



GUILDFORD  
BOROUGH

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Contact:

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**Tom Horwood**

Joint Chief Executive  
of Guildford and Waverley  
Borough Councils

4 September 2023

Dear Councillor,

Your attendance is requested at a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** to be held in Council Chamber, Millmead House, Millmead, Guildford, Surrey GU2 4BB on **TUESDAY, 12 SEPTEMBER 2023 at 7.00 pm.**

Yours faithfully,

Tom Horwood  
Joint Chief Executive

**MEMBERS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

Chairman: Councillor James Walsh  
Vice-Chairman: Councillor Matt Furniss

Councillor Honor Brooker	Councillor Maddy Redpath
Councillor Jason Fenwick	Councillor Katie Steel
Councillor Lizzie Griffiths	Councillor Fiona White
Councillor Gillian Harwood	Councillor Dominique Williams
Councillor Steven Lee	Councillor Sue Wyeth-Price

**Authorised Substitute Members**

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

**QUORUM: 4**



## **WEBCASTING NOTICE**

This meeting will be recorded for live and/or subsequent broadcast on the Council's website in accordance with the Council's capacity in performing a task in the public interest and in line with the Openness of Local Government Bodies Regulations 2014. The whole of the meeting will be recorded, except where there are confidential or exempt items, and the footage will be on the website for six months.

If you have any queries regarding webcasting of meetings, please contact Committee Services.

## **THE COUNCIL'S STRATEGIC FRAMEWORK (2021-25)**

### **Our Vision:**

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

### **Our Mission:**

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

### **Our Values:**

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

### **Our strategic priorities:**

#### Homes and Jobs

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

## Environment

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

## Community

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

## A G E N D A

### **ITEM NO.**

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

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

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

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

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

**3 MINUTES (Pages 7 - 12)**

To confirm the minutes of the Committee meeting held on 11 July 2023.

**4 LEAD COUNCILLOR QUESTION SESSION**

A question session with Councillor Julia McShane, the Leader of the Council & Lead Councillor for Housing.

Councillor McShane has specific areas of responsibility as the Lead Councillor for Housing that include: Homelessness; Housing Advice; Landlord Services; and Housing Maintenance and Repairs.

**5 SAFER GUILDFORD PARTNERSHIP ANNUAL REPORT 2022-23 (Pages**

13 - 76)

To review the Partnership's recent activities and its draft future priorities.

6 **SPEND ON CONSULTANTS AND AGENCY WORKERS FOR THE 2022-23 FINANCIAL YEAR** (Pages 77 - 96)

To consider the Council's spend on consultants and agency workers.

7 **PERFORMANCE MONITORING REPORT 2023-24 (QUARTER 1)**  
(Pages 97 - 150)

To review the Performance Monitoring Report for 2023/24 quarter 1.

8 **BOROUGH'S RESPONSE TO REFUGEES** (Pages 151 - 166)

To review the support and services provided to refugees in the Borough.

9 **OVERVIEW AND SCRUTINY ANNUAL REPORT, 2022-23** (Pages 167 - 210)

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

## OVERVIEW AND SCRUTINY COMMITTEE

11 July 2023

- \* Councillor James Walsh (Chair)
- \* Councillor Matt Furniss (Vice-Chair)

- |                               |                                 |
|-------------------------------|---------------------------------|
| * Councillor Honor Brooker    | * Councillor Maddy Redpath      |
| * Councillor Jason Fenwick    | * Councillor Katie Steel        |
| * Councillor Lizzie Griffiths | * Councillor Fiona White        |
| * Councillor Gillian Harwood  | * Councillor Dominique Williams |
| Councillor Steven Lee         | Councillor Sue Wyeth-Price      |

\*Present

Councillors Angela Goodwin (Lead Councillor for Engagement and Customer Services), Julia McShane (Leader of the Council and Lead Councillor for Housing), Howard Smith, Tyson, McShane and Goodwin were also in attendance, with Councillors Catherine Houston (Lead Councillor for Commercial Development) and Merel Rehorst-Smith (Lead Councillor for Regulatory and Democratic Services) in remote attendance.

### **OS1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

The Committee was advised of apologies for absence from Councillor Steven Lee, Councillor Sue Wyeth-Price, and Lead Councillor Carla Morson.

### **OS2 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

There were no declarations of Disclosable Pecuniary Interests.

### **OS3 MINUTES**

The minutes of the Overview and Scrutiny Committee meeting held on 28 February 2023 were agreed.

### **OS4 PERFORMANCE MONITORING REPORT 2022-23 QUARTER 4**

Committee members with queries about specific performance indicators in the report had been asked to submit these in advance to the Policy Officer,

Strategy, Performance and Events, to enable an explanation to be given at the meeting.

The Policy Officer, Strategy, Performance and Events, introduced the report submitted to the Committee. She indicated that the key performance indicators (KPIs) within the report included thirty-five quarterly and five annual KPIs. The meeting was advised that data not yet available for three annual KPIs would be included in future performance monitoring reports to the Committee. The Policy Officer, Strategy, Performance and Events, reminded the Committee of the RAG ratings for the quarterly recorded KPIs, and advised that the Joint Executive Head of Housing Services, the Joint Executive Head of Communications and Customer Services, and the Joint Executive Head of Organisational Development were in attendance to respond to questions.

The Joint Chief Executive advised the meeting that he had added an introduction to the report to highlight some matters that were worked on in 2022/23 and not often captured by KPIs, such as support for Ukrainian families and national and royal events during the year, along with areas of risk, for example, planning performance and the Council's finances.

During the ensuing discussion a number of questions were asked and clarifications offered:

- A member questioned the lack of a target for some KPIs within the report submitted to the Committee, and referenced the KPI for the number of affordable new homes completed each year as an example. In response, the Joint Executive Head of Housing Services indicated that setting targets for matters outside the Council's control was problematic. He suggested the feasibility of setting related targets for the Council's own new build housing but advised that the number of affordable new homes completed each year was outside the control of the Council and a related target would be of limited use.
- With reference to the targets for the number of net new additional homes (KPI H&J3) and the number of empty homes (KPI H&J2) as examples, another member questioned why targets were set for some KPIs outside the control of the Council and not others. In response, the Leader of the Council and Lead Councillor for Housing indicated the value in knowing if permissions for new homes were being granted and residential properties were not being built out.



- A member of the Committee queried the reduction of KPIs earlier in the year to the current thirty-five quarterly and five annual indicators and the decision to include some that apparently recorded processes and outcomes not within the control of the Council, and suggested the benefit of the Committee selecting performance indicators to monitor from those collected as part of the Council's service plan process. In reply, the Leader of the Council and Lead Councillor for Housing invited the Committee to advise further on possible changes to the KPIs in order to better enable service improvements. The Joint Executive Head of Organisational Development advised the meeting that the reduction in the number of KPIs was intended to bring more focus. He indicated that the inclusion of contextual KPIs, with or without associated targets, could be taken away and reviewed by officers and reported back to the Committee. The Chair of the Committee welcomed the response and suggested the value of members contributing to the process.
- The Joint Executive Head of Housing Services spoke of the importance of indicators that provided contextual information for the Council to raise awareness of issues and prompt action.
- A member of the Committee spoke to support the provision of performance information relating to matters directly outside the control of the Council and indicated that in some instances the local authority might be able to influence performance or delivery in some way. She suggested the value in adding the number of planning permissions granted to the commentary provided for the number of net new additional homes (KPI H&J3). The Joint Executive Head of Organisational Development advised that a detailed response to the inclusion of a target for H&J3 was best provided by the Joint Executive Head of Regeneration and Planning Policy. The Policy Officer, Strategy, Performance and Events, reminded the meeting that the KPI for the percentage of affordable housing units granted planning permission on eligible sites was included within the report submitted to the Committee.
- In respond to a question raised in advance of the meeting about the time lag in receipt of data for six KPIs, the Policy Officer, Strategy, Performance and Events, undertook to obtain a response from the relevant Joint Executive Heads of Service.

- In reply to a question about the breakdown of the number of empty homes in the Borough (KPI H&J2), the Committee was advised that further information would be provided by the Joint Executive Head of Regulatory Services. The Policy Officer, Strategy, Performance and Events, advised the meeting that the data for H&J2 was taken from the long-term empty list held and created by the Council Tax team and advised that further information would be provided to the Committee. A member of the Committee referred to the increase in empty homes in the housing stock held by the Council between 2019 and 2022.
- A member of the Committee asked about measures under consideration to achieve the Council's forty percent target for affordable housing units granted on eligible sites. In reply, the meeting was advised of policy compliant exceptions to the forty percent target within the Local Plan, including if a specific site could be shown as not economically viable due to abnormal costs. The Policy Officer, Strategy, Performance and Events, indicated that the Council had sought external advice to challenge viability assessments when necessary.
- In response to a general question about the upwards adjustment of targets and the consequent achievement of RAG ratings, and a specific query about increase in the staff turnover target, the Joint Executive Head of Organisational Development advised the meeting of the range of staff turnover figures for local authorities in Surrey. He indicated that the Council's staff turnover was broadly average for a local authority in Surrey. The meeting was informed that the staff turnover target was adjusted upwards after considering the current workforce situation at the Council and other benchmarking information.
- A member of the Committee suggested the merit in explaining changes to targets within the report itself. The Joint Executive Head of Organisational Development advised the meeting that details of changes would be shared with the Committee members.
- With reference to the time taken to assess new Housing Benefit claims (KPI COU5), a member of the Committee questioned the feasibility of training existing staff to become assessors. In reply, the Policy Officer, Strategy, Performance and Events, reported progress with filling assessor roles and explained that it took at least 6 months for an

assessor to be reasonably well trained. The meeting was informed that it had not been possible to recruit anyone to the role with experience and that there had been no capacity under the case model adopted as part of the Future Guildford transformation programme to train staff in this specialism. The Policy Officer, Strategy, Performance and Events, undertook to circulate to Committee members a detailed response provided by the Revenues and Benefits Lead.

- In response to a query from a Councillor, the Joint Executive Head of Housing Services advised that social rent homes were being built by some housing associations. He suggested introducing social rent targets within the Council's own new build housing and the merit in setting a rent rate within Guildford between affordable rent and social rent.
- In response to a question shared by the Chair in advance of the meeting, the Joint Executive Head of Housing Services advised the meeting that in the previous financial year twenty-six families had been housed in temporary accommodation and the longest stay had been forty-seven days.

The Chair thanked officers and the Leader of the Council and Lead Councillor for Housing for attending.

#### **OS5 CUSTOMER SERVICES: PERFORMANCE AND PROGRESS UPDATE**

The Lead Councillor for Engagement and Customer Services introduced the item, highlighting the progress achieved by the Council's Customer Services since the previous update to the Committee in October 2022. The Lead Councillor for Engagement and Customer Services advised the meeting of the growth in the number of residents registered to use the MyGuildford portal, the accessibility of the Council's website, and the staffing levels within the Customer Service team. The Committee members were advised to use the councillor email address for customer service queries.

A member of the Committee suggested improving the communication with residents contacting the Council, especially those with inquiries relating to planning applications. The Joint Executive Head of Communication and Customer Service undertook to circulate the councillor email address after the meeting to ensure matters raised through Councillors were progressed.

A member of the Committee praised the reduction in call wait times and the increase in the percentage of calls answered shown within Appendix 1 of the report submitted to the Committee. In addition, the call back process was commended by the Committee member. The Joint Executive Head of Communication and Customer Service advised that the percentage of calls answered the previous week was 93%. She stated that the call back function was still deployed by customer services but not as often as previously.

In reply to questions from a Councillor, the Joint Executive Head of Communication and Customer Service confirmed arrangements for reporting common issues raised by residents to the relevant services and indicated that the three top issues raised by residents were Council Tax, refuse and recycling collections, and planning.

The Chair thanked the Lead Councillor for Engagement and Customer Service and the Joint Executive Head of Communication and Customer Service for attending.

RESOLVED: That a further performance update report on Customer Services be provided to the Committee in six months' time.

**OS6 G-LIVE AND LEISURE MANAGEMENT SCRUTINY WORKING GROUPS**

The Chair introduced the item and asked if the Committee agreed the re-establishment of the two working groups to scrutinise the council's G-Live and Leisure Partnership Agreement contracts monitoring. The meeting was advised that overview and scrutiny had reviewed the contracts monitoring in this way for several years.

RESOLVED: That two working groups be established to scrutinise the Council's G-Live and Leisure Partnership Agreement contracts monitoring and report back to the Overview and Scrutiny Committee.

The meeting finished at 8.03 pm

Signed .....

Date .....

Chairman

# Guildford Borough Council

Overview and Scrutiny Committee Report

Date: 12 September 2023

Ward(s) affected: All

Report of Joint Strategic Director- Community Wellbeing Annie Righton

Author: Gill Paddington, Policy Officer, Strategy and Performance

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Lead Councillor responsible: Carla Morson

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Email: carla.morson@guildford.gov.uk

Report Status: Open

## **Safer Guildford Partnership Annual Report 2022-23**

### **1. Executive Summary**

- 1.1 This report sets out the annual activities and achievements of the Safer Guildford Partnership (SGP) during 2022-23 and introduces the draft SGP Action Plan 2023-24.
- 1.2 The purpose of this report is to provide the Committee with the opportunity to examine the activities of the SGP 2022-23 in the context of the statutory role of the SGP, and to advise and comment on the appropriateness of the draft SGP Action Plan 2023-24.
- 1.3 The report provides the background for the existence of, and the roles and responsibilities of the SGP in the context of the statutory duties set out in the Crime and Disorder Act 1998, as amended by the Police Reform Act 2002 and the Police and Justice Act 2006.

- 1.4 The activities, achievements, and challenges of the SGP are summarised through the report with more detailed tracking of targets, commentary, evidence, and action plans provided in Appendices 1-4.
- 1.5 The report ends by setting out the draft SGP Action Plan 2023-24 in Appendix 5, which has been developed in line with the priorities of the [SGP Plan 2021-24](#). The draft action plan will be considered and approved by the SGP Executive in September 2023.

## **2. Recommendation to Committee**

- (1) That the Committee is invited to review the activities and achievements of the Safer Guildford Partnership 2022-23 as set out in section 4 of this annual report.
- (2) That the Committee is invited to comment on the appropriateness of the draft Safer Guildford Partnership Action Plan 2023-24 as set out in section 5 of this annual report.

## **3. Reasons for Recommendation:**

- To inform the Committee of the recent activities and draft future priorities of the SGP.
- The Crime and Disorder Act 1998, as amended by the Police Reform Act 2002 and the Police and Justice Act 2006, requires responsible authorities to work together alongside the community and voluntary sector to develop and implement strategies for reducing crime and disorder in their area.
- The Police and Justice Act 2006, Crime & Disorder Act 1998, and The Local Government Act 2000, requires responsible authorities to have a scrutiny committee for crime and disorder, which is fulfilled by the Council's Overview and Scrutiny Committee. The Committee is required to examine the work of the Partnership and advise on crime and disorder matters of local concern.

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

#### **4. Purpose of Report**

- 4.1 The purpose of this report is to provide information for the Overview and Scrutiny Committee to examine the actions and achievements of the Safer Guildford Partnership (SGP) for the period September 2022 to August 2023.
- 4.2 The report presents the Committee with the opportunity to advise and comment on the appropriateness of the draft SGP Action Plan for 2023-24.

#### **5. Strategic Priorities**

- 5.1 The SGP develops and implements strategies for reducing crime and disorder, which contribute to the Council's strategic vision to be 'a green, thriving town and villages where people have the homes they need, access to quality employment, with strong and safe communities that come together to support those needing help'.
- 5.2 The Partnership helps deliver the Council's 'Community' theme by designing interventions to address and reduce harm caused by crime and anti-social behaviour, to the most vulnerable people in our community.

#### **6. Background**

##### *Statutory responsibilities and role of the SGP*

- 6.1 The Crime and Disorder Act 1998, as amended by the Police Reform Act 2002 and the Police and Justice Act 2006, requires responsible authorities to work together alongside the community and voluntary sector to develop and implement strategies for reducing crime and disorder in their area.
- 6.2 In a two-tier authority area such as Surrey, there is a requirement for a county level community safety strategy group (within the remit of the Surrey Health and Wellbeing Board), which is supported by local community safety partnerships.

- 6.3 The SGP is the local community safety partnership (CSP), which brings together both statutory and non-statutory strategic partners. Membership of the Partnership can be found on the [Council's web pages](#). The statutory role of the SGP is to:
- facilitate information sharing
  - identify local priorities
  - coordinate a planned response to the prevention of crime, disorder, anti-social behaviour, and reoffending, at a borough level
  - undertake Domestic Homicide Reviews (DHR)
- 6.4 The range of problems and behaviours under the context of community safety is incredibly varied and complex. This requires strong multi agency partnership working, effective communication and often complex problem-solving approaches. The impact of which can be a slow process.
- 6.5 The [SGP 3-year Plan \(2021-24\)](#) sets the framework for the SGP. The priorities of the Partnership were reviewed in 2021 through an assessment of current and possible future crime, disorder, and anti-social behaviour (ASB) issues. Sources which inform the annual priorities include but are not limited to:
- partner agency leads views
  - Surrey Community Safety Agreement
  - Office of the Police and Crime Commissioner Surrey
  - Surrey Police Safer Neighbourhood Team and Anti-Social Behaviour Unit
- 6.6 The role and responsibilities of the SGP do not override the priorities and day-to-day operation of each individual agency. It is intended that the SGP provides added value in joint working between partners to address shared local priorities.
- 6.7 The following areas of community safety are part of the day-to-day partnership working activities and intelligence sharing between agencies, to prevent and reduce crime and disorder in Guildford:



- protecting and preventing people from being radicalised or drawn into terrorism activity
- reducing or preventing the impact of anti-social behaviour, crime and disorder in public places
- reducing or preventing the impact of anti-social behaviour, crime and disorder on vulnerable people
- interrupting serious and organised crime
- resolving anti-social behaviour experienced by our residents

6.8 This work is carried out through several borough level and county wide operational groups, using information sharing to apply enforcement powers. These groups also provide support to people experiencing issues. This includes but is not limited to:

- Joint Action Group (JAG)
- Community Harm and Risk Management Meeting (CHaRMM)
- Serious and Organised Crime Joint Action Group (SOC JAG)
- Channel Panels (Prevent)
- [The Community Trigger](#)
- Domestic Homicide Review Panels

6.9 SGP operational groups bring together frontline professionals to share information and problem solve solutions to community safety concerns. Each group has a specific focus on either vulnerable individuals or geographic cases, although there is some cross over between groups in managing victims and perpetrators.

6.10 Risk management and information sharing is facilitated by ECINS, a secure case management platform hosted by Surrey Police.

6.11 The successful outcomes achieved by these groups are a direct result of the commitment of all agencies to work together to reduce crime, disorder, and anti-social behaviour.

#### *Partnership priorities 2021-24*

6.12 The [SGP Plan](#) and priorities set the framework for directing partnership resources effectively, to where they are most needed:

- where the SGP have established what the 'problem' is and what the impact is on our communities
- where joint working is the best solution to the address the problem

6.13 The SGP priorities are set out below. Further explanation of each priority and delivery targets against each priority are set out in the SGP action plan summary 2022-23 which can be found in Appendix 1 of this report.

1. Domestic Abuse
2. Community Harm
3. Protecting people from serious harm
4. Community support
5. Response to vulnerable people

6.14 Actions are coordinated by relevant partners and delivered through multi agency resources, or the limited funds allocated through the SGP. The core functions of the SGP are embedded in the work of the operational groups. These functions are set out in the action plan 2022-23 as 'our business as usual'.

## **7. SGP Action Plan 2022-23 outcomes**

7.1 Appendix 2 provides a summary of the end of year review of delivery targets in the 2022-23 SGP action plan.

7.2 The following paragraphs aim to draw the Committee to some key highlights from the review of the targets.

### *Domestic Abuse*

7.3 The Partnership has continued to respond to the risks, and the long-term effects of those experiencing domestic abuse through implementation of the Guildford Domestic Abuse Pledge, launched in the summer of 2022. The pledge supports the [Surrey Against Domestic Abuse Strategy](#). The four commitments to the pledge are:

- i. Commit to raising awareness of domestic abuse with residents, workforce, and students (aged 16 or over) to help them understand what domestic abuse is and how to respond if someone they know discloses domestic abuse.
- ii. Make information about national and local domestic abuse support services available on your website and in other appropriate places so that they are easily accessible for residents, workforce, and students (aged 16 or over).
- iii. Put in place an HR policy, or amend an existing policy, to support members of staff who may be experiencing domestic abuse.
- iv. Appoint a champion at a senior level in your organisation to own the activity you are doing to support people experiencing domestic abuse.

7.4 Seven SGP partners have committed to delivering these pledges through 2022-23, with SW Surrey Domestic Abuse Outreach Service and Surrey County Council Community Safety supporting with advice and training. This demonstrates a strong commitment to supporting people experiencing domestic abuse.

7.5 Key achievements through the Domestic Abuse Pledge this year include the University of Surrey providing specialist training to their staff who investigate Domestic violence and sexual offenses. Guildford Locality Team (Adult Social Care) have provided their staff with regular Domestic Abuse training and themed reflective sessions. They have also had visits from guest speakers from specialist DA services.

The delivery of the Pledge will continue through the final year of the Safer Guildford Partnership Plan in 2023-24.

7.6 For the second year, Guildford and Waverley Community Safety Partnerships worked together with South-West Surrey Domestic Abuse Outreach Service to plan a series of public webinars for residents, business owners and community leaders in Southwest

Surrey. The Ask Me About Domestic Abuse webinars, supported by a social media campaign, helped break the silence on domestic abuse and raise awareness of how to recognise domestic abuse, support victims and access local support services. Attendance at the webinars in 2022 was once again positive with 71 individuals registering for the event and 3 Domestic Abuse champions committing to being public advocates for domestic abuse. This work will continue in 2023-24 due to the high engagement at events.

- 7.7 Referrals received by the Domestic Abuse Outreach Service between September 2022 and August 2023 totalled 686. This is a 10% increase from the previous year. Referrals continue to rise but have stabilised following an unprecedented 61% increase during 2019/20, due to the COVID-19 pandemic.
- 7.8 It is important to note that an increase in referrals does not automatically reflect an increase in domestic abuse incidents. This could also be attributed to increased awareness of support services through national and local marketing campaigns.

#### *Public Spaces Protection Order*

- 7.9 A key target for the Partnership this year, was to deliver the action plan associated with the 2022 review of the town centre Public Spaces Protection Order (PSPO). The Council are responsible for PSPO's and therefore coordinate the action plan under the legislation and statutory guidance set out for PSPO's. The action plan requires a partnership approach to deliver the enforcement plan.
- 7.10 Details of the actions progressed during 2022/23 can be found in the PSPO Action Plan, Appendix 3.
- 7.11 An effective enforcement plan to support the PSPO is critical to the successful implementation and to desired changes in behaviour. The PSPO action plan (Appendix 3) and enforcement recording is monitored by the Safer Guildford Partnership Executive. This ensures

all partners are contributing to the effective implementation of the Order and provides evidence for any future changes to the Order.

7.12 To support enforcement of the PSPO, during 2022/23:

- 284 patrols were undertaken in Guildford Town Centre by GBC Compliance Officers
- Surrey Police and GBC Compliance Officers provided daily patrols to known hotspots in the Town Centre and regularly carried out joint patrols to deter street drinking, during the seasonal summer peak
- GBC Compliance Officers and Police regularly use the PSPO to confiscate alcohol from those drinking in town centre public places
- 17 Community Protection Warnings (CPWs) have been served in relation to street drinking
- no CPWs have escalated to Community Protection Notice to date
- Compliance Officers have new Body Worn Cameras, which should help to capture breaches of the PSPO directly going forward.

7.13 Guildford Borough Council Compliance Officers and Surrey Police joined forces in 'days of action', targeting crime and anti-social behaviour, including breaches of the PSPO in Guildford Town Centre. This joint working helped to tackle the escalation of serious street drinking related anti-social behaviour and crime, which was having a significant impact on a large number of residents in the Foxenden Quarry area. Unfortunately, anti-social behaviour related to street drinking is still evident in certain areas of the town centre and this joint work continues to help manage the situation.

7.14 Full details the PSPO can be viewed on the [Council's website](#).

*Partnership intervention*

7.15 As a result of partnership intervention, the following anti-social behaviour tools have been used successfully between September 2022 to August 2023:

- 0 Criminal Behaviour Orders (2021-22: 1)
- 1 full closure order (2021-22: 1)
- 4 partial closures (2021-22: 10)
- 7 Community Protection Notices (2021-22: 5)

7.16 Partnership Intervention activities aimed at reducing the anti-social behaviour in Guildford town centre on Friday and Saturday nights and Sunday afternoons have included:

- Forming a JAG subgroup focusing on tackling town centre anti-social behaviour from young people
- Safer Streets funding bid submitted for a number of projects to tackle town centre anti-social behaviour linked to the nighttime economy.
- two intensive 'days of action' held in August, with a number of partners carrying out proactive patrols in the town centre which resulting in; 5 arrests, 1 Summons, 6 Dispersals, 3 PSPO enforcements, 8 stop searches and a large amount of community engagement.

### *Serious Organised Crime*

7.17 The revised Serious Organised Crime Joint Action Group (SOC JAG) framework has been embedded across the Partnership in 2022-23. Membership and representation are consistently strong. Effective intelligence sharing has resulted in a reduction of County Lines in the borough, with no confirmed active lines currently in operation.

7.18 Guest speakers attend each SOC JAG meeting to deliver awareness raising presentations. Subject areas covered so far include cuckooing, motorcycle clubs, and County Lines.

7.19 ACT (Action Counters Terrorism training) and Prevent refresher online training offered to partners as part of the SGP training programme.

*Safer Communities Programme*

- 7.20 The new Safer Communities Programme, developed and delivered by Surrey County Council Community Safety Team, was officially launched in March 2023.
- 7.21 The Safer Communities Programme is an innovative education resource that, with effective teaching, will lead to increased safety and enhanced outcomes for young people. The programme enables children to learn, in a positive classroom environment, how to keep themselves and others safe in a variety of situations as demanded by the evolving challenges young people are facing in modern society.
- 7.22 The project has seen a successful start, with several schools requesting materials prior to the launch, showing a strong appetite for the programme. The SGP supported the launch by using its networks to raise awareness of the programme, website and resources available.
- 7.23 Surrey County Council will be conducting an evaluation in September 2023 to measure the success of the project so far. The results of this will be presented to the Safer Guildford Partnership Executive.

*Safer Guildford Partnership communications*

- 7.24 The Partnership recognises that we can make a significant contribution to reducing the impact of crime and ASB and effectively target our resources, by planning our communications to:
- reassure the public and engage, advise, support and impact positively on communities
  - support victims by producing advice and signposting to support services
  - increase public resilience and enable them to access the right help and support at the right time.

- 7.25 To emphasise the importance of joint communications across the Partnership, we have a communications Pledge. The Partnership pledge sets out four commitments from partners:
- i. raising awareness of the SGP, its aims, and key areas of work through their website, intranet, and social media channels
  - ii. incorporating the community safety campaign schedule into their communications schedule where possible
  - iii. monitoring and sharing posts of other SGP members and all SGP joint communications
  - iv. using the #saferguildfordpartnership on all joint communications.
- 7.26 The Partnership Communications Plan and campaign schedule is supported by the Council to coordinate delivery using #saferguildfordpartnership. Between September 2022 and August 2023 our communications delivered:
- 47 community safety (#saferguildfordpartnership / #saferguildford) social media posts
  - 28410 total campaign impressions for #SaferGuildford and #SaferGuildfordPartnership
  - 122 likes of community safety (#saferguildfordpartnership / #saferguildford) social media posts
  - 54 shares of community safety (#saferguildfordpartnership / #saferguildford) social media posts

*Safer Guildford Partnership training*

- 7.27 In response to the additional vulnerabilities of our residents and impact of the cost of living crisis, the Partnership coordinated and resourced a range of training for delivery in 2022/23. The purpose of this multi-agency partnership training was to raise the awareness and ability of staff to recognise and respond to domestic abuse, suicide,



fraud and scams and counter terrorism threats. This is the second year we have run this programme.

- 7.28 The training was well attended and received, with an increase in participating partners and a total number of attendees to organised sessions reaching 81. 100% of attendees who responded to feedback felt the training would benefit them in their current job role. 100% were also interested in attending future SGP training sessions.
- 7.29 As a result, there are plans on continuing with this annual training programme to meet staff turnover needs and continue to raise awareness across a range of subjects. In 2023-24 we are adding training linked to the Surrey Violence Against Women and Girls Strategy, County Lines and modern slavery.

