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Contact:

James Dearling

01483 444141

22 January 2021

Dear Councillor,

Your attendance is requested at a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** to be held on **TUESDAY, 2 FEBRUARY 2021** at **7.00 pm**. This meeting will be held virtually using Microsoft Teams.

Yours faithfully,

James Whiteman  
Managing Director

**MEMBERS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

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

Councillor Dennis Booth  
Councillor Colin Cross  
Councillor Graham Eyre  
Councillor Angela Goodwin  
Councillor Tom Hunt

Councillor Ramsey Nagaty  
Councillor George Potter  
Councillor Tony Rooth  
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

### Vision – for the borough

For Guildford to be a town and rural borough that is the most desirable place to live, work and visit in South East England. A centre for education, healthcare, innovative cutting-edge businesses, high quality retail and wellbeing. A county town set in a vibrant rural environment, which balances the needs of urban and rural communities alike. Known for our outstanding urban planning and design, and with infrastructure that will properly cope with our needs.

### Three fundamental themes and nine strategic priorities that support our vision:

- |                     |  |
|---------------------|--|
| <b>Place-making</b> | Delivering the Guildford Borough Local Plan and providing the range of housing that people need, particularly affordable homes |
|                     | Making travel in Guildford and across the borough easier   |
|                     | Regenerating and improving Guildford town centre and other urban areas   |
| <b>Community</b>    | Supporting older, more vulnerable and less advantaged people in our community  |
|                     | Protecting our environment   |
|                     | Enhancing sporting, cultural, community, and recreational facilities   |
| <b>Innovation</b>   | Encouraging sustainable and proportionate economic growth to help provide the prosperity and employment that people need       |
|                     | Creating smart places infrastructure across Guildford  |
|                     | Using innovation, technology and new ways of working to improve value for money and efficiency in Council services             |

### Values for our residents

- We will strive to be the best Council.
- We will deliver quality and value for money services.
- We will help the vulnerable members of our community.
- We will be open and accountable.
- We will deliver improvements and enable change across the borough.

## AGENDA

**ITEM  
NO.**

**1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

**2 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

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

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

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

**3 MINUTES (To Follow)**

To confirm the minutes of the Committee meeting held on 19 January 2021.

**4 RESPONSE TO COVID-19 – UPDATE**

An update from the Managing Director.

**5 UPDATE ON FUTURE GUILDFORD PHASE B (Pages 5 - 156)**

The project team and Ignite will be giving a presentation to the meeting.

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

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Overview and Scrutiny Committee Report

Ward(s) affected: All

Report of the Managing Director

Author: James Whiteman, Managing Director

Tel: 01483 444701

Email: james.whiteman@guildford.gov.uk

Lead Councillor responsible: Cllr Joss Bigmore

Tel: 07974 979369

Email: joss.bigmore@guildford.gov.uk

Date: 2 February 2021

## Update on Future Guildford Phase B

### Executive Summary

This report provides the Overview and Scrutiny Committee with an update on the implementation of Future Guildford. Updates on Phase A of the project (originally reported to this Committee on 17 December 2019) and an update on the implementation of Phase B, and the new integrated system for finance and Human Resources (HR), the Customer Relationship Management System (CRM) and service reviews are all provided within this report.

Future Guildford is a Council-wide approach to reorganise our whole organisation. It has been informed through the work of Ignite (management consultants) and is based on investing in our IT infrastructure, increasing customer self-service, better focus on commissioning and commercial opportunities, addressing issues of duplication, implementing Ignite's model and restructuring and redesigning services to improve service delivery and be more efficient. The implementation of Future Guildford was agreed by Council at its meeting on 26 February 2019. This Committee also considered a report and presentation on the implementation of Phase A on 17 December 2019.

The report firstly updates on the implementation of Phase A of Future Guildford. Phase A covered the services including Corporate Management Team, legal, finance, planning policy, partnerships, communications, major projects, engineers, procurement, asset management, democratic and election services, human resources and information technology. The restructure in this phase resulted in annual savings of around £1.3 million.

Also, as part of Phase A, we selected and implemented Business World, our new integrated finance and HR system. This has been a large and challenging separate project. It is clear that the system will provide huge benefits to this organisation. It is acknowledged, however, that we need to continue working hard on the implementation of the system to realise its full potential.

The report then covers Phase B of Future Guildford. This part of the project included all of the remaining services:

- Customer Services
- Planning
- Housing and Community Care

- Environmental Health
- Licensing
- Revenues and Benefits
- Web Services
- Community and Care Services
- Operational Services (including Parking)
- Parks and Leisure
- Repairs and Maintenance
- Heritage and Culture

The review involved 681 posts. Formal consultation commenced 14 September for a forty-five-day period. The report highlights the level of feedback we received from the consultation and illustrates how that feedback resulted in the final Phase B structure. The final structure, as a result of the consultation feedback received, has resulted in 418 staff being 'slotted' (a member of staff being offered a role that has comparable terms and conditions to their existing post) into their roles, 16 staff being ringfenced (more than one member of staff who are given priority to apply for a role in the new structure), 220 posts with 'no role' (posts at risk of redundancy due to the transformational change/new structure – please note that 150 were vacant posts) and 28 staff with agreed voluntary redundancy. Phase B of the restructure will result in an annual budget saving of between £2.8 and £3.1m. The current modelling anticipates a saving at the higher end of the range, but the process of recruitment continues and the decision to appoint, or not to appoint to a number of roles, creates variables that impact on the saving. We will update on this position at the meeting.

The report also provides an update on the CRM system, the work of the Business Analysts, and the progress of the service challenge work.

The project team and Ignite will also be providing a presentation to the Committee at the 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.

**Is the report (or part of it) exempt from publication?**

No

**1. Purpose of Report**

1.1 This report sets out progress on the Future Guildford project. Information is provided on the implementation of Phase A, the roll-out of Phase B (consultation, transition and implementation), the project for implementing the new integrated finance and HR system, the implementation of the Customer Relationship Management system (CRM), the work of the business analysts, the on-going work on the service challenge element of the project, and confirming the level of expected savings so far and expenditure on the project to date.

1.2 The Officer project team and Ignite will attend the meeting on 2 February 2021 to provide a presentation on all of these issues and answer any questions that arise at the meeting.

## **2. Strategic Priorities**

- 2.1 Overall, the Future Guildford project will ensure 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.
- 2.2 A key element of the Future Guildford approach is the investment in and development of our information technology. This relates to our theme of 'Innovation' where we have stated that we will 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 is 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) have been 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. A review of our technology in 2018 found the following:
  - customer self-service was a 'patchwork quilt' of separate solutions with 3-4 logins and 8-9 varying user interfaces
  - 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 are 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 the Joint Executive Advisory Board, in November 2018 and Executive in January 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 The Council no longer gets a general funding grant from the Government and the principal causes of the gap are:
- Reduction in the Council's settlement funding assessment and therefore net retained business rate income due to the government's fair funding review
  - Removal of business rate growth received since 2013 under the business rate retention scheme as a result of 'resetting' the business rates system as part of the Government's business rate reforms
  - Removal of nearly £2million of base budget funding from the new homes bonus and business rate retention levy due to future uncertainty surrounding the income streams
  - Increase in revenue debt servicing costs and interest charges arising from the Council's capital programme
- 3.6 The report to Council on 26 February 2019 identified that £5.2 million of the budget gap related to 2020-21 suggesting a compressed timescale for delivery of the savings to balance the medium term budget. On 5 February 2020 we were able to report a balanced budget for 2020-21 due to the achievement of £2.4million savings from Future Guildford in 2020-21 rising to an anticipated £5.5million by 2023-24 and a delay in the implementation of the fair funding review and business rates retention scheme changes to 2021. At this stage the budget gap in the medium term had reduced to around £3.4million for which outstanding actions from the future Guildford programme were felt to be sufficient to generate the remaining savings required. Whilst good progress towards achieving the savings and balancing the medium term budget has been made, during 2020-21 we have experienced the COVID19 pandemic which is likely to have a significant on-going impact on the Council's budget and medium term projections for 2022-23 to 2024-25. A revised estimate of the medium term budget gap will be presented to Council on 10 February 2021.
- 3.7 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.

#### **4. Project Governance**

- 4.1 James Whiteman, Managing Director (MD), and the Leader of the Council, Councillor Joss Bigmore, are the joint project sponsors for Future Guildford. Councillor Bigmore also has Future Guildford as part of his portfolio. Prior to Councillor Bigmore becoming Leader in November 2020, Councillor Reeves was the Leader and joint project sponsor. Prior to the election in May 2019, it was Councillor Paul Spooner as Leader of the Council.
- 4.2 The membership of the Project Board is:
- Councillors: Joss Bigmore, Caroline Reeves, Jan Harwood, Fiona White, Gordon Jackson, Colin Cross, Nigel Manning. (Councillor Patrick Sheard was also on the board up until his sad death in June 2020)
  - Officers: James Whiteman (MD), Claire Morris (Director of Finance), Ian Doyle (Services Director) members of the Business Improvement Team – Joan Poole, Emma Felgate.
  - Ignite: Dave Mullin and members of his team as required.
- 4.3 The officer project team/Lead Officers:
- Joan Poole (Project Manager) – Chief Internal Auditor
  - Emma Felgate – Customer Services and Business Improvement Manager
  - Justine Curlis – Transformation Co-Ordinator
  - Mark Jasper – Principal Management Accountant
  - Emma McBriarty – Communications (Senior Policy Officer - Communications)
  - Francesca Smith – HR (Lead Specialist – HR)
  - Claire Morris – Director of Finance (Resources Director)
  - James Whiteman – MD and Head of Paid Service
  - Ian Doyle, Services Director
  - Dave Mullin, Ignite
- 4.4 Unison have been consulted throughout the project and the Managing Director and HR Manager meet with their representatives on a monthly basis and as required.
- 4.5 As agreed by Council on 26 February 2019, the Overview and Scrutiny Committee has a role in monitoring the progress of each stage of the project.
- 4.6 The Employment Committee appointed the Directors to their posts as part of the Phase A CMT restructure and approved the policies on Salary Protection and Voluntary Compulsory Redundancy. The Employment Committee also appointed Dawn Hudd as the new Resources Director and Dawn starts her career at Guildford in January 2020.

## **5. Update on Phase A and the new integrated finance and HR system**

### Transition and implementation of the Phase A structure

- 5.1 Ignite worked with the Phase A managers on the transition programme and we went live on the new structure and processes on 9 December 2019. We will cover the final implementation of Phase A within the presentation to the committee.
- 5.2 Overall, the implementation of Phase A went well. The main challenge for the organisation has been gaining confidence and an understanding of working with the case worker approach. New procedures and a new system, and the creation of a new team, have all been factors that have required time and attention to fully implement this element of the model. The team have worked incredibly hard to develop this new area of work and we are very grateful for all that has been done so far. The implementation of the NetHelpdesk system to help the caseworkers manage the work went live at the same time as the new structure and is generally working well and undergoing continuous development as working practices have evolved.

### New Integrated Finance and HR system

- 5.3 The Council chose BusinessWorld as its new Integrated Finance and HR system in summer 2019. The timescale for delivery of a new system such as BusinessWorld (BW) is often around 2 years however, we ambitiously aimed to implement the system within 12 months due to the imminent expiry of the old finance system E-Financials and to deliver the Future Guildford Phase A process changes and timescales. To help deliver the new system within the compressed timescale, the Council employed an implementation partner to design, build and configure the new system using a best practice methodology. The use of the implementation partner did significantly help during the design and configuration stages of the project however, we encountered issues during the testing, data migration and cut over phases. Implementing a new system alongside delivering a significant staffing restructure during Phase A did impact on the availability of resource to test the new system which had to be done in house rather than by the implementation partner. The data migration from the old system to the new system also had to be done in-house. An additional complexity was encountered with the COVID19 pandemic, and the related workload and the need to work remotely. Remote testing of the new system, capturing issues, ensuring their resolution & remote training of users was difficult. The system went live with core HR in April 2020, payroll in July 2020 and core finance in August 2020. However, there are further modules, (Reporting, Income Manager, Timesheets and Expenses, Project Costing and Billing, HR training and HR performance management) which were always planned to be implemented after the main core modules. It is acknowledged that the core system carried a larger number of defects at go live than we would have liked; mainly due to testing not having picked up configuration issues or where the configuration had not been adequately amended by the implementation partner or project team to account for test findings and results. The project manager left the Council and the Director of Resources transferred responsibility for the system, the remaining members of the project team and outstanding project actions to the ICT team at the start of September. The majority of the defects in the system have now been resolved. The ICT team

are now in the process of implementing the remaining modules and undertaking continuous development of the core system where requirements have evolved from the initial specification. E-financials has now been decommissioned.

- 5.4 Whilst there were issues and challenges with the implementation and go-live of the system, the fact that we did manage to go live with a new system in the middle of a global pandemic is testament to the significant hard work of the project team, the finance specialist team, the ICT specialist team and the case work team over the last 9 months. The teams have worked together extremely well to get the system live and then deal with the defects.
- 5.5 In addition to the system implementation issues, there has been a cultural barrier to overcome with some of the processes changes which we are continuing to address through further training.

#### New staff intranet

- 5.6 The Loop (our old Intranet) was running on out of date software and could only be updated by a couple of members of staff, which made it clunky and not user friendly. It had become cluttered and out of date over time. The new intranet was launched at the end of last year. It has a cleaner and more simple look. It is the gateway to our internal services. Key features to access from the new homepage include:
- Simple summaries of all key policies
  - Latest news including Future Guildford updates
  - Jobs
  - Training
  - Staff benefits
  - Links to key systems including finance and the new Resources service desk.

### **6. Phase B implementation**

- 6.1 Phase B covered the following services:

- Customer Services
- Planning Development (including Building Control and planning Enforcement)
- Housing and Community Care
- Environmental Health
- Licensing
- Revenues and Benefits
- Web Services
- Community and Care Services
- Operational Services (including Parking, street cleansing, refuse (domestic and commercial), recycling, vehicle workshops/fleet)
- Parks and Leisure
- Repairs and Maintenance
- Heritage and Culture

- 6.2 The Committee will be aware that this has been a challenging year. Phase A of Future Guildford had been completed at the end of 2019 and was being implemented. Phase B consultation was planned for March 2020.

Unfortunately, the Covid-19 pandemic emerged, and all projects and plans were disrupted and delayed as the Council responded to managing the impact of the virus. This Committee has received several updates on the Council's response and we can be very proud of how the Council's staff, councillors, public and businesses responded. As a result, the consultation was pushed back to September 2020.

6.3 Formal consultation commenced 14 September 2020, for a 45-day period. Phase B covered 525 staff. Covid unfortunately restricted the way we could meet staff in large groups. As a result, the Managing Director pre-recorded a presentation that was shown across the organisation on the 14 September, before each member of staff received a personalised letter. The link to the presentation has been sent previously to councillors for their information. A copy of the Phase B staff consultation document (attached at **Appendix 1**) was made available to all staff. As with Phase A, the consultation document provided the following information:

- The reasons, background and aims of the review
- Confirms what we are consulting on with the proposed structure at the start of the process
- The Organisation Framework is confirmed – this highlights the Council's desired culture, values and behaviour
- The consultation process is confirmed and explained – structures, how we will consider consultation responses, information about redundancy (compulsory), the invitation to invite and consider applications for Voluntary Compulsory Redundancy (VCR) to help prevent and reduce compulsory redundancies, explanations on 'Slotted' (a post offered to a member of staff in the new structure which is comparable to the terms and conditions of the existing post. Examples of such conditions relate to location, skill requirement), 'Ringfenced' (staff who are affected by the organisational change and will be given priority for the selection and appointment to posts in the new structure) and 'No Role' (post at risk of redundancy due to the transformation/organisational change/restructure), selection criteria, the timetable for Phase B
- Contact details for the project team & HR
- An email address for submitting consultation feedback

6.4 Policies, job profiles and further information were also made available on the intranet.

6.5 We received a good level of response from staff in relation to the proposed structure. We received 151 individual responses, with the longest being a 77-page document and the shortest being just three sentences. The Future Guildford Team read all of the responses and used the feedback to inform the final structure. Table 1 below highlights where feedback was received and how it was implemented into the final structure.

Consultation feedback	Changes made
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<b>themes/suggestions</b>	
<b>Service delivery directorate: Customer Services</b>	
Integration of digital services content with Communications Officers in the Strategy & Communications team	<ul style="list-style-type: none"> <li>• Change 1FTE Digital Content Designer to 1FTE Digital Content Editor</li> <li>• Move 3FTE Digital Content Editor to Strategy &amp; Communications</li> </ul>
Changes to Customer Service Advisor activity: <ul style="list-style-type: none"> <li>• Introducing customer service support to exhibitions, events and related assets across parks, culture, heritage and tourism</li> <li>• Removing revenues/benefits activity (to improve resilience in Specialist roles)</li> </ul>	Increase Customer Services Advisor by 1.5FTE (activity moved from Culture & Heritage)
Introducing running the tourist inform centre with a view to creating consistent customer experience	<ul style="list-style-type: none"> <li>• Change 1FTE Customer Services Team Leader to 1FTE Customer Services &amp; Tourism Team Leader</li> </ul>
<b>Service delivery directorate: Case Services</b>	
Moving activity to improve resilience in Specialist roles: <ul style="list-style-type: none"> <li>• Food/health and safety</li> <li>• System updates/testing, administration and maintenance (Tascomi)</li> <li>• Revenues/benefits activity</li> <li>• Development control activity</li> </ul>	Reduce Caseworker by 2.5FTE. Activity moved to: <ul style="list-style-type: none"> <li>• Compliance Services: Compliance Officer – Environmental Health (Food/Health &amp; Safety)</li> <li>• Resources Specialist Services: Resources Specialist – IT (Applications)</li> <li>• Place: Specialist – Development Management (Applications)</li> </ul>
Operationally align Revenues & Benefits activity to Specialist teams	<ul style="list-style-type: none"> <li>• Revenues &amp; Benefits Lead and Specialist roles moved to Housing</li> <li>• All Caseworker roles remain operationally reporting Case Services Team Leaders</li> </ul>
<b>Service delivery directorate: Parking Services</b>	
Clarification/better articulation of escalation routes	No structural change
Strategy based reduction (where a reduced level of parking enforcement is currently required due to reduced parking	Reduce Civil Enforcement Officer from 19.1FTE to 18.5FTE

income)	
<b>Service delivery directorate: Specialist Services – Environment &amp; Regulatory</b>	
<ul style="list-style-type: none"> <li>• Increase specialist capacity in licensing</li> <li>• Clarify functional oversight of community safety (delivered by Compliance Officers)</li> </ul>	<ul style="list-style-type: none"> <li>• Change 0.8FTE Specialist – Licensing to 1FTE Senior Specialist – Licensing &amp; Community Safety</li> </ul>
<ul style="list-style-type: none"> <li>• Align private sector housing activity as a functional group</li> <li>• Increase operational management capacity and simplify reporting lines</li> </ul>	Change 1FTE Senior Specialist – Private Sector Housing to 1FTE Private Sector Housing & Pollution Lead
<ul style="list-style-type: none"> <li>• Maximise coordination between licensing, food and safety</li> <li>• Increase operational management capacity and simplify reporting lines</li> </ul>	Change 1FTE Environmental Health (Food) Lead to 1FTE Licensing, Food & Safety Lead
<ul style="list-style-type: none"> <li>• Recognise/clarify functional leadership in Specialist roles across Compliance and Environment &amp; Regulatory</li> <li>• Increase operational focus of the Compliance Lead</li> </ul>	No structural change
<b>Service delivery directorate: Compliance Services</b>	
Increase capacity in food and safety	Increase Compliance Officer – Environmental Health (Food/Health & Safety) from 1.5FTE to 2.5FTE (activity moved from Case Services)
Update terminology to recognise wider role of the council in animal welfare	Rename Compliance Officer – Animal Warden to Compliance Officer – Animal Welfare
Re-align strategic priorities in the Compliance team	<ul style="list-style-type: none"> <li>• Reduce Compliance Officer from 4.4FTE to 4FTE</li> <li>• Increase Compliance Officer – Planning from 3.3FTE to 4FTE</li> <li>• Rename 1FTE Senior Compliance Officer to Senior Compliance Officer – Planning</li> </ul>
Increase capacity in planning (growth)	Increase Compliance Officer – Planning from 4FTE to 5FTE
<ul style="list-style-type: none"> <li>• Recognise/clarify functional leadership in Specialist roles across Compliance and Environment &amp; Regulatory</li> </ul>	No structural change

<ul style="list-style-type: none"> <li>Increase operational focus of the Compliance Lead</li> </ul>	
<b>Service delivery directorate: Specialist Services – Housing</b>	
Aligning Revenues & Benefits to Specialist Services teams	Move Revenues & Benefits Lead report to Head of Housing Services
Recognise full range of Revenues & Benefit specialisms within Specialist roles and create a resilient position	<ul style="list-style-type: none"> <li>Combine Revenues Specialist and Benefits Specialist into a single Revenues &amp; Benefits Specialist role</li> <li>Remove 1FTE Senior Specialist – Revenues &amp; Benefits and increase Specialist – Revenues &amp; Benefits from 5FTE to 7FTE (activity moved from Case Services)</li> <li>Align increased Specialist – Revenues &amp; Benefits roles to functional requirements (e.g. NNDR, Council Tax, Housing Benefit etc.)</li> </ul>
Recognise full breadth of activity across sheltered and supported accommodation in job titles	<ul style="list-style-type: none"> <li>Rename Specialist &amp; Team Leader – Supported Accommodation to Specialist &amp; Team Leader – Independent Living</li> <li>Rename Supported Housing Officer to Independent Living Officer</li> </ul>
Explicitly recognise the role of the rough sleeping co-ordination	<ul style="list-style-type: none"> <li>Portray the Specialist – Strategic Housing role as a single 1FTE post funded until 2021</li> </ul>
Improve resilience of operational management in Neighbourhood Housing	<ul style="list-style-type: none"> <li>Introduce 1FTE Specialist &amp; Team Leader – Neighbourhood Housing (reduce Specialist – Neighbourhood Housing (Income) by corresponding 1FTE)</li> </ul>
Recognise breadth of skills required across housing options, advice, homelessness and rehousing	<ul style="list-style-type: none"> <li>Change 5FTE Specialist – Homelessness to 5FTE Specialist – Homelessness &amp; Rehousing</li> </ul>
<b>Service delivery directorate: Specialist Services – Place</b>	
Increase capacity in applications and protect fee income	Increase Specialist – Development Management (Applications) from 8FTE to 9.5FTE (some activity funded by the removal of Senior Specialist – Development Management (Majors) and some moved from Case Services)
Increase capacity in majors, create resilience across applications/majors and protect fee income	<ul style="list-style-type: none"> <li>Increase Specialist – Development Management (Majors) from 3FTE to 4FTE, where some roles are</li> </ul>

	<p>expected to work across both majors and applications as required</p> <ul style="list-style-type: none"> <li>Remove Senior Specialist – Development Management (Majors)</li> </ul>
Strategy based reduction to focus on statutory responsibility, reducing/stopping competition in the commercial market place	Reduce Specialist – Building Control from 6FTE to 4FTE
<b>Service delivery directorate: Community Services</b>	
Review roles in Family Support including required social care qualifications/experience	1FTE Family Support Lead changed to Family Support Social Worker & Team Leader
Provide supervisor roles to which care workers can escalate day-to-day issues on site	<ul style="list-style-type: none"> <li>Change 1FTE Care Worker to 1FTE Care Supervisor</li> </ul>
Consolidate Community Transport & Meals on Wheels with Day Care to continue close working relationships	<ul style="list-style-type: none"> <li>Remove 1FTE Community Transport &amp; Meals on Wheels Team Leader</li> <li>Remove 1FTE Day Care Team Leader</li> <li>Create 1FTE Older People Services Team Leader</li> </ul>
Align Hospital Discharge Assessment Officers with Home Improvement	<ul style="list-style-type: none"> <li>Change 1.5FTE Hospital Discharge Assessment Officer operational reporting line to Home Improvement Lead</li> </ul>
<b>Service delivery directorate: Operational &amp; Technical Services</b>	
Move accountability for fleet to the Head of Operational & Technical Services	<ul style="list-style-type: none"> <li>Change 1FTE Fleet Operations Lead to Fleet Operations Team Leader</li> </ul>
Shift capacity for wash bay operative in the Fleet team	<ul style="list-style-type: none"> <li>Remove 1FTE Workshop Foreman</li> <li>Add 0.5FTE Fleet Operative</li> </ul>
Add capacity within Parks & Streetscene to maintain facilities in the public realm (e.g. car parks and public toilets), improving 'critical mass' of mobile activity	<ul style="list-style-type: none"> <li>Move 9FTE Cleaner within the Mobile team (from Technical Services) (6FTE in the Mobile team, 3FTE focused on the town centre)</li> </ul>
<ul style="list-style-type: none"> <li>Maintain centralised facilities management of operational buildings within Technical Services</li> <li>Remove capacity relating to maintenance of facilities in the public realm (e.g. car parks and public toilets) and embed within Parks &amp; Streetscene</li> </ul>	<ul style="list-style-type: none"> <li>Reduce Cleaner from 9FTE to 1FTE (moving 9FTE to Parks &amp; Streetscene and adding 1FTE)</li> <li>Reduce Facilities Officer from 7.3FTE to 3.6FTE (activity moved to Culture &amp; Heritage)</li> </ul>



<ul style="list-style-type: none"> <li>• Create building, caretaking and facilities roles within the Culture &amp; Heritage team</li> </ul>	
Explicitly recognise infrastructure responsibilities and skills	<ul style="list-style-type: none"> <li>• Add 1FTE Infrastructure operative</li> </ul>
Move operationally focused roles from Culture, Heritage & Tourism to Parks & Streetscene	<ul style="list-style-type: none"> <li>• Move 3FTE Ranger to Parks &amp; Streetscene</li> <li>• Move 3FTE Countryside Warden to Parks &amp; Streetscene</li> </ul>
Change reporting line of Voids Officer	<ul style="list-style-type: none"> <li>• Remove 1FTE Voids Officer reporting to Building Surveyor Lead</li> <li>• Create 1FTE Void &amp; Maintenance Repair Officer reporting to Maintenance &amp; Repairs Lead</li> </ul>
Increase capacity of Multi-Skilled Operatives	Increase Multi-Skilled Operative from 16FTE to 17FTE (including grant funding relating to home improvement)
Increase capacity within the business support team, including capacity for stores and parks operations	Increase Business Support & Improvement Officer from 7FTE to 8FTE (activity moved from Culture & Heritage)
<b>Service delivery directorate: Culture &amp; Heritage</b>	
Strategy based reduction to lower cost of culture and heritage assets	Remove 0.6FTE Hospitality Officer
Move asset development role, which includes parks development, within the Parks & Countryside team	Move 1FTE Asset Development Officer Reporting to Parks & Countryside Development Lead
Move operationally focused roles from Culture, Heritage & Tourism to Parks & Streetscene	<ul style="list-style-type: none"> <li>• Move 3FTE Ranger to Parks &amp; Streetscene</li> <li>• Move 3FTE Countryside Wardens to Parks &amp; Streetscene</li> </ul>
Move running of the tourist inform centre with a view to creating consistent customer experience	<ul style="list-style-type: none"> <li>• Separate Tourism &amp; Retail Services Officer (previously 4.5FTE)</li> <li>• Move 2FTE Tourism Advisor to Customer Services</li> <li>• Create 2FTE Communications Officer within the Communications team</li> <li>• Consolidate 1FTE Tourism Services Team Leader in Customer Services</li> <li>• Create 1.5FTE Retail Services Officer</li> <li>• Remove 1FTE Visitor Experience</li> </ul>

	Lead
<ul style="list-style-type: none"> <li>Move customer service support to exhibitions, events and related assets across parks, culture, heritage and tourism into the Customer Services team</li> <li>Move business support for Parks operations to the Business Support &amp; Improvement team</li> </ul>	<p>Move 4FTE Customer Support Officer activity:</p> <ul style="list-style-type: none"> <li>3FTE moved to Customer Services Advisor (Customer Services)</li> <li>1FTE moved to Business Support &amp; Improvement Officer (Operational Services)</li> </ul>
Create building, caretaking and facilities roles within the Culture	<ul style="list-style-type: none"> <li>Add 1.5FTE Caretaker relating to Culture &amp; Heritage assets (predominantly the Museum) (activity moved from Technical Services)</li> <li>Add 0.7FTE Buildings Officer relating predominantly to the Museum (activity moved from Technical Services)</li> </ul>
Reduce operational management in line with revised team	<ul style="list-style-type: none"> <li>Remove 1FTE Heritage Lead</li> </ul>
<b>Service delivery directorate: Leisure Services</b>	
	No structural change
<b>Strategy directorate: Strategy &amp; Communications</b>	
Align digital content, including the tourism offering, with overall strategy and communication approach	<ul style="list-style-type: none"> <li>Add 2FTE Communications Officer within the Communications team to embed promotional, online and marketing activity within the team (moved from Tourism &amp; Retail Officer activity)</li> <li>Add 3FTE Digital Content Officer (moved from Digital Services)</li> </ul>
<b>Resources directorate: Resources Specialist Services</b>	
Increase support for applications in the IT team (including Salesforce development)	<ul style="list-style-type: none"> <li>Replace 1FTE Resources Specialist – IT (Applications) with 2FTE Resources Officer – IT (Applications) to support Salesforce platform and create progression opportunities</li> </ul>
Increase support for applications in the IT team including back office systems such as Tascomi	<ul style="list-style-type: none"> <li>Add 2FTE Resources Officer – IT (Applications) to support Tascomi and create progression opportunities (activity moved from Case Services)</li> </ul>

Table 1

6.6 At the start of the consultation process, with the proposed structure suggested there would be:

- 298 staff in slotted roles
- 130 staff – ring fenced
- 253 positions – no role (of which 145 were vacant posts)
- 49 staff had requested voluntary redundancy

6.7 With the final structure, after consultation, the situation is as follows:

- 418 staff in slotted roles
- 16 staff ringfenced
- 220 positions with no role (of which 150 were vacant posts)
- 26 staff with agreed voluntary redundancy

6.8 At the time of writing this report, the recruitment for the various posts is underway. We will be able to confirm the position within our presentation to the committee in February 2020.

6.9 The final structure reflects the implementation of the Model. Councillors will also recall that in previous reports and presentations, the future of our frontline services has been discussed. This has involved discussing options that included continuing with the in-house options, where relevant, but with increased efficiencies, outsourcing or creating a standalone trading company (e.g. Teckal) and transfer relevant services into that. The Board discussed these options and with the uncertainty in the markets due to Covid, and the ongoing discussions about possible reorganisation of Local Government in Surrey (including the possibility of unitary approaches), it was decided to continue with the current in-house services, position them in a service unit to provide opportunities for synergies and efficiencies and align them for any future decisions. The final structure for the Council is shown in **Appendix 2** (not populated with names because recruitment is still on-going at the time of writing this report). Again, we will cover the structure and the details behind the allocation of each service area within the presentation.

#### The Customer Relationship Management system

6.10 A Customer Relationship Management (CRM) tool is a system that organisations use to manage their contacts, information and relationships with existing and potential customers. We have procured Salesforce to be our CRM. It will be more than just a CRM Tool – the Customer Portal in conjunction with the new CRM shall bring us together with our customers (local residents and business) through one integrated platform system giving all services a single, shared view of every customer allowing us to provide better more targeted customer service and support and also a bespoke design to reflect both the needs of our customers and this Council.

The introduction of Salesforce will mean:

- Customers can self-serve and more easily navigate the system and the information they need is available just-in-time rather than having to wait for it
- Each resident or business will have a unique portal login allowing system access 24/7 to pay for things, access their information and report issues to us.

- Previous history of when residents have used our services or been in touch with us will be viewable in one place by each customer once logged in and by all members of Customer Services.
- Processes are streamlined and we don't need handover notes and background information as all of this will be saved in the portal.
- We can easily share information through one system (the 'Customer Centre') from wherever we are, at home or in the office or our delivering services.
- 360-degree customer view meaning that all activity and case history is visible from the customer's record allowing increased visibility for both customers and the customer service team. Reporting of issues – customers will quickly and easily be able to report an issue to us such as fly tipping, graffiti and street cleaning or report a missed bin collection and have the ability to add relevant location details and upload images. Customers will also have the option to request updates on the progress.

#### Business Analysts (BAs)

- 6.11 As previously described, we have had seconded staff from various parts of the council working with the ignite team to look at processes and find efficiencies. Throughout Phase B the team have been recording benefit opportunities that have been identified during the process workshops, to enable the ideal 'to be' simplified process to be worked on and ready for the Phase B go live implementation. For example, one of the BAs has been working on streamlining planning information to make it more user friendly on our website and in the standard letters we send out.

#### Service Challenges

- 6.12 As the Committee will be aware, the Council faces significant financial pressures. The Executive has agreed to move ahead with a financial strategy to continue to save costs to ensure we carry on meeting the needs of our Borough while operating within our predicted 2021-22 budget shortfall of around £2m, which will rise to £4.4m in four years. The strategy outlines areas and services where we believe we could make more efficiencies. More work will be done on this in the new year once we have received responses from the citizens panel who have been contacted to gain their views on priorities and where we should be spending money.

### **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.

### **8. Key Risks**

- 8.1 The full project risk register is in **Appendix 3**. Again, the team will go through the risks within the presentation to the Committee.

### **9. Financial Implications**

- 9.1 **Table A** details our current assessment of the delivery of staffing efficiencies from Phases A and B. Interview and recruitment to posts in Phase B continues and a high-low assessment reflects this uncertainty.

**TABLE A - Cost and payback of staffing efficiencies**

Forecast Position	Phase A	Phase B		TOTAL	
		High	Low	High	Low
	£000's	£000's	£000's	£000's	£000's
Future Model - staff efficiency [HRA & General Fund]	(1,370)	(3,100)	(2,800)	(4,470)	(4,170)
Redundancy and Pension Strain cost	1,571	1,710	1,357	3,281	2,928
<b>Payback in years</b>	<b>1.1</b>	<b>0.6</b>	<b>0.5</b>	<b>0.7</b>	<b>0.7</b>

<b>Opportunity for staffing efficiency [per Ignite Blueprint document]</b>	(4,500)	(4,500)
Forecast efficiency	(4,470)	(4,170)
<b>% Saving realised</b>	<b>99.3%</b>	<b>92.7%</b>
<b>Cost of redundancy and pension strain [per Ignite Blueprint document]</b>	4,100	4,100
Forecast Cost	3,281	2,928
<b>% Cost incurred</b>	<b>80.0%</b>	<b>71.4%</b>

- 9.2 **Table B** summarises savings built into the budget and those assumed in our medium term financial plan. The saving is lower than set out in the Ignite Blueprint, but the cost of delivering the programme is projected to be £2.2 million lower than the original programme budget of £13.3 million, at £11.1 million. The Future Guildford Team will update the Committee further at the meeting.

**Table B - Summary of Savings included in the General Fund Budget**

Heading	Actual	Budgeted	Budgeted	Budgeted	Budgeted	Budgeted	Total
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Cumulative Saving
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Future Guildford Phase A [General Fund]		(1,300)	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)
Future Guildford Phase B [General Fund]	(500)	(1,088)	(2,634)	(2,634)	(2,634)	(2,634)	(3,134)
Commerical Income Generation	(247)	0	(350)	(544)	(677)	(826)	(1,073)
Procurement /non-staff savings		(38)	(189)	(378)	(756)	(1,200)	(1,200)
Service Challenge / Strategy based reduction	(740)	(195)	(440)	(740)	(740)	(740)	(1,480)
<b>TOTAL</b>	<b>(1,487)</b>	<b>(2,621)</b>	<b>(4,913)</b>	<b>(5,596)</b>	<b>(6,107)</b>	<b>(6,700)</b>	<b>(8,187)</b>

## 10. Legal Implications

- 10.1 The Managing Director, as Head of Paid Service, 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 Managing Director 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 Managing Director considers sufficient necessary. The Local Government Act 1999 section 3, 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 the Council report, 26 February 2019, the Future Guildford Transformation Programme has introduced a completely new way of working for staff and is resulting in the restructuring of teams and services as well as the introduction of new roles, which are all subject to full consultation. The proposed 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 being assessed and met by a variety of methods alongside the provision of a number of supporting change initiatives and workshops. These are being provided through the use of both internal and external resources, with the project team/Ignite working closely with the HR team to deliver these.
- 11.2 As stated in previous reports, it was likely to be the case that headcount reductions of approximately 14 percent would be generated as a result of the restructuring, with most of these being redundancy situations. In a redundancy situation, staff will require financial information and guidance on redeployment opportunities with a programme of outplacement support tailored to their individual need. The HR team are providing advice and managing these processes and using local government networks and employment agencies to assist with job searches.
- 11.3 This has clearly been a challenging and worrying time for our staff. Some staff have been affected by the changes and have presented a number of reactions to the change. Many have also expressed excitement and enthusiasm for the changes and opportunities the project has presented. We are aware of all of these reactions and related needs and so staff are and have been supported through a range of approaches:
- Unions – Unison have been closely consulted throughout the process
  - Staff Forum – this involves representatives from all services across this Council. This was reintroduced as part of Future Guildford
  - Human Resources – the team provides professional support
  - Line managers
  - CMT
  - Workshops to help explain the model and new processes in more detail
  - FAQs on the intranet
  - Good internal communication – emails, intranet, blog
  - Staff meetings

- Resilience training sessions – to provide support and equip staff with the skills to work through change
- Access to the Employee Assistance Programme (EAP). This is a confidential, externally provided support line.

11.4 The Chairman of the Overview and Scrutiny Committee has indicated that the Committee would like an update on staffing issues relating to staff morale, sickness and staff turnover. We will provide updates on these areas within the presentation to the Committee.

## **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 At the start of Future Guildford, it was the intention to explore more flexible working practices such as home working. We were also starting to look again at parking on site and ways to encourage staff not to drive to work. The investments into our technology had the aim of facilitating these objectives. It is fair to say that the Covid pandemic accelerated these arrangements and we now have a situation of greatly increased homeworking, virtual meetings (internal, external, and formal committees), and improved systems and processes that are resulting in paperless meetings. The reception was closed at the start of the pandemic and this has resulted in more self-service transactions and phone calls where necessary. This, along with virtual meetings, has greatly reduced the number of trips to and from the Council. Future provision of access to a reception area at Millmead will be reviewed to reflect these changes in approach.

13.2 The merger of the parks and street cleansing/depot services will also provide an opportunity to review those services and see where efficiencies in terms of work rounds and vehicle use can be rationalised. There will also be an expectation that all of the services will look to identify opportunities for reducing fuel and vehicle use.

13.3 As the committee will be aware, this Council declared a climate emergency on 23 July 2019. Whilst the allocation of resources for this area of work was finalised as part of Phase A, we are aware that there may need to be a review of that resource to support and deliver specific projects and initiatives going forward.

## **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?

- One area of work, the integrated finance and HR system, has proved to be a challenging project. Implementation is ongoing, through addressing any system related issues and cultural acceptance and use of the system. The Committee may want further updates on the implementation of this system, the Customer Relationship Management system.
- The service review element will be ongoing and will be linked to the further ideas for savings and efficiencies presented in the budget report. The Committee may want to ask that further updates on these areas of work come back for discussion.

## **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 The Committee will be aware from the previous reports and presentations that this 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.
- 16.2 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.
- 16.3 This Council has never attempted transformation on the scale of Future Guildford before. The aim of this project was to meet the various aims of the project (3.7 within this report), and to try and maintain our services but provide them in different and more efficient ways. It was always the aim to keep staff fully informed of the project, and this was achieved through workshops, analysis by staff in service areas, the provision of data to inform the review by the relevant team, and regular/clear communication throughout the project. The MD and the Future Guildford Team also held briefings and attended team meetings across the whole organisation throughout the project.
- 16.4 As stated in the December 2019 report, much has gone well but, as with any project, there are areas where we have learnt from the experience. These have been:
- Communications – in Phase A some parts of the Council not included within Phase A felt they were not being informed and kept updated on



the review. We made sure in the Phase B period that all staff were included in communications.

- The consultation document for Phase A was very large. We updated the documents to make it easier to read and understand and used the new intranet for accessing policies and other documents.
- The Committee will recall that staff all reacted differently to the review in Phase A. To assist and support staff and to enable a smoother implementation, Service Managers were involved in the development of the new structure much earlier and this helped them in supporting staff and explaining the new approach.
- The new integrated finance and HR system has been challenging and there is still more work to do to make sure we get all of the expected benefits of the system. We will cover this within the presentation.

16.5 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**

None

**18. Appendices**

Appendix 1 – Phase B staff consultation pack for Future Guildford

Appendix 2 – Final Future Guildford Structure

Appendix 3 – Risk Register, Future Guildford

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*Future Guildford*

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## Phase B Staff Consultation Document

14 September 2020

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## 1. Introduction

### 1.1. Introduction from the Managing Director of the Council

Dear Colleague

#### **'Future Guildford' - working together to shape our future**

This pack describes my proposal for the final phase (Phase B) of Future Guildford.

Customer expectations have changed, we have a wider role in the community and we have challenging financial pressures over the next four-year period. It is now time to really review our services and look at how we can be better and more innovative in our delivery.

