. Programme budget

The investment required in the programme was set out in the business case for the programme and the budget has been monitored throughout the programme. The table below summaries the forecast end position of the programme budget, where the total forecast expenditure has reduced in the last year:

Programme budget cost items	Budget	Forecast total as of April 2020	Forecast total as of July 2020	Forecast total as of May 2021	Forecast total as of June 2021
Technology (new)	£592,500	£1,559,739	£1,653,777	£2,256,643	£2,117,848
Implementation team – Ignite	£1,470,400	£1,471,100	£2,442,692	£3,244,613	£3,244,613
Implementation team – other contractors	£3,711,900	£2,876,339	£1,946,053	£1,583,148	£1,658,864
Teckal & Trust setup	£2,292,100	£1,292,100	£0	£0	£0
Contingency	£1,190,000	£1,190,000	£1,190,000	£1,190,000	£1,190,000
Redundancy	£4,100,000	£3,400,000	£4,100,000	£2,456,709	£2,456,709
Total	£13,356,900	£11,789,278	£11,332,521	£10,731,113	£10,668,034

Figure 8: Summary of programme budget position

With respect to the latest forecast position of £10.7M total expenditure as of June 2021, £9.89M of expenditure has already been incurred and £0.78M is forecast expenditure.

Technology spend has exceeded the original budget by £1.5M budget because:

- The profile of capital and revenue spend varied from the original business case, which assumed higher revenue costs but lower implementation costs. In reality, the revenue costs of the new systems are lower than projected but the one-off implementation costs were higher than projected (as seen in Figure 6, where increased revenue technology of £388K per year is ~40% below the £626K business case proposal)
- Following on from the above, the complexity of some of the technology implementations meant that specialist implementation partners were required, so some of the budget for the implementation team (other contractors) was moved to Technology

The business case originally forecast a total of £5.18M across the implementation team, which has reduced to £4.9M overall with a higher proportion attributable to Ignite as a result of a broader role across the programme. This role included the budget for items such as technology project management, technology implementation, business analyst resource.

Redundancy spend is £1.6M below budget as a result of maintaining tight controls on vacancies throughout the programme, using natural attrition to offset redundancy requirements.

6. Appendices

6.1. Appendix 1 - pre-existing MTFP items

Weighted revenue savings (excluding existing MTFP items)					
Opportunity type	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023
Future Model	£0	-£417,000	-£2,250,000	-£4,500,000	-£4,500,000
Non staff efficiency	-£321,134	-£857,257	-£1,209,011	-£1,859,011	-£1,869,011
Strategy based reduction	-£145,207	-£1,267,975	-£1,953,454	-£2,236,508	-£2,476,508
Commercialisation	-£288,675	-£650,100	-£865,575	-£1,108,265	-£1,273,690
TOTAL	-£755,016	-£3,192,332	-£6,278,040	-£9,703,784	-£10,119,209
Increased tech revenue		£337,500	£626,000	£626,000	£626,000
Grand Total	-£755,016	-£2,854,832	-£5,652,040	-£9,077,784	-£9,493,209

Figure 9: target savings excluding existing MTFP items

The difference in the maximum annual savings (FY22/23) in Figure 1 and Figure 9 above is explained in Appendix 1.

Opportunity title	Type	FY22/23 savings
Introduction of Staff Agile flexible working to create space for trusted partners = 1 pavilion	Commercial surplus creation	£50,000
New waste company across Surrey	Non-staff efficiency	£280,000
Leasing of Burchatts Barn	Commercial surplus creation	£53,200
Air Source heat pump installation at Park Barn Day Centre, Sutherland Memorial park, stoke park nursery	Non-staff efficiency	£10,800
CAB Heating System	Non-staff efficiency	£2,250
Innovate Guildford Arts and Science Festival	Commercial surplus creation	£6,000
North Street Regeneration Project	Commercial surplus creation	£147,950
Strategic Property Acquisition Fund	Commercial surplus creation	£162,800
Total		£713,000

6.2. Appendix 2 - Phase A and B benefits

Total original scope for Phase A	£9,564,330
Less cost of new roles	£8,046,578
Plus planning policy strategy based reduction	£153,619
Plus reprographics strategy based reduction	£29,633
Plus economic development strategy based reduction	£38,093
Add back growth bids to programme saving	-£191,328
Estimated FM saving (programme)	£1,487,734

Figure 10: Phase A programme benefit delivery

Total original scope for Phase B and B+	£22,041,490
Less cost of new roles	£18,990,905
Less adjustment family support (no FM benefit, Waverley roles not in baseline)	-£17,914
Less capital funded new build project role not in base	-£49,395
Less operations support in refuse/recycling currently non-staff funded	-£34,498
Less voids officer currently non-staff funded	-£40,976
Less externally funded hospital discharge officers not in base	-£74,092
Less cost of capital funded car parks role?	£0
Less growth bids	-£404,957
Plus strategy based reductions delivered by staffing	£480,339
Estimated FM saving	£3,192,079

Figure 11: Phase B (including Phase B+) benefit delivery

Strategy based reductions delivered by staff				FTE	£
B	Neighbourhood housing	Compliance officer - gypsy & traveller sites L1	Compliance services	1.00	£34,498
B+	Parks & streetscene	Litter Patrol/Sweeper Driver	Operational services - parks & streetscene	3.50	£95,478
B	Community services	Cook	Community - Day care	1.60	£43,647
B+	Parks & streetscene	Gardener (parks)	Operational services - parks & streetscene	9.00	£245,514
B+	Culture, heritage & visitor experience	Tourism & retail services officer L2	Culture, heritage & local economy	2.00	£61,202
					£480,339

Figure 12: Phase B strategy based reductions

6.3. Appendix 3 - growth bids

Growth bids (Phase A)		FTE	£
Democratic services & elections	Democratic services officer, Chaeffeur	1.54	£43,479
Resources specialist services	Senior specialist - IT L1 (portfolio manager)	1.00	£62,014
Asset management	Deputy head of asset management (climate change lead)	1.00	£85,835
			£191,328

Figure 13: Annualised impact of Phase A growth bids

Growth bids		FTE	£
Digital services	Web manager (GROWTH)	1.00	£56,050
Digital services	Salesforce administrator (GROWTH)	1.00	£56,050
Digital services	Digital content editor (GROWTH)	0.50	£20,488
Digital services	Digital content designer (GROWTH)	1.00	£49,395
Resources specialist services	Resources specialist - IT (Developer) (GROWTH)	1.00	£56,050
Specialist - place	Senior specialist - development management (majors) (GROWTH)	1.00	£69,316
Specialist - place	Specialist - development management (majors) (GROWTH)	1.00	£56,050
Specialist - place	Specialist - S106 & CIL (GROWTH)	0.40	£16,390
Specialist - place	Specialist - land charges (GROWTH)	0.30	£14,818
Specialist - place	Caseworker - land charges (GROWTH)	0.30	£10,349
			£404,957

Figure 14: Annualised impact of Phase B/B+ growth bids

6.4. Appendix 4 - detailed service challenge savings

See attached spreadsheet.

6.5. Appendix 5 - programme budget

See attached spreadsheet.

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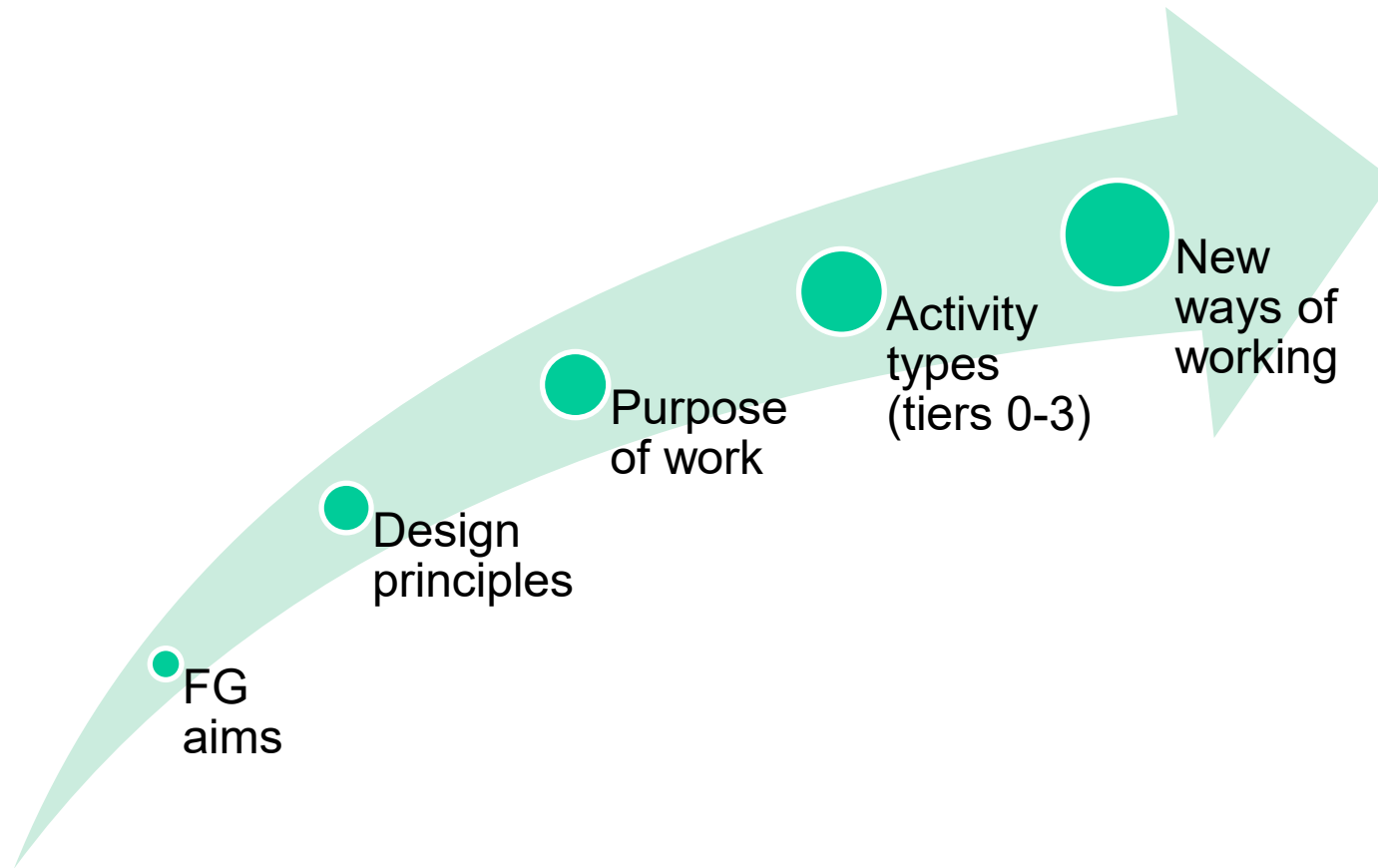
Future Guildford Programme Board

23rd August 2021

Agenda

1. Operating model paper
2. Digital roadmap and governance
3. Transition update for phase B areas
4. Benefit paper update
 - a) Programme aims
 - b) Financial benefits
 - c) Customer experience performance update

Questions from the board on operating model papers



2. ICT and Digital roadmap and governance

New arrangements effective from June 2021

Background

- GBC has just completed its most significant transformation programme to date
- The programme has involved a £3.8m investment in new technology (including implementation costs)
- The Future Guildford programme has been responsible for the governance of this investment to date, including project funding and approval, system choice and implementation
- With the programme drawing to a close, a new governance arrangement is needed to:
 - Track progress of the outstanding Future Guildford technology deliverables
 - Track progress of other ICT projects (eg the infrastructure refresh programme)
 - Manage the development of the digital solutions implemented through Future Guildford to continue to deliver business value
 - Consider business cases for new ICT/digital projects

New ICT and Digital Governance

ICT & Digital Programme Board

Chaired by: Director of Resources
Frequency: Monthly

Oversees the delivery of the entire portfolio of ICT and digital projects and programmes within the council.

New projects, systems and funding requests

Customer Experience Forum

Chaired by: Head of Customer, Case & Parking
Frequency: Monthly

Delivering standards and objectives of the Customer Engagement Strategy, including continuous improvement of digital services and solutions and prioritisation of new requests and enhancements to digital services/solutions.

New digital requests and enhancements

Governance in practice

- Requests for new digital forms, processes and functionality to be built using existing platforms (usually Salesforce) will go through a review process and be considered and prioritised by the Customer Experience Forum (CEF)
- Requests which are approved by the CEF and can be fulfilled by in-house resources, eg Salesforce Administrator, will be monitored through the CEF
- Requests for entirely new systems and/or additional funding for digital solutions will be referred to the ICT & Digital Programme Board
- Requests that are supported by this board will be formalised in a mandate and presented to Executive for approval as with all new mandates

Digital roadmap summary

Key

- Entirely Salesforce
- Partly Salesforce
- Non-Salesforce
- *Italics means to be confirmed and prioritised*

Agenda item number: 7
Appendix 3

Short term (next eight weeks)

- Deliver changes and enhancements agreed for Sprint 4 (final funded development sprint)
- MOT bookings
- **OPENChannel forms**
- Launch new housing application form and Jigsaw allocations
- Next Tascomi forms release

Medium term (next six months)

- **Accessibility review**
- **New payments solution (Income Manager Ph. 2)**
- Launch new CBL website
- Further Tascomi forms
- New ticketing solution for TIC to replace SeatGeek
- Business World: timesheets, expenses, flexi, capital programme, interfaces
- *Integrate low volume waste forms with Bartec*
- *Compliance team inspections and case work*
- *Planning enforcement triage*
- *Book time with an officer*

Long term (next two years)

- *Replace eCase with Salesforce solution*
- *Replace Stopford with Salesforce bookings*
- *Replace Goss forms with Salesforce*
- *Field Service for all parks and streets scheduling and inspections*
- *Planning pre-application form*
- *Mayor's Distress Fund*
- *Future of Orchard*
- *Future of Acolaid*
- *Future of File 360*

3. Transition update

- Within the existing programme budget transition support from Ignite and Nimbuspoint was extended to the end of September 2021
- This transition support (known as the 'pit crew'):
 - is jointly led by Charlotte Ellis from Ignite and Nicola Haymes from GBC
 - works with each phase B team to embed the new ways of working
 - reports to a fortnightly escalations session with Claire Morris and Ian Doyle supported by Dave Mullin from Ignite
- The next slide shows the most recent RAG rating update from the last escalations session
 - training of multi-skilled team remains the biggest ongoing challenge and priority
- Scope of the pit crew:
 - Post go-live support
 - Improve knowledge based articles to support CSAs
 - Re-enforce channels for customer engagement
 - Requirements and user stories for enhancements
 - Implementation of enhancements
 - Training and development support
 - Root cause analysis
 - Mini projects

RAG Status – High level

Team	RAG Status	Update
Customer, Case and Parking	Red	<ul style="list-style-type: none"> Significant capacity issues due to service backlogs, 6 vacancies and training plan gap Council tax and benefits system design blocking Customer Services from resolving customer enquiries High dependency on pit crew to help analyse and provide capacity and capability to resolve issues
Place	Amber	<ul style="list-style-type: none"> Backlog of planning applications is being worked through and progressed Pit crew activity completed
Environment and Regulatory	Green	<ul style="list-style-type: none"> No performance issues we're aware of, and Tascomi forms rollout on track Pit crew activity completed
Housing – homelessness and tenancy mgmt	Red	<ul style="list-style-type: none"> Salesforce technology not optimised e.g. temporary spreadsheet being used to capture customer enquiries (for all of housing) instead of Salesforce cases Knowledge base articles not finished, limiting the level of activity that Customer Services can undertake Medium dependency on pit crew to help analyse and provide capacity and capability to resolve issues
Housing - Revenues and benefits	Red	<ul style="list-style-type: none"> Backlog of approx. 3 weeks on benefits and council tax with temporary resource in place until October. There is a limited plan for the handover and transition from these temporary roles due to the issues in CCP (see above) Paperless direct debits delayed due to GBC's bank not yet approving Medium to High dependency on pit crew to help analyse and provide capacity and capability to resolve issues

RAG Status – Detailed

Team	Go Live date	Overall status	Performance	Accommodation	Technology	Relationships (between HoS/TL/Lead Sp)	Training/ Learning development plan	Readiness for pit crew handover
CCP (inc waste)	30/04/2021	Red	Yellow	Green	Red	Yellow	Red	Red
Place	12/05/2021	Yellow	Red	Green	Green	Yellow	Green	Green
Environment & Regulatory	26/05/2021	Green	Green	Green	Yellow	Yellow	Red	Green
Housing	09/06/2021	Red	Yellow	Green	Red	Yellow	Red	Red
Revenues and Benefits	26/07/2021	Red	Red	Green	Red	Yellow	Red	Yellow

Agenda item number: 7
Appendix 3

4a) FG programme aims

Programme Aim	Status	What happened in the programme
Improve our services and customer care	Green	<ul style="list-style-type: none"> Development and implementation of the customer engagement strategy and associated metrics to measure customer value and improve performance Engaging with stakeholders and SMEs to design and implement customer centric policies and processes (see section 4.4)
Future proof our organisation	Green	<ul style="list-style-type: none"> Working with key stakeholders to align the Corporate Plan and portfolios with the organisational structure and service plans Creation of roles and teams centred around the customer and their issues, able to deal with complex scenarios (e.g. Compliance Services) Increasing utilisation of resources across service areas (e.g. Case Services)
Modernise our services and systems	Green	<ul style="list-style-type: none"> Implementation of Salesforce to facilitate aspirations of the customer engagement strategy Improvements in line of business system capability and related service redesign (e.g. Tascomi form and process building) Implementation and ongoing development of the Unit4 ERP and ServiceDesk to improve internal self-serve and support services
Make us more efficient	Green	<ul style="list-style-type: none"> Automation of high-volume processes Streamlined processes to remove duplication, workarounds, multiple systems use and unnecessary approvals Remove silos and blockers to inter-departmental data sharing, to deliver joined up services and information Implementing more consistent spans of control in leadership roles
Deliver savings and address our financial challenges	Amber	<ul style="list-style-type: none"> Delivery of £4.68M Future Model (transformation) savings (see section 4.1) Delivery of £4.61M/year savings by end FY21/22 and £5.58M/year savings by end FY22/23 across non-staff efficiency, strategy based reductions and commercialisation Remaining parks, countryside, heritage & tourism reductions outstanding
Create an environment where there are better development opportunities for staff	Green	<ul style="list-style-type: none"> Integrated help desk to support staff self-serve and build their skills Huge increases in career pathways unlimited by functional areas, giving a range of pathways from operational leadership to functional specialisms (where resourcing models have laid foundations to improve the corporate approach to continuing professional development)
Develop our culture into one that collectively adapts and changes to address the various challenges and issues facing us	Amber	<ul style="list-style-type: none"> The organisation has responded quickly throughout the pandemic to continue to deliver services in remote and hybrid environments enabled by new systems and adaptable culture that has been implemented A combination of leadership development resilience training throughout the programme has supported managers and their teams to engage productively throughout this significant transformation We recognise not all aspects of the originally envisaged culture and change programme have been implemented (partly due to disruption caused by the pandemic and the challenge in building teams remotely)

4b) Financial benefits

Type	Opportunity title (from benefit map above)	Target net saving (£'000)	Status	Forecast savings (21/22) (includes savings fully delivered in previous years) (£'000)	Forecast savings (22/23) (includes savings fully delivered in previous years) (£'000)
Commercialisation	Asset management plan	£796	Amber	£350	£350
	Planning income	£105	Blue	£105	£105
	Other commercialisation projects	£752	Blue	£878	£1,331
Commercialisation total		£1,653	Green	£1,333	£1,786
Non-staff efficiency	Community services reduction	£359	Green	£292	£617
	Procurement plan	£1,240	Amber	£765	£810
	Print reduction	£110	Blue	£110	£110
	Other non-staff efficiency	£654	Blue	£815	£965
Non-staff efficiency total		£2,363	Green	£1,982	£2,502
Strategy based reduction	Housing & leisure review	£228	Amber	TBD	TBD
	Other strategy-based reductions	£1,020	Blue	£1,201	£1,201
	Parks, countryside, heritage & tourism reduction	£1,100	Amber	£90	£90
Strategy based reduction total		£2,348	Amber	£1,291	£1,291