*Safer Guildford Partnership funds*

- 7.30 The SGP provided £2,000 funding to South-West Surrey Domestic Abuse Outreach Service in 2022-23. This enabled them to work with Surrey PubWatch and Experience Guildford to raise awareness of domestic abuse through the 'Ask for Angela' scheme. Bespoke 'Ask for Angela' posters were produced and displayed in town centre pubs and venues to raise awareness of the 'Ask for Angela' campaign, that it can be used to seek help for Domestic Abuse and to upskill staff to know what action to take.
- 7.31 The SGP also provided £1700 funding to Surrey Fire and Rescue Service, which was used towards their 2022/23 Safe Drive Stay Alive programme. Safe Drive Stay Alive (SDSA) is a series of live educational performances which aim to make young people aware of their responsibilities as drivers, with the overarching aim of improving road safety and reducing the number of deaths and injuries on Surrey's roads.
- 7.32 A total of 9,953 people from 74 schools and colleges attended the 18 performances during the 2022/23 programme.

*Key Challenges*

- 7.33 The effectiveness of the Partnership is determined by the engagement and contribution of all agencies particularly, through the operational groups. The key challenges are:
- maintaining consistent and effective contributions
  - managing expectations
  - prioritising resources
- 7.34 There has been a recent increase in awareness around reporting anti-social behaviour and the tools available, such as the Community Trigger. This brings some challenges such as managing expectations of residents, particularly around the legal framework and enforcement powers available.
- 7.35 All partners are currently facing financial challenges, which impacts on resources. Funds and resources therefore must be carefully allocated and community safety issues prioritised based on the level of threat, harm and risk to the community.
- 7.36 Attendance at the CSP's operational groups has improved since the meetings moved online in 2020. Maintaining consistent representation from certain key partners such as Mental Health however, continues to present some challenges. This can have a negative impact on the meeting and create barriers to resolving certain cases.
- 7.37 The Partnership continues to encourage partners to use the ECINS case management systems to effectively and securely share information on community safety issues. While usage has increased in the last year, there is still a lot of work to do to ensure all partners are signed up, trained and actively using the system on a regular basis. This is an ongoing, Surrey-wide issue, which the Surrey Police ECINS Support Team continue to try and address through awareness, support and training.

- 7.38 The Government's ASB Plan was launched in April 2023. Through 2023/24 the Partnership will be preparing to respond to the requirements set out in the Plan.

*Domestic Homicide Reviews*

- 7.39 Domestic Homicide Reviews (DHRs) were established on a statutory basis under the Domestic Violence, Crime and Victims Act 2004.
- 7.40 When a domestic homicide occurs, the relevant police force informs the local Community Safety Partnership. SGP has a statutory duty to establish whether the criteria for a DHR is met and that a review should be conducted.
- 7.41 DHRs are conducted under the Home Office 'Multi- Agency Statutory Guidance for the Conduct of Domestic Homicide Reviews' (December 2016).
- 7.42 The SGP has led progress in one DHR in 2022-23 which is due to be concluded in 2023-24.

**8. Draft SGP Action Plan 2023-24**

**(Subject to SGP Executive approval in September 2023)**

- 8.1 The 2023-24 Action Plan (Appendix 5) has been drafted in response to the [SGP Plan](#) priorities. The SGP Executive will approve the final action plan in September 2023.
- 8.2 The SGP will continue to support the countywide vision set out in the [Surrey Community Safety Agreement 2021-25](#):
- Protecting our most vulnerable
  - Protecting our communities from harm
  - Empowering our communities to feel safe.

8.3 Later in 2023 and into 2024, we are expecting significant changes in community safety with further details of the following government plans and the introduction of new statutory duties:

- [ASB Action Plan](#)
- The new [Protect Duty](#) and [Martyn's Law](#)
- The new [Serious Violence Duty](#) and county strategy

8.4 The SGP has a statutory duty to review its 3 year Partnership Plan in 2024 and reset priorities in response to the above (5.3), county wide strategies led by SCC Community Safety Team and the Surrey Community Safety Agreement, which is also due to be reviewed in 2024.

## **9. Consultation**

9.1 The SGP Executive is responsible for developing and agreeing the annual priorities for the Partnership's plan and associated action plans.

9.2 Ward Councillors are invited to attend operational delivery groups where appropriate, in relation to referrals received for their ward.

9.3 Project specific consultation is undertaken under statutory guidance.

## **10. Key Risks**

10.1 The resources to deliver interventions aligned to the priorities of the SGP are additional to the day-to-day functions of each partner agency. The capacity to deliver these interventions is determined by multi agency partnership working which may be impacted by individual agency contributions.

10.2 The ongoing financial challenge for all partners means the priorities set out by the SGP will require agility, to respond appropriately to the changing needs of the community.

## **11. Financial Implications**

- 11.1 The actions and interventions delivered by the SGP are contained within the existing revenue budget for the Partnership within the Council's budget.

## **12. Legal Implications**

- 12.1 The Crime and Disorder Act 1998, as amended by the Police Reform Act 2002 and the Police and Justice Act 2006, requires responsible authorities to work together alongside the community and voluntary sector to develop and implement strategies for reducing crime and disorder in their area.
- 12.2 The content of this report sets out the work undertaken to meet this statutory duty.
- 12.3 In accordance with Section 19 of the Police and Justice Act 2006 the Committee has the power to review and scrutinise decisions made, and actions taken in connection with the discharge of the Council's crime and disorder functions and may make reports and recommendations with respect to the discharge of those functions.

## **13. Human Resource Implications**

- 13.1 The SGP is made of representatives from 'responsible authorities' as set out in the legislation:
- Police
  - local authorities
  - fire and rescue authorities
  - probation service
  - health
- 13.2 The SGP Executive is chaired by the Joint Strategic Director: Community Wellbeing.

13.3 The Council's lead officers supporting the strategic work of the Partnership is the Policy Officer for Strategy, overseen by the Joint Executive Head for Community.

13.4 The Joint Executive Head of Regulatory Services chairs the JAG with officers from Compliance. Operational and Technical Services, Legal Services, Culture, Heritage and Leisure Services, Community Services and Customer, Case and Parking Services support the wider remit of the SGP where appropriate, working alongside statutory, voluntary and community partners in the operational groups.

#### **14. Equality and Diversity Implications**

14.1 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

#### **15. Climate Change/Sustainability Implications**

15.1 In the context of this report there are no climate change/sustainability implications arising directly.

#### **16. Suggested issues for overview and scrutiny**

16.1 The Committee is required to consider and comment on the appropriateness of the draft priorities set out in this report.

#### **17. Conclusion**

17.1 This report provides information for the committee to review the actions and achievements of the SGP in 2022-23.

17.2 This report sets out the draft SGP Action Plan 2023-24 for the Committee to consider and comment on its appropriateness.

#### **18. Background Papers**

None

**19. Appendices**

Appendix 1: SGP Action Plan 2022-23

Appendix 2: SGP Action Plan 2022-23-year end review

Appendix 3: PSPO action plan

Appendix 4: Guildford Against Domestic Abuse pledge

Appendix 5: Draft Safer Guildford Partnership action plan 2023-24

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## Safer Guildford Partnership 2022-23 Action Plan

### 1. Domestic Abuse

Responding to the Domestic Abuse Act 2021, Surrey Against Domestic Abuse Strategy and implementing the Guildford Domestic Abuse Pledge.

### 2. Community Harm

Continued improvements in how our operational groups are working- responding to targeted areas and vulnerable people. Implementing Public Spaces Protection Orders and maintaining support for Community Triggers.

### 3. Protecting people from serious harm

Responding to the threat of counterterrorism (Prevent), maintaining a serious organised crime group, supporting schemes to address serious youth violence.

### 4. Community support

Focus on raising awareness, communication and building public confidence. Identifying issues, reporting, and knowing how to seek the right help at the right time. Training and awareness of our support networks.

### 5. Response to vulnerable people

Responding to the additional vulnerabilities of our residents facing community safety issues

#### Priorities:

1. Domestic Abuse
2. Community Harm
3. Protecting people from serious harm
4. Community support
5. Response to vulnerable people

## Safer Guildford Partnership 2022-23 Action Plan

### Our business as usual

The following areas of community safety are part of the day to day partnership working activities and intelligence sharing between agencies, to prevent and reduce crime and disorder in Guildford:

- protecting and preventing people from being radicalised or drawn into terrorism activity
- reducing or preventing the impact of anti-social behaviour, crime and disorder in public places
- reducing or preventing the impact of anti-social behaviour, crime and disorder on vulnerable people
- interrupting serious and organised crime
- resolving anti-social behaviour experienced by our residents

This work is carried out through several borough level and county wide operational groups, using information sharing to apply enforcement powers. These groups also provide support to people experiencing issues. This includes but is not limited to:

- Joint Action Group (JAG)
- Community Harm and Risk Management Group (CHaRMM)
- Serious and Organised Crime Joint Action Group (SOC JAG)
- Channel Panels (Prevent)
- The Community Trigger

### Measuring indicators:

The Safer Guildford Partnership uses a range of indicators to measure trends and volumes of activity. These can provide an indication of prevention and protection needs and achievements.

- Numbers of ASB tools used
- Numbers of referrals to intervention services
- Number of cases completed
- Number of Partnership Intelligence Forms submitted
- Information sharing platform user indicators
- Social media indicators and digital reach (web site hits)

This work is overseen by the Safer Guildford Partnership Executive.

### Priorities:

1. Domestic Abuse
2. Community Harm
3. Protecting people from serious harm
4. Community support
5. Response to vulnerable people

## Safer Guildford Partnership 2022-23 Action Plan

Priority	What is the problem/issue	Impact on our residents	Action to address issue	What we hope to achieve	How will we know we have achieved?
1	Members of our communities, our customers and our staff, not knowing how to recognise, acknowledge and seek specialist support for domestic abuse	<ul style="list-style-type: none"> <li>members of our communities at risk of harm and not getting the support they need, where and when they need it</li> </ul>	<ul style="list-style-type: none"> <li>deliver annual awareness raising public webinar</li> <li>partners to implement SGP Domestic Abuse Pledge</li> <li>support new partners to sign up to DA Pledge</li> <li>Promotion of SW Surrey DA campaign material</li> <li>SGP funding commitment for SW Surrey DA Outreach Service</li> <li>Undertaking Domestic Homicide Reviews and implementing action plans</li> <li>Partnership training (priority 5)</li> </ul>	<ul style="list-style-type: none"> <li>anyone experiencing domestic abuse can access the right information, and support in the right place and at the right time</li> <li>learning lessons from Domestic Homicide Reviews and leading changes to practice</li> </ul>	<ul style="list-style-type: none"> <li>attendance at webinars</li> <li>staff of partner agencies awareness of domestic abuse increased</li> <li>implementation of Domestic Abuse Pledge</li> <li>domestic abuse outreach service referral increases</li> <li>Reach / shares of SW Surrey DA campaign material</li> <li>Domestic Homicide Review action plan implementations</li> </ul>
2	Anti-social behaviour affecting individuals and community's quality of life	<ul style="list-style-type: none"> <li>causes or likely to cause harm, alarm or distress to residents, visitors, and businesses</li> <li>decreased feelings of safety for visitors, residents, and businesses</li> </ul>	<ul style="list-style-type: none"> <li>select, implement, and enforce the most effective ASB tools to address ASB</li> <li>promotion of reporting guidance</li> <li>promotion of support services</li> <li>deliver staff training on Community Triggers</li> <li>implement and monitor PSPO enforcement and supporting Action Plan</li> <li>Partnership engagement at operational meeting groups</li> </ul>	<ul style="list-style-type: none"> <li>target enforcement to key issues</li> <li>increased feelings of safety for residents and visitors</li> <li>raise awareness of where and how to report and seek support</li> </ul>	<ul style="list-style-type: none"> <li>Purple Flag perception study feelings of safety achieves 90%</li> <li>ASB data from Police ICAD system and User Satisfaction Survey.</li> <li>Engagement in digital and social media platforms and campaigns</li> <li>Community Trigger applications responded to within timeframes</li> <li>Community Trigger applications resolved</li> </ul>

### Priorities:

1. Domestic Abuse
2. Community Harm
3. Protecting people from serious harm
4. Community support
5. Response to vulnerable people

## Safer Guildford Partnership 2022-23 Action Plan

					<ul style="list-style-type: none"><li>• Monitoring of PSPO enforcement</li><li>• Effective resolution of cases referred to JAG, CHaRMM and SOC JAG</li></ul>
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Agenda item number: 5  
Appendix 1

### Priorities:

1. Domestic Abuse
2. Community Harm
3. Protecting people from serious harm
4. Community support
5. Response to vulnerable people

## Safer Guildford Partnership 2022-23 Action Plan

Priority	What is the problem/issue	Impact on our residents	Action to address issue	What we hope to achieve	How will we know we have achieved?
3	Serious organised crime disrupting the quality of life of communities and individuals	<ul style="list-style-type: none"> <li>exploitation of vulnerable people</li> <li>violent behaviours experienced in our communities</li> </ul>	<ul style="list-style-type: none"> <li>clear and understood reporting mechanisms</li> <li>partnership intelligence sharing</li> <li>plan and deliver targeted partnership disruption activities</li> <li>understand and meet Partnership requirements of new Protect Duty when released</li> <li>support for distribution of SCC Junior Citizens scheme materials</li> <li>Partnership training (Priority 5)</li> </ul>	<ul style="list-style-type: none"> <li>raise awareness of risks</li> <li>effective sharing of the right information at the right time</li> <li>meet statutory duties</li> </ul>	<ul style="list-style-type: none"> <li>number of partnership intel sharing referrals</li> <li>engagement in campaigns</li> <li>number of targeted disruption activities undertaken by Partnership</li> <li>achieving minimum compliance of the Protect Duty by deadline</li> <li>completion of Junior Citizens Community Safety booklet.</li> <li>take up from Guildford schools for the Junior Citizens Community Safety booklet from teachers, schools and CSPs.</li> <li>completion of an online webinar for teachers supporting the Safer Communities Programme.</li> <li>feedback from teachers and children following the September launch of the Safer Communities Programme.</li> </ul>

### Priorities:

1. Domestic Abuse
2. Community Harm
3. Protecting people from serious harm
4. Community support
5. Response to vulnerable people

## Safer Guildford Partnership 2022-23 Action Plan

4	Raising public awareness and increasing public resilience to report and access help and support for all issues relating to crime and anti-social behaviour	<p>Members of our communities:</p> <ul style="list-style-type: none"> <li>not getting the right help and support at the right time</li> <li>at risk of harm from experiencing crime and disorder</li> </ul>	<ul style="list-style-type: none"> <li>partners to implement SGP Comms Pledge:</li> <li>joint comms</li> <li>#SaferGuildfordPartnership</li> <li>raise awareness of the partnership</li> <li>raise awareness of community support services</li> </ul>	<ul style="list-style-type: none"> <li>increase in public awareness of where, how, and when to report issues</li> <li>increase in public awareness of support for those experiencing crime and disorder</li> </ul>	<ul style="list-style-type: none"> <li>social media and engagement indicators for campaigns</li> <li>public engagement activities delivered</li> <li>attendance at public engagement activities</li> </ul>
5	Reduced capacity of residents to cope with, protect themselves against or resist, criminal or anti-social behaviours.	<p>Vulnerable members of our communities:</p> <ul style="list-style-type: none"> <li>not getting the support they need, where and when they need it</li> <li>at risk of harm or experiencing crime and disorder</li> </ul>	<ul style="list-style-type: none"> <li>target resources on disruption, enforcement and problem solving</li> <li>generic and targeted community comms and events to inform, advise, and educate public on support services</li> <li>Partnership annual training package to include suicide awareness, Prevent and Domestic Abuse Awareness</li> <li>SGP funding support for SFRS Safe Drive Stay Alive (SDSA) campaign</li> </ul>	<p>increased:</p> <ul style="list-style-type: none"> <li>intervention</li> <li>public awareness and support</li> <li>staff awareness of risks and support</li> </ul>	<ul style="list-style-type: none"> <li>effective resolution of referral cases</li> <li>public community engagement in campaigns and events</li> <li>attendance at and feedback of training</li> <li>feedback from teachers and students on SDSA.</li> <li>existing SDSA Pre and post questionnaires.</li> <li>evidence and recommendations from previous independent evaluation (Road Safety Analysis) and new independent evaluations.</li> </ul>

### Priorities:

1. Domestic Abuse
2. Community Harm
3. Protecting people from serious harm
4. Community support
5. Response to vulnerable people

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

1. **Domestic Abuse**  
Responding to the Domestic Abuse Act 2021, Surrey Against Domestic Abuse Strategy and implementing the Guildford Domestic Abuse Pledge.
2. **Community Harm**  
Continued improvements in how our operational groups are working- responding to targeted areas and vulnerable people. Implementing Public Spaces Protection Orders and maintaining support for Community Triggers.
3. **Protecting people from serious harm**  
Responding to the threat of counterterrorism (Prevent), maintaining a serious organised crime group, supporting schemes to address serious youth violence.
4. **Community support**  
Focus on raising awareness, communication and building public confidence. Identifying issues, reporting, and knowing how to seek the right help at the right time. Training and awareness of our support networks.
5. **Response to vulnerable people**  
Responding to the additional vulnerabilities of our residents facing community safety issues

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

### Our business as usual

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**Safer Guildford Partnership 2022-23 Action Plan – End of Year Review**

Priority	What is the problem/issue	Impact on our residents	Action to address issue	What we hope to achieve	How will we know we have achieved?
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**Achievements**

**SW Surrey DA Outreach Service referrals:**

2021/2022	2022/2023
Sep 2021: 33	Sep 2022: 53
Oct 2021: 42	Oct 2022: 57
Nov 2021: 45	Nov 2022: 56
Dec 2021: 39	Dec 2022: 53
Jan 2022: 46	Jan 2023: 60
Feb 2022: 43	Feb 2023: 75
Mar 2022: 50	Mar 2023: 63
Apr 2022: 37	Apr 2023: 50
May 2022: 80	May 2023: 59
June 2022: 66	June 2023: 58

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

July 2022: 64 Aug 2022: 79	July 2023: 52 Aug 2023: 50
<b>Total 624</b>	<b>Total 686</b>

### Domestic Abuse Partnership training and awareness delivery

- Southwest Surrey Domestic Abuse Outreach Service training (details priority 5)
- [Ask Me \(Domestic Abuse\) Public Webinars](#) (details priority 5)
- £2000 SGP funding for partnership project between SW Surrey Domestic Abuse Outreach Service, Experience Guildford and Pub Watch.

### SW Surrey Domestic Abuse Outreach campaign material

- Partnership work between the Domestic Abuse Outreach Service, Pub Watch and Experience Guildford to raise awareness of domestic abuse. Posters were created and displayed in town centre pubs and venues to raise awareness of the 'Ask for Angela' scheme and to help upskill staff to support vulnerable members of the public.
- The DA Outreach Service and Surrey County Council worked together to produce a series of videos to raise awareness of domestic abuse across the County. The videos were supported by a poster and social media campaign.
- The DA Outreach Service launched their new website with improved content aimed at survivors and professionals, this was promoted it on social media.
- An awareness raising video was created using funding from the SGP, which is now available on the DA Outreach Service's website homepage.
- The DA Outreach Service met with GBC's Community Team at The Hive to help raise awareness of Domestic Abuse and of the support available.
- The DA Outreach Service had a stand at the launch of the Knife Angel at Guildford Cathedral.
- On 16 March 2023 the DA Outreach Service worked with the University of Surrey to provide information and resources to students during their Wellbeing Week. This included information on the DA Service's Youth Engagement and LGBTQ+ teams.

### Guildford Against Domestic Abuse Pledge (Appendix 4)

#### Commitments:

- Raise awareness of domestic abuse with residents, workforce, and students (age 16 or over) to help them understand what domestic abuse is and how to respond if someone they know discloses domestic abuse

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

- Make information about local domestic abuse support services available on websites, social media, internal bulletins, and appropriate public places and support surrey-wide social media campaigns
- Put in place a HR policy, or review and update an existing policy, to support members of staff who may be experiencing domestic abuse
- Appoint a champion at a senior level in your organisation to own the activity you are doing to support people experiencing domestic abuse
- 7 partners have signed the Pledge from the SGP Partnership – GBC, University of Surrey, Office for the PCC, Probation Service, Experience Guildford, Adult Social Care (Guildford Locality Team) and Surrey Police, all working alongside Southwest Surrey Domestic Abuse Service and the Surrey Community Safety DA lead.

**Safer Guildford Partnership 2022-23 Action Plan – End of Year Review**

Priority	What is the problem/issue	Impact on our residents	Action to address issue	What we hope to achieve	How will we know we have achieved?
2	Anti-social behaviour affecting individuals and community's quality of life	<ul style="list-style-type: none"> <li>causes or likely to cause harm, alarm or distress to residents, visitors, and businesses</li> <li>decreased feelings of safety for visitors, residents, and businesses</li> </ul>	<ul style="list-style-type: none"> <li>select, implement, and enforce the most effective ASB tools</li> <li>promotion of reporting guidance</li> <li>promotion of support services</li> <li>deliver staff training on Community Triggers</li> <li>implement and monitor PSPO enforcement and supporting action plan</li> <li>partnership engagement in operational meeting groups</li> </ul>	<ul style="list-style-type: none"> <li>target enforcement to key issues</li> <li>increased feelings of safety for residents and visitors</li> <li>raise awareness of where and how to report and seek support</li> </ul>	<ul style="list-style-type: none"> <li>Purple Flag perception study feelings of safety achieves 90%</li> <li>ASB data from Police ICAD system and User Satisfaction Survey</li> <li>Engagement in digital and social media platforms and campaigns</li> <li>Community Trigger applications responded to within timeframes</li> <li>Community Trigger applications resolved</li> <li>Monitoring of PSPO enforcement</li> <li>ASB tools used</li> <li>effective resolution of cases referred to JAG, CHaRMM and SOC JAG</li> </ul>

**Achievements**

**Police ASB data**

Surrey Police received 3905 reports of anti-social behaviour in Guildford between December 2022 and May 2023.

**Town Centre Public Spaces Protection Order (PSPO) action plan progress summary:**

- Action Plan to support implementation and ongoing monitoring in place (updates in Appendix 3)
- PSPO regularly being used to stop people drinking alcohol in public.
- Ongoing town centre joint patrols – 284 patrols in 2022/23.
- 17 Community Protection Warnings (CPWs) served in relation to street drinking.

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

- Beverley Hall current hotspot for street drinkers and related ASB.
- GBC Compliance will be providing refresher PSPO training to Guildford Police Safer Neighbourhood Team in September, to improve joint working and PSPO enforcement.

### Training and guidance

Bespoke Community Trigger training was offered to all relevant GBC staff, including Customer Services, Customer and Case, Housing and Community Wellbeing.

Training was offered to the Partnership as a whole on suicide prevention, fraud and scams, domestic abuse and counter terrorism (details in priority 5).

GBC Compliance Team provided training on the Town Centre PSPO and enforcement process to the Safer Neighbourhood Policing Team. This training is due to be refreshed in September 2023.

All Ward Councillors were sent guidance and information regarding community safety in Guildford. This included advice on reporting anti-social behaviour, the Community Trigger, support services available, the various operational groups and how to raise concerns.

### ASB tools implemented

Quarter	CPN's	CBO's	Full Closures	Partial Closures
June 23- Aug 23	2 (20 CPWs)	0	1	0
Mar 23- May 23	3 (13 CPWs)	0	0	1
Dec 22- Feb 23	1 (10 CPWs)	0	0	1
Sept 22- Nov 22	0	0	0	2 extensions
<b>Totals 22-23:</b>	6	0	1	4
Comparative totals 21-22	5	1	1	10

### Referrals to operational meeting groups

Quarter	JAG referrals	JAG cases closed	CHaRMM referrals	CHaRMM cases closed
June 23-Aug 23	0	1	13	7
Mar 23- May 23	2	1	13	9
Dec 22- Feb 23	0	1	5	5

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

Sept 22- Nov 22	0	0	6	7
<b>Totals 22-23:</b>	2	3	37	28
Comparative totals 21-22	2	5	22	16

### Community Triggers

Quarter	Applications received	Live cases	Thematic
June 23 – Aug 23	4	0	<ul style="list-style-type: none"> <li>• Neighbour disputes</li> <li>• Cannabis smoke</li> <li>• Noise</li> </ul>
Mar 23- May 23	3	1	<ul style="list-style-type: none"> <li>• ASB from children</li> <li>• Drugs and noise in public park</li> </ul>
Dec 22- Feb 23	5	2	<ul style="list-style-type: none"> <li>• Neighbour dispute</li> <li>• Domestic Abuse / mental health</li> </ul>
Sept 22- Nov 22	5	4	<ul style="list-style-type: none"> <li>• Neighbour dispute</li> <li>• Domestic Abuse / mental health</li> </ul>

Agenda item number: 5

Appendix 2

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

Priority	What is the problem/issue	Impact on our residents	Action to address issue	What we hope to achieve	How will we know we have achieved?
3	Serious organised crime (SOC) disrupting the quality of life of communities and individuals	<ul style="list-style-type: none"> <li>exploitation of vulnerable people</li> <li>violent behaviours experienced in our communities</li> </ul>	<ul style="list-style-type: none"> <li>Clear and understood reporting mechanisms</li> <li>partnership intelligence sharing</li> <li>plan and deliver partnership disruption activities</li> <li>understand and meet Partnership requirements of new Protection Duty when released</li> <li>support for distribution of SCC Safer Communities programme materials</li> <li>Partnership training (Priority 5)</li> </ul>	<ul style="list-style-type: none"> <li>raise awareness of risks</li> <li>effective sharing of the right information at the right time</li> <li>meet statutory duties</li> </ul>	<ul style="list-style-type: none"> <li>number of partnership intel sharing referrals</li> <li>engagement in campaigns</li> <li>number of targeted disruption activities undertaken by Partnership</li> <li>achieving minimum compliance of the Protect Duty by deadline</li> <li>completion of Junior Citizens Community Safety booklet</li> <li>take up from Guildford schools for the Safer Communities programme from teachers, schools and CSPs</li> <li>completion of online webinar for teachers supporting the Safer Communities programme</li> <li>feedback from teachers and children following the launch of the Safer Communities programme</li> </ul>

### Partnership Intelligence referrals

Quarter	Partnership Intelligence Forms	Channel Panel
June 23- Aug 23	72	0
Mar 23 – May 23	75	0
Dec 22- Feb 23	106	0
Sept 22- Nov 22	50	0
<b>Totals 22-23:</b>	<b>303</b>	<b>0</b>
Comparative totals 21-22:	<b>284</b>	<b>0</b>

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

### Serious Organised Crime

- Guest speakers invited to each SOC JAG meeting to deliver awareness raising presentations. Subject areas covered so far include; cuckooing, motorcycle clubs and County Lines.
- ACT (Action Counters Terrorism training) and Prevent refresher online training offered to partners as part of the SGP training programme.

### Targeted disruption activities:

- Regular town centre joint patrols by GBC Regulatory Services and Police.
- Linwood Nurseries joint visit, which resulted in several Notices being served for various offenses.
- Beverley Hall joint visits to tackle anti-social behaviour linked to street drinking.
- Two intensive 'days of action' held in August to target anti-social behaviour in the town centre. A number of partners carried out proactive patrols which resulted in; 5 arrests, 1 Summons, 6 Dispersals, 3 PSPO enforcements, 8 stop searches and a large amount of community engagement.

### Safer Communities Programme:

- The new [Safer Communities Programme](#) was officially launched in 2023.
- This programme was produced following a County wide review of the Junior Citizens Scheme.
- Through online resources available to schools, the programme enables children to learn how to keep themselves and others safe in a variety of situations.
- Information was circulated Partnership wide to raise awareness.



**Safer Guildford Partnership 2022-23 Action Plan – End of Year Review**

Priority	What is the problem/issue	Impact on our residents	Action to address issue	What we hope to achieve	How will we know we have achieved?
4	Raising public awareness and increasing public resilience to report and access help and support for all issues relating to crime and anti-social behaviour	Members of our communities: <ul style="list-style-type: none"> <li>not getting the right help and support at the right time</li> <li>at risk of harm from experiencing crime and disorder</li> </ul>	<ul style="list-style-type: none"> <li>partners to implement SGP Comms Pledge:                             <ul style="list-style-type: none"> <li>joint comms</li> <li>#SaferGuildfordPartnership</li> <li>Raise awareness of the Partnership</li> <li>Raise awareness of community support services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>increase in public awareness of where, how, and when to report issues</li> <li>increase in public awareness of support for those experiencing crime and disorder</li> </ul>	<ul style="list-style-type: none"> <li>social media and engagement indicators for campaigns</li> <li>public engagement activities delivered</li> <li>attendance at public engagement activities</li> </ul>

**Achievements**

**SGP Comms Plan**

- 14 partners signed up to Comms Pledge- commitment to share partnership campaigns and information through own channels.
- GBC community safety web pages updated.
- Community safety guidance sent to all Ward Councillors and uploaded to the Modern.gov online library. Providing information and advice on community safety issues, reporting and support services.