As a result, I took the decision to look at the Council as a whole to identify opportunities to make our organisation fit for the future. In 2018, I explained I wanted to be open with you all—; this would not be a tweak or minor change to management or other structures. The Future Guildford transformation will be the most far-reaching and comprehensive approach to reorganisation that this Council has seen, involving changes to systems, structures, services, culture and head count.

This approach will aim 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

The following pages describe, in more detail, the proposals for the restructure, rationale for the changes, and the process for moving from the current structure to the new. Draft job descriptions have been developed for new roles within the proposed structure and these are enclosed as appendices.

This consultation pack is divided as follows:

- Section 2: This sets out the background of the project designed to help staff understand the Future Guildford transformation model
- Section 3: This sets out the Council's proposed approach to consultation and what will happen after consultation has been concluded.
- Section 4: These are the proposals regarding job roles which are being put forward for consultation in Phase B.
- Appendices containing information such as the Voluntary Compulsory Redundancy Application Form and a Glossary of terms which are being used in the consultation exercise are in the consultation document. The proposed Job Descriptions for new posts, relevant Council policies and FAQs are on the Intranet..

Phase B of Future Guildford also comes at a time when we have, as an organisation, been managing the impact of Covid-19. We have managed the challenges really well and I would like to thank everyone for their hard work on this. As you will know, Covid-19 has had a huge impact on our finances and it has added further pressures to our budgets. This situation has further highlighted the need to implement Future Guildford.

This consultation is being carried out in line with Council policies. The consultation period for the proposed structure is 45 days. During this period, meetings will be held to give staff the opportunity to formally discuss the proposed structure and raise any questions. Line managers will set aside space in their diaries to meet with you so please speak with your line manager directly if you want to discuss any concerns on a one-to-one basis. Alternatively, I am very happy to receive any written comments/feedback during the consultation process via <https://intranet.guildford.gov.uk/article/23747/Phase-B>. Responses to this consultation can be made either directly to me or via your Staff Side representative. Included in this pack is a broad overview of the timescales of the Future Guildford transformation. These dates have to be indicative as dependent on the consultation feedback further work may be required including representing any significant amendments requiring Council's approval for the final structure.

I appreciate that going through this type of wide-ranging review and the potential for change can be worrying for some but we will do all we can to support everyone through this. There will be support throughout the organisation with staff being able to speak to their managers, HR or union representatives. We also have the Employee's Assistance Programme (EAP) where counselling support can be provided; contact details are on the Intranet or contact HR for further advice

Further information, guidance and support is available from Joan Poole, Programme Manager and Francesca Smith – HR Lead.

Thank you for your ongoing hard work during this period.

Yours sincerely,

**James Whiteman**  
**Managing Director**

## 2. Business rationale & Background

### 2.1. What is being consulted on and how will it work?

Section 2 of this document provides an overview of useful background information designed to help staff understand the Future Guildford model and the new roles in the organisation. This section is for background only and is **not part of the consultation**. There is a more detailed document provided on the intranet <https://intranet.guildford.gov.uk/article/23747/Phase-B>

Section 3 of this document gives information on what to expect in terms of the consultation approach which will be carried out in line with the organisation's Redundancy policy and Restructure Guidance Note which can be found on the Intranet.

Section 4 provides a more in-depth description of the proposed structure setting out new roles, full time equivalents (FTEs), grades and job profiles. The relationships between teams is also included so staff can see and understand how the new operating model will work as a system, as well as the impact of strategy based reductions in terms of resources.

**All job profiles should be read in conjunction with the relevant team information in section 4.**

The consultation will feed into the final decision making process and we encourage staff to provide feedback or ask questions if they need more information on the structure .

### 2.2. Vision & case for change

During the development and implementation of the Future Guildford we have been clear on why this Council wide transformation is required and the aims of the overall project are shown below.:

#### 2.2.1. Aims

- To be more customer focussed
- To deliver services in a way that the customer needs
- 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 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

#### 2.2.2. Why is Future Guildford needed?

- Fundamental Service Reviews – many delayed; drawn out process; have looked at one service and often not made most of opportunities with other internal or external services. Silo cultures in some areas
- Our culture does not consistently encourage and accept change
- High levels of duplication
- Need to challenge service models, and increase commercial activity



- Customers expect easy and efficient access to our services and systems – 24/7.
- Our IT systems limit our ability to do this and affect staff efficiency, procedures and working practices
- Our self-service involves 3-4 different logins for customers
- No contact management software for queue management and no customer record providing a joined-up view of the customer
- Customer Service Centre (CSC) staff have to refer to and directly enter cases in 14 separate systems
- 23 published telephone numbers for services
- Shadow teams, especially in IT and customer service
- Finance had 20 in-house data bases/systems with significant off system working
- Out of 51 identified in-house systems, 30 relate to support services
- HR system – doesn't cover full range of HR areas

### **2.2.3. Financial gap**

Throughout 2019-2023 we are projecting an annual gap between income and expenditure to grow to around £10m. The reasons are:

- Reduction in the Council's settlement funding assessment and therefore net retained business rate income due to the government's fair funding review
- Removal of business rate growth received since 2013 under the business rate retention scheme as a result of 'resetting' the business rates system as part of the Government's business rate reforms
- Removal of nearly £2 million of base budget funding from the new homes bonus and business rate retention levy due to future uncertainty surrounding the income streams
- Increase in revenue debt servicing costs and interest charges arising from the Council's capital programme
- The impact on our finances of the Covid 19 pandemic

There have been several previous approaches to savings and efficiencies:

- Service challenges
- 'Star Chamber sessions'
- Fundamental service reviews (FSRs)
- Lean reviews

They delivered savings and were generally successful but did not deliver the level of savings, efficiencies and service improvements that the Council needs going forward.

## **High level organisational model**

The figure below shows the high-level organisation including senior management roles and new teams. Blue/green/red box colour-coding is used consistently throughout this pack to illustrate which type of activity a team or role delivers. The three directorates are:

- Strategic Directorate (green)
- Resources Directorate (red)
- Service Delivery Directorate (blue)

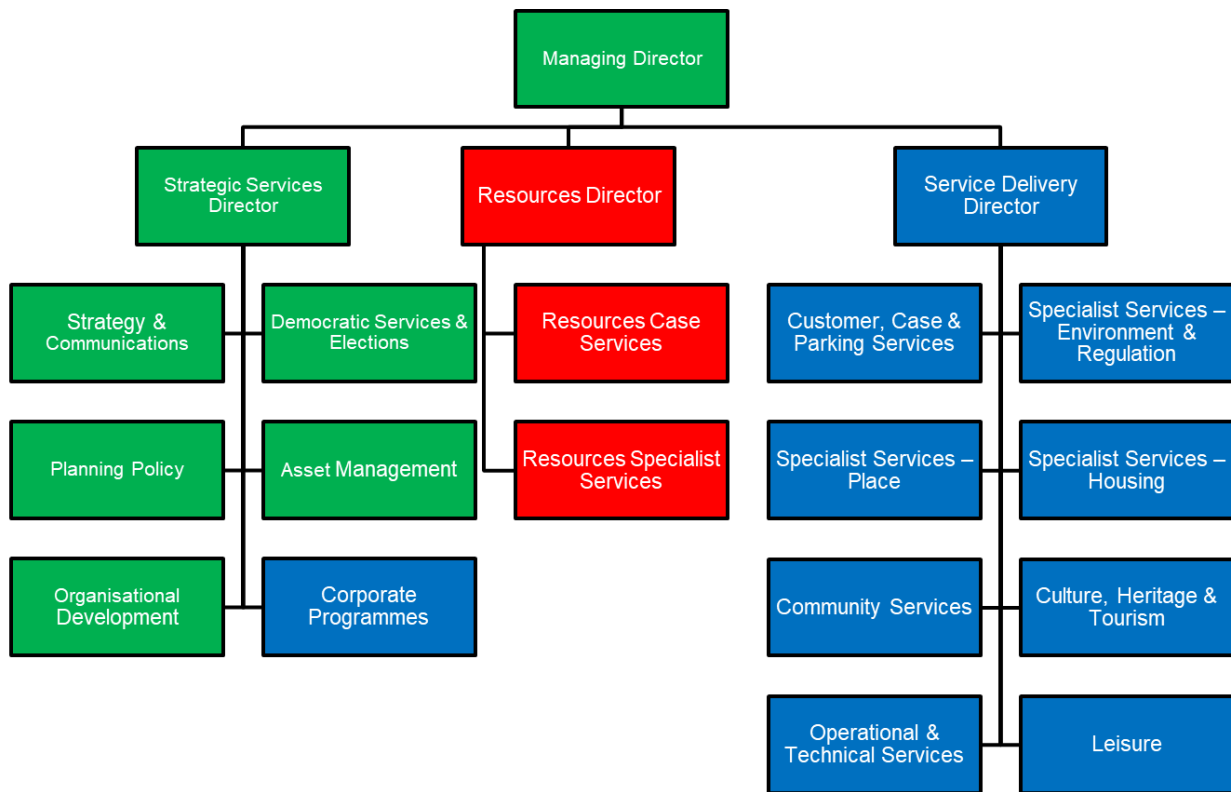


Figure 1: High-level organisation structure

## 2.3. What is Future Model and Directorate Principles?

The design of each team has been informed by a specific set of principles for that team.

### 2.3.1. Service delivery principles

- Customer services:
  - All triage activity in the organisation – the ‘single front door’, **including** where any new delivery models are adopted
  - All activity in the existing customer services teams
- Enforcement:
  - All joint enforcement activity
  - All parking enforcement activity
- Case services:
  - Service processing / rules-based case activity across the core services of the organisation including:
    - Customer services
    - Exchequer services
    - Environmental health
    - Housing and homelessness
    - Neighbourhood services
    - Parking
    - Development control
    - Building control

- Specialist services:
  - Technical oversight, complex case work, project work and input to strategy and policy across the core services of the organisation including:
    - Customer services
    - Exchequer services
    - Environmental health
    - Housing and homelessness
    - Neighbourhood services
    - Parking
    - Development control
    - Building control

#### **2.4. Service Delivery based reductions**

Many of the changes shown in section 3 relate to changes to teams delivered as a result of the investment in technology, process redesign and culture change and the efficiencies resulting from new ways of working.

Some changes to structures, however, will be as a result of a proposed reduction in service put forward as part of the service challenge work within the Future Guildford programme. In these cases this is highlighted in a separate section on strategic reductions in each team.

## 2.5. Organisational Cultural Framework

The Organisational Culture framework outlines the Council's desired culture, made up of three key components:

To demonstrate this link, the framework is grouped in to three clusters:

- **Transformation** – forward looking; our ability to respond to ever changing needs of our customers and bring about new ideas to ensure value for money.
- **Delivering excellence** – efficiently run; values and behaviours (in addition to our internal systems) that support problem solving, efficiency and effectiveness at every level and across organisational boundaries.
- **Our people** – the degree to which our employees at all levels of the organisation are supported, committed and engaged in the pursuit of the mission and work in a collaborative manner to fulfil our objectives.

### 2.5.1. Shared internal values

These are our internal organisational values that underpin the culture needed to help us achieve our strategic plans and objectives; these form the guiding principles that will influence our business practices and help to clarify the way we work with each other and deal with our customers and partners. The words organisational and internal are important as they help to differentiate between our external facing core values and an individual's personal values.

<b>Mission</b>	A forward looking, efficiently run Council, working in partnership with others and providing first class services that give the community value for money, now and for the future.				
<b>Cluster</b>	<p><b>Transformation</b> Forward looking. The focus on our ability to respond to ever changing needs of our customers and bring about new ideas to ensure value for money.</p>	<p><b>Delivering excellence</b> Efficiently run. The focus on the values and behaviours (in addition to internal systems) that ensures efficiency and effectiveness at every level across the Council.</p>		<p><b>Our people</b> To ensure that individuals at all levels of the organisation are supported, committed and engaged in the pursuit of our mission and work in a collaborative manner to fulfil our objectives.</p>	
<b>Values</b>	<p><b>Challenge ourselves</b> We strive to improve what we do by seeking out new ways of working, encouraging innovation and enabling change.</p>	<p><b>Customer care</b> We put the customer at the heart of what we do by engaging in clear, honest, and meaningful communications to deliver professional services shaped around their needs.</p>	<p><b>Quality focus</b> With customer insight, we provide high-quality services and find ways to improve. We aim to get things right first time, drive out waste and exceed expectations whenever possible.</p>	<p><b>Organisational learning</b> We strive to create a work environment where everyone is valued, trusted, and supported. We encourage and facilitate growth and learning at individual, team, and organisational levels.</p>	<p><b>One Council</b> We work together collaboratively, recognising that we are one organisation, working to achieve a common mission.</p>

<b>Behavioural competencies</b>	<p><b>Embraces change</b> Has a positive attitude to change, adapts to meet new challenges, and introduces changes to improve organisational performance.</p>	<p><b>Innovation and creative thinking</b> Proactively generates and develops innovative ideas, opportunities or improvements in order to meet organisational objectives more efficiently and effectively.</p>	<p><b>Customer focus</b> Puts the customer first, builds effective relationships and seeks feedback to address their needs.</p>	<p><b>Problem solving and decision making</b> Understands and analyses issues in order to identify the most appropriate solutions. Makes effective decisions based on thorough analysis and the needs of the organisation.</p>	<p><b>Performance and learning</b> Demonstrates personal commitment to meet agreed performance standards and objectives. Learns from experience and takes responsibility for identifying and addressing personal development needs.</p>	<p><b>Team working</b> Proactively cooperates and interacts with colleagues, internal and external partners across the Council. Encourages others to develop a collaborative approach to share information, knowledge, and ideas.</p>
	<p><b>Effective communication</b> Communicates effectively. Uses communication methods and standards, together with well-reasoned arguments to convince and persuade where necessary.</p>	<p><b>Focus on efficiency</b> Meets or exceeds the Council's standards by monitoring the quality of own work, team or service delivery. Continually looks for areas of improvement to ensure efficiency, effectiveness, and value for money.</p>		<p><b>Builds relationships</b> Presents a professional image; uses interpersonal skills to form positive and productive working relationships within and beyond the organisation.</p>	<p><b>Commitment to the organisation</b> Consistently supports and demonstrates an understanding of and commitment to the Council's vision and values. Acts with integrity and accountability.</p>	

### **3. Staff Consultation**

#### **3.1. Roles, scope & phasing**

Consultation and implementation of any potential redundancies will be subject to the Council's policies which can be found on the Intranet . Please refer to the policies for further detail of the relevant stages.

The Trade Union has been notified of the proposed restructure and are being formally consulted as part of this process. Individuals currently occupying a temporary role or secondment will be allocated as in scope for a phase based on their substantive post. Existing roles have been allocated to each phase based on the activities currently performed by staff and where their skills, knowledge and experience is most likely to apply in the new structure.

#### **3.2. Why do we consult?**

The purpose of consultation is to provide an opportunity for all staff and their representatives to explore the proposals for the transformation and restructure, identify whether there are any alternatives, suggest differing ways of dealing with the changes and seeking to minimise the amount of redundancies proposed. Consultation involves taking account of as well as listening to the views of employees and must therefore take place before final decisions are made

As we recognise Trade Unions (TU) at Guildford Borough Council, we also consult with these TU staff representatives. Unison is the Trade Union that Guildford Borough Council currently recognises.

#### **3.3. Who do we consult with?**

Apart from the good employee relations benefits of consultation, we are legally obliged to consult with the Trade Union if we are proposing to dismiss 20 or more staff because of redundancy.

#### **3.4. What do we consult on?**

At the consultation meetings, we will be exploring the reasons for our proposals to make a change to our structure, the number of proposed redundancies, the way in which we will select employees for redundancy, how the dismissals will be carried out and the redundancy payments that will be made to those staff who are dismissed on the grounds of redundancy.

Consultation encourages a free exchange of ideas and views affecting the interests of employees and the organisation. Consultation needs to be focused on the specific topics/areas for consultation to ensure appropriate and meaningful discussions are held. It is important that such discussions are relevant to the group of employees that will be affected by the proposal.

Consultation does not mean that employees' views always have to be acted on since there may be good practical or financial reasons for not doing so.

### 3.5. Formal consultation launch and consultation meetings

At the start of the consultation process all affected staff will be invited to a formal consultation launch meeting with their service leaders to hear the rationale for the change and proposals under consultation.

Following the launch meeting, there will be meetings between Council representatives and the Trade Union. As agreed with the Trade Union, staff will be invited to a consultation meeting with their line manager to explain how the change affects them as an individual, what options they have and discuss any ideas/thoughts that could be considered regarding the proposal.

Outside of the consultation meetings, you will also be able to provide your views and opinions through other channels such as:

- Future Guildford at <https://intranet.guildford.gov.uk/article/23747/Phase-B>
- Directly to Deborah Deare, Unison Trade Union Representative

### 3.6. Consideration of responses

At the end of the formal consultation period the Future Guildford Programme Panel will consider any comments and counter proposals which have been made by the staff and Trade Union and respond to all those affected via a corporate communication method and/or Team updates. Feedback on suggestions will not be provided on an individual basis.

Should the Council's proposals be amended as a result of the consultation process employees and their representative's will be informed of this. Dependant on the significance of these changes further approvals may be required from the full Council before the next stage of the proposed process.

### 3.7. Voluntary Redundancy Scheme (VCR)

To prevent compulsory redundancies, applications for voluntary (compulsory) redundancy will be considered.

Volunteers should complete the attached form (Appendix 3) and return to <https://intranet.guildford.gov.uk/article/23747/Phase-B>. The form will be reviewed by the Future Guildford Programme Panel and they will determine if the request can be accepted. The panel reserves the right to decline volunteers.

In order to consider all requests from volunteers, the Council will request that applications for voluntary (compulsory) redundancy are made by noon on the 30 October 2020.

### 3.8. Slotted, Ring-fenced & No Role Identified

**Slotted** means in general terms the following may be considered:

- The grade is unchanged
- There are the same or greater number of jobs in the new structure as there are people in the same posts
- The job is deemed to be significantly the same in terms of responsibility, accountability, job outputs and overall objectives.

**Ring Fenced** means in general terms the following may be considered:

- The grade is unchanged
- There are a greater number of people than posts in the new structure
- The job is deemed to be comparable/similar/same in terms of responsibility, accountability, job outputs and overall objectives.

**No role Identified** means in general terms the following may be considered:

- The grade is significantly changed
- The existing role no longer exists in the new structure
- No new job is deemed to be comparable /same in terms of responsibility, accountability, job outputs and overall objectives.

### 3.9. At risk notification

At the end of the formal consultation period, after taking into account all representations made by staff and the Trade Union, should no alternatives to redundancy have been identified, staff who are in the pool for selection for potential redundancy will be formally notified in writing that they are at risk of redundancy. In such cases they will be advised of the details of the redundancy selection process but no final decision will be made until that process has been completed which will include further consultation with affected individuals.

### 3.10. Selection criteria – for Ring fenced roles

If, having taken all steps to avoid compulsory redundancy, and it has not been possible to avoid a compulsory redundancy situation, the Council will establish a suitable objective and fair method for selecting employees for redundancy, this is attached in the pack. The precise selection criteria may vary dependent on the ring fenced selection pool and what is reasonable given the circumstances. When identifying selection criteria, the Council will have careful regard to equalities issues and reasonable expectations for the job role. The Council will seek to ensure the selection criteria are robust and fairly applied and objectively scored for all candidates in the ring fenced pool.

### 3.11. Recruitment in a reorganisation

Where new posts or significantly different posts are created as a result of a restructure, recruitment to these will usually be via a competitive application and recruitment process. In such circumstances, these vacancies may be ring-fenced to the specific Phase of the restructure, in the first instance. In this instance, any redundancies will be identified through non recruitment to available posts.

Recruitment to new roles will be based on staff competencies, behaviours and understanding of new ways of working as well as technical competency. Selection criteria will be used in the recruitment process and this will include a behavioural assessment based on our existing organisational cultural framework. The assessment process is shown below and will vary across the grades and whether the member of staff has been designated as ring fenced or no role.

#### **Senior staff (Grade 6 upwards) ringfenced**

- Psychometric assessments with feedback sessions from the provider
- Assessments sent to HR and HR shares any areas for development with manager
- Manager completes ringfenced assessment matrix on behaviours using own knowledge of employee's performance
- Performance improvement plan for behaviours development if required



**Senior staff (Grade 6 upwards) no role**

- Psychometric assessments with feedback sessions from the provider
- Assessments sent to HR and HR shares any areas for interview questioning with manager
- Manager carries out interviews and scores response to questions on behaviours
- Selection decision made and manager gives feedback to employee
- Performance improvement plan for behaviours development if required

**Staff (Grade 5 and below) ringfenced**

- Manager selects 3 key behaviours for the role from the Organisation Culture framework
- Manager writes a scenario based test to assess these behaviours
- Employee completes the written test (or verbal if necessary)
- Manager completes ringfenced assessment matrix on behaviours using own knowledge of employee's performance and written test results
- Manager gives feedback to employee and develops performance improvement plan for behaviours development if required

**Staff (Grade 5 and below) no role**

- Two part selection process
- Manager selects 3 key behaviours for the role from the Organisation Culture framework
- Manager writes a scenario based test to assess these behaviours
- Employee completes the written test (or verbal if necessary), manager scores results
- Manager carries out selection competency based interview and scores results
- Selection decision made and manager gives feedback to employee and develops performance improvement plan for behaviours development if required

**3.12. Notification of Outcome: Selection for Redundancy**

Employees will be notified in writing of the outcome of any selection process and, if provisionally selected for redundancy, the reasons for their selection and proposed dismissal on the grounds of redundancy.

**3.13. Suitable Alternative Employment**

The Council will take reasonable steps to identify suitable alternative employment and redeployment opportunities for employees under notice of redundancy.

Individuals will be able to see vacancies via the intranet and set up email alerts accordingly, as they arise within the Council.

While priority will be given wherever possible to employees under notice of redundancy, the Council reserves the right to appoint the best available candidate to any vacancy.

Should an employee feel unable to accept a contractual variation or offer of a new post they may wish to discuss the reasons for this informally with their Service Leader/Director in the first instance. It will be for the employee to demonstrate that the reason why an alternative offer made by the Council is not reasonable and suitable.

An employee who unreasonably refuses an offer of suitable alternative employment made with broadly comparable terms and conditions, may lose their entitlement to redundancy pay.

#### 4. Proposed Structure for Consultation

The Council is consulting with the Trade Union and all employees in Phase B. The following is set out for teams included in Phase B:

- Structure chart – demonstrating the operational reporting lines between roles. Functional reporting lines are not specified but matrix working is fundamental in every team
- Job title for each post in the structure
- FTE associated with each post
- Grade of each post
- Job description code for each post (see
- Purpose, role and vision
- Scope of activity
- Impact of strategy based reductions
- Overview of strategic, operational and functional management
- Key relationships with other teams
- Benefits of this team

This means that for each team an organisational structure is shown, with complete details for Phase B roles. Roles in each structure chart are shown in the following sections with a colour coding which distinguishes the phase they are in:

- **Bold solid colour** is used for Phase B roles in scope and available for anyone within Phase B to apply for; job description codes are also provided for these roles.
- **Semi-transparent colour** is used for roles that are in scope but only certain people may apply for them as the role is subject to slotting or ring fencing; job description codes are also provided for these roles.
- **A dotted pattern colour** is used for roles that are out of scope (i.e. completed in Phase A or roles subject to separate consultation). Showing these roles is intended to give the overall structure, particularly in areas where new roles are being created in Phase B, but moving into Strategy and Resources teams (which were subject to Phase A consultation)
- **A dashed border** is used for roles being offered on fixed term contracts. Fixed term contracts are proposed where existing arrangements mean that those roles are funded externally
- All roles continue to be shaded in red, blue or green based on their fundamental purpose as described in the overall structure.

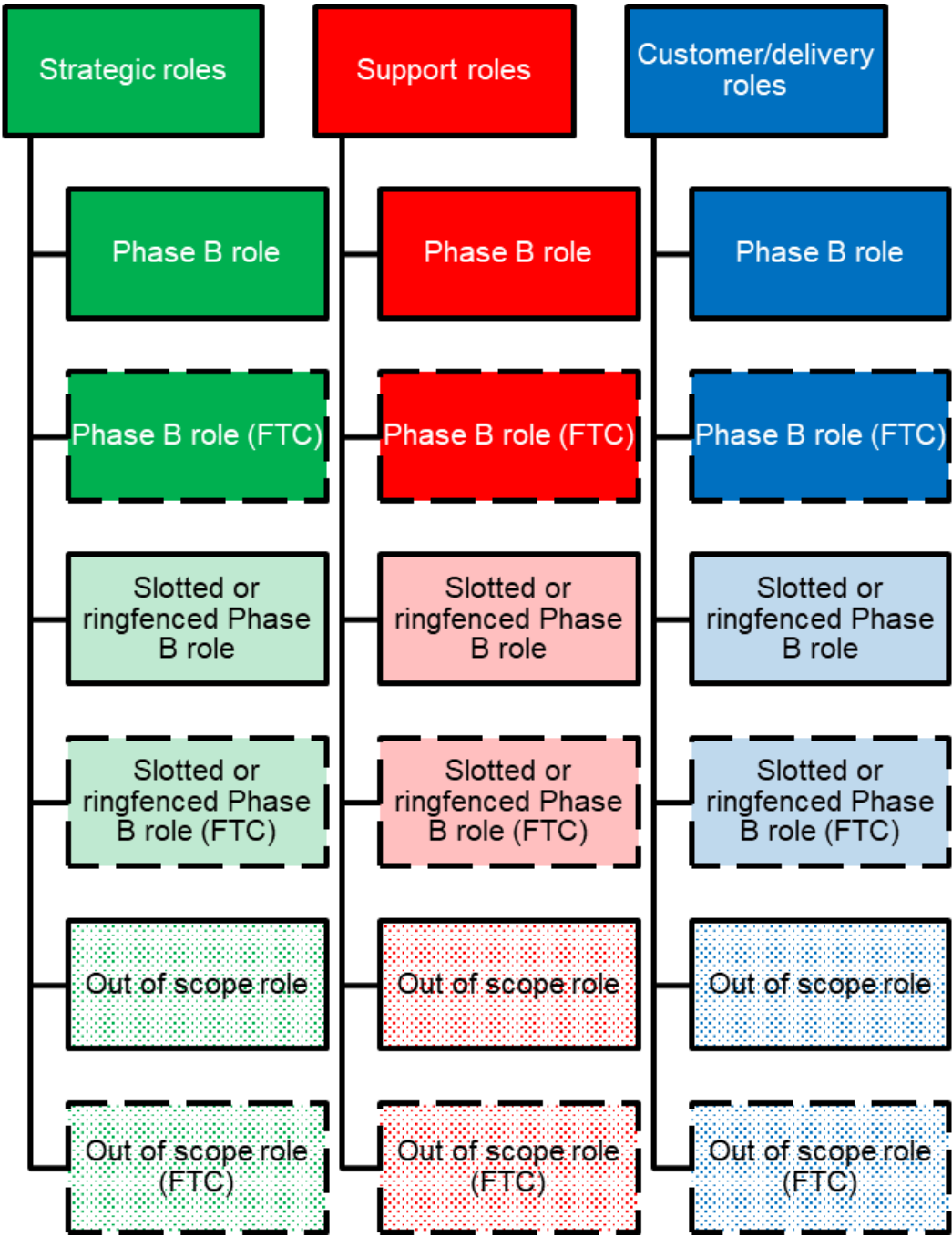


Figure 2 Colour coding of proposed roles with example permutations

This colour coding can be considered alongside the the high-level structure. The colours are used consistently throughout the proposed structures.

### High Level Organisation Chart

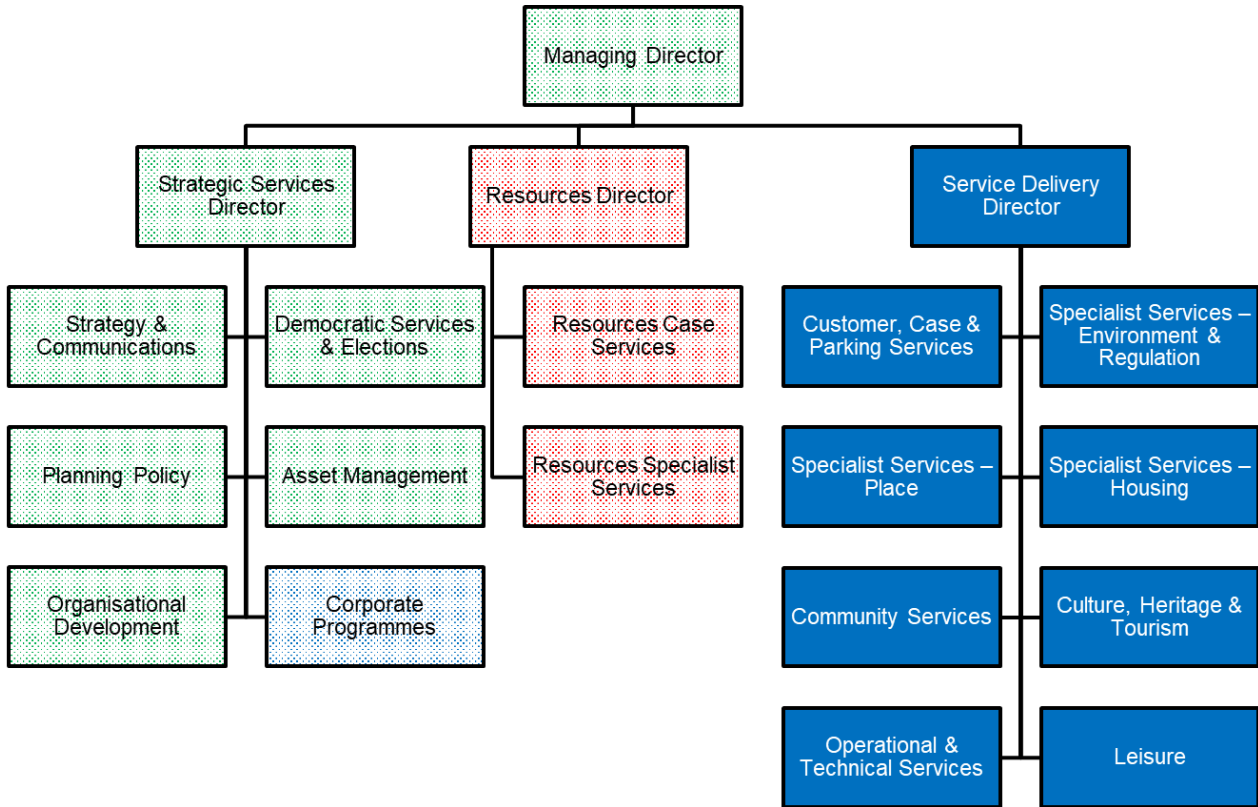


Figure 3

Staff are encouraged to understand and comment on how the council will work once the transformation is complete and identify roles that may be of interest. In addition, job descriptions and supporting information will be posted for all roles being consulted in Phase B. See Section 3 for further details of the consultation process.

## 4.1. Service Delivery directorate

The overall structure for the directorate is shown below and each team is shown in greater detail in the following sub sections:

### 4.1.1. Customer, case & parking services

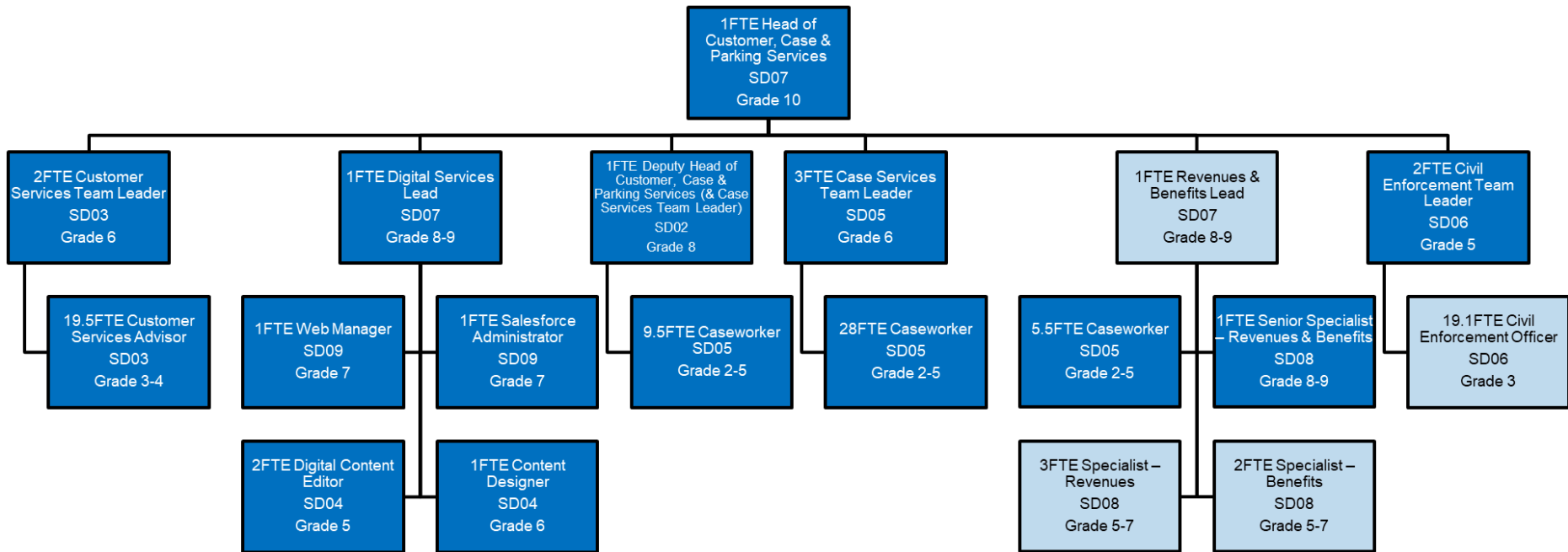


Figure 4: Customer, case & parking services organisation structure

#### 4.1.2. Customer & digital services

##### 4.1.2.1. Structure chart

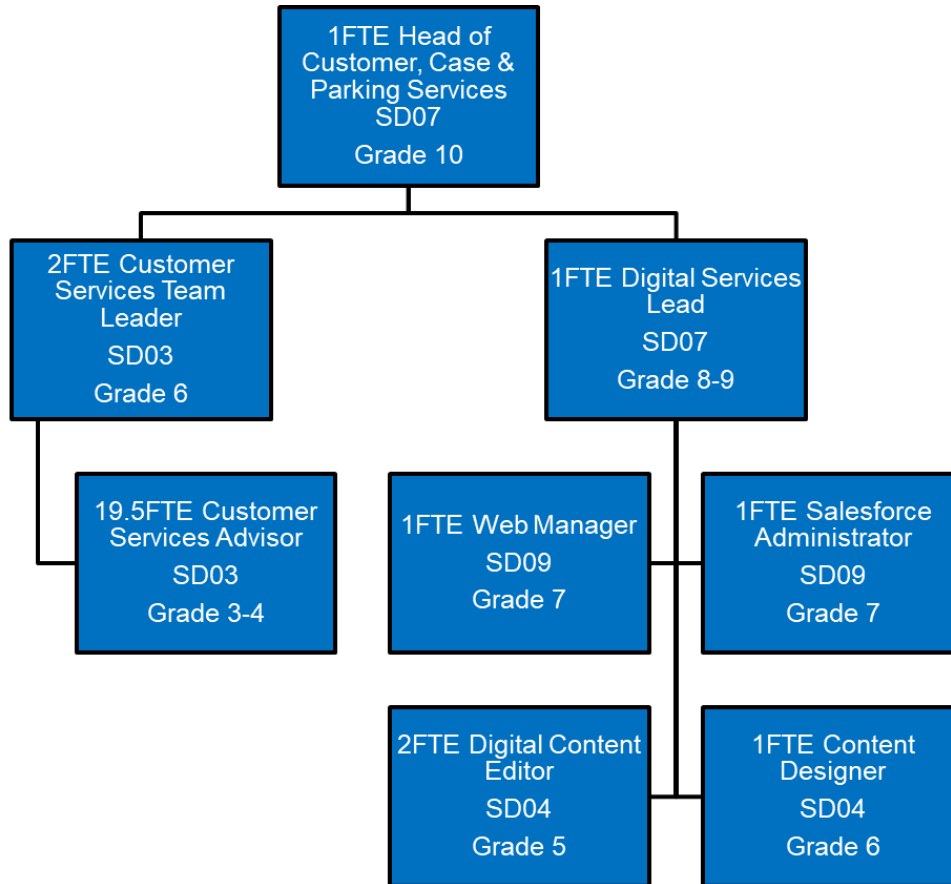


Figure 5: Customer services organisation structure

##### 4.1.2.2. Purpose

Ensuring a swift and efficient customer experience across all channels (online, face to face, telephone); understanding when and how to build self-serve capability as well as tailor exceptional advice and guidance to put customers first.

##### 4.1.2.3. Role

- Building capability in customers and delivering the customer engagement strategy
- Delivering on customer service targets and service level agreements
- Build and sustain user-centred digital services that empower customers to access, track and resolve service requests online
- Meeting expectations of customers by resolving issues and queries they can't resolve themselves
- Creating clean cases to hand over to case and specialist services
- Sharing knowledge and training across the team to deliver consistent services
- Signposting to other organisations when appropriate
- Marketing services
- Supporting relationships with key partners to deliver on shared goals

4.1.2.4. Vision

An award-winning customer and digital services team, offering the fullest range of channels to engage with the council and maximising timely resolution at the first point of contact.

4.1.2.5. Scope of activity

As part of the Future Guildford principles engagement with customers will be delivered through a variety of channels including online, phone and face-to-face. There will be a significant shift of activity towards the customer to resolve as many processes, applications and queries as possible at the first point of contact. The table below summarises workshop outputs relating to this shift:

Activity types	Activity currently in customer services	Minimum new activity in the future customer services team	Total
1. Initial point of contact or collection point	101	13	114
2. Signposting to other organisations	6	2	8
3. Resolving straightforward queries and giving advice	17	14	31
4. Building capability in customers	0	0	0
5. Supporting ongoing processes, applications, requests, complaints	28	8	36
6. Setting up a clean case to hand over	9	1	10
7. End-to-end ownership and resolution of a process, application, request, complaint	1	6	7
<b>Grand Total</b>	<b>162</b>	<b>44</b>	<b>206</b>

Figure 2: Distribution of activity across the current and future customer service teams. Note that increase in total activity types is not directly related to total volume of activity or staffing requirement

- Customer services will act as the first point of contact across the vast majority of council services; resolving queries at the earliest possible stage
- Customers will identify the most appropriate method of engagement and we will encourage self-service wherever appropriate
- Transactional and rules-based queries and service requests will be resolved by customer services and will manage queries relating to all areas of the council
- Example activities in the table above include but are not limited to:
  - Initial point of contact or collection point
    - Housing advice and options queries including transfer and mutual exchange applications
    - Taking a range of payments (e.g. licensing, contaminated land, garden waste, MOTs)
    - Directing calls through the automated phone system as appropriate
    - Waste bins and food caddy collections
    - Post collection, opening and distribution
    - Directing customers to a range of online forms (e.g. parking permit request, bay suspension application)
  - Signposting to other organisations (e.g. furniture helpline)
  - Resolving straightforward queries and giving advice
    - Basic elections and canvassing information (e.g. dates, polling station locations, using polling cards, household enquiry forms, setting up postal and proxy votes)
    - Helping customers through building control completion certificates (via the online form)
    - Basic planning and building control enquiries

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- Environmental health enquiries (e.g. noise nuisance)
- Taking bookings (e.g. farmer's markets, MOTs)
- Resolving minor waste monitoring issues through internal and external contacts
- Building capability in customers
  - The customer engagement strategy sets out the approach to building capability in customers across a range of services, working with specialists to ensure smooth, accurate and compliant experience
  - Guiding customers through using online forms and applications
  - Educating customers on how and where to find information for themselves (for example, finding bin collection days, helping customers access the revenues and benefits portal to view their account)
- Supporting ongoing processes, applications, requests, complaints
  - Scanning and indexing (e.g. new housing benefit claims)
  - Recording issues in parks (e.g. dog waste bins, verges)
  - Providing information on progress of cases and managing expectations on timescales
- Setting up a clean case to hand over
  - Investigating housing benefit queries
  - Logging enquiries/case in relevant systems (e.g. logging FOIs relating to housing advice/allocations on to eCase, entering cases into Tascomi)
  - Recording information relating to dangerous structures requiring a 24 hour response
- End-to-end ownership and resolution of a process, application, request, complaint
  - Arranging staff badges
  - Creating jobs and arranging contractor appointments for social housing repairs
  - Parking enquiries and cases eg penalty notice payments, permits
- This team will also manage our digital offering to customers including:
  - Accountability for the overall consistency, accessibility and customer experience across the council's entire online presence (all websites, micro-sites and portals)
  - Managing the Guildford.gov.uk website
  - Managing the Intranet
  - Managing the Salesforce digital platform
  - Customer engagement, user research and testing
  - Designing, building and maintaining new digital services using the Salesforce digital platform and the council's content management system
  - Developing and maintaining website content
  - Improving internal processes across the organisation to drive digital ways of working
  - Gathering and using customer insight across all aspects of the council's digital offer to ensure excellent customer service

4.1.2.6. Impact of strategy based reductions

No strategy based reduction.