4c) Customer experience performance

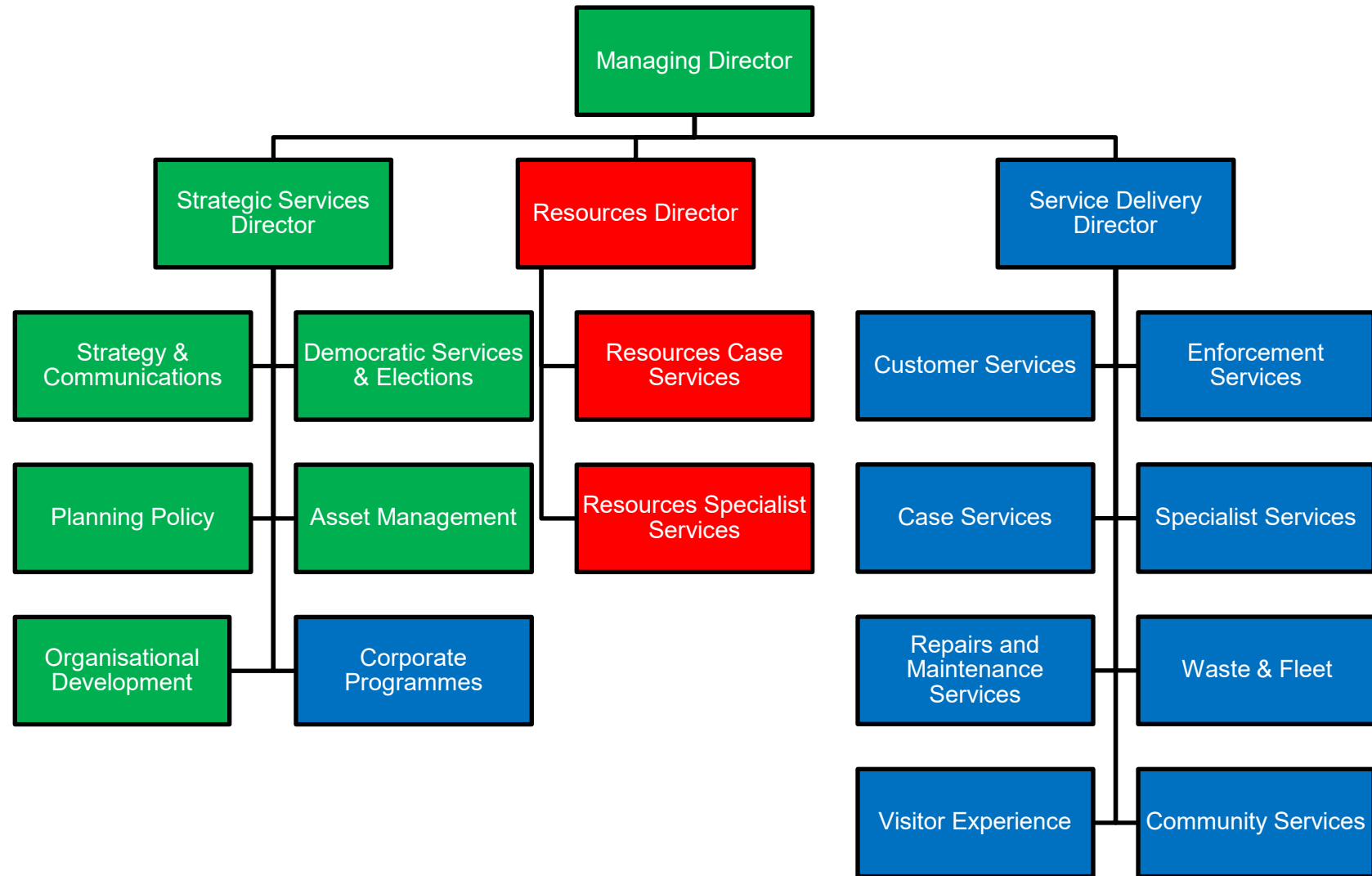
- There were early issue with CSAs not creating cases in Salesforce to record the subject and outcome or calls. Ignite and NimbusPoint co-delivered training and Ignite provided written training guide.
- CSAs now recording approximately 85% of calls in Salesforce (up from 20%)
- Registered MyGuildford accounts over 7K, getting quickly towards the 10K whole year target
- Less than 5% of calls now being transferred on to specialist teams
- 64% of all enquiries are being closed by customer services one and done
- The online experience customer satisfaction score is at 54% against a target of 75% for new online services

A.O.B

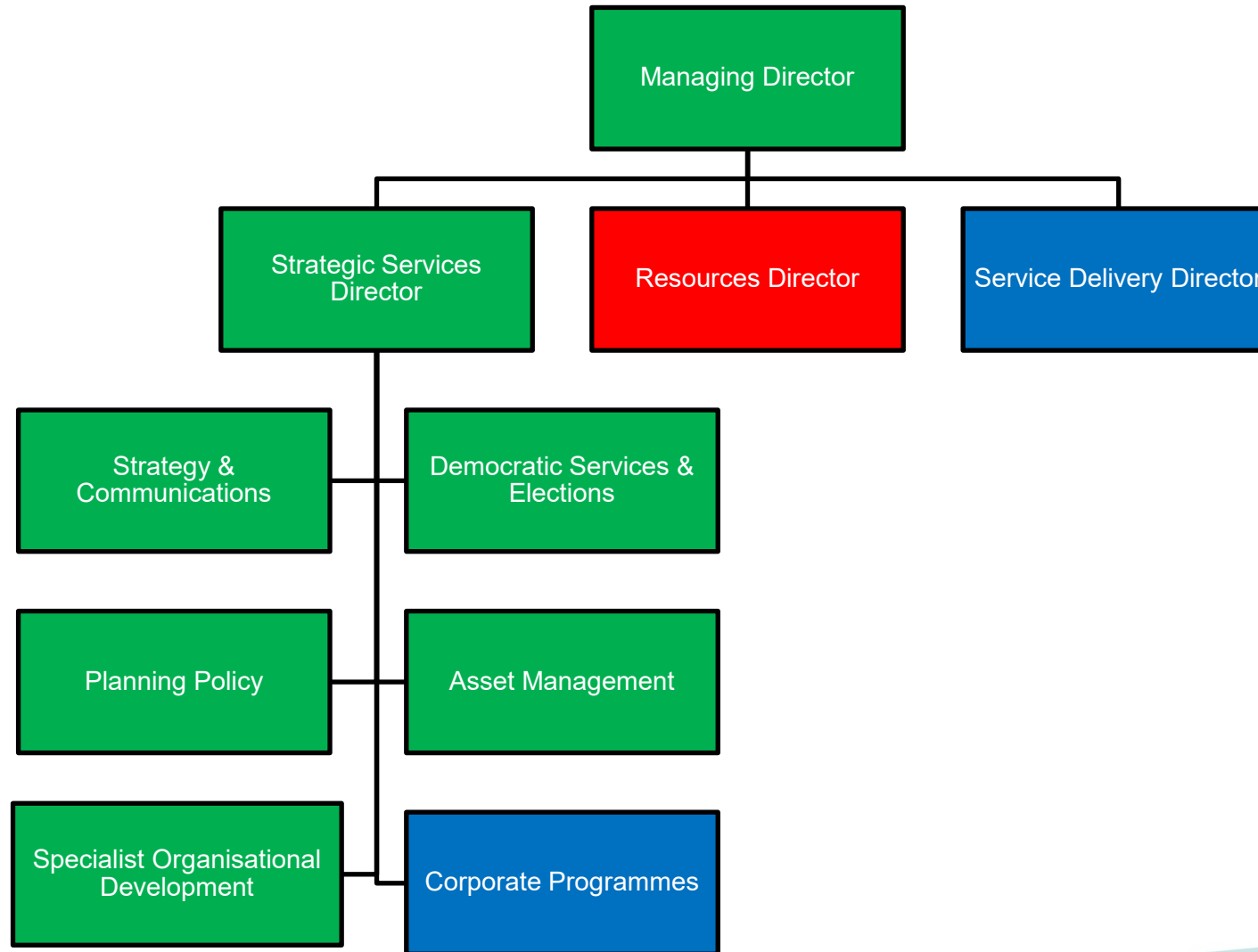
- Any questions

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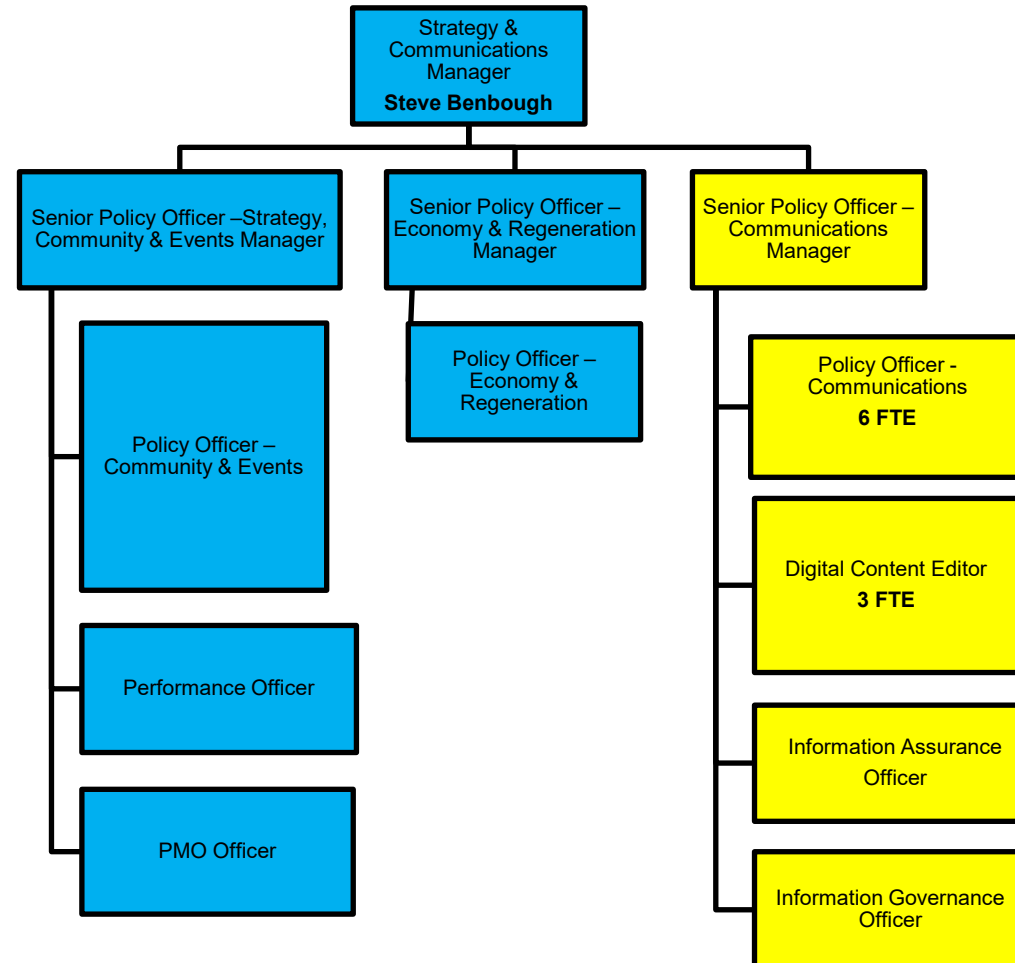
High level structure