**External Communications**

Multi agency comms to raise public awareness, encourage reporting and signpost to support regarding local and national community safety concerns and campaigns:

- UN Day for the Elimination of Violence Against Women / White Ribbon
- Buy a gift for a child or adult escaping domestic abuse / Healthy Surrey
- National County Lines Intensification Week
- National Hate Crime Awareness Week
- Surrey Domestic Abuse Awareness Week
- Safe Drive Stay Alive public event

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

- ASB week
- Police Emoji slang campaign
- Crime Stoppers Counterfeit Fraud campaign
- Crime Stoppers Fearless campaign

### Internal Partnership Communications

- Domestic Abuse public survey for commissioning of Surrey DA specialist services
- Safer Guildford Partnership Training programme
- Crime Stoppers VAWG Report launch
- Domestic Abuse online survey
- County Lines awareness workshop details
- SOS Christmas bus details
- Surrey CHaRMM Framework and Crime and Disorder Protocol
- Surrey Support After Suicide Service launch
- An Introduction to Understanding Personality Disorder’ online training
- National ASB Week
- Stigma Training 2023/24 – Substance Use
- Hourglass webinars

### GBC led comms #SaferGuildfordPartnership

Quarter	#saferguildfordpartnership posts	Total impressions	Total likes	Total shares
June 23- Aug 23	5	5688	24	11
March 23- May 23	6	3822	11	11
Dec 22- Feb 23	20	9200	53	18
Sept 22- Nov 22	16	9700	34	14
<b>Totals 22-23:</b>	<b>47</b>	<b>28410</b>	<b>122</b>	<b>54</b>
Comparative totals 21-22:	73	383512	150	54

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

\* From March 2022 the method used to gather figures for total impressions was altered to improve accuracy. This is why the total impressions figure varies so much between 2021/22 and 2022/23.

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

Priority	What is the problem/issue	Impact on our residents	Action to address issue	What we hope to achieve	How will we know we have achieved?
5	Reduced capacity of residents to cope with, protect themselves against or resist, criminal or anti social behaviours.	Vulnerable members of our communities: <ul style="list-style-type: none"> <li>not getting the support they need, where and when they need it</li> <li>experiencing crime and disorder</li> </ul>	<ul style="list-style-type: none"> <li>target resources on disruption, enforcement and problem solving</li> <li>generic and targeted community comms and events to inform, advise and educate public on support services</li> <li>Partnership annual training package to include suicide awareness, Prevent and Domestic Abuse awareness</li> <li>SGP funding support for Surrey Fire and Rescue Service Safe Drive Stay Alive campaign</li> </ul>	increased: <ul style="list-style-type: none"> <li>intervention</li> <li>public awareness and support</li> <li>staff awareness of risks and support</li> </ul>	<ul style="list-style-type: none"> <li>effective resolution of referral cases</li> <li>public community engagement in campaigns and events</li> <li>attendance at and feedback of training</li> <li>feedback from teachers and students on SDSA</li> <li>existing SDSA pre and post questionnaires</li> <li>evidence and recommendations from previous independent evaluation (Road Safety Analysis) and new independent evaluations.</li> </ul>

### Achievements

#### Outcomes from Autumn 2022/23 Safer Guildford Partnership Training Programme focussing on additional vulnerabilities:

This was the second training programme coordinated by the Partnership, with delivery contributions from relevant partners. The training was open to all staff and volunteers across the Partnership. Additional public awareness sessions were delivered on the domestic abuse priority.

#### Attendance and feedback -Safer Guildford Partnership training programme 2022/23:

- Ask Me About Domestic Abuse webinars.  
Hosted on 29 November and 6 December for the public, partners, business owners and community leaders in Guildford and Waverley. 71 registered, with 3 people becoming Domestic Abuse Champions.
- Suicide prevention training  
Facilitated by SCC Public Health for partners and professionals.

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

32 bookings

30 attendees

100% of respondents found the session useful.

100% of respondents learnt something new about suicide awareness

100% of respondents felt the training will benefit them in their current job role.

100% of respondents would be interested in attending future SGP training sessions.

- Domestic Abuse awareness training

Facilitated by SW Surrey Domestic Abuse Outreach Service for partners and professionals.

39 bookings

31 attendees

100% of respondents found the session useful.

89% of respondents learnt something new about domestic abuse awareness

89% of respondents felt the training will benefit them in their current job role.

100% of respondents would be interested in attending future SGP training sessions.

- Fraud and Scams training

Facilitated by Trading Standards.

23 bookings

20 attendees

100% of respondents found the session useful.

100% of respondents learnt something new about fraud and scams awareness

100% of respondents felt the training will benefit them in their current job role.

100% of respondents would be interested in attending future SGP training sessions.

- Online short courses were also available in; Prevent / counterterrorism and suicide awareness.

**Safe Drive Stay Alive**

## Safer Guildford Partnership 2022-23 Action Plan – End of Year Review

The Partnership provided Surrey Fire and Rescue Service with £1700 of funding, which was put towards their Safe Drive Stay Alive campaign for 2022/23.

- 9953 young people attended from 74 different schools and colleges.
- 90% of young people who provided feedback found the performance a useful experience.
- 83% of young people who provided feedback felt the performance would have a positive impact on the way they intend to drive.
- 60% of young people who provided feedback found the performance uncomfortable to watch but useful.
- 5423 young people signed up to receive Safe Drive Stay Alive emails.

This action plan will deliver against the themes and issues raised through the town centre PSPO review 2021-22. The action plan seeks to compliment the variation to the PSPO in making Guildford a safer place to live, work and visit.

### **Outcomes**

By implementing this action plan we aim to:

- respond to anti-social behaviour (ASB) issues highlighted in the review but out of scope of the PSPO
- respond to ASB issues in locations outside of the town centre
- direct resources to where they are most needed
- ensure consistent and effective enforcement, recording, monitoring and reporting of the PSPO
- raise awareness of the PSPO, its conditions and how it can contribute to a safer town centre

### **Themes:**

1. Behaviours
2. Locations
3. Enforcement
4. Recording, monitoring, and reporting
5. Communications

### **Monitoring our progress:**

Monitoring of this action plan will be through the Safer Guildford Partnership Plan and annual report.

Behaviours					
	Behaviour	Evidence	Barrier to PSPO	Action	Responsible
1.1	Littering	90% of public survey respondents felt that litter was a problem in the borough.	<ul style="list-style-type: none"> <li>• Included in existing legislation – FPNs can be served under Section 88 of Environmental Protection Act.</li> <li>• Difficult to witness and enforce.</li> <li>• Unlikely to be enforced by Police.</li> <li>• Limited GBC resources to enforce.</li> <li>• Limited information reported by the public on locations of concern.</li> </ul>	<p>The Council’s Compliance Team to review reports of littering to identify hotspots and fully understand the nature and locations of littering issues within the borough.</p> <p>The Council’s Compliance Team to use this knowledge to target litter hotspots with appropriate education and enforcement action e.g. Days of Action and patrols.</p>	<b>Dympna Sanders</b> Compliance Lead, Environmental & Regulatory Services, Guildford Borough Council
<p><b>2022/23 update</b></p> <ul style="list-style-type: none"> <li>• 96 proactive littering patrols by GBC Compliance in 2022/23.</li> <li>• 1 FPN served for littering from a vehicle.</li> <li>• Joint partnership town centre patrols to target littering hot spots.</li> </ul>					
1.2	Dangerous / inconsiderate parking in the town centre	<p>Reports from GBC officers.</p> <p>JAG town centre subgroup.</p>	<ul style="list-style-type: none"> <li>• Lack of quantitative data.</li> <li>• Not raised as a concern by the public.</li> <li>• Lack of evidence of detrimental impact on the public.</li> <li>• Lack of enforcement resources / Police unlikely to enforce.</li> </ul>	<p>Guildford Borough Council to consider alternative ASB tools such as Civil Injunctions against repeat offenders.</p> <p>Guildford Borough Council to carry out further research around potential</p>	<b>Mike Smith</b> Senior Specialist Licensing & Community Safety, Environmental and Regulatory Services, Guildford Borough Council



			<ul style="list-style-type: none"> <li>• Safety of Council officers enforcing on the highway.</li> <li>• Restrictions of PSPO powers on some highways.</li> </ul>	health and safety concerns for enforcing officers and to explore whether some of the issues are parking offences.	
<p><b>2022/23 update</b></p> <ul style="list-style-type: none"> <li>• The issue of dangerous and inconsiderate parking, mainly by fast food delivery companies in the evenings, was looked at by the JAG town centre sub group.</li> <li>• Discussions with McDonalds, Uber Eats and Deliveroo, invasive Policing and Licensing advice reduced the issue.</li> <li>• Fast food delivery drivers now understand that enforcement action will be taken.</li> <li>• The majority of delivery drivers have relocated to private land opposite the friary centre.</li> <li>• Some parking issues late at night around McDonalds remain but the ASB issue has been stabilised.</li> <li>• A recent separate issue of violent confrontations between delivery drivers, due to ongoing feuds, was addressed by police and has been resolved.</li> </ul>					
<b>1.3</b>	Begging	<p>Reports from town centre businesses.</p> <p>Reports from Experience Guildford / DISC system.</p>	<ul style="list-style-type: none"> <li>• Included in existing legislation - Section 3 of the Vagrancy Act 1824.</li> <li>• Lack of quantitative data.</li> <li>• Lack of evidence to show a persistent issue.</li> <li>• Lack of evidence of aggressive begging / impact on the public.</li> <li>• Mentioned by only 9 of 500 public survey respondents.</li> </ul>	<p>Experience Guildford to consider legal advice on alternative ASB tools, such as Civil Injunctions and BCRP (Business Crime Reduction Partnership) warnings against repeat offenders.</p> <p>Experience Guildford to work with town centre partners to ensure those conducting the activity are provided with wider health and wellbeing support.</p>	<p><b>Pete Lambert,</b> Town Centre and Venue Liaison, Experience Guildford</p>

			<ul style="list-style-type: none"> <li>Recent cases of High Court challenge due to breach of human rights.</li> </ul>		
<p><b>2022/23 update</b></p> <ul style="list-style-type: none"> <li>Experience Guildford Town Rangers report that begging is still present in the town centre.</li> <li>Recent improvements made to the DISC system has increased the number of begging incidents being reported to Police by town centre businesses.</li> </ul>					
<b>1.4</b>	Roof running	<p>Report from town centre businesses.</p> <p>Reports from Experience Guildford / DISC system.</p>	<ul style="list-style-type: none"> <li>Included in existing legislation – trespass.</li> <li>Not raised as a concern by the public.</li> <li>Lack of evidence of detrimental impact on the public.</li> <li>Takes place on private property not in a public space.</li> <li>Enforcement barriers – witnessing issue and identifying individuals.</li> </ul>	<p>Experience Guildford to consider legal advice on alternative ASB tools, such as Civil Injunctions and BCRP (Business Crime Reduction Partnership) warnings against repeat offenders.</p> <p>Experience Guildford to encourage town centre businesses to improve building security, take action and report.</p>	<p><b>Pete Lambert,</b> Town Centre and Venue Liaison, Experience Guildford</p>
<p><b>2022/23 update</b></p> <ul style="list-style-type: none"> <li>A SGP letter from GBC, Police and the Fire Service was distributed to all High Street businesses in 2022.</li> </ul>					

- This advised business owners of the risk to their building and members of the public, how to protect their assets and safeguard their customers and how to report and submit evidence.
  - Joint patrols took place at peak times, which lead to GBC Compliance officers identifying two individuals.
  - Youth Liaison Officer engaged with relevant schools.
  - The roof ASB issue then stopped in 2022.
- 
- This is a seasonal issue which has recently re-emerged, although not as prevalent.
  - There have been two incidents in the last month, but these involved individuals known to Surrey Police.
  - The SGP letter has been recirculated to High Street businesses within the last month.

Locations					
	Location	Evidence	Barrier to PSPO	Action	Responsible
2.1	Kingston Meadows, East Horsley	JAG (Joint Action Group)  Highlighted in the public survey 4 or more times.	Out of area for town centre PSPO review - lack of robust evidence.	Partners to continue multiagency communication and joint working to address issues.  JAG to monitor the situation and concerns through future referrals.  JAG to consider further research and evidence gathering for future PSPO consideration if appropriate.  Partners to encourage residents and	<b>Justine Fuller</b> Chair, JAG (Joint Action Group)

				community groups to report when incidents occur to assist with understanding of issues and action necessary.	
<b>2022/23 update</b>					
<ul style="list-style-type: none"> <li>• This was an issue during the COVID-19 Pandemic which has not been flagged since it was removed from the JAG agenda in late 2021.</li> <li>• Partnership interventions which helped to resolve the issue included; <ul style="list-style-type: none"> <li>- Regular patrols by GBC Compliance and Police.</li> <li>- Lottery funded schemes run by West Horsley Place to engage local young people.</li> <li>- Police liaised with the Parish Council, West Horsley Police, residents and British Transport Police.</li> <li>- GBC Parks and Street Scenes assisted with litter and graffiti.</li> </ul> </li> <li>• The area remains on the patrol regime for both GBC Compliance and Police, for continued monitoring.</li> </ul>					
<b>2.2</b>	Ash (Including Coronation Gardens, Winchester Road and Ash Ranges).	JAG (Joint Action Group)	Out of area for town centre PSPO review - lack of robust evidence.	Partners to continue multiagency communication and joint working to address issues.  JAG to monitor the situation and concerns through future referrals.  JAG to consider further research and evidence gathering for future PSPO consideration if appropriate.  Partners to encourage residents and community groups to report when incidents occur to assist with	<b>Justine Fuller,</b> Chair, JAG (Joint Action Group)

				understanding of issues and action necessary.	
<p><b>2022/23 update</b></p> <ul style="list-style-type: none"> <li>● This issue was removed from the JAG agenda in 2022 due to a reduction in youth ASB in the Ash area.</li> <li>● Partnership interventions which helped resolve the issue included;             <ul style="list-style-type: none"> <li>- Ash Parish Council looking at increasing recreational activities for young people.</li> <li>- Police issuing Dispersal Orders at peak times and locations.</li> <li>- Police run community events to discuss the issue with residents.</li> <li>- Police assigning a Problem Solving Occurrence to work with partners and improve the situation.</li> <li>- A focussed approach by School and Youth Liaison Officers to work with specific individuals.</li> <li>- Consideration of CCTV in hotspots.</li> </ul> </li> <li>● A small spate of ASB at the A31 at Tongham Underpass was also quickly resolved via a concentrated partnership approach involving Surrey Police, Hampshire Police, JAG, GBC Compliance, GBC Street Scenes, and Rushmore Borough Council.</li> <li>● In recent months, ASB and violence in Ash caused by young people has re-emerged.</li> <li>● Surrey Police are addressing the matter accordingly by targeting the known offenders.</li> </ul>					



				Surrey Police to ensure enforcing officers are aware of the PSPO Equalities Impact Assessment and potential impact on those with protected characteristics when enforcing the PSPO.	Borough Commander Surrey Police
<p><b>2022/23 update</b></p> <ul style="list-style-type: none"> <li>• 364 proactive town centre patrols by GBC Compliance.</li> <li>• 74 patrols related to alcohol surrender.</li> <li>• 238 patrols related to ASB.</li> <li>• Joint patrols with Surrey Police.</li> <li>• 17 CPWs issued in 2022/23.</li> <li>• Compliance Team have new body worn cameras.</li> <li>• GBC Compliance plan to increase enforcement action going forward.</li> </ul>					

Recording, monitoring and reporting					
	Requirement	Evidence	Previous barriers	Action	Responsible
<b>4.1</b>	<p>To record, monitor and report on town centre PSPO breaches and enforcement efficiently and effectively to:</p> <ul style="list-style-type: none"> <li>• understand the impact of the PSPO</li> <li>• direct resources to where they are needed</li> <li>• build the evidence for future PSPO reviews.</li> </ul>	<p>Partner survey.</p> <p>Lack of historical data available.</p>	<p>Lack of training for enforcing officers.</p> <p>Lack of communication and multiagency working.</p> <p>Lack of awareness of the PSPO, its conditions and enforcement procedures.</p> <p>Insufficient monitoring and recording procedures and systems in place.</p>	<p>Guildford Borough Council Compliance Team to continue to work collaboratively with Guildford Police Safer neighbourhood Team and other partners.</p> <p>Guildford Borough Council Compliance Team and Surrey Police Safer Neighbourhood Team to develop and agree a shared approach and process to report and record breaches of the PSPO.</p> <p>Guildford Borough Council Compliance Team to ensure enforcing officers receive appropriate training on reporting and recording breaches of the PSPO.</p> <p>Surrey Police Safer Neighbourhood Team to ensure enforcing officers receive appropriate training on reporting and recording breaches of the PSPO.</p> <p>JAG to record anecdotal updates on PSPO enforcement through education as part of a standing item on the agenda.</p>	<p><b>Dympna Sanders,</b> Compliance Lead, Environmental and Regulatory Services, Guildford Borough Council</p> <p><b>Insp. Alick James,</b> Borough Commander, Surrey Police</p>



				<p>JAG to report anecdotal updates on PSPO enforcement through education to the Safer Guildford Partnership Executive on a quarterly basis.</p> <p>GBC Compliance Team to provide data on PSPO breaches and FPNs to the Safer Guildford Partnership Executive on a quarterly basis.</p>	<p><b>Justine Fuller,</b> Chair, JAG (Joint Action group)</p>
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**2022/23 update:**

- GBC Compliance Team has been working collaboratively with Guildford Police Safer neighbourhood Team to establish an effective PSPO enforcement procedure. Further training is planned to ensure all relevant Policing staff are aware of the process and the information required.
- PSPO enforcement figures and feedback is discussed at JAG (Joint Action Group) meetings, under a standing item on the agenda.
- PSPO enforcement figures and feedback is reported to the SGP Executive, through quarterly meetings and SGP Action Plan updates.

<b>Communications:</b>					
	<b>Requirement</b>	<b>Evidence</b>	<b>Previous barriers</b>	<b>Action</b>	<b>Responsible</b>
<b>4.1</b>	<p>Raised public awareness of the town centre PSPO to:</p> <ul style="list-style-type: none"> <li>• make the PSPO relevant</li> <li>• increase public confidence</li> <li>• respond to public expectations</li> </ul>	<p>Partner survey</p> <p>57% of public survey respondents were not aware of the current town centre PSPO.</p>	<p>Lack of resource.</p> <p>No dedicated Communications plan.</p>	<p>Guildford Borough Council to plan and deliver a dedicated and focused public communications campaign to raise awareness of the amended PSPO to those who live, work, and visit the town centre.</p>	<p><b>Gill Paddington</b> Strategy and Communications (Safer Guildford Partnership) Guildford Borough Council</p> <p><b>Emma McBriarty,</b> Strategy and Communications, Guildford Borough Council</p>

<b>2022/23 update:</b> <ul style="list-style-type: none"><li>• Following the launch of the revised town centre PSPO in 2022 GBC delivered a dedicated comms campaign which helped to raise awareness of the amended PSPO.</li><li>• New metal signage was produced and erected across the PSPO area which also helped to raise awareness of the PSPO area and revised conditions.</li><li>• PSPO webpages on the GBC website continue to be updated.</li></ul>					

# Guildford Against Domestic Abuse Pledge

Our Borough, Our Residents, Our Problem

## About the Guildford Against Domestic Abuse pledge

The Guildford Against Domestic Abuse pledge has been created by the Safer Guildford Partnership to encourage our member organisations to make a commitment to support people experiencing domestic abuse\*. Domestic abuse is one of the biggest issues in society today. The true scale of the problem is difficult to determine because a large proportion of domestic abuse goes unreported. There are estimated to be between 14,205 – 42,288 victims of domestic abuse in Surrey and in 2018-2019 there were 14,002 domestic abuse incidents reported to Surrey Police. Tragically, two women are killed every week by their partner or ex-partner in England and Wales alone.



SAFER GUILDFORD  
a partnership approach

Between April and September 2020, the South West Surrey Domestic Abuse Outreach Service which covers Guildford, saw a 51% increase in referrals rising from 192 for the same period in 2019 to 289.

## Why are we doing this?

The answer is simple; all Safer Guildford Partnership members either live or work in Guildford and have a responsibility to do all they can to create safer communities for the residents, workforce and students (age 16 or over) in the borough. This pledge gives Safer Guildford Partnership member organisations the opportunity to sign up to make four focused commitments to provide support for people experiencing domestic abuse. It is a way for them to publicly commit to take action to support victims of domestic abuse. Once they have done so the onus is on them to ensure that they complete the commitments with the support of the rest of the partnership. If an organisation has already delivered the commitments, then they can still sign the pledge and use their experience to help others with more work to do.

\* The pledge is based on the Make a Stand pledge that was developed by the Chartered Institute of Housing in partnership with Women's Aid and the Domestic Abuse Housing Alliance.

## The pledge

By signing up to the Guildford Against Domestic Abuse pledge you are committing to make sure your organisation does the following:

<p>1. Raise awareness of domestic abuse with residents, workforce, and students (age 16 or over) to help them understand what domestic abuse is and how to respond if someone they know discloses domestic abuse</p>	<p>2. Make information about local domestic abuse support services available on websites, social media, internal bulletins, and appropriate public places and support surrey-wide social media campaigns</p>
<p>3. Put in place a HR policy, or review and update an existing policy, to support members of staff who may be experiencing domestic abuse</p>	<p>4. Appoint a champion at a senior level in your organisation to own the activity you are doing to support people experiencing domestic abuse</p>

1. There is a DA training programme available to partners and we can further support with webinars for staff and the public with the help of South West Domestic Abuse Service.
2. The [www.surreyagainstda.info](http://www.surreyagainstda.info) website is available to all and pre-prepared social media content and images can be shared for your use. Content for newsletters, posters, leaflets can be provided on request.
3. We have DA workforce policy templates available and can support organisations to develop their own workforce policies
4. We can encourage senior leaders to become White Ribbon Ambassadors and Champions and ask them to consider working towards White Ribbon Accredited Status for their organisation. Surrey County Council were awarded this status in November 2020 for a period of three years.

\* The pledge is based on the Make a Stand pledge that was developed by the Chartered Institute of Housing in partnership with Women's Aid and the Domestic Abuse Housing Alliance.

## Safer Guildford Partnership draft 2023-24 Action Plan

### Our Priorities

#### 1. Domestic Abuse

Responding to the Domestic Abuse Act 2021, Surrey Against Domestic Abuse Strategy and implementing the Guildford Domestic Abuse Pledge.

#### 2. Community Harm

Continued improvements in how our operational groups are working- responding to targeted areas and vulnerable people. Implementing Public Spaces Protection Orders and maintaining support for Community Triggers.

#### 3. Protecting people from serious harm

Responding to the threat of counterterrorism (Prevent), maintaining a serious organised crime group, supporting schemes to address serious youth violence.

#### 4. Community support

Focus on raising awareness, communication and building public confidence. Identifying issues, reporting, and knowing how to seek the right help at the right time. Training and awareness of our support networks.

#### 5. Response to vulnerable people

Responding to the additional vulnerabilities of our residents facing community safety issues

### Priorities:

1. Domestic Abuse 2. Community Harm 3. Protecting people from serious harm 4. Community support 5. Response to vulnerable people

## Safer Guildford Partnership draft 2023-24 Action Plan

### Our business as usual

The following areas of community safety are part of the day to day partnership working activities and intelligence sharing between agencies, to prevent and reduce crime and disorder in Guildford. This work is overseen by the Safer Guildford Partnership Executive:

- protecting and preventing people from being radicalised or drawn into terrorism activity
- reducing or preventing the impact of anti-social behaviour, crime and disorder in public places
- reducing or preventing the impact of anti-social behaviour, crime and disorder on vulnerable people
- interrupting serious and organised crime
- resolving anti-social behaviour experienced by our residents

This work is carried out through several borough level and county wide operational groups, using information sharing to apply enforcement powers. These groups also provide support to people experiencing issues. This includes but is not limited to:

- Joint Action Group (JAG)
- Community Harm and Risk Management Group (CHaRMM)
- Serious and Organised Crime Joint Action Group (SOC JAG)
- Channel Panels (Prevent)
- The Community Trigger

### Measuring indicators:

The Safer Guildford Partnership uses a range of indicators to measure trends and volumes of activity. These can provide an indication of prevention and protection needs and achievements.

- Numbers of ASB tools used
- Numbers of referrals to intervention services
- Number of cases completed
- Number of Partnership Intelligence Forms submitted
- Information sharing platform user indicators
- Social media indicators and digital reach (web site hits)

### Priorities:

1. Domestic Abuse
2. Community Harm
3. Protecting people from serious harm
4. Community support
5. Response to vulnerable people

## Safer Guildford Partnership draft 2023-24 Action Plan

Priority	What is the problem/issue	Impact on our residents	Partnership action to address issue	What we hope to achieve	How will we know we have achieved? (measurements)
1	Members of our communities, our customers and our staff, not knowing how to recognise, acknowledge and seek specialist support for domestic abuse	<ul style="list-style-type: none"> <li>members of our communities at risk of harm and not getting the support they need, where and when they need it</li> </ul>	<ul style="list-style-type: none"> <li>deliver annual awareness raising public DA webinar</li> <li>partners to progress and implement SGP Domestic Abuse Pledge*</li> <li>support new partners to sign up to DA Pledge</li> <li>promotion of SW Surrey DA campaign material and campaigns across Partnership</li> <li>SGP funding commitment for SW Surrey DA Outreach Service</li> <li>Partnership agencies requesting support services from Surrey Domestic Abuse Partnership to work with priority groups (men, LGBTQ, ethnic minority groups, survivors with multi disadvantages and survivors with disabilities)</li> <li>GBC funding commitment to Sanctuary scheme through DA Act new burdens funding</li> <li>Undertaking Domestic Homicide Reviews and implementing action plans</li> <li>Partnership training (priority 5)</li> </ul>	<ul style="list-style-type: none"> <li>anyone experiencing domestic abuse can access the right information, and support in the right place and at the right time</li> <li>learning lessons from Domestic Homicide Reviews and leading changes to practice</li> <li>practical support for members of our communities experiencing DA</li> <li>increased support for specific groups to access services</li> </ul>	<ul style="list-style-type: none"> <li>attendance at and feedback from webinars</li> <li>staff of partner agencies awareness of domestic abuse increased (feedback)</li> <li>implementation of Domestic Abuse Pledge</li> <li>domestic abuse outreach service referral increases</li> <li>Reach / shares of SW Surrey DA campaign material</li> <li>Domestic Homicide Review action plan implementations</li> <li>Increased delivery of support services to priority groups</li> </ul>

### Priorities:

1. Domestic Abuse 2. Community Harm 3. Protecting people from serious harm 4. Community support 5. Response to vulnerable people

## Safer Guildford Partnership draft 2023-24 Action Plan

Priority	What is the problem/issue	Impact on our residents	Partnership action to address issue	What we hope to achieve	How will we know we have achieved? (measurements)
2	Anti-social behaviour (ASB) affecting individuals and community's quality of life	<ul style="list-style-type: none"> <li>causes or likely to cause harm, alarm or distress to residents, visitors, and businesses</li> <li>decreased feelings of safety for visitors, residents, and businesses</li> </ul>	<ul style="list-style-type: none"> <li>select, implement, and enforce the most effective ASB tools to address ASB</li> <li>promotion of reporting guidance</li> <li>promotion of support services</li> <li>implement and monitor PSPO enforcement and supporting Action Plan</li> <li>Increase partnership engagement and actions at operational meeting groups</li> <li>Partnership support and local implementation of the Surrey Violence Against Women (VAWG) Strategy</li> <li>Partnership preparation to respond to the Surrey Serious Violence Strategy (24) and the Government's Anti Social Behaviour Plan</li> <li>Partnership training (Priority 5)</li> </ul>	<ul style="list-style-type: none"> <li>target enforcement to key issues</li> <li>increased feelings of safety for residents and visitors</li> <li>raise awareness of where and how to report and seek support</li> <li>tackling VAWG is a shared responsibility across agencies</li> </ul>	<ul style="list-style-type: none"> <li>Purple Flag perception study feelings of safety achieves 90%</li> <li>ASB data from Police ICAD system and User Satisfaction Survey.</li> <li>Engagement in digital and social media platforms and campaigns</li> <li>Community Trigger applications responded to within timeframes</li> <li>Community Trigger applications resolved</li> <li>Monitoring of PSPO enforcement</li> <li>Effective resolution of cases referred to JAG, CHaRMM and SOC JAG</li> </ul>

Agenda item number: 5  
Appendix 5

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### Priorities:

1. Domestic Abuse 2. Community Harm 3. Protecting people from serious harm 4. Community support 5. Response to vulnerable people