4.1.2.7. Strategic, operational & functional management in this team

- The head of customer, case & parking services is operationally responsible for the team
- The customer services team leaders support the head of customer, case & parking in operationally managing the team. This will include assisting with budgeting, resourcing, individual performance meetings, personal development plans, 121s
- The deputy head of customer, case & parking services is an acting team leader and is an interim point of escalation for complex issues or challenging customers, as well as deputising in the absence of the head of customer, case & parking services
- The digital services lead is operationally and functionally responsible for the digital services team, responsible for both individual and team performance, 121s etc and acting as the council's lead expert in digital services



4.1.2.8. Key relationships with other teams

- Using 121s, training sessions, communities of practice or any other approach to ensure continuous knowledge transfer between specialists and customer service advisors – maintaining safe and compliant services
- Setting up clean cases to hand over to case and specialist services, collating and communicating accurate and timely information
- Working closely with the ICT specialists, especially the data and application management roles where the new developer role is located, on the delivery and maintenance of digital services. Salesforce administration and configuration ('click not code') sits with the digital services team whereas the development and maintenance of integrations and any associated code sits with the resources specialist team (data and application management)

4.1.2.9. Benefits of this team

- Tackling customer's issues holistically; tailoring advice, guidance and services to a customer's circumstances
- Maximising queries and requests resolved at the first point of contact

**4.1.3. Case services**

4.1.3.1. Structure chart

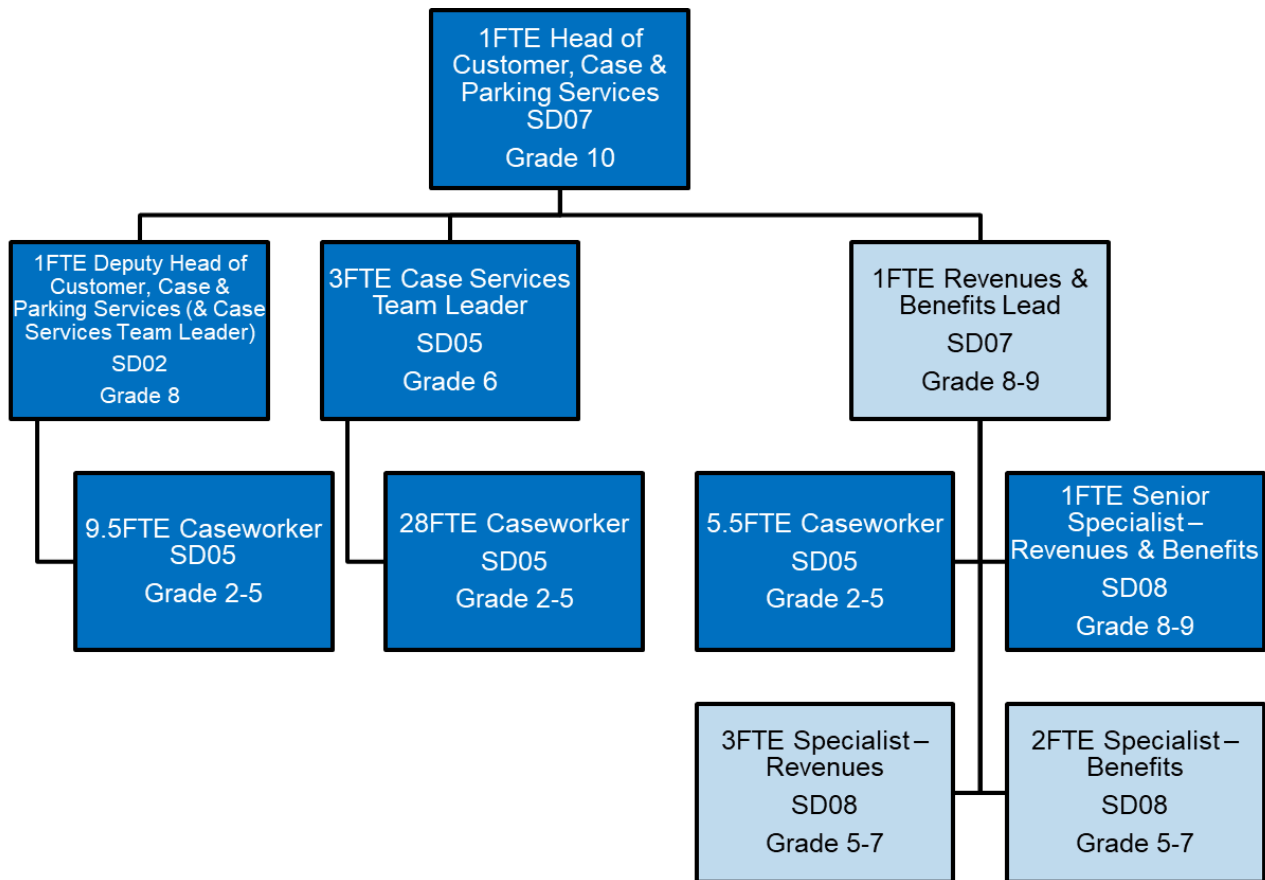


Figure 6: Case services organisation structure. See full details of the revenues and benefits services structure in section 4.1.5 (roles shown demonstrate operational reporting lines for 5.5FTE of caseworkers)

4.1.3.2. Purpose

We give thousands of internal and external customers a great customer experience, adding value by delivering the right outcomes.

4.1.3.3. Role

- Delivering efficient case services, working as a resilient multi-skilled team equipped with the right processes, systems and knowledge
- Owning cases to completion to deliver a personal service tailored to customers
- We escalate to specialist services when required making sure services are effective and compliant

4.1.3.4. Vision

Treating customers with respect, delivering great customer experience through the most efficient approach.

4.1.3.5. Scope of activity

- Case services will assess and manage rules-based cases, queries and requests that cannot be effectively resolved by customer services

- The case services team will be accountable for the majority of casework in the council, owning cases to get the right outcome as quickly as possible for customers
- Case services will manage cases from the following current areas (this is not an exhaustive list):
  - Exchequer services
    - Processing new benefit claims
    - Debt collection and recovery – including special arrangements, bulk recovery processing and enquiries
    - Processing changes in circumstances across council tax, NNDR and housing benefit
    - Processing discounts, exemptions and reliefs
    - Processing refunds, credits, write offs
    - Facilitating the NFI statutory return and investigating the resulting data matches
    - Empty property inspections
  - Environmental health & licensing
    - Validating and processing applications and renewals across a range of licences including taxis and private hire, HMOs, licensed premises, acupuncture, animal welfare and street trading
    - Database development and maintenance
    - Processing food business registrations and uploading data to Food Hygiene Rating Scheme website
    - Processing scores, letters and notices before and after inspections
  - Housing and homelessness
    - Assessing housing applications in line with the allocations scheme
    - Developing statistics (e.g. homelessness) to support strategy and policy
    - Supporting specialists with government returns
    - Engaging with prospective tenants, arranging tenancy start dates and setting up tenancies
    - Making arrangements with utility companies for void properties
    - Supporting specialists with nominations to housing association void properties (for example, advertising)
    - Floating support/tenancy support (e.g. assisting with refugees and other vulnerable groups to settle in private sector accommodation)
    - Compliance with legislation associated with housing and homelessness and referral to third parties such as HOST
    - General housing advice
    - Responding to straightforward FOIs and supporting specialists as required
  - Neighbourhood housing
    - Provide secretariat services to staff and tenant groups
    - Collate and analyse statistics (e.g. benchmarking data, satisfaction surveys)
    - Administering right to buy applications
    - Process/administer North Downs repair work, estimates, inspections and MROs
    - Administering cyclical safety checks
    - Updating appropriate systems to manage cases (e.g. recharges, contracts, tenant decorating vouchers, rent charges, contract orders)
    - Processing payment runs and invoices
    - Monitoring rent accounts and collecting arrears
    - Landlord references
    - General advice to tenants (e.g. straightforward debt management information and process for tenants in arrears)
    - Liaising with debt collection contract
    - Verification of universal credit claims
    - Homes4U debts/garages/FTA's
    - Alarm charges
    - Invoicing recoverable repairs
    - Flexible tenancy reviews

- Processing amendments
- Supporting specialists (e.g. with calculation of social and affordable rents, welfare benefit advice, breaches/enforcement of tenancy, assignments and successions, right to buy, statutory returns)
- ASB information gathering
- Administration of domestic gas maintenance contracts (including access enforcement for servicing)
- Parking
  - Assisting with stock control
  - Supporting cash reconciliation
  - Processing permits and applications (e.g. resident permits, contract and season ticket parking)
  - Responding to FOIs
  - Database development and maintenance (e.g. for managing PCNs)
- Development control
  - History searches and redaction
  - Committee agenda preparation
  - Enterprise tasks (validation, consultations and decisions – generating and dispatching)
  - Answering Planning enquiries emails
  - Processing rep letters on applications
  - Application validation (invalids and generating invalid letters)
  - Statutory advertising
  - Statutory reporting of statistics
  - GIS plotting
  - Scanning and redaction
  - GDPR – in relation to scanning and redacting
  - Invoice administration
  - Processing and responding to requests (e.g. FOIs, environmental information requests, subject access requests)
  - Initiating and closing down complaints
  - Appeal administrative process and handling of Hearing and Public Inquiries
  - Allocation of funds (coding for the finance team); plus initiating refunds
  - Processing annual leave and sickness
- Building control
  - Arranging site visits and managing resources
  - Portal downloads, application creation/registration, GIS plotting
  - GDPR compliance
  - Application validation
  - History searches and redaction
  - Application quotes, checking fees and invoicing
  - Decision and completion notices/certification

4.1.3.6. Impact of strategy based reductions

No strategy based reduction.

4.1.3.7. Strategic, operational and functional management in this team

- The head of customer, case & parking services is operationally responsible for the team. They will set out an approach to operational management in the team. This describes the level of competency and multi-skilling requirements across services for all caseworkers
- The case services team leaders and deputy head of customer, case & parking services support the head of customer, case & parking in operationally managing the team. This will include

assisting with budgeting, resourcing, individual performance meetings, personal development plans, 121s

- Each team leader will be functionally aligned to the specialist teams where possible; place, environment & regulatory and housing

#### 4.1.3.8. Key relationships with other teams

- Case services team leaders across functional areas will liaise with specialists in each respective area to coordinate quality assurance and training with operational requirements and training plans set out by the head of customer, case and parking services
- Overarching corporate debt policy is owned by resources specialists; caseworkers and specialists in revenues and benefits are required to input to this policy and deliver against it

#### 4.1.3.9. Benefits of this team

- Promoting development in our staff, using the case services model to expand their knowledge of professional areas
- A single point of contact for customer requests, drawing in the knowledge of specialists where appropriate
- Fostering multiple career paths through case services to operational management positions (for caseworkers with high multi-skilling capacity) or functional leadership through specialist positions (for dedicated caseworkers developing in a focused service area)
- A flexible, resilient pool of resource able to respond to changing and evolving customer demand
- Consistency in how services are delivered to customers, particularly where a customer interacts with the council for multiple services and through different channels

#### 4.1.4. Parking services

##### 4.1.4.1. Structure chart

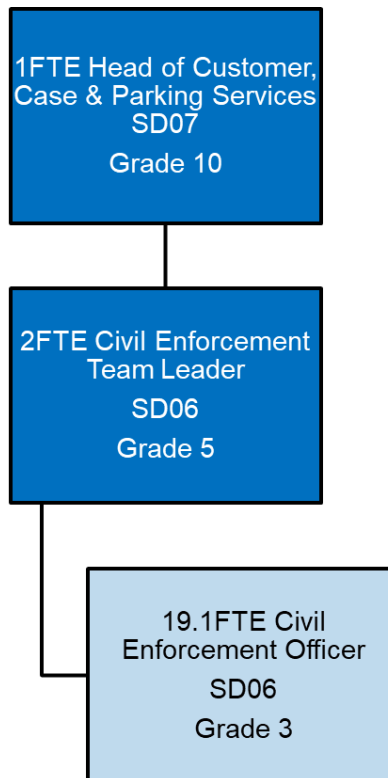


Figure 7: Parking services organisation structure

##### 4.1.4.2. Purpose

To maximise compliance of parking on-street and off-street in the borough, making best use of assets and targeting utilisation in alignment with council environmental initiatives.

##### 4.1.4.3. Role

- Enforcement of on-street parking on behalf of Surrey County Council
- Enforcement of off-street parking for Guildford Borough Council and Waverley Borough Council assets
- Generating income to the council through parking provision that meets the needs of customers

##### 4.1.4.4. Vision

Fulfilment of a parking strategy that promotes high levels of compliance, maintains flow of traffic and aligns to the council's climate change agenda.

##### 4.1.4.4.1. Scope of activity

- Enforcement of on-street and off-street parking
- Routine vehicle and machine maintenance
- Data collection, monitoring and analysis
- Resolving challenges to PCNs
- Cash reconciliation
- On-street parking reviews
- Reviewing on-street restrictions
- Bay suspensions

- Owning the relationship with Waverley Borough Council and Surrey County Council to deliver on-street and off-street parking services which meet the needs of all organisations and their customers
- Parking projects and coordination
  - Reviews of on-street parking
  - Reviewing and coordinating appropriate restrictions
  - Liaising with Surrey County Council (for example, to ensure appropriate controls and signage)

4.1.4.5. Impact of strategy based reductions

No strategy based reduction.

4.1.4.6. Strategic, operational and functional management in this team

- Functional oversight of the team and the parking strategy is owned by head of customer, case & parking services, including day-to-day issues and overseeing ways of working in the civil enforcement officers. The head of customer, case & parking may escalate to the programme manager (car parks) in exceptional circumstances, to draw on technical expertise
- The civil enforcement team leader roles support the head of customer, case & parking services in operationally managing the team

4.1.4.7. Key relationships with other teams

- Liaising with the corporate programmes team, and specifically the programme manager (car parks) role, inputting to a parking strategy that meets the needs of the borough
- Working closely with customer service advisors to offer accurate information relating to queries (e.g. relating to penalty charge notices, appeals, parking availability and opening hours)
- Working closely with caseworkers to create resilience across recovery, court action, permit applications, appeals, stock control etc.
- Liaising with the compliance services team to share best practice, creating as much consistency as possible in the council's overarching approach to compliance and enforcement

4.1.4.8. Benefits of this team

- Focused enforcement of on-street and off-street parking, making best use of resources and protecting council income

#### 4.1.5. Revenues & benefits services

##### 4.1.5.1. Structure chart

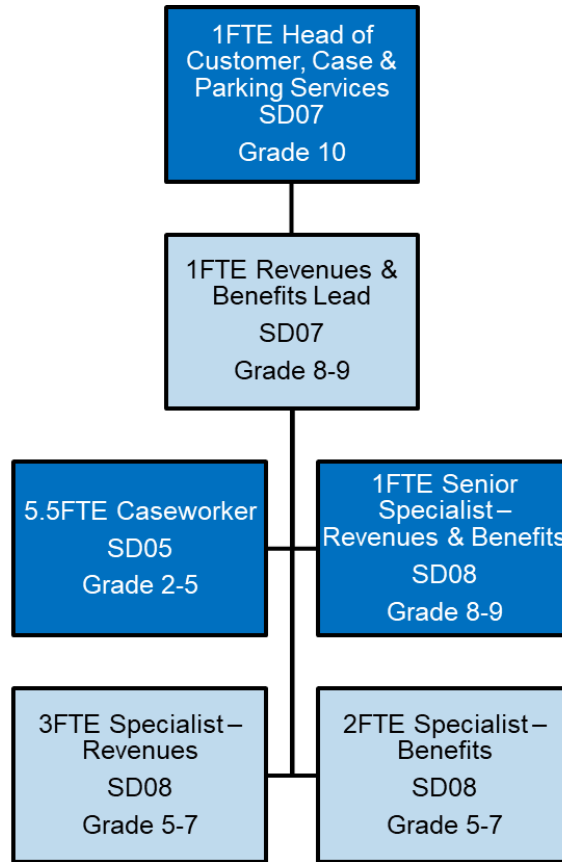


Figure 8: Revenues and benefits services organisation structure. See full details of the case services structure in section 4.1.3 (roles shown demonstrate operational reporting lines for 5.5FTE of caseworkers)

##### 4.1.5.2. Purpose

Provide expertise to deliver target outcomes in the improved council and economy portfolios.

##### 4.1.5.3. Role

- Technical oversight of council tax, NNDRs, empty property inspections and housing benefit:
  - Policy and procedures
  - Signing off processes
  - Agreeing escalation points
  - Training and resource development
  - Quality assurance
  - Functional performance and risk management
- Horizon scanning, research and knowledge management
- Partnership working
- Complex casework



4.1.5.4. Vision

A forward looking, pioneering team that keeps the organisation prepared for the future. Maintaining excellent performance and reputation with customers, underpinned by valuable succession planning in our staff.

4.1.5.5. Scope of activity

- Ensure compliance with statutory regulations, legislation, professional codes of practice and adherence to council policy
- Owning the processes, procedures, knowledge base articles and their continuous improvement for support functions
- Technical input to strategy and policy across the organisation and supporting policy officers to create meaningful, deliverable strategy
- Technical and professional input to a range of projects and programmes to deliver the council priorities
- Coaching caseworkers to disseminate information and deliver safe, quality services
- Handling complex or contentious applications, cases and inspections, ensuring satisfactory resolution and liaising with external agencies and partners including courts, tribunal services and other formal bodies
- Specific activities in this team include but are not limited to:
  - Determining complex housing benefit claims and changes of circumstances
  - Advice and input to cases undertaken in the case services team (e.g. discounts, exemptions)
  - Discretionary housing payments
  - Monitoring contracts and service level agreements
  - Debt recovery processing in complex or challenging circumstances (including courts and tribunals)
  - Input to strategy and policy in an area of specialism, particularly across the different elements of the council's approach to local council tax support (owned by the revenues & benefits lead)
  - Working within delegated authority to approve refunds
  - Completion of government returns for revenues and benefits, including benefit subsidy
  - Ensuring the specialist systems deliver the specialist output in accordance with legislation (e.g. release testing and error identification)
  - Ensuring that the underlying property database is maintained in accordance with the VOA updates
  - Leading on annual billing and uprating

4.1.5.6. Impact of strategy based reductions

No strategy based reduction.

4.1.5.7. Strategic, operational and functional management in this team

- Revenues & benefits specialists are managed functionally by the revenues & benefits lead. The lead role is the most senior expert in their area across the organisation; the point of escalation on functional issues from here will be to the service delivery director or managing director as appropriate
- The revenues & benefits lead is accountable for operationally managing the revenues & benefits services team

4.1.5.8. Key relationships with other teams

- Training and quality assurance across the customer and case services to ensure efficient, accurate resolution of cases and queries for the significant activity in multi-skilled teams (including property inspections)
- Maintaining a close relationship with the housing – specialist services team to stay in touch with local demand and issues relating to standards of living and housing in the borough. This includes understanding the relationships and dependencies between housing benefit and housing advice, allocations, homelessness and tenancy management and the impacts on customers over the transition to universal credit
- Feeding into the policy and approach to corporate debt owned by finance specialists in resources, working to resolve priority debts in a timely and efficient manner
- Liaising with IT specialists to articulate systems requirements and support ongoing maintenance and software testing with specialist knowledge of the service as required

4.1.5.9. Benefits of this team

- The long-term future of the benefits service is that it will morph into a Local Council Tax Support service only. The direct links with housing are reducing as universal credit takes over working age rent support. The challenge is to manage the administrative and financial implications of this change, whilst still providing help to those who need it. Maintaining revenues and benefits in one team will facilitate a solution built from pooled knowledge and experience, and enable resources to be managed through the change

**4.2.1. Environment & regulatory – specialist services**

This specialist services team comprises both the specialists in the area of environment & regulatory and also the compliance officers that work across all specialist areas of the council. The first sub-section will describe these environment & regulation specialists and the second section will describe the compliance officers (section 4.2.3).

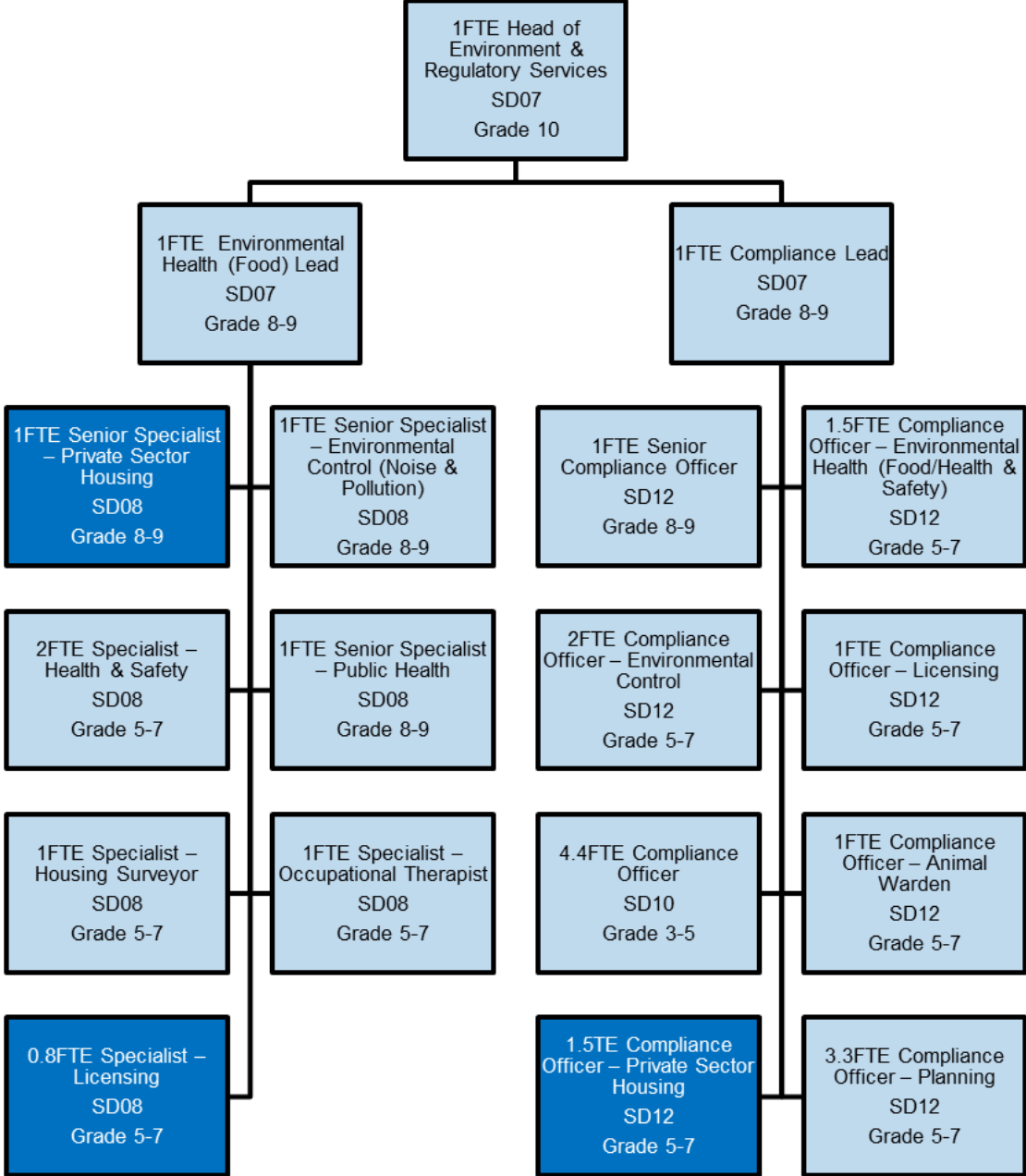


Figure 93: Environment & regulatory and compliance services organisation structure

#### 4.2.2. Environment & regulatory – specialist services

##### 4.2.2.1. Structure chart

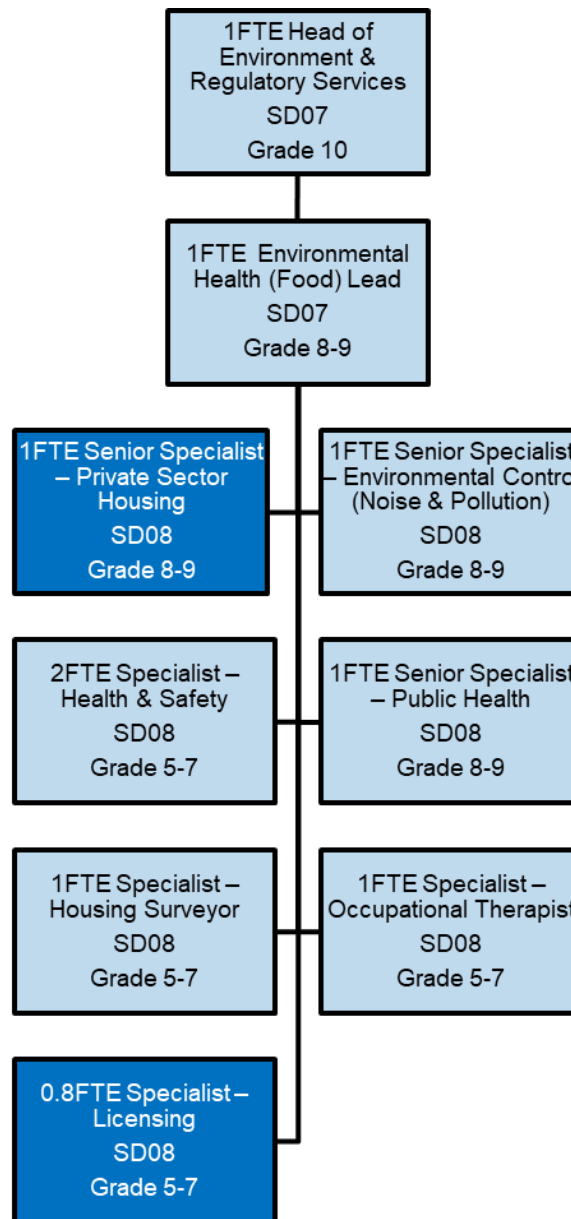


Figure 10: Environment & regulatory – specialist services organisation structure

##### 4.2.2.2. Purpose

Provide expertise to deliver outcomes in the council's environment and community portfolios.

##### 4.2.2.3. Role

- Technical oversight of food safety, health and safety at work, pollution/environmental protection, housing standards, licensing, grants and adaptations, corporate health and safety
  - Policy and procedures
  - Signing off processes
  - Agreeing escalation points
  - Training and resource development

- Quality assurance
- Functional performance and risk management
- Horizon scanning, research and knowledge management
- Partnership working
- Complex casework

#### 4.2.2.4. Vision

A forward looking, pioneering team that ensures Guildford is a safe and healthy place and that keeps the organisation prepared for the future. Maintaining excellent performance and reputation with customers and partners by delivering best practice in environmental health and regulation, underpinned by valuable succession planning in our staff.

#### 4.2.2.5. Scope of activity

- Ensure compliance with statutory regulations and duties, legislation, professional codes of practice and adherence to council policy
- Owning the processes, procedures, knowledge base articles and their continuous improvement for support functions
- Technical input to strategy across the organisation and supporting policy officers to create meaningful, deliverable strategy
- Writing and owning policy that is consistent with strategy and sets out procedures and guidelines for delivering services. For example, licensing act and contaminated land
- Technical and professional input to a range of projects and programmes to deliver the council priorities
- Coaching caseworkers and customer service advisors to disseminate information and deliver safe, quality services
- Handling complex or contentious applications, cases and inspections, ensuring satisfactory resolution and liaising with external agencies and partners including courts, tribunal services and other formal bodies
- Preparing and submitting statutory returns and reports
- Technical and professional oversight of compliance team
- Specific activities in this team include but are not limited to:
  - Noise and pollution: statutory nuisance, planning consultations, air quality, permitted processes, contaminated land, welfare funerals
  - Health and safety: complex enquiries and technical advice from internal and external customers, preparing corporate policies and procedures, auditing corporate compliance with duties
  - Housing surveying: grant approval and budget management, surveying, public sector adaptations, technical advice to internal and external partners
  - Occupational therapists: assessments and clinical advice on grants and housing options
  - Food safety: food safety performance management including consistency and officer monitoring, complex complaints, complex infectious disease investigation, statutory returns, food safety service plan
  - Licensing: complex cases including representations and hearings, performance management, development and review of licensing policies, setting fees and charges and taxi fares
  - Private sector services: developing related licensing policies, enabling and education, partnership working and national initiatives
  - Animal licensing: animal activities licensing and complaint investigation, stray dog contract monitoring visits, anti-social dog complaints, investigating dog noise nuisances, investigation of unlicensed establishments.

- Officers with suitable experience will be required to participate in noise patrols. It is anticipated that approximately 18 officers across the environment & regulatory and compliance teams will be required (and contractually agreed with these individuals) to participate on a rota. Additional payment will be received for these duties
- Accountability or driving forward GBC engagement with JAG and coordinating successful delivery of actions and outcomes (as well as attending/chairing meetings as required and taking/recording and monitoring actions)
- Accountability for chairing/running and organising the Safety Advisory Group for both external and council events, participating as required
- Emergency planning
  - Accountability for managing, coordinating and preparing the council's response to emergencies which includes the production of emergency plans and procedures and making appropriate arrangements to implement these plans and procedures
  - Accountability for ensuring officers across the council involved in emergency response have the appropriate training, conducting regular training exercises to test preparedness and maintaining the required resources
  - Accountability for managing the existing emergency planning contract
  - The team will be the key contact when working with partners in relation to emergency planning

#### 4.2.2.6. Impact of strategy based reductions

No strategy based reduction.

#### 4.2.2.7. Strategic, operational & functional management in this team

- Specialists are managed functionally by the head of the team (in their capacity as a lead specialist). The head of the team is the most senior expert in their area across the organisation; the point of escalation on functional issues from here will be to the service delivery director or managing director as appropriate
- The head of the team will also act as a functional lead in a specific area. For example, air quality
- The head of environment & regulatory services is accountable for operationally managing the specialist services – environment & regulatory team (in their capacity as a manager)
- The head of environment & regulatory services is supported by the environmental health (food) lead in operationally managing the specialist services – environment & regulatory team
- The head of environment & regulatory services is accountable for operationally managing the compliance services team (in their capacity as a manager)
- Compliance officers are operationally managed by the compliance services lead
- Respective lead specialists are functionally accountable for roles in compliance services (supported by the senior compliance officer and compliance lead as the first point of escalation, where appropriate – see section 4.2.3). For example, the compliance officer – animal warden is overseen functionally by the head of environment & regulatory services

#### 4.2.2.8. Key relationships with other teams

- The specialist team will functionally support the compliance, customer and case services teams. The specialist team will set out how processes and functions will be carried out to ensure the council is compliant and effective and hold accountability for the training and competence of any given caseworker/customer service advisor to undertake tasks

- Specialists will support corporate programmes by providing advice, guidance and strategic input to facilitate the programme in meeting objectives as efficiently as possible while maintaining compliance
- Specialists will input to key strategies owned in the strategy directorate to ensure the council can deliver on plans efficiently and maintain transparency/compliance
- Heads of service will monitor operational performance within a performance cycle set out and managed by performance officers in the strategy directorate
- Specialist – housing surveyor and specialist – occupational therapist roles work closely with the community services team to communicate approval and decision making for delivery by the home improvement team

4.2.2.9. Benefits of this team

- Effective and efficient use of specialist knowledge with specialists who are empowered to continuously improve how things are done
- Providing a trusted resource for service delivery and enabling better outcomes for customers
- Providing functional oversight and technical expertise that enables a resilient compliance services team which engages consistently with the community

### 4.2.3. Compliance services

#### 4.2.3.1. Structure chart

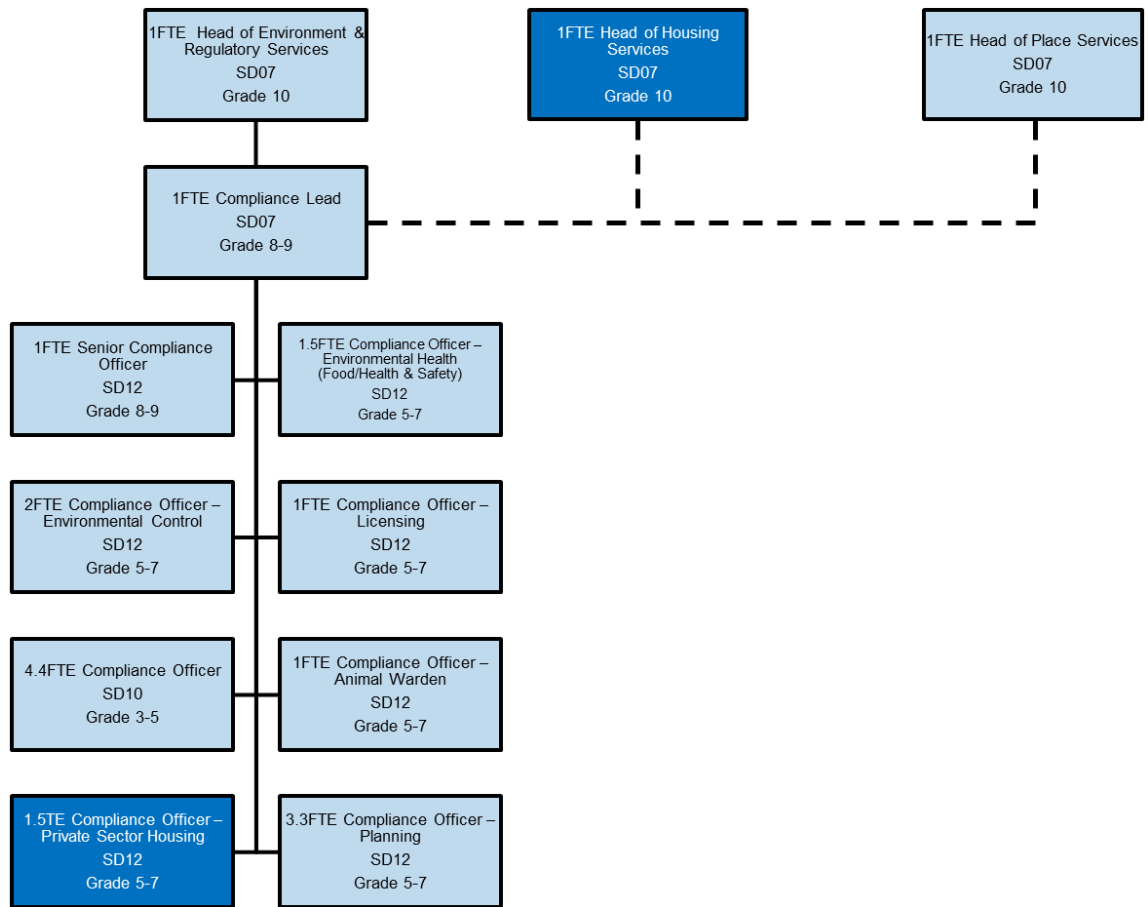


Figure 11: Compliance services organisation structure

#### 4.2.3.2. Purpose

Provide expertise to deliver the council's outcomes in the environment portfolio, with emphasis on maintaining compliance of individual and corporate customers to meet statutory obligations.

#### 4.2.3.3. Role

- Technical oversight and conducting inspections/investigations to ensure compliance with statutory duties across the following areas:
  - Food safety
  - Health and safety at work
  - Corporate health and safety
  - Pollution/environmental protection
  - Housing standards
  - Licensing (including animal activity licensing)
  - Planning enforcement
- Training and resource development
- Functional performance and risk management



#### 4.2.3.4. Vision

A forward looking, pioneering team that keeps the organisation prepared for the future. Maintaining excellent performance and reputation with customers, underpinned by valuable succession planning in our staff.

#### 4.2.3.5. Scope of activity

- Ensure compliance with statutory regulations, legislation, professional codes of practice and adherence to council policy
- Technical input to strategy and policy across the organisation and supporting policy officers to create meaningful, deliverable strategy
- Coaching caseworkers to disseminate information and deliver safe, quality services where there is a requirement for technical compliance input
- Handling investigations and inspections, ensuring satisfactory resolution and liaising with external agencies and partners including courts, tribunal services and other formal bodies
- Supporting customers with advice in line with fees and charges policy
- Interfacing with Resources on IT systems and administration to ensure systems are appropriately maintained, upgraded and remain fit for purpose as internal and external factors change
- Specific activities in this team include but are not limited to:
  - Investigating enforcement complaints in line with the council's agreed local enforcement plan
  - Food inspections, complaint investigations, enforcement and sampling
  - Flycapture reporting
  - Infectious disease investigation
  - Statutory nuisance complaint investigations and enforcement
  - Planning consultation responses
  - Licensing inspections and complaint investigations
  - Animal activity licensing
  - Health and safety at work inspections, complaint investigations, accident investigation and enforcement
  - Housing standards: HMO inspections and licensing, complaint investigations, enforcement empty properties
  - Engaging, educating and enforcing on a range of waste and environmental issues to comply with legislation and protect the borough (e.g. fly tipping and abandoned vehicles)
  - Supporting caseworkers and specialists with a range of mobile activity where it is appropriate and efficient (e.g. erecting a site notice when there is no immediate need for specialist input at the site)
  - Officers with suitable experience will be required to participate in noise patrols. It is anticipated that approximately 18 officers across the environment & regulatory and compliance teams will be required (and contractually agreed with these individuals) to participate on a rota. Additional payment will be received for these duties
  - Accountability for chairing/running and organising the Safety Advisory Group for both external and council events, participating as required

#### 4.2.3.6. Impact of strategy based reductions

Removal of 1FTE compliance officer – gypsy & traveller sites in the proposed structure

- Management and related enforcement of the Ash Bridge and Cobbett Close sites will be returned to Surrey County Council (a total of 35 of the existing 41 plots will be returned) by March 2021

- Guildford Borough Council will continue to oversee the remaining 6 plots at Calvert Road through the Compliance Officer roles (including pitch allocation and waiting list)

#### 4.2.3.7. Strategic, operational & functional management in this team

- The compliance services lead has operational management accountability for the compliance officers
- Head of service roles are functionally accountable for compliance officers for each respective area:
  - Head of environment & regulatory services is functionally accountable for:
    - Compliance officer – environmental health (food/health & safety)
    - Compliance officer – environmental control
    - Compliance officer – licensing
    - Compliance officer
    - Compliance officer – animal warden
    - Compliance officer – private sector housing
  - Head of housing services is functionally accountable for:
    - Compliance officer
  - Head of place services is functionally accountable for:
    - Compliance officer – planning
- The compliance services lead will coordinate technical queries and ways of working requirements between lead specialists and compliance officers, keeping abreast of requirements in the team to operationally manage the team effectively. This will include the prioritisation and allocation of resources to ensure statutory duties are met and cases are resolved efficiently using the most appropriate resources and legislation

#### 4.2.3.8. Key relationships with other teams

- The specialist teams (environment & regulation, housing, place) will set out how processes and functions will be carried out to ensure the council is compliant and effective. Specialist teams hold accountability for the training and competence of any given caseworker/customer service advisor to undertake tasks. Working in line with the specialist teams, the compliance services team will functionally support the customer and case services teams
- Respective specialists in each area are both accountable and responsible for quality assurance of work carried out by multi-skilled teams – quality assurance is not a responsibility of the compliance team although they will input to parameters of quality assurance set out by specialists
- Compliance officers will input to key strategies owned in the strategy directorate to ensure the council can deliver on plans efficiently and maintain transparency/compliance
- The compliance services lead will monitor operational performance within a performance cycle set out and managed by performance officers in the strategy directorate

#### 4.2.3.9. Benefits of this team

- Providing a trusted resource for service delivery and enabling better outcomes for customers
- Maintaining resilience in services through compliance roles which focus on a specific specialisms and professional qualifications but also operate in one or more secondary areas. For example, a primary compliance area of food with secondary capability in private sector housing. A multi-skilled team allows flexibility to allocate resources to areas of service priority and/or high demand resulting in better outcomes for officers, customers and the council

- Multi-skilled compliance roles with knowledge of a range of legal procedures and the broad skills to be effective negotiators and investigators (for example, collecting evidence, note taking, preparing case files, preparing and taking witness statements)
- Delivering a single, joined up operational response to resolve issues in the borough; engaging, supporting, educating and enforcing. For example, identifying the best course of action for a site with multiple or complex compliance issues, by using the most effective enforcement approach or legislation across a range of services. These issues could involve environmental crime, waste and littering, planning, noise, animal licensing, contaminated land etc. This approach will ensure an efficient use of council resources due to a more coordinated response to complaints focused on achieving outcomes
- Working as one team will allow for more effective information sharing and case management as one line of business system (Tascomi) will ensure all relevant matters are considered

### 4.3.1. Housing – specialist services

#### 4.3.1.1. Structure chart

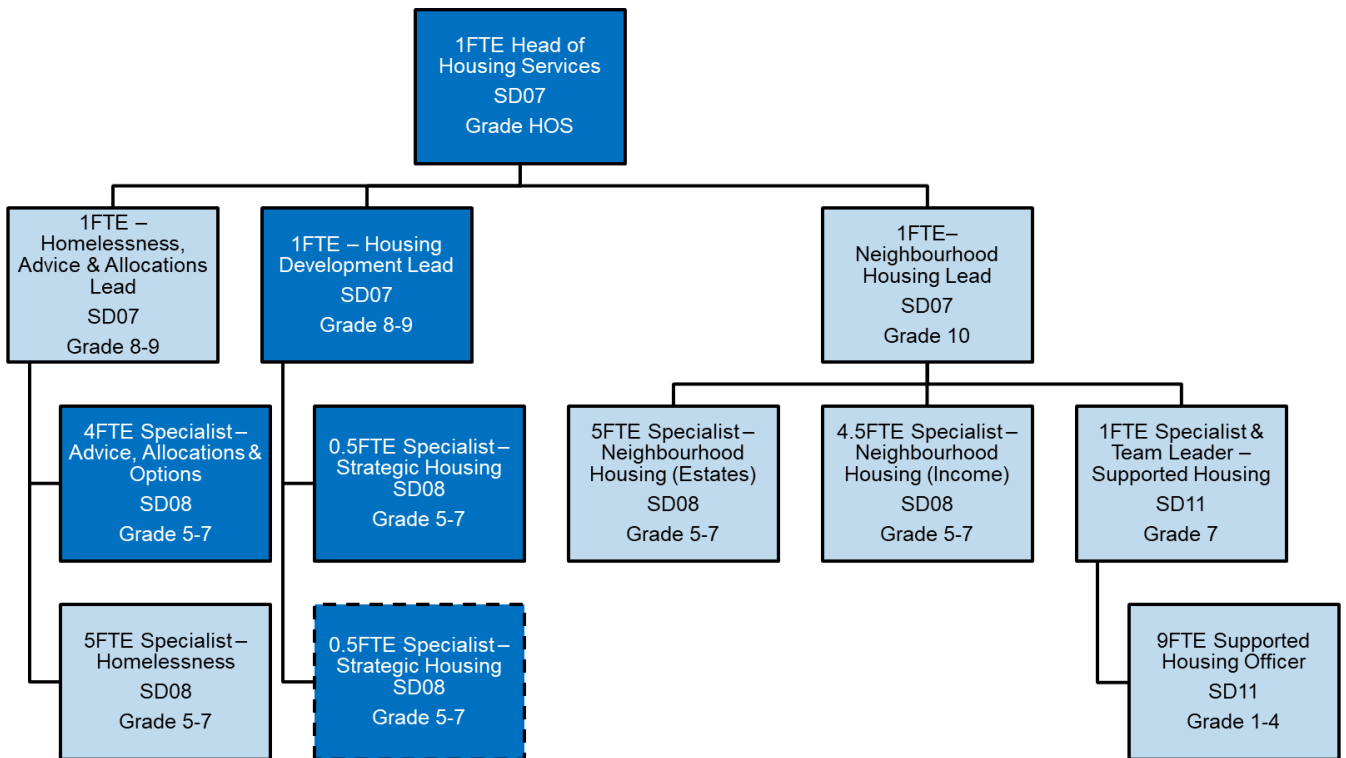


Figure 12: Housing – specialist services organisation structure (note specialist – strategic housing post is denoted as two separate posts to demonstrate that 0.5FTE is funded through external grants until 2021)

#### 4.3.1.2. Purpose

Provide expertise to deliver the council's outcomes in the housing and community portfolios.