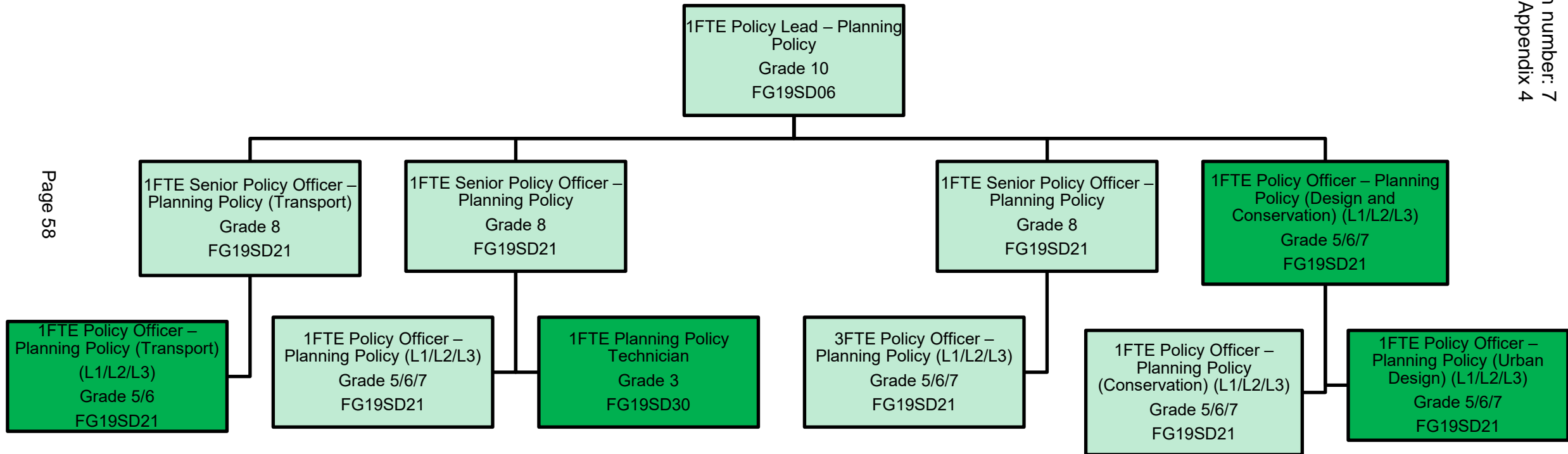
Phase A



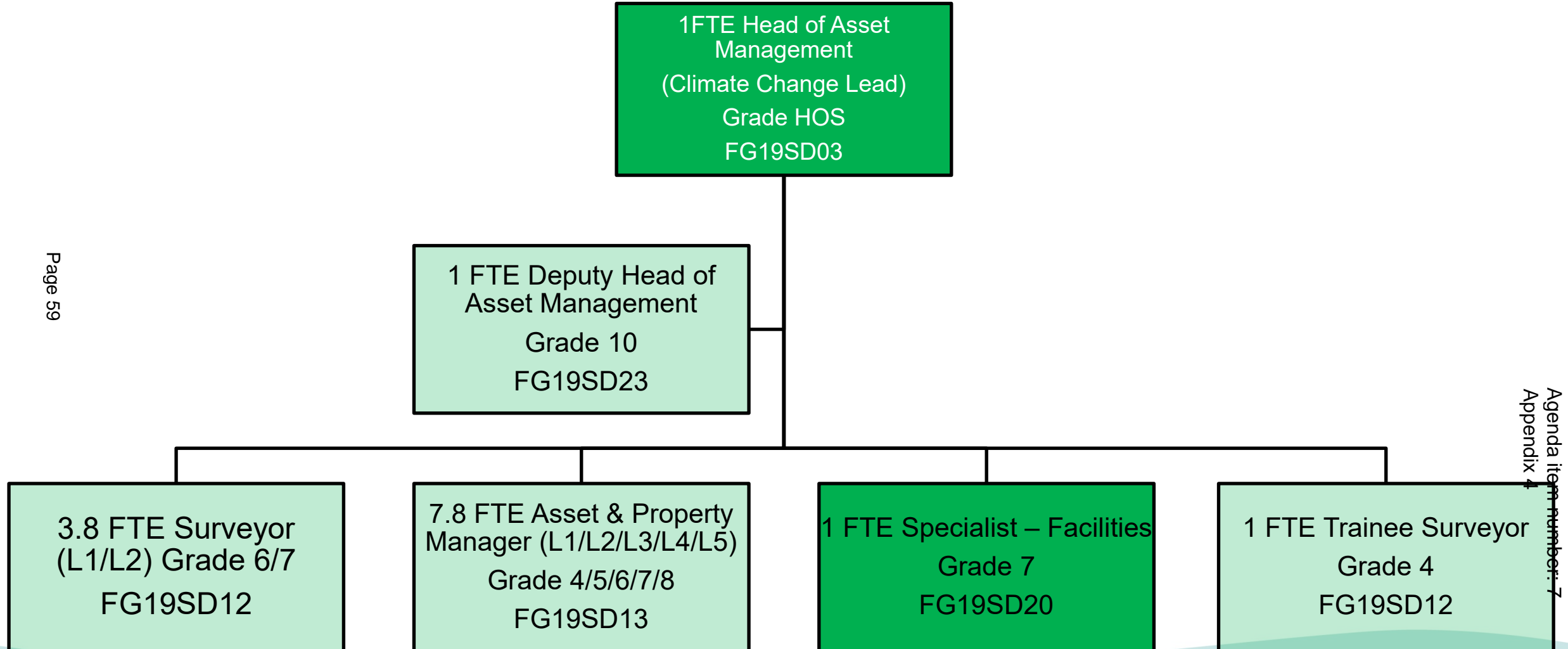
Strategy & Communications Team



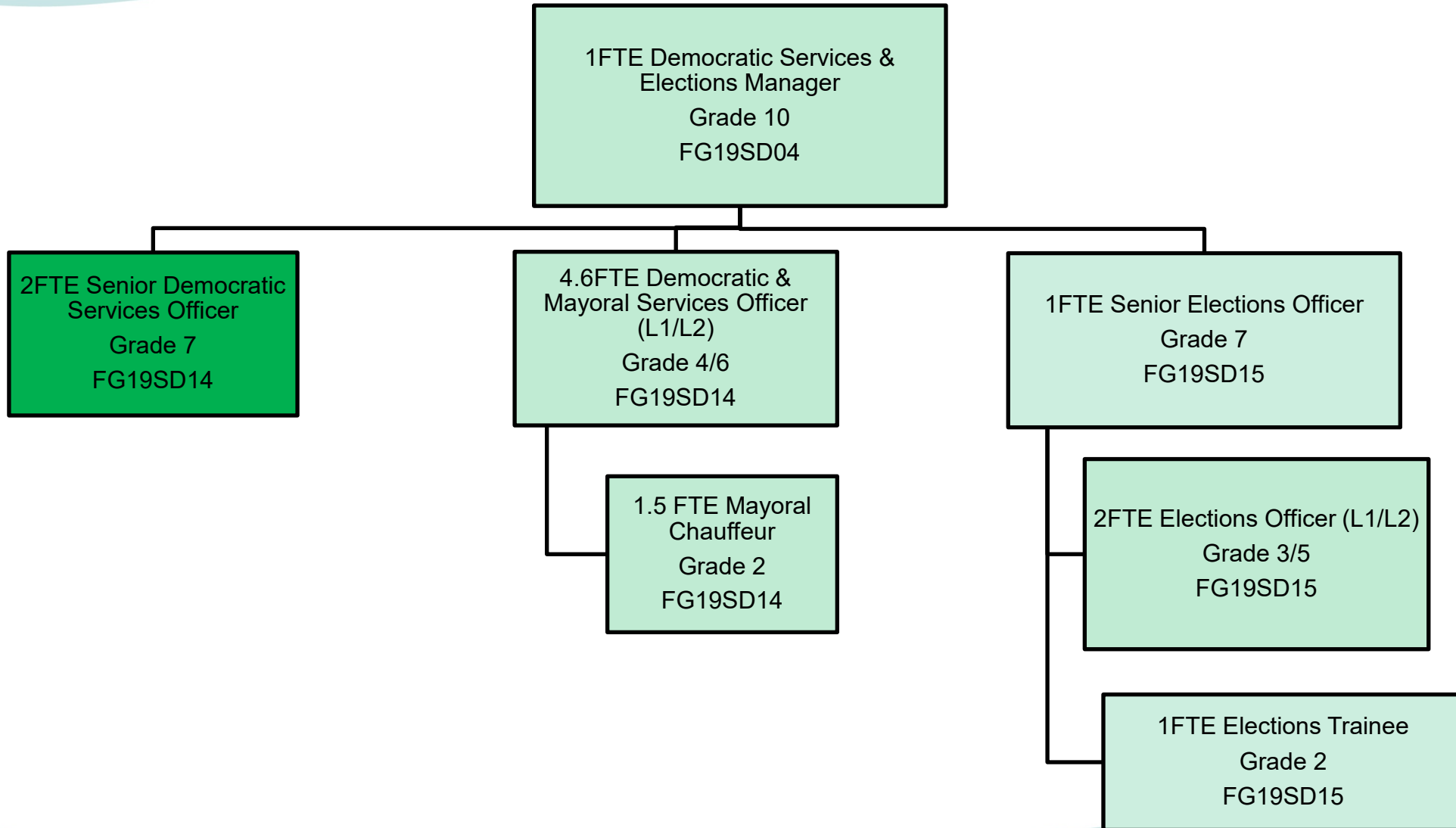
Planning Policy



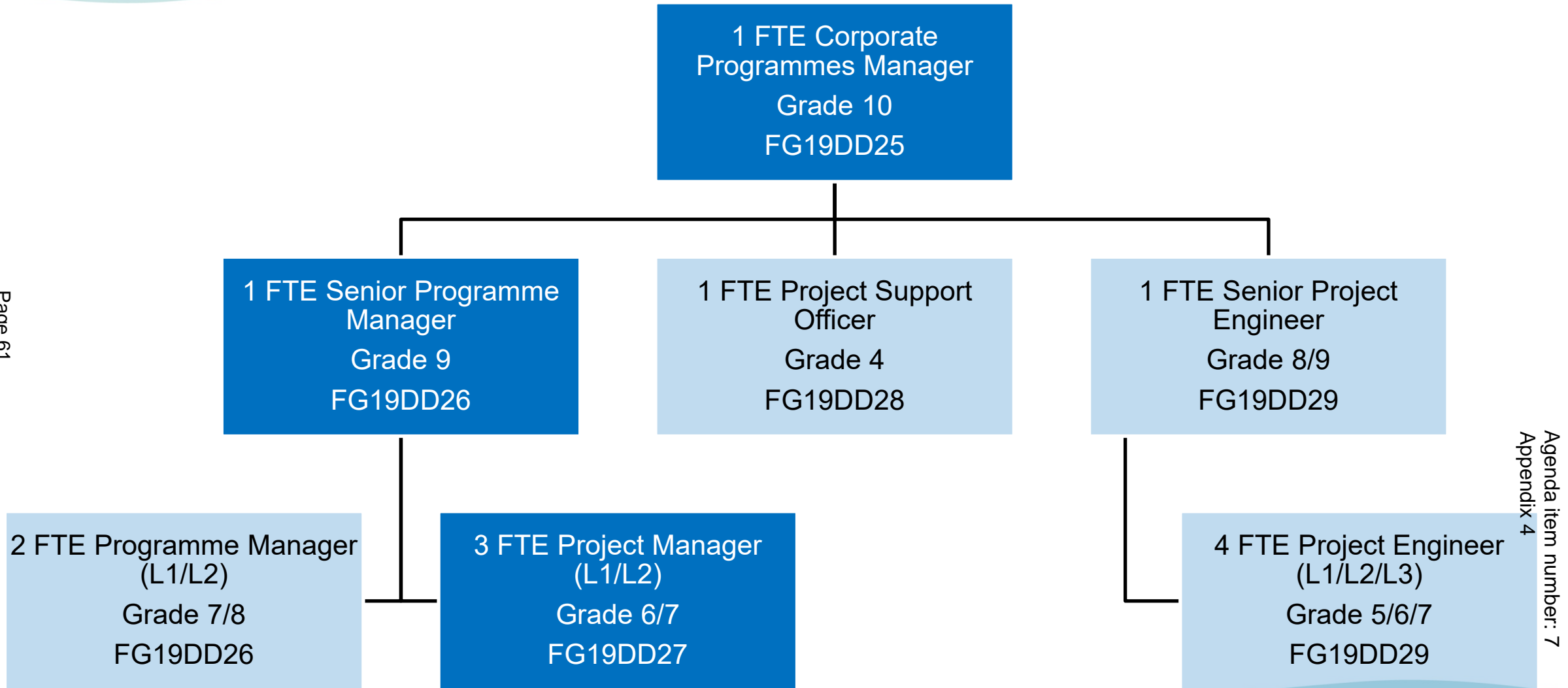
Asset management



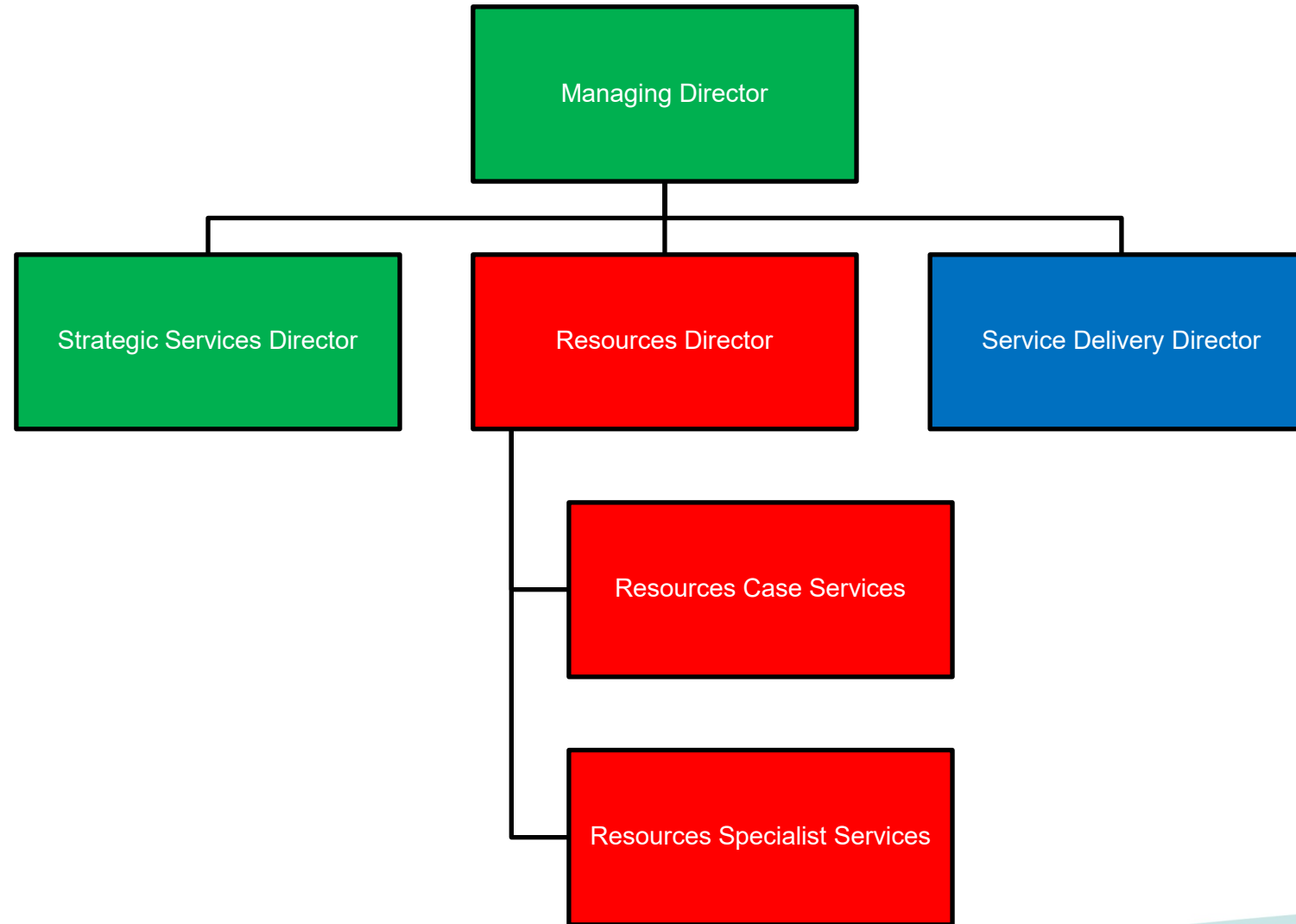
Democratic and elections



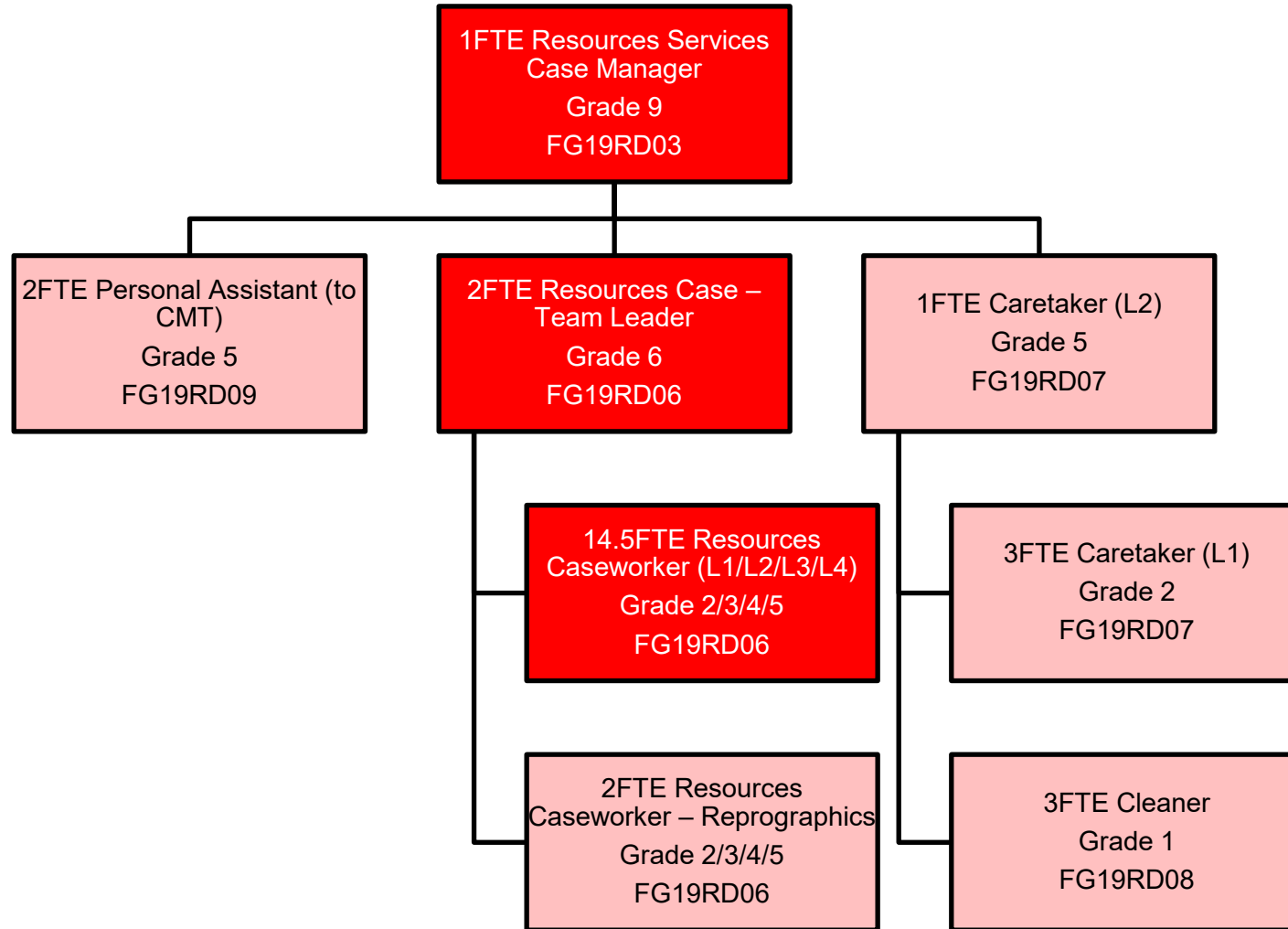
Corporate programmes



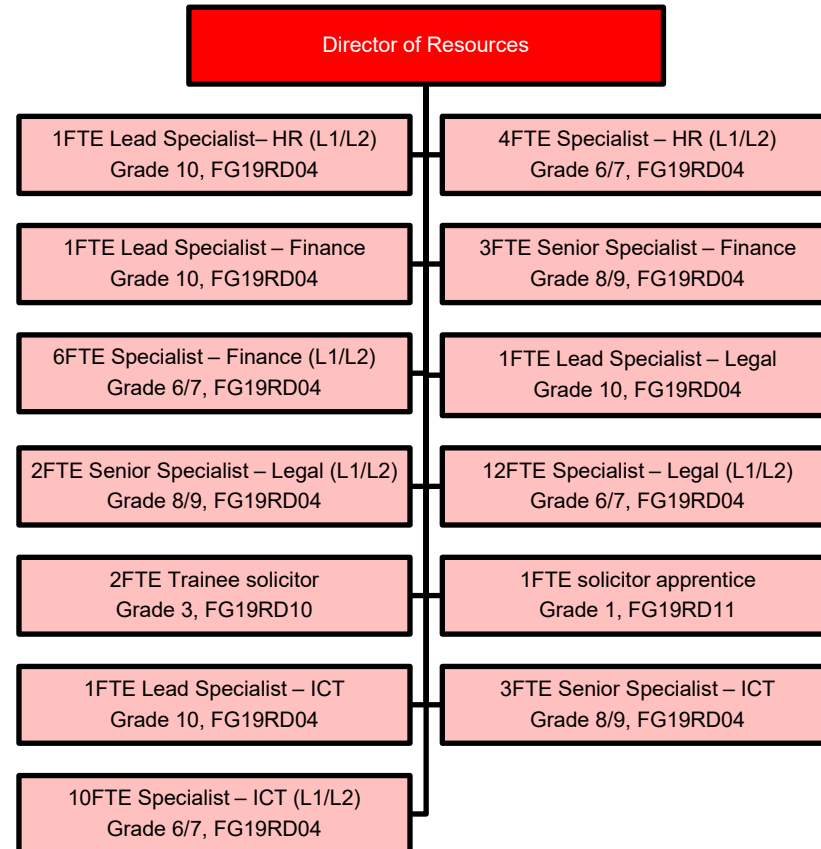
High level structure



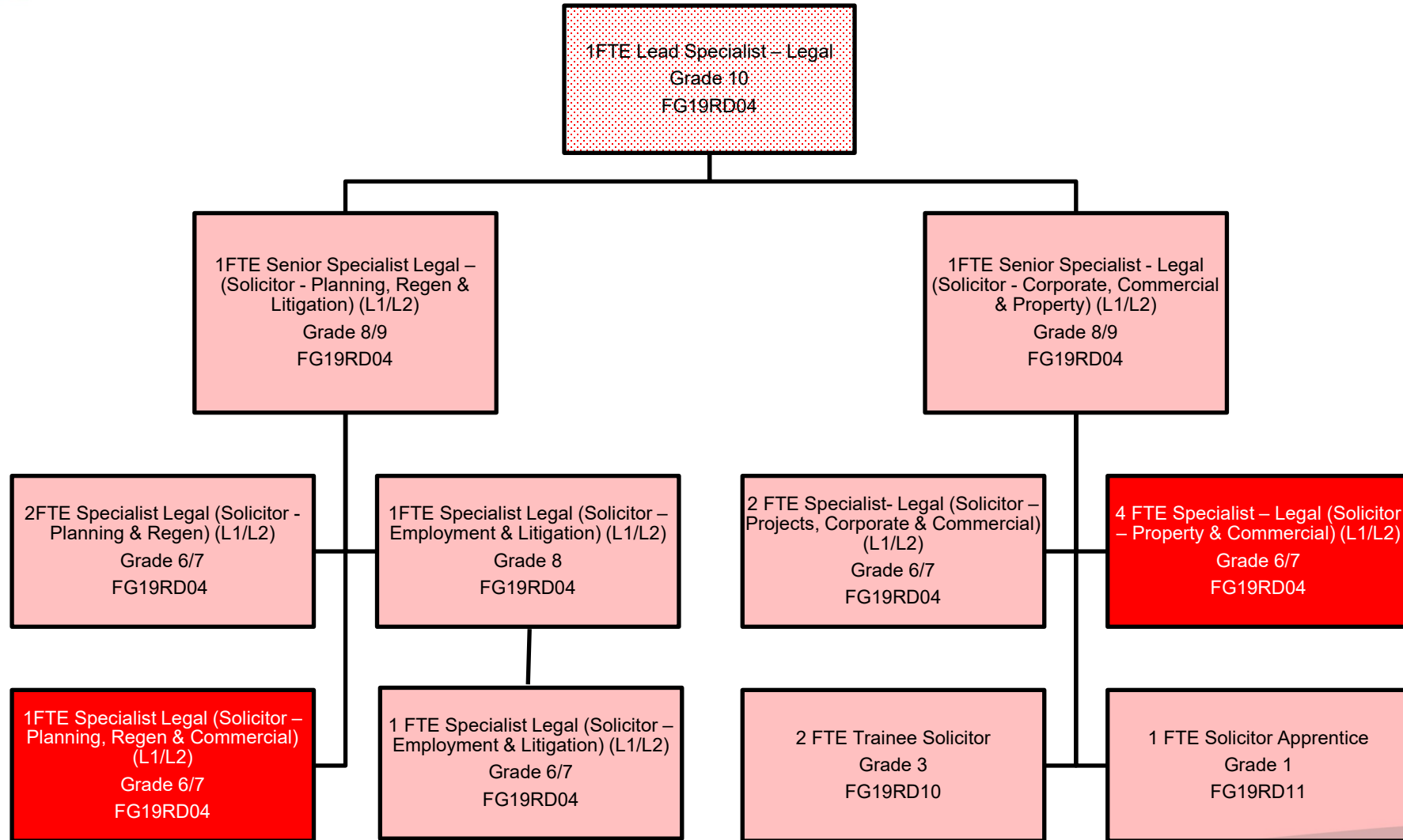
Resources case management



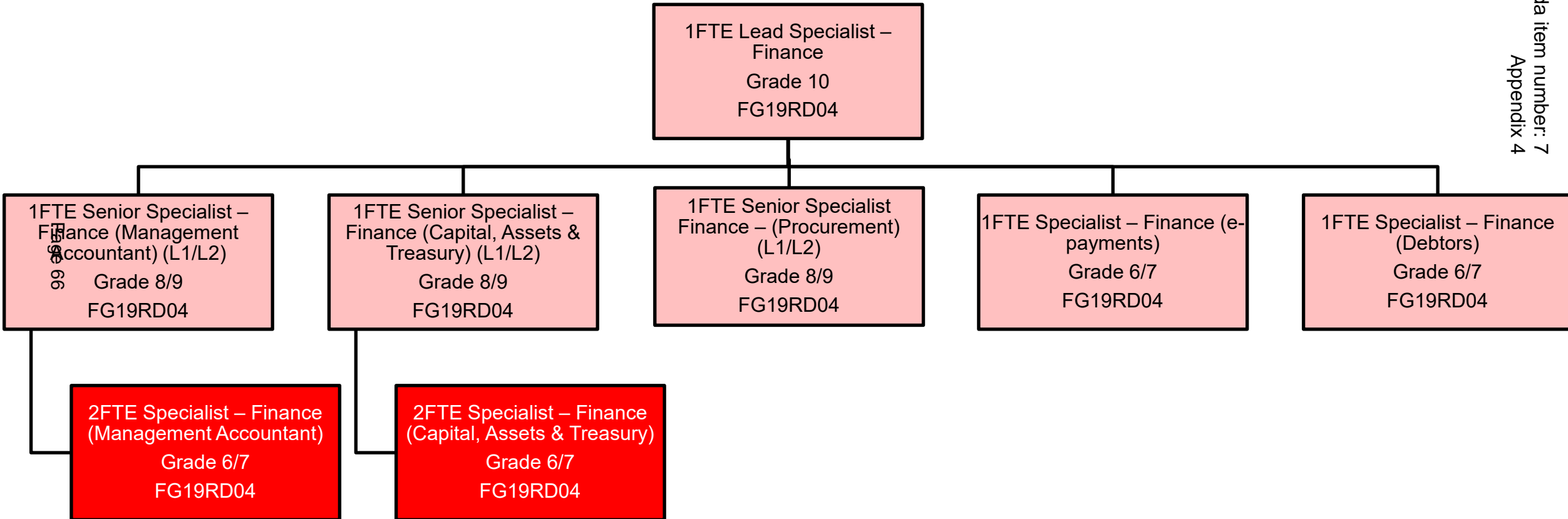
Resources specialists