## Safer Guildford Partnership draft 2023-24 Action Plan

Priority	What is the problem/issue	Impact on our residents	Action to address issue	What we hope to achieve	How will we know we have achieved?
3	Serious organised crime disrupting the quality of life of communities and individuals	<ul style="list-style-type: none"> <li>exploitation of vulnerable people</li> <li>violent behaviours experienced in our communities</li> </ul>	<ul style="list-style-type: none"> <li>clear and understood reporting mechanisms through SOC JAG</li> <li>increased partnership intelligence sharing</li> <li>plan and deliver targeted partnership disruption activities</li> <li>understand and meet Partnership requirements of new Protect Duty when released</li> <li>Partnership preparation for <a href="#">Martyn's Law</a></li> <li>Partnership support for the Surrey <a href="#">Safer Communities Programme</a></li> <li>Partnership training (Priority 5)</li> </ul>	<ul style="list-style-type: none"> <li>raise awareness of risks</li> <li>effective sharing of the right information at the right time</li> <li>meet statutory duties</li> </ul>	<ul style="list-style-type: none"> <li>number of partnership intel sharing referrals</li> <li>engagement in campaigns</li> <li>number of targeted disruption activities undertaken by Partnership</li> <li>achieving minimum compliance of the Protect Duty by deadline</li> <li>evidence of Safer Communities Programme impact</li> </ul>

### Priorities:

1. Domestic Abuse 2. Community Harm 3. Protecting people from serious harm 4. Community support 5. Response to vulnerable people

## Safer Guildford Partnership draft 2023-24 Action Plan

Priority	What is the problem/issue	Impact on our residents	Partnership action to address issue	What we hope to achieve	How will we know we have achieved? (measurements)
4	Raising public awareness and increasing public resilience to report and access help and support for all issues relating to crime and anti-social behaviour	Members of our communities: <ul style="list-style-type: none"> <li>not getting the right help and support at the right time</li> <li>at risk of harm from experiencing crime and disorder</li> </ul>	<ul style="list-style-type: none"> <li>Review of the SGP Comms Pledge and hashtag: <ul style="list-style-type: none"> <li>joint comms</li> <li>#SaferGuildfordPartnership</li> <li>raise awareness of the partnership</li> <li>raise awareness of community support services</li> </ul> </li> <li>service providers and host partners delivering awareness through existing community events and groups (e.g the Hive)</li> <li>Deliver a local targeted Crimestoppers and Fearless campaign- north Guildford wards and Ash</li> <li>Consultation activity to inform 3 year plan 24-25</li> </ul>	<ul style="list-style-type: none"> <li>increase in public awareness of where, how, and when to report issues</li> <li>increase in public awareness of support for those experiencing crime and disorder</li> </ul>	<ul style="list-style-type: none"> <li>social media and engagement indicators for campaigns</li> <li>public engagement activities delivered by partners</li> <li>attendance at public engagement activities</li> <li>Increased reporting in targeted wards through Crimestoppers</li> </ul>

### Priorities:

1. Domestic Abuse
2. Community Harm
3. Protecting people from serious harm
4. Community support
5. Response to vulnerable people

**Safer Guildford Partnership draft 2023-24 Action Plan**

5	Reduced capacity of residents to cope with, protect themselves against or resist, criminal or anti-social behaviours.	<p>Vulnerable members of our communities:</p> <ul style="list-style-type: none"> <li>• not getting the support they need, where and when they need it</li> <li>• at risk of harm or experiencing crime and disorder</li> </ul>	<ul style="list-style-type: none"> <li>• target resources on partnership disruption, enforcement and problem solving</li> <li>• generic and targeted community comms and events to inform, advise, and educate public on support services</li> <li>• Partnership annual training package to include vulnerability -Suicide Awareness, Prevent, Domestic Abuse Awareness, Frauds and Scams, Modern Day Slavery, County Lines and cuckooing</li> </ul>	<p>increased:</p> <ul style="list-style-type: none"> <li>• intervention</li> <li>• public awareness and support</li> <li>• staff awareness of risks and support</li> </ul>	<ul style="list-style-type: none"> <li>• effective resolution of referral cases</li> <li>• public community engagement in campaigns and events</li> <li>• attendance at and feedback of training</li> </ul>
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**Priorities:**

- 1. Domestic Abuse 2. Community Harm 3. Protecting people from serious harm 4. Community support 5. Response to vulnerable people**

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# **Guildford Borough Council**

Report to: Overview and Scrutiny Committee

Date: 12 September 2023

Ward(s) affected: All wards

Report of Director: Transformation & Governance

Author: Adrian Swift, Interim Senior Specialist - Procurement

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Email: [richard.lucas@guildford.gov.uk](mailto:richard.lucas@guildford.gov.uk)

Report Status: Open

## **Update Report: Spend on Consultants and Agency Workers FY22/23**

### **1. Executive Summary**

- 1.1 This report is the fourth report providing an update on the historical spend position in relation to consultants and agency workers, updated to include the financial year end 2022/23.
- 1.2 The report was first presented in October 2020, with update reports present in 2021 & 2022 assessing the impact of the recommendations implemented from the first report.
- 1.3 Over the last Financial Year (2022/23) the Council has reported spend of a combined total of £12.2 million allocated to consultants and agency workers spend across revenue and capital budgets compared to £13 million in 2021/22.

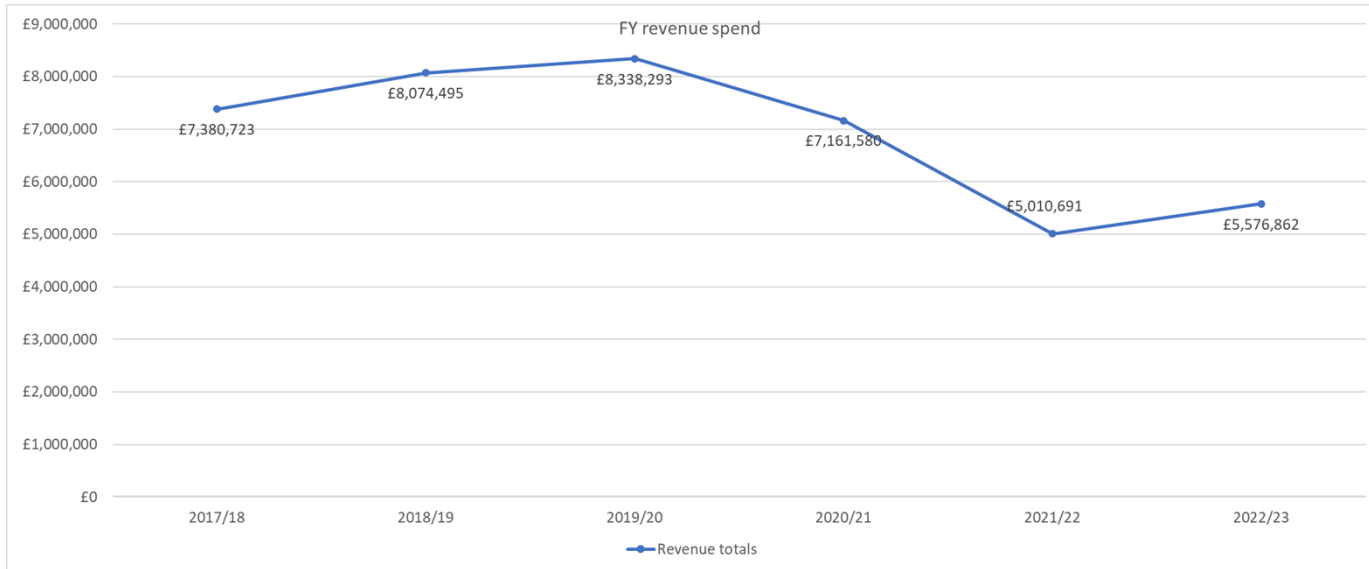
This is broken down as:

Table 1 – Consultants and Agency worker spend by spend category.

Category of spend	2020/21	2021/22	2022/23
Agency Worker (Revenue)	£3,431,274	£2,864,802	£3,367,914
Consultants (Revenue)	£3,730,306	£2,145,900	£2,208,948
<b>Total Revenue spend</b>	<b>£7,161,580</b>	<b>£5,010,702</b>	<b>£5,576,862</b>
Agency Worker (Capital)	£399,261	£1,006,408	£634,702
Consultants (Capital)	£7,263,672	£7,007,200	£6,001,411
<b>Total Capital spend</b>	<b>£7,662,933</b>	<b>£8,013,608</b>	<b>£6,636,113</b>
<b>Total spend</b>	<b>£14,824,513</b>	<b>£13,024,310</b>	<b>£12,212,975</b>
Capacity funding received	£0	(£250,000)	(£254,751)
Homes England Housing Infrastructure Fund (HIF) Capital grants for Ash Road Bridge and Weyside Urban Village projects	£0	(£7,713,733)	(£2,158,318)
<b>Net cost to GBC</b>	<b>£14,824,513</b>	<b>£5,060,577</b>	<b>£9,799,906</b>

- 1.4 During 2022/23 £8.2 million was spent on consultants and £4 million on agency workers. Agency worker spend has remained stable during the three-year period, whereas consultants spend reduced by 16.8% between 2020/21 and 2021/22 and a further reduction of around 10% between 2021/22 and 2022/23. Rows 4 & 5 show £6.63 million relates to corporate programmes and the larger capital schemes which are offset with capacity and grant funding resulting in a net spend of £4.2 million.

Figure 1 – Consultants and Agency worker revenue spend by year.



- 1.5 There is a downward trend of revenue spend for the reported period with a decrease of about 25% when comparing 2017/18 to 2022/23 with about £7.4 million to £5.5 million respectively.
- 1.6 There has been a significant increase in capital expenditure for the reported period which reflects increased activity in these schemes. However, the Council was successful in gaining grant funding (Housing Infrastructure Fund (HIF) and Local Enterprise Partnership (LEP)) towards scheme costs, which includes consultants and agency worker fees. We have also been able to claim capacity funding for certain schemes specifically towards additional agency worker resources in the procurement and project teams to support project delivery. The funding will vary depending on scheme expenditure and achievement of milestone delivery set by the HIF.
- 1.7 The financial recovery plan has now been published and will include further spend analysis and additional gateways to highlight and control spend. The use of consultants and agency workers is one stream to be looked at including reviewing vacant posts which are currently filled by agency workers.

## **2. Recommendation to Committee**

That the Overview and Scrutiny Committee:

- 2.1. Note the 2022/23 spend position.
- 2.2. Confirm whether the Committee would still like to receive this report on an annual basis.
- 2.3. Note that further detailed analysis and reporting will follow providing details of reasons for engaging consultants and on a service and project level alongside the financial recovery plan.

## **3. Reason(s) for Recommendation:**

- 3.1. To monitor spend in this area.
- 3.2. Note the impact of the recommendations implemented.

## **4. Exemption from publication**

- 4.1 No

## **5. Purpose of Report**

- 5.1. For the Overview and Scrutiny Committee to receive an annual update on the spend on consultants and agency workers for the 2022/23 financial year.
- 5.2. An update report was considered by the Overview and Scrutiny Committee on 13 July 2021 and the outcomes were:
- 5.3 The future reporting of the Council's spend on consultants should include the outcomes expected and those delivered.
- 5.4 That the amalgamation of revenue and capital spending was misleading and could lead to misinterpretations.



- 5.5 That the 2021/22 spend position and the update on the recommendations which have been implemented since be noted.

## **6. Strategic Priorities**

- 6.1. Consultants and agency staff comprise key resource to deliver projects and programmes across the organisation, supporting all the Council's Strategic Framework: placemaking, community and innovation. Both consultants and agency staff are placed where there is a lack of capacity (resource gap) or capability (skills gap).
- 6.2. Consultants in the Corporate Programmes work area in particular are delivering the Council's placemaking objectives and significant regeneration and infrastructure projects set out in the corporate plan.

## **7. Background and assumptions**

- 7.1. For the purposes of this report, consultants have been defined as 'engaged by the Council to deliver a specific piece of work.' Agency workers have been defined as 'working to cover a substantive or ongoing post within the organisation.'
- 7.2. Progress against spend is monitored through internal governance arrangements and reported in highlight reports and to project boards for Corporate Programmes. Due to the fluid nature of project progress against spend it is not included in this report.
- 7.3. This area of spend is under review within the financial recovery plan.

## **8. Spend position including FY22/23**

- 8.1 Expenditure in 2022/23 is a combined total of £12.2 million which was allocated to consultants and agency workers spend across revenue and capital budgets, split as 67%/33% between consultants spend and agency worker spend respectively.

Figure 2 – Revenue expenditure (2017/18 to 2022/23)

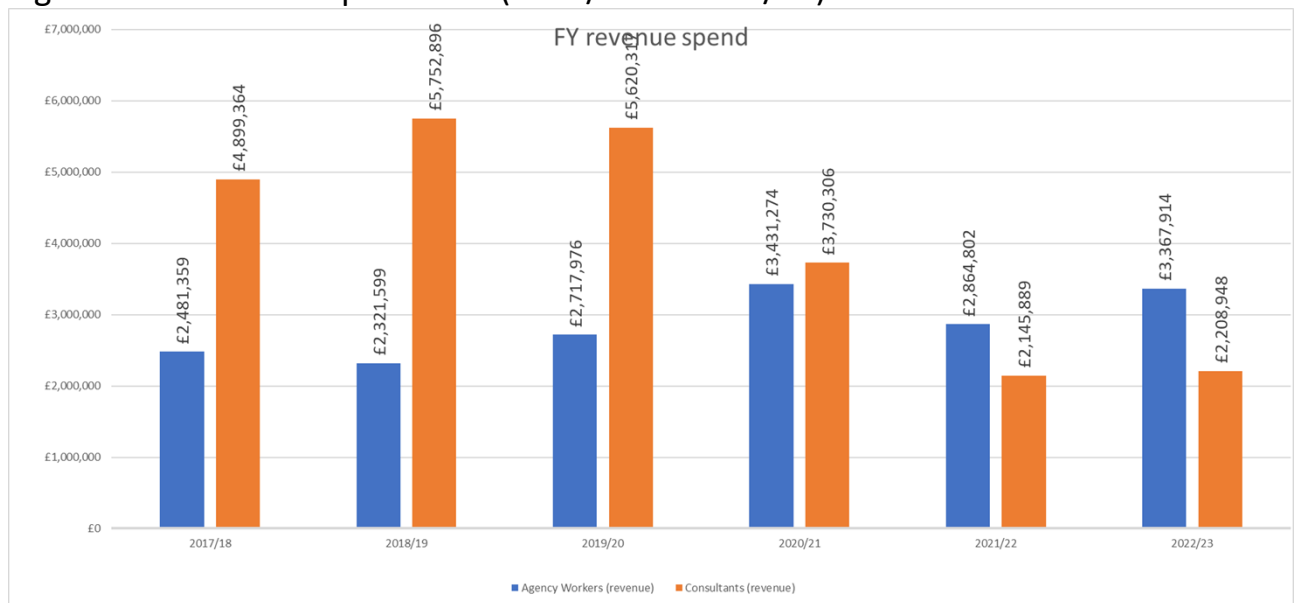


Figure 2 indicates an increase of about 17% in agency worker revenue spend and an increase of about 3% in consultants’ revenue spend between 2021/22 and 2022/23.

Figure 3 Capital expenditure (2017/18 to 2022/23)

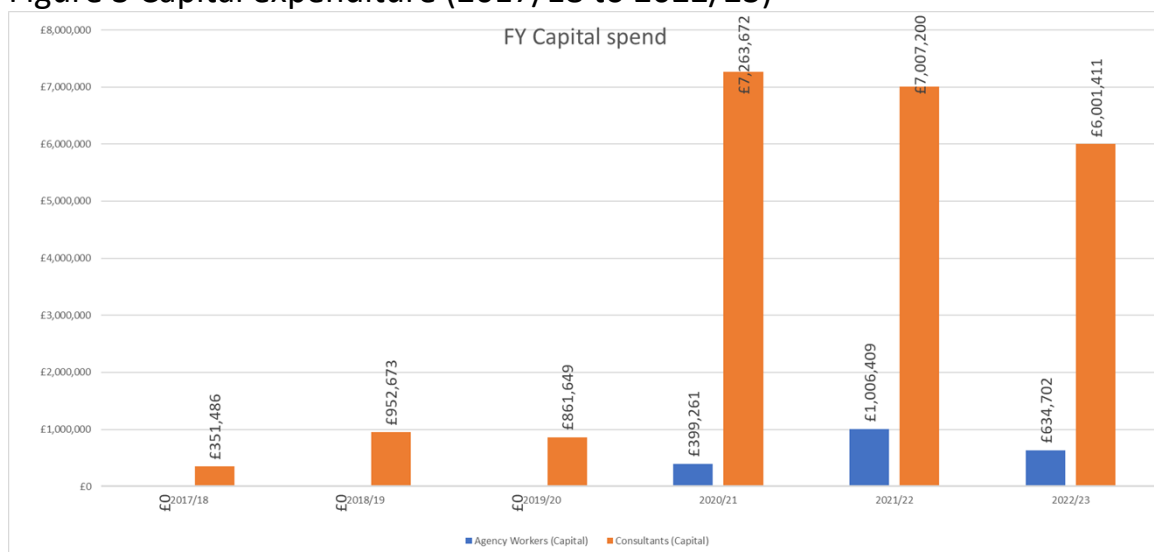


Figure 3 indicates there has been a decrease of about 37% and 14.4% on Agency Worker and Consultants spend respectively between 2021/22 and 2022/23.

## Analysis of expenditure

Table 2 Spend by department for 2022/23

Service/department	Agency Workers (Revenue)	Agency Workers (Capital)	Consultants (Revenue)	Consultants (Capital)	Total
Regeneration & Planning Policy	£53,131	£504,836	£1,042,283	£4,143,062	<b>£5,743,311</b>
HRA Service Delivery	£725,553	£98,854	£94,430	£1,585,959	<b>£2,504,796</b>
Planning & Development	£487,059		£509,556		<b>£996,616</b>
Finance	£625,880		£234,665		<b>£860,545</b>
Environmental Services	£601,637		£7,301		<b>£608,938</b>
Communication & Customer Services	£124,098	£31,013	£196,000	£69,134	<b>£420,245</b>
Housing Services	£304,552				<b>£304,552</b>
Assets and Property	£73,506		£55,096	£153,240	<b>£281,842</b>
Community Services	£190,036		£4,120		<b>£194,156</b>
Commercial Services	£97,945		£26,262	£50,016	<b>£174,223</b>
Legal & Democratic Services	£65,906		£2,453		<b>£68,359</b>
Organisational Development	£6,689		£30,880		<b>£37,569</b>
Regulatory Services	£11,920		£5,829		<b>£17,749</b>
<b>Total</b>	<b>£3,367,914</b>	<b>£634,702</b>	<b>£2,208,874</b>	<b>£6,001,411</b>	<b>£12,212,901</b>

Table 2 indicates that about 37.7% of the total Consultants and Agency worker spend for 2022/23 was revenue spend (£4,002,616).

Tables 2a-2d Top Consultants and Agency worker spend across revenue and capital by supplier for 2022/23.

Table 2a Top Consultants spend by supplier (Revenue)

Supplier name	Total
Gleeds Advisory Ltd	£365,398
Luken Beck MDP Limited	£193,405
LSO Consulting Limited	£186,000
Aylen Consulting Ltd	£126,000
Leonard Design Architects	£115,800
Arup	£111,717
Francis Taylor Building	£74,558
Forty Shillings	£73,081
Gas Advisory Services Ltd	£64,181
SQL IT Limited	£62,400
<b>Total</b>	<b>£1,372,540</b>

Table 2a indicates that Gleeds Advisory Ltd spend for Shaping Guildford's Future account for about 16.5% of total revenue spend for consultants. (Total spend of Consultants (Revenue) is £2,208,948).

## Consultants 2b (Revenue) spend above £5000 by department/team

Service/department	Consultants (Revenue)
<b>Regeneration &amp; Planning Policy</b>	<b>£1,036,133</b>
Business	£24,962
Local Plan	£38,840
Major Projects	£972,331
<b>Planning &amp; Development</b>	<b>£509,421</b>
Development Control - Fee Earn	£509,421
<b>Finance</b>	<b>£231,593</b>
Treasury Management Admin	£51,000
Corporate Services	£180,593
<b>Communication &amp; Customer Services</b>	<b>£196,000</b>
ICT Development	£196,000
<b>HRA Service Delivery</b>	<b>£87,330</b>
Strategic Support (SHS)	£9,250
Repairs-Responsive (BHS)	£78,080
<b>Assets and Property</b>	<b>£48,833</b>
Asset Management	£48,833
<b>Organisational Development</b>	<b>£30,880</b>
Climate Change Strategy	£30,880
<b>Commercial Services</b>	<b>£25,087</b>
Guildford House Administration	£6,496
Building Control - Fee	£18,592
<b>Regulatory Services</b>	<b>£5,366</b>
Environmental Control	£5,366
<b>Total</b>	<b>£2,170,643</b>

Table 2d will form part of the future detailed analysis of spend and excludes items below £5000.

Table 2c Top Consultants spend by supplier (Capital)

Supplier name	Total
Perfect Circle JV Ltd	£2,766,240
AECOM Limited	£1,005,304
Savills (L&P) Limited	£216,962
Building Design Partnership Limited	£184,300
Tanglewood Development Consultancy Ltd	£170,851
White Star Properties Limited	£145,328
Quoin Datum Consultants Ltd	£136,400
Chess Engage	£127,161
Arcadis Consulting (UK) Limited	£117,758
Surrey County Council	£100,084
<b>Total</b>	<b>£4,970,387</b>

Table 2c indicates that Perfect Circle spend accounts for about 46% of total capital spend for Consultants (Total spend £6,001,411). Perfect Circle is a joint venture with Pick Everard, Gleeds and AECOM providing project management and consultancy services for Ash Road Bridge and Weyside Urban Village.

Table 2d Top Agency spend by supplier (Revenue)

Supplier name	Total
Comensura Ltd	£1,820,712
Hays Specialist Recruitment Limited	£441,537
Morgan Hunt UK Limited	£386,017
Penna PLc UK	£119,385
G2 Recruitment Solutions	£107,165
Liquid Recruit Solutions Limited	£104,338
The Oyster Partnership Ltd	£91,037
Marks Consulting Partners Limited	£80,750
Vivid Resourcing Limited	£72,336
Eden Brown Ltd	£47,349
<b>Total</b>	<b>£3,270,627</b>

Table 2d indicates that Comensura accounts for about 54% of all Agency worker Revenue spend (£3,367,914). Comensura are the supplier under contract to provide agency staff to GBC offering below market margin rates and reduced administrative processes. Comensura and other agencies are not always able to agree terms as they are heavily geared towards GBC.

Table 2e Top Agency spend by service (Revenue)

Service/department	Total
HRA Service Delivery	£725,553
Finance	£625,880
Environmental Services	£601,637
Planning & Development	£487,059
Housing Services	£304,552
Community Services	£190,036
Communication & Customer Services	£124,098
Commercial Services	£97,945
Assets and Property	£73,506
Legal & Democratic Services	£65,906
Regeneration & Planning Policy	£53,131
Regulatory Services	£11,920
Organisational Development	£6,689
<b>Total</b>	<b>£3,367,914</b>

Table 2e indicates that the highest agency revenue spend is in HRA service delivery with about 21% of the total spend. The service have commented stating that 'In response to changing regulatory and legislative requirements the Council in investing in improving its housing stock and its management, in order to achieve this a number of posts have been filled as temporary appointments to deal with specific projects or service areas whilst others are being covered by temporary staff due to challenges in recruitment. As this work is progressing work is underway to review the structure and identify future demands of the service which will be reflected within this.'

Table 2f Top Agency spend by supplier (Capital)

Supplier name	Total
Comensura Ltd	£204,985
Morgan Hunt UK Limited	£87,777
NimbusPoint Consulting Ltd	£57,713
Hays Specialist Recruitment Limited	£52,526
Vivid Resourcing Limited	£46,220
Gravitas Recruitment Group	£36,300
Tanglewood Development Consultancy Ltd	£14,000
Goodman Masson Ltd	£9,730
Systems Accountants Limited	£3,825
<b>Total</b>	<b>£513,075</b>

Table 2f indicates that the highest allocated Capital spend for Agency workers relates to Comensura with about 32% of the total Consultants and Agency worker capital spend (Total spend £634,702). Capital schemes generally require specialist resources which are not usually available via the usual supplier routes and are not generally Agency workers.

## 9. Consultations

9.1. No external consultations have taken place but all departments have been engaged and provided assistance in developing this report.

## 10. Key risks

10.1 As a result of the recommendations having been implemented the risks around lack of best value and off contract spend have reduced and compliance has increased. However, the level of consultancy expenditure has increased significantly since 2020/21 and this is directly related to the volume of projects, particularly in the Corporate Programmes Team as this is where the majority of the spend on consultants is, albeit about 35% of Corporate Programmes consultants and agency spend has been covered by external funding.

10.2 Lack of knowledge transfer may continue for those projects where the consultants' advice is so specialist or technical it is not possible to transfer skills to the organisation.



- 10.3 The reliance on specialist knowledge of consultants presents a procurement risk for longer term contracts specifically on corporate programmes that have particularly lengthy delivery programmes.

## **11. Financial Implications**

- 11.1 £8.2 million was spent on consultants and £4 million on agency workers in 2022/23. About 29% of costs were funded by grants received relating to Corporate Programmes.
- 11.2 The detailed financial position has been discussed in the main body of the report.

## **12. Legal Implications**

- 12.1 When procuring consultants and agency workers the Council must comply with the Public Contract Regulations 2015 and the internal Procurement Procedure Rules. Adhering to the internal procurement procedures ensures that there is close monitoring of consultant spend evidencing statutory compliance and best value for the Council.

## **13. Human Resource Implications**

- 13.1 This duty has been considered in the context of this report and it has been concluded that there are no HR implications arising directly from this report.

## **14. Equality and Diversity Implications**

- 14.1 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

## **15. Climate Change/Sustainability Implications**

15.1 This duty has been considered in the context of this report and it has been concluded that there are no climate change and sustainability implications arising directly from this report.

## **16. Executive Advisory Board comments**

16.1 Not applicable.

## **17. Summary of Options**

17.1 To note the update spend position on consultants and agency workers for 2022/23 and to continue to implement the recommendations already agreed by the 2022 meeting of the Overview and Scrutiny Committee.

## **18. Conclusion**

18.1. This update report shows that agency worker spend continues via Comensura, and there has been a shift from consultants towards the capital programme as we are moving ahead with delivering projects.

18.2. Financial reporting continues to allow the Council to monitor spend and financial controls are in place to monitor spend against approved budgets.

18.3. Additional financial controls are in place to highlight and report on future spend.

## **19. Background Papers**

19.1. Overview and Scrutiny Committee Report - 20 October 2020

19.2. Overview and Scrutiny Committee Update Report – 13 July 2021

## **20. Appendices**

20.1. Appendix - Consultants & Agency Spend FAQs

## Consultants & Agency Spend FAQs

### Introduction

This document has been issued to provide additional information to readers to allow better understanding of the Update Report: Spend on Consultants and Agency Workers FY22/23 and its contents.

### Definition of a Consultant

A consultant (or consultancy organisation) is defined as a person or company (or group of people) who will provide advice and/or undertake a specific piece of work which is time limited. This could be for instance a project within a programme of work, not to cover a substantive post. This may be because:

- (a) the Council does not possess the specific professional or technical skills or expertise required, or
- (b) although the Council may possess the skills and expertise, there is a lack of capacity due to the pressures of fulfilling current workload requirements and staff cannot be released for the specific task at that time.

A consultant, regardless of what the supplying individual or organization may call themselves, cannot be used to fill a staffing vacancy, however senior. There is a separate process for this – see next section.

Where it has been decided to employ a consultant, it is essential to maintain good budgetary control. This will ensure accurate information is available for the Council's transparency obligations and to respond to FOI queries. There is one main code for consultant staff which should be used in all circumstances:

### Definition of Agency or Temporary Staff

Temporary Staff are defined as an appointment fulfilling the duties of a vacant established post and/or is undertaking the normal work of the organisation. Temporary staff may also be known as Interim staff.

Wherever possible all temporary staff must be sourced through the Comensura contract. Any decision to go outside of the Comensura contract must require a Business Case and be approved via exemption to Corporate Procurement Board.

### **Data not included in this report and reported elsewhere**

There are some spend categories not included in this report such as Construction & pre-construction costs relating to Corporate Programmes, Contractors' costs to undertake works, Membership fees, Audit fees, Legal fees relating to specific projects (not Legal Consultancy), Asset Maintenance costs, Payments relating to land or asset transfer and recoverable fees relating to planning.

Corporate programmes progress in year is covered in other reports/governance groups/budget reporting and is not included in this report.

All spend is monitored against budgets by finance and reported as part of financial monitoring.