#### 4.3.1.3. Role

- Technical oversight of housing advice and homelessness, estate management, private housing (including North Downs Housing), housing development and rental income:
  - Policy and procedures
  - Signing off processes
  - Agreeing escalation points
  - Training and resource development
  - Quality assurance
  - Functional performance and risk management
- Horizon scanning, research and knowledge management
- Partnership working
- Complex casework
- Working with legal specialists on complex cases to reach resolutions

4.3.1.4. Vision

To provide and maintain homes and safe environments for where our residents want to live.

4.3.1.5. Scope of activity

- Ensure compliance with statutory regulations, legislation, professional codes of practice and adherence to council policy
- Owning the processes, procedures, knowledge base articles and their continuous improvement for support functions
- Technical input to strategy and policy across the organisation and supporting policy officers to create meaningful, deliverable strategy
- Technical and professional input to a range of projects and programmes to deliver the council priorities
- Coaching caseworkers to disseminate information and deliver safe, quality services
- Handling complex or contentious applications, cases and inspections, ensuring satisfactory resolution and liaising with external agencies and partners including courts, tribunal services and other formal bodies
- Working in partnership with North Downs Housing Limited to acquire properties and provide housing management and income collection services
- Specific activities in this team include but are not limited to:
  - Homelessness: application decision making, partnership working to reduce homelessness, ensure public protection and safeguarding legislation is followed/implemented
  - Dealing with complex housing applications
  - Owning the relationship with local accommodation providers, overseeing SWEP, overseeing the Homes4U deposit scheme and ensuring the right information is gathered to protect rough sleepers
  - Second stage appeals
  - MP enquiries
  - Nomination rights to housing associations and council accommodation (including supported housing)
  - Managing the relationship with Surrey County Council to commission and monitor services to prevent homelessness
  - Managing council commissioned services (e.g. rough sleeper initiative funding)
  - Negotiating deals to gain/maintain access to properties (for example, the housing development lead may secure nomination rights on developments or the homelessness, advice & allocations lead may enforce established rights in the event of a breach through covenant)
  - Reviewing appeals and preventing the need for legal advice/intervention
  - Safeguarding and joint working (e.g. with police, child protection, adult social care and MHRS)
  - Calculation of social and affordable rents
  - Budget forecast
  - Equity share calculations
  - Management of equity share/buybacks/additional shares
  - Annual rent increases/notifications to residents
  - Processing amendments
  - Posting payments
  - Adjustments to Orchard
  - Welfare benefits advice
  - Breaches/enforcement of tenancy
  - Assignments and successions

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Appendix 1

- Sales of land/wayleaves/licences/easements
- Oversight of Right to Buy applications (which are predominantly managed in case services)
- Overseeing statutory returns (for example, relating to housing stock management or housing and homelessness)

4.3.1.6. Impact of strategy based reductions

No strategy based reduction.

4.3.1.7. Strategic, operational & functional management in this team

- Specialists are managed functionally by the head of the team (in their capacity as a lead specialist). The head of the team is the most senior expert in their area across the organisation; the point of escalation on functional issues from here will be to the service delivery director or managing director as appropriate
- The head of housing services is accountable for operationally managing the housing – specialist services team (in their capacity as a manager)
- The head of housing services is supported by the homelessness, advice and allocations lead, housing development lead and neighbourhood housing lead in operationally managing the specialist services – housing team
- The head of environment & regulatory services is accountable for operationally managing the compliance services team (in their capacity as a manager)
- Compliance officers are operationally managed by the compliance services lead
- Respective lead specialists are functionally accountable for roles in compliance services (supported by the senior compliance officer and compliance lead as the first point of escalation, where appropriate). For example, the compliance officer is overseen functionally by the head of housing services for estates management activity
- Compliance officers are operationally managed by the compliance services lead; heads of service functionally accountable for these roles

4.3.1.8. Key relationships with other teams

- The specialist team will functionally support the customer and case services teams. The specialist team will set out how processes and functions will be carried out to ensure the council is compliant and effective and hold accountability for the training and competence of any given caseworker/customer service advisor to undertake tasks
- Specialists will support corporate programmes by providing advice, guidance and strategic input to facilitate the programme in meeting objectives as efficiently as possible while maintaining compliance
- Specialists will input to key strategies owned in the strategy directorate to ensure the council can deliver on plans efficiently and maintain transparency/compliance
- Lead specialists will monitor operational performance within a performance cycle set out and managed by performance officers in the strategy directorate
- The housing – specialist services team will need to work closely with the corporate programmes team on new homes delivery, liaising to hold developers to account and ensure that corporate programmes delivering housing and infrastructure meet the housing needs of the borough. The council is keen to invite responses on this relationship, surrounding procedures and handovers to maximise the impact of housing development and new build activity
- Similarly, the housing – specialist services team will need to work closely with the place – specialist services and planning policy teams. Inputting to the design and delivery of the borough's local plan, using all of the technical capability in the organisation to ensure corporate outcomes are met across housing & community

4.3.1.9. Benefits of this team

- Effective and efficient use of specialist knowledge with specialists who are empowered to continuously improve how things are done
- Providing a trusted resource for service delivery and enabling better outcomes for customers

### 4.3.2. Place – specialist services

#### 4.3.2.1. Structure chart

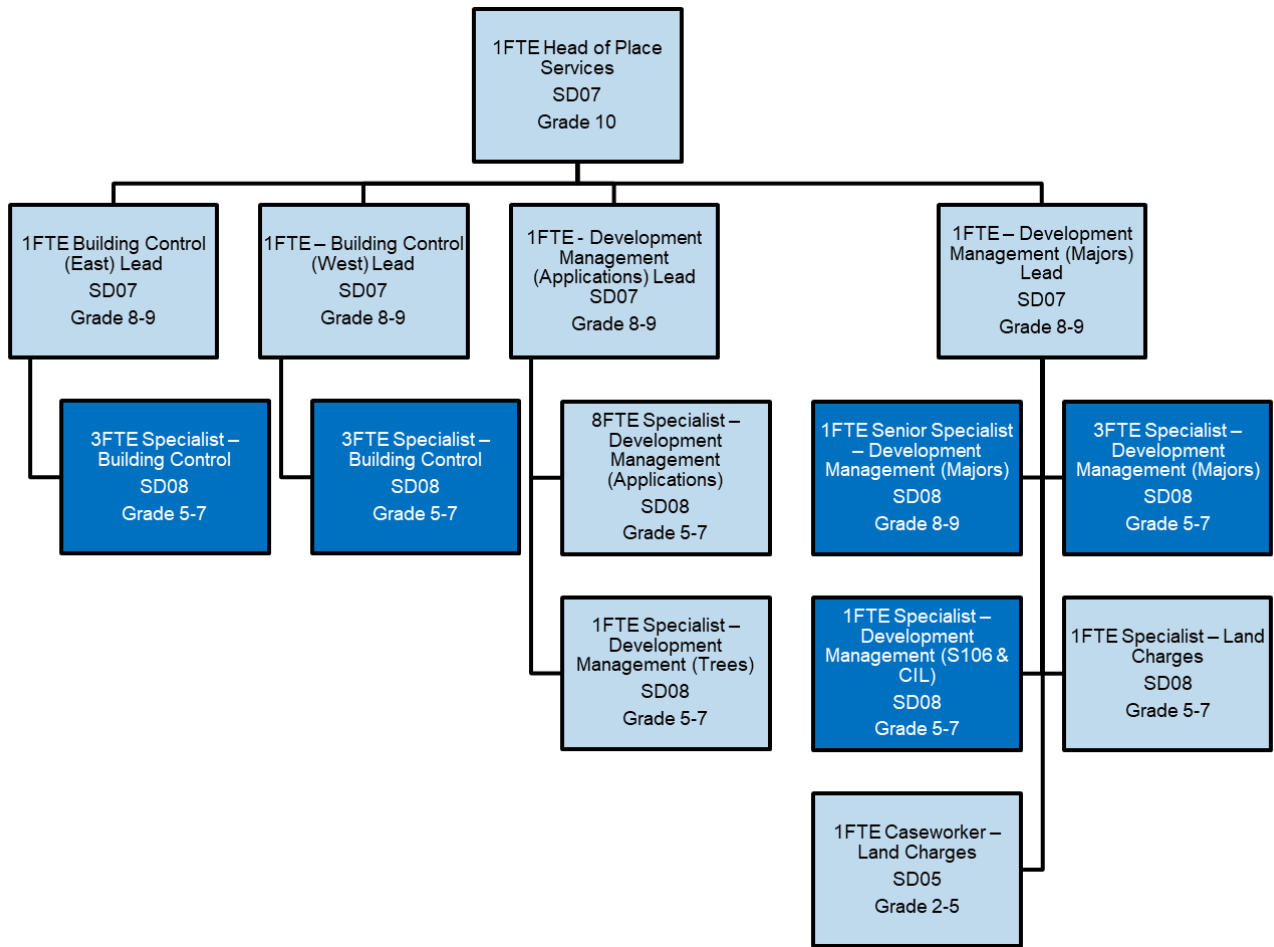


Figure 13: Place – specialist services organisation structure

#### 4.3.2.2. Purpose

Provide expertise to deliver the council’s outcomes in the housing, environment and regeneration portfolios.

#### 4.3.2.3. Role

Professional and expert oversight of development management, building control, planning enforcement, land charges, street naming and numbering. This includes but is not limited to:

- Processing applications and related matters in accordance with the council’s policies and within government targets
- Working closely with compliance officer roles to deliver an effective enforcement service with focus on communication
- Responding to land charges promptly and maintaining a land charges register
- Checking and signing off work
- Agreeing escalation points should matters remain unresolved
- Knowledge sharing across work streams
- Training and professional development
- Performance monitoring and adjustments where required
- Partnership working and working closely with other departments such as planning policy and environment & regulation



- Processing complex casework

#### 4.3.2.4. Vision

A forward looking, pioneering team that keeps the organisation prepared for the future. Maintaining excellent performance and reputation with customers, underpinned by valuable succession planning in our staff.

#### 4.3.2.5. Scope of activity

- Ensure compliance with statutory regulations, legislation, professional codes of practice and adherence to council policy
- Owning the processes, procedures, knowledge base articles and their continuous improvement for support functions
- Technical input to strategy and policy across the organisation and supporting policy officers to create meaningful, deliverable strategy
- Technical and professional input to a range of projects and programmes to deliver the council priorities
- Coaching caseworkers to disseminate information and deliver safe, quality services
- Handling complex or contentious applications, cases and inspections, ensuring satisfactory resolution and liaising with external agencies and partners including courts, tribunal services and other formal bodies
- Continue to promote electronic working and be mindful of the council's priorities in all aspects of work
- Specific activities in this team include but are not limited to:
  - Handling complex or contentious applications, cases and inspections, ensuring satisfactory resolution and liaising with external agencies and partners including courts, tribunal services and other formal bodies
  - Determining planning applications above nationally set targets, including major application and strategic applications, and handling any resulting appeals
  - Responding to pre-application advice and planning performance agreements in a timely fashion
  - Determining all building control applications
  - Attending to dangerous structures
  - Processing all local land charges searches promptly and to maintain an accurate local land charges register
  - Processing all street naming and numbering requests promptly and maintaining the council's database
  - Promoting the efficient processing and transaction of section 106 agreements and to lead in association with planning policy colleagues the introduction of the Community Infrastructure Levy (CIL)
  - Ensuring compliance with statutory regulations, legislation, professional codes of practice and to adhere to council priorities and policies

#### 4.3.2.6. Impact of strategy based reductions

No strategy based reduction.

#### 4.3.2.7. Strategic, operational & functional management in this team

- Specialists are managed functionally by the head of the team (in their capacity as a lead specialist). The head of the team is the most senior expert in their area across the organisation; the point of escalation on functional issues from here will be to the service delivery director or managing director as appropriate

- Senior specialists support the head of the team within their area (e.g. building control, applications, majors) in terms of functional expertise, acting as the first point of escalation with only high impact or particularly complex issues escalated to the head of place services
- One senior specialist – development management (majors) will be primarily focused on operational performance of the team and managing the case load
- One senior specialist – development management (majors) will be primarily focused on functional knowledge, with deep specialist knowledge of the borough and resolving the most complex aspects of major applications
- The head of place services is accountable for operationally managing the specialist services – place team (in their capacity as a manager)
- The head of place services is supported by the senior specialist roles to operationally manage the specialist services – place team
- Respective heads of service are functionally accountable for roles in compliance services (supported by the senior compliance officer and compliance lead as the first point of escalation, where appropriate – see section 4.2.3). For example, the compliance officer – planning is overseen functionally by the head of place services

#### 4.3.2.8. Key relationships with other teams

- Heads of service will be expected to liaise closely with caseworkers and customer service centre advisors to ensure that the separation, responsibility and flow of work between the teams is optimised, delivering benefits to the customer through efficiency and timely outcomes
- The specialist team will functionally support the customer and case services teams and be open and responsive to workflows between the two teams
- Specialists will input to key strategies delivered by the strategy directorate to ensure the council can deliver on plans efficiently and maintain transparency/compliance
- Heads of service will monitor operational performance within a performance cycle set out and managed by performance officers in the strategy directorate and identified through service planning and intermittent reports to the corporate management team
- The specialist team will set out how processes and functions will be carried out to ensure the council is compliant and effective and hold accountability for the training and competence of any given caseworker/customer service advisor to undertake tasks
- Specialists will support corporate programmes by providing advice, guidance and strategic input to facilitate the programme in meeting objectives as efficiently as possible while maintaining compliance
- Specialists will input to key strategies owned in the strategy directorate to ensure the council can deliver on plans efficiently and maintain transparency/compliance. This includes working with planning policy to maximise impact of the Local Development Plan
- Lead specialists will monitor operational performance within a performance cycle set out and managed by performance officers in the strategy directorate

#### 4.3.2.9. Benefits of this team

- Effective and efficient use of specialist knowledge with specialists who are empowered to continuously improve how work is handled
- Providing a trusted resource for Service Delivery and enabling better outcomes for customers
- Continued attraction, recruitment and development of officers in planning according to nationally recognised professional standards. The following summarises the relationship between roles in the operating model (which are part of an overarching job family) and nationally recognised terminology:

<b>Generic job description/role profile</b>	<b>Grade</b>	<b>Description</b>
Specialist – development management L1	5	Planning officer
Specialist – development management L2	6	Senior planning officer
Specialist – development management L3	7	Principal planning officer
Senior specialist – development management	8-9	Principal planning officer mentoring other planning officers with functional/technical guidance (but with no operational management accountability)
Development management lead	8-9	Principal planning officer accountable for an area of service, operationally managing other planning officers and case loads

**4.4.1. Community services**

**4.4.1.1. Structure Chart**

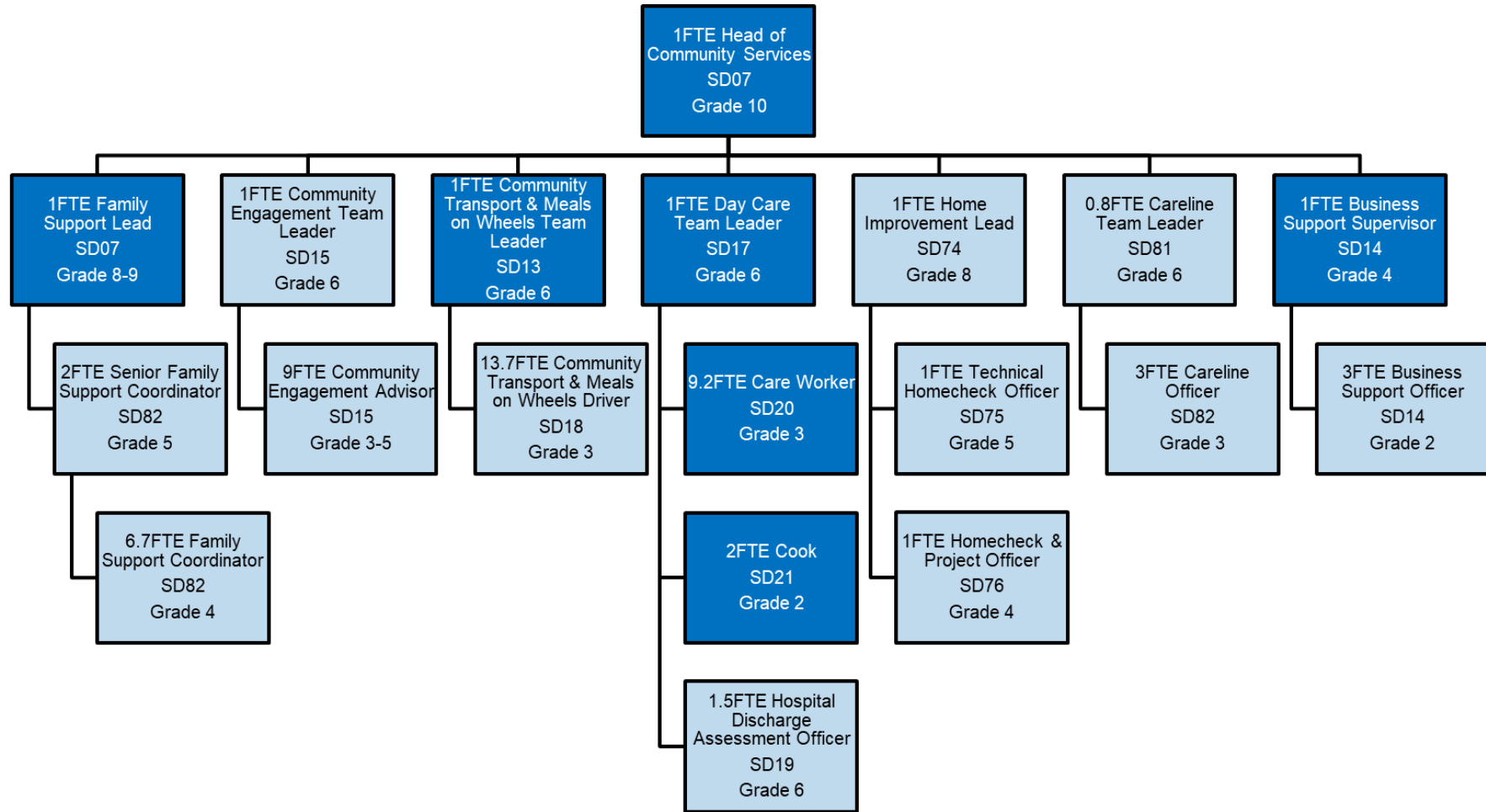


Figure 14: Community services organisation structure

#### 4.4.1.2. Purpose

Our community services team will help families and individuals who are vulnerable and support them in achieving an improved quality of life.

#### 4.4.1.3. Role

- Deliver family support service across the Guildford and Waverley area quadrant on behalf of Surrey County Council
- Building community resilience and infrastructure to address the many social issues facing our communities at a time where there are decreasing levels of support provided by the state is essential
- Managing community assets smartly and utilising partnership relationships with the community and 3<sup>rd</sup> sector to the best effect possible

#### 4.4.1.4. Vision

We will give people the best chance of living well and independently for as long as possible and to ensure communities are supported in looking after their own wellbeing and engaged in making decisions that can evoke behavioural change.

#### 4.4.1.5. Scope of activity

- Family support
  - The Family Support Programme is part of Surrey County Council's wider service to support families with children aged 5 – 18 years that are the most vulnerable
  - Based on the service level agreement between Surrey County Council and Guildford Borough Council the team will ensure family resilience by
    - Enabling parents and care givers to feel supported so they can provide stable and consistent care to their families
    - Helping children and young people achieve their education goals
    - Helping children and young people achieve the best possible physical and mental health
    - Helping children and young people be and feel safe
  - The above will be achieved through:
    - Being the coordinating practitioner for integrated partnership working with children, young people and families so that they receive support for all their needs
    - Timely interventions and dealing with problems as soon as they arise
    - Empowering families to identify their own problems, needs and solutions and working with them not doing things for them.
- Community engagement
  - Supporting communities in taking responsibility for their own wellbeing
  - Engaging in behavioural change necessary to live well
  - Ensuring the Park Barn and Shawfield social centres originally built for older people's services become intergenerational spaces for all the community
  - Support the volunteers and leaseholders of GBC owned community centres to ensure enhanced usage of the space for all the community
  - Building community infrastructure and working in partnership to support those in need
  - Supporting the corporate approach to community safety, ensuring that community engagement projects are delivered in areas of identified need that will help build longer term outcomes to solve anti-social behaviour
  - Working closely with communities to deliver services and undertake initiatives which contribute to housing and community outcomes in the corporate plan. (e.g. reducing food poverty, keeping people well and active, helping those in need)

- Supporting sports clubs (both existing and those looking to start up) which promote sport in the borough. This should promote an active/healthy lifestyle and target the community in the widest sense
- Ensuring children and young people can will achieve improved health outcomes through play
- Ensuring communities can experience greater health outcomes through participation in the arts
- Monitoring the delivery of Aspire community grant supported schemes
- The head of community services represents the council at the Surrey County Council Health and Wellbeing Board, supported by the community services team – ensuring that public health initiatives are delivered at local level with partnership agencies (e.g. NHS, CCG, voluntary sector)
- The head of community services coordinates the council’s internal Aspire Health and Wellbeing Governance Board that evaluates service delivery
- The head of community services ensures safeguarding practices are adhered to for children and adults
- Through our service level agreements with Surrey County Council, enable our vulnerable elderly people to live independently for as long as possible by:
  - Providing support in our intergenerational community spaces
  - Transporting older people who are otherwise unable to travel
  - Providing meals at home
- As part of day care services, provide hot meals at Park Barn and Shawfield (peripatetic cooks working across centres working within the Apetito contract to provide meals in communal spaces as required)
- Careline
  - Provision of the careline service
- Home improvement
  - Support people to live independently in their homes for as long as possible through home adaptations and alarms
  - Providing support as well as ensuring all that is necessary is in place when vulnerable people are discharged out of hospital
  - Connecting into other GBC community services provided so that the individual gets a package of care to enable self-resilience
  - The core elements of this team are self-funded or funded by the NHS
- Business support
  - Provision of trusted and timely business support for **all** teams in Community Services, ensuring smooth operational running and enabling core service delivery (e.g. managing service documents, contract administration, careline diary management, invoice management; ordering stock, managing rotas)
  - Family support administration

#### 4.4.1.6. Impact of strategy based reductions

Following a recent review of children’s services in Surrey, Surrey County Council have proposed four quadrants to provide family support over the next three years. The southwest quadrant covers Guildford Borough Council and Waverley District Council. Waverley District Council has reviewed the proposal and opted not to provide the service. Guildford Borough Council have entered into an agreement to provide the service for the entire southwest quadrant, where Surrey County Council will provide funding of £446K per year. Guildford will provide the service within this funding, which reduces the existing roles by 5FTE of vacant posts across the Guildford and Waverley quadrant.

#### 4.4.1.7. Strategic, operational & functional management in this team

- The head of community services is the single point of functional and operational accountability for the community services team; issues will be escalated to this point for resolution when required

- Lead roles are functionally and operationally accountable for their area, working collaboratively to deliver on corporate priorities and seeking oversight and guidance on coordination of activity from the head of community services as appropriate
- Supervisor and team leader roles are responsible for delivery of services in their areas and support the head of community services with operational management

4.4.1.8. Key relationships with other teams

- Key strategic events which span multiple council outcomes are owned by the strategy teams and these require input of specialist knowledge from community services. Tactical events within community services not owned by the strategy team will be designed and delivered within community services
- Fleet services provide and maintain vehicles for a range of community services (e.g. community transport) and provide an expert resource for the provision of meals on wheels service (which involves leasing bespoke vehicles)
- Requesting, monitoring and assuring quality of handyperson services delivered through technical services

4.4.1.9. Benefits of this team

- Building community resilience and infrastructure to address the many social issues facing our communities at a time where there are decreasing levels of support provided by the state
- Working in partnership with other authorities in Surrey and the third sector to deliver improving customer pathways which make the best use of available funding
- Giving people the best chance of living well and independently for as long as possible
- Ensuring communities are supported in looking after their own wellbeing and engaged in making decisions that can evoke behavioural change
- Promoting and delivering a range of wider initiatives, maximising uptake across different communities to improve levels of mental and physical wellbeing
- Inclusion of staff with social work qualifications
- Recognising the complexity and demand that will be placed on the family support team to manage the increased risk presented through higher-level need allocated cases
- Streamline the administration by integrating SCC's ICT sector into the way the team works

4.5.1. Operational & technical services

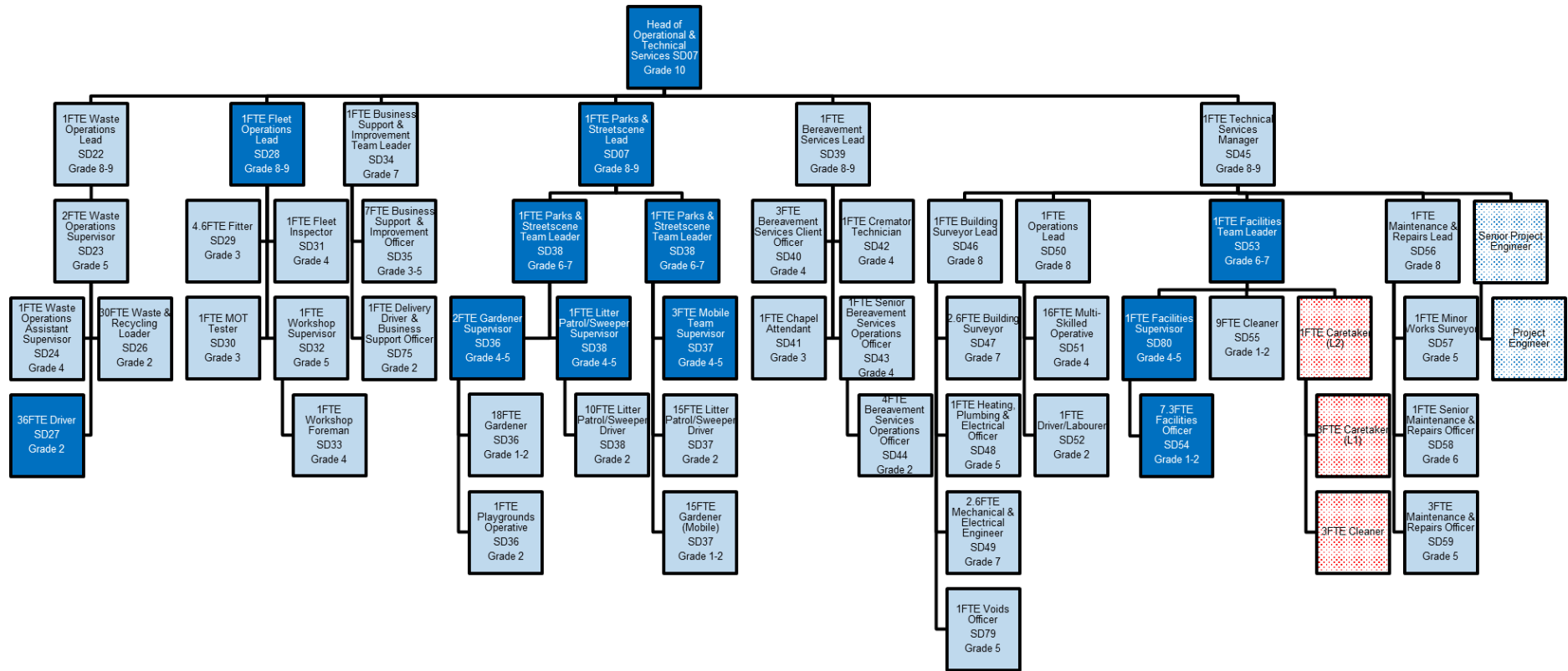


Figure 15: Operational services organisational structure (overview)



#### 4.5.2. Waste operations

##### 4.5.2.1. Structure chart

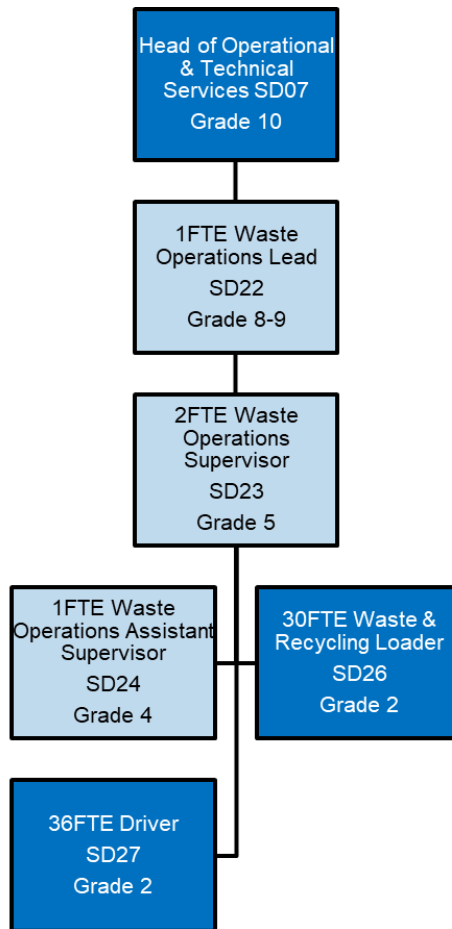


Figure 16: Operational services organisation structure (waste operations)

##### 4.5.2.2. Purpose

The provision of high quality, efficient and safe recycling and waste management services to residents and businesses.

##### 4.5.2.3. Role

- The delivery of high-quality recycling and waste services are critical to the everyday living of all residents and businesses
- The design and proper delivery of services which encourage recycling and reduce waste
- Delivering statutory services
- Shaping wider strategy as a partner in the Surrey area
- Enabling the community through infrastructure and utilisation of council assets

##### 4.5.2.4. Vision

Ensure Guildford remains the most attractive place to live, work and visit.

##### 4.5.2.5. Scope of activity

- The Waste team will focus on the service delivery element of waste collection including and continued commercialisation of the offering, including:
  - Commercial and residential waste and recycling collection (bin emptying in accordance with current legislation)

Agenda item number: 5  
Appendix 1

- Domestic refuse
- Domestic food waste
- Domestic green waste
- Commercial refuse
- Commercial recycling
- Commercial card
- Commercial glass
- Commercial food waste
- Deliveries and clinical waste collections (customers/new properties have the right containers and pay for those that are chargeable)
- Maintaining high health and safety standards across operations including the provision of adequate training
- Planning and monitoring operations
  - Hard drives and camera systems
  - Use of in cab systems
  - Plan daily manning establishment and schedules, monitor crew
- Deliveries and clinical waste collections
- Inspections and projects delivery

4.5.2.6. Impact of strategy based reductions

No strategy based reduction.

4.5.2.7. Strategic, operational & functional management in this team

- The head of operational & technical services is the single point of functional and operational accountability for the team; issues will be escalated to this point for resolution when required
- The waste operations lead is operationally accountable for their area, working collaboratively to deliver on corporate priorities and seeking oversight and guidance on coordination of activity from the head of operational & technical services as appropriate

4.5.2.8. Key relationships with other teams

- Working with the fleet services team to ensure specifications and standards of operational vehicles meet the strategic and commercial needs of the area
- Business support & improvement support provide capacity to undertake projects and improvement initiatives based on experience of delivery officers in the borough

4.5.2.9. Benefits of this team

- An efficient, in-house collection service that works collaboratively with other districts in Surrey and represents the interests of Guildford residents

### 4.5.3. Fleet operations

#### 4.5.3.1. Structure chart

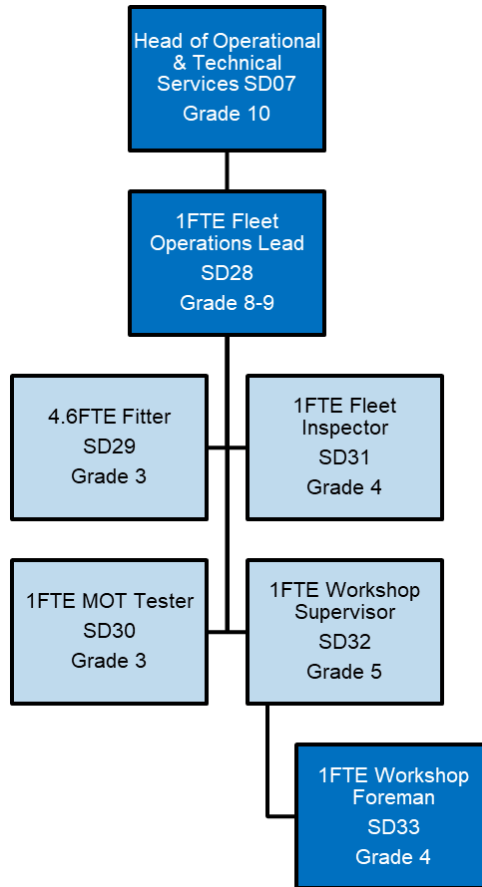


Figure 17: Operational services organisation structure (fleet)

#### 4.5.3.2. Purpose

Provide, govern and maintain viable fleet to support service delivery.

#### 4.5.3.3. Role

- To ensure safe and sufficient vehicles and plant to meet operational needs
- To ensure the timely maintenance of the fleet and that council transport is compliant with legal requirements
- To ensure council vehicles, taxis and customers vehicles meet regulated standards

#### 4.5.3.4. Vision

Ensure Guildford remains the most attractive place to live, work and visit.

#### 4.5.3.5. Scope of activity

- Management of the council fleet including inspection, maintenance and repair of vehicles and items of plant to provide council fleet that meet the requirements of council operations across a range of services
- Providing a safe, compliant and well-governed transport function for the council
  - Fleet policy and governance
  - Inspections and audits
  - Fitting

Agenda item number: 5  
Appendix 1

- Workshop repairs
- Provision of fuel and EV points
- Fuel
- Infrastructure
- MOT service
  - Provision of testing for council vehicles and taxis, ensuring safe public use
  - MOT tests and inspections
- Strategic vehicle planning and procurement including whole-life costing and utilisation

4.5.3.6. Impact of strategy based reductions

No strategy based reduction.

4.5.3.7. Strategic, operational & functional management in this team

- The head of operational & technical services is the single point of functional and operational accountability for the team; issues will be escalated to this point for resolution when required
- The deputy fleet manager and team leader deputises as the fleet licence holder and is responsible for delivery of services in their area, supporting the head of operational & technical services with operational management

4.5.3.8. Key relationships with other teams

- Working with internal clients such as the community services team to maximise the impact on communities
- Providing fleet services to key operational teams such as waste operations
- Providing fleet to facilitate the delivery of strategic services for which there is an approved business case. For example, delivering the specification required by the community services team, engaging with the team and using specialist knowledge to deliver the most efficient solution to meet specifications

4.5.3.9. Benefits of this team

- An efficient, in-house fleet service which allows the council to flexibly meet operational needs and deliver services
- Actively ensuring council vehicles and taxi vehicles impacting the lives of residents meet regulated standards

#### 4.6.1 Business support & improvement

##### 4.6.1.1 Structure chart

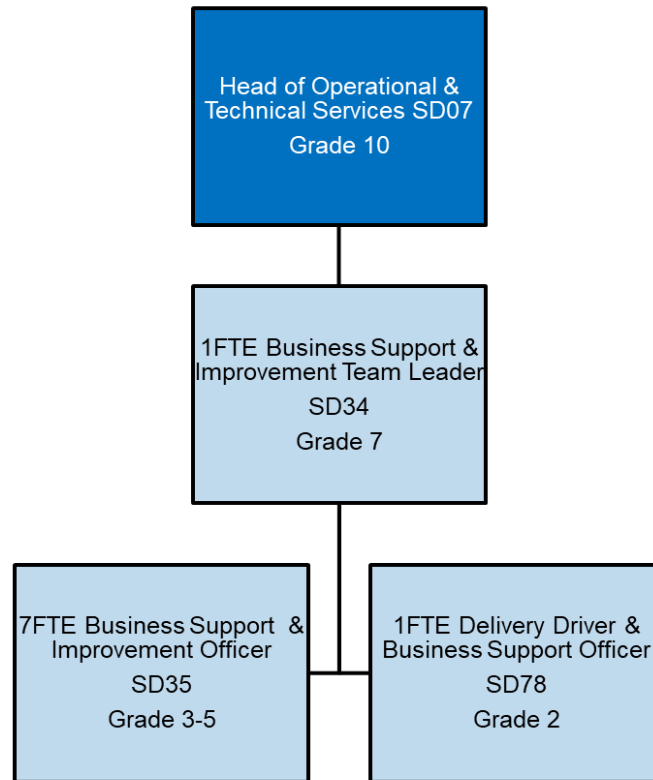


Figure 18: Operational services organisation structure (business support & improvement)

##### 4.6.1.2.1 Purpose

To improve the council's operational services and efficiently support business as usual activity.

##### 4.6.1.2.2 Role

- Provision of business support across operational & technical services
- Business development focusing on the continuing commercialisation of services. This will include exploring further opportunities to scale existing contracts and seek new business
- Building resilience, improving performance and maintaining compliance by undertaking the most appropriate projects and initiatives

##### 4.6.1.3 Vision

Ensure Guildford remains the most attractive place to live, work and visit.

##### 4.6.1.4 Scope of activity

The business support & improvement team will focus on four key areas:

- Improvement
- Projects
- Support
- Administration

The council is keen to invite responses on the priorities for this team and ensure best practice across all of operational & technical services by considering the following activities and responsibilities:

Agenda item number: 5  
Appendix 1

- Ensuring databases are maintained to provide accurate and low cost operations
- Completing mandatory reporting data to ensure income and compliance with regulations
- Monitoring back office software showing movement of vehicles and collections
- GW renewals
- Containers management
- DD system entry and processing
- System monitoring
- Job direction
- Supporting the commercial waste operations of the council to protect significant income
- Post
- Weighbridge ticket management
- WDF reporting
- Data preparation for projects
- Services meet the expectations of the residents
- Ensuring properties have correct services and containers, sufficient access is available to our vehicles and customers pay for chargeable services
  - Postal collection and delivery
  - Planning application responses including liaison with developers
  - Property assessments for new builds, projects, investigations, enforcement, complaints, accessibility of services
  - Data gathering
  - Enforcement activity
  - Project delivery (including partnership projects)
  - Partner meeting attendance
- Operational support to refuse and street cleansing
- Allocation, completion and invoicing of tradesmen job tickets
- Establish and maintain good customer service between stores and clients
- Maintain accurate records (for example, annual leave, training, petty cash, customer feedback and appraisals)
- Updating staff quality files to maintain compliance with relevant standards
- Liaising with BHRT staff to maintain smooth running of services
- Collate and compile monthly management information
- Stores admin duties including special ordering, reports and documentation
- Arrange and place orders with nominated suppliers
- Check, sign for and input deliveries into stores systems
- Issue materials and accept returns at the stores counter
- Own the relationship with the Surrey Environment Partnership to improve collaboration across Surrey and represent Guildford's interests
  - Attending partnership groups to represent Guildford
  - Chairing the partnership officer's group
  - Chairing the partnership operations and recycling group
  - Supporting, leading and delivering partnership projects
  - Coordinating on the Joint Municipal Waste Management Strategy
  - Leading and delivering Surrey wide recycling officer training

#### 4.6.1.5 Impact of strategy based reductions

No strategy based reduction.