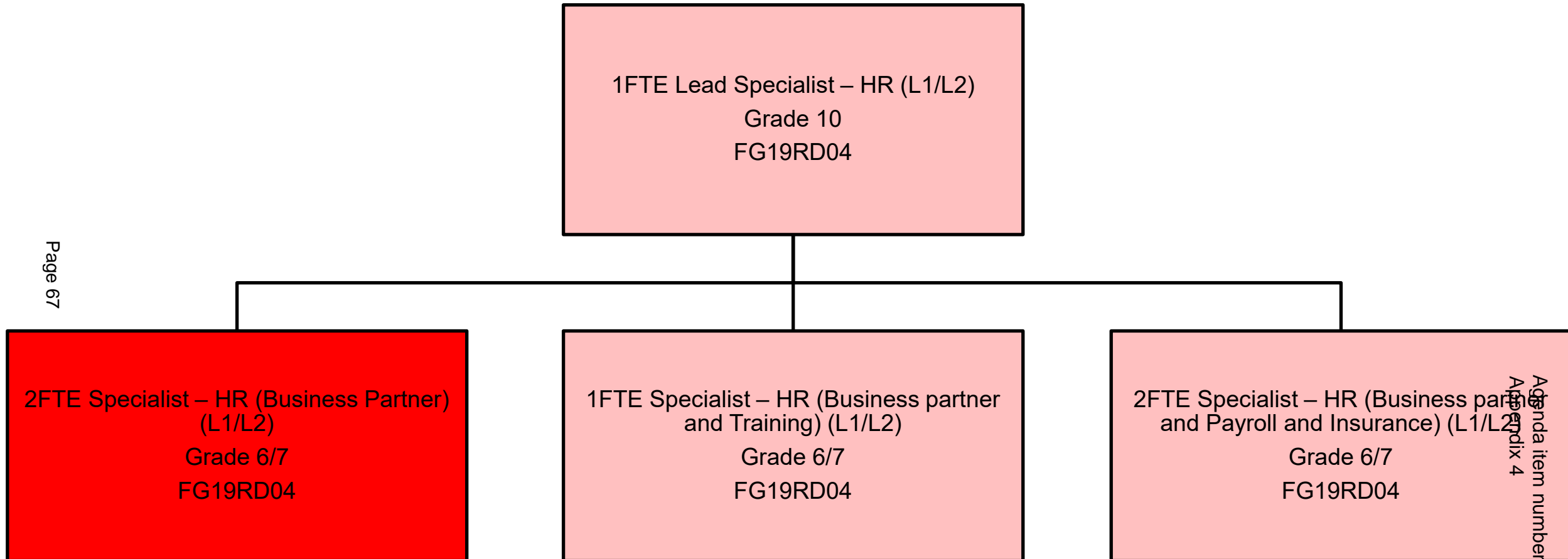
Legal



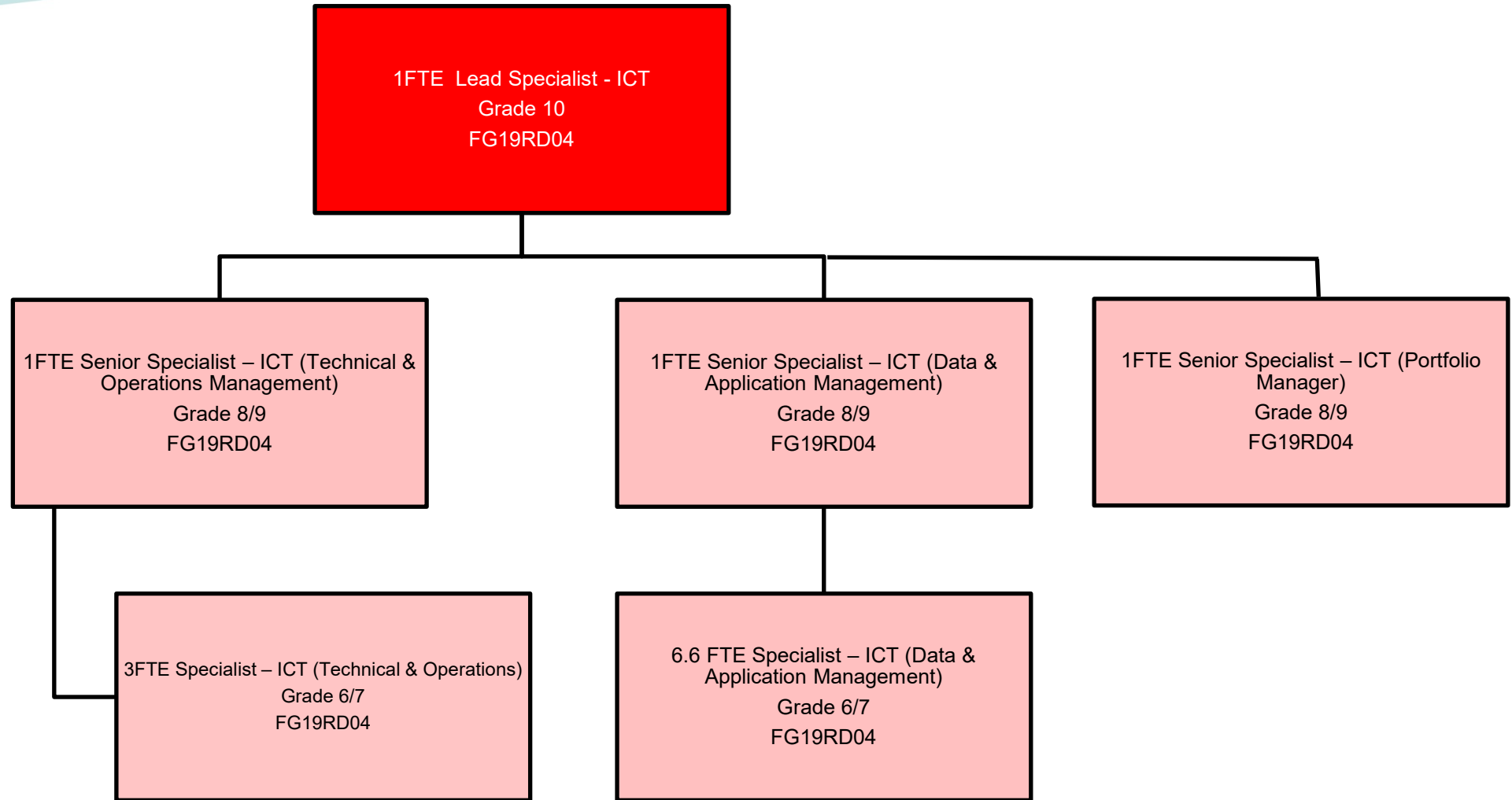
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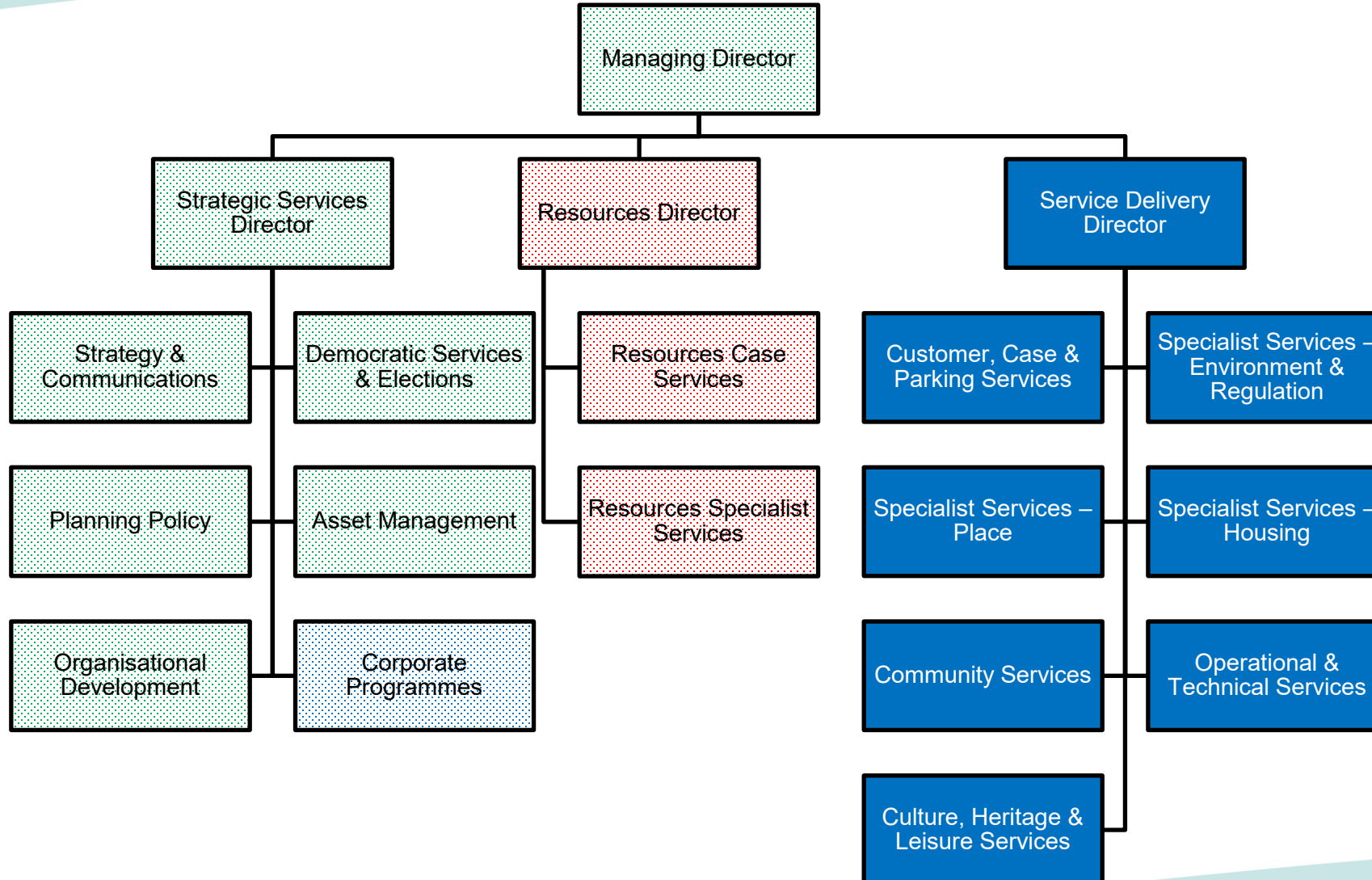
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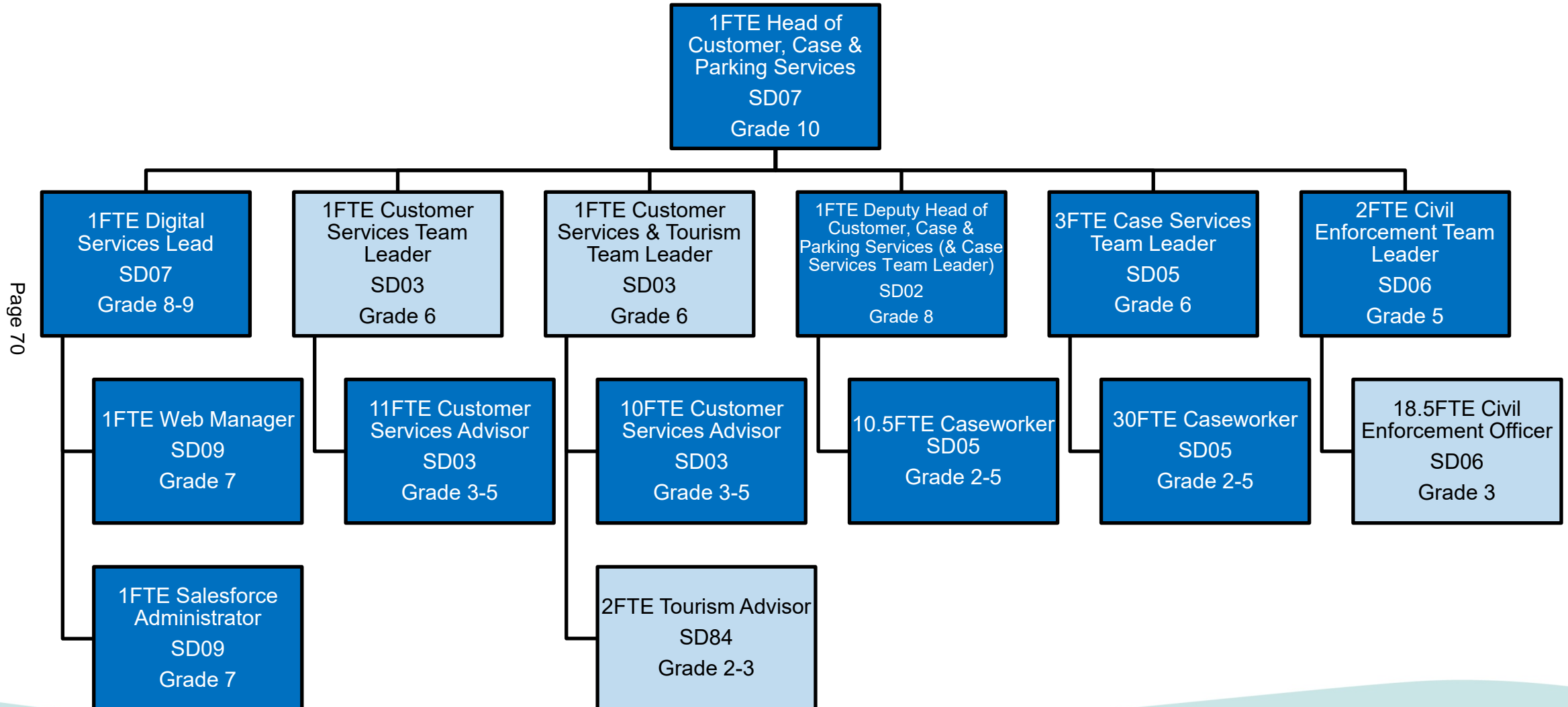
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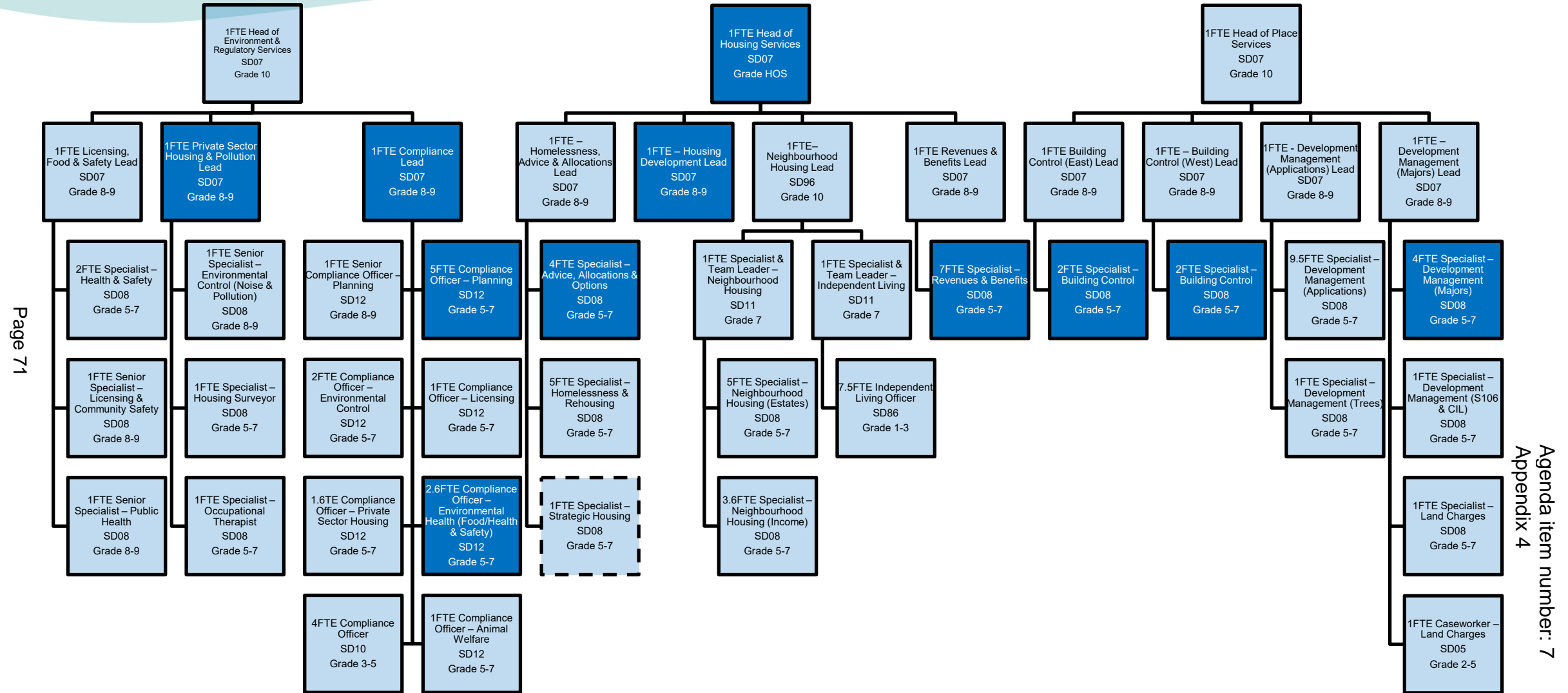


High level structure

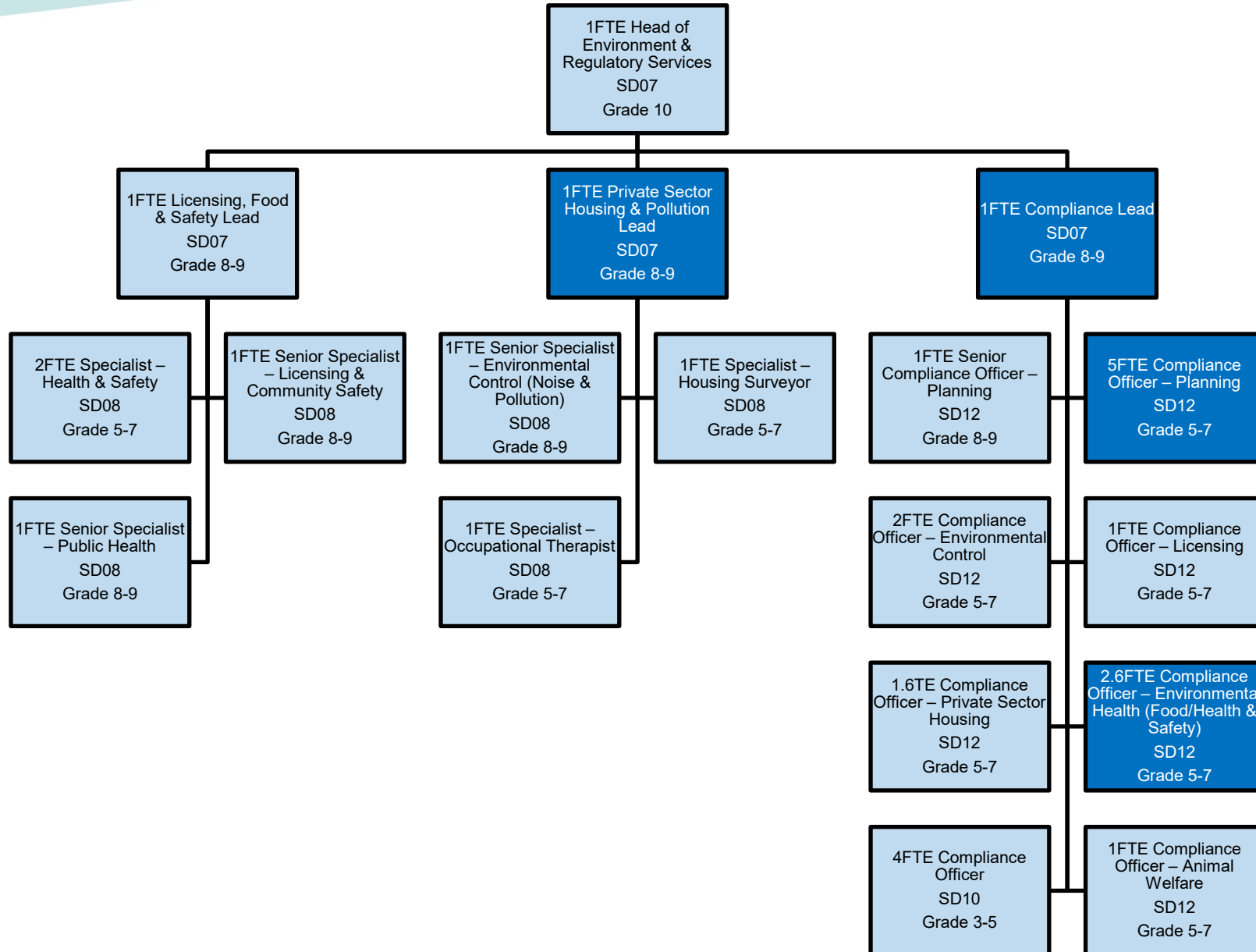


Customer, Case & Parking Services

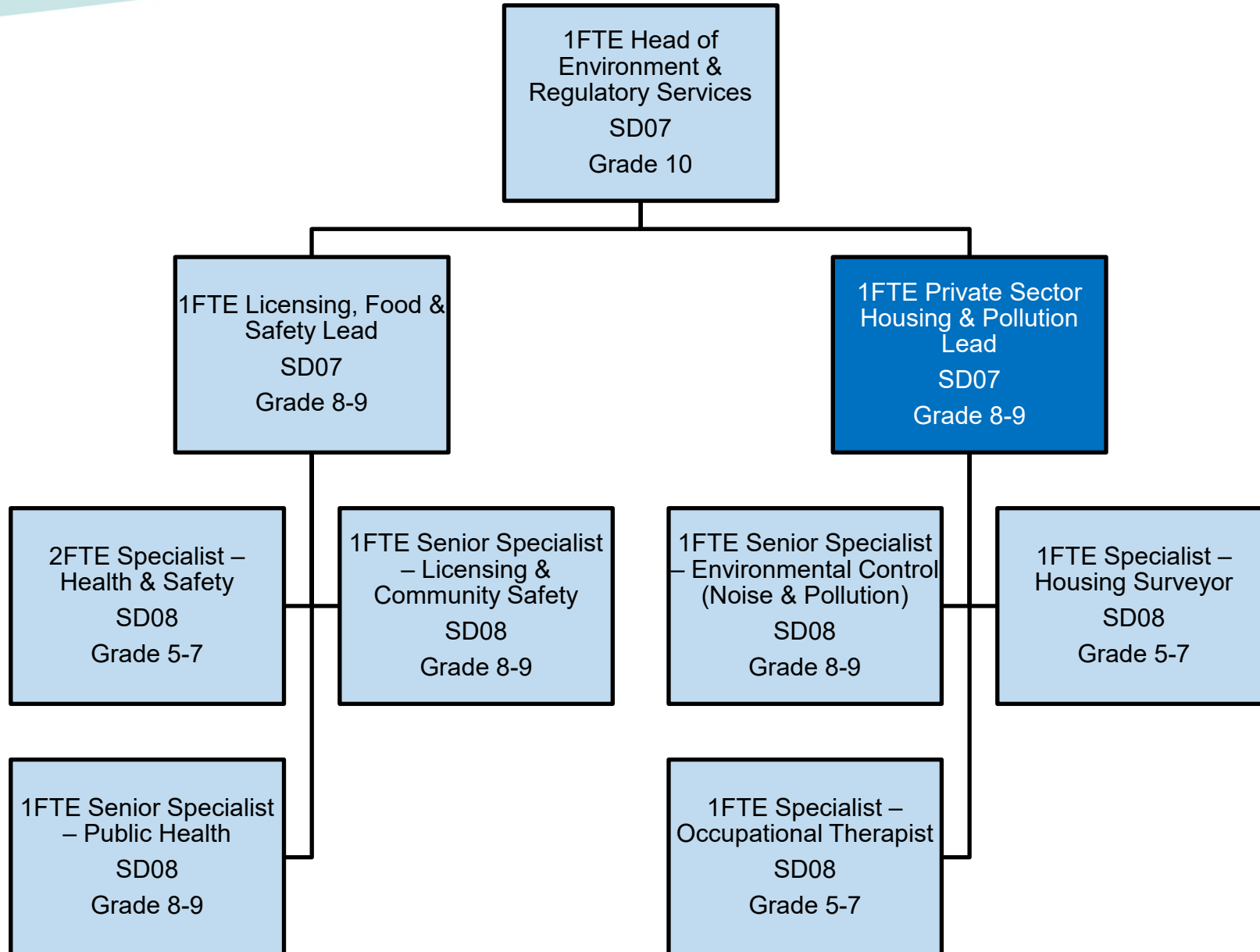




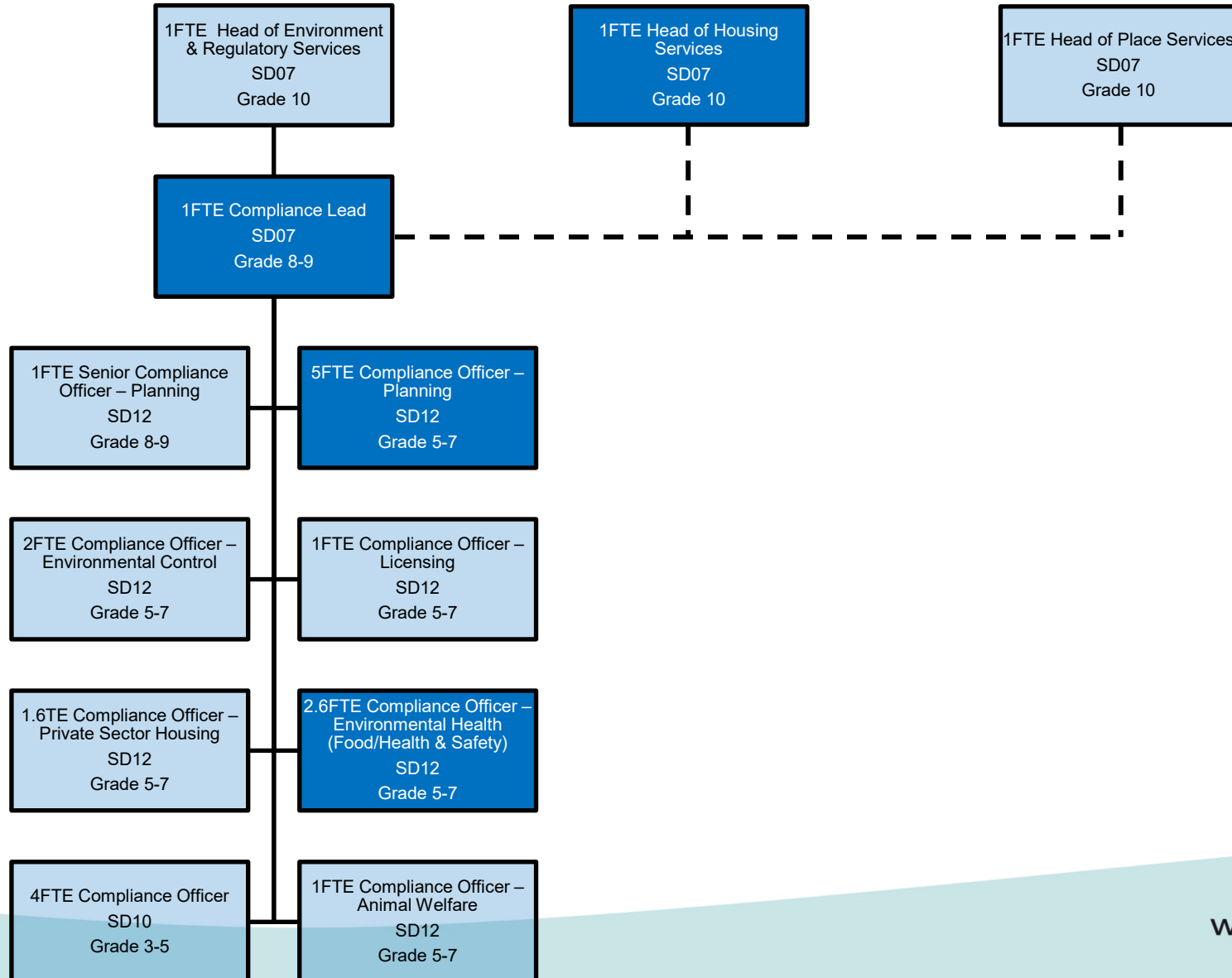
Specialist Services – Environment & Regulatory