### **Frequently asked questions regarding the report and data (taken from previous OSC questions raised)**

**Q1 - Agency costs have not reduced year on year – what is keeping them at almost £4 million per annum? If this is a consistent annual cost, would moving some of this headcount to the permanent workforce be an option?**

**A1** - Agency costs have reduced for revenue spend from £3.4 million in 2020/21 to £2.9 million in 2021/22 (a reduction of approximately 15%), there are various reasons for employing agency staff for example to temporarily fill gaps where we are struggling to recruit permanent staff, to cover absences of front line service staff where we have to have a certain number of staff on duty at any one point in time (such as with waste teams), to temporarily cope with peak pressures in service demand (e.g. planning) or to recruit specialist technical resources that are difficult to recruit to permanent staff or where service delivery models dictate a non-permanent resource delivery due to the nature of the labour market.

Although agency costs have remained stable over 2020/21 to 2021/22 data in figure 4 indicates that Comensura spend has increased to 52% of total agency worker allocated spend compared to 24% in 20/21. This would further reduce the costs to the Council due to negotiated margin rates with Comensura.

**Q2 - If we are looking to keep requirements in-house, what incremental costs, if any, can we expect to see as a result?**

**A2** - The council incurs on-costs of around 31% on top of salary costs for employers NI and superannuation costs. In addition, there would be redundancy costs if staff are no longer required following the completion of a project.

**Q3 - What is forecast spend for 2022/23 – this should be a permanent part of this report to allow O&S to understand how measures (like governance improvements) will reflect in this not insignificant expenditure.**

**A3** - There is £960,000 in the revenue budget for 2022/23 for agency staff mainly in the refuse, recycling and street cleaning service and the procurement service. We are looking to restructure the procurement service to put an increased permanent staffing structure in place. For the capital budget, the Council has agreed at its budget meeting in February (although spend profile was updated in year) to spend around £112 million on its approved capital projects for 2022/23. Of that £54 million is scheduled to be spent on Weyside Urban Village of which around £14 million is likely to be on professional services consultants involved in the delivery of the project. In addition, we expect to spend around £1.5 million on Shaping Guildford's Future (SGF) and there will be other consultancy expenditure on Ash Road Bridge (ARB) although the majority of the £19 million anticipated cost of ARB for 2022/23 is likely to be construction fees. The details of how the budgets for capital projects are split up across key headings such as professional services, development management fees, planning fees, statutory fees and construction costs are set out in the reports to Executive and / or Council when the business cases and therefore the budgets for the projects are approved.

**Q4 - What are the measures being put in place to reduce over-runs and delays and how will these be measured?**

**A4** - GBC has implemented a new Programme and Project Governance framework in order to ensure that new projects are initiated following proper consideration and that better business cases for projects are put in place at the start of the project which then

go through the budget approval process. There are regular review meetings with officer project working groups and project and programme boards to review progress against project milestones. For example, the Major Projects Portfolio Board meets quarterly and oversees the progress across all projects within corporate programmes. In addition, regular budget monitoring information is reported against both the revenue and capital programme to the Corporate Governance and Standards Committee on a regular basis. We have also recently implemented better procurement governance procedures so that all expenditure on consultants and agency spend is raised via an electronic purchase order being raised with approved suppliers on the Council's finance system. Suppliers are only approved once proper procurement and contracting processes are in place. The purchase orders are receipted and monitored by budget managers. Any areas where expenditure is requested that is not with our approved suppliers or corporate contractors are raised in an exemption reports and approval is sought via a report to Corporate Procurement Board.

**Q5 - What requirements have been kept in-house as a result of the new governance arrangements?**

**A5** - The new governance arrangements were targeted at improving the procurement and contractual arrangements of consultancy arrangements not at insourcing them. GBC do not have the technical skills required to manage some of our complex construction or ICT / digital projects. In addition, we would not be able to meet salary requirements for such skilled individuals on local authority pay scales in any on-going capacity. The reality is that these skills are often required for time limited projects and then different skill sets will be required on other projects for other further time limited periods. As such it is not cost effective to keep employing people and then making them redundant once the project ends. However, we are keeping this under review and where there is opportunity to recruit permanent staff to manage projects on an on-going basis we will seek to try to do so.

**Q6 - How can we understand how the implemented governance has delivered improvements since these were approved a year ago?**

**A6** - Comensura spend has increased significantly since the governance arrangements were introduced and we have less "off-contract" spend for consultants and agency workers and more sight of requirements via the exemption process.

**Q7 - What savings are expected as a result of the improved governance?**

**A7** - Comensura margin rates are between 1% to 7% which is significantly lower than the typical margin rate of 15% for the agency market. As procurement are sighted on margin calculations, we negotiate to reduce margins that are not in line with the market. Where there is off contract spend approved by CPB there is scrutiny around the margin rates.

**Q8 - Please explain the mandate system.**

**A8** – Mandate process is a way of ensuring every project starts with a clear problem statement and follows the five-case business model. It is crucial to understand and clearly define the problem you are trying to solve and to think carefully about all the possible ways of solving the problem. A business case should be written to confirm the problem as defined in the mandate can be solved and to identify the most cost-effective way of doing it. A mandate asks all the key questions, including what resources might be needed, before a project is started. This is a critical step to ensuring projects are set up to deliver successfully. Without clear direction, not just at the start but throughout all lifecycle stages of a project, a project will inevitably suffer issues and delays.

It might also be worth mentioning that the CMB has started meeting as the **Enterprise Portfolio Board** to ensure they take a wholistic view of all the change projects delivering externally across the borough and internally across the Council. A key benefit is that it avoids looking at projects in isolation. In isolation most projects look like a good idea, but the core question is where do they sit in the overall scheme of priorities for the limited funding that we have available?

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# Guildford Borough Council

Report to: Overview and Scrutiny Committee

Date: 12 September 2023

Ward(s) affected: All

Report of Director: Transformation & Governance

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Report Status: Open

## Performance Monitoring Report 2023/24 Quarter 1

### 1. Executive Summary

- 1.1. This report is part of our performance monitoring framework and presents an overview of our performance against our corporate indicators (KPIs) during quarter 1 and where possible, the annual KPIs for 2022/23, alongside the detailed quarterly Performance Monitoring Report (Appendix 1).
- 1.2. From this quarter onwards we will be reporting on 35 quarterly KPIs and 5 annual KPIs.
- 1.3. This report provides a summary of the RAG ratings in this quarter together with a comparison of quarterly RAG ratings between 2022-23 and 2023-24.
- 1.4. Exceptions in data available for this report are summarised in section 9 of this report.

## **2. Recommendation to Committee**

- 2.1. That the Committee reviews the Performance Monitoring Report for 2023/24 quarter 1 and where possible, the annual KPIs for 2022/23 (Appendix 1) and makes any observations or comments.
- 2.2. Should any members of the Committee have any queries about specific performance indicators detailed in the Performance Monitoring Report, please submit these to [andrea.barnett@guildford.gov.uk](mailto:andrea.barnett@guildford.gov.uk) least two days prior to the Committee meeting to enable an explanation to be given.

## **3. Reason(s) for Recommendation:**

- 3.1. To support our corporate performance monitoring framework and enable the Committee to monitor the Council's performance against key indicators, as well as review key data relating to the 'health' of the borough.

## **4. Exemption from publication**

- 4.1. This report and any part of it is not exempt from publication.

## **5. Purpose of Report**

- 5.1. The purpose of this report is to present the Performance Monitoring Report for quarter 1 of the financial year 2023/24 (Appendix 1).
- 5.2. The Performance Monitoring Report is presented to this Committee on a quarterly basis, allowing councillors to monitor our performance against the indicators set out in our performance framework.
- 5.3. The Performance Monitoring Report is a public document which shows the Council's progress against a variety of performance indicators.

## **6. Strategic Priorities**

- 6.1. The Council's performance management arrangements support our aim of delivering value for money services by tracking our progress against each indicator. As trends develop, we will be able to build a bigger picture of our performance to help inform and shape future activity and decision making.

- 6.2. The performance management framework supports all aspects of the Council's strategic priorities by ensuring that we stay on track in delivering key outcomes shown in our corporate and service plans. By monitoring key performance indicators, we can celebrate our successes and identify any broad trends or key issues. This will support us in being an efficient, focussed organisation delivering high quality services.

## **7. Background**

- 7.1. The previous Performance Monitoring Report was received positively by the Overview and Scrutiny Committee.
- 7.2. Officers have noted previous discussions and feedback received through the quarterly presentation of the Performance Monitoring Report and have implemented changes where appropriate. Joint Executive Heads of Service provide commentary where KPIs are not meeting their target or are not heading in the preferred direction of travel.
- 7.3. During quarters 1 and 2 2022/23 we undertook a review to ensure that our KPIs are meaningful and provide a clear definition of what is being collected. Joint Executive Heads of Service discussed their KPIs with Lead Members, to agree a revised set of indicators for corporate performance monitoring. From this quarter onwards we will be reporting on 35 quarterly KPIs and 5 annual KPIs.

## **8. Q1 Summary**

- 8.1. The number of quarterly KPIs that are showing a positive green or amber rating totals 45.7%, which is hoped to increase further in Q2 once the data for the KPIs showing as no data is provided. There are 9 KPIs with a red rating which relate to 25.7% of the KPIs. The reasons for this include resource issues, staff training and changes to system during this quarter. There are 8.6% of the quarterly KPIs reporting as no data available which relates to the KPIs identified in the exception summary below. This will reduce once data is provided from Q2 onwards. The primary reason for the lack of data submission was due to time lags in receiving data and data not being available.

- 8.2. The table below focusses on the quarterly recorded KPIs to provide a comparison across 2022/23 and Q1 of 2023/24.

Year	Quarter	RAG Rating					
		Green	Amber	Red	Data only	No data	N/A
2022/23	Q1	29	1	18	15	1	
	64 KPI	45.3%	1.6%	28.1%	23.4%	1.6%	
	Q2	23	6	14	15	6	
	64 KPI	35.9%	9.4%	21.9%	23.4%	9.4%	
	Q3	13	2	9	7	4	
	35 KPI	37.1%	5.7%	25.7%	20%	11.4%	
2023/24	Q4	12	4	9	4	3	3
	35 KPI	34.3%	11.4%	25.7%	11.4%	8.6%	8.6%
2023/24	Q1	14	2	9	7	3	
	35 KPI	40%	5.7%	25.7%	20%	8.6%	

## 9. Key headlines from Q1 performance

- 9.1. Our performance monitoring framework will continue to evolve and there will be changes to the report and KPIs to ensure that they continue to provide the right information and detail required. For KPIs that are off target or heading in the wrong direction, mitigating actions have been put in place to address these.
- 9.2. Since our last report, the following KPIs are presenting noticeable changes against target or direction of travel:

COU9 (Speed of determining planning applications for minor development) – this is the first quarter since Q3 2020/21 that the target has not only been met but is also showing a substantial increase since the last quarter. It is hoped that this upward trend will continue.

COU10 (Speed of determining planning applications for other development) – this KPI is only 1.3% off target, although it should be noted that this is the highest quarter since Q1 2020/21.

- 9.3. The time lags and data not possible to record in this report relate to the following KPIs:

<b>KPI ref:</b>	<b>Indicator</b>	<b>Reason</b>
ENV1	Kilograms of domestic residual waste collected, per household, from the kerbside	3-month time lag
ENV2	Household waste recycled and composted	3-month time lag
H&J3	Number of net new additional homes	3-month time lag

- 9.4. At the last meeting of this committee, a question was asked whether it would be possible to provide indicative data before it is verified. For the 3 KPIs showing a time lag this quarter (ENV1, ENV2 and H&J3), the Executive Heads of Service for Environmental Services and Regeneration & Planning Policy have provided the following updates:

For ENV1 and ENV2 it is not possible to provide data in advance, as it is not available from Surrey County Council until at least the end of month 2 of the quarter, following which there is a significant audit and checking process required to provide the quarterly figures.

For H&J3, the 3 month lag is due to the way planning policy receive this data, which is through Council Tax and Building Control certificates. This data is not received immediately upon completion however the majority are received within 3 months although on occasion this can be even longer.

In this context, it is not possible to provide indicative data before the end of the 3 month lag, as the data that is provided for the corporate monitoring framework is already indicative and subject to change. This can be seen by the edits that are currently made to previous quarters where the figures have changed. The Annual Monitoring Report, which will contain the final year end completion figures, will be published in Q3 of this year and will be circulated to Members.

**10. Key Risks**

- 10.1. Without a fit-for-purpose performance management framework the Council will not be able to demonstrate performance against delivery of the key themes with our Corporate Plan 2021-2025.

**11. Financial Implications**

- 11.1. There are no financial implications arising directly from this report.

**12. Legal Implications**

- 12.1. There are no legal implications arising directly from this report.

**13. Human Resource Implications**

- 13.1. There are no human resource implications arising directly from this report.

**14. Equality and Diversity Implications**

- 14.1. The Public Sector Equality Duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

**15. Climate Change/Sustainability Implications**

- 15.1. There are no direct climate change or sustainability implications of this report.

**16. Summary of Options**

- 16.1. The Committee is asked to consider and comment on the Performance Monitoring information presented in this report.

**17. Conclusion**

- 17.1. The Committee is presented with an opportunity to review the Council's performance over the last quarter as set out in the Performance Monitoring Report.

**18. Background Papers**

18.1. None.

**19. Appendices**

Appendix 1 – Performance Monitoring Report Quarter 1, 2023/24

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## Guildford Borough Council – Performance Monitoring Report Quarter 1, 2023/24

### 1. Introduction

The Council's performance monitoring framework incorporates a range of performance indicators (KPI) aligned under four broad themes: Environment, Homes and Jobs, Community and Council. The KPI data shows how the Council is performing in various service areas along with indicators giving a broad picture of the 'health' of Guildford borough. Following a review during Q1 and Q2 of 2022/23, our framework now comprises a total of 40 KPIs: 35 recorded quarterly and 5 annually.

This report incorporates an 'at a glance' [scorecard summary](#) of the rating of each KPI, with more detailed information and a chart for each indicator shown in [section 6](#). An explanation of the rating for each KPI is included in section 2, as is an overview of our [current position](#) in section 3 and an [exception summary](#) in section 4 showing where KPI data has not been submitted for reporting on this occasion.

Section 2.4 provides details on changes which have been made to the report/ KPI since the previous iteration.

This report will be submitted to Corporate Management Board and our Overview and Scrutiny Committee on a quarterly basis for their comment and review.

#### 2.1 External factors

The rising cost of living is having a significant impact on our residents, including the most vulnerable. Our services are seeing an increase in demand and will need to continue to respond to the impact. This is also having an impact on business as usual activities as resources are being redirected to deliver timebound government initiatives, for example, within Exchequer Services, this is the Energy Bill Support scheme and the Household Support Fund in Community Services.

More people continue to access community services provision due to the cost of living crisis – this is particularly seen in the use of the community fridge and pantry as well as the preloved donation bank. We also continue to see many in our communities facing social isolation and mental health struggles which cannot immediately be supported by the NHS. This is resulting in a greater use of the safe space at the Hive and greater pressure on social prescribing and signposting to support services in the voluntary, charity and faith sectors. Our VCF partners are






therefore also seeing unprecedented demand whilst trying to balance their own staffing, financial and wider resource difficulties.

In addition, construction costs increases, and inflation are having a profound impact on the Council’s capital programme, meaning that budgets for capital schemes are needing regular revision to account for fluctuations in market conditions.

## 2.2 Performance indicator rating

To show the status of individual indicators we have assessed each one against a red, amber, or green (RAG) rating. Where the indicator has a target, it will be RAG rated against this, otherwise it will be rated against the preferred direction of travel (i.e. increasing or decreasing).

The RAG ratings applied to this report are detailed below:

-  Green: on, or over, target or heading in the preferred direction of travel (including for annual targets)
-  Amber: up to 5% off target, or the same as the previous quarter/year
-  Red: more than 5% off target or heading in the wrong direction of travel
-  Data only, or no data to compare with
-  No data submitted for this quarter

## 2.3 Performance monitoring themes

To help categorise our KPIs we have grouped them under the headings shown below. These themes are broadly aligned to our current Corporate Plan.

<a href="#">Environment</a> (section 5.1)	ENV
<a href="#">Homes and Jobs</a> (section 5.2)	H&J
<a href="#">Community</a> (section 5.3)	COM
<a href="#">Council</a> (section 5.4)	COU

## 2.4 Changes and updates from our previous report

During quarters 1 and 2 2022/23, we reviewed our set of performance indicators in consultation with Executive Heads of Service (EHOS), Corporate Management Board (CMB) and Portfolio Leads. The purpose of the review was to ensure that our KPIs are meaningful corporate indicators and provide a clear definition of what is being collected.

Together with CMB, EHOS were invited to discuss their KPIs with Lead Members, to agree indicators for corporate performance monitoring. It was agreed that from quarter 3 onwards 2022/23 we would report on 35 quarterly KPIs and 5 annual KPIs.

Since our last report, the following KPIs are presenting noticeable changes against target or direction of travel:

- COU9 (Speed of determining planning applications for minor development) – this is the first quarter since Q3 2020/21 that the target has not only been met but is also showing a substantial increase since the last quarter. It is hoped that this upward trend will continue.
- COU10 (Speed of determining planning applications for other development) – this KPI is only 1.3% off target. It should be noted that this is the highest quarter since Q1 2020/21.

### 3 Scorecard summary

Table 1 below provides an overview of the RAG rating for each quarterly KPI for 2022/23 and Quarter 1 of 2023/24. Table 2 relates to the annual KPIs and provides a comparison from 2019/20 to 2022/23.

For quarter 1, there may be no means of assessing the RAG rating against a preferred direction of travel if we do not have data for the preceding quarter. Where this is the case, quarter 1 data has been rated as ‘data only’ (i) and is shown in the chart table accompanying each KPI in section 5.











Not applicable (n/a) is shown for quarters where data is not available due to new KPIs being introduced.

TABLE 1 - QUARTERLY KPIs:			KPI Measure	2022/23				2023/24
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/ Output; H/B=Health of Borough	Q1	Q2	Q3	Q4	Q1
<a href="#">ENV1</a>	<a href="#">Environment</a>	Kilograms of domestic residual waste collected, per household, from the kerbside	P					
<a href="#">ENV2</a>	<a href="#">Environment</a>	Household waste recycled and composted	P					
<a href="#">H&amp;J1</a>	<a href="#">Homes &amp; Jobs</a>	Average time to let void housing properties	P					
<a href="#">H&amp;J3</a>	<a href="#">Homes &amp; Jobs</a>	Number of net new additional homes	D/O					
<a href="#">H&amp;J4</a>	<a href="#">Homes &amp; Jobs</a>	Affordable new homes completed each year	D/O					

TABLE 1 - QUARTERLY KPIS:			KPI Measure	2022/23				2023/24
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/ Output; H/B=Health of Borough	Q1	Q2	Q3	Q4	Q1
<a href="#">H&amp;J5</a>	Homes & Jobs	Number of homeless families placed in B&B	D/O					
<a href="#">H&amp;J7</a>	Homes & Jobs	Time taken to assess new applications on the housing register	D/O	n/a	n/a	n/a	n/a	
<a href="#">H&amp;J8</a>	Homes & Jobs	Non-domestic (business) rates collected	P					
<a href="#">H&amp;J10</a>	Homes & Jobs	Percentage of vacant town centre retail units	H/B					
<a href="#">H&amp;J11</a>	Homes & Jobs	Percentage of affordable housing units granted planning permission on eligible sites	P					
<a href="#">H&amp;J12</a>	Homes & Jobs	Percentage of homes that do not meet the Decent Home Standard (DHS)	D/O	n/a	n/a	n/a	n/a	
<a href="#">H&amp;J13</a>	Homes & Jobs	Repairs completed within target timescale (emergency & non-emergency repairs)	D/O	n/a	n/a	n/a	n/a	
<a href="#">COM1</a>	<a href="#">Community</a>	Number of households living in temporary accommodation	D/O					
<a href="#">COM2</a>	<a href="#">Community</a>	Snapshot of rough sleepers	D/O					
<a href="#">COM3</a>	<a href="#">Community</a>	Number of successful homelessness outcomes	P					
<a href="#">COM4</a>	<a href="#">Community</a>	Percentage of Council tax collected	P					

TABLE 1 - QUARTERLY KPIS:			KPI Measure	2022/23				2023/24
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/ Output; H/B=Health of Borough	Q1	Q2	Q3	Q4	Q1
<a href="#">COU1</a>	Council	Staff sickness absence	P	✓	✓	✓	✓	✓
<a href="#">COU2</a>	Council	Staff turnover	P	✓	✓	✓	✓	✓
<a href="#">COU3</a>	Council	Council suppliers paid within 30 days	P	✓	□	✓	□	□
<a href="#">COU4</a>	Council	Council sundry debt invoices collected within 30 days	P	✗	✗	✗	□	✗
<a href="#">COU5</a>	Council	Time taken to assess new Housing Benefit claims	P	✗	✗	✗	✗	✗
<a href="#">COU6</a>	Council	Rent collection rate – rent collected in year	P	✓	✓	✓	✓	✓
<a href="#">COU7</a>	Council	Rent collection rate – rent collected in year plus arrears brought forward	P	✓	✓	✓	✓	✓
<a href="#">COU8</a>	Council	Speed of determining applications for major development	P	✓	✓	✓	✓	✓
<a href="#">COU9</a>	Council	Speed of determining applications for minor development	P	✗	✗	✗	✗	✓
<a href="#">COU10</a>	Council	Speed of determining applications for other development	P	✗	✗	✗	✗	□
<a href="#">COU11</a>	Council	Appeals dismissed against the Council's refusal of planning permission	P	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
<a href="#">COU12</a>	Council	Number of planning applications	D/O	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
<a href="#">COU13</a>	Council	% of contact via the phone into the Customer Services Centre	P	✗	✗	✗	✗	✗

TABLE 1 - QUARTERLY KPIS:			KPI Measure	2022/23				2023/24
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/ Output; H/B=Health of Borough	Q1	Q2	Q3	Q4	Q1
<a href="#">COU14</a>	Council	Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter.	P	✓	✓	✓	✓	✓
<a href="#">COU15</a>	Council	Number of Local Government & Social Care Ombudsman and Housing Ombudsman complaints upheld	P	✓	✓	✓	✓	✓
<a href="#">COU16</a>	Council	Average phone wait times	P	✗	✗	✗	✗	✗
<a href="#">COU17</a>	Council	% of contact that is digital: 1. Direct contact that is digital 2. Overall contact that is digital	P	✗	✗	✗	✗	✗
<a href="#">COU18</a>	Council	Average response times for online contact through forms	P	✗	✗	✗	✗	✓
<a href="#">COU19</a>	Council	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	P	✓	✓	✓	✓	✓

TABLE 2 - ANNUAL KPIS:			KPI Measure				
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	2019/20	2020/21	2021/22	2022/23
<a href="#">ENV3</a>	Environment	CO2 emissions from Council operations	P				Data to be provided in Q2
ENV4	Environment	Energy use by the Council; gas, electricity and fleet	P				Data to be provided in Q2
H&J9	Homes & Jobs	Net change in completed commercial and business floorspace	H/B				

Agenda item number: 7  
Appendix 1



## 4 Current position

Each quarter we will present the current position of our performance indicators which will show, broadly speaking, our overall progress against each RAG rating. This will also be considered in relation to previous quarters where relevant.

### 4.1 Quarter 1

At the end of quarter 1, we have been able to give a RAG rating to all 35 of our quarterly recorded KPIs. These are shown in the table below.

Quarter	RAG Rating				
	Green	Amber	Red	Data only	No data
1	14	2	9	7	3
	40%	5.7%	25.7%	20%	8.6%

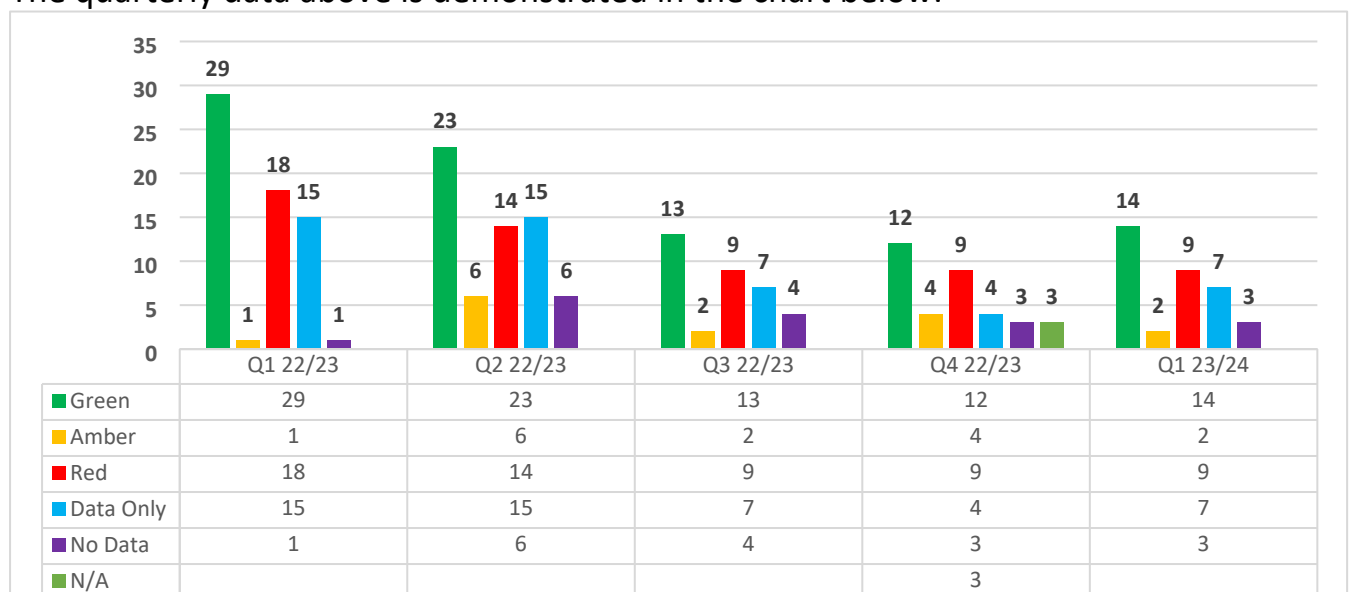
In the table above, the number of quarterly KPIs that are showing a positive green or amber rating totals 45.7%, which is hoped to increase further in Q2 once the data for the KPIs showing as no data is provided. There are 9 KPIs with a red rating which relate to 25.7% of the KPIs. The reasons for this include resource issues, staff training and changes to systems during this quarter. There are 8.6% of the quarterly KPIs reporting as no data available which relates to the KPIs identified in the exception summary below. This will reduce once data is provided from Q2 onwards. The primary reason for the lack of data submission was due to time lags in receiving data and data not being available.

## 4.2 Previous quarters

There are 35 KPIs for quarter 1 of 2023/24. The table below focusses on the quarterly recorded KPIs to provide a comparison across the year. Data omitted from/updated since our previous report has been included in the table where possible.

Year	Quarter	RAG Rating					
		Green	Amber	Red	Data only	No data	N/A
2022/23	Q1	29	1	18	15	1	
	64 KPI	45.3%	1.6%	28.1%	23.4%	1.6%	
	Q2	23	6	14	15	6	
	64 KPI	35.9%	9.4%	21.9%	23.4%	9.4%	
	Q3	13	2	9	7	4	
	35 KPI	37.1%	5.7%	25.7%	20%	11.4%	
2023/24	Q4	12	4	9	4	3	3
	35 KPI	34.3%	11.4%	25.7%	11.4%	8.6%	8.6%
2023/24	Q1	14	2	9	7	3	
	35 KPI	40%	5.7%	25.7%	20%	8.6%	

The quarterly data above is demonstrated in the chart below:



## 5 Exception summary

This section highlights any indicators where data has not been submitted for the period of this report (2023/24 quarter 1). The exception summary below covers quarterly KPIs, i.e., the situation at the end of quarter 1.

Two categories of ‘exceptions’ have been used in this summary:

Reason	Explanation
Time lag in data provision	There is a period of lag in data for this KPI being available/ recorded
Data not currently available/ possible to record	Data is not available or the capacity/ ability to record data for this KPI is not possible currently

The ‘time lag in data provision’ category in the exception summary shows where data will be provided but has a time lag (usually between 1 and 3 months). This data will appear in reports from quarter 2, 2023/24.

We have a total of 35 quarterly and 1 annual KPI reportable for quarter 1. Executive Heads of Service are responsible for communicating any reasons for the non-submission of data.