#### 4.6.1.6 Strategic, operational & functional management in this team

- The head of operational & technical services is operationally and functionally accountable for the team

- The head of operational & technical services is supported by the business support & team leader with both operational and functional management

#### 4.6.1.7 Key relationships with other teams

- Provision of support striving to improve the waste, fleet, parks & streetscene and technical services teams
- Owning systems to gather feedback and insight from operational teams to drive support and improvement initiatives. For example, by working with waste operations to understand hotspots of activity, current service issues and observations on the ground to drive projects and influence SEP

#### 4.6.1.8 Benefits of this team

- Undertaking research, improvement initiatives and projects to improve respond to changing requirements, best practice and statutory change to service across operational & technical services
- Potential to develop consistent, complimentary support and business improvement approaches for all operational areas

4.7.1. Parks & streetscene

4.7.1.1. Structure chart

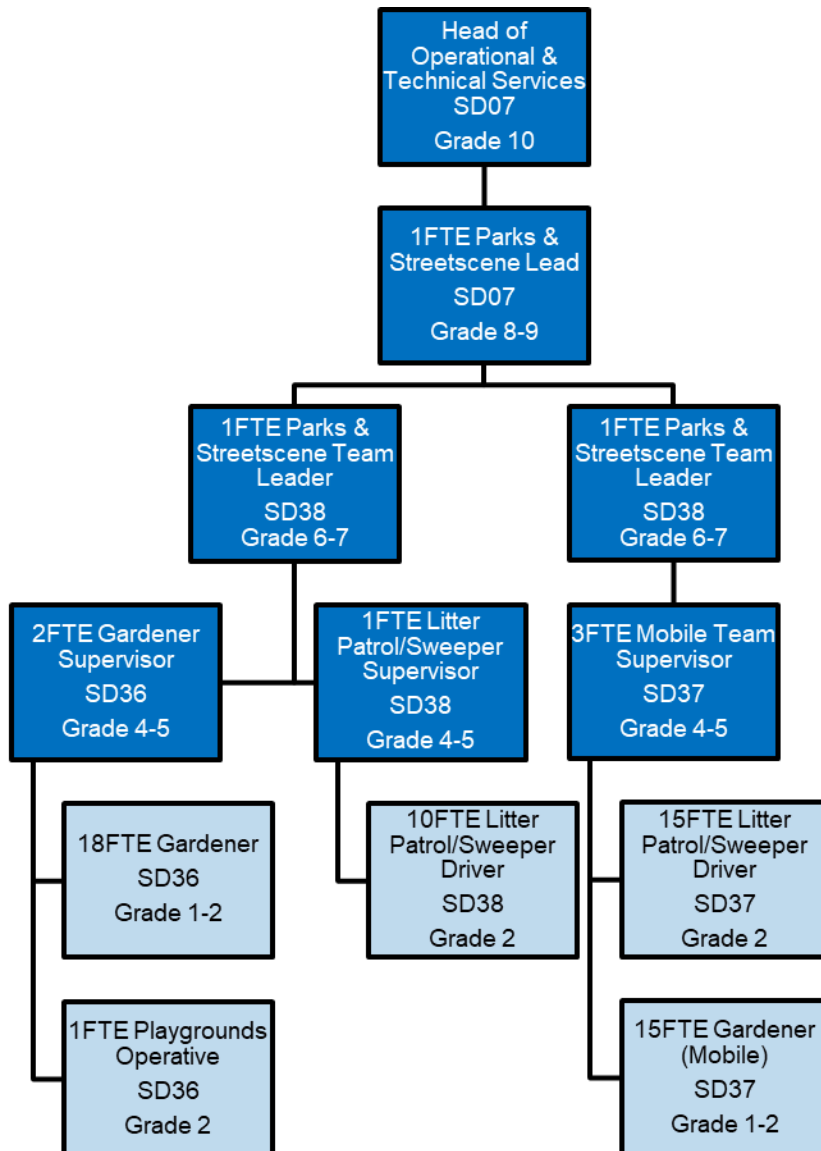


Figure 4: Operational services organisation structure (parks & streetscene)

4.7.1.2. Purpose

Maintain an attractive and clean environment, including roads and strategic assets, for the enjoyment of residents and visitors to our borough.



4.7.1.3. Role

- Litter patrol
- Street cleaning
- Gardening, horticulture and tree work across the town centre and strategic assets
- Maintain parks, countryside and open spaces in accordance with the law, covenants and best practice
- Protect and conserve biodiversity

4.7.1.4. Vision

Ensure Guildford remains the most attractive place to live, work and visit.

4.7.1.5. Scope of activity

The proposed structure focuses on bringing parks and streetscene together in three teams:

- Gardening and horticulture including sports pitches
- Multi-skilled mobile team delivering gardening and street cleansing in key assets and open spaces
- Litter patrol and street cleansing

The council is keen to invite responses on how to align operations across the borough including town centre, street cleansing and parks operations considering the following activities:

- Maintain an attractive and clean environment for the enjoyment of residents and visitors to our borough; cleaning/sweeping roads, graffiti removal, emptying bins, clearing flytips and removing waste
- Maintaining the high street and town centre
- Maintenance of parks, open spaces, sports pitches and amenity land throughout the borough
  - Year-round maintenance of sports pitches including football, rugby, cricket, bowls, tennis and lacrosse
  - Tree planting regime
  - Installing hanging baskets and planters around the borough
  - Regularly update mapping systems and create new maps
- Rapid response to reported issues (including abandoned vehicles and overgrown vegetation in parks or across the borough)
- Maintenance of public litter bins in parks, town centre and across the borough
- Compliance with our duty under the EPA 1990
- Statutory management of SSSI and countryside
- Manage contracts and commissioning of works such as repairs, renewals and improvements
- Invasive species control
- Infrastructure inspections, maintenance and repairs including playgrounds (including updating database records)
- Traveller defences and consultation of proposals
- Operational contract management

4.7.1.6. Impact of strategy based reductions

- Removal of 6FTE gardener posts from the proposed structure, which is already effectively realised by the current vacancy level. As above, the council is keen to invite responses on potential areas of opportunity and the likely impact on service level agreements

4.7.1.7. Strategic, operational & functional management in this team

- The head of operational & technical services is the single point of functional and operational accountability for the team; issues will be escalated to this point for resolution when required

- The parks & streetscene lead is operationally accountable for their area, working collaboratively to deliver on corporate priorities and seeking oversight and guidance on coordination of activity from the head of operational & technical services as appropriate
- The parks & streetscene lead is supported by the team leader and supervisor roles with both operational and functional management

4.7.1.8. Key relationships with other teams

- Creating a feedback loop with compliance officers in compliance services to successfully identify/prevent issues and hotspots, maximising the impact of engagement, support, education and enforcement
- Working with the culture, heritage & tourism team to deliver services and maintain assets across parks in line with statutory obligations and strategic objectives. For example, delivering on the open spaces management plan and coordinating with rangers and wardens on issues
- Delivering on events and initiatives coordinated by the policy officers (community & events) in the strategy & communications team
- Delivering on the balance of strategic and commercial initiatives set out by the parks development lead and commercial lead in culture, heritage & tourism. This will involve contributing to activities, projects and initiatives that develop parks and open spaces in line with priority outcomes and/or develop commercial surplus

4.7.1.9. Benefits of this team

- Maximising operational efficiency in operations across the borough in open spaces, strategic assets and other public spaces

#### 4.7.2. Bereavement services

##### 4.7.2.1. Structure chart

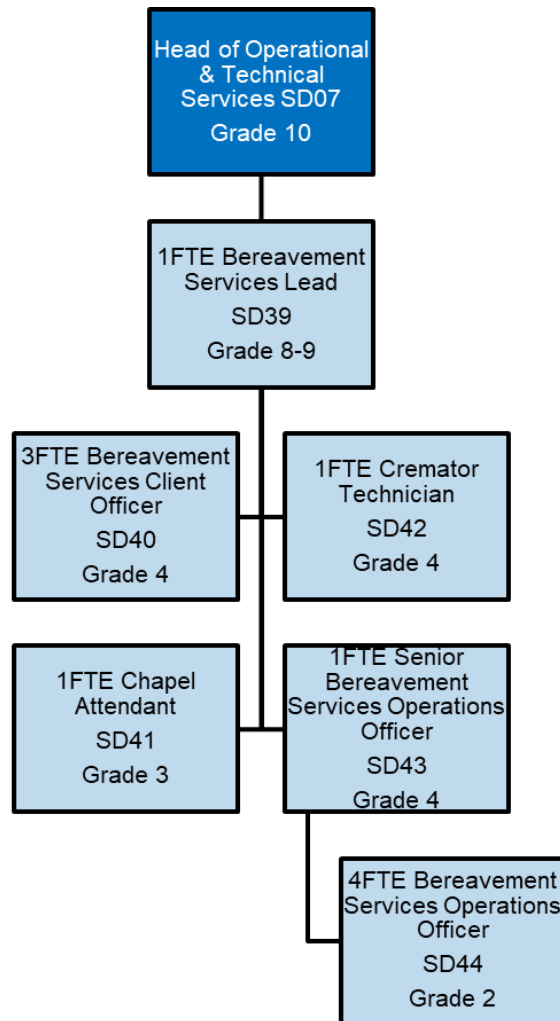


Figure 20: Operational services organisation structure (bereavement services)

##### 4.7.2.2. Purpose

Provide a high quality service to the community supporting the bereaved in accordance with legal requirements, best practice and best available techniques.

##### 4.7.2.3. Role

- Support the bereaved and care for the deceased in accordance with the ICCM Charter for the Bereaved and the FBCA code of practice
- Delivering a legally compliant cremation service including maintenance of gardens where ashes are laid to rest
- Delivery of a legally compliant burial service
- Oversee closed church yards

##### 4.7.2.4. Vision

To be the bereavement service of choice for Guildford and surrounding areas leading the way in standard of service, facilities and choice for the bereaved to support our community.

4.7.2.5. Scope of activity

- Deliver high standards of customer service for the bereaved and associated professionals. For example, funeral directors, stonemasons, bereavement charities and Royal Surrey County Hospital. This includes the services required immediately after a bereavement as well as supporting the ongoing grief process through providing access to support services, memorials, gardens of remembrance, open days and training
- Offer a range of types of funeral service, including cremation and burial to meet the needs of the bereaved and support the local economy
- Maintenance of gardens of remembrance and cemeteries
- Memorial safety in churchyards and within our cemeteries

4.7.2.6. Impact of strategy based reductions

No strategy based reduction.

4.7.2.7. Strategic, operational & functional management in this team

- The head of operational & technical services is the single point of functional and operational accountability for the team; issues will be escalated to this point for resolution when required
- The bereavement services lead is operationally and functionally accountable for their area, working collaboratively to deliver on corporate priorities and seeking oversight and guidance on coordination of activity from the head of operational & technical services as appropriate

4.7.2.8. Key relationships with other teams

- Working with the parks & streetscene team to draw on specialist knowledge and delivery resources of parks & streetscene as reasonably required and improve resilience of the service

4.7.2.9. Benefits of this team

- Continued focus on bereavement services as a delivery unit to provide an accessible and personalised service; caring for customers, maintaining ownership of facilities and staff, delivery of operations

4.7.3. Technical services

4.7.3.1. Structure chart

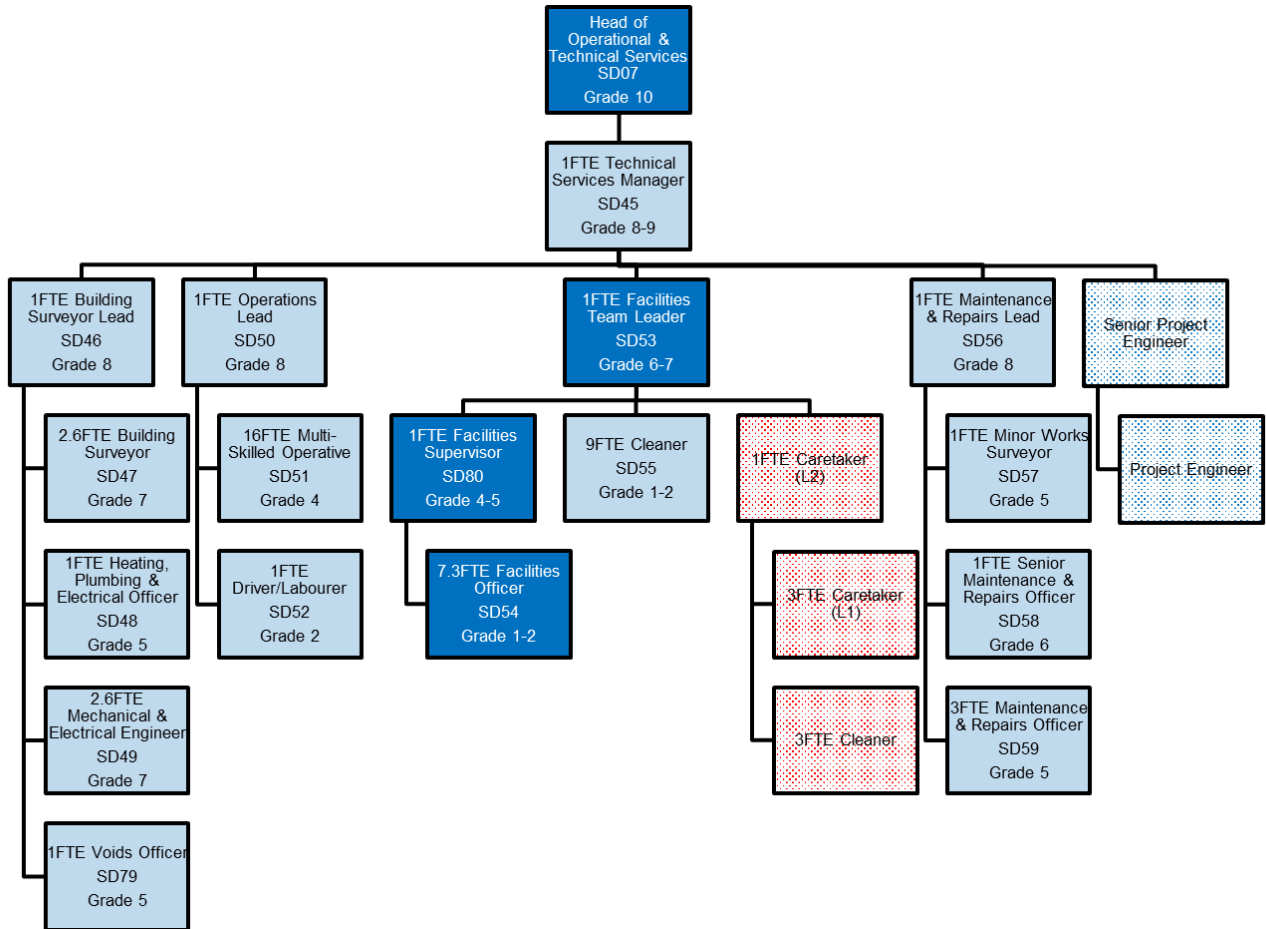


Figure 21: Technical services organisation structure

4.7.3.2. Purpose

Build, manage and maintain assets to ensure compliant, affordable homes that are available to live in.

4.7.3.3. Role

- Manage council property and assets by:
  - Complying with statutory requirements
  - Hard facilities management
  - Protecting the liabilities and assets
  - Procuring resources and materials
- Provide high quality assets for tenants
- Maximising the use of property and land
- Responding to future housing needs through new building and improvement of existing stock

4.7.3.4. Vision

An exemplary technical housing maintenance service and social housing programme.

4.7.3.5. Scope of activity

- Surveyors, mechanical and electrical engineers
- Housing maintenance and repairs officers

- Multi-skilled operatives, electricians, driver/labourer, stores and operations support
- Estimating function
- Facilities management, caretaking and cleaning to support waste, fleet, parks & streetscene and culture, heritage & local economy teams in terms of cleaning:
  - Technical oversight of facilities management across the council's assets to ensure statutory responsibilities such as fire safety and legionella are discharged
  - Caretaking including duties to open and close sites securely, including supporting events
  - Cleaning and mounting exhibition installs
  - General cleaning and caretaking
  - Site H&S
  - CCTV management
  - Pest control
  - Museum store assurance
  - Accountability for fire safety compliance (which may be delivered by a contractor)
  - Accountability for legionella checks (which may be delivered by a contractor)
  - Building responsible person for the depot
  - Duty management to cover cleaning, first aid and access
  - Depot management
    - Surveys
    - Repairs
    - Contract management
    - Grounds maintenance
    - Container management
    - Container cleaning and repair
    - Emergency response
    - Lodger management
    - Crime prevention
    - Gates and other security device management
    - Pest control
    - Fork lift truck management
    - WEEE, batt and textiles collection areas for use by crews
    - Site permitting
    - External inspections
- *Updated: engineering (Phase A roles for which the reporting line is moved from corporate programmes to the technical services lead; these existing roles are not in scope or at risk)*
  - *Engineering and transport project delivery (including site supervision, design works, funding bids)*
  - *Oversight of how technical engineering work is delivered across the council*
  - *Delivery of maintenance and works to social housing*
- *Updated: cleaning, caretaking and facilities management duties for Millmead House (Phase A roles for which the reporting line is moved from resources case services to the technical services manager; these existing roles are not in scope or at risk)*

#### 4.7.3.6. Impact of strategy based reductions

No strategy based reduction.

#### 4.7.3.7. Strategic, operational & functional management in this team

- The technical services manager is operationally and functionally accountable for the team
- The technical services manager is supported by the lead and team leader roles with both operational and functional management
- Engineers in particular are part of a matrix management structure, reporting to programme managers in corporate programmes in an operational context when supporting strategic programmes

4.7.3.8. Key relationships with other teams

- Supporting corporate programmes to maximise impact on the council's strategic goals. In particular, feeding into the feasibility of new build programmes with expert knowledge on specification of affordable housing and implications for future maintenance
- Working closely with the environment & regulatory team to deliver capital funded adaptations (e.g. by liaising with the surveyor role to deliver disabled facilities grant adaptations)
- Working with specialist – housing roles to manage voids and provide a joined up, high standard of service to social housing tenants and maintain a smooth journey from allocations
- Working with customer services and case services to support processes in technical services (e.g. by arranging repairs/maintenance and selecting appropriate contractors)
- Working with culture, heritage & tourism to deliver facilities management and caretaking across assets, particularly across parks, culture and heritage sites
- Creating a working relationship with the business support & improvement team who provide operational support (for example, administrative, estimating)
- The compliance officer role supports the team to maintain estates and respond to issues
- Collaborating with surveyors in asset management to share best practice and consider all council assets across the general fund and HRA to maximise effectiveness and efficiency (e.g. by procuring contracts that best meet the needs across the asset base)

4.7.3.9. Benefits of this team

- Coordinated facilities management and caretaking across council assets and services, creating a pool of resources better equipped to respond to constantly changing or ad-hoc requirements
- Continued focus on delivering a high quality service to social housing tenants

### 4.8.1. Culture, heritage & tourism

#### 4.8.1.1. Structure chart

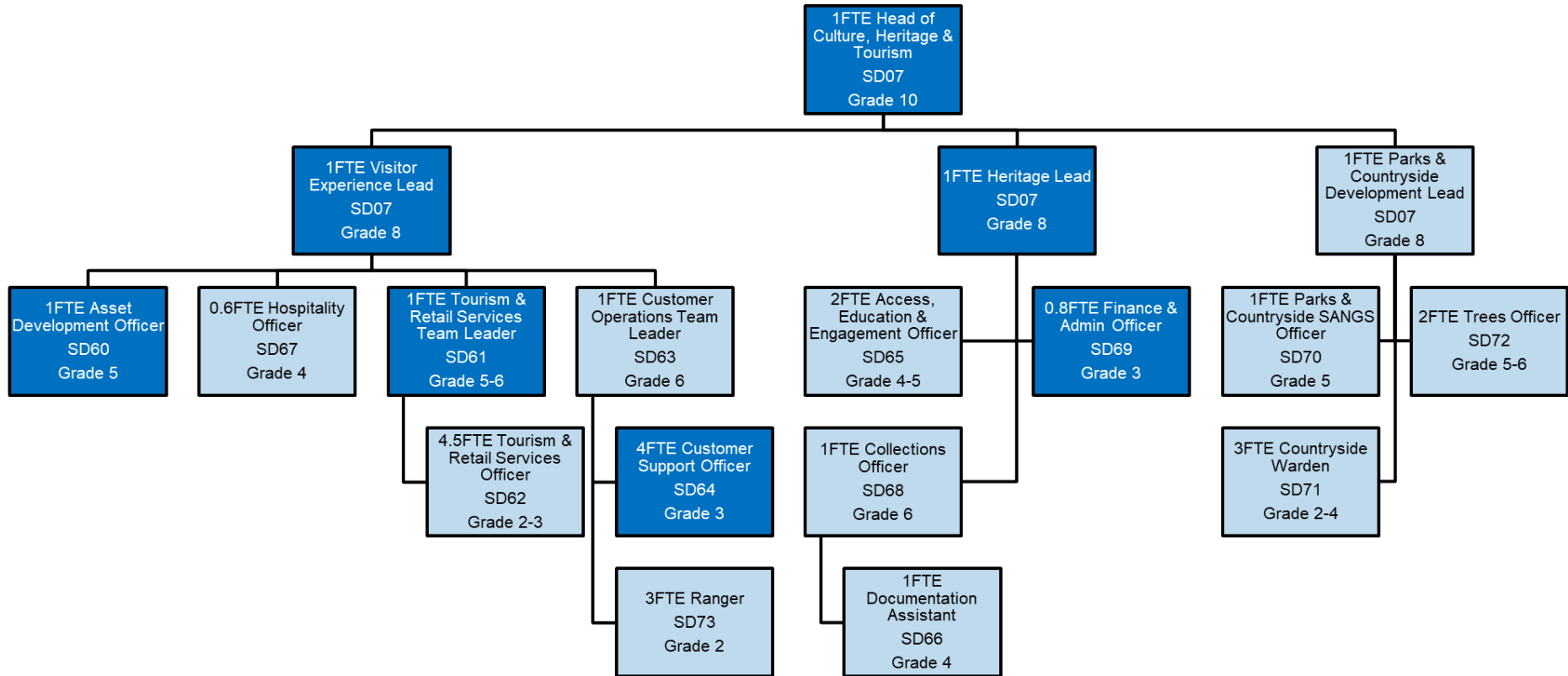


Figure 22: Culture, heritage & tourism organisation structure



4.8.1.2. Purpose

Protect and promote the borough's heritage, culture and wellbeing assets

4.8.1.3. Role

- Promoting and protecting Guildford's culture and natural environment
- Providing assets and related services that promote and improve health and wellbeing, such as provision of facilities including tennis, crickets, bowls and more
- Generating positive income streams to the council by meeting the demands of customers in the borough
- Acting as the customer, on behalf of the rest of the council for services contracted out to the market or delivered by the operational and technical services teams

4.8.1.4. Vision

A valued and trusted partner that utilises assets and engages with the community to promote heritage, culture and wellbeing in Guildford.

4.8.1.5. Scope of activity

- The culture, heritage & tourism teams will focus on continuing commercialisation of assets within the service. This includes:
  - Exploring further opportunities to scale existing contracts
  - Shaping strategy and the business development plan for the asset group
  - Inputting to bidding for funding
  - Pro-actively seeking new business
  - Contract management of suppliers
- The culture, heritage & tourism teams will focus on the successful attraction of visitors to its key sites and the customer experience and commercial offerings at these sites including delivery of events and exhibitions
- Responsibility for business development activities including marketing, partnership working and market research
- Facilities management and caretaking will be provided by the technical services team and specialist buildings maintenance requirement will be delivered through appropriate contracts (e.g. specialist support, maintenance and use of equipment at Spectrum)
- Delivering the tourism offering
  - Promoting Guildford as a destination for visitors and businesses to generate income and drive economic growth in the borough
  - Providing a box office for events in the borough (design halls and programme events, attraction of promoters and venues)
- Delivering the customer and retail operations across heritage assets including Guildford House and The Brew House, Guildford Museum and Victorian Schoolroom, Guildford Castle and the Guildhall:
  - Delivering events, displays and exhibitions (including programming, procuring, installing and loaning)
  - Customer service to support exhibitions, events and any other processes required to deliver services to customers (e.g. bookings and venue management for GBC facilities and external partners)
  - Running the retail operation including sales, stock control/ordering/sourcing, merchandising
  - Producing and promoting the education offer (covering formal and informal learning)
  - Developing and maintaining accessible collections through acquisition/disposal
  - Collections environmental monitoring/management care conservation, housekeeping (supported by caretakers in technical services as required)
  - Managing/assisting with documentation

- Leading on the creation of marketing for the service, including Visit Guildford TIC, heritage venues, parks facilities
- Parks and countryside development
  - Managing the strategic direction of parks and maximising their impact on the corporate plan (working with the commercial lead and asset development officer to make best use of assets)
  - Nature conservation management
  - Contractor management (specifications, quotes, health and safety, inspections)
  - Advice regarding biodiversity, trees, SANG, Common Land, PRow
  - Managing a large volunteer base and related initiatives
  - Complex land management issues
  - Site management plans
  - Patrolling parks and open spaces
  - Tree inspections and policy
  - Reducing encroachments on to council land
  - Contribute to climate and biodiversity mitigation initiatives (e.g. tree planting projects)
  - Photographs, video and drone footage of our sites for works & events planning, promotional purposes and to document changes
  - Delivering the Stoke Park Masterplan and open spaces management plan, including consultation with residents
  - Strategic clienting and commissioning

#### 4.8.1.6. Impact of strategy based reductions

Removal of 2FTE Tourism & Retail Services Officer from the proposed structure based on:

- Continued reduced opening hours of the Tourist Information Centre (TIC)
- Planned consolidation of retail outlets including the TIC, Brewhouse and Museum. The council is keen to invite responses on consolidating assets and bringing services together

#### 4.8.1.7. Strategic, operational & functional management in this team

- The head of culture, heritage & tourism is operationally and functionally accountable for the team
- The head of culture, heritage & tourism is supported by the lead roles with both operational and functional management

#### 4.8.1.8. Key relationships with other teams

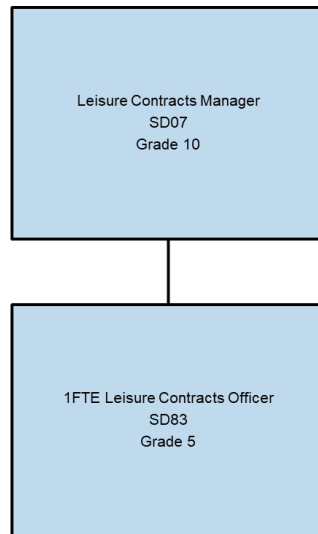
- Working with facilities management and caretaking roles to successfully deliver safe and professional events/exhibitions in strategic assets
- Specifying services and offerings, working with the digital services team to create a presence across the digital platform/website/social media that is consistent with the council's offerings and customer journeys as well as the principles of the customer engagement strategy
- Asset management own the strategy for assets and therefore parks development and commercial teams will work within this strategy. i.e. Stoke Masterplan and commercial business cases will respond to these requirements
- Events development and planning is coordinated in strategy & communications (policy officer – community & events) and these teams will work to deliver them

#### 4.8.1.9. Benefits of this team

- Maximising the council's commercial opportunities and liaising with the strategy & communications team to keep these in balance with portfolio outcomes set out by Members

#### 4.9.1. Leisure

##### 4.9.1.1. Structure chart



##### 4.9.1.2. Purpose

To manage the council's leisure contracts.

##### 4.9.1.3. **Other roles**

A number of new Phase B roles will be integrated into existing teams, where these teams have already been mobilised through Phase A. This is set out in the sections below, where existing Phase A roles that are not in scope are still marked as such using the same colour coding set out at the start of this section. The teams affected are :

- Strategy & communications
- Corporate programmes
- Resources specialist services

### 4.10.1. Strategy & communications

#### 4.10.1.1. Structure chart

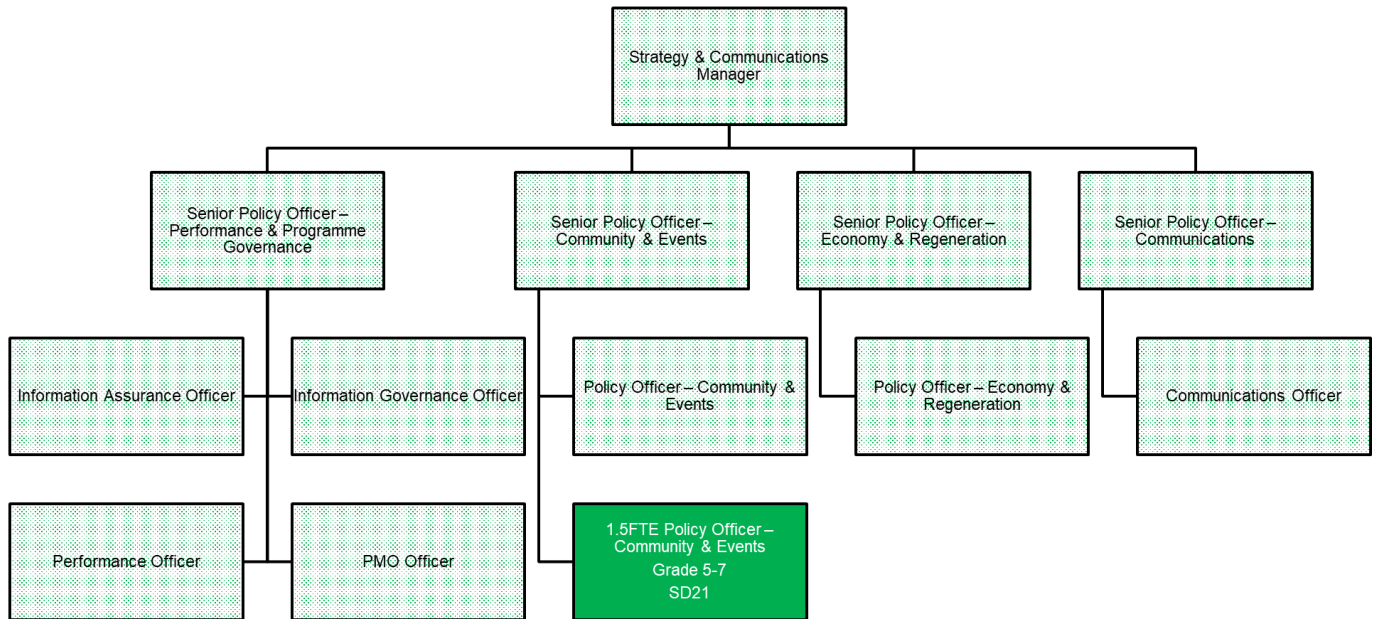


Figure 23: Strategy & communications organisation structure, where 1.5FTE new roles are proposed for Phase B

#### 4.10.1.2. Purpose

To articulate the council's priorities, develop strategies to deliver these priorities and communicate them effectively to key stakeholders.

#### 4.10.1.3. Role

- Work with Members to articulate and update performance against the corporate plan of the council
- Ensuring an effective strategy and policy framework that underpins the corporate plan
- Delivering the Local Plan as a core component of strategy, developing a framework for the use of land which delivers against the corporate plan
- Accountability for developing and maintaining suitable strategic partnerships that deliver on our shared priorities and target outcomes
- Prioritise the needs of the borough, and engaging with internal and external customers through the most effective channel

#### 4.10.1.4. Vision

Recognised by customers as a council that works closely with strategic partners to achieve the aspirations of One Guildford.

#### 4.10.1.5. Scope of activity

- Creating business cases to specify new programmes and initiatives that will deliver the council's strategic priorities
- Working with Members to develop the council plans, based around strategic themes, and work closely with specialists in service delivery to harness expertise on delivering strategies through programmes, services and partnerships

- Coordinating with key partners and delivering interventions/events/activities to promote priority outcomes in the borough
- Coordinating strategic innovation and growth outcomes in the borough; sector development, networking, business liaison, economic promotion, town centre improvement, inward investment
- Delivery of the Local Development Plan
- Marketing, customer engagement, internal and external communications
- *Updated: voluntary grants*
  - *Dealing with enquiries from applicants and councillors*
  - *Managing of inboxes for all grant types*
  - *Production of application forms*
  - *Receipt, validation and processing of applications*
  - *Organising/preparing for panel meetings*
  - *Producing reports*
  - *Attending and documenting meetings*
  - *Producing outcome letters and funding agreements*
  - *Invoicing and payment of grants*
  - *Letter to request monitoring reports*
- *Updated: coordinating events and parks development*
  - *Marketing events and activities and liaising with digital services to produce excellent digital content*
  - *Manage events such as Guildford in Bloom, Picnic in the Castle Grounds, Walkfest, Armed Forces Day etc. This includes design, budgeting, scheduling, entertainment, décor, security, catering, vendors, emergency plans, marketing, communications, staff management, technology, awards etc.*
  - *Design and implement community building activities to maximise impact on strategic outcomes and generate commercial surplus*
  - *Assess event applications, undertake due diligence and record details*
  - *Developing partnerships and delivering events/projects as well as making funding applications to support the service*

#### 4.10.1.6. Impact of strategy based reductions

No strategy based reduction.

#### 4.10.1.7. Strategic, operational & functional management in this team

- The strategy & communications manager is operationally responsible for the team. The functional aspect of this role is to be the most expert strategist in the organisation
- Policy leads are primarily functional roles and act as the most senior policy role in the area, as well as holding operational accountability for their team
- All other roles (including senior policy officers) are functional roles with no operational management accountability; delivering strategic plans and setting direction. This distinguishes them from specialists in the service delivery directorate who are functionally accountable for how outcomes are delivered against plans
- Matrix working across directorates is critical across specialists in this team who must draw on the knowledge and expertise of specialists in service delivery and programme managers in corporate programmes to produce meaningful, achievable strategies and plans

#### 4.10.1.8. Key relationships with other teams

- The team coordinates all of the following and will therefore be required to work with a number of other teams:
  - Events: events across services and offerings including tourism, leisure and other services coordinated by policy officers (community and events). This is likely to

- involve working across key stakeholders in service delivery to maintain a joined up approach across all events, with consistent priorities and messages to the community
- Grant funding: community, art and leisure grants coordinated by policy officers (community & events)
  - Strategic partnerships: owning the relationship with key stakeholders in genuinely strategic partnerships to maximise collaboration. For example, working with organisations and businesses to promote investment and improvement in the borough coordinated by policy officers (innovation & growth)
  - Policy officers in each strategic area will draw input from the performance and programme governance team to ensure that strategic partnerships deliver the required outputs against the resources dedicated to them
  - Lead and senior policy officers will coordinate the relationship with Members and therefore the rest of the organisation will use these officers as a key channel for high level Member engagement so that decision making is coordinated and decision making is informed
  - Policy officers will link with lead specialists. This ensures strategies are achievable by drawing in appropriate technical knowledge but retains oversight of inter-dependencies across the council and with key partners
  - Working with the digital services team and head of customer, case & parking to deliver the council's online presence consistently across services. The content and approach should be aligned to the customer engagement strategy and prioritise strategically important projects, initiatives and services

#### 4.10.1.9. Benefits of this team

- Coordinated strategy with genuine oversight of how activities, processes and services undertaken deliver on the ambitions of the council
- A robust annual strategic cycle that engages key stakeholders at the right time; a framework to deliver what the borough needs and what residents want
- Simplification of how we develop strategies and policies and deliver grants, events and strategic partnerships
- Delivering the Local Development Plan as a strategic activity so that it responds to the needs of the borough
- Maintaining a coordinated approach to keeping internal and external customers informed and engaged in the council's priorities, services and campaigns

#### 4.11.1. Corporate programmes

##### 4.11.1.1. Structure chart

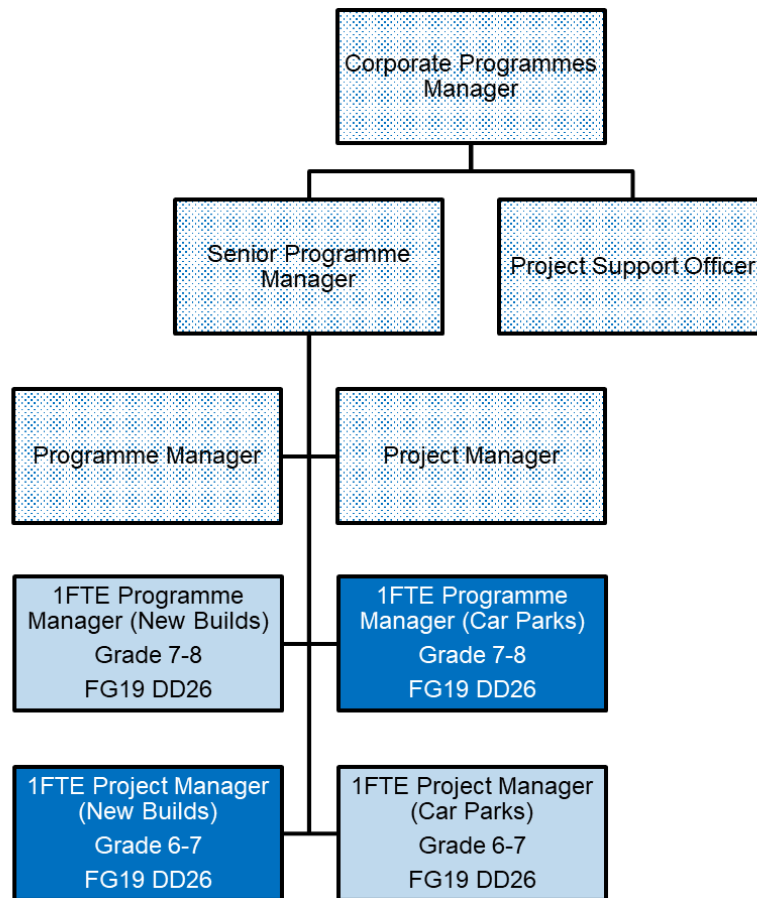


Figure 24: Corporate programmes organisation structure, where 4FTE new roles are proposed for Phase B

##### 4.11.1.2. Purpose

The council's resource for delivering projects and programmes across services and sectors; the strategic delivery arm of the council.

##### 4.11.1.3. Role

- Inputting to business cases and feasibility studies to determine projects and programmes that will best meet outcomes in the council's corporate plan
- Building teams to lead and deliver projects
- Programme/project management and support (not including programme governance which is carried out by the performance and programme governance team)
- Emphasis on delivering projects that promote sustainable regeneration in the borough

##### 4.11.1.4. Vision

Consistent delivery of priority outcomes in the corporate plan; contributing to a borough with sustainable growth, certainty for businesses and improved quality of life for residents.

##### 4.11.1.5. Scope of activity

- *Updated: engineering roles (out of scope having been part of Phase A consultation) will transition to technical services (see section 4.7.3)*
- Programme/project management for a range of corporate programmes which sit outside of business as usual activity and underpin the council's strategic initiatives. This includes:

- Drawing on technical knowledge of specialists in both other strategy teams and in service delivery to facilitate efficient and effective programme delivery
- Creating and executing contracts to support delivery
- Procuring consultancy where required
- Reporting progress, risks and issues to stakeholders
- Communicating with internal customers to articulate impacts to services across the council
- Inputting to business cases and feasibility studies undertaken in the strategy, performance and communications team to support proposals in terms of delivery approach, resourcing and budgeting
- *Updated: new build delivery*
  - *Overseeing new build development projects ranging from single housing units and small projects to major projects such as the Guildford Park Development*
  - *Monitoring the progress of development projects and managing progress through each stage of the programme lifecycle, including:*
    - *Following up on potential sites identified (e.g. small sites flagged by teams across the council or large strategic sites)*
    - *Site appraisals*
    - *Procurement of contractors and consultants*
    - *Managing contractors and consultants (overseeing pre-application advice, planning applications, design & build contracts, ensuring specifications are met)*
- *Updated: car parks*
  - *Providing oversight of the council parking strategy and relationships with key stakeholders such as Surrey County Council*
  - *Delivering programmes by disposing, divesting, consolidating and developing existing and new sites for car parking; this will deliver against the council's asset management and parking strategies*

#### 4.11.1.6. Impact of strategy based reductions

No strategy based reduction.