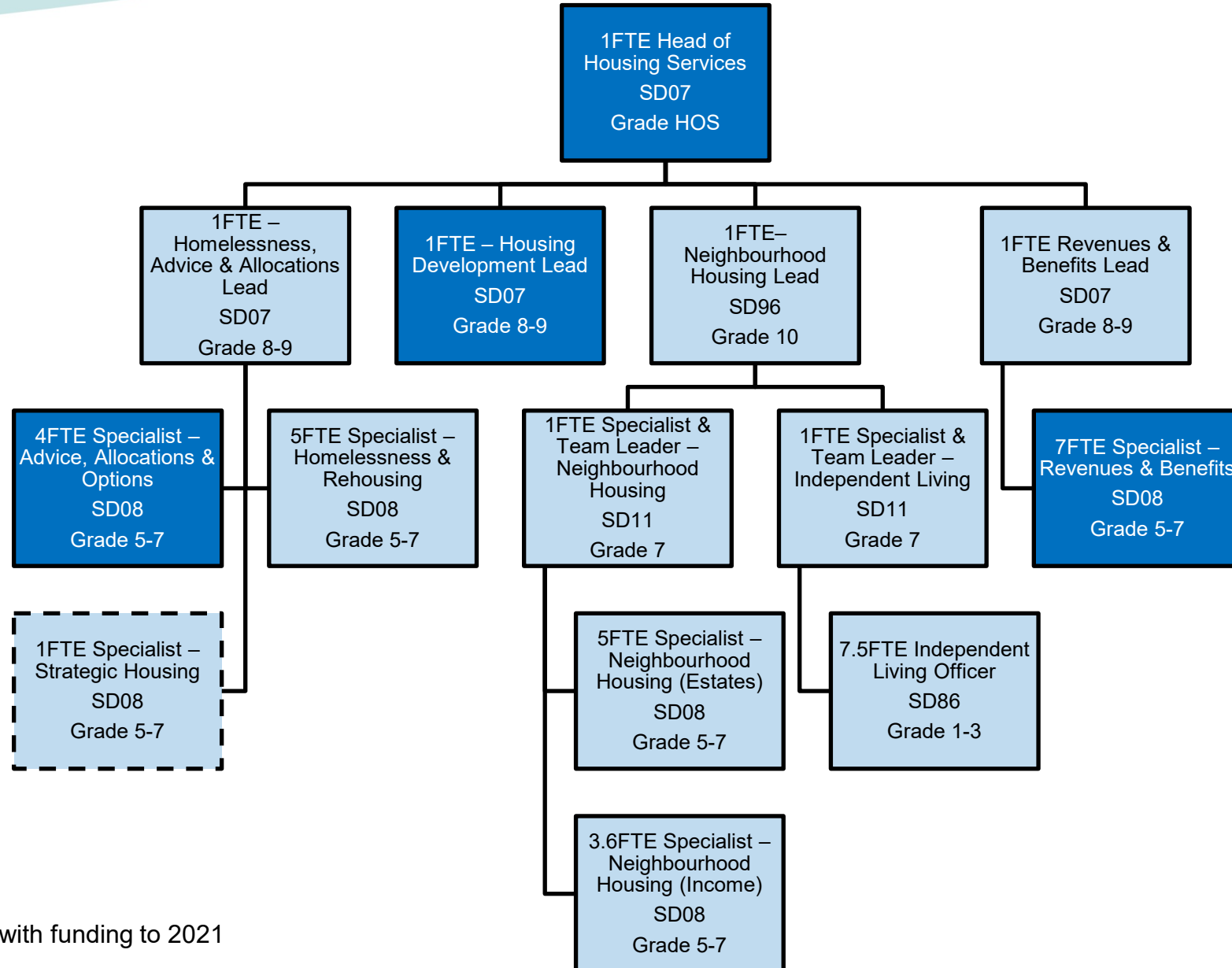
Specialist Services – Environment & Regulatory