Reason	Quarterly	
	No.	%
Time lag in data provision	3	100%
Data not currently available/ possible to record	n/a	-

At the last meeting of this committee, a question was raised whether it would be possible to provide indicative data before it is verified. For the 3 KPIs showing a time lag this quarter (ENV1, ENV2 and H&J3), the Executive Heads of Service for Environmental Services and Regeneration & Planning Policy have provided the following updates:

For ENV1 and ENV2 it is not possible to provide data in advance, as it is not available from Surrey County Council until at least the end of month 2 of the quarter, following which there is a significant audit and checking process required to provide the quarterly figures.

For H&J3, the 3 month lag is due to the way planning policy receive this data, which is through Council Tax and Building Control certificates. This data is not received immediately upon completion however the majority are received within 3 months although on occasion this can be even longer.

Agenda item number: 7

Appendix 1

In this context, it is not possible to provide indicative data before the end of the 3 month lag, as the data that is provided for the corporate monitoring framework is already indicative and subject to change. This can be seen by the edits that are currently made to previous quarters where the figures have changed. The Annual Monitoring Report, which will contain the final year end completion figures, will be published in Q3 of this year and will be circulated to Members.

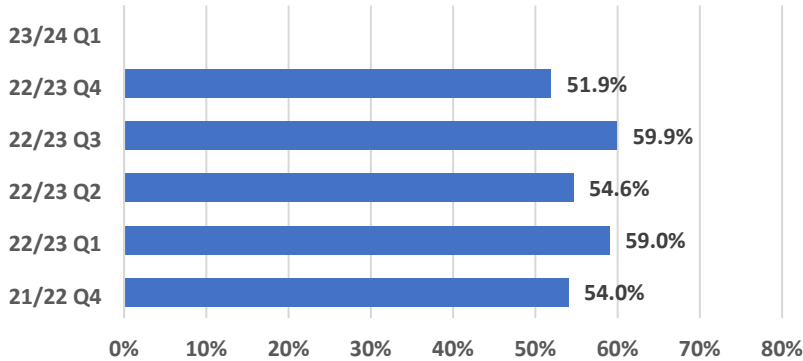
## 6 Performance monitoring data

### 6.1 Environment

This section includes all performance indicators with a broad environmental theme.

ENV1	Kilograms of domestic residual waste collected, per household, from the kerbside		Lead Councillor: George Potter																
			Service Area: Environmental Services																
			Service Lead: Chris Wheeler																
<table border="1"> <caption>Quarterly Waste Collection Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (kg)</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>-</td> </tr> <tr> <td>22/23 Q4</td> <td>95.60</td> </tr> <tr> <td>22/23 Q3</td> <td>85.81</td> </tr> <tr> <td>22/23 Q2</td> <td>93.50</td> </tr> <tr> <td>22/23 Q1</td> <td>91.54</td> </tr> <tr> <td>21/22 Q4</td> <td>95.67</td> </tr> </tbody> </table>			Quarter	Value (kg)	23/24 Q1	-	22/23 Q4	95.60	22/23 Q3	85.81	22/23 Q2	93.50	22/23 Q1	91.54	21/22 Q4	95.67	<p><b>Target:</b> Data only</p> <p><b>This quarter:</b> <span style="background-color: purple; width: 15px; height: 15px; display: inline-block;"></span></p> <p><b>Last quarter:</b> <a href="#">i</a></p>		
Quarter	Value (kg)																		
23/24 Q1	-																		
22/23 Q4	95.60																		
22/23 Q3	85.81																		
22/23 Q2	93.50																		
22/23 Q1	91.54																		
21/22 Q4	95.67																		
<table border="1"> <caption>Annual Totals</caption> <thead> <tr> <th>Year</th> <th>Total (kg)</th> </tr> </thead> <tbody> <tr> <td>2020/21</td> <td>392.68</td> </tr> <tr> <td>2021/22</td> <td>372.15</td> </tr> <tr> <td>2022/23</td> <td>366.45</td> </tr> </tbody> </table>						Year	Total (kg)	2020/21	392.68	2021/22	372.15	2022/23	366.45						
Year	Total (kg)																		
2020/21	392.68																		
2021/22	372.15																		
2022/23	366.45																		
2021/22	2022/23				2023/24														
Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1														
95.67kg	92.96kg 91.54kg	93.50kg	85.81kg	95.6kg															
<b>Description:</b>	Kilograms of domestic residual waste collected from each household at kerbside, as per the DEFRA definition. Figures relate to waste collected each quarter. There is a 1-2 month time lag on provision of this data.																		
<b>Comments:</b>	This KPI is recorded as data only as the figures are subject to seasonal change beyond our control.																		

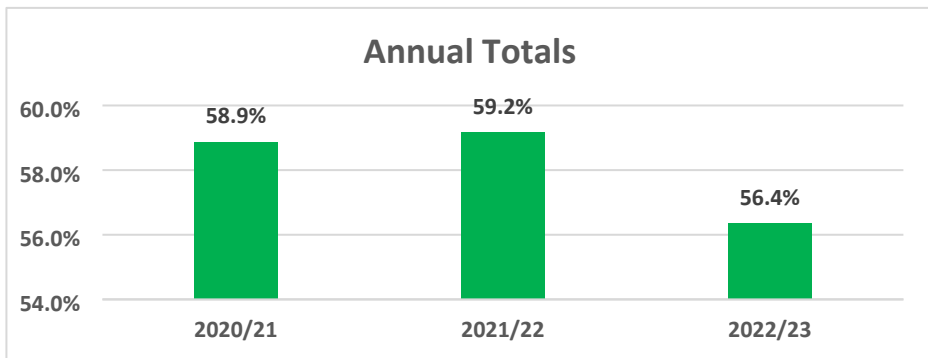
<b>ENV2</b>	<b>Household waste recycled and composted</b>	<b>Lead Councillor:</b> George Potter
		<b>Service Area:</b> Environmental Services
		<b>Service Lead:</b> Chris Wheeler



**Target:** Data only

**This quarter:**

**Last quarter:** i



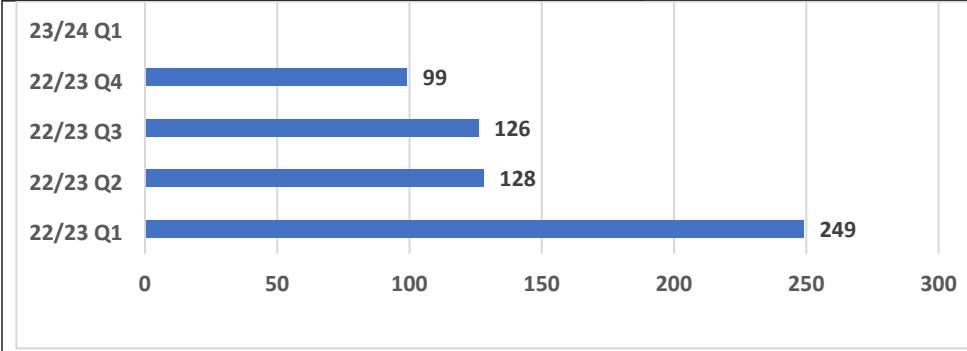
2021/22	2022/23				2023/24
Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
54%	59%	54.6%	59.9%	51.9%	
<b>Description:</b>	Percentage of household waste recycled and composted. Figures relate to household waste collected each quarter. There is a 1-2 month time lag on provision of this data.				
<b>Comments:</b>	This KPI is recorded as data only as the figures are subject to seasonal change beyond our control.				

## 6.2 Homes and Jobs

This section includes all performance indicators with a broad homes and jobs theme.

H&J1	Average time to let void housing properties				Lead Councillor: Julia McShane																						
					Service Area: Housing Services																						
					Service Lead: Andrew Smith																						
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>No of voids</th> <th>Days void</th> </tr> </thead> <tbody> <tr> <td>22/23 Q1</td> <td>53</td> <td>248</td> </tr> <tr> <td>22/23 Q2</td> <td>59</td> <td>221</td> </tr> <tr> <td>22/23 Q3</td> <td>63</td> <td>212</td> </tr> <tr> <td>22/23 Q4</td> <td>60</td> <td>150</td> </tr> <tr> <td>23/24 Q1</td> <td>53</td> <td>177</td> </tr> </tbody> </table>					Quarter	No of voids	Days void	22/23 Q1	53	248	22/23 Q2	59	221	22/23 Q3	63	212	22/23 Q4	60	150	23/24 Q1	53	177	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>				
Quarter	No of voids	Days void																									
22/23 Q1	53	248																									
22/23 Q2	59	221																									
22/23 Q3	63	212																									
22/23 Q4	60	150																									
23/24 Q1	53	177																									
<b>2022/23</b>					<b>2023/24</b>																						
<b>Quarter 1</b>		<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>		<b>Quarter 1</b>																			
53/248		59/221		63/212		60/150		53/177																			
<b>Description:</b>		This figure excludes major voids, new builds, sheltered and supported properties. This KPI crosses over service areas, so one area does not have full control of the data shown.																									
<b>Comments:</b>		<p><b>2023/24 – Quarter 1:</b></p> <p>Although the number of voids has decreased this quarter, the average number has increased which is in part been due to a small number of long term voids returning, the underlying time taken to complete works has shown improvement but has been influenced by these properties over this period. Resourcing of allocations is also having an impact due to staff vacancies across a number of teams involved in the process.</p>																									
<b>Action Taken to Improve Performance:</b>		Improvements to the service continue however resourcing has meant that benefits of this work are yet to be fully realised. Work is underway to address the resourcing issues. An internal audit is being undertaken on the voids process from keys being returned once a tenancy has been relinquished, to when the home is relet, and the keys are handed to the new tenant. The full report is scheduled to be completed during October 2023.																									

<b>H&amp;J3</b>	<b>Number of net new additional homes</b>	<b>Lead Councillor:</b> George Potter/Tom Hunt
		<b>Service Area:</b> Regeneration & Planning Policy
		<b>Service Lead:</b> Abi Lewis



**Target:** 1,686 over the preceding 3-year period (100% of Delivery Test)

This quarter: ■

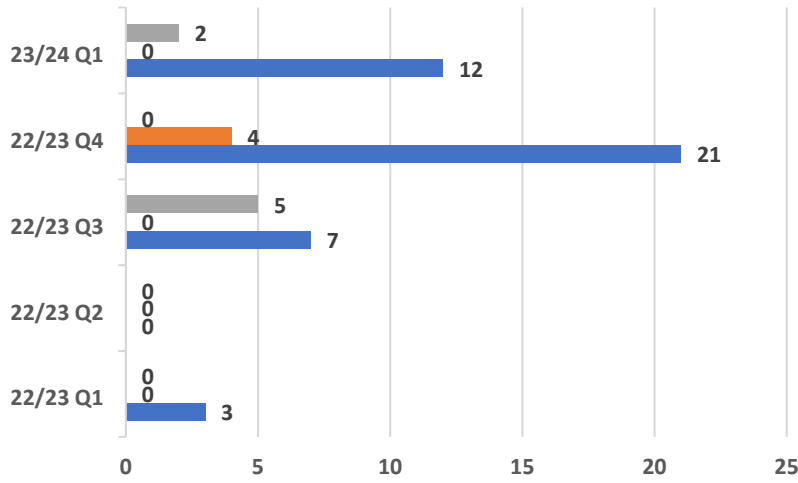
Last quarter:

2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
249	120-128	126	99	

<b>Description:</b>	This is the calculation of all new residential properties built, or created through change of use to residential use, minus all residential properties demolished in the year. This equals the net new additional homes.
<b>Comments:</b>	<p>Whilst the majority of completions per quarter are captured within the 3 month period following that quarter there are some that come through after this period. In order to reflect the most up to date and accurate information, previous quarter totals will be updated where this occurs, or other anomalies are identified. 99 C3 completions occurred in Q4. A further 99 'C3 equivalent units' were completed in 2022/23 (student accommodation). In total therefore there were 701 completions in 2022/23.</p> <p>Final year end figures will be reported in the Council's Monitoring Report in Q3 and therefore may still be subject to change.</p>



<b>H&amp;J4</b>	<b>Affordable new homes completed each year</b>	<b>Lead Councillor:</b> Julia McShane
		<b>Service Area:</b> Housing Services
		<b>Service Lead:</b> Andrew Smith



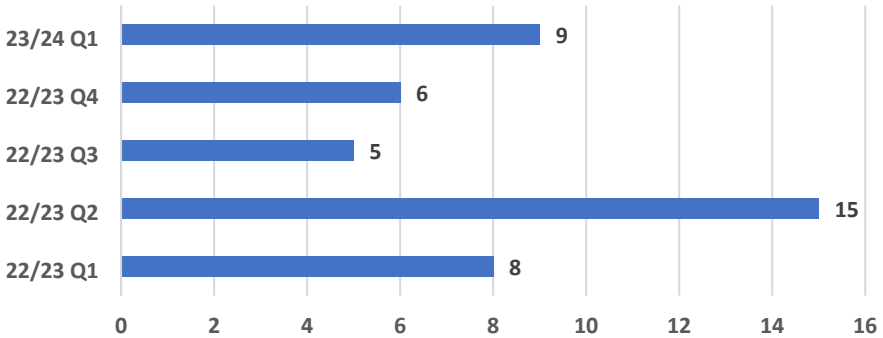



**Target:** no target

**This quarter:** ⓘ

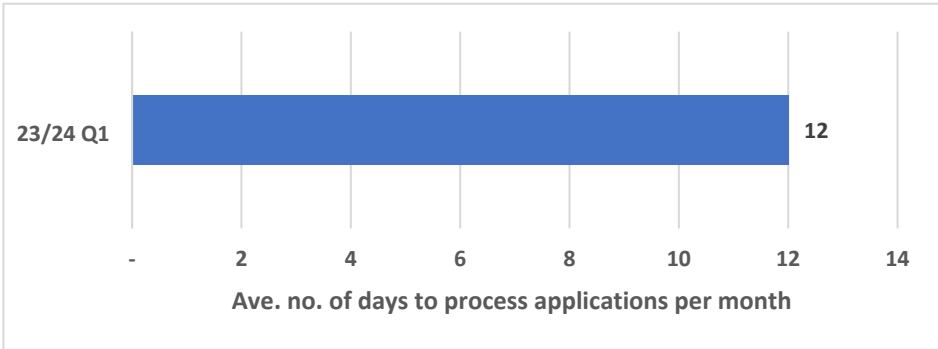
**Last quarter:** ⓘ

	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	23/24 Q1
<span style="color: blue;">■</span> Affordable Rent	3	0	7	21	12
<span style="color: orange;">■</span> Social Rent	0	0	0	4	0
<span style="color: grey;">■</span> Shared Ownership	0	0	5	0	2

<b>2022/23</b>				<b>2023/24</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>
Total affordable units 3	Total affordable units 0	Total affordable units 12	Total affordable units 25	Total affordable units 14
<b>Description:</b>	Data only. Affordable new homes completed each year.			
<b>Comments:</b>	<b>2023/24 – Quarter 1:</b> The split of 14 new-build dwellings is 12 affordable rent properties (4 x1-bed, 7 x 2-bed and 1 x 3-bed properties) and shared ownership properties (2 x 3-bed properties).			

<b>H&amp;J5</b>	<b>Number of homeless families placed in B&amp;B</b>				<b>Lead Councillor:</b> Julia McShane				
					<b>Service Area:</b> Housing Services				
					<b>Service Lead:</b> Andrew Smith				
					<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>				
<b>2022/23</b>				<b>2023/24</b>					
<b>Quarter 1</b>		<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>		<b>Quarter 1</b>	
8		15		5		6		9	
<b>Description:</b>		Number of homeless families placed in B&B.							
<b>Comments:</b>		None.							
<b>Action Taken to Improve Performance:</b>		The levels will continue to be managed through active prevention work, but activity and need will continue. We expect a monthly variation but the trend to continue to be stable overall. No further specific action is planned.							

<b>H&amp;J7</b>	<b>Time taken to assess new applications on the housing register</b>	<b>Lead Councillor:</b> Julia McShane
		<b>Service Area:</b> Housing Services
		<b>Service Lead:</b> Andrew Smith



**Target:** 21 days from the date of verification

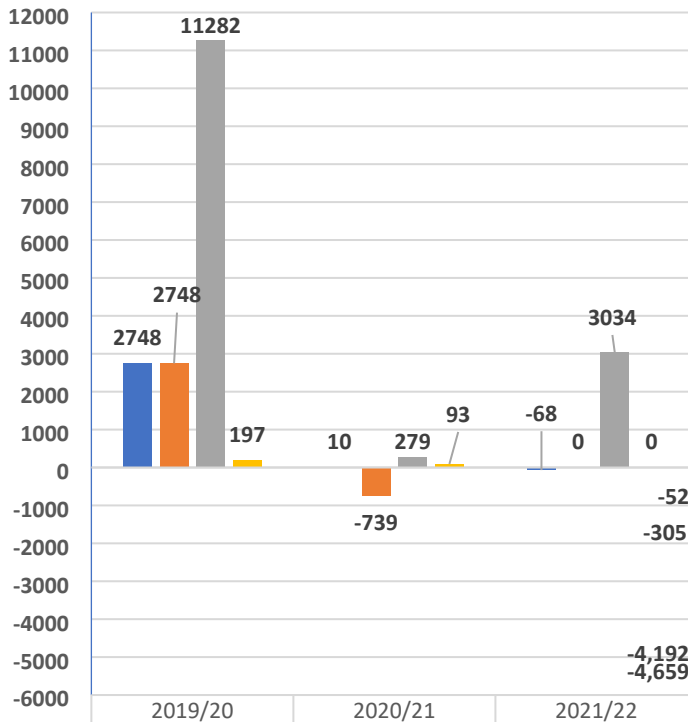
**This quarter:**

**Last quarter:** n/a

<b>2022/23</b>				<b>2023/24</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>
n/a	n/a	n/a	n/a	12 days
<b>Description:</b>	<p>Following provision of all documentation by the customer and their application has been verified by a Case Officer, this is the length of time taken for an application to be processed.</p> <p>Verification includes checks for connection to the borough, debts and potential fraud.</p>			
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b> During the quarter, 695 applications were received; 146 applications were processed; 276 applications were incomplete; 273 applications were closed (i.e. do not comply with allocations policy).</p>			

H&J8	Non-domestic (business) rates collected (%)				Lead Councillor: Richard Lucas															
					Service Area: Finance (Revenue & Benefits)															
					Service Lead: Peter Vickers															
<table border="1"> <caption>Non-domestic (business) rates collected (%)</caption> <thead> <tr> <th>Quarter</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>35.13%</td> </tr> <tr> <td>22/23 Q4</td> <td>97.36%</td> </tr> <tr> <td>22/23 Q3</td> <td>82.60%</td> </tr> <tr> <td>22/23 Q2</td> <td>59.43%</td> </tr> <tr> <td>22/23 Q1</td> <td>31.60%</td> </tr> </tbody> </table> <p><b>Target: 99% for the year</b></p> <p>This quarter: </p> <p>Last quarter: </p>									Quarter	Rate (%)	23/24 Q1	35.13%	22/23 Q4	97.36%	22/23 Q3	82.60%	22/23 Q2	59.43%	22/23 Q1	31.60%
Quarter	Rate (%)																			
23/24 Q1	35.13%																			
22/23 Q4	97.36%																			
22/23 Q3	82.60%																			
22/23 Q2	59.43%																			
22/23 Q1	31.60%																			
<b>2022/23</b>					<b>2023/24</b>															
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>																
31.6%	59.43%	82.6%	97.36%	35.13%																
<b>Description:</b>	Percentage calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year.																			
<b>Comments:</b>	<b>2023/24 – Quarter 1:</b> Collection is up on 2022-23. However, we are still recovering from the effect of the pandemic and remain effected by the cost of living crisis and resourcing in the case team.																			
<b>Action Taken to improve Performance:</b>	Within the specialist team we are starting to move resources back from government schemes. This should allow us to focus on business as usual and to review our processes and consider whether with much reduced resources available we can revert to 99% collection rates.																			

<b>H&amp;J9</b>	<b>Net change in completed commercial and business floorspace</b>	<b>Lead Councillor:</b> George Potter/ Tom Hunt
		<b>Service Area:</b> Regeneration & Planning Policy
		<b>Service Lead:</b> Abi Lewis



**Target:** E(g)(i) and E(g)(ii): Net increase of 36,100 - 43,700 sqm by 2034; E(g)(iii), B2 and B8: Net increase of 3.7 – 4.1 ha by 2034

2022/23:

2021/22:

2020/21:

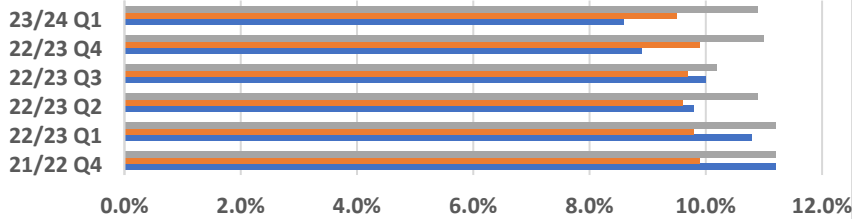
2019/20:

	2019/20	2020/21	2021/22
E(g)(i) Offices and E(g)(ii) Research & Dev (sqm)	2748	10	-68
E(g)(iii) Industrial Processes	2748	-739	0
B2 General Industrial	11282	279	3034
B8 Storage or Distribution	197	93	0
<b>Total</b>	<b>14,383</b>	<b>382</b>	<b>-9,208</b>

2019/20	2020/21	2021/22	2022/23
Total: 14,383 sqm	Total: 382 sqm	Total: 2966 sqm	Total: -9208 sqm

<b>Description:</b>	Data provided by Planning Policy. Targets relate to monitoring indicators as set out in the Local Plan: Strategy and Sites (LPSS). There is a 3-month time lag on reporting figures, so data will be reported in Q1 the following year.  Note changes to use classes: E(g)(i) Offices (previously B1a); E(g)(ii) Research and Development (previously B1b); E(g)(iii) Industrial Processes (previously B1c); B2 General Industrial; and B8 Storage or Distribution.
<b>Comments:</b>	The 2022/23 net total was -9,208 sqm floorspace. This was comprised of: E(g)(i) Offices -4,192 sqm; E(g)(iii) Industrial Processes -52 sqm; B2 General Industrial -305 sqm and B8 Storage or Distribution -4,659 sqm.

<b>H&amp;J10</b>	<b>Percentage of vacant town centre retail units</b>	<b>Lead Councillor:</b> George Potter
		<b>Service Area:</b> Regeneration & Planning Policy
		<b>Service Lead:</b> Abi Lewis



**Target:** No target

**This quarter:** ⓘ

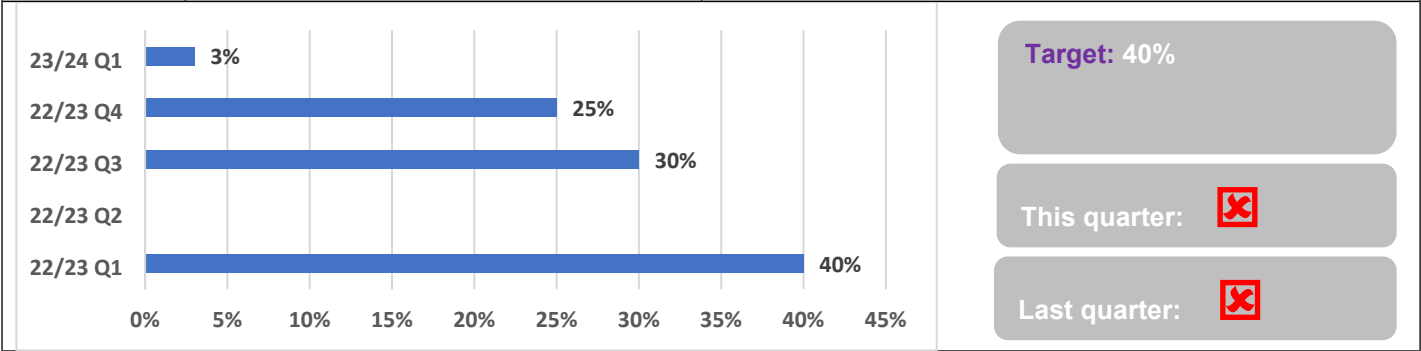
**Last quarter:** ⓘ

	21/22 Q4	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	23/24 Q1
■ Guildford	11.2%	10.8%	9.8%	10.0%	8.9%	8.6%
■ South-East	9.9%	9.8%	9.6%	9.7%	9.9%	9.5%
■ UK	11.2%	11.2%	10.9%	10.2%	11.0%	10.9%

■ UK ■ South-East ■ Guildford

<b>2022/23</b>				<b>2023/24</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>
10.8%	9.8%	10%	8.9%	8.6%
<b>Description:</b>	Data is for vacant ground level retail and leisure premises situated within Guildford’s Business Improvement District (BID). Data provided by Experience Guildford. The preferred direction of travel is based on the south-east figure.			
<b>Comments:</b>	<b>2023/24 – Quarter 1:</b> The national town centre vacancy rate was 11.0% in April 2023. This is higher than the 10.2% in the previous quarter, but an improvement on the April 2022 vacancy rate of 11.2%.			

<b>H&amp;J11</b>	<b>Percentage of affordable housing units granted planning permission on eligible sites</b>	<b>Lead Councillor:</b> George Potter
		<b>Service Area:</b> Regeneration & Planning Policy
		<b>Service Lead:</b> Abi Lewis

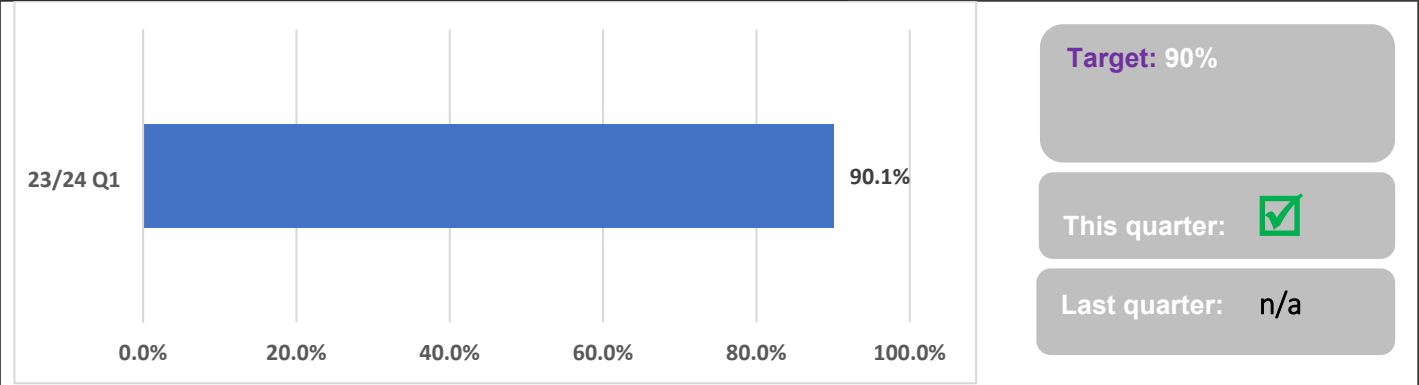


2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
40%	n/a	30%	25%	3%
<b>Description:</b>	Percentage of affordable housing units granted planning permission on eligible sites.			
<b>Comments:</b>	<b>2023/24 - Quarter 1:</b> There was one permission on a qualifying site in Q1. This was the former Debenhams site. Due to viability issues this achieved 5 affordable units out of 185 units. Whilst there was a resolution to permit in 2022/23, the S106 was signed and decision notice was issued in Q1 2023/24.			