#### 4.11.1.7. Strategic, operational & functional management in this team

- The corporate programmes manager is operationally responsible for the team; no other role within the team has operational management accountability. The functional aspect of this role is to be the most expert programme management authority in the organisation
- Matrix management applies throughout the corporate programmes team. Programme managers are accountable for the programme and supporting staff report in an operational context to the programme manager
- All programmes will have assigned a programme sponsor and programme board who will act as client for the corporate programmes team
- All programmes will respond to a business case owned by the strategy and communications teams who will articulate the expected programme benefits to be reported against and delivered
- Depending on the structure of any given programme, functional accountability for different elements of a given programme could sit with different roles. For example, an engineering work stream lead within a transport programme or a lead specialist within a community or regeneration programme
- *Updated: The programme manager (car parks) role is accountable for parking strategy within the borough and will occasionally be required to support the head of customer, case & parking services with complex parking and enforcement issues*



4.11.1.8. Key relationships with other teams

- The strategy, performance and communications team will be accountable for the business case and feasibility stage of projects. As well as working closely with Members to ensure proposed projects deliver on political ambition, policy officers will draw in the expertise of the corporate programmes team
- The performance and programme governance team includes a PMO (project management office) which will be accountable for programme governance; this is distinct from specific programme support which is the responsibility of the corporate programmes team.
- The council's asset strategy, including the basis for acquiring or developing assets, is the accountability of the asset management team and flows from the capital and investment strategy. This will drive the direction and create the fundamental need for significant regeneration programmes which will form part of the work programme of the corporate programmes team
- The asset management team is accountable for the ongoing maintenance of major assets. The corporate programmes team will work closely to hand over newly acquired or developed assets after completion of regeneration programmes
- Corporate programmes will liaise appropriately with specialists across both resources and service delivery to make best use of technical expertise across the organisation. For example:
  - Input from finance specialists on maximising the use of available funds and providing quality management information
  - Input from development management specialists to get advice on planning conditions in major regeneration programmes
  - Working closely with the planning policy team to make sure projects best meet the needs of the local development plan and respond to external factors

4.11.1.9. Benefits of this team

- A pool of resources dedicated to delivering strategic programmes which directly create outcomes against the council's corporate plan
- A consistent approach to executing programmes across the organisation

#### 4.12.1. Resources specialist services

##### 4.12.1.1. Structure chart

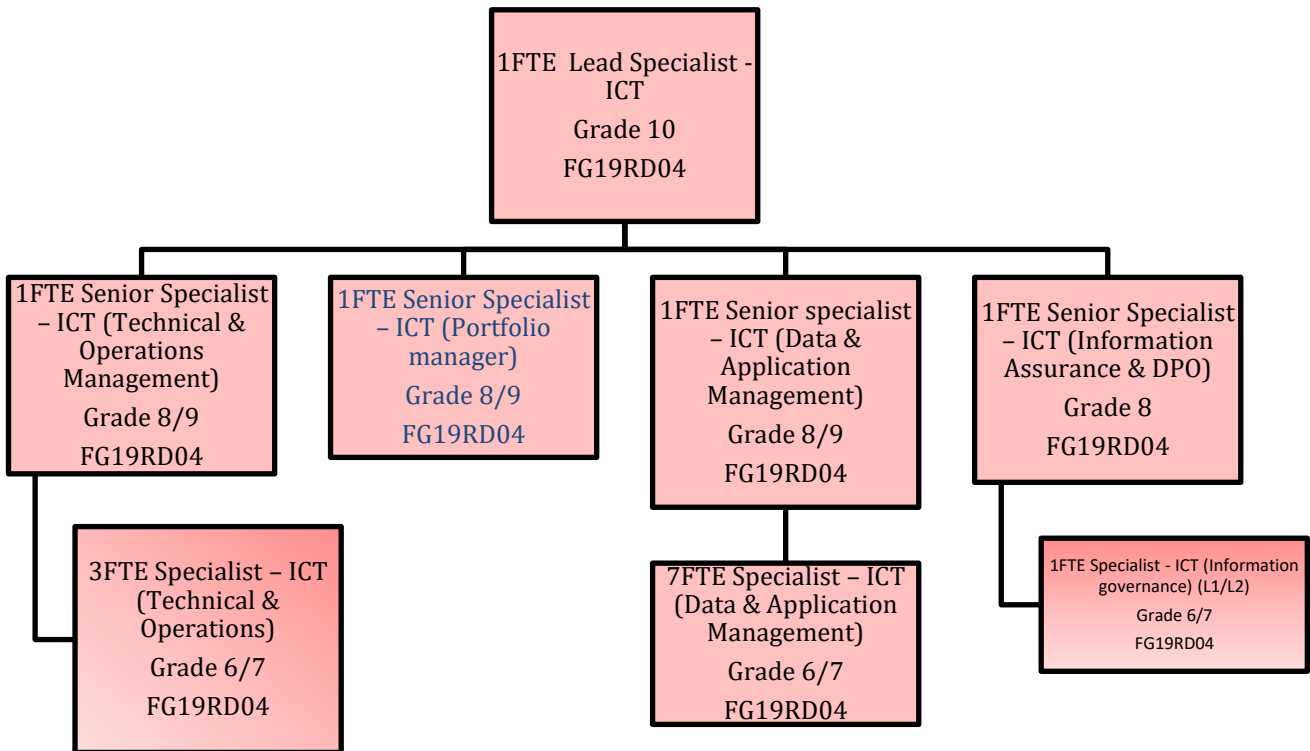


Figure 5: Resources specialist services organisation chart

##### 4.12.1.2. Purpose

To provide expert, professional advice and support to enable teams across the council to deliver quality services for customers.

##### 4.12.1.3. Role

- Providing support and expertise in ICT, financial, people, legal and facilities matters to help colleagues do their jobs well
- Helping the council to manage risk and stay compliant in the delivery of public services and projects

##### 4.12.1.4. Vision

To support the council to run smoothly and efficiently, with a reputation for adding real value as well as ensuring the council operates in an ethical and sustainable manner.

##### 4.12.1.5. Scope of activity

- Specialists in support services, accountable for how support services are delivered to service delivery
- Handling complex cases in each specialist area that require professional judgement

- Ensure compliance with statutory regulations, legislation, professional codes of practice and adherence to council policy
- Owning the processes, procedures, knowledge base articles and their continuous improvement for support functions
- Inputting to strategy and policy across the organisation and supporting policy officers to create meaningful, deliverable strategy
- Coaching resources caseworkers to disseminate information and ensure genuine business partnering, quality of service and compliance
- Ensure compliance with statutory regulations, legislation, professional codes of practice and adherence to council policy
- *Updated: new developer role supporting the Salesforce platform*
  - *Development and maintenance of system integrations, primarily, but not exclusively, integrations of business applications with Salesforce*
  - *Supports the digital services team in the development of new digital services in Salesforce and specifically of any new integrations and/or functions that cannot be delivered through configuration (“declarative programming”) and that require Apex coding*
  - *Supporting projects to replace systems, integrate systems and ensure best use of systems to drive digital ways of working*

#### 4.12.1.6. Impact of strategy based reductions

No strategy based reduction.

#### 4.12.1.7. Strategic, operational & functional management in this team

- The resources specialist services manager is operationally responsible for the team
- There will be 3-4 specialists undertaking the role of team leaders in the same way as in multi-skilled teams and resources case services. These team leaders will support the resources specialist services manager in operationally managing the team. These responsibilities will be allocated on a case by case basis and, because it is an operational management responsibility, specialist seniority is not a consideration. Responsibilities will include assisting with budgeting, resourcing, individual performance meetings, personal development plans and 121s
- Specialists are managed functionally by their lead specialist
- Lead specialists are functionally the most senior experts in their area across the organisation; the point of escalation on functional issues from here will be to the resources director or managing director as appropriate

#### 4.12.1.8. Key relationships with other teams

- The resources specialist team will functionally support the resources case services team. The specialist team will set out how processes and functions will be carried out to ensure the council is compliant and effective. and hold accountability for the training and competence of any given caseworker to undertake tasks.
- The resources specialist services team will take a business partnering approach to form customer relationships with all other internal customers and ensure that the resources directorate is providing great management information and overall support
- Specialists will support corporate programmes by providing advice, guidance and strategic input to facilitate the programme in meeting objectives as efficiently as possible while maintaining compliance
- Specialists will input to key strategies owned in the strategy directorate to ensure the council can deliver on plans efficiently and maintain transparency/compliance (for example, capital and investment strategy)

4.12.1.9. Benefits of this team

- Effective and efficient use of specialist knowledge within resources, with specialists who are empowered to continuously improve how things are done

## Appendix1 - Consultation timetable for Phase B

Activity	Dates (Anticipated)
Formal Consultation commences (team group sessions) and all staff in the Phase will receive a consultation letter	14 September 2020
As agreed with Staff Side, formal individual consultations commence	14 September 2020
Individual consultation meetings continue, as required	14 September 2020 to 30 October 2020
Drop in sessions for staff	14 September 2020 to 30 October 2020
Resilience - Taking Control of your future during change sessions	TBC
Deadline for submitting voluntary compulsory redundancy (VCR)	Noon on 30 October 2020
FG Programme Panel, chaired by MD, reviews feedback, approves changes, approves final structure and communicates accordingly	w/c 2 and 9 November 2020
MD communicates to the Council the final structure, subject to Council approvals process	w/c 16 November 2020
FG Programme Panel, chaired by MD, reviews and reaches a decision on each VCR application	w/c 2 November 2020
FG Panel, chaired by MD, considers assimilation appeals	w/c 2 November 2020
All staff to receive letters to notify if their role is redundant or a post has been identified to "slot" them into	w/c 16 November 2020
All staff, in the relevant Phase, to submit their expressions of interest forms	w/c 16 November 2020
Staff notified of the outcome of their VCR request	w/c 16 November 2020
Assessment and selection processes commence	w/c 30 November 2020

## Appendix 2 - Change Management Glossary

<b>Term</b>	<b>Definition</b>
<b>At Risk</b>	Post at risk of redundancy due to transformation/organisational change/restructuring.
<b>Collective Consultation</b>	Discussion with trade union representatives or with a group of staff about proposed changes/restructuring/transformation with a view to seeking feedback and making any agreed changes.
<b>Future Guildford Programme Group</b>	A group of senior staff, often chaired by the managing director, who will develop a business case for organisational change and may be involved in the collective consultation with trade unions.
<b>Job Matching</b>	Matching of existing posts in current structure to posts in the new structure with a view to appointing staff to similar posts following organisational change/transformation/restructuring.
<b>Measures to avoid redundancy</b>	Actions which can be taken to reduce the possibility of staff being made redundant.
<b>Redeployment</b>	Appointment to a post following a member of staff being at risk of redundancy which may be different in terms and conditions to the current post.
<b>Ring-Fencing</b>	Staff who are affected by the organisational change/transformation/restructuring will be given priority for the selection and appointment to posts in the new structure.
<b>Selection Criteria</b>	Criteria which will be taken into account to appoint to posts or to select for voluntary redundancy where there are more staff who wish to be considered for voluntary redundancy than can be approved. Such criteria may include qualifications, skills, absence record and any current disciplinary record.
<b>Suitable Alternative Employment (SAE) Often referred to as "Slotting"</b>	A post which is offered to a member of staff in the new structure which is comparable to the terms and conditions of the existing post. Examples of such conditions relate to location, skill requirement.
<b>Trade Union</b>	An association of workers in a particular trade, industry, or company created for the purpose of negotiating improvements in pay, benefits, working conditions. Unison is the Trade Union that is recognised by Guildford Borough Council.
<b>Trial Period</b>	A period of 4 weeks whereby a member of staff appointed to a new post following organisational change/transformation/restructuring can assess and be assessed for suitability to the new role.
<b>Voluntary Redundancy</b>	Employment is terminated on the grounds of redundancy; the member of staff having expressed an interest to be considered for redundancy as a result of compulsory organisational change.

## Appendix 3 – Voluntary Compulsory Expression of Interest Form

### EXPRESSION OF INTEREST IN VOLUNTARY (COMPULSORY) REDUNDANCY

**It is essential that you discuss your potential interest in voluntary redundancy and associated timescale with your Service Lead/Director prior to completing this form.**

Name	
Date of Birth	
National Insurance Number	
Job Title	
Has the above post been provisionally identified as at risk of redundancy? YES / NO	
Department	
Directorate	

If you have multiple employments and are also expressing an interest in voluntary redundancy from any of these other posts, in addition to the one above, please list them below.

Job Title	
Has the above post been provisionally identified as at risk of redundancy? YES / NO	
Department	

Job Title	
Has the above post been provisionally identified as at risk of redundancy? YES / NO	
Department	

**Before an estimate can be processed, you will need to tick the end boxes to confirm the following:**

I accept that in completing this form, I am expressing an interest in voluntary redundancy but that Guildford Borough Council may not be able to agree to my request. I understand that I should not enter into any financial commitments as a result of expressing an interest in voluntary redundancy.	<b>Please tick</b>
--	--------------------

I confirm that I have discussed my interest in voluntary redundancy and associated timescale with my Service Lead/Director on the	DD/MM/YY
---	----------

following date and that they have confirmed that the posts identified above have been provisionally identified as at risk of redundancy.	
--	--

**Please complete the following:**

Service Lead/Director	
Job title	
Directorate	
Department	

Are you a member of the Local Government Pension Scheme?	YES/ NO
--	---------

Please state the approximate date you would like to leave	DD/MM/YYYY
---	------------

**Signed**.....

**Date**.....

**Please return this form via email to: [futureguildfordcons@guildford.gov.uk](mailto:futureguildfordcons@guildford.gov.uk)**

**If you do not have access to email, please return by post to:**

**Francesca Smith  
HR Senior Specialist**



### Appendix 4 - Redundancy Selection Scoring Matrix

Redundancy selection scoring matrix				
	Name of employee	Job title		
	Department			
	Name(s) of manager(s) making assessment Manager 1 Manager 2 Manager 3			
Criteria	Summary of Evidence	Score	Weighting (1-3)	Total score
Knowledge (e.g. of job, customers, the organisation)		0/3	X TBC	
Relevant qualifications/training		0/3	X TBC	
Skills	supporting the organisations' development of related initiatives. Information systems skills and knowledge. Complex case management skills with occasional support needed.	0/3	X TBC	
Breadth and depth of relevant experience		0/3	X TBC	
Attendance (excluding absence related to a disability, pregnancy or fertility treatment, or industrial injury)		Range from +5 to -5	X TBC	
Disciplinary and Capability		0 to -10 (minimum)	X TBC	

<p>Versatility</p> <ul style="list-style-type: none"> <li>• in terms of ability/willingness to perform different functions/duties</li> <li>• ability of the employee to adapt to change) making reasonable adjustments for any disabilities</li> </ul>		0/3	X TBC	
Behavioural Assessment		0/3	X TBC	
Length of Service (Tie breaker only)		0/3	X TBC	
	Total score			
<b>Print Name</b>	<b>Manager's signature (1)</b>	<b>Date</b>		
<b>Print Name</b>	<b>Manager's signature (2)</b>	<b>Date</b>		
<b>Print Name</b>	<b>Manager's signature (3)</b>	<b>Date</b>		
<b>Print Name</b>	<b>Approving signature (1)</b>	<b>Moderator's</b>	<b>Date</b>	
<b>Print Name</b>	<b>Approving signature (2)</b>	<b>Moderator's</b>	<b>Date</b>	
	<p><b>Notes</b>  The range for employees' point scores should be applied as follows:  5 or 10 = highest (e.g. the employee's skills are exceptionally relevant and useful to the Council)  1 = lowest or minus numbers (e.g. the employee does not have suitable or adequate skills to do the job)  <b>Guide:</b>  Score 0 – no evidence that the candidate fulfils the criteria  Score 1 – the candidate partly fulfils the criteria  Score 2 – the candidate sufficiently fulfils the criteria  Score 3 – the candidate more than fulfils the criteria</p>			

## **Appendix 5 – Contact Details**

### **Contact Details**

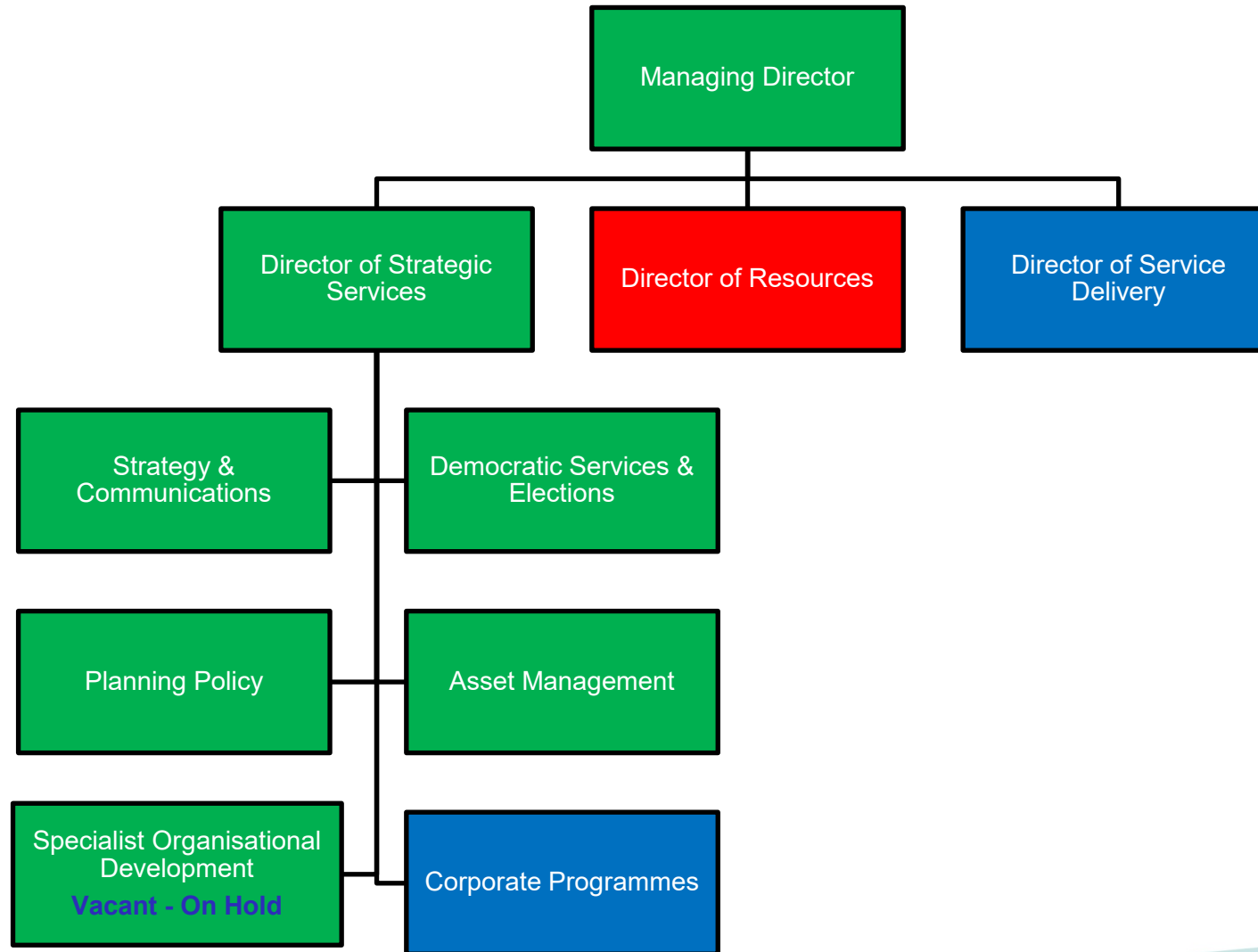
If you have any further queries or questions email:

Joan Poole  
Future Guildford – Programme Lead  
Email: Joan.Poole@guildford.gov.uk

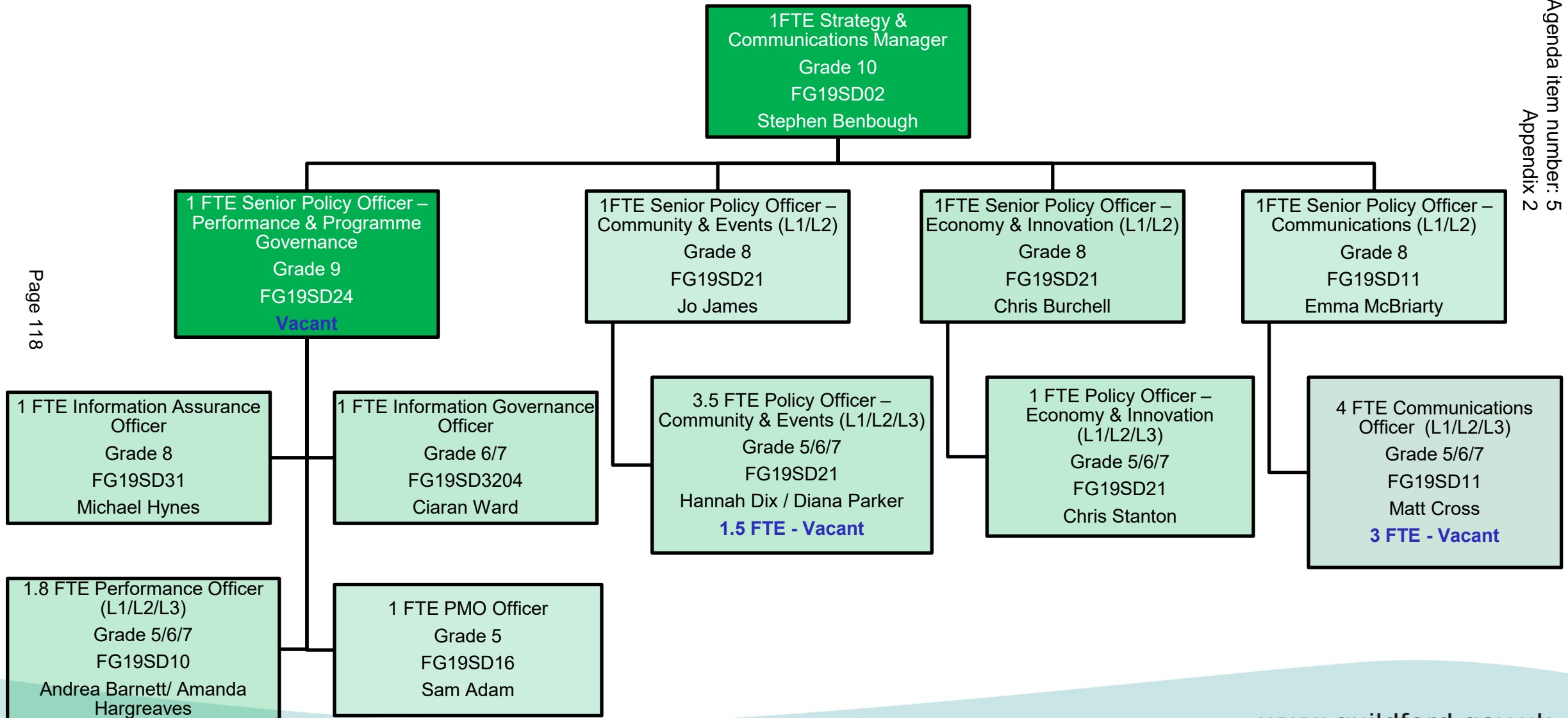
Or alternatively:  
Francesca Smith  
Senior HR Specialist  
Email: Francesca.Smith@guildford.gov.uk

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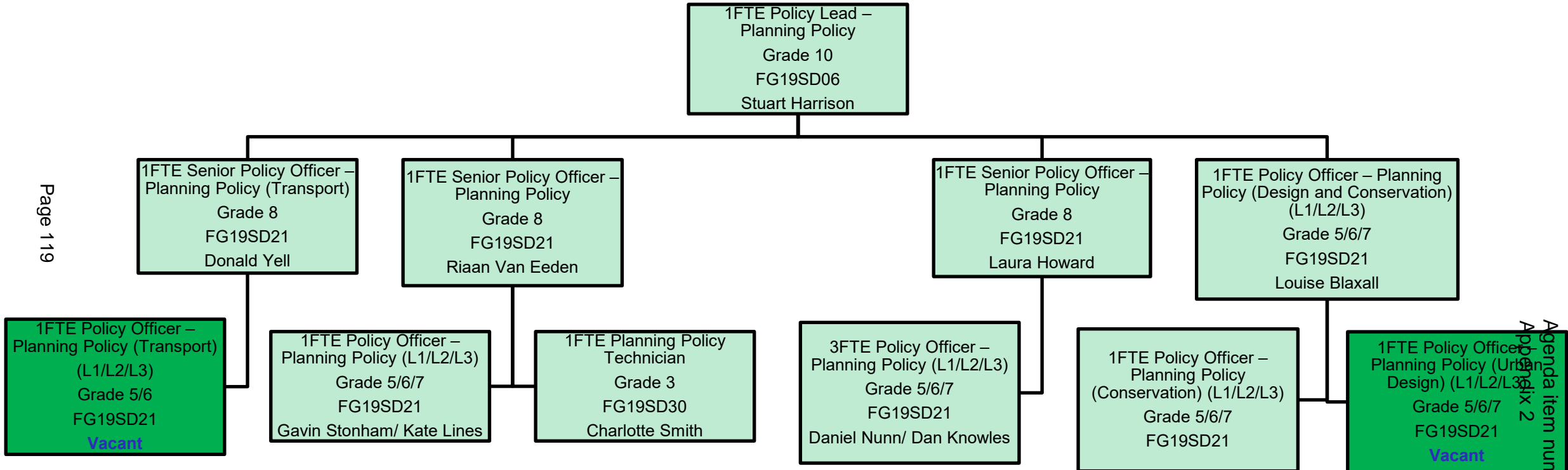
# Phase A



# Strategy & communications



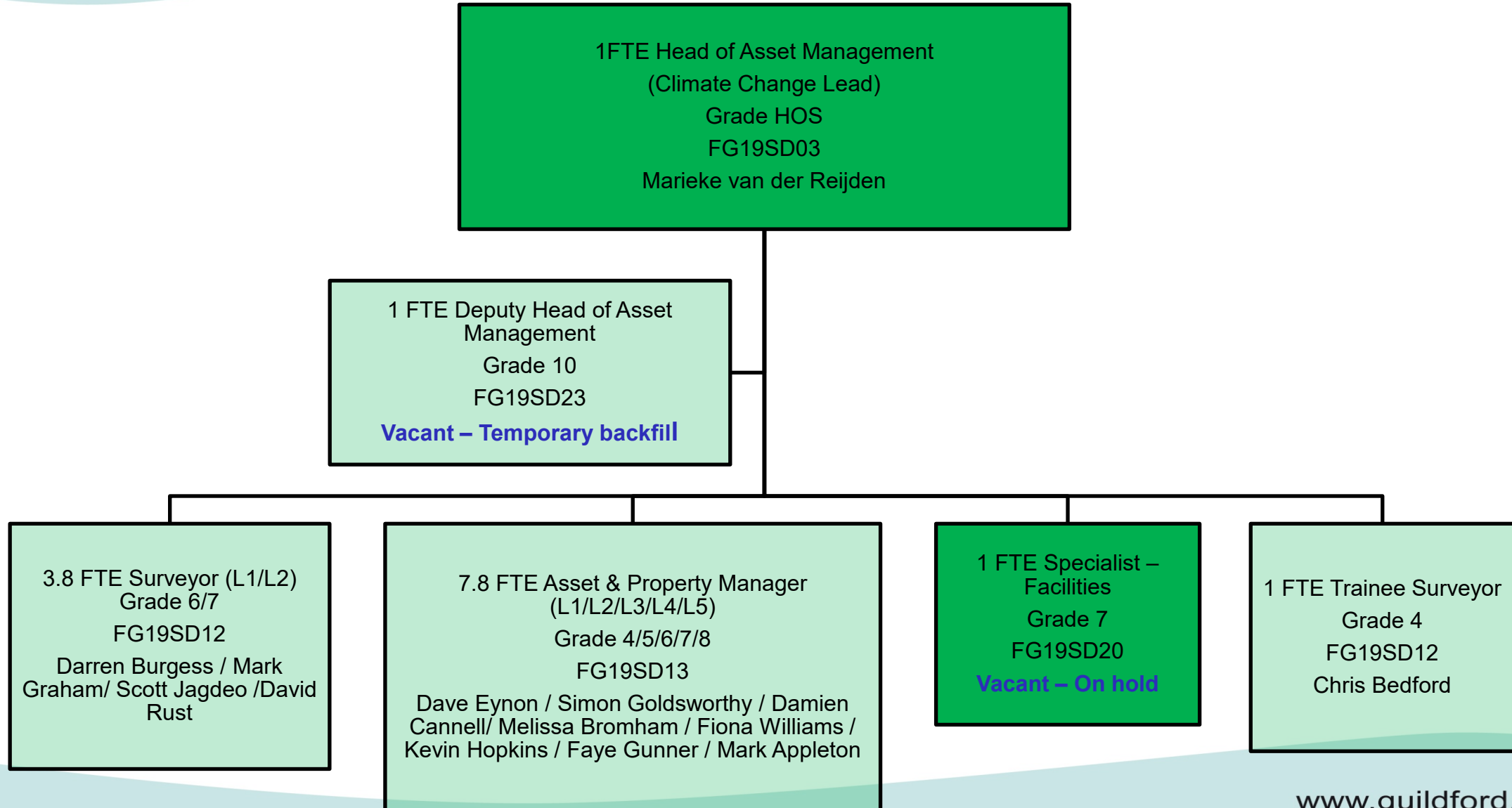
# Planning Policy



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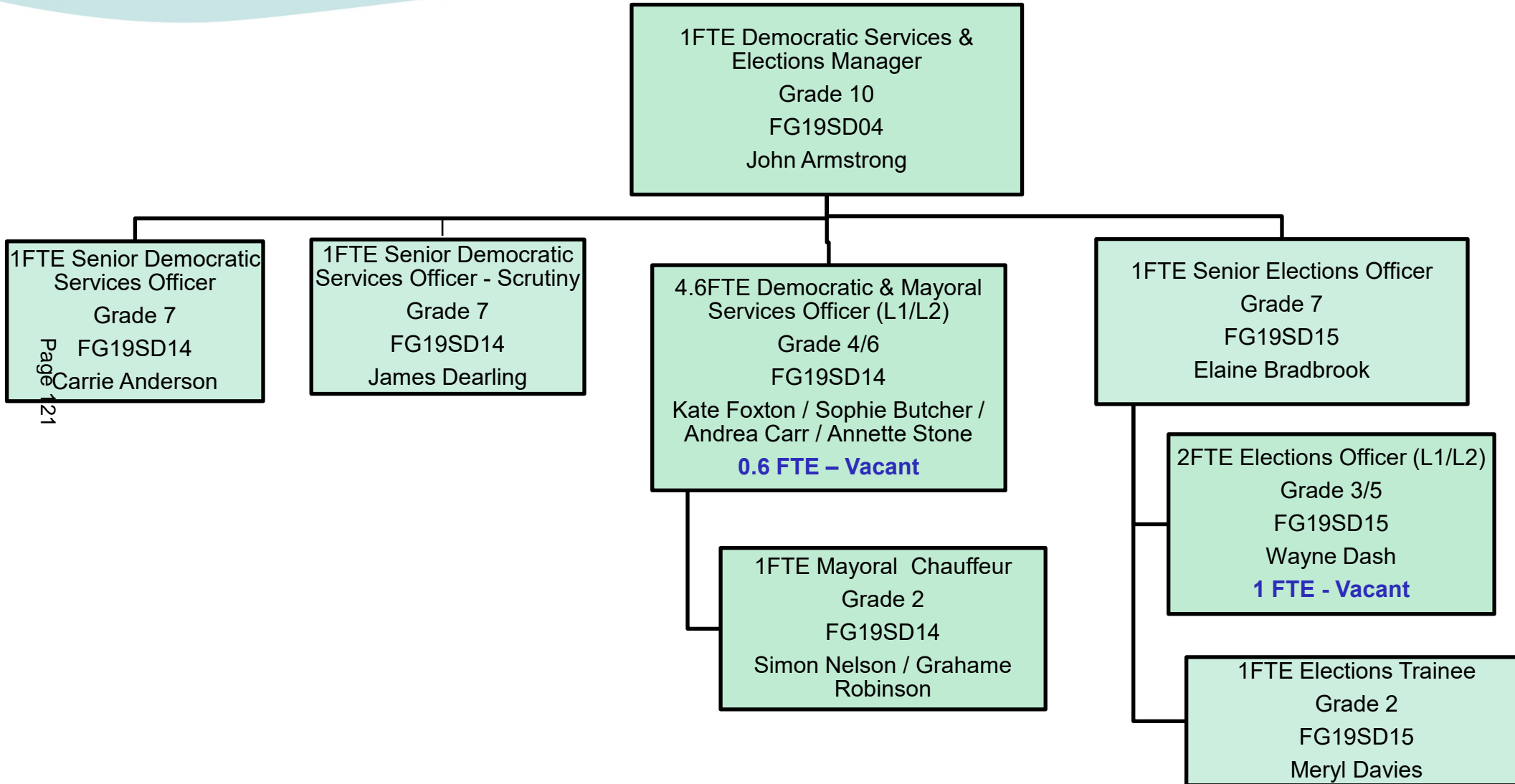
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# Asset management