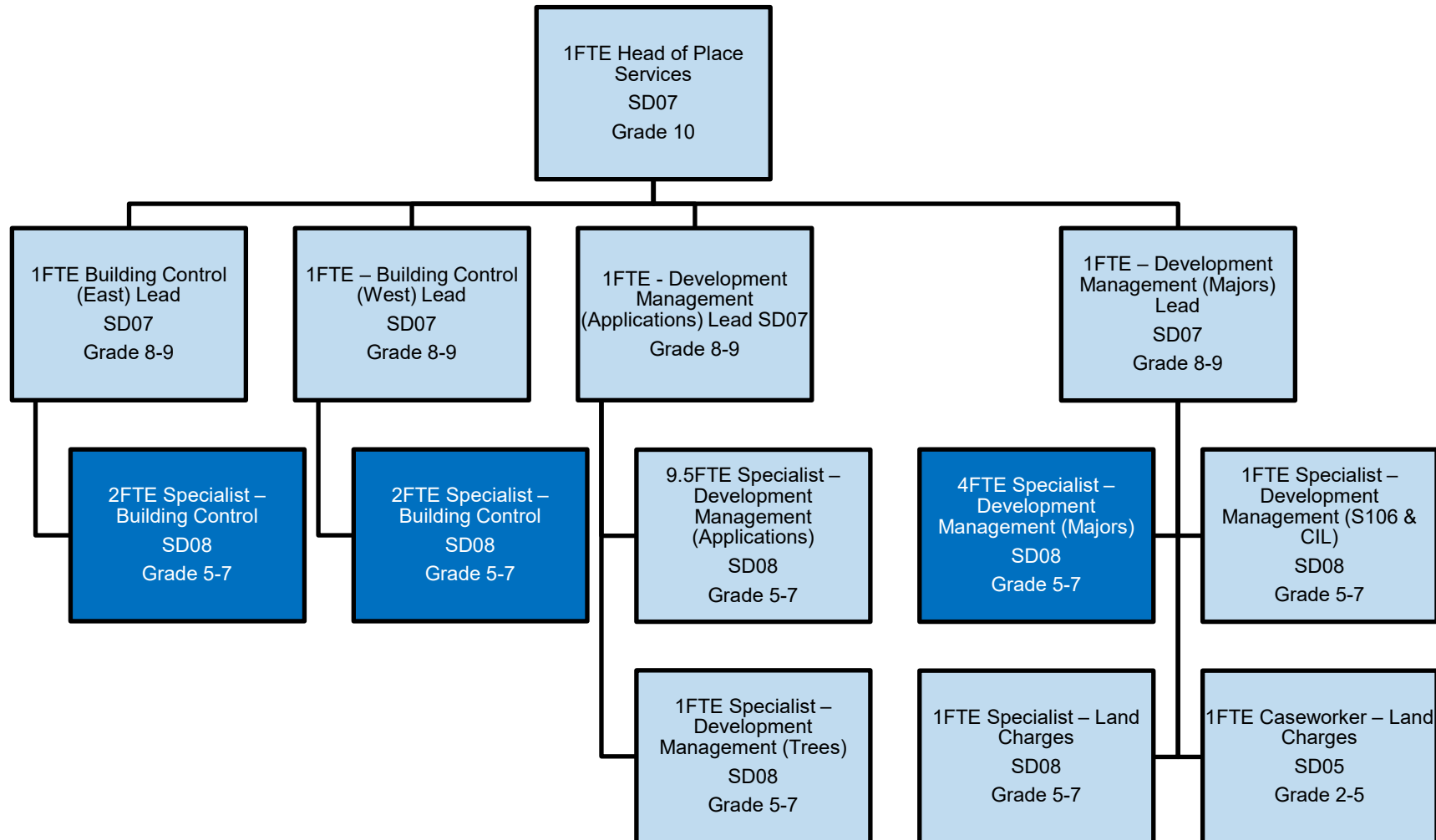
Compliance Services



Specialist Services – Housing

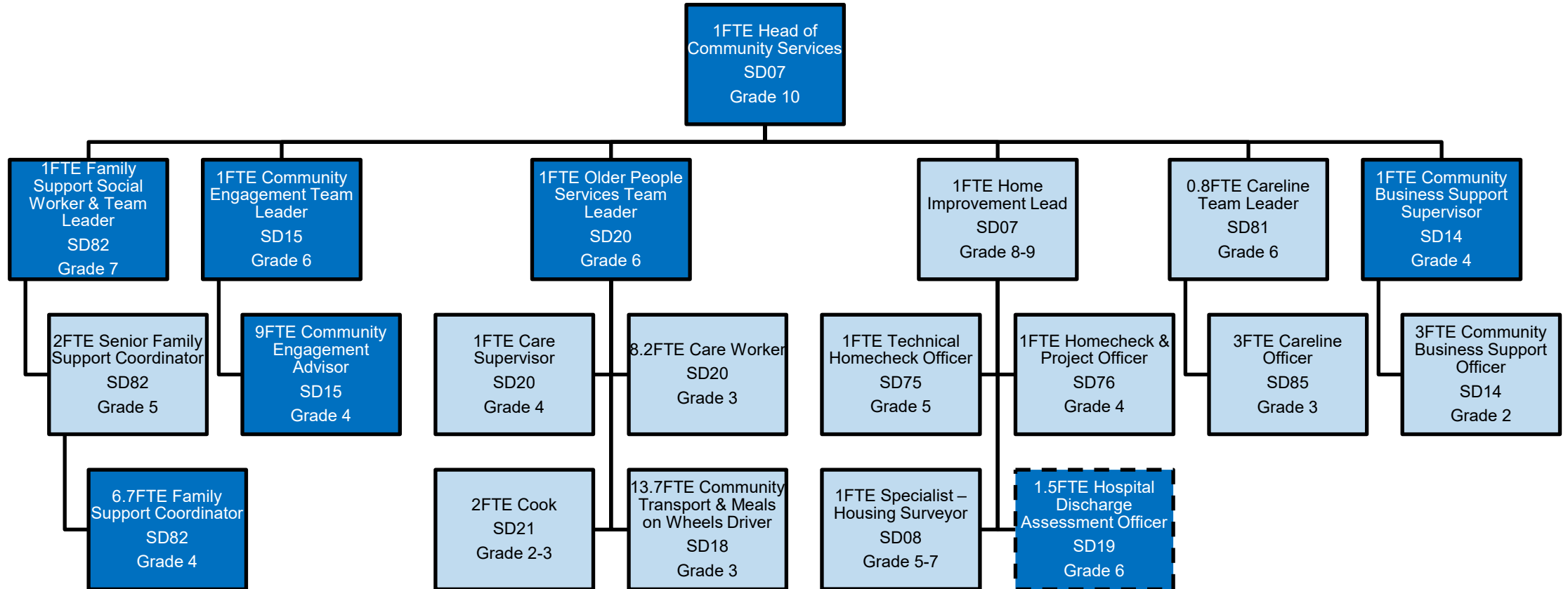


Specialist Services - Place



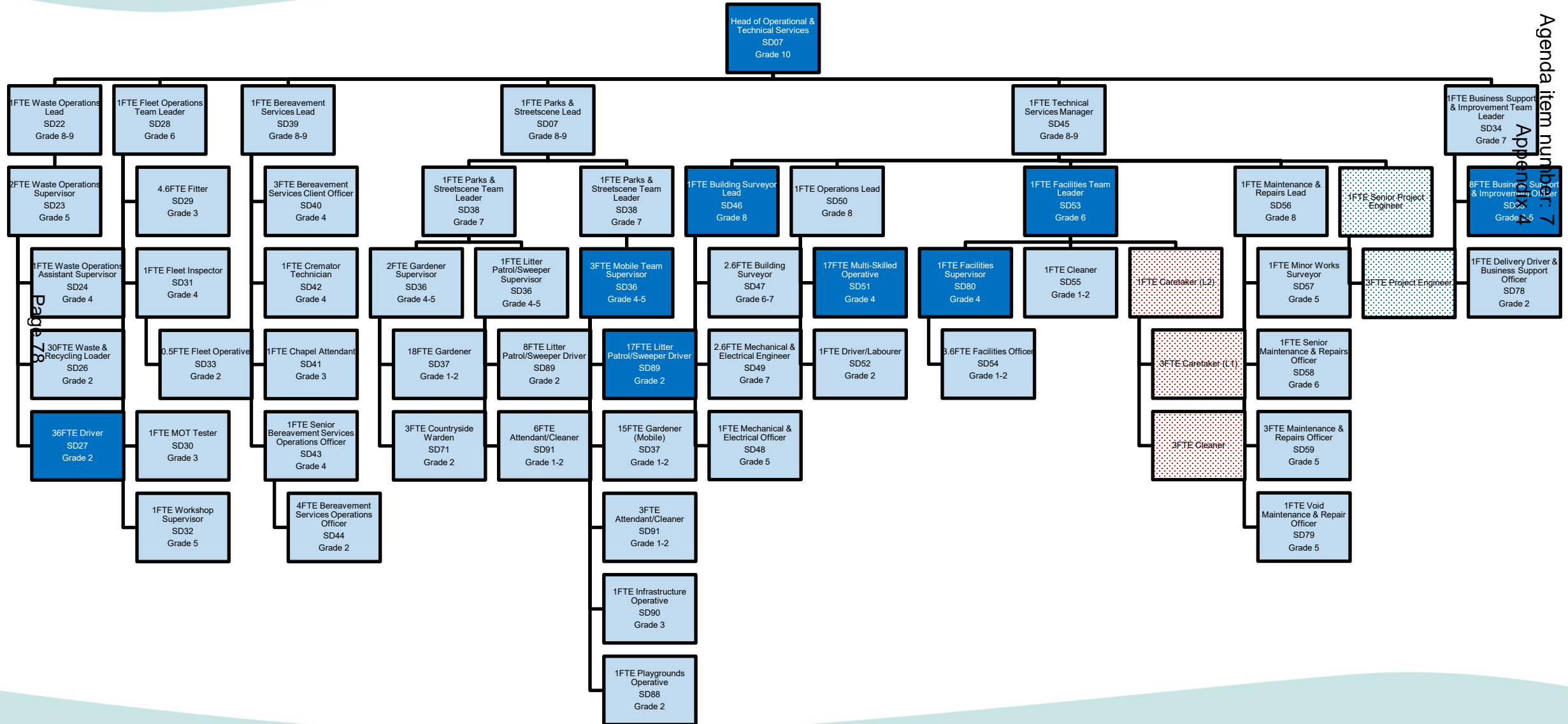
Community Services

Page 77

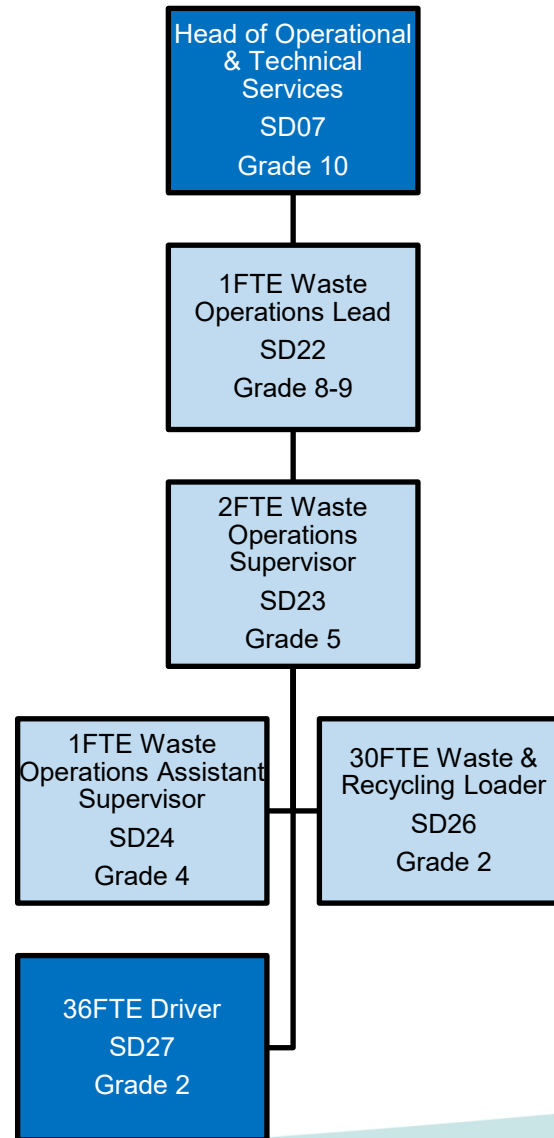


Agenda item number: 7
Appendix 4

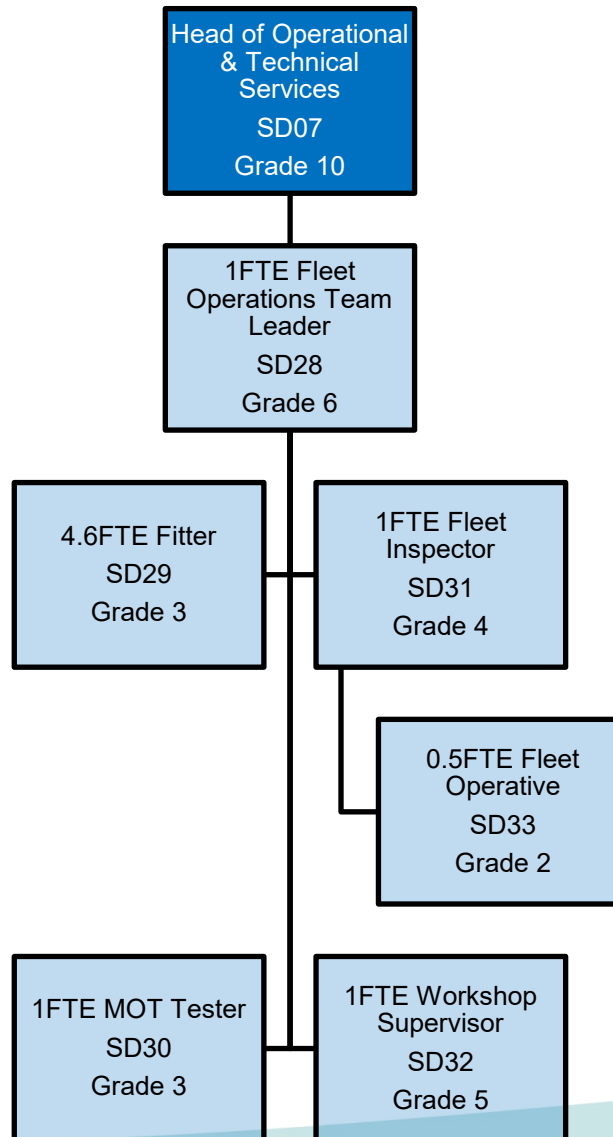
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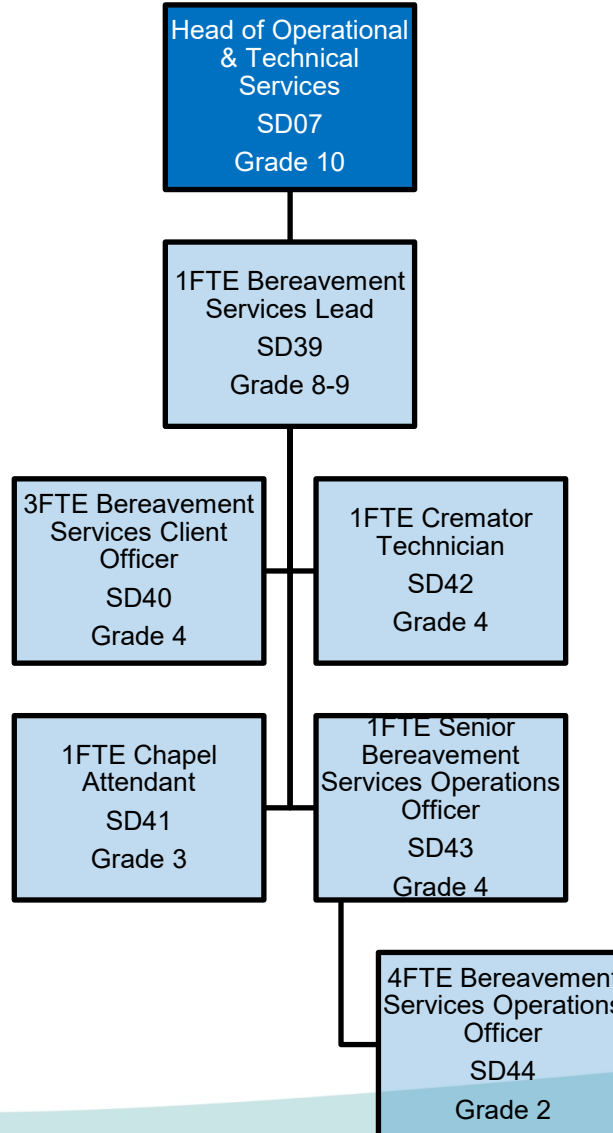
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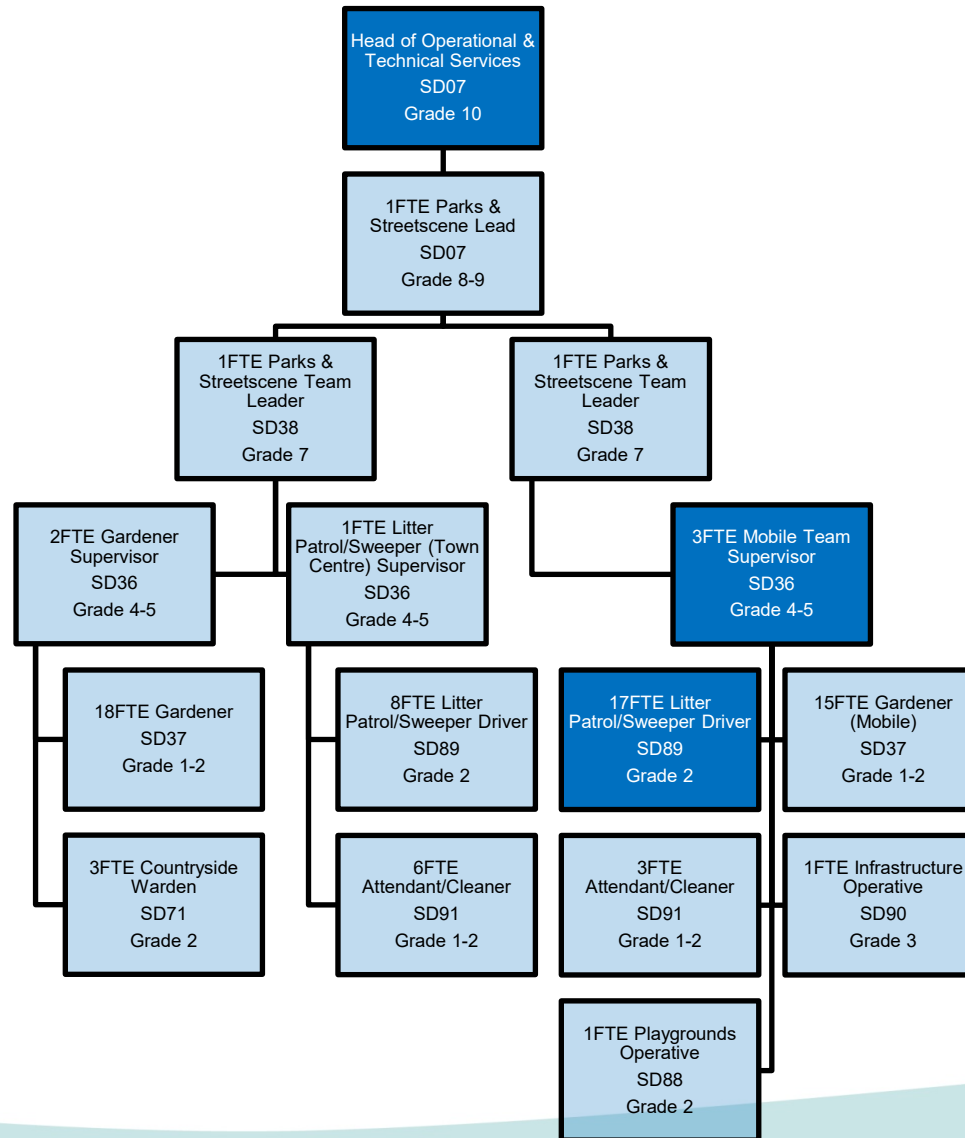
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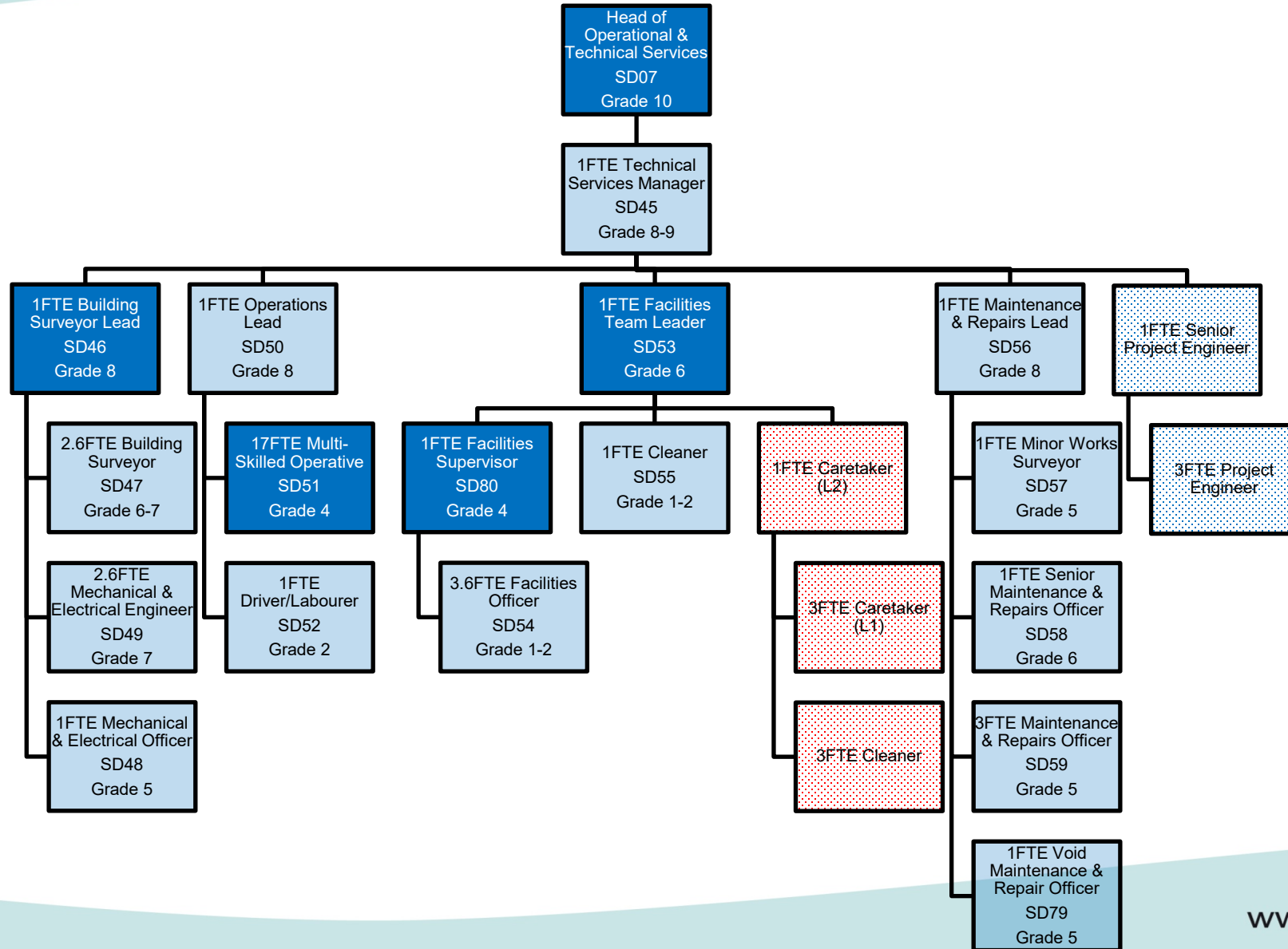
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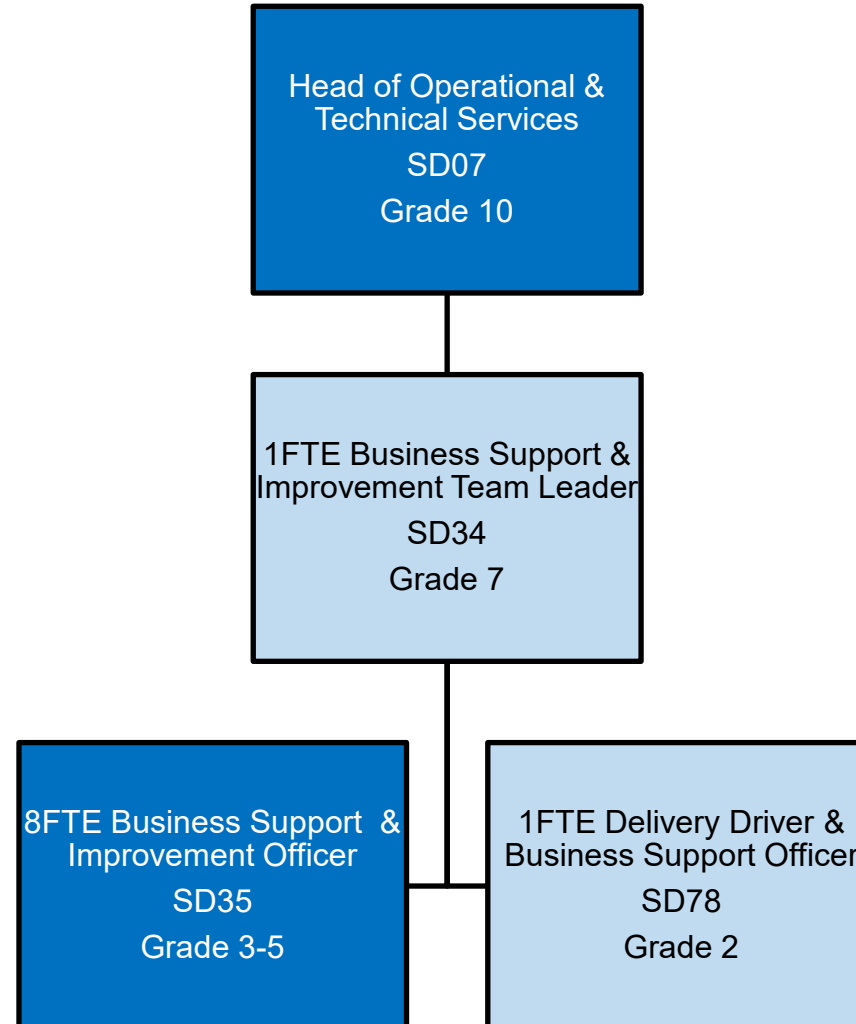
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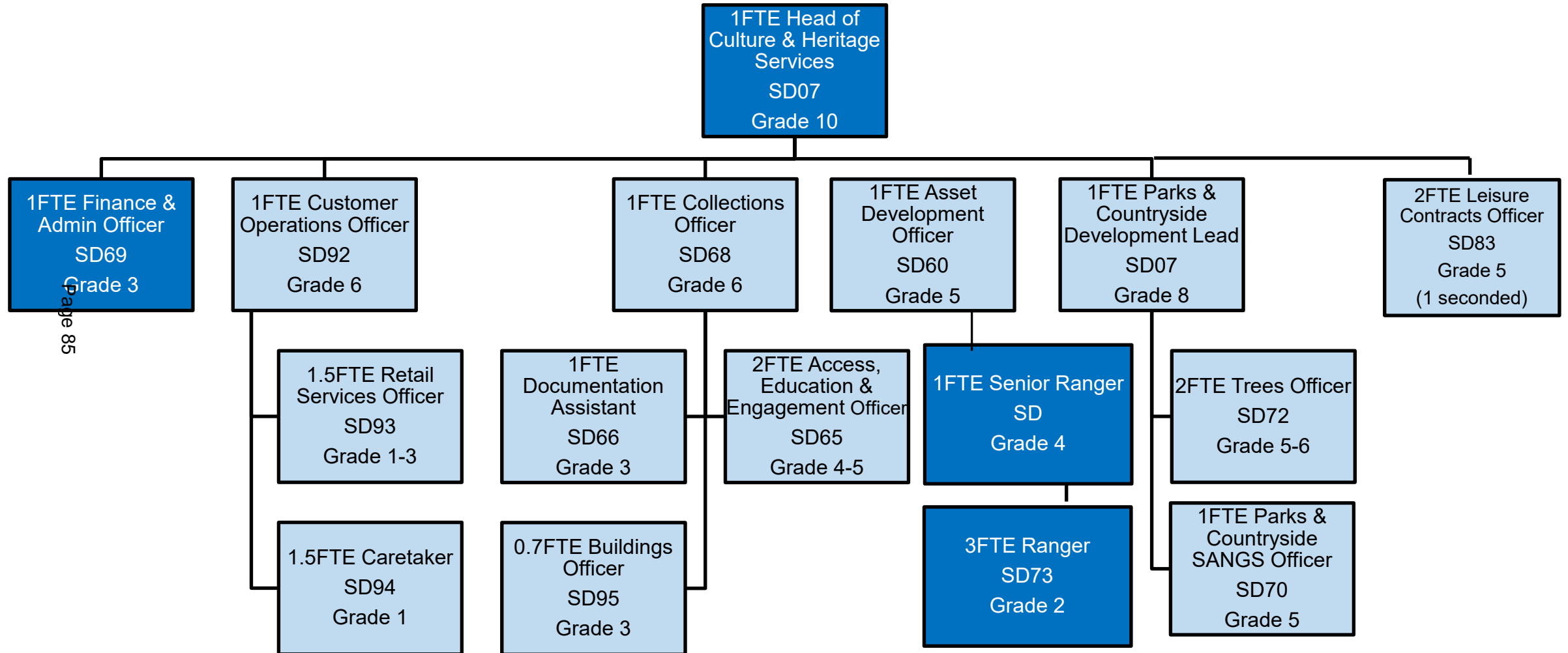
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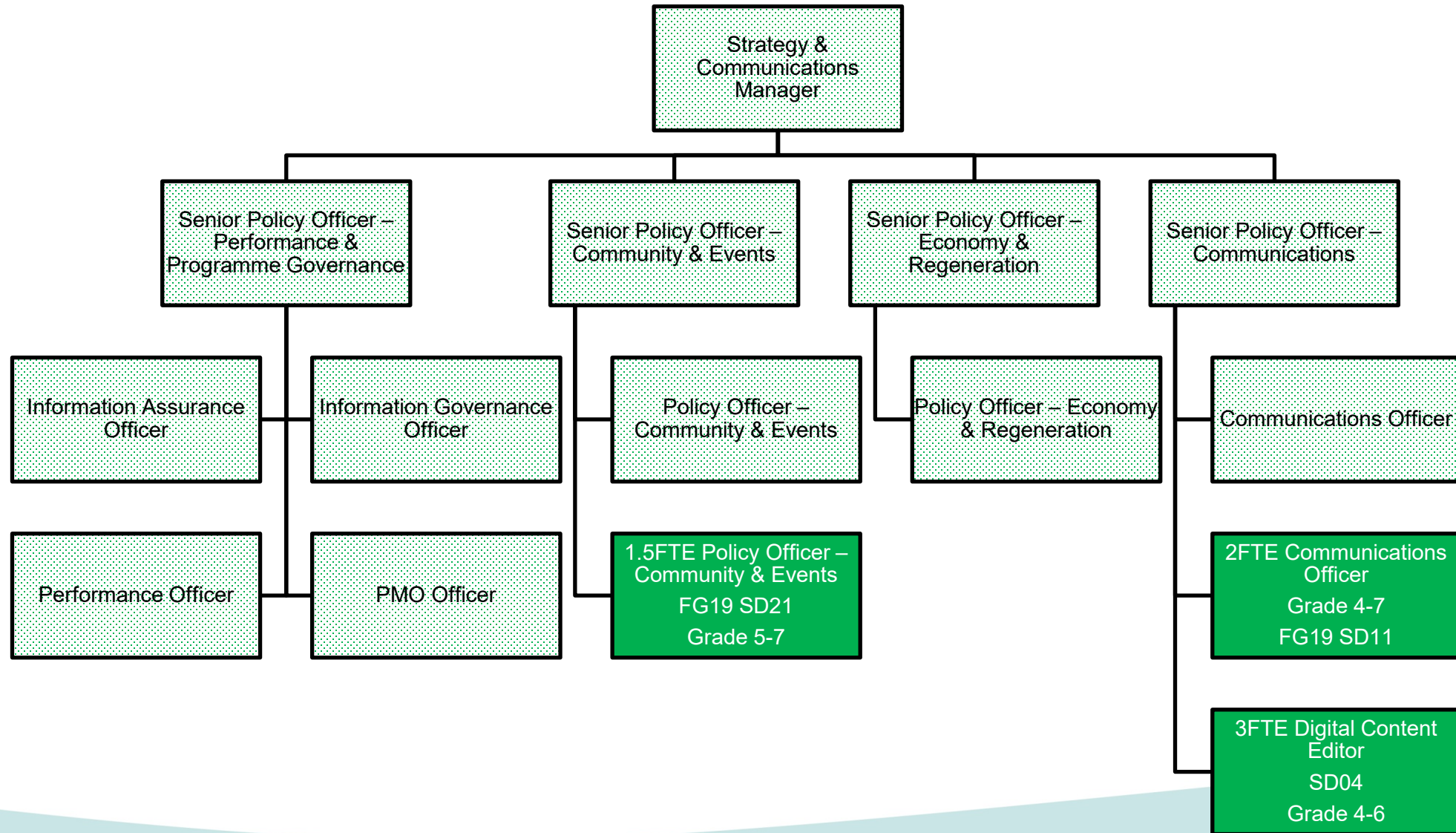
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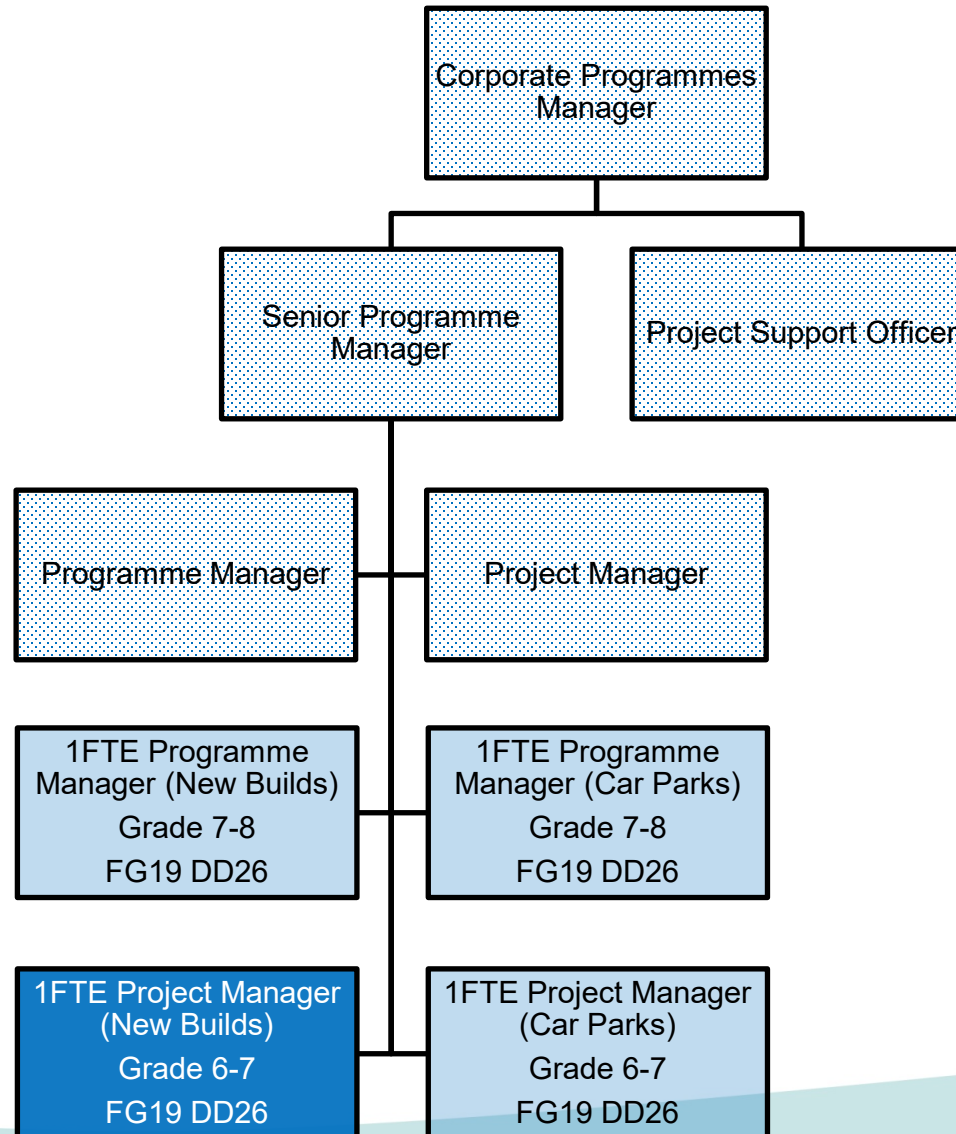
Culture & Heritage



Other roles – strategy & communication



Other roles – corporate programmes



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Future Guildford Customer Case and Parking – January 2022 Update

Future Guildford has provided a new operating model for our customer facing teams. With the introduction of Salesforce (CRM), our new corporate website and MyGuildford customer portal in Q1 this year, GBC now has a suite of integrated digital tools which support the model, enabling self-service transacting for residents and businesses as well as improving efficiency and delivering automation for back-office teams.

As part of the technology changes, a fundamental review of the website was carried out. It found that our existing website made it problematic for people to find what they needed, we had some accessibility improvements to make, information wasn't logically grouped, digital journeys were poorly designed, and the content and language was excessive and "jargon heavy" respectively.