<b>H&amp;J12</b>	<b>Percentage of homes that do not meet the Decent Home Standard (DHS)</b>				<b>Lead Councillor:</b> Julia McShane					
					<b>Service Area:</b> Housing Services					
					<b>Service Lead:</b> Andrew Smith					
<p>A horizontal bar chart with a blue bar representing 0.07% on a scale from 0.00% to 0.08%. The x-axis is labeled with percentages from 0.00% to 0.08% in 0.01% increments. The bar is labeled '23/24 Q1' on the left and '0.07%' on the right.</p>					<p><b>Target:</b> Data Only</p> <p><b>This quarter:</b> </p> <p><b>Last quarter:</b> n/a</p>					
<b>2022/23</b>					<b>2023/24</b>					
<b>Quarter 1</b>		<b>Quarter 2</b>		<b>Quarter 3</b>		<b>Quarter 4</b>		<b>Quarter 1</b>		
n/a		n/a		n/a		n/a		0.07%		
<b>Description:</b>		This indicator reflects the most recent guidance from the Regulator of Social Housing and is a new indicator in this report from Q1 23/24. The measure shows the percentage of a social landlord’s homes that do not meet the Government Decent Homes Standard.								
<b>Comments:</b>		<p><b>2023/24 - Quarter 1:</b> The Council continues to invest in improving its housing stock and this level will vary depending on issues reported, time to resolve or the age of some building elements, but will continue to be maintained at high levels.</p>								



<b>H&amp;J13</b>	<b>Repairs completed within target timescale (emergency &amp; non-emergency repairs)</b>	<b>Lead Councillor:</b> Julia McShane
		<b>Service Area:</b> Housing Services
		<b>Service Lead:</b> Andrew Smith



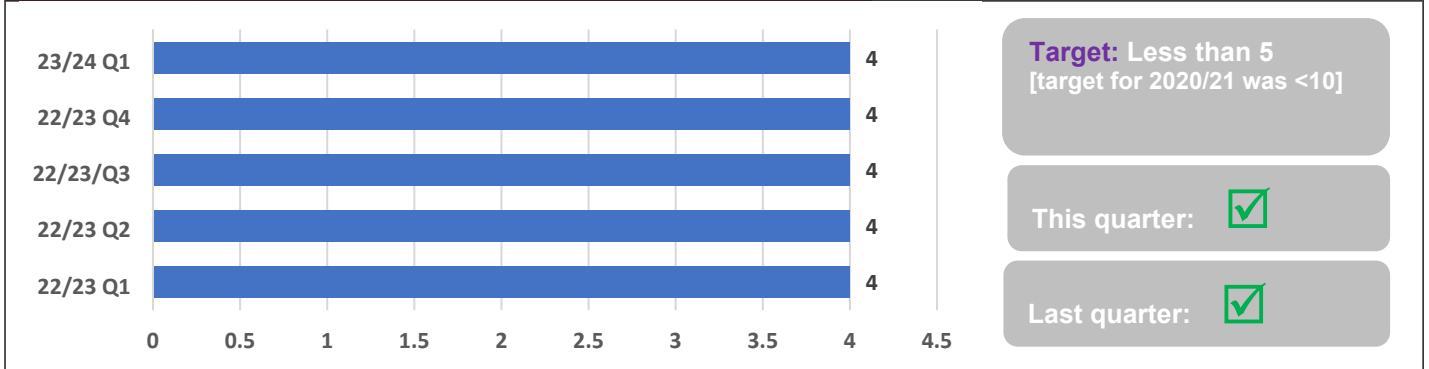
2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
n/a	n/a	n/a	n/a	90.1%
<b>Description:</b>	The percentage of emergency & non-emergency repairs completed within target in the reporting period. This indicator is a new indicator in this report for Q1 23/24.			
<b>Comments:</b>	<b>2023/24 - Quarter 1:</b> When repairs are reported they are awarded a category depending upon the issue raised and this measure shows the percentage of emergency and non-emergency repairs completed within the agreed targets for the homes the Council manages.			

### 6.3 Community

This section includes all performance indicators with a broad community theme.

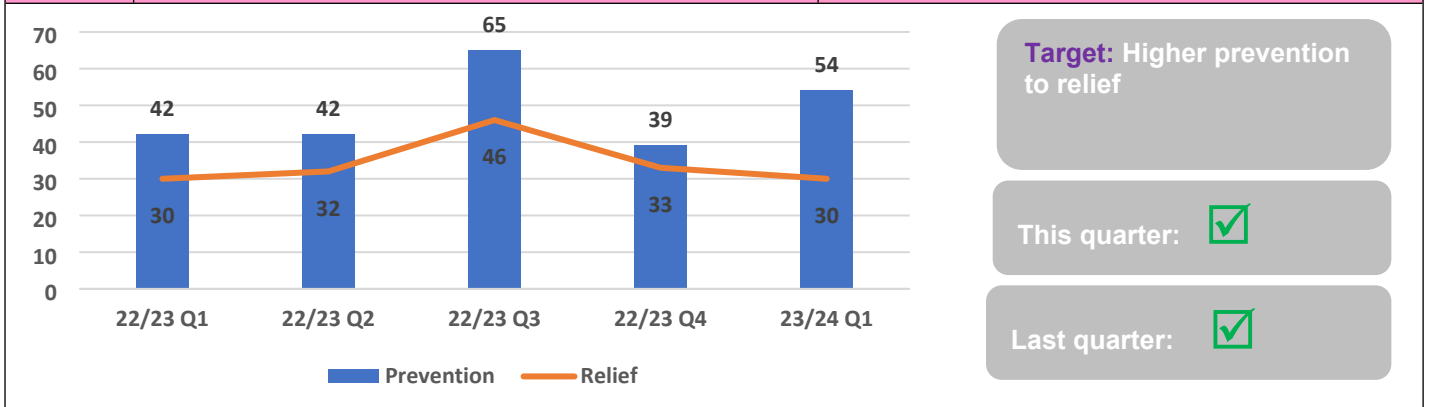
COM1	Number of households living in temporary accommodation				Lead Councillor: Julia McShane												
					Service Area: Housing Services												
					Service Lead: Andrew Smith												
<table border="1"> <caption>Number of households in temporary accommodation (COM1)</caption> <thead> <tr> <th>Quarter</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>32</td> </tr> <tr> <td>22/23 Q4</td> <td>29</td> </tr> <tr> <td>22/23 Q3</td> <td>30</td> </tr> <tr> <td>22/23 Q2</td> <td>30</td> </tr> <tr> <td>22/23 Q1</td> <td>37</td> </tr> </tbody> </table>					Quarter	Number of Households	23/24 Q1	32	22/23 Q4	29	22/23 Q3	30	22/23 Q2	30	22/23 Q1	37	<p>Preferred direction of travel: </p> <p>This quarter: </p> <p>Last quarter: </p>
Quarter	Number of Households																
23/24 Q1	32																
22/23 Q4	29																
22/23 Q3	30																
22/23 Q2	30																
22/23 Q1	37																
<b>2022/23</b>				<b>2023/24</b>													
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>													
37	30	30	29	32													
<b>Description:</b>	Number of households in temporary accommodation at the end of the quarter. These are only the households who are accommodated following an acceptance of a homelessness duty. Other households may be placed in temporary accommodation without us accepting a duty, but by using our prevention powers.																
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b></p> <p>Although half of these are legacy cases, the recent increase is due to the complexity of cases which has meant us having to use our own stock in order to comply with the Homelessness Reduction Act timescale. Following legal advice, we have also chosen to house some cases to avoid the use of unsuitable interim accommodation.</p>																
<b>Action Taken to Improvement Performance:</b>	The Council needs to procure more self-contained temporary accommodation within GBC to meet homelessness duties.																

<b>COM2</b>	<b>Snapshot of rough sleepers</b>	<b>Lead Councillor:</b> Julia McShane
		<b>Service Area:</b> Housing Services
		<b>Service Lead:</b> Andrew Smith



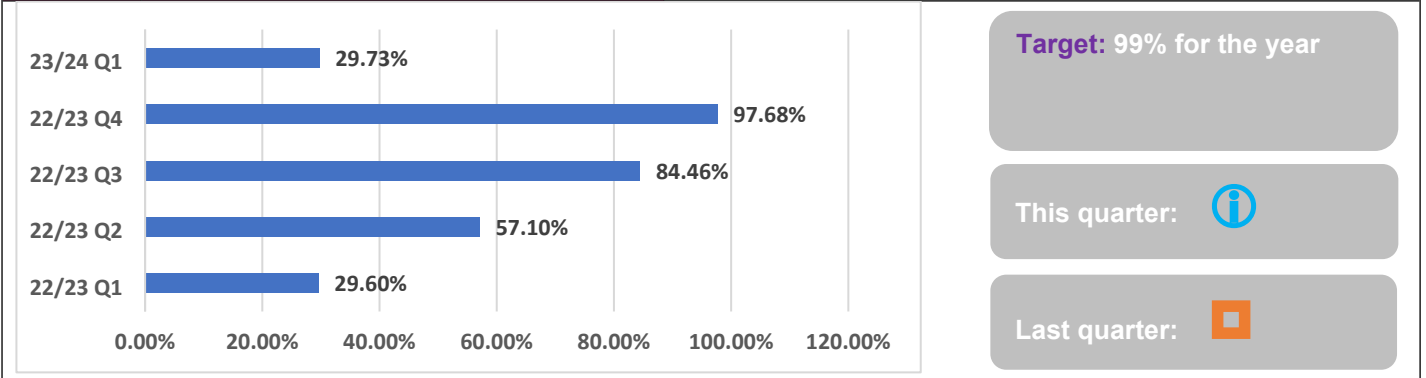
2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
4	4	4	4	4
<b>Description:</b>	These figures are intelligence-based estimates relating to a specified date each quarter. HOST collate information based on their caseload, rough sleeper outreach and multi-agency feedback received.			
<b>Comments:</b>	None.			

<b>COM3</b>	<b>Number of successful homelessness outcomes</b>	<b>Lead Councillor:</b> Julia McShane
		<b>Service Area:</b> Housing Services
		<b>Service Lead:</b> Andrew Smith



2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
42/30 (subject to DLUHC confirmation)	42/32 (subject to DLUHC confirmation)	65/46 (subject to DLUHC confirmation)	39/33 (subject to DLUHC confirmation)	54/30 (subject to DLUHC confirmation)
<b>Description:</b>	Successful prevention/ relief case outcomes.			
<b>Comments:</b>	None.			

<b>COM4</b>	<b>Council tax collected (%)</b>	<b>Lead Councillor:</b> Richard Lucas
		<b>Service Area:</b> Finance (Revenue & Benefits)
		<b>Service Lead:</b> Peter Vickers



<b>2022/23</b>				<b>2023/24</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>
29.6%	57.10%	84.46%	97.68%	29.73%
<b>Description:</b>	Percentage calculated, as a cumulative year-to-date figure, from the total of council tax payments received compared to the total amounts payable in that year.			
<b>Comments:</b>	<b>2023/24 – Quarter 1:</b> Collection is up on 2022-23. However, we are still recovering from the effect of the pandemic and remain effected by the cost of living crisis and resourcing in the case team.			
<b>Action Taken to improve Performance:</b>	Within the specialist team we are starting to move resources back from government schemes. This should allow us to focus on business as usual and to review our processes and consider whether with much reduced resources available we can revert to 99% collection rates.			

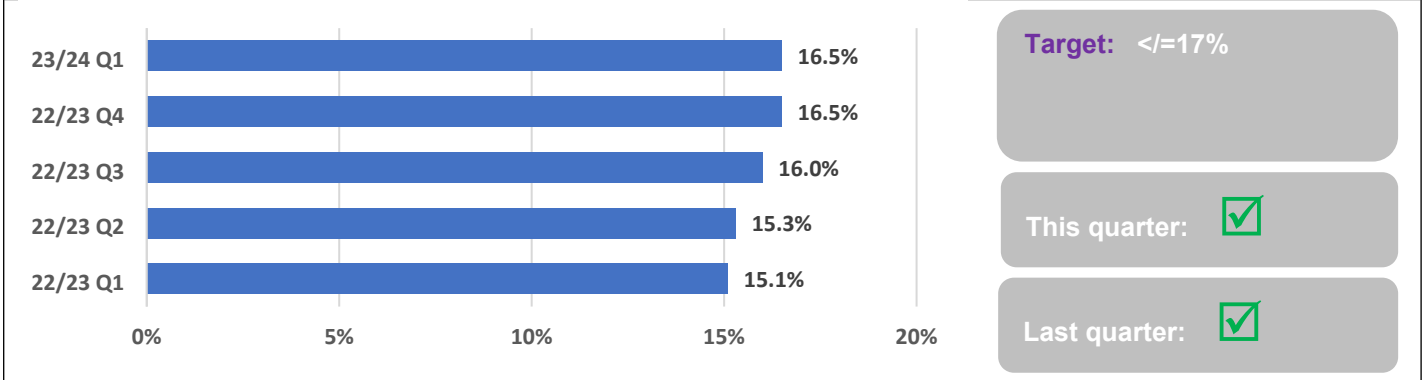
6.4 Council

This section includes all performance indicators with a broad Council theme.

<b>COU1</b>	<b>Staff sickness absence - all sickness</b>	<b>Lead Councillor:</b> Carla Morson														
		<b>Service Area:</b> Organisational Development														
		<b>Service Lead:</b> Robin Taylor														
<table border="1"> <caption>Staff Sickness Absence Data</caption> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>8.6</td> </tr> <tr> <td>22/23 Q4</td> <td>8.4</td> </tr> <tr> <td>22/23 Q3</td> <td>8.8</td> </tr> <tr> <td>22/23 Q2</td> <td>7.8</td> </tr> <tr> <td>22/23 Q1</td> <td>8.2</td> </tr> </tbody> </table>		Quarter	Days	23/24 Q1	8.6	22/23 Q4	8.4	22/23 Q3	8.8	22/23 Q2	7.8	22/23 Q1	8.2	<p><b>Target:</b> Less than / equal to 9 days</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
Quarter	Days															
23/24 Q1	8.6															
22/23 Q4	8.4															
22/23 Q3	8.8															
22/23 Q2	7.8															
22/23 Q1	8.2															
<b>2022/23</b>				<b>2023/24</b>												
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>												
8.2 days	7.8 days	8.8 days	8.4 days	8.6 days												
<b>Description:</b>	Rolling year to date number of working days/ shifts lost due to sickness absence. This is calculated by the number of long- and short-term sickness absence days divided by the number of full-time equivalent staff.															
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b> Performance against this KPI is within the target range and is 8.6 days lower than the same quarterly figure from the previous financial year. Performance against this KPI across Local Authorities in Surrey for Q4 ranges from 5.8 days at the lowest to 13.5 days at the highest although not all authorities returned benchmarking data for this quarter, so the picture is incomplete.</p> <p>The Council’s short term sickness absence figures are the highest of those Surrey Councils which reported data (Woking and Reigate and Banstead have not submitted their data for this quarter). However, not all of the Councils in Surrey have comparable workforces. 48% of GBC’s short term sickness is within Environmental Services, which is comprised of Waste Operations and Parks and Streetscene. This service equates to 30% of the workforce but nearly half of the short-term sickness. If this service were to be excluded from the stats the number of short-term sick days would reduce to 4.1 which would again be mid-range and similar, for example, to the Waverley Borough Council figure of 3.9 days.</p>															

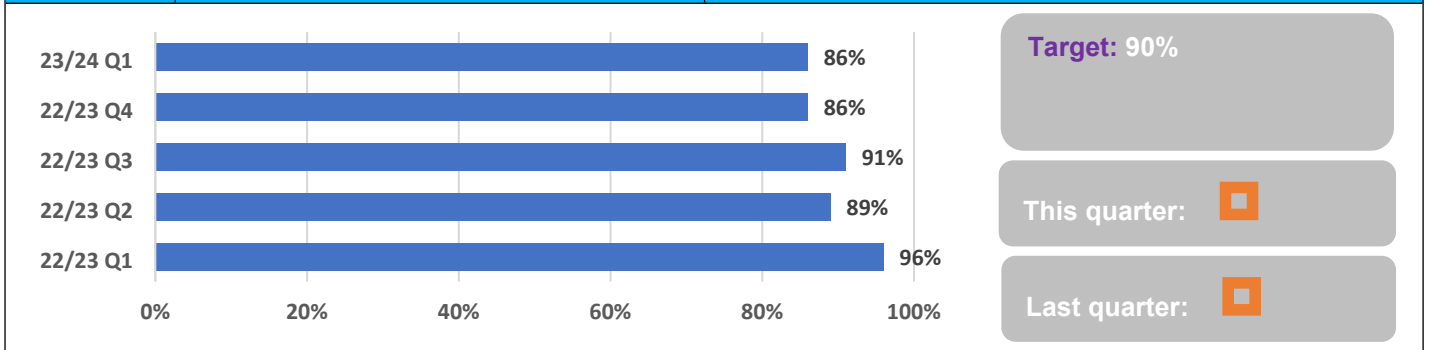
	<p>Manual operational type workforces do generally have higher levels of sickness as attending work with a cold or stomach virus is much harder when you are in a physically demanding role out in the elements rather than working from home with a laptop. The best practice for managing absence such as return to work interviews, sickness triggers and absence meetings, Occupational Health support, health surveillance, Employee Assistance Programme support, and access to advice on healthy living. All of these mechanisms are in place. The Council takes a robust approach to managing staff sickness absence and will continue to keep its sickness stats and approach to sickness absence management under review, including as part of the work currently under way to develop a new workforce strategy.</p>
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<b>COU2</b>	<b>Staff turnover</b>	<b>Lead Councillor:</b> Carla Morson
		<b>Service Area:</b> Organisational Development
		<b>Service Lead:</b> Robin Taylor



<b>2022/23</b>				<b>2023/24</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>
15.1%	15.3%	16%	16.5%	16.5%
<b>Description:</b>	This is a rolling year-to-date figure calculated from the total number of staff leaving (voluntarily and non-voluntary) as a percentage of total staff in post.			
<b>Comments:</b>	<b>2023/24 – Quarter 1:</b> The rate of staff turnover during quarter 1 remained unchanged at 16.5% and within the target zone for quarter. Across Surrey District and Borough Councils, turnover as calculated within the quarter ranges from 12.9% to 18.5% although not all authorities returned benchmarking data for this quarter so the picture is incomplete.			

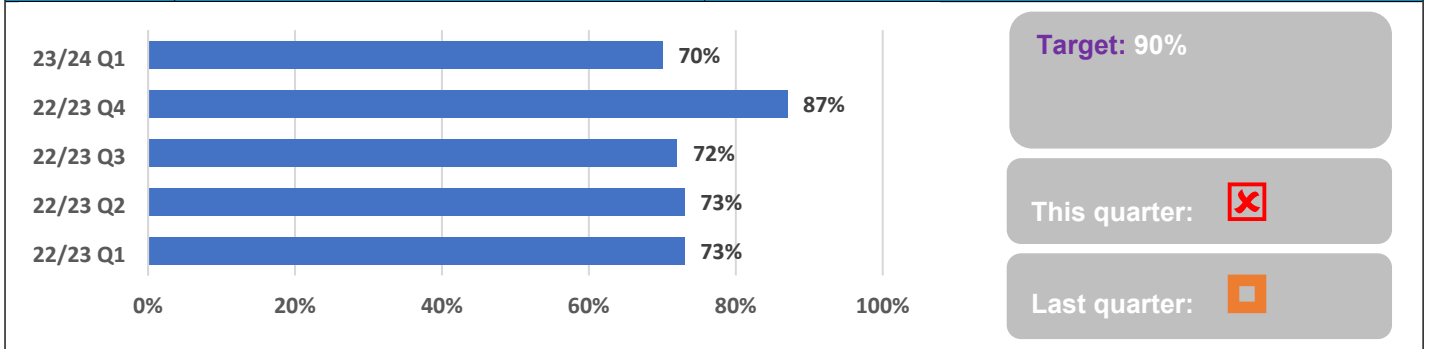
<b>COU3</b>	<b>Council suppliers paid within 30 days</b>	<b>Lead Councillor:</b> Angela Goodwin
		<b>Service Area:</b> Communications & Customer Services
		<b>Service Lead:</b> Nicola Haymes



2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
96%	89%	91%	86%	86%
<b>Description:</b>	Percentage of Council suppliers paid within 30 days.			
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b> The % of invoices paid within 30 days has stayed the same, slightly below target for this quarter. April and May saw 89% of invoices paid within 30 days which given the school holidays and several extra bank holidays impacting on working days this was very close to target. June saw an influx of invoices (almost double the previous months) so this affected the stats for the overall quarter.</p>			
<b>Action Taken to Improve Performance:</b>	We continue to work with services to promote the need to action invoices promptly to ensure supplier payment.			



<b>COU4</b>	<b>Council sundry debt invoices collected within 30 days</b>	<b>Lead Councillor:</b> Angela Goodwin
		<b>Service Area:</b> Communications & Customer Services
		<b>Service Lead:</b> Nicola Haymes



2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
73%	73%	72%	87%	70%
Percentage of sundry debt owed to the Council collected within 30 days.				
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b></p> <p>Although there has been a drop this reporting can be deceptive as quarterly reporting does not allow for a clear reflection of 30 day timescales and can only ever provide a snapshot in time. We also cannot influence the due date that services place on invoices that could be less or more than 30 days which also affects reporting. Over the course of the past year 96% of invoices have been paid so the overall collection of debt against invoices over a 12 month period is above target.</p>			
<b>Action Taken to Improve Performance:</b>	Review KPI as to whether it would be more accurate to report on % of invoices paid by due date to provide a clearer view of the council's position.			

<b>COU5</b>	<b>Time taken to assess new Housing Benefit claims</b>	<b>Lead Councillor:</b> Richard Lucas												
		<b>Service Area:</b> Finance (Revenue & Benefits)												
		<b>Service Lead:</b> Peter Vickers												
<table border="1"> <caption>Time taken to assess new Housing Benefit claims (Days)</caption> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>15.18</td> </tr> <tr> <td>22/23 Q4</td> <td>11.8</td> </tr> <tr> <td>22/23 Q3</td> <td>12.14</td> </tr> <tr> <td>22/23 Q2</td> <td>11.65</td> </tr> <tr> <td>22/23 Q1</td> <td>17.99</td> </tr> </tbody> </table>		Quarter	Days	23/24 Q1	15.18	22/23 Q4	11.8	22/23 Q3	12.14	22/23 Q2	11.65	22/23 Q1	17.99	<p><b>Target:</b> Less than/ equal to 8 days</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>
Quarter	Days													
23/24 Q1	15.18													
22/23 Q4	11.8													
22/23 Q3	12.14													
22/23 Q2	11.65													
22/23 Q1	17.99													

2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
17.99 days	11.65 days	12.14 days	11.8 days	15.18 days
<b>Description:</b>	Days taken to process new Housing Benefit claims.			
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b> Progress is being made with resourcing in the Case Team, however as reported in Q4 of 2022/23 it takes many months for an assessor to be fully proficient and able to work with substantial independence. Q1 is generally busier than later in the summer and 15.18 days is an improvement over the 17.99 days reported for Q1 a year ago, indicating that there has been an improvement over the year.</p>			

<b>COU6</b>	<b>Rent collection rate – percentage of rent collected in year</b>	<b>Lead Councillor:</b> Julia McShane												
		<b>Service Area:</b> Housing Services												
		<b>Service Lead:</b> Andrew Smith												
<table border="1"> <caption>Rent collection rate – percentage of rent collected in year</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>99.72%</td> </tr> <tr> <td>22/23 Q4</td> <td>99.48%</td> </tr> <tr> <td>22/23 Q3</td> <td>99.50%</td> </tr> <tr> <td>22/23 Q2</td> <td>99.65%</td> </tr> <tr> <td>22/23 Q1</td> <td>99.83%</td> </tr> </tbody> </table>		Quarter	Percentage	23/24 Q1	99.72%	22/23 Q4	99.48%	22/23 Q3	99.50%	22/23 Q2	99.65%	22/23 Q1	99.83%	<p><b>Target:</b> 99%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>
Quarter	Percentage													
23/24 Q1	99.72%													
22/23 Q4	99.48%													
22/23 Q3	99.50%													
22/23 Q2	99.65%													
22/23 Q1	99.83%													

2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
99.83%	99.65%	99.50%	99.48%	99.72%
<b>Description:</b>	Percentage of council house rent collected in year.			
<b>Comments:</b>	None.			

<b>COU7</b>	<b>Rent collection rate – percentage of rent collected in year, plus arrears brought forward</b>	<b>Lead Councillor:</b> Julia McShane		
		<b>Service Area:</b> Housing Services		
		<b>Service Lead:</b> Andrew Smith		
		<p><b>Target:</b> 98.5%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
<b>2022/23</b>				<b>2023/24</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>
99.27%	99.09%	98.94%	98.91%	98.75%
<b>Description:</b>	Percentage of council house rent collected in year including arrears brought forward.			
<b>Comments:</b>	None.			

<b>COU8</b>	<b>Speed of determining planning applications for major development (%)</b>	<b>Lead Councillor:</b> George Potter		
		<b>Service Area:</b> Planning Development Services		
		<b>Service Lead:</b> Claire Upton-Brown		
		<p><b>Target:</b> 60%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>		
<b>2022/23</b>				<b>2023/24</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>
82.82%	89%	100%	85.71%	83.33%
<b>Description:</b>	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 13 weeks.			
<b>Comments:</b>	None.			

COU9	Speed of determining planning applications for minor development (%)	Lead Councillor: George Potter														
		Service Area: Planning Development Services														
		Service Lead: Claire Upton-Brown														
<table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>77.08%</td> </tr> <tr> <td>22/23 Q4</td> <td>64.77%</td> </tr> <tr> <td>22/23 Q3</td> <td>63.89%</td> </tr> <tr> <td>22/23 Q2</td> <td>50.00%</td> </tr> <tr> <td>22/23 Q1</td> <td>40.39%</td> </tr> </tbody> </table>		Quarter	Percentage	23/24 Q1	77.08%	22/23 Q4	64.77%	22/23 Q3	63.89%	22/23 Q2	50.00%	22/23 Q1	40.39%	<p>Target: 70%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>		
Quarter	Percentage															
23/24 Q1	77.08%															
22/23 Q4	64.77%															
22/23 Q3	63.89%															
22/23 Q2	50.00%															
22/23 Q1	40.39%															
<b>2022/23</b>				<b>2023/24</b>												
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>												
52.17%	50%	63.89%	64.77%	77.08%												
<b>Description:</b>	Figure for each quarter (as per the <a href="#">Combined Development Control (PS1 and PS2) Form</a> ) of the percentage of decisions on applications made within 8 weeks.															
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b></p> <p>Significant progress has been made to improve performance on minor applications with the Council exceeding the 70% government target in Q1 (and Q2). This improvement in performance has been shared with DLUC in the Council’s latest response setting out why the planning authority should not be designated.</p>															
<b>Action Taken to Improve Performance:</b>	This improvement has been achieved relying on a high level of agency staff, the recruitment and retention of staff remains an issue															

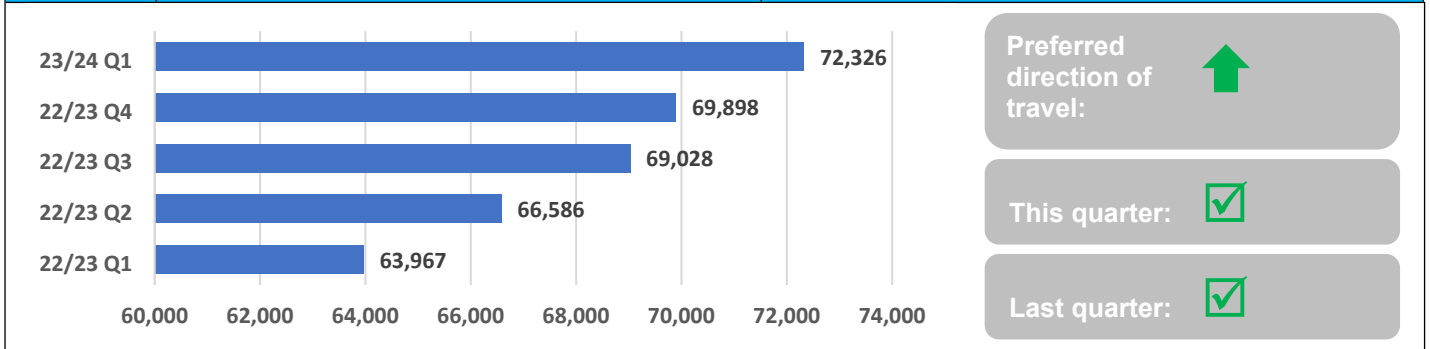
<b>COU10</b>	<b>Speed of determining planning applications for other development (%)</b>	<b>Lead Councillor:</b> George Potter														
		<b>Service Area:</b> Planning Development Services														
		<b>Service Lead:</b> Claire Upton-Brown														
<table border="1"> <caption>Performance Data from Chart</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>83.70%</td> </tr> <tr> <td>22/23 Q4</td> <td>76.76%</td> </tr> <tr> <td>22/23 Q3</td> <td>72.18%</td> </tr> <tr> <td>22/23 Q2</td> <td>53.00%</td> </tr> <tr> <td>22/23 Q1</td> <td>34.70%</td> </tr> </tbody> </table>				Quarter	Percentage	23/24 Q1	83.70%	22/23 Q4	76.76%	22/23 Q3	72.18%	22/23 Q2	53.00%	22/23 Q1	34.70%	<p><b>Target:</b> 85%</p> <p>This quarter: <span style="color: orange;">■</span></p> <p>Last quarter: <span style="color: red;">❌</span></p>
Quarter	Percentage															
23/24 Q1	83.70%															
22/23 Q4	76.76%															
22/23 Q3	72.18%															
22/23 Q2	53.00%															
22/23 Q1	34.70%															
<b>2022/23</b>				<b>2023/24</b>												
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>												
34.7%	53%	72.18%	76.76%	83.7%												
<b>Description:</b>	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks.															
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b></p> <p>Performance targets are improving each quarter however the service is reliant on contract staff with the associated cost and risk around retention. There remain significant issues around the recruitment and retention of staff. Further some of the strategic developments are needing additional skills and capacity to progress scheme development.</p>															

<b>COU11</b>	<b>Appeals dismissed against the Council's refusal of planning permission (%)</b>	<b>Lead Councillor:</b> George Potter														
		<b>Service Area:</b> Planning Development Services														
		<b>Service Lead:</b> Claire Upton-Brown														
<table border="1"> <caption>Appeals dismissed against the Council's refusal of planning permission (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>66.67%</td> </tr> <tr> <td>22/23 Q4</td> <td>100%</td> </tr> <tr> <td>22/23 Q3</td> <td>61.5%</td> </tr> <tr> <td>22/23 Q2</td> <td>60.5%</td> </tr> <tr> <td>22/23 Q1</td> <td>62.5%</td> </tr> </tbody> </table>				Quarter	Percentage	23/24 Q1	66.67%	22/23 Q4	100%	22/23 Q3	61.5%	22/23 Q2	60.5%	22/23 Q1	62.5%	<p><b>Data only:</b> no target</p>
Quarter	Percentage															
23/24 Q1	66.67%															
22/23 Q4	100%															
22/23 Q3	61.5%															
22/23 Q2	60.5%															
22/23 Q1	62.5%															
				<p>This quarter: </p>												
				<p>Last quarter: </p>												
<b>2022/23</b>				<b>2023/24</b>												
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>												
62.5%	60.5%	61.5%	100%	66.67%												
<b>Description:</b>	Percentage of appeals dismissed where the Council has refused planning permission.															
<b>Comments:</b>	None.															