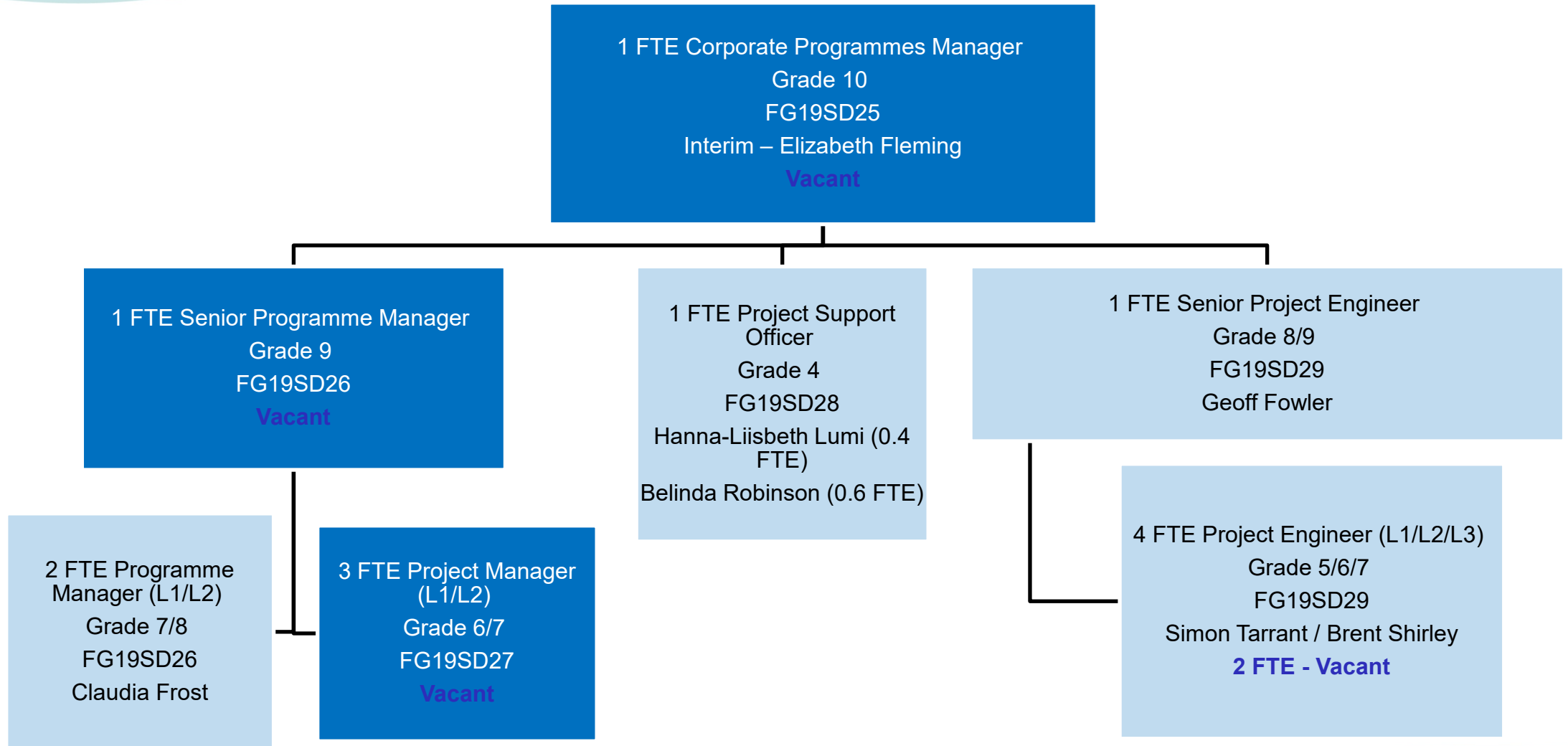




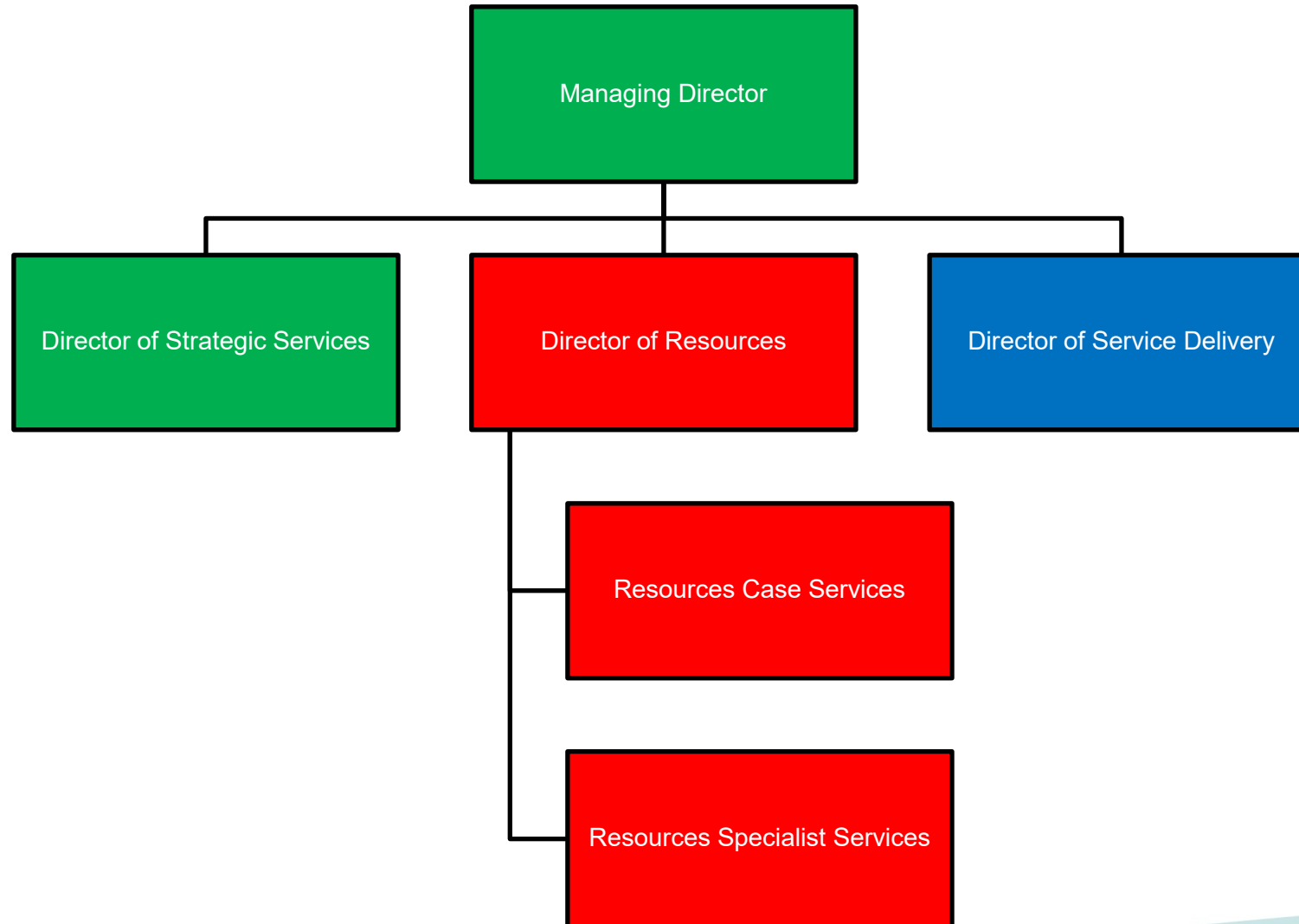
# Democratic and elections



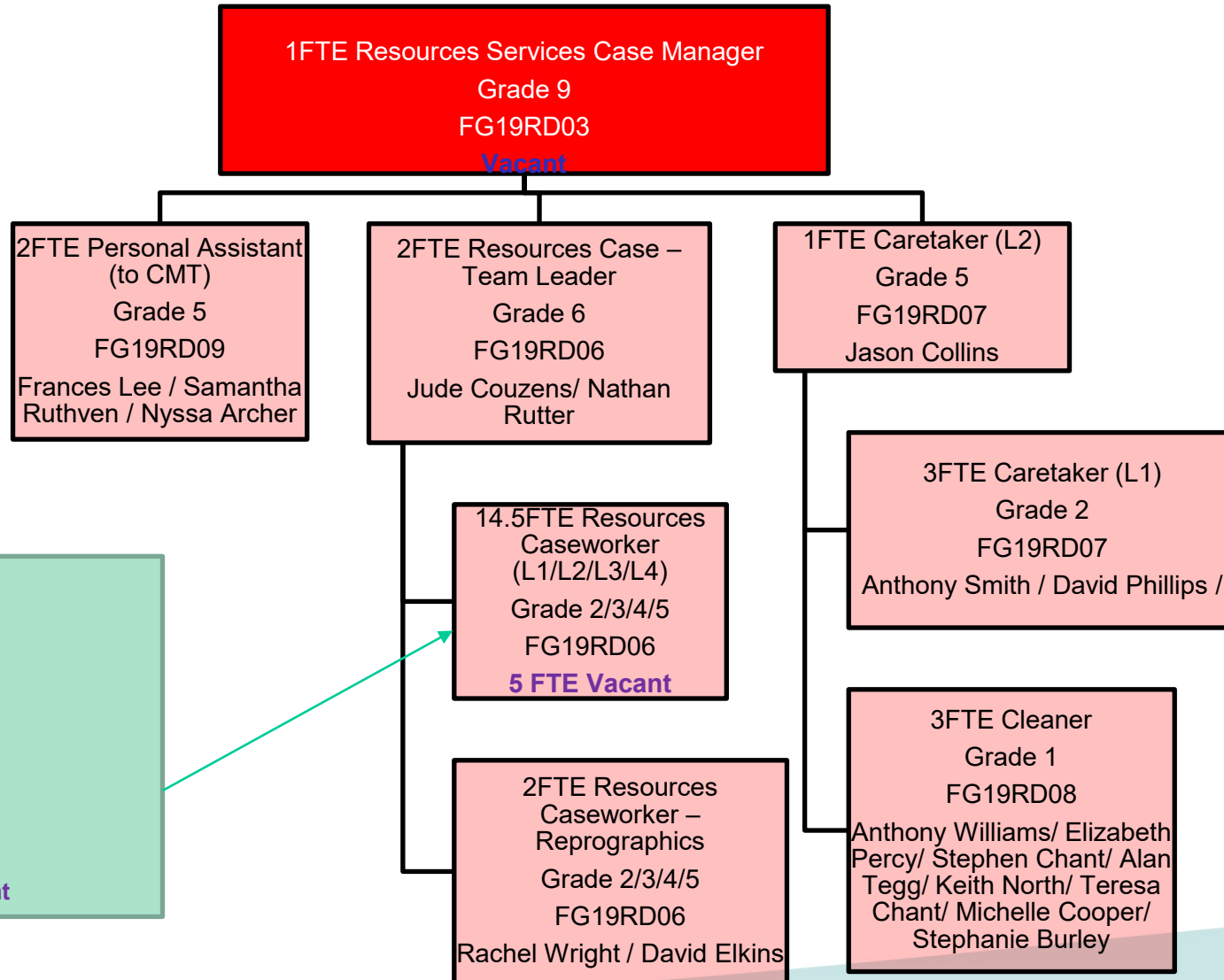
# Corporate programmes



# High level structure

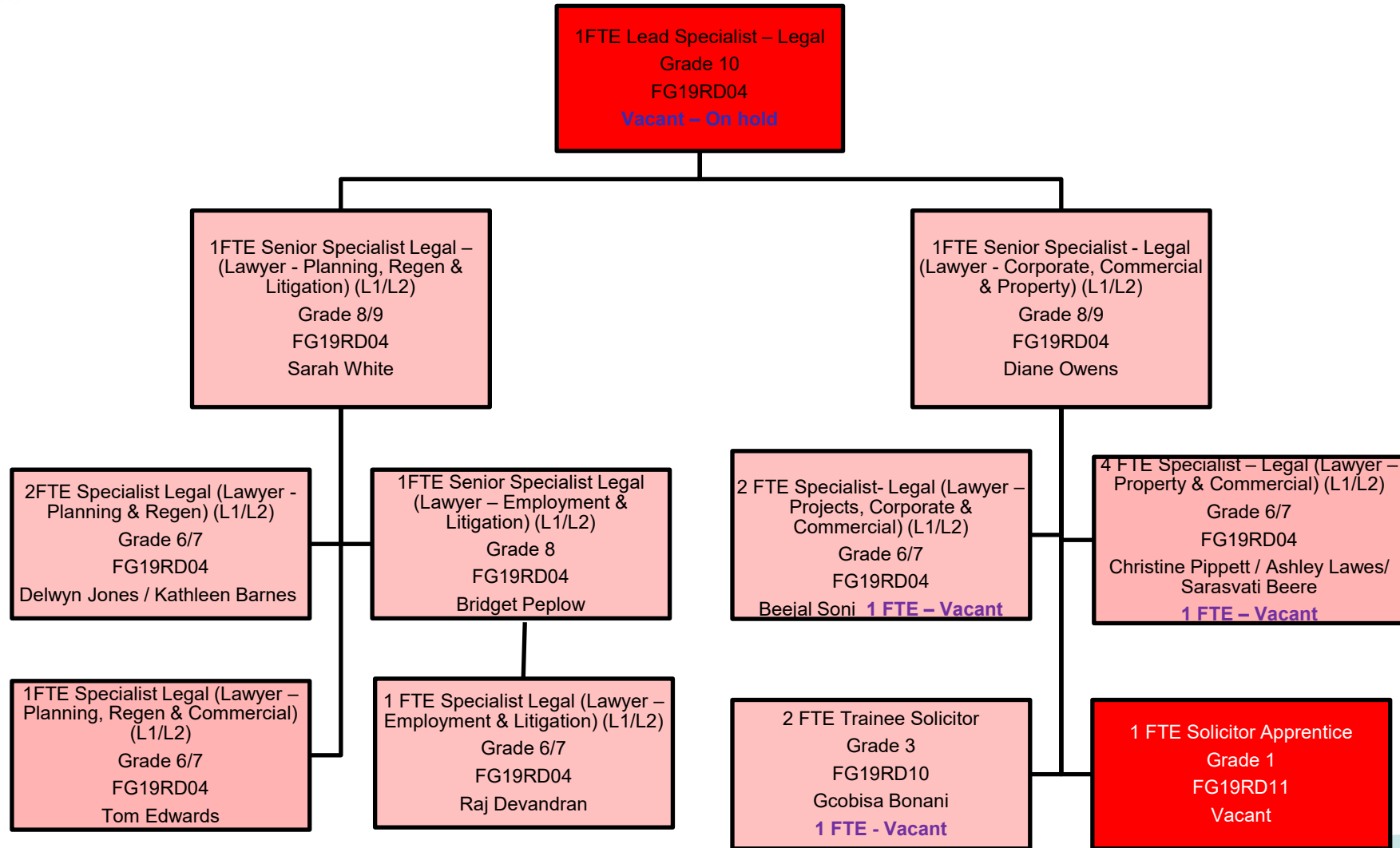


# Resources case management

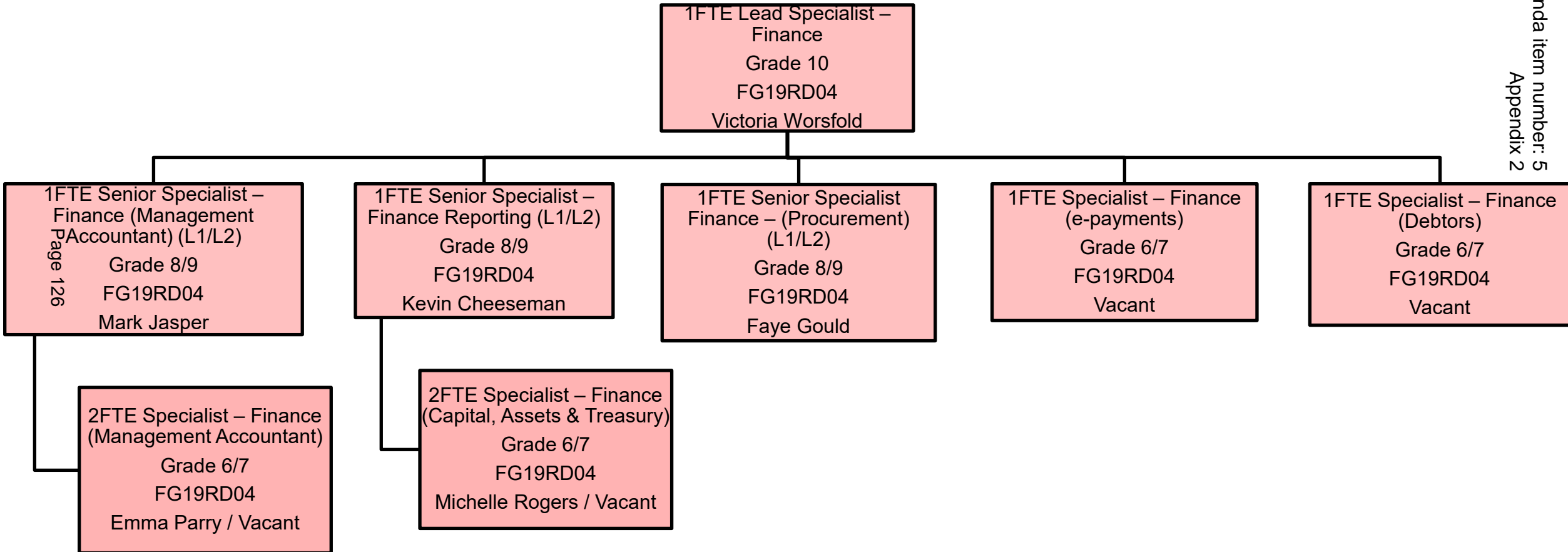


**Resources Caseworkers**  
 Sally Nielsen  
 Simon Gregory  
 Pat Flynn  
 Simone Young  
 Ken Hughes  
 Rita Thompson  
 Paul Moss  
 Jill Cope  
 John Thorp (Dec 2019)  
 Dee Garrett  
**5 FTE - Vacant**

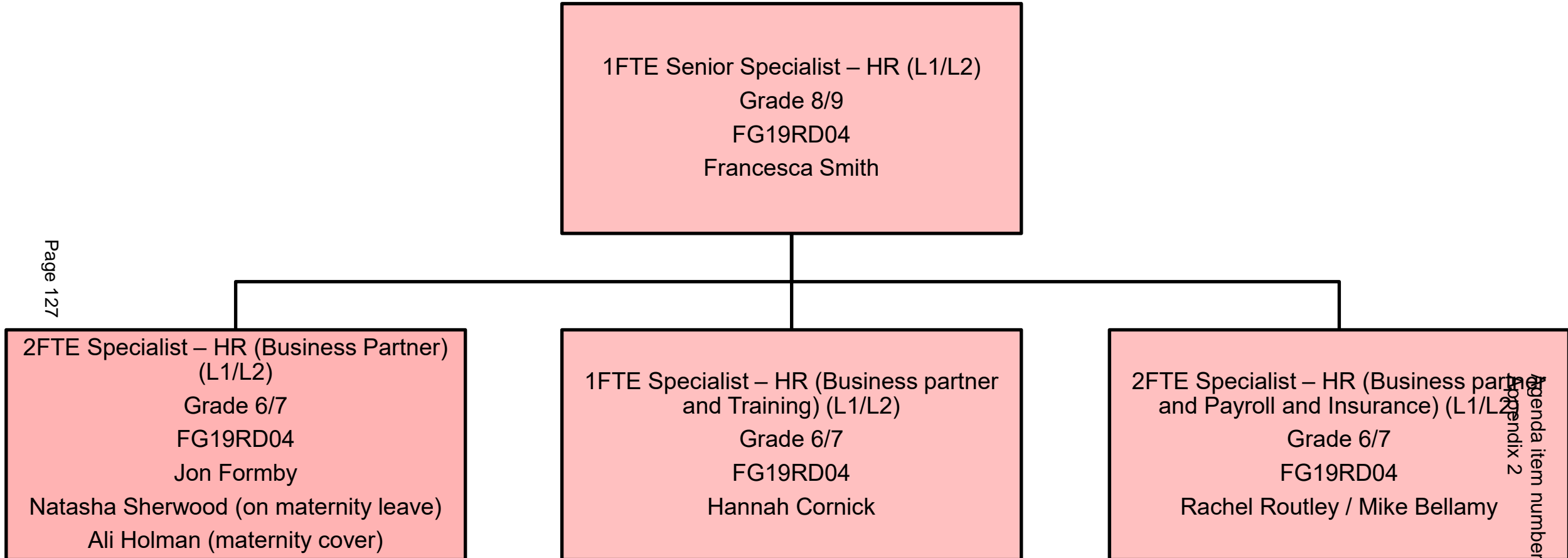
# Legal



# Finance



# HR



# ICT

1FTE Lead Specialist - ICT  
Grade 10  
FG19RD04  
  
James Beach

1FTE Senior Specialist – ICT (Technical & Operations Management)  
Grade 8/9  
FG19RD04  
Gary Britton

1FTE Senior Specialist – ICT (Data & Application Management)  
Grade 8/9  
FG19RD04  
Robert Spiers

1FTE Senior Specialist – ICT (Portfolio Manager)  
Grade 8/9  
FG19RD04  
Darren Spice

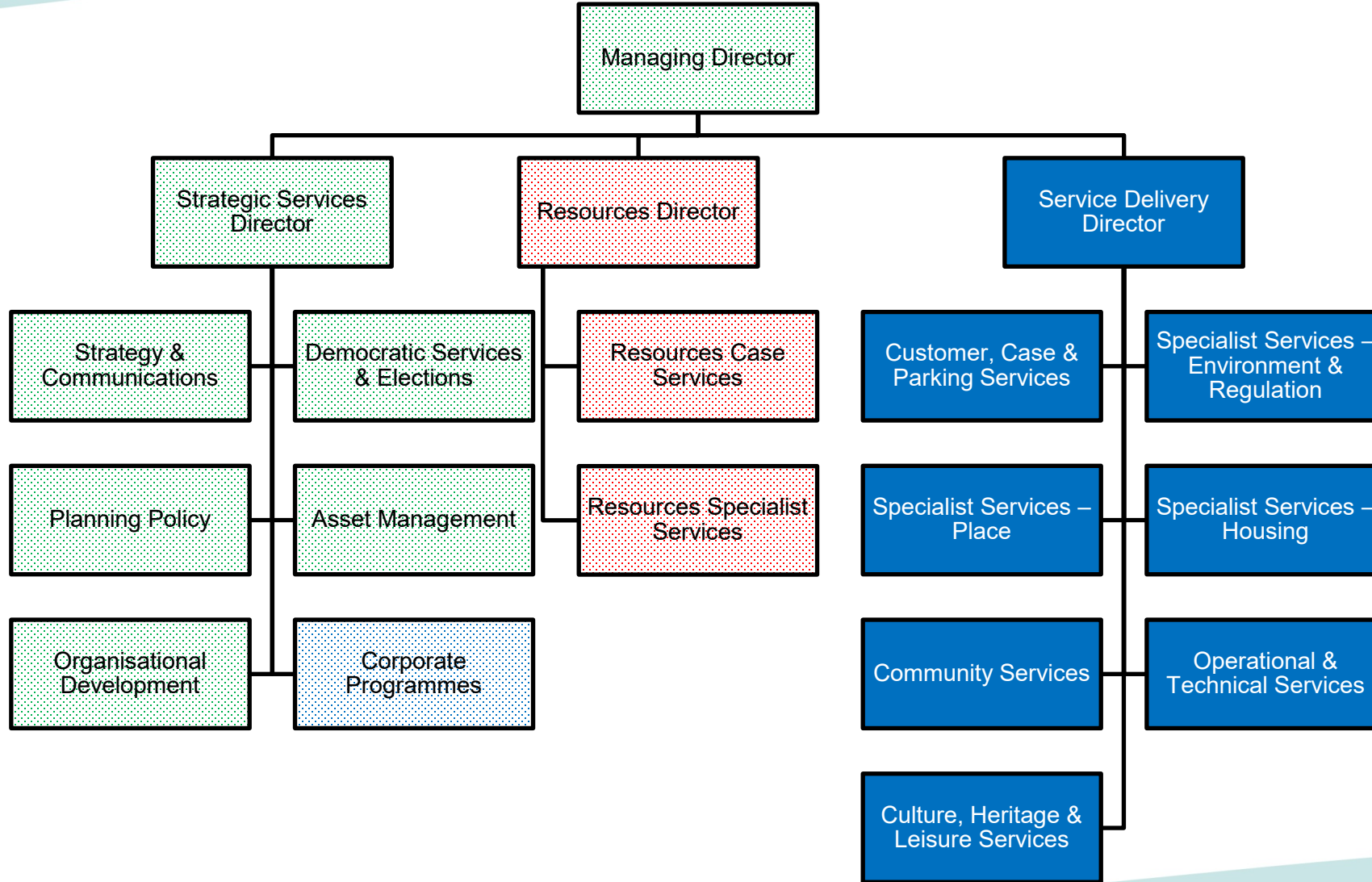
3FTE Specialist – ICT (Technical & Operations)  
Grade 6/7  
FG19RD04  
Andrew McPhee / Rodrigo Citon / Tim Roberts

7 FTE Specialist – ICT (Data & Application Management)  
Grade 6/7  
FG19RD04  
Lisa Dudley / Touqeer Ashraf / Alex Soar / Robert Garwood / Geoff Eyles/ Ian Copping

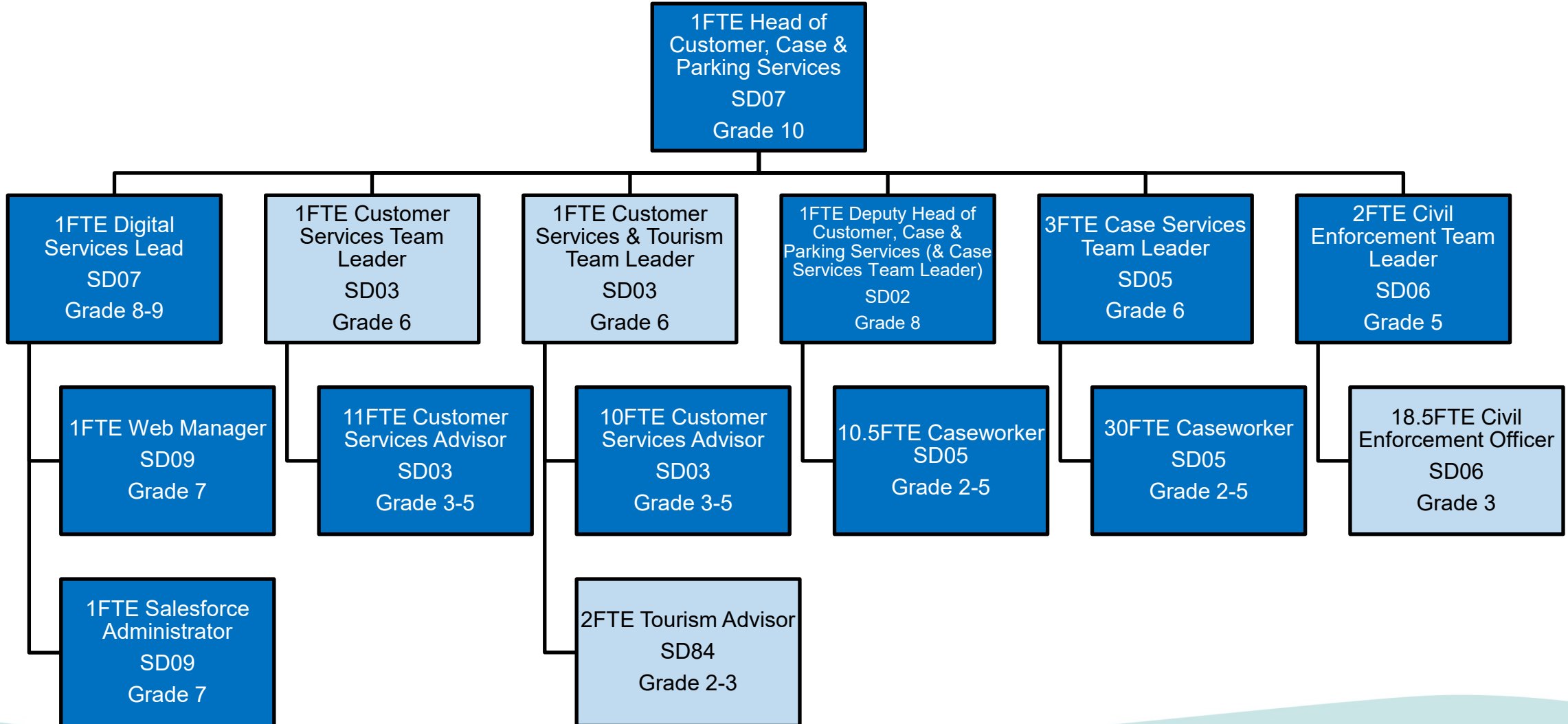


# Phase B organisational structures

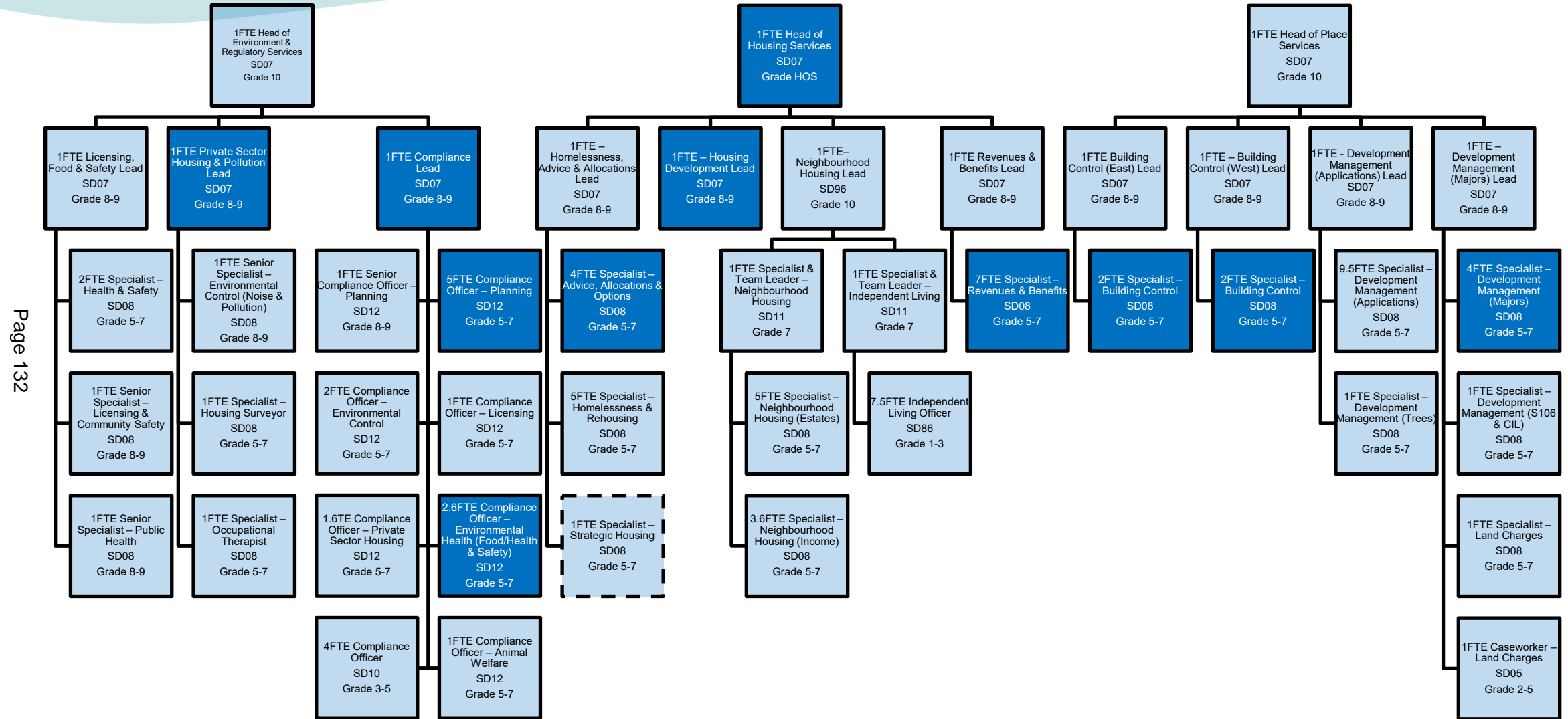
# High level structure



# Customer, Case & Parking Services

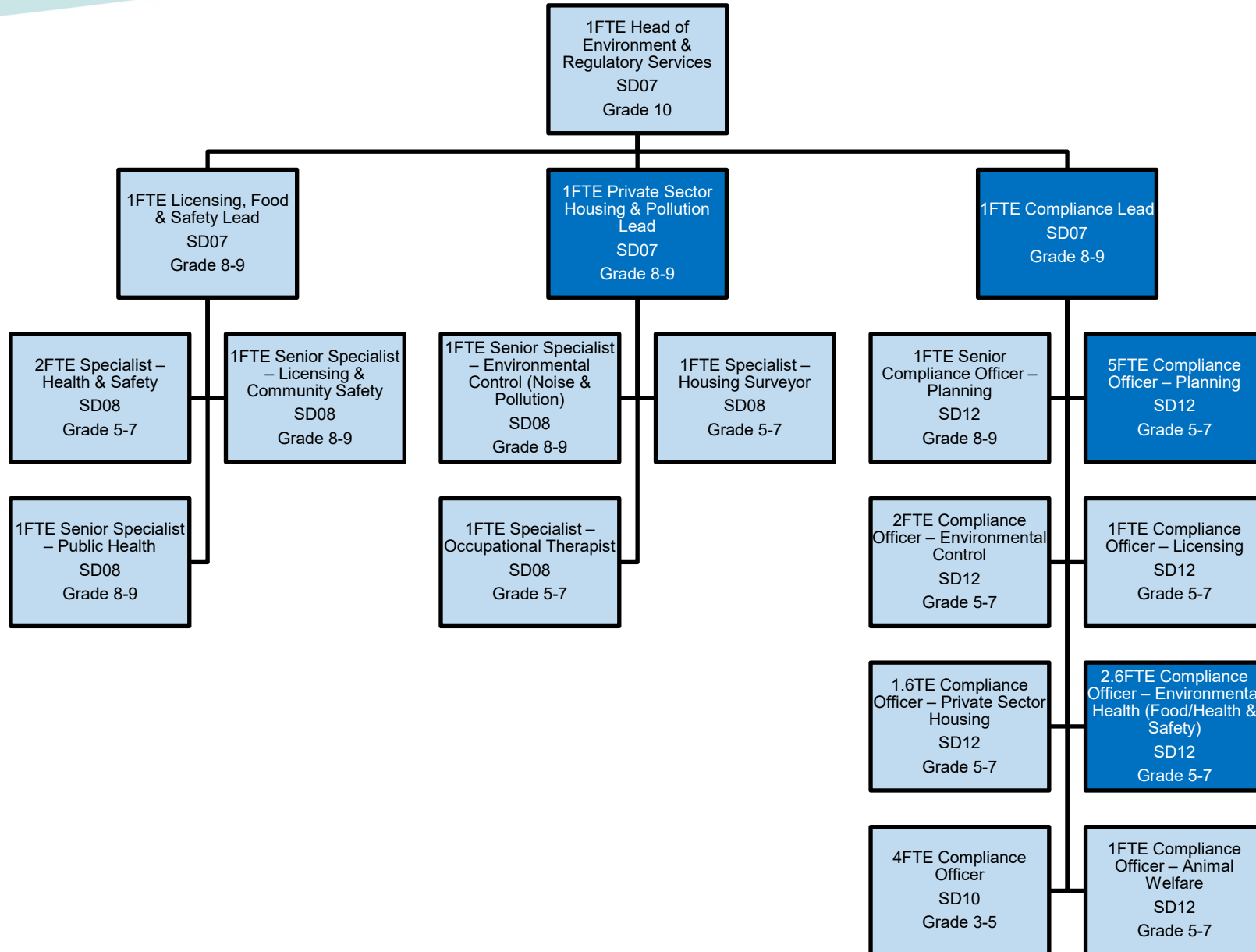


# Specialist Services

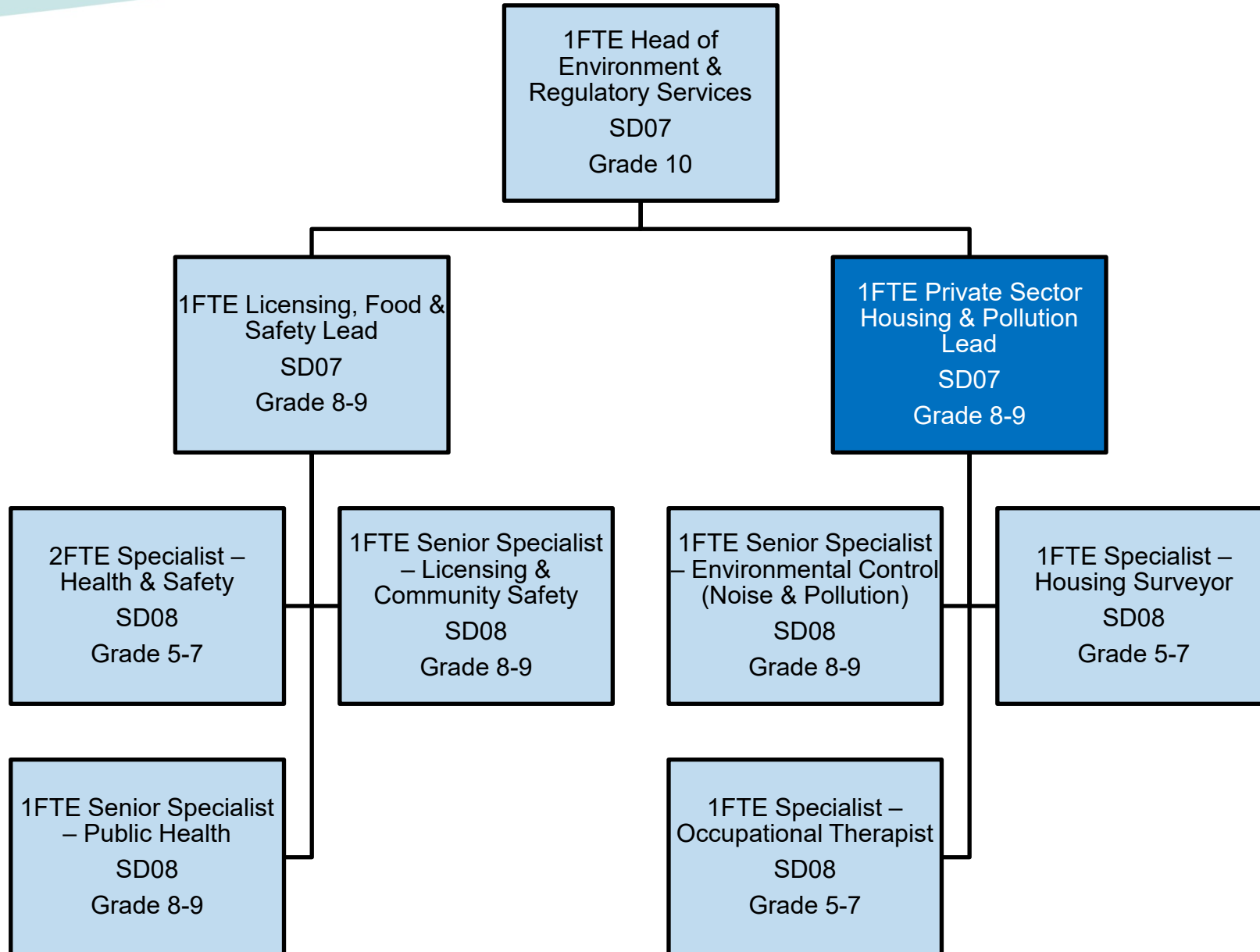


\*0.5FTE substantive post, 1FTE with funding to 2021

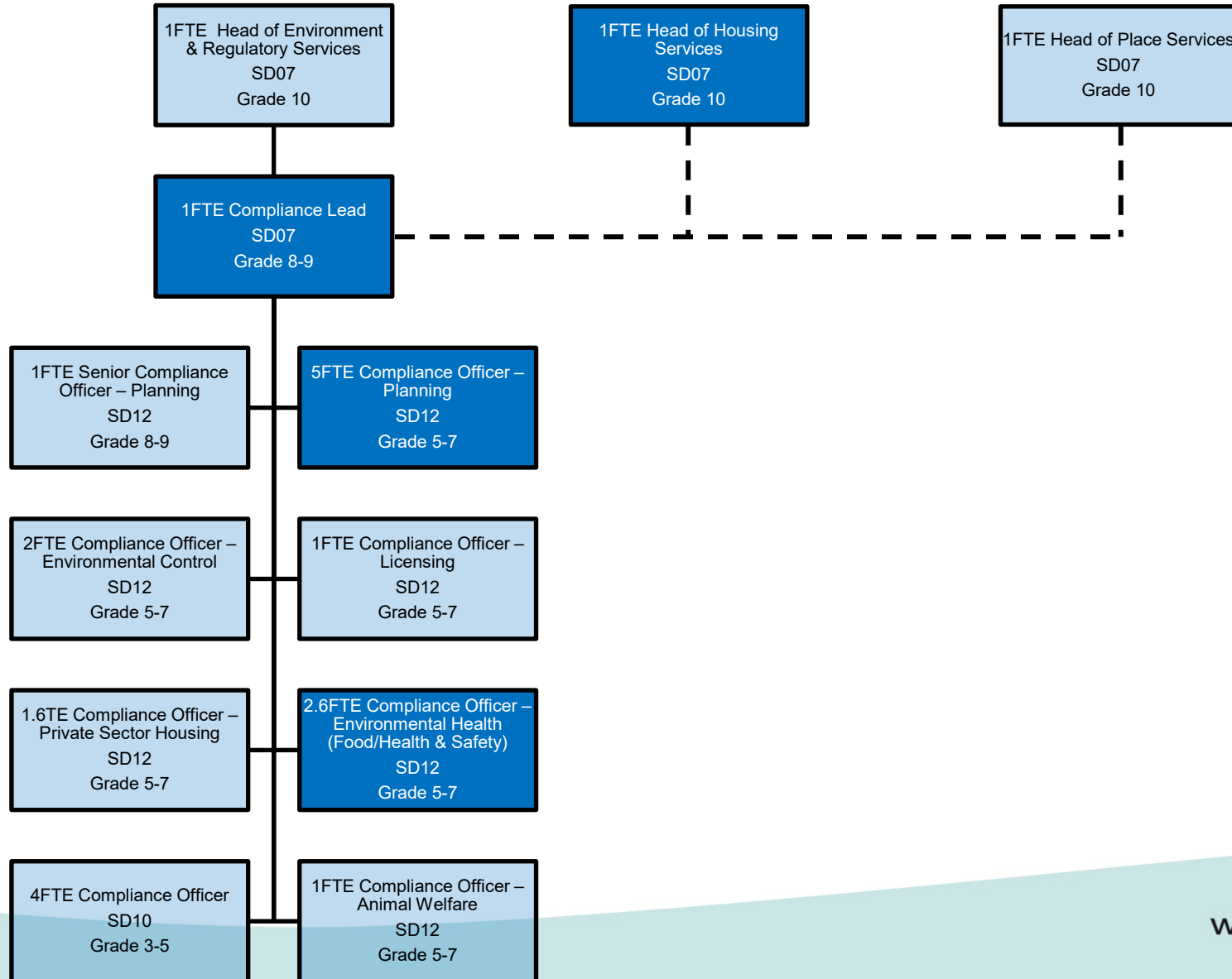
# Specialist Services – Environment & Regulatory



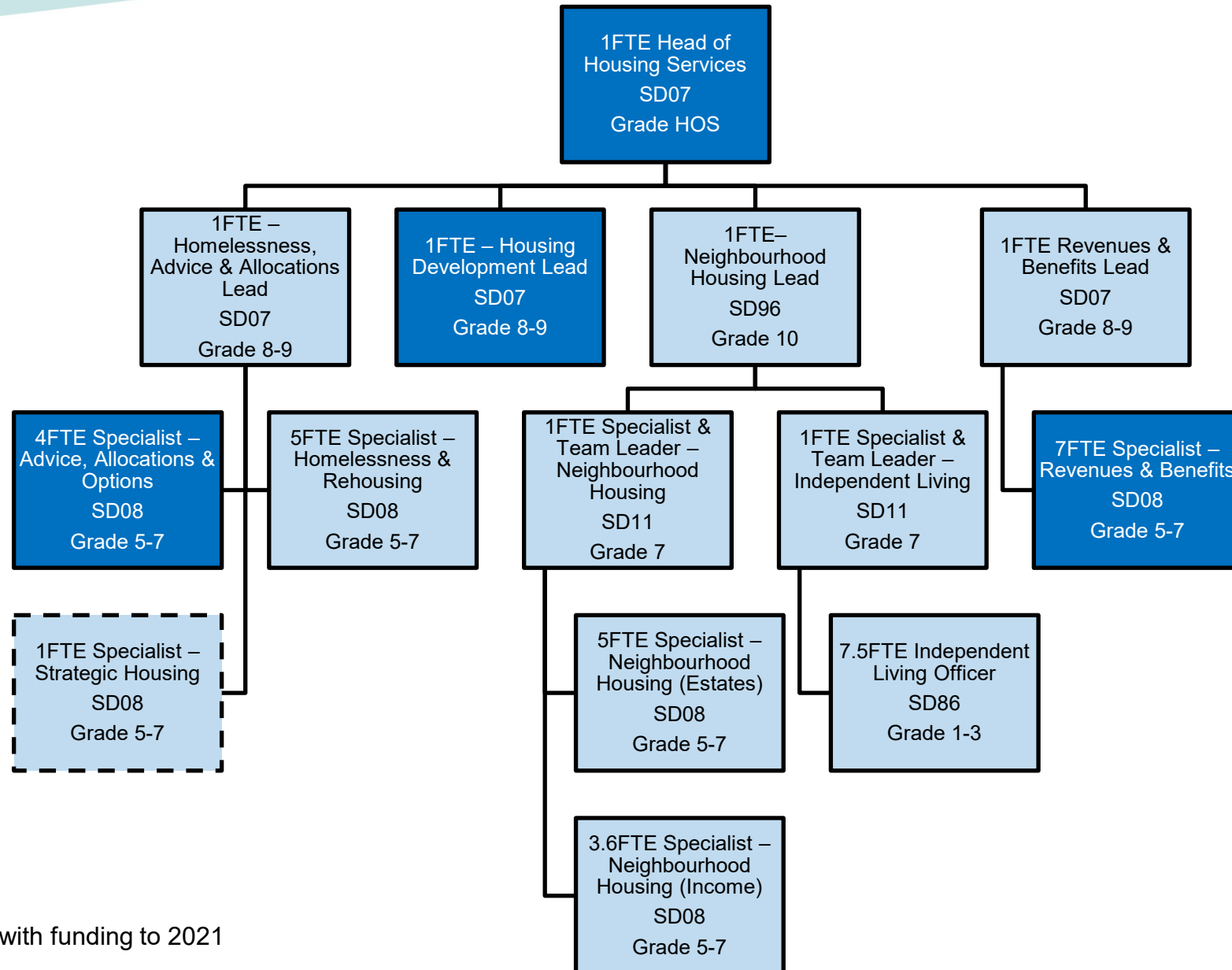
# Specialist Services – Environment & Regulatory