The new website launched on 29 April and the following improvements were implemented:

- ✓ Complete redesign of the website to improve the customer experience and encourage channel shift
- ✓ Removed "mega-menu" and replaced with clear top tasks and prominent search bar
- ✓ Standardised and consistent page design
- ✓ Customer-centric content using Plain English and checked for readability levels
- ✓ Long pages broken up into clear customer journey templates
- ✓ Clear call to action buttons implemented
- ✓ Knowledge articles to support self-service
- ✓ Icons used across the site to help people with reading difficulties
- ✓ Reduction in webpages using web analytics and prioritisation
- ✓ Website seamlessly links with the new Salesforce customer portal (MyGuildford), providing an excellent customer journey

The website is still a work in progress and the web team are now focussing on further improvements:

- Digital estate accessibility review, to ensure all of our digital services can be accessed by all
- Better search functionality – including voice search
- "How to" videos for key online services – to help customers with the new functionality and further improve channel shift
- Customer journey tracking so we understand where journeys fail
- PDF review and rationalisation
- Heritage digital platform migration
- Form updates to comply with GDS standard

With the new website in place, we've also been able to integrate web forms for service requests to the Salesforce platform, either via the MyGuildford portal or the website itself. Customers can:

- ✓ Report an issue e.g. Abandoned Vehicles, Graffiti etc (geo-located functionality)
- ✓ Report Missed collections (household/commercial)
- ✓ Order & pay for new or replacement bins
- ✓ Order new bin/sacks (commercial)
- ✓ Make an MOT booking

Integrations have been built between Salesforce and other business applications such as Bartec (waste) and Civica (benefits) which enables:

- ✓ Customers to link MyGuildford to their benefits account using a single sign on
- ✓ Automatic Service request creation in Bartec based on a Work Order created in Salesforce
- ✓ Availability of Real time information relating to Bin Rounds
- ✓ Automatic creation of OpenRevs e-billing account
- ✓ Change of circumstances workflow – Address and name change
- ✓ Set up of paperless Direct Debits for council tax payments

With MyGuildford, key customer services can be accessed via a personalised Salesforce customer portal, customers benefit from:

- ✓ The convenience of being able to carry out an increasing number of tasks in one place
- ✓ Improved journeys that remain digital from start to completion
- ✓ Notifications which provide updates on service delivery

The journey with Salesforce has just started and we are now focussing on future activities to ensure we gain best value from our investment in this technology:

- Developing the future roadmap for digital services
- Considering whether Salesforce can provide the solution for a range of GBC's requirements
- Refining the current platform to reduce manual intervention in digital processes
- Progressing with further integrations, such as HeyCentric Payments
- Developing an in-house Admin team to ensure the system is operating safely and efficiently

With service requests creating cases in Salesforce, we have a clear understanding of what residents and businesses are contacting us for. Our response to some requests is fully automated, but the bulk are now managed by the newly expanded Customer Services team using Salesforce. This team benefits from:

- ✓ Omni-Channel Integration – all work is managed through a single system
- ✓ Automated case categorisation and work-order management
- ✓ The ability to create queues of cases to be managed by the appropriate service teams
- ✓ Having Salesforce identify a known customer when they call
- ✓ Knowledge Articles as a tool to assist with First Contact Resolution
- ✓ Granular reporting which offers insight into customer touchpoints
- ✓ Dashboards providing real-time information that can track team, service and channel performance

We've also made headway managing customer expectations on service delivery, which in turn reduces failure demand (i.e. when a customer chases us for updates). Several initiatives have been implemented over the last few months or are in the pipeline:

- ✓ Auto-responses from digital service requests (webform & email) which accurately reflect delivery timeframes
- ✓ Improved information on the website regarding application processing times
- ✓ The ability to identify and communicate with "same case" customers using Salesforce
- ✓ Replacing customerservices@guildford.gov.uk with a General Enquiry webform
- ✓ New IVR (phone routing & queuing system) that improves journeys to the right skilled agent and provides opportunities for targeted messaging (early 2022)
- ✓ Digital communications campaign promoting our website and portals
- ✓ Digital & service support guidance for Councillors (Early 2022)
- ✓ An internal comms campaign to strengthen the "one organisation, one customer" approach

In terms of our performance, nearly all council service teams are experiencing a significant increase in demand, meaning that contact to Customer Services is higher than we'd like or expect. Volumes have been impacted by several external factors, such as delays with the supply of garden waste bins, the change in our housing allocation system and unprecedented demand on planning services. We have also experienced challenges recruiting in customer services reducing the capacity available to meet this demand. Despite this we're continuing to see improvements and in December:

- ✓ Average call wait times was 4.5 minutes
- ✓ Percentage of calls answered within 20 seconds was 57%
- ✓ Case volumes have reduced from 4,000 at its peak to less than 300
- ✓ Cases resolved at first point of contact in December was 76%

The team are becoming more efficient and are “doing more” which is a platform we can build upon. What is equally pleasing is the take up for digital self-services from residents and businesses:

- ✓ Over 18,000 customers have signed up for a MyGuildford account
- ✓ 80% of customers who have contacted us via Customer Services now have a MyGuildford account
- ✓ Over 54,000 cases have been processed through Salesforce
- ✓ Over 7,500 customers are using OPENPortal (benefits) accounts
- ✓ Over 65% of cases have been generated through digital channels (webforms & email)

To ensure this trend continues, we’re planning a comms campaign which will promote MyGuildford both within GBC and to our residents and businesses over the coming months.

Alongside Customer Services, Future Guildford delivered a new Case Management team to work across all service areas, processing rules-based applications. The team has bedded in well, however concerns remain that the team is under-resourced as most Case areas are experiencing significant backlogs:

- Planning validation (4-week delay)
- Council tax cases (2000 outstanding cases)
- Business rates & benefits applications (1000 outstanding cases)
- Parking - PCN challenges (28 days delay)

The model requires an *Average* number of FTEs as well as a *Resilient* FTE headcount in Case to respond to expected customer demand. This is problematic to achieve and represents a risk to service delivery since:

- We are not yet in a position to baseline “normal” service volumes, so cannot validate the *Average* FTE
- Both Exchequer Services and Housing have indicated the *Average* FTE may be lower than the actual requirement
- The amount of training required to move from *Average* (42.5 FTE) to *Resilient* (81 FTE) is significant and potentially unrealistic
- With all Case teams in a backlog situation, we don’t currently have the capacity to train or be trained
- With some Case teams (Benefits, Planning, for example) the training requirement may outweigh the benefit

We’re investing time and effort engaging with the team to work our way through these issues and as a mechanism for maintaining a positive working environment. Our focus is also shifting from transition activities towards performance management. For both Customer & Case we’re:

- Validating SLAs for service delivery
- Refining the end-to-end customer journeys which stretch to other service teams
- Developing KPIs for each team which accurately reflect achievable targets and link to service SLAs
- Collecting feedback from our teams to help us improve
- Introducing Champions to work with services to identify and respond to operational risk and issues
- Refining the grading structure at CSA & CSO level to build resilience and improve morale

Overall I’d judge the general feeling within both Customer and Case as “happy but exhausted” - as well as high volumes of work, Covid has a significant impact on all of us. Significant improvements have been made over a short space of time and there is still much to do. Most of the team are unused to being managed via a system of SLAs and KPIs, so we are very much mindful that this behavioural change needs to be seen as a positive step towards further improving service delivery – something we know the team is keen to achieve.

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Overview and Scrutiny Report

Report of Director: Ian Doyle: Director of Service Delivery

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Date: 18 January 2022

Update on Gypsy, Roma and Traveller Unauthorised Encampments and a Potential Transit Site in Surrey

Executive Summary

The purpose of this report is to update the Overview and Scrutiny Committee on the Council's activities in relation to Unauthorised Encampments (UEs) on Guildford Borough Council (GBC) land and to provide an update on Surrey County Council's proposal for a transit site to provide provision for the Gypsy, Roma and Traveller communities and to help to alleviate the pressures surrounding unauthorised encampments on local communities.

The Compliance Team, previously the Joint Enforcement Team, manage UEs on GBC land and work in partnership with Surrey Police to manage the community and environmental impact.

In response to the increased impact of unauthorised encampments, Surrey County Council is in the process of developing a transit site for the County that will assist the police in using powers available to them to help manage the pressures that both Districts and Boroughs face.

On 16th February 2021, The Executive, supported by Leaders of Surrey Councils, proposed and agreed to:

- A capital contribution of £127,000 towards the construction of a Gypsy and Traveller transit site in Surrey.
- An annual revenue contribution of £7,500 for maintenance of the site.
- Re-purpose £115,000 for Traveller encampments remaining on the provisional capital programme (Scheme PL60(p)) and the virement of £12,000 be taken from the contingency fund to increase the budget to £127,000.
- Transfer the provisional budget to the approved capital programme.

Recommendation to Committee

The Committee is asked to:

- Comment on the Council's activities in relation to Unauthorised Encampments as set out in this report
- Comment on the proposed Transit Site provision in Surrey

Reasons for Recommendation:

To update Councillors on the Council's activities in relation to unauthorised encampments and the intentions of Surrey County Council to provide a Transit site to support the management of unauthorised encampments across the county.

Is the report (or part of it) exempt from publication? No

1 Purpose of Report

1.1 The purpose of this report is to update the Overview and Scrutiny Committee on:

- Guildford Borough Council's (GBC) activities in relation to Unauthorised Gypsy and Traveller Encampments; and
- The County-wide strategy on developing a transit site that has been progressed by Leaders of Surrey Councils.

2. Strategic Priorities

2.1 Managing Unauthorised Encampments within the Borough contributes to the strategic priority of protecting our environment and supporting people in our community.

3. Background

3.1 Unauthorised Encampments (UEs) arise when a group of people move vehicles onto land that they do not own and reside there for a period. This is particularly relevant, but not exclusive, to the Gypsy, Roma and Traveller community who traditionally travel in the summer months.

- 3.2 Landowners are responsible for dealing with UEs on their land. Local Authorities generally use Section 77 and Section 78 of the Criminal Justice and Public Order Act 1994 (CJPOA), please refer to Appendix 1. These powers enable the Council to serve a Direction requiring the encampment to leave the land within a prescribed period. If the Direction is not complied with, the Council can apply to the Magistrates' Court for an Order requiring their removal. The Order permits the Council to remove the encampment with the assistance of bailiffs.
- 3.3. The Police also have powers under Section 61 CJPOA, please refer to Appendix 2, to enforce against larger UEs where there are 6 or more vehicles on the land; where the encampment is causing damage to the land; and/or where the landowner or local community are being threatened, insulted, or abused. This is extremely resource intensive for the Police and not something they will enter into lightly.
- 3.4. Should a formalised transit site be made available to travellers, the police could use Section 62A of the CJPOA, please refer to Appendix 3, to divert UEs with one or more caravans to a transit site within the County, where there is space for them.
- 3.5. The Compliance Team, previously the Joint Enforcement Team (JET), is responsible for the UE process on GBC land. Please see Table 1 below for the number of UEs that GBC is aware of since April 2020:

	2020/21	April 2021 to November 2021
GBC Land	38	15
Parish Council Land	6	1
Surrey County Council Land	16	8
Private Land	9	4
Total UEs	69	28
Supported by Police (s.61 powers)	6	2
Bailiffs required to remove.	0	0

Table 1: Number of Unauthorised Encampments in GBC by Land Type.

- 3.6. The figures in Table 1 reflect a decline in UEs due to travel restrictions due to Covid lockdowns during this period. Of the total of 28 UEs since April 2021, 12 were associated with The Spectrum; 3 at the Park and Ride and 9 in the main car park. It is not currently possible to determine the full costs associated with the removal costs for UEs in GBC, however, they are likely to be considerable. Compliance Officers have spent 134 hours dealing with UEs since April 2021. Litigation Officers would have played a key role in arranging court hearings and drafting court Orders; asset managers would have been liaised with in relation to the status of the UE and securing access to the land in future; and Waste and Park Services would have an increased role in collecting waste throughout the duration of the encampment as well as the inevitable clean-up of the site when it has gone. Remedial repairs are also often required after these events.

- 3.7. Since April 2021, the number of vehicles on UEs in GBC has ranged from 6 to 20 per UE but there have been over 50 vehicles in one UE in previous years. The number of days that UEs have remained has ranged from 3 to 16 days: the vast majority leaving of their own accord.

Protocol for Unauthorised Encampments on GBC Owned Land

- 3.8. The Compliance Officers are well known in the Gypsy, Roma and Traveller communities that frequent the Borough and have effective communication links with the various community leaders.
- 3.9. When an encampment arrives on GBC land, the initial visit to the site by Compliance Officers is to determine whether there are any welfare needs of any of the encampment. Should welfare issues be identified, for example, a pregnant mother who is due to give birth, this may delay any enforcement process. When it is determined that there are no welfare issues, the Compliance Officers begin the enforcement procedure under Section 77 and Section 78 of the CJPOA. This approach, depending on Court availability, can take on average 10 working days. The Compliance Officers use a logbook that enables efficient evidence and intelligence gathering. The form also importantly records any potential welfare needs of the group so that any urgent needs can be supported. This is a transparent process with the encampment and the details obtained are only shared with Surrey Police.
- 3.10. Where a UE is on non-GBC land, the Compliance Officers will initially attend to offer advice and support to the encampment occupiers. On private land it is the landowners' responsibility to take appropriate action to remove the occupants.
- 3.11. Compliance Officers are the pivotal liaison point during an encampment, visiting the occupants of the encampment as well as residents to provide reassurance. They also liaise with Surrey Fire and Rescue and Health colleagues to help ensure everyone's safety. Clear reporting lines for the public have been established and all anti-social behaviour concerns are reported to the Police, whilst any environmental impact is reported to the Compliance Team. Our Customer and Case Team link in with Compliance Officers to ensure all calls and issues are logged so that Compliance Officers can respond to all public enquiries via email or a personal visit.
- 3.12. There is a strong working relationship between the Compliance Team and Communications who update the community via social media and send regular updates to Lead Councillors and the relevant ward Members and Guildford's Neighbourhood Policing Team.
- 3.13. The Compliance Officers also work closely with the Police in sharing intelligence. The Police have supported 2 unauthorised encampments this year on Surrey County Council and private land by utilising their Section 61 powers under the CJPOA.
- 3.14. Since 2018, the Compliance Officers have only once required Bailiff assistance at the end of the Section 78 process. Most encampments move on before this stage of the process.

Prevention

- 3.15. The most effective way to manage UEs is to implement preventative measures such as barriers, berms, bollards, and ditches so that travellers cannot easily access Council land. These measures can be costly, particularly with number of Council owned properties and sites. Control measures also need to be maintained and can be unsightly. There is no allocated budget for these measures and would need to be absorbed by the relevant asset manager for each site. All Parks sites have been risk assessed and a programme of works undertaken to enhance defences where practical to do so and within the available resources. Some of the resource previously allocated to this work was diverted to funding the transit site.

Development of a transit site in Surrey

- 3.16. The project to develop a transit site for Surrey has been a shared ambition of Surrey CC, Districts and Boroughs considering the increased community impact that UEs have. This project is led by Surrey County Council.
- 3.17. A transit site in the County would enable the Police to use Section 62A of the CJPOA meaning that they could direct UEs to the transit site and then prohibit return to a UE anywhere within the borough for a period of 3 months. The police have indicated their support for such a site but would prefer more than one in the County.
- 3.18. It is also anticipated that a transit site would help to address the welfare needs amongst the travelling community and give the community a recognised transit point during their summer travels.

- 3.19. The planning consultation to develop a short-stay traveller site on Merstham Road between Merstham and Bletchingley closed on 21 December 2021. This land belongs to Surrey County Council. Please see map in Figure 1 below:



Figure 1. Planning documents showing proposed layout of traveller transit site on Merstham Road

- 3.20. The site, which is located next to the permanent Pendell Camp, would share the same access and would provide ten pitches with a maximum stay of four weeks. The proposed site would also have a site manager's office, CCTV, and security fencing.
- 3.21. It is recognised that a single site with ten pitches will not resolve all UE issues within the Borough, but it is a welcome start. Whilst it is unlikely to significantly reduce the number of UEs in GBC, it should enable a speedier response to UEs due to the ability of the police to use Section 62A powers, providing that capacity is available at the transit site. This, in turn, may reduce the environmental and community impact caused by UEs.
- 3.22. The site will be managed by Surrey County Council's Gypsy, Roma and Traveller Liaison Team.

4. Key Risks

- 4.1 Unauthorised Encampments in the Borough create community concern and unrest and behaviour of the community ranges from tolerance to extreme hostility and negativity. This is particularly visible in the increased use of social media. The Police and Local Authorities must respond to UEs within a legal framework that balances the welfare and human rights of the occupants with the needs of the community.
- 4.2 UEs have financial implications for GBC both in terms of the resources required to manage the site and the cost of clearing waste once the travellers have left. The most cost-effective way to manage this issue is to implement preventative measures such as barriers, berms, bollards, and ditches so that travellers cannot easily access Council land.
- 4.3. Local residents do perceive the local authority and local Police as having mute impact on UEs. Surrey Councils Leaders hope that development of a transit site will help alleviate these perceptions. However, the development of a transit site does depend on key remediation works by SCC and a significant financial contribution from districts and boroughs. GBC has assigned within the budget for 21/22 our financial contribution.
- 4.4 Expectations must be realistic around what one transit site can deliver. Ten pitches will not be sufficient to resolve the impact of all UEs in the County during peak season. GBC's enforcement process via Section 77 and Section 78 CJPOA will no doubt still be the driving protocol for UEs in the Borough.
- 4.5 A joint protocol of how the transit site will be managed by SCC and the Police is yet to be developed but it is assumed it will follow the same terms as seen in neighbouring counties. The policy will also need to ensure that all contributing Local Authorities will have fair access to the site.

5. Financial Implications

- 5.1 On 16 February 2021, The Executive supported Leaders of Surrey Councils proposal and agreed to:
 - A capital contribution of £127,000 towards the construction of a Gypsy, Roma and Traveller transit site in Surrey.
 - An annual revenue contribution of £7,500 for maintenance of the site.
 - Re-purpose £115,000 for Traveller encampments remaining on the provisional capital programme (Scheme PL60(p)) and the virement of £12,000 be taken from the contingency fund to increase the budget to £127,000.
 - Transfer the provisional budget to the approved capital programme

6. Legal Implications

Potential Injunction Action

- 6.1. A significant challenge in dealing with UEs is that, in the majority of cases, the occupiers of the land are “persons unknown”. A number of legal cases in 2021 have challenged the issuing of “final” injunctions against unnamed defendants due to the difficulties in identifying the specific individuals when enforcing the court order.
- 6.2. The use of “wide” injunctions, i.e. those that relate to a wide range of potential defendants, activities and/or places, by Local Authorities has been prohibited by the High Court. This was due to doubts that, in Gypsy, Roma and Traveller cases, the defendants could find suitable alternative accommodation and/or facilities locally. As outlined in paragraph 6.1., there is again the same difficulty in adequately identifying a defendant as involved in any previous legal action as opposed to a “newcomer” to the Borough.
- 6.3. Injunctions could, in theory, be considered for discreet sites where there is sufficient evidence that they are regularly used by named individuals who regularly trespass on Council land. In practice, this is more difficult to realise.

Bill to update Criminal Justice and Public Order Act 1994

- 6.5. A Bill has passed through the House of Commons and is currently being considered by the House of Lords in relation to Part 4 of the [Police, Crime, Sentencing and Courts \(PCSC\) Bill](#) 2021/22. The Bill seeks to amend the provisions in the Criminal Justice and Public Order Act 1994 (CJPOA) relating to unauthorised encampments by:
 - creating a new offence of “residing on land without consent in or with a vehicle”; and
 - broadening the scope of powers in the 1994 Act to allow the police to remove unauthorised encampments on highways; and
 - prohibiting UEs that are removed from a site from returning within twelve months.

7. Human Resource Implications

- 7.1 In relation to Section 6 above, the use of “wide” injunctions also has Human Rights Act 1998 implications in relation to the ability to have a fair trial, right to privacy and a home life.
- 7.2. The Compliance Officers will continue to manage the UE protocol on GBC land and liaise with Surrey Police as required for enforcement and the Waste Service will continue to provide the post clean up services with the agreement of the asset manager.

8. Equality and Diversity Implications

- 8.1 Public authorities are required to have due regard to the aims of the Public Sector Equality Duty (Equality Act 2010) when making decisions and setting policies.
- 8.2 GBC UE protocols require consideration of protected characteristics of the individuals involved, such as Gypsy, Roma and Traveller status and disabilities and are, therefore, compliant with the Equality Act 2010.
- 8.3 Surrey County Council, as part of the process in creating a transit site, will undertake all the relevant assessments to ensure their statutory duty under section 149 of the Equality Act 2010 is fulfilled. There are, therefore, no direct implications for this Council arising from the establishment of a transit site.

9. Climate Change/Sustainability Implications

- 9.1 Unauthorised Encampments in some cases create issues around waste as well as the public health of the occupants on site. Our protocol aims to support occupants of UEs as well as residents with these issues.
- 9.2 It is hoped that the creation of a transit site will help alleviate some of the pressures around environmental impact of UEs across the Borough.

10. Suggested issues for Overview and Scrutiny

- Are there any comments from the Committee about UEs on GBC owned land?
- Are there any comments on the proposed transit site in Surrey?

11. Conclusion

- 11.1 The Compliance Team have an effective procedure in place to manage UEs that occur on GBC land. The process under Section 77/78 CJPOA is normally used and is completed, on average, within 10 working days. However, there is no doubt that UEs cause considerable distress to many in the local community and the Section 61 Police powers, which can enable a quicker response to an encampment, are not often executed as strong evidence is required to justify their use.
- 11.2. GBC supports Surrey County Council's proposed transit site within the County, accepting that it will not prevent UE issues in the Borough, but is a good start to supporting the Gypsy, Roma and Traveller community. It would provide:
 - a designated location for travellers to stop in the County; and
 - the police with extra powers under Section 62A of the Criminal Justice and Public Order Act.

- 11.3 GBC has agreed to a £127,000 capital contribution towards the construction of the site and an annual revenue contribution of £7,500 for the maintenance of the site.

12. Background Papers

[Overview and Scrutiny Report, 2 March 2021](#), Agenda Item 7, pages 43-130.