<b>COU12</b>	<b>Number of planning applications</b>	<b>Lead Councillor:</b> George Potter														
		<b>Service Area:</b> Planning Development Services														
		<b>Service Lead:</b> Claire Upton-Brown														
<table border="1"> <caption>Number of planning applications</caption> <thead> <tr> <th>Quarter</th> <th>Number of applications</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>805</td> </tr> <tr> <td>22/23 Q4</td> <td>826</td> </tr> <tr> <td>22/23 Q3</td> <td>774</td> </tr> <tr> <td>22/23 Q2</td> <td>856</td> </tr> <tr> <td>22/23 Q1</td> <td>881</td> </tr> </tbody> </table>				Quarter	Number of applications	23/24 Q1	805	22/23 Q4	826	22/23 Q3	774	22/23 Q2	856	22/23 Q1	881	<p><b>Data only:</b> no target</p>
Quarter	Number of applications															
23/24 Q1	805															
22/23 Q4	826															
22/23 Q3	774															
22/23 Q2	856															
22/23 Q1	881															
				<p>This quarter: </p>												
				<p>Last quarter: </p>												
<b>2022/23</b>				<b>2023/24</b>												
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>												
881	856	774	826	805												
<b>Description:</b>	Relates to number of planning applications validated during each quarter.															
<b>Comments:</b>	None.															


<b>COU13</b>	<b>% of contact via the phone into the Customer Services Centre</b>				<b>Lead Councillor:</b> Angela Goodwin												
					<b>Service Area:</b> Communications & Customer Services												
					<b>Service Lead:</b> Nicola Haymes												
<table border="1"> <caption>Bar Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>% of contact via phone</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>57.00%</td> </tr> <tr> <td>22/23 Q4</td> <td>41.00%</td> </tr> <tr> <td>22/23 Q3</td> <td>47.00%</td> </tr> <tr> <td>22/23 Q2</td> <td>37.48%</td> </tr> <tr> <td>22/23 Q1</td> <td>36.32%</td> </tr> </tbody> </table>					Quarter	% of contact via phone	23/24 Q1	57.00%	22/23 Q4	41.00%	22/23 Q3	47.00%	22/23 Q2	37.48%	22/23 Q1	36.32%	<p>Preferred direction of travel: 20% or below</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>
Quarter	% of contact via phone																
23/24 Q1	57.00%																
22/23 Q4	41.00%																
22/23 Q3	47.00%																
22/23 Q2	37.48%																
22/23 Q1	36.32%																
<b>2022/23</b>					<b>2023/24</b>												
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>													
36.32%	37.48%	47%	41%	57%													
<b>Description:</b>	Percentage of contact received by customer services that is via the phone compared to other digital routes of contact.																
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b></p> <p>The level of phone contact vs digital contact did rise in this quarter, this is because of a change to the system that means that a case is logged automatically for a resident when a call is taken. Whilst this provides a much better service for residents by speeding up the process of logging a request and provides more accurate information on calls received, it does also provide more accurate reporting as it captures all calls as cases even those that are advice given or redirection and closed immediately.</p>																
<b>Action taken to improve Performance:</b>	We continue to promote our online options for residents, particularly around repairs and encourage customers to use these and sign up for a MyGuildford account where appropriate.																

<b>COU14</b>	<b>Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter.</b>	<b>Lead Councillor:</b> Angela Goodwin
		<b>Service Area:</b> Communications & Customer Services
		<b>Service Lead:</b> Nicola Haymes

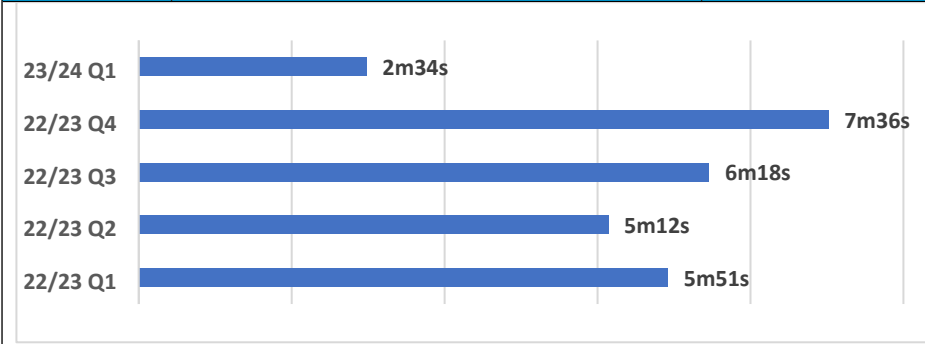


2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
63,967	66,586	69,028	69,898	72,326
<b>Description:</b>	Total number of social media followers across all platforms at the end of each quarter.			
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b></p> <p>We are pleased to see a steady increase in our social media engagement. We have worked hard to improve our online presence and take a more proactive approach to engaging with our residents via social media. We are aiming to grow this further and are in the process of developing a social media strategy to help shape this in the future allowing us to be able to share, inform, update, engage and celebrate with our communities through these platforms.</p>			



COU15	Number of Local Government & Social Care Ombudsman and Housing Ombudsman complaints upheld				Lead Councillor: Angela Goodwin				
					Service Area: Communications & Customer Services				
					Service Lead: Nicola Haymes				
23/24 Q1	0							Preferred direction of travel: 	
22/23 Q4	0							This quarter: <input checked="" type="checkbox"/>	
22/23 Q3	0							Last quarter: <input checked="" type="checkbox"/>	
22/23 Q2	0								
22/23 Q1	0								
	0	1	2	3	4	5			
2022/23					2023/24				
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1					
0	0	0	0	0					
<b>Description:</b>	Number of Housing Ombudsman (HO) and Local Government & Social Care Ombudsman (LGSCO) complaints upheld.								
<b>Comments:</b>	<b>2023/24 – Quarter 1:</b> We received 4 complaints in quarter 1, 3 of which were from the HO, and 1 from the LGSCO, all were premature, to be considered through our complaints process. A further complaint received in Q4 22/23, was fully investigated by the HO and they recorded the complaint as ‘Not Upheld: No Fault’.								

<b>COU16</b>	<b>Average phone wait times</b>	<b>Lead Councillor:</b> Angela Goodwin
		<b>Service Area:</b> Communications & Customer Services
		<b>Service Lead:</b> Nicola Haymes



**Target:** 20 seconds

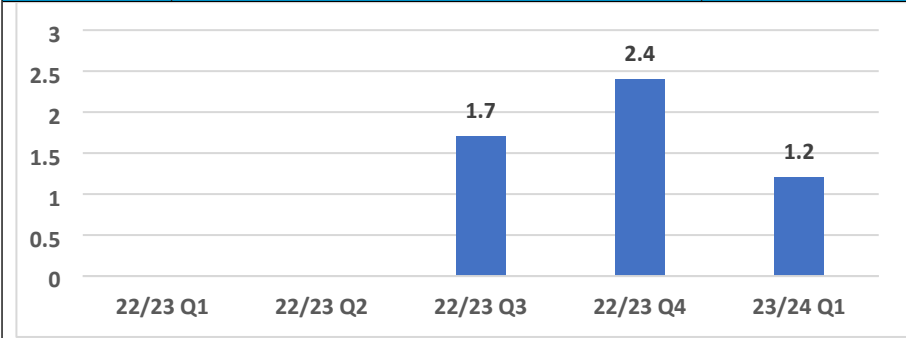
This quarter:

Last quarter:

2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
5 mins 51 secs	5 mins 12 secs	6 mins 18 secs	7 mins 36 secs	2 mins 34 secs
<b>Description:</b>	The average time for phone calls to be answered.			
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b></p> <p>The average call wait time has significantly improved in this quarter. This has been the result of having more fully trained staff, a change in process around repairs calls and a change to functionality of the system that has allowed us to get more calls to the agents quicker. Although above the 20 seconds as an average it is worth noting that the % of calls answered within 20 seconds for June was as below:</p> <ul style="list-style-type: none"> <li>• w/e 2 June – 61%</li> <li>• w/e 9 June – 67%</li> <li>• w/e 16 June – 74%</li> <li>• w/e 23 June – 71%</li> <li>• w/e 30 June – 76%</li> </ul> <p>Call wait times on a Monday can be longer due to the volumes received that impact the overall stats, however it is worth noting that since the system changes were made between 85-96% of calls each week were answered and throughout June this was over 90% each week.</p>			
<b>Action Taken to Improve Performance:</b>	We are always looking to make improvements to the service we offer, and to work with our colleagues in our comms. team to provide some messaging around call volumes on Mondays to try and divert non urgent calls to quieter times of the week. We are also due to start a review of our customer charter as the 20 second target is based on an outdated local government customer service standard that is around a decade old and does not reflect industry standards or realistic customer service practices.			

COU17	% of contact that is digital:		Lead Councillor: Angela Goodwin													
	1. Direct contact that is digital		Service Area: Communications & Customer Services													
	2. Overall contact that is digital		Service Lead: Nicola Haymes													
<table border="1"> <caption>Digital Contact Data</caption> <thead> <tr> <th>Quarter</th> <th>% of Digital Contact</th> </tr> </thead> <tbody> <tr> <td>23/24 Q1</td> <td>43.00%</td> </tr> <tr> <td>22/23 Q4</td> <td>59.00%</td> </tr> <tr> <td>22/23 Q3</td> <td>53.00%</td> </tr> <tr> <td>22/23 Q2</td> <td>62.52%</td> </tr> <tr> <td>22/23 Q1</td> <td>63.69%</td> </tr> </tbody> </table>			Quarter	% of Digital Contact	23/24 Q1	43.00%	22/23 Q4	59.00%	22/23 Q3	53.00%	22/23 Q2	62.52%	22/23 Q1	63.69%	<p>Target: 75%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
Quarter	% of Digital Contact															
23/24 Q1	43.00%															
22/23 Q4	59.00%															
22/23 Q3	53.00%															
22/23 Q2	62.52%															
22/23 Q1	63.69%															
<b>2022/23</b>				<b>2023/24</b>												
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>	<b>Quarter 1</b>												
63.69%	62.52%	53%	59%	43%												
<b>Description:</b>	Direct contact resident/customers completing an online form. Overall contact would include contact searches on our website.															
<b>Comments:</b>	<p><b>2023/24 – Quarter 1:</b></p> <p>The level of phone contact vs digital contact did rise in this quarter, this is because of a change to the system that means that a case is logged automatically for a resident when a call is taken. Whilst this provides a much better service for residents by speeding up the process of logging a request and provides more accurate information on calls received, it does also provide more accurate reporting as it captures all calls as cases even those that are advice given or redirection and closed immediately.</p>															
<b>Action Taken to Improve Performance:</b>	We continue to promote our online options for residents, particularly around repairs and encourage customers to use these and sign up for a MyGuildford account where appropriate.															

<b>COU18</b>	<b>Average response times for online contact through forms</b>	<b>Lead Councillor:</b> Angela Goodwin
		<b>Service Area:</b> Communications & Customer Services
		<b>Service Lead:</b> Nicola Haymes



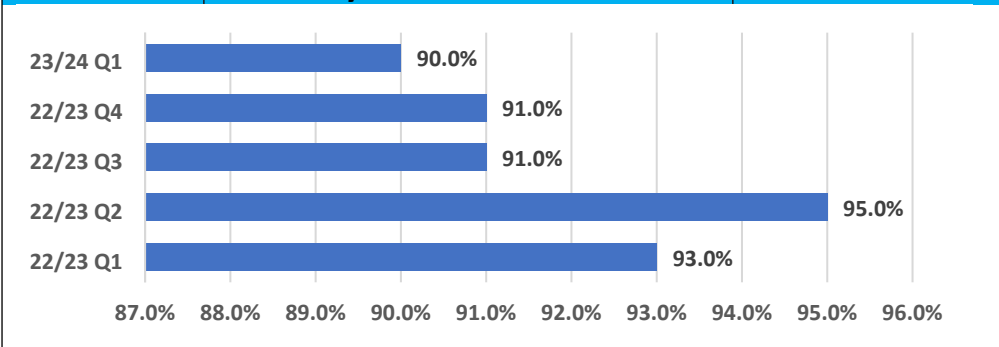
**Target:** 2 working days

**This quarter:**

**Last quarter:**

2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
80.84%	81.51%	1.7 days	2.4 days	1.2 days
<b>Description:</b>	Average response times for online contact through forms. Response times are set out in our Customer Charter and are 2 working days for an acknowledgement and 7 working days for a full response. The percentage relates to an acknowledgement provided by Customer Services.			
<b>Comments:</b>	None.			

<b>COU19</b>	<b>Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes</b>	<b>Lead Councillor:</b> Angela Goodwin
		<b>Service Area:</b> Communications & Customer Services
		<b>Service Lead:</b> Nicola Haymes



**Target:** 90%

**This quarter:**

**Last quarter:**

2022/23				2023/24
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1
93%	95%	91%	91%	90%
<b>Description:</b>	Percentage of FOI/ EIR responses given within the statutory timeframe of 20 days.			
<b>Comments:</b>	Reporting lag of 1 month due to 20 working day deadline (some FOIs will still be within their due date after the month ends).			

## **7 Conclusion**

This performance report provides the data and commentary against our corporate KPIs and presents a picture of our performance against the objectives in our Corporate Plan. Our performance monitoring framework will continue to evolve to present a performance picture that supports decision making and reflects our performance against our corporate objectives.

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# Guildford Borough Council

Report to: Overview and Scrutiny Committee

Date: 12 September 2023

Ward(s) affected: All.

Report of Director: Community Wellbeing: Annie Righton

Author: Samantha Hutchison: Executive Head of Communities

Tel: 01483 444285

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Lead Councillor responsible: Carla Morson

Email: [Carla.Morson@guildford.gov.uk](mailto:Carla.Morson@guildford.gov.uk)

Report Status: Open

## Update on the Borough Response to Refugees

### Executive Summary

Following the report to Overview and Scrutiny Committee on 8 November 2022, the Committee has asked for an update as to the Borough's response to refugees.

The purpose of this report is to inform the Committee about the support given to refugees and ask for comment on the services delivered.

The Council remains involved in supporting refugees through the following:

- Syrian Vulnerable People Resettlement Scheme (VPRS)
- Afghanistan Relocation and Assistance Policy (ARAP)
- Homes For Ukraine Scheme
- Asylum Seeking Bridging Hotel (where people have claimed asylum and are awaiting a decision as to whether they will be allowed to stay in the UK as a refugee)
- Community Sponsorship

Each of the above is a different scheme led by central government to support the refugee crisis within the UK. The Council's duty and involvement varies depending on the scheme.

For the VPRS and ARAP schemes, the Family Support Team within Community Services supports the refugee families to resettle in Guildford. The Home Office has provided funding to assist with this resettlement in the borough and we have supported

- 8 Syrian families under VPRS – 2 families remain within the five-year funded scheme, and both are in the final year - due to complete in October 2023.
- 2 Afghan families under ARAP – both families are in the second funding year out of the three-year government funding cycle - due to complete in 2024.

The Homes For Ukraine Scheme was launched by the Department of Levelling Up: Housing and Communities (DLUHC) in March 2022 to support the crisis caused by the Ukraine invasion. More than a year later, the scheme continues to facilitate Hosts in the UK to sponsor individuals or families – referred to as Guests- to live either with them or in a property owned by them.

Originally this Guest/Host arrangement was thought to last 6 months and to support the arrangement, Hosts would receive monthly 'thank you' payments to help cover costs. However, due to the invasion continuing for longer than expected and the nationwide shortage of affordable private rented housing available, the Guest/Host arrangement continues for many alongside the monthly thank you payments.

Central government have provided funding to local authorities to administer the Homes for Ukraine scheme and Guildford has been allocated £ 2,243,758 for the period of March 2022 to March 2025.

The scheme is coordinated through our Regulatory, Community and Housing teams and involves



- Housing compliance checks for Hosts
- Administration of welcome and thank you payments
- Safeguarding of Guests and Hosts
- Resettlement support within the wider community – help accessing Schools, GPs and Dentists
- Advice on housing options once Guest/Host arrangement
- Support with private rented deposits

Guildford under the Homes for Ukraine Scheme has to date

- 225 guest families – consisting of 502 people
- 96 families (191 people) still with host families
- 88 families (193 people) in private rented accommodation
- 14 families (21 people) rematched with new hosts

The Asylum-Seeking Bridging Hotel continues to be independently contracted by the Home Office to Clearsprings Ready Homes (CSRH). CSRH provide a variety of 'asylum-seeking housing' across the South-East that includes purposing hotels and purchasing housing to become homes of multiple occupation.

In East Guildford, a hotel continues to support people whilst asylum applications are considered. There are currently 150 people in the hotel and 45 are children under the age of 18. CSRH are looking to increase the capacity to 196 by changing double rooms into twin rooms to accommodate 2 individuals. One GP practice serves the hotel as well as the local area.

As a council we do not have a statutory obligations to support the hotel, but the situation is incredibly sensitive for both residents within the hotel and local residents in the area. The Community Services team continues to offer support to the hotel management team, statutory partners and local volunteers.

The plan to increase capacity in the hotel is of great concern and we have worked with the South- East Migration Partnership to feedback our concerns to the Home Office – but it is a Home Office decision.

Of further concern is that there is currently unprecedented demand of asylum seekers requiring support from wider services across the country. The result of this demand is due to efforts to clear a backlog of cases requiring a decision on asylum status. A particular pressure point for Guildford will be that if asylum status is granted the applicant is given a 21-to-28-day notice period to leave their bridging accommodation and find alternative housing. This inevitably means that local housing authorities are asked to support in finding accommodation and wider partnership services are needed to support wider health and wellbeing as well as education and employment needs. Housing provision and wider statutory services are already under incredible pressure, and it is unknown how any further demand will be manageable.

The Council continues to facilitate the Community Sponsorship Programme where a local community group can provide housing and wider support to Home Office registered refugee families from anywhere in the world in need of resettlement. We have had no further community sponsorships come forward in 2023 meaning that there continues to be two programmes in Guildford

- Resettle@Guildford
- Camino

## **2. Recommendation to Committee**

That Committee comments on the Council's support to refugees within the borough.

## **3. Reason for Recommendation**

- 3.1 To ensure Councillors are aware of this council's approach to supporting refugees in the borough.

## **4. Purpose of Report**

- 4.1 Following the Overview and Scrutiny Report presented to committee in October 2022, this report provides the requested update on the Borough's response to refugees.

- 4.2 The Committee is asked to comment on the Council's services and support provided to refugees.

## 5. Strategic Priorities

- 5.1 Supporting refugees within our Borough contributes to the strategic priority of supporting vulnerable people in our community.

## 6. Background

- 6.1 The definition of a refugee is someone who has been forced to leave their country in order to escape war and persecution. They are unable to return home until conditions are safe for them again.
- 6.2 Refugees are protected by international law under the 1951 United Nations Refugee Convention, of which the UK is a signatory.
- 6.3 Guildford Borough Council is supporting refugees (and those claiming asylum whilst their application to live in the UK as a refugee is considered) through the following schemes led by central government to support the refugee crisis within the UK.
- Syrian Vulnerable People Resettlement Scheme (VPRS)
  - Afghanistan Relocation and Assistance Policy (ARAP)
  - Homes For Ukraine Scheme
  - Asylum Seeking Bridging Hotel
  - Community Sponsorship
- 6.4 **The Syrian Vulnerable People Resettlement Scheme (VPRS)** was launched by the Home Office in January 2014 (working closely with the UN High Commissioner for Refugees (UNHCR)) to identify those most at risk from the war in Syria and bring them to the UK. The greatest need included people requiring urgent medical treatment, survivors of violence and torture, and women and children at risk.
- 6.5 The scheme was intended to provide sanctuary nationwide to several hundred vulnerable Syrians over three years. In July 2017, the Home

- Office expanded the scope of the scheme to include other refugees who fled the conflict in Syria but did not have Syrian nationality.
- 6.6 Guildford has welcomed Eight Syrian families comprising of 47 individuals (16 adults and 31 children) under the VPRS from 2016 – 2018.
- 6.7 Upon arrival, central government provided a 5-year funding stream to the Council to support the families. The funding was split as follows
- Year 1 £8250 per person
  - Year 2 £5000 per person
  - Year 3 £3700 per person
  - Year 4 £2300 per person
  - Year 5 £1000 per person
- 6.8 The support we have offered to all families is to ensure that families have access to private housing, health, education and community support and interaction. The Family Support Team have provided intensive support to help families acclimatise to life in the UK so that they can achieve independence and financial stability.
- 6.9 We have three families who remain under the five-year programme, and they are due to leave the scheme in October 2023. We are working with the families to ensure their leave to remain documentation and decision is complete by the Home Office.
- 6.10 **The Afghanistan Relocation and Assistance Policy (ARAP)** launched on 1 April 2021 to offer relocation or other assistance to former Locally Employed Staff who helped the British government and Armed Forces and were now deemed at risk due to the changing political dynamics within Afghanistan.
- 6.11 To support ARAP the council in 2021 secured the lease on two Ministry of Defence properties in Pirbright for up to five years to offer to families fleeing Afghanistan. Two families moved into the properties in January and February of 2022.

- 6.12 In accordance with Home Office guidelines, the council will provide three years of support to these two families with the following funding arrangements
- Year 1 £10,500 per person
  - Year 2 £6000 per person
  - Year 3 £4020 per person
- 6.13 These two families consist of 8 individuals – 4 adults and 4 children and both are in their second year of the programme. The Family Support Team assist them to help access health and education services as well as employment.
- 6.14 **The Homes For Ukraine Scheme** was launched by the Department of Levelling Up: Housing and Communities (DLUHC) in March 2022 to support the crisis caused by the Ukraine invasion.
- 6.15 The scheme facilitates Hosts in the UK to sponsor Ukrainian individuals or families who have been impacted by the war in Ukraine (referred to as Guests) to live either with them or in a separate identified property for a minimum of six months. All Hosts receive a monthly thank you payment to contribute towards costs.
- Guildford under the Homes For Ukraine Scheme has to date
- 225 guest families – consisting of 502 people
  - 96 families (191 people) still with host families
  - 88 families (193 people) in private rented accommodation
  - 14 families (21 people) rematched with new hosts
- 6.16 Due to the invasion continuing for longer than expected and the nationwide shortage of affordable private rented housing available, the Guest/Host arrangement continues for many alongside the monthly thank you payments. In many cases, this has placed intense pressure on both Host and Guest, and it is fair to say that many Hosts feel let down by the national scheme because they understood that greater access to accommodation, school places and health provision would be possible for their Guests after the original 6 months arrangement.

- 6.17 Likewise, Guests have expressed concern about the scheme and what they understood would be available to them. Lack of available affordable private accommodation (there was for many an expectation that they would receive social housing) has presented a challenge alongside school places and expectations of health care.

Many children of guests were originally placed in schools based on their host address. There is often no available accommodation in those areas and finding appropriate accommodation would mean either travelling an unmanageable distance as school transport is not provided or moving to a new school. It is the case for some guests that moving their children to a new school now that their children have established friendships is unpalatable. There is also the consideration that the closest school to any address may not have places or school transport available.

- 6.18 Guests have also mentioned how their understanding of NHS services available has been a challenge. Our NHS services do not cover all of the services guests are used to accessing in Ukraine.
- 6.19 Central government has provided funding to help local authorities administer the Homes for Ukraine scheme – acknowledging the severe challenges it presents at local level.

Guildford has been allocated £ 2,243,758 for the period of March 2022 to March 2025. The scheme is coordinated through our Regulatory, Community and Housing teams and the work involves

- Housing compliance checks for Hosts
- Administration of welcome and thank you payments
- Safeguarding of Guests and Hosts
- Resettlement support within the wider community – help accessing Schools, GPs and Dentists
- Advice on housing options if guest/host arrangement ends
- Assistance with rental deposits if appropriate

6.20 A breakdown of actual and forecast spend of this funding is as follows (please note – we are able to move the forecast funding between areas if needed)

<b>Service</b>	<b>2022-2023 Spend</b>	<b>2023-2024 Forecast</b>	<b>2024-2025 Forecast</b>
Initial reception (Ukraine mailbox, application processing and admin)	57,877.03	18,952.80	20,750.00
Data sharing (Foundry updates; returns etc.)	10,510.15	13,768.80	14,180.00
Safeguarding checks (including housing inspections)	49,246.73	103,641.60	99,592.70
Interim payment for guest (welcome payment cards)	13,496.32	7,822.38	7,750.00
Provision of education	3,000.00	12,000.00	12,000.00
Service referrals	401.36	3,099.90	187.50
Homelessness assistance (B&B costs)	22,157.61	129,663.39	125,658.50
Move on support, including supporting access to the private rented sector	41,057.48	516,692.00	200,000.00
Community integration	90,265.65	341,906.75	285,453.38
Administering payments to sponsors (TY payments)	7,816.06	10,627.50	12,500.00
Facilitating rematching	11,022.17	0.00	0.00
Supporting minors not travelling with or joining their parents in the UK	120.48	389.76	150.00
Annual Total	306,971.05	1,158,564.88	778,222.08
<b>Grant Spend Total 2022 – 2025</b>	<b>2,243,758</b>		

6.21 The Homes For Ukraine scheme continues to be a serious challenge for the council. The significant difficulties in ensuring Guests can access school places, doctors and dentists remain as does the lack of suitable and affordable housing provision.

6.22 Although the council is offering Housing Options support to any of the Guests who require help with securing more permanent

accommodation, we cannot offer immediate social housing. Guests under the Homes for Ukraine Scheme continue to be encouraged to

- Extend their arrangement with their Hosts as long as is practicable
- Search for private housing
- Join the Housing Register

6.23 We continue to see a significant impact on the mental health of both Hosts and Guests within the scheme that cannot be underestimated. Not only are some Guests traumatised by what has happened to their country and their home, but Hosts are often trying to support their Guests to settle but the lack of 'next step' provision often means they cannot sustain helping and supporting people with the diverse and traumatic needs of people who have fled a war zone.

6.24 **The Asylum-seeking Bridging Hotel** is part of the Central Government response to the significant amount of people in the asylum accommodation system. The Home Office have commissioned in the South-East, ClearSprings Ready Homes (CSRH) to provide a variety of accommodation offers for those seeking asylum and applying to live in the UK as a refugee.

6.25 CSRH commissioned a hotel in the East of Guildford to function as a bridging hotel and the residents in the hotel are from all over the world and at various stages of their asylum application process. There is a CSRH management team present at the hotel who are to support the everyday needs of the residents.

6.26 There are currently 150 people in the hotel and 45 of those 150 are children under the age of 18. CSRH are looking to increase the capacity to accommodate 196 people by changing double rooms into twin rooms that house 2 individuals.

6.27 There continues to be severe mental and physical health needs amongst the residents – many of whom have experienced significant trauma – and this undoubtedly continues to place increasing pressure on the local GP services and wider health clinics. There is only one GP practice that serves the hotel and the wider local area.



- 6.28 As a council we do not have a statutory obligations to support the hotel, but the situation is incredibly sensitive for both residents within the hotel and local residents in the area. The Community Services team continues to offer support to the hotel management team, statutory partners and local volunteers to help as much as is possible with wider health and wellbeing activities and the local volunteer networks remain crucial in ensuring clothing and toiletries are provided to residents.
- 6.29 The plan to increase capacity in the hotel is of great concern and we have worked with the South-East Migration Partnership to feedback our concerns to the Home Office – but it is a Home Office decision.
- 6.30 Of further concern is the currently unprecedented demand of