# Compliance Services

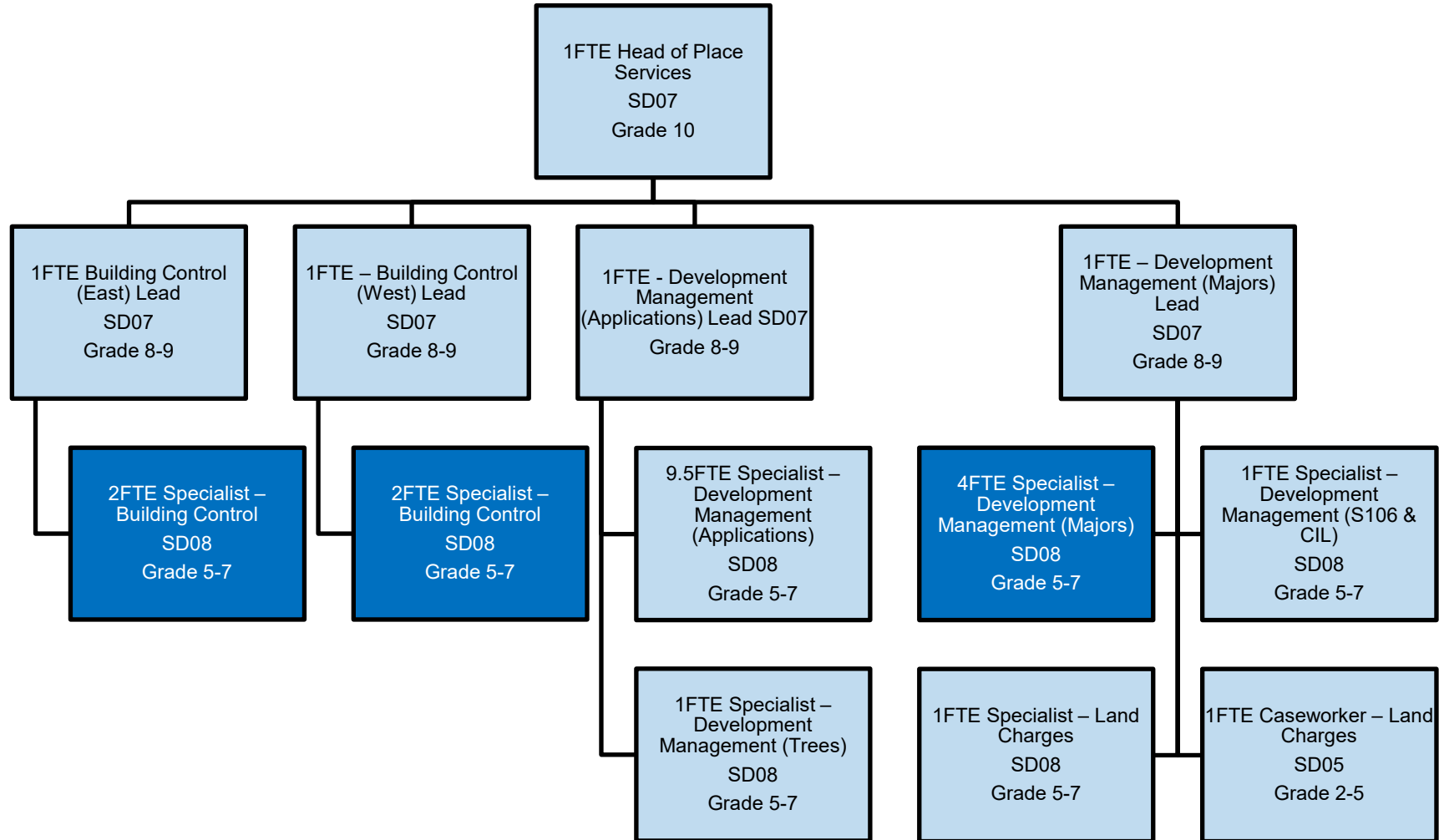


# Specialist Services – Housing

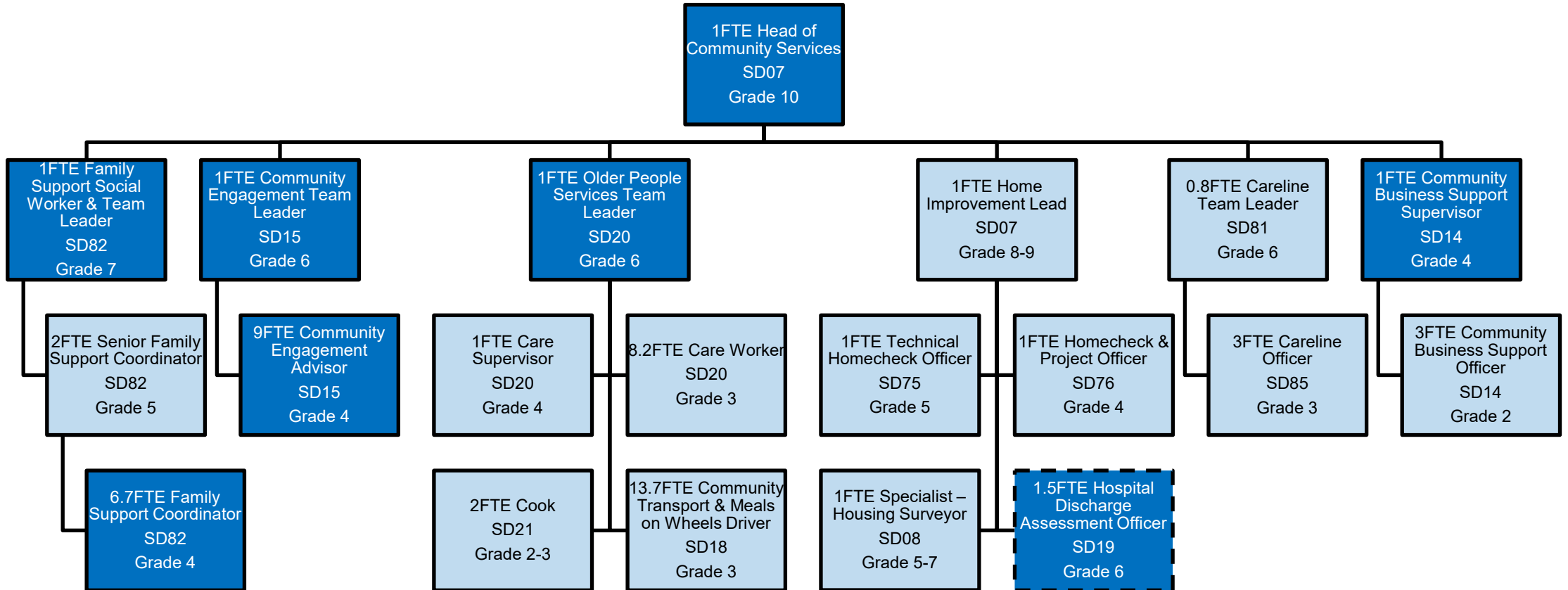




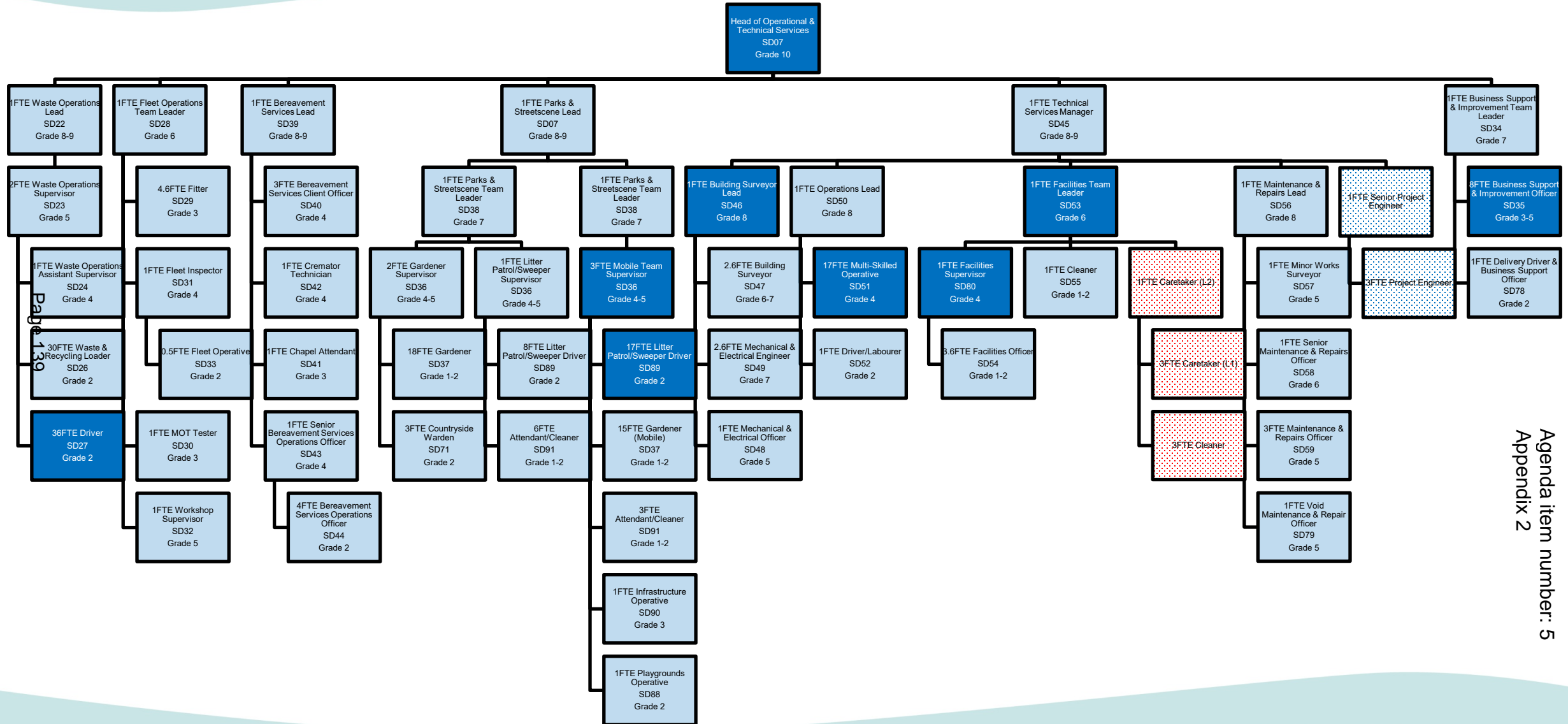
# Specialist Services - Place



# Community Services



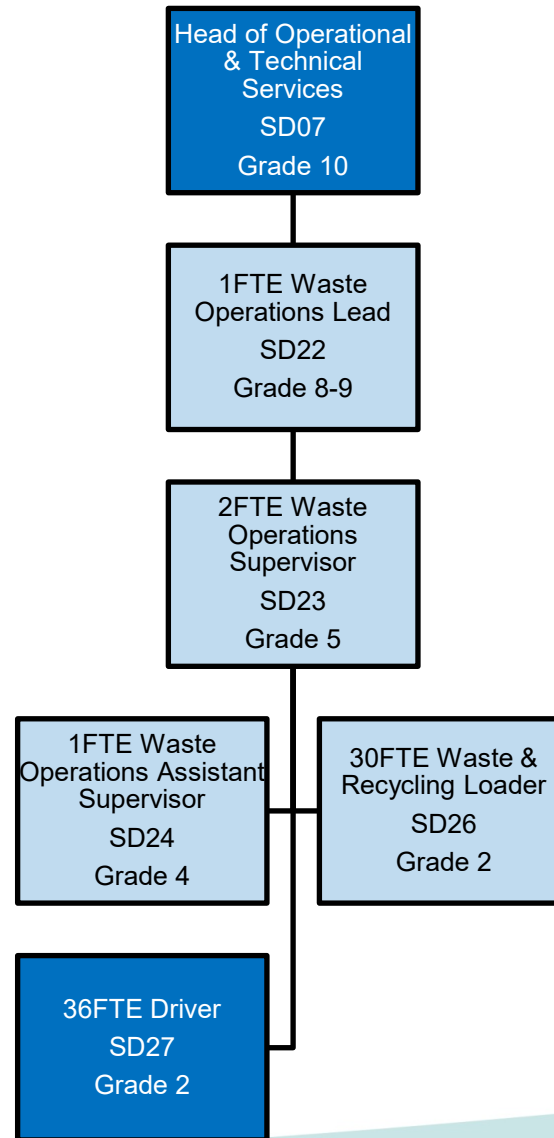
# Operational & Technical Services



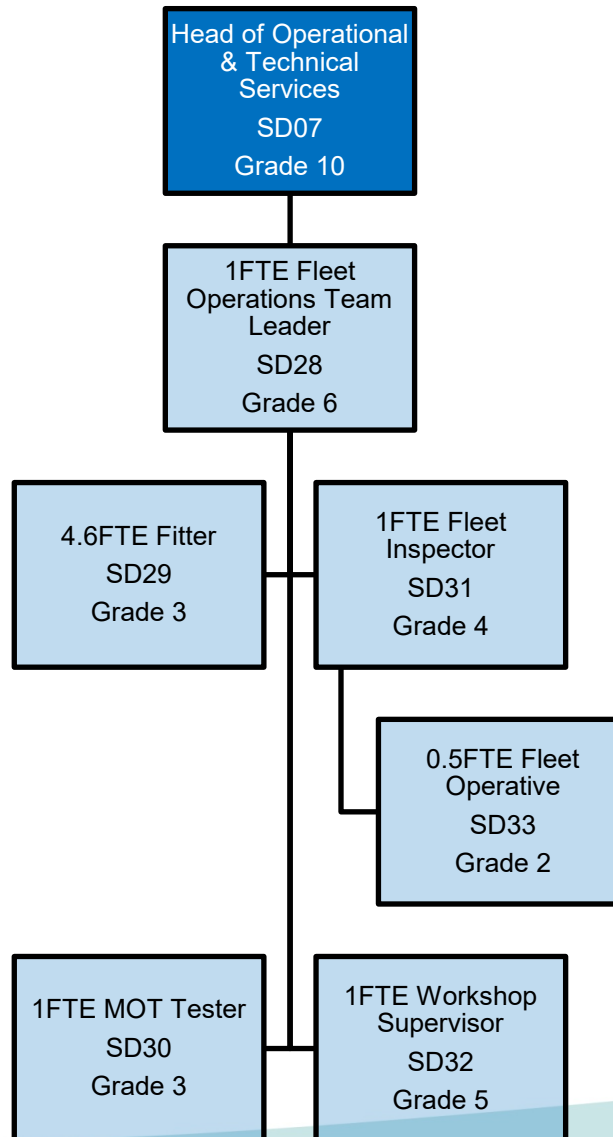
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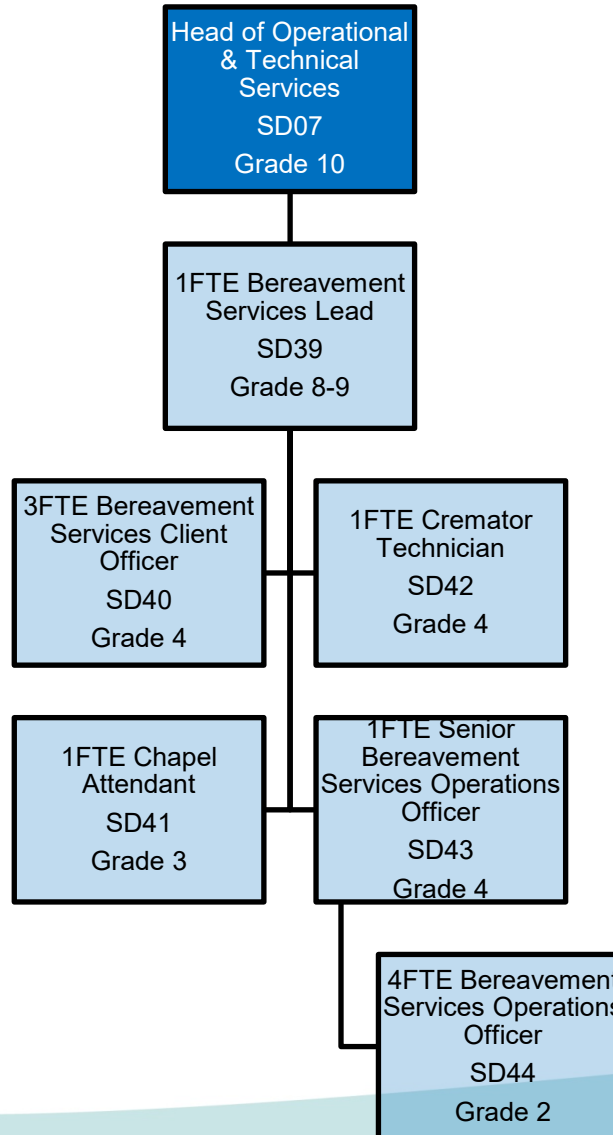
# Waste Operations



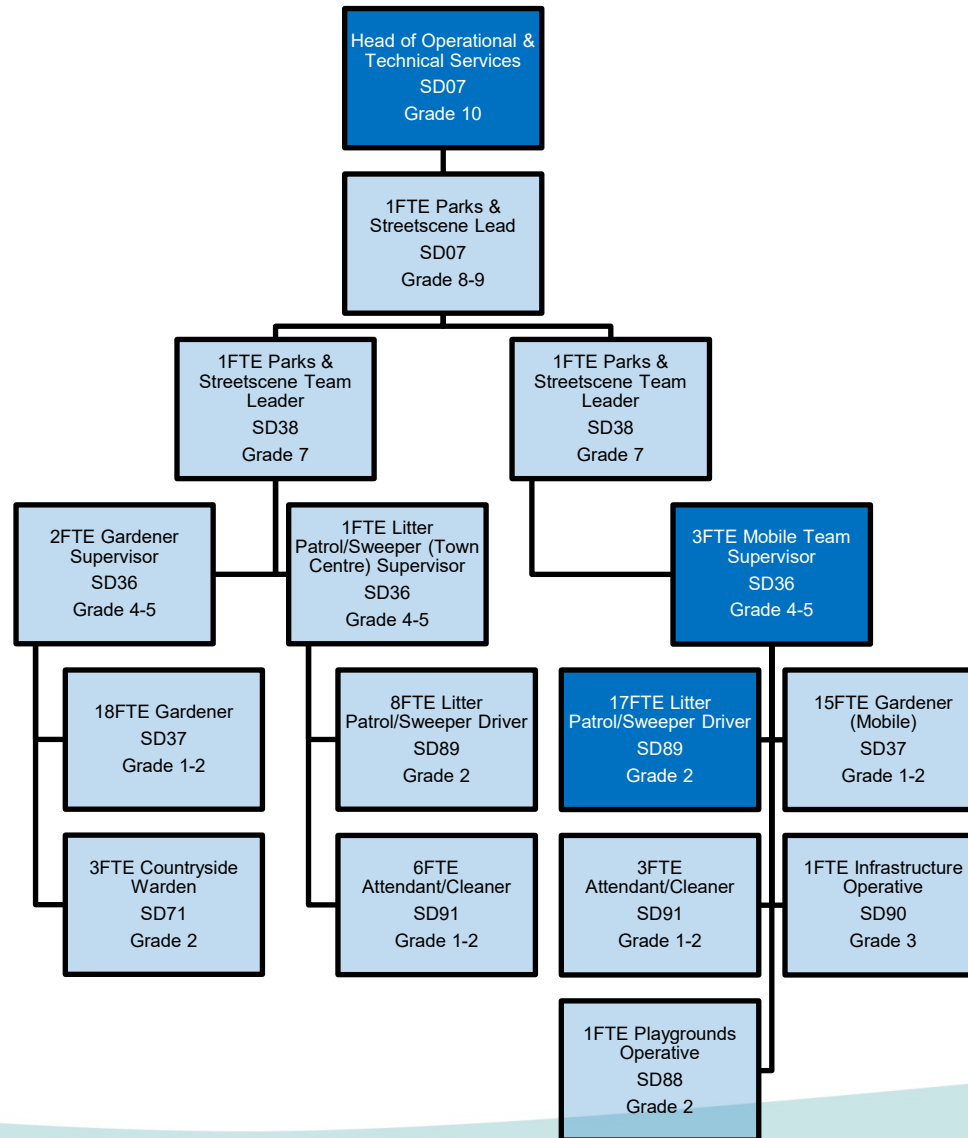
# Fleet Operations



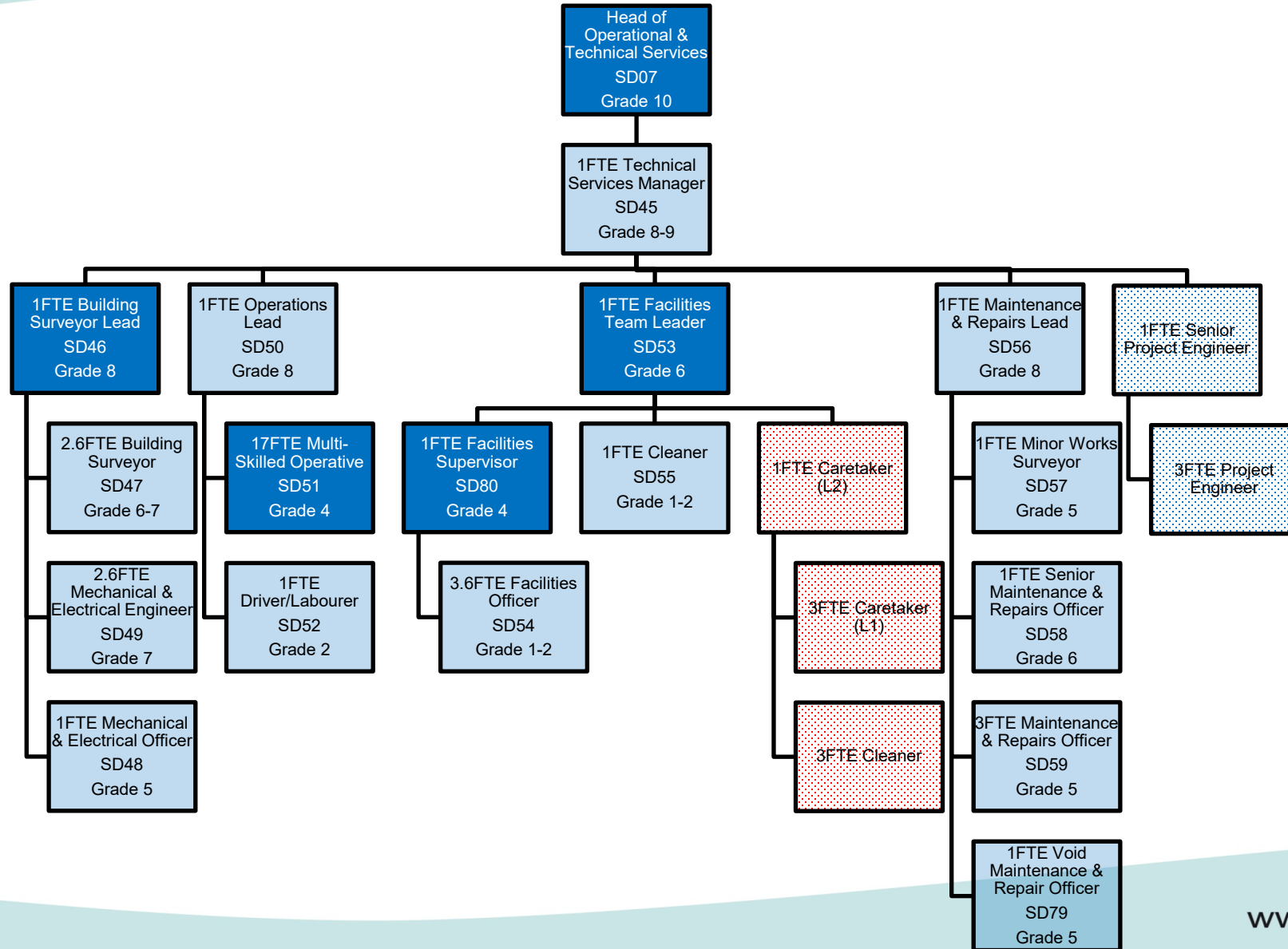
# Bereavement Services



# Parks & Streetscene

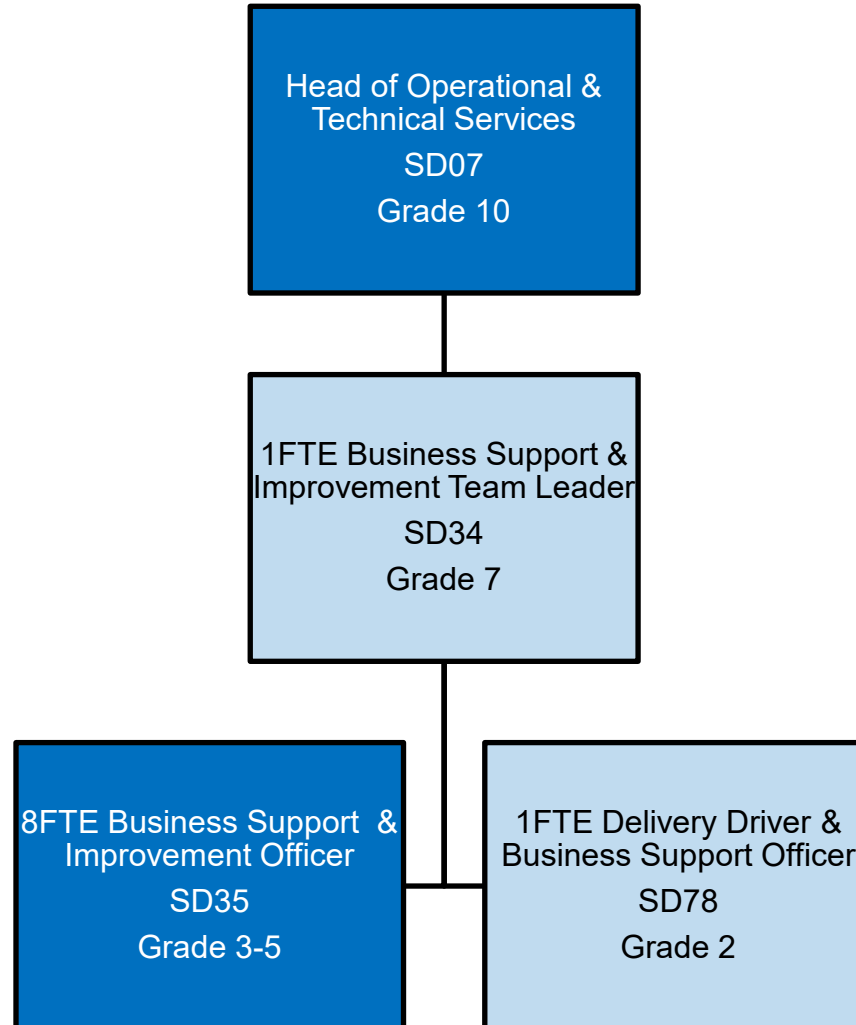


# Technical Services

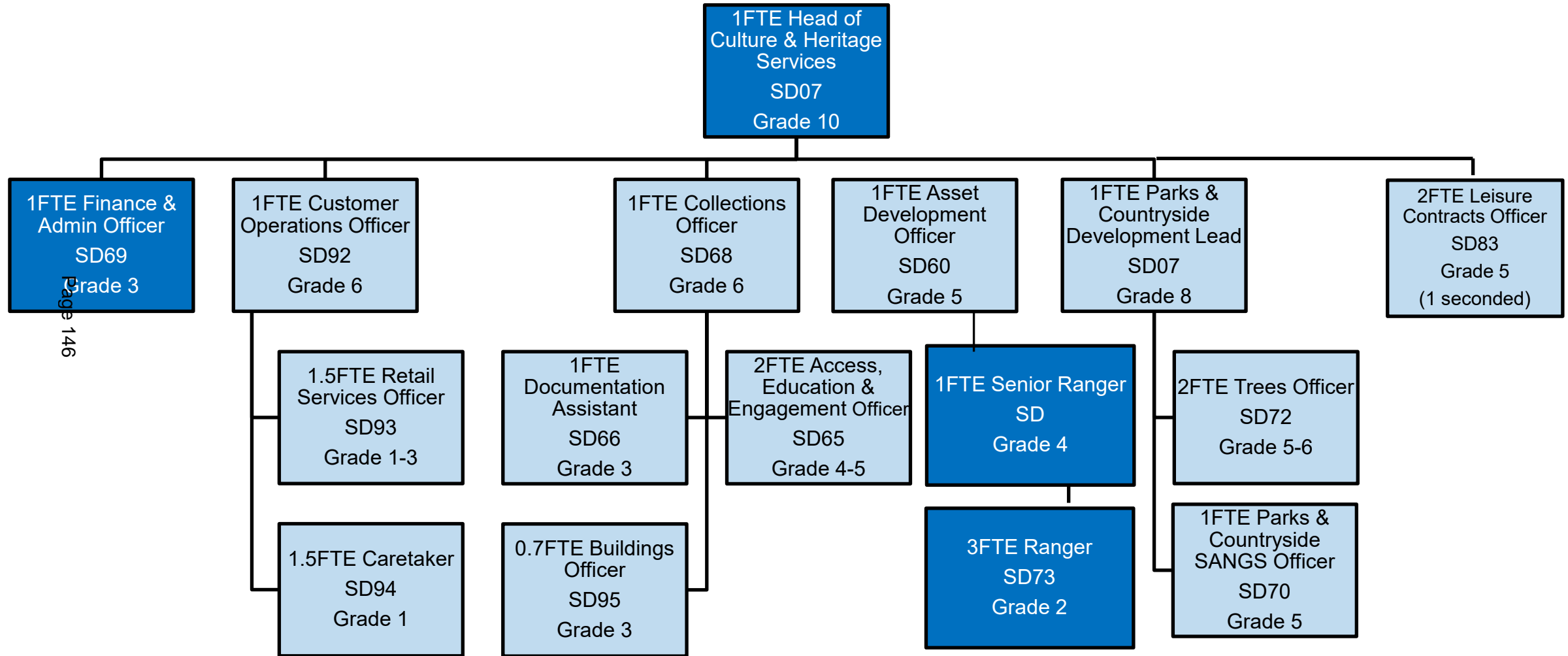




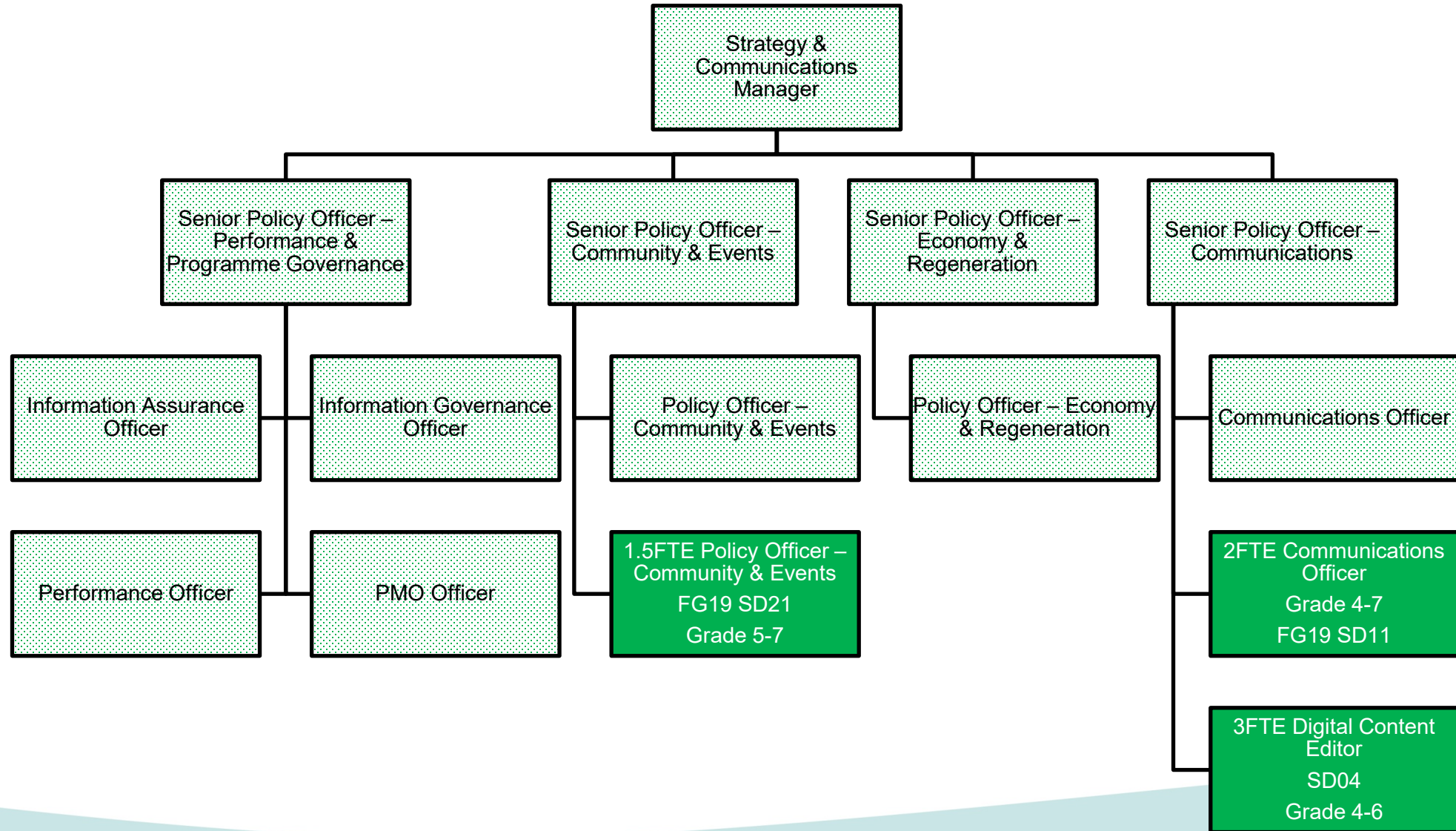
# Business Support & Improvement



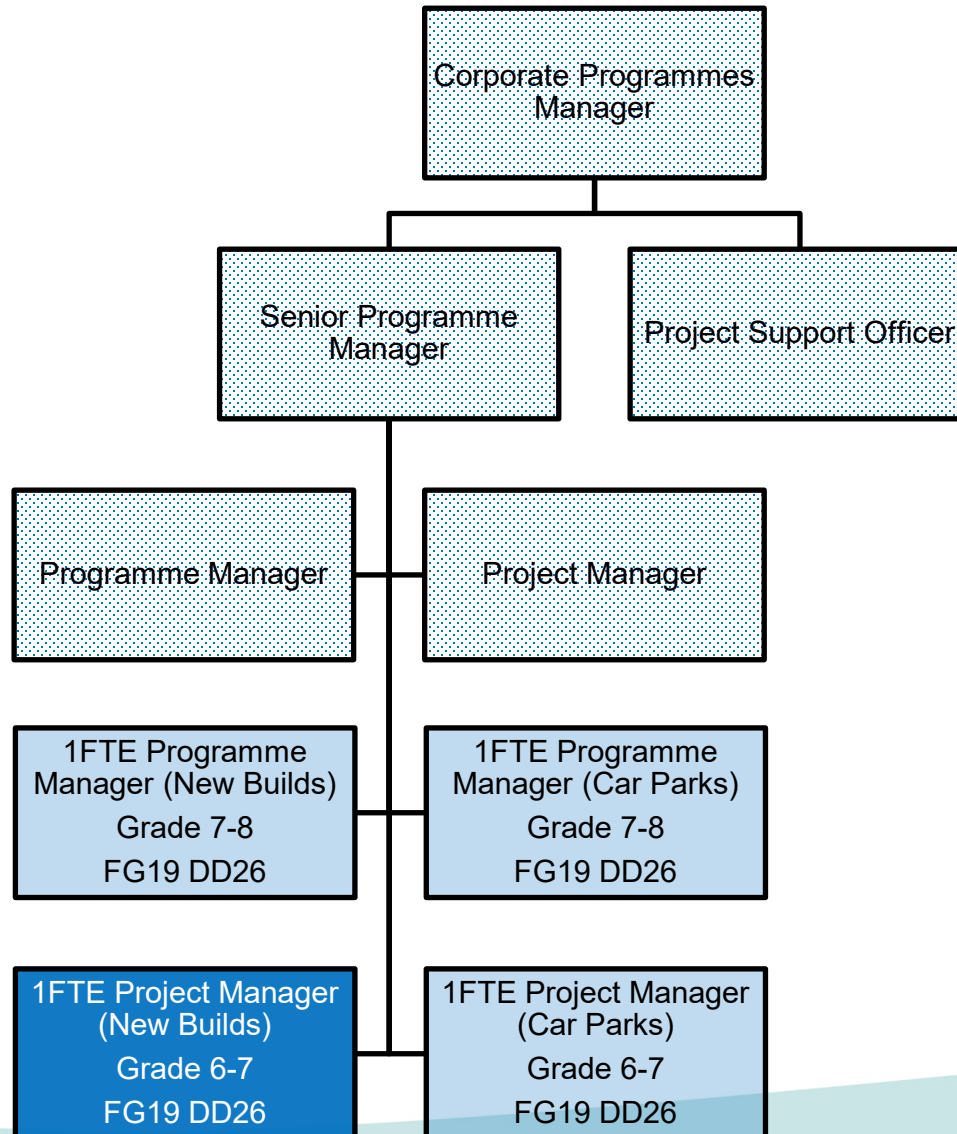
# Culture & Heritage



# Other roles – strategy & communication



# Other roles – corporate programmes



No	Risk (Threat/Opportunity to achievement of business objective)	Assessment of Risk Impact			Risk Control Measures	Assessment of Residual Risk [With control measures implemented]			Responsibility
		Likelihood (Probability) [ L ]	Impact (Severity) [ I ]	Risk Score [ L x I ]		Likelihood (Probability) [ L ]	Impact (Severity) [ I ]	Residual Risk Score	
1	Loss of key people and organisational knowledge and expertise	3	3	9	Talent Management plan to identify key people and knowledge and put measures in place to retain these key staff. Support for staff and personal development plans as part of the programme.	3	3	9	CMT & Human Resources

2	The total predicted savings will not be realised	4	4	<p>16</p> <p>Regular monitoring of expected outcomes Project sponsor and CMT are accountable for delivering the efficiencies that drive the savings across the Council. Directors and managers will own and take responsibility for delivering the predicted benefits from their area. Benefits realisation sessions with managers Progress against expected outcomes is monitored in workstream nmeetings and issues will be escalated to the FG Board. Horizon scanning to identify potential external factors which will materially affect the savings targets Service challenge efficiencies and savings have been agreed with service leaders and are part of a separate project. They will be included in the service plans for 2020-21 and will be monitored as a performance indicator</p>	3	4	12	Leader of the Council CMT, Chief Financial Officer, Service Leaders. FG Programme Board
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3	Not having the right skills and capacity to deliver programme within timescales	2	4	8	Specialist resource costs identified and factored in as part of the initial Business and implementation Plan. Every procurement reviewed in terms of cost and skills. Clearly defined project targets. Robust project management. Problem resolution and monitoring	4	3	12	Programme Manager Lead Project Managers HR CFO
4	Reduced Performance in key services	3	4	12	Develop service risk registers to identify and manage specific service transition risks. Resilience training and work with managers on Day 1 expectations and continued support and work with teams through the transition phase. Issues logs escalated for speedy consideration and resolution transition	3	4	12	CMT Service Leaders Programme Board Project Leads HR Comms

5	The organisation will have less capacity to deliver post implementation	3	4	12 New approach to delivery supported by technology, simplified processes and more self-service will enable the Council to do more for less. The introduction of more generalist customer service, local delivery and case management teams give a more flexible capacity to deliver current priorities. The results of workshops with experts from service teams are closely aligned to the new structure and process re-design. Monitored during transition to iron out any problems after go live	2	4	8	Managing Director CMT Service Leaders Team Leaders Programme Board Project Leads HR
6	Insufficient capacity to deliver Future Guildford	3	3	9 Programme identified as a key priority. Commission external specialist support ( already included in the budget) to ensure that project deadlines are met Internal staff seconded to the business analyst and ERP teams which will provide skills transfer and personal development opportunities Robust financial and performance monitoring in place	2	2	4	Managing Director CMT Service Leaders Team Leaders Programme Board Project Leads HR



7	Programme costs will exceed the current forecasts	2	4	8	Programme costs are robustly monitored with montly meetings with Ignite. Robust contractual arrangements negotiated with suppliers. Detailed business case. All budgets reviewed at key decision points.	2	3	6	Managing Director Programme Board CMT CFO
8	Programme slippage delay due to external events	4	4	16	Programme delayed by six months because of Covid pandemic. Overall timescales and targets affected. Hiatus used to implement lessons learned from Phase A and prepare for Phase B. Work started on Phase B in September 2020 including engagement with service leaders to support staff through consultation. The start of consultation in November was again affected by Covid restrictions but feedback from staff was that they wanted it to continue as they wanted some certainty. Support for staff either individually or in teams, provided by the Future Guildford Team and HR	4	3	12	Managing Director CMT Programme Board Project Leads HR ICT specialists

9	Slippage /delay/failure in both delivering and implementing the new ICT infrastructure	4	4	16	The delivery and implementation plan is subject to robust project management. A comprehensive testing programme is underway. We have opted for tried and tested innovation solutions and a fit for purpose. Escalation of issues at an early stage to minimise slippage.	3	4	12	Managing Director CMT Programme Board Project Leads HR ICT specialists
10	Managing staff morale/dip in productivity during transition	3	3	9	Good communication Team Meetings. Drop in sessions for staff. Resilience training and staff working with O&D to supports taff through this period. Transition workshops with staff and managers. Performance moitoring and identification of key staff.	3	2	6	Managing Director CMT Service Leaders Team Leaders HR&OD Comms UNISON
11	Risk of staff behaviours resulting in challenge /tribunals/grievabces	3	3	9	Communication. Increased role of HR and O&D in working with staff and managers through the project. Behavioural competencies clearly defined as part of the project. Review of HR policies to ensure fit for purpose. Tempoary appointment of HR specialist to support internal team and deal with HR issues during the transition period. Unison involved at key stages of the project	2	3	6	Managing Director CMT Service Leaders Service Team Leaders HR&OD Comms

12	Residents and public not able to access or self-serve	3	3	9	Identification of vulnerable and hard to reach groups. Publicity promoting services and alternative methods of contact. CSC will triage and assist people who cannot self serve or have accessibility needs.	2	2	4	Service Leaders CSC Manager CSC ICT Web
13	The shared vision for Future Guildford is not understood or maintained throughout the project	3	3	9	Effective communication strategies to engage with staff throughout the project.	2	2	4	Leader of the Council Managing Director CMT Service Leaders Service Team Leaders HR&OD Comms
14	The transition to the new operating model is not managed effectively	4	4	16	Transition plans. On-going support for managers. Monitoring teams. Issue logs for rapid decision making and resolution.	3	3	9	Managing Director CMT Service Leaders Team Leaders HR&OD Comms UNISON
15	On-going political support	3	4	12	Communication and involvement with the Leader of the Council and Executive and Leaders of political groups. Reports to Over view and Scrutiny. Presence on the programme board and regular monitoring reports on current status of individual workstreams.	2	3	6	Leader of the Council Programme Board Managing Director
16	Uncertainty over future SCC services and funding streams	3	3	9	Communication between SCC and GBC. Identification potential service and funding threats and opportunities either alone or in partnership with other Councils arising from SCC decisions. Monitor and review impact on services of known and future funding decisions.	3	3	9	Leader of the Council Managing Director CFO

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