[Executive Decision on Gypsy, Roma and Traveller Transit Site Provision in Surrey](#)

13. Appendices

Appendix 1: Section 77 and Section 78 Criminal Justice and Public Order Act 1994

Appendix 2: Section 61 Criminal Justice and Public Order Act 1994

Appendix 3: Section 62a Criminal Justice and Public Order Act 1994

Extract from Criminal Justice and Public Order Act 1994

77. Power of local authority to direct unauthorised campers to leave land.

(1) If it appears to a local authority that persons are for the time being residing in a vehicle or vehicles within that authority's area—

- (a) on any land forming part of a highway;
- (b) on any other unoccupied land; or
- (c) on any occupied land without the consent of the occupier,

the authority may give a direction that those persons and any others with them are to leave the land and remove the vehicle or vehicles and any other property they have with them on the land.

(2) Notice of a direction under subsection (1) must be served on the persons to whom the direction applies, but it shall be sufficient for this purpose for the direction to specify the land and (except where the direction applies to only one person) to be addressed to all occupants of the vehicles on the land, without naming them.

(3) If a person knowing that a direction under subsection (1) above has been given which applies to him—

(a) fails, as soon as practicable, to leave the land or remove from the land any vehicle or other property which is the subject of the direction, or

(b) having removed any such vehicle or property again enters the land with a vehicle within the period of three months beginning with the day on which the direction was given,

he commits an offence and is liable on summary conviction to a fine not exceeding level 3 on the standard scale.

(4) A direction under subsection (1) operates to require persons who re-enter the land within the said period with vehicles or other property to leave and remove the vehicles or other property as it operates in relation to the persons and vehicles or other property on the land when the direction was given.

(5) In proceedings for an offence under this section it is a defence for the accused to show that his failure to leave or to remove the vehicle or other property as soon as practicable or his re-entry with a vehicle was due to illness, mechanical breakdown or other immediate emergency.

(6) In this section—

- “land” means land in the open air;
- “local authority” means—

(a) in Greater London, a London borough or the Common Council of the City of London;

(b) in England outside Greater London, a county council, a district council or the Council of the Isles of Scilly;

(c) in Wales, a county council or a county borough council;

- “occupier” is entitled to possession of the land by virtue of an estate or interest held by him;
- “vehicle” includes—
 - (a) any vehicle, whether or not it is in a fit state for use on roads, and includes any body, with or without wheels, appearing to have formed part of such a vehicle, and any load carried by, and anything attached to, such a vehicle; and
 - (b) a caravan as defined in section 29(1) of the **M1** Caravan Sites and Control of Development Act 1960;

and a person may be regarded for the purposes of this section as residing on any land notwithstanding that he has a home elsewhere.

(7) Until 1st April 1996, in this section “local authority” means, in Wales, a county council or a district council.

78. Orders for removal of persons and their vehicles unlawfully on land.

- (1) A magistrates’ court may, on a complaint made by a local authority, if satisfied that persons and vehicles in which they are residing are present on land within that authority’s area in contravention of a direction given under section 77, make an order requiring the removal of any vehicle or other property which is so present on the land and any person residing in it.
- (2) An order under this section may authorise the local authority to take such steps as are reasonably necessary to ensure that the order is complied with and, in particular, may authorise the authority, by its officers and servants—
 - (a) to enter upon the land specified in the order; and
 - (b) to take, in relation to any vehicle or property to be removed in pursuance of the order, such steps for securing entry and rendering it suitable for removal as may be so specified.
- (3) The local authority shall not enter upon any occupied land unless they have given to the owner and occupier at least 24 hours’ notice of their intention to do so, or unless after reasonable inquiries they are unable to ascertain their names and addresses.
- (4) A person who wilfully obstructs any person in the exercise of any power conferred on him by an order under this section commits an offence and is liable on summary conviction to a fine not exceeding level 3 on the standard scale.
- (5) Where a complaint is made under this section, a summons issued by the court requiring the person or persons to whom it is directed to appear before the court to answer to the complaint may be directed—
 - (a) to the occupant of a particular vehicle on the land in question; or
 - (b) to all occupants of vehicles on the land in question, without naming him or them.
- (6) Section 55(2) of the **M1** Magistrates’ Courts Act 1980 (warrant for arrest of defendant failing to appear) does not apply to proceedings on a complaint made under this section.
- (7) Section 77(6) of this Act applies also for the interpretation of this section.

Extract from Criminal Justice and Public Order Act 1994

61. Power to remove trespassers on land

(1) If the senior police officer present at the scene reasonably believes that two or more persons are trespassing on land and are present there with the common purpose of residing there for any period, that reasonable steps have been taken by or on behalf of the occupier to ask them to leave and—

(a) that any of those persons has caused damage to the land or to property on the land or used threatening, abusive or insulting words or behaviour towards the occupier, a member of his family or an employee or agent of his, or

(b) that those persons have between them six or more vehicles on the land,

he may direct those persons, or any of them, to leave the land and to remove any vehicles or other property they have with them on the land.

(2) Where the persons in question are reasonably believed by the senior police officer to be persons who were not originally trespassers but have become trespassers on the land, the officer must reasonably believe that the other conditions specified in subsection (1) are satisfied after those persons became trespassers before he can exercise the power conferred by that subsection.

(3) A direction under subsection (1) above, if not communicated to the persons referred to in subsection (1) by the police officer giving the direction, may be communicated to them by any constable at the scene.

(4) If a person knowing that a direction under subsection (1) above has been given which applies to him—

(a) fails to leave the land as soon as reasonably practicable, or

(b) having left again enters the land as a trespasser within the period of three months beginning with the day on which the direction was given,

he commits an offence and is liable on summary conviction to imprisonment for a term not exceeding three months or a fine not exceeding level 4 on the standard scale, or both.

[F1](4A) Where, as respects Scotland, the reason why these persons have become trespassers is that they have ceased to be entitled to exercise access rights by virtue of—

(a) their having formed the common purpose mentioned in subsection (1) above; or

(b) one or more of the conditions specified in paragraphs (a) and (b) of that subsection having been satisfied, the circumstances constituting that reason shall be treated, for the purposes of subsection (4) above, as having also occurred after these persons became trespassers.

(4B) In subsection (4A) above “access rights” has the meaning given by the Land Reform (Scotland) Act 2003 (asp 2).]

F2(5)

(6) In proceedings for an offence under this section it is a defence for the accused to show—

(a) that he was not trespassing on the land, or

(b) that he had a reasonable excuse for failing to leave the land as soon as reasonably practicable or, as the case may be, for again entering the land as a trespasser.

(7) In its application in England and Wales to common land this section has effect as if in the preceding subsections of it—

(a) references to trespassing or trespassers were references to acts and persons doing acts which constitute either a trespass as against the occupier or an infringement of the commoners' rights; and

(b) references to “the occupier” included the commoners or any of them or, in the case of common land to which the public has access, the local authority as well as any commoner.

Agenda item number: 8
Appendix 2

(8) Subsection (7) above does not—

- (a) require action by more than one occupier; or
- (b) constitute persons trespassers as against any commoner or the local authority if they are permitted to be there by the other occupier.

(9) In this section—

- **[F3]**“common land” means common land as defined in section 22 of the Commons Registration Act 1965;]
- **[F3]**“common land” means—
 - (a) land registered as common land in a register of common land kept under Part 1 of the Commons Act 2006; and
 - (b) land to which Part 1 of that Act does not apply and which is subject to rights of common as defined in that Act;]
- “commoner” means a person with rights of common **[F4]**as defined in section 22 of the **M1**Commons Registration Act 1965 **[F4]**as so defined;];
- “land” does not include—

(a) buildings other than—

- (i) agricultural buildings within the meaning of, in England and Wales, paragraphs 3 to 8 of Schedule 5 to the **M2**Local Government Finance Act 1988 or, in Scotland, section 7(2) of the **M3**Valuation and Rating (Scotland) Act 1956, or
- (ii) scheduled monuments within the meaning of the **M4**Ancient Monuments and Archaeological Areas Act 1979;

(b) land forming part of—

- (i) a highway unless **[F5]**it is a footpath, bridleway or byway open to all traffic within the meaning of Part III of the Wildlife and Countryside Act 1981, is a restricted byway within the meaning of Part II of the Countryside and Rights of Way Act 2000 **]** or is a cycle track under the **M5**Highways Act 1980 or the **M6**Cycle Tracks Act 1984; or

(ii) a road within the meaning of the **M7**Roads (Scotland) Act 1984 unless it falls within the definitions in section 151(2)(a)(ii) or (b) (footpaths and cycle tracks) of that Act or is a bridleway within the meaning of section 47 of the **M8**Countryside (Scotland) Act 1967;

- “the local authority”, in relation to common land, means any local authority which has powers in relation to the land under **[F6]**section 45 of the Commons Act 2006 **]**;
- “occupier” (and in subsection (8) “the other occupier”) means—

(a) in England and Wales, the person entitled to possession of the land by virtue of an estate or interest held by him; and

(b) in Scotland, the person lawfully entitled to natural possession of the land;

- “property”, in relation to damage to property on land, means—

(a) in England and Wales, property within the meaning of section 10(1) of the **M9**Criminal Damage Act 1971; and

(b) in Scotland, either—

(i) heritable property other than land; or

(ii) corporeal moveable property,

and “damage” includes the deposit of any substance capable of polluting the land;

- “trespass” means, in the application of this section—

(a) in England and Wales, subject to the extensions effected by subsection (7) above, trespass as against the occupier of the land;

(b) in Scotland, entering, or as the case may be remaining on, land without lawful authority and without the occupier’s consent; and

- “trespassing” and “trespasser” shall be construed accordingly;
- “vehicle” includes—

(a) any vehicle, whether or not it is in a fit state for use on roads, and includes any chassis or body, with or without wheels, appearing to have formed part of such a vehicle, and any load carried by, and anything attached to, such a vehicle; and

(b) a caravan as defined in section 29(1) of the **M10** Caravan Sites and Control of Development Act 1960;
and a person may be regarded for the purposes of this section as having a purpose of residing in a place notwithstanding that he has a home elsewhere.

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Section 62a Criminal Justice and Public Order Act

62A Power to remove trespassers: alternative site available

(1) If the senior police officer present at a scene reasonably believes that the conditions in subsection (2) are satisfied in relation to a person and land, he may direct the person—

- (a) to leave the land;
- (b) to remove any vehicle and other property he has with him on the land.

(2) The conditions are—

- (a) that the person and one or more others (“the trespassers”) are trespassing on the land;
- (b) that the trespassers have between them at least one vehicle on the land;
- (c) that the trespassers are present on the land with the common purpose of residing there for any period;
- (d) if it appears to the officer that the person has one or more caravans in his possession or under his control on the land, that there is a suitable pitch on a relevant caravan site for that caravan or each of those caravans;
- (e) that the occupier of the land or a person acting on his behalf has asked the police to remove the trespassers from the land.

(3) A direction under subsection (1) may be communicated to the person to whom it applies by any constable at the scene.

(4) Subsection (5) applies if—

- (a) a police officer proposes to give a direction under subsection (1) in relation to a person and land, and
- (b) it appears to him that the person has one or more caravans in his possession or under his control on the land.

(5) The officer must consult every local authority within whose area the land is situated as to whether there is a suitable pitch for the caravan or each of the caravans on a relevant caravan site which is situated in the local authority’s area.

(6) In this section—

- “caravan” and “caravan site” have the same meanings as in Part 1 of the Caravan Sites and Control of Development Act 1960;
- “Relevant caravan site” means a caravan site which is—
 - (a) situated in the area of a local authority within whose area the land is situated, and
 - (b) managed by a relevant site manager;
- “Relevant site manager” means—

(a) a local authority within whose area the land is situated;

(aa)

[F2a private registered provider of social housing;]

- (b) a registered social landlord;
 - “Registered social landlord” means a body registered as a social landlord under Chapter 1 of Part 1 of the Housing Act 1996.

(7) The Secretary of State may by order amend the definition of “relevant site manager” in subsection (6) by adding a person or description of person.

(8) An order under subsection (7) must be made by statutory instrument and is subject to annulment in pursuance of a resolution of either House of Parliament.]

Overview and Scrutiny Committee Report

Report of Director of Strategic Services

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Date: 18 January 2022

Overview and Scrutiny Work Programme

Recommendation

That the Committee consider the overview and scrutiny work programme attached at Appendix 1 and determine its work plan.

Reason for Recommendation

To enable the Committee to review and agree its work programme for the coming months.

1. Purpose of Report

- 1.1 As approved by Council, the remit of the Overview and Scrutiny Committee (OSC) includes the specific responsibility to approve the overview and scrutiny work programme to ensure that the Committee's time is used effectively and efficiently.
- 1.2 A well-planned overview and scrutiny function will help both officers and members plan their workloads as well as providing a clear picture to the public of planned activity. An effective work programme is the foundation for a successful overview and scrutiny function.
- 1.3 This report sets out the overview and scrutiny work programme as developed thus far for 2022.

2. Work Programme Meetings

- 2.1 In addition, Council has agreed that the OSC is responsible for setting its own work programme in accordance with the following procedure:

The chairmen and vice-chairmen of the OSC and the Executive Advisory Boards and relevant officers shall normally meet at least bi-monthly to exchange, discuss and agree proposed rolling 12-18 month work programmes for submission periodically to the OSC (in respect of the OSC work programme) and to the Executive Advisory Boards (in respect of the EAB work programmes) for approval. The proposed work programme for the OSC will be determined with reference to the P.A.P.E.R. selection tool, attached as Appendix 2 to these procedure rules [and as Appendix 2 to this report].

The chairman and vice-chairman of the OSC will ensure that all councillors are able to submit requests for alterations to the work programme for consideration at each of these work programme meetings.

- 2.2 The next work programme meeting of the chairmen and vice-chairmen of the OSC and the EABs is scheduled for 19 January 2022 with a subsequent meeting arranged for 16 March 2022.
- 2.3 Councillors are encouraged to attend a work programme meeting to explain in more detail their proposal, including how it fulfils the criteria outlined in the mnemonic P.A.P.E.R. (Public interest; Ability to change; Performance; Extent; and Replication).
- 2.4 In addition to the work programme meetings in section 2.2 above, Councillors can discuss and submit proposals to the OSC Chairman and Vice-Chairman.

3. Financial Implications

- 3.1 There are no specific financial implications arising from this report.
- 3.2 The Council's governance arrangements review of 2015 led to the introduction of a discretionary budget for overview and scrutiny, set at £5,000 per annum. It is envisaged that the work programme, as drafted, is achievable within the existing financial resource.

4. Human Resource Implications

- 4.1 There are no specific human resources implications. It is envisaged that the work programme, as drafted, is achievable within the existing resources.
- 4.2 Overview and scrutiny will call on relevant officers during the conduct of its reviews. Individual scoping reports will seek to take additional resource requirements into account when drafted.

5. Equality and Diversity Implications

- 5.1 The Council has a statutory duty under section 149 of the Equality Act 2010 which provides that a public authority must, in exercise of its functions, have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
- 5.2 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report. Future overview and scrutiny reviews will consider equality implications on a case-by-case basis.

6. Legal Implications

- 6.1 There are no specific legal implications.

7. Climate Change/Sustainability Implications

- 7.1 There are no specific climate change / sustainability implications.

8. Conclusion

- 8.1 Developing a work programme for the overview and scrutiny function is an essential stage in the scrutiny process. An effective overview and scrutiny work programme identifies the key topics to be considered over the coming months. In addition, it is suggested that a well-developed programme ensures that the views of councillors, partners, the public, and external organisations are represented effectively in the process.
- 8.2 The Committee is requested to consider the work programme attached at Appendix 1 and determine its work plan.
- 8.3 For information, attached at Appendix 3 is the procedure which task and finish groups are expected to operate and report their findings in accordance with.

9. Background papers

None

10. Appendices

- 1. Overview and scrutiny work programme, January 2022
- 2. P.A.P.E.R. selection tool
- 3. Task group procedure [Appendix 4 of the Overview and Scrutiny Procedure Rules within the Council's Constitution].

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Overview & Scrutiny work programme, 2022

Overview & Scrutiny Committee items	
1 March 2022 meeting	<ul style="list-style-type: none"> • Lead Councillor Question Session – Councillor John Rigg, Lead Councillor for Regeneration • Lead Councillor Question Session – Councillor Tom Hunt, Lead Councillor for Development Management • COVID-19 response: update • Guildford & Waverley Councils Collaboration: update • Annual report and monitoring arrangements for operation of the G-Live contract, 2020-21 • Review of the Visitor Strategy [1 March or 25 April OSC tbc] • Impact of Brexit
Monday 25 April 2022 meeting	<ul style="list-style-type: none"> • Lead Councillor Question Session – Councillor John Redpath, Lead Councillor for Economy • Guildford & Waverley Councils Collaboration: update • Update on Mental Health Improvement Programme [Minute OS36, 19 October 2021, refers] tbc
7 June 2022 meeting (date tbc)	<ul style="list-style-type: none"> • Lead Councillor Question Session – Councillor Cait Taylor, Lead Councillor for Climate Change tbc • Guildford & Waverley Councils Collaboration: update • Annual Report: Charter Against Modern Slavery • Spend on consultants and agency workers, 2021-22
12 July 2022 meeting (date tbc)	<ul style="list-style-type: none"> • Lead Councillor Question Session – Councillor tbc • Guildford & Waverley Councils Collaboration: update • Overview and Scrutiny Annual Report, 2021-22

Currently unscheduled items

- New emotional wellbeing and mental health services for children, young people, and families [Minute OS36, 19 October 2021, refers – date to be confirmed]

Task and finish groups

Title	Update
Affordable Housing	<p>Membership: Cllrs Angela Gunning, Tony Rooth (Chair), Jo Randall, Ruth Brothwell, George Potter (Vice-Chair), and Ramsey Nagaty.</p> <p>Evidence gathering sessions with Housing Association and housebuilders being held in January 2022.</p>

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Overview and Scrutiny Committee

P.A.P.E.R. selection tool

Public interest: concerns of local people should influence the issues chosen

Ability to change: priority should be given to issues that the Committee can realistically influence

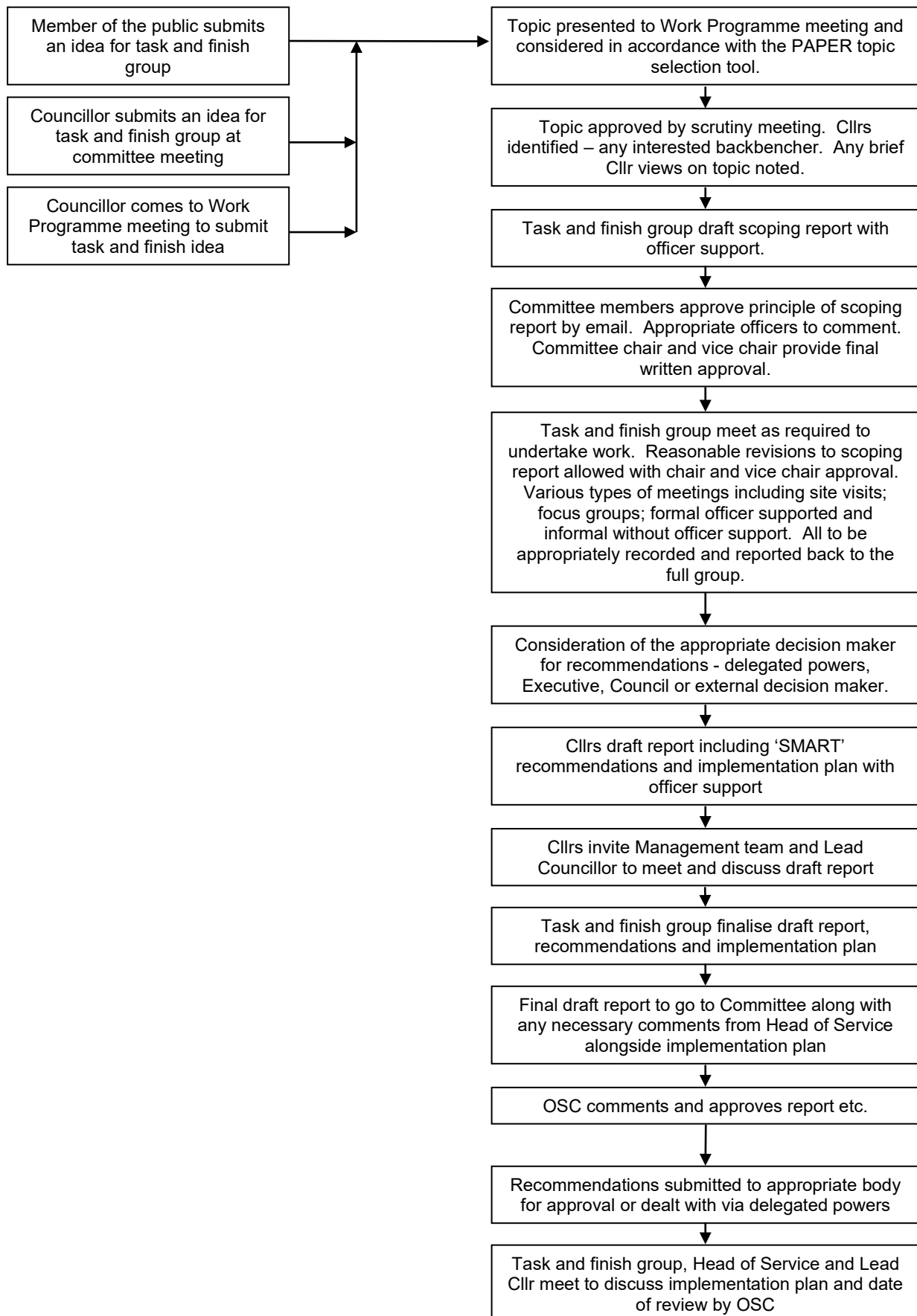
Performance: priority should be given to areas in which the Council and Partners are not performing well

Extent: priority should be given to issues that are relevant to all or a large part of the Borough

Replication: work programme must take account of what else is happening to avoid duplication or wasted effort

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TASK AND FINISH GROUP FLOWCHART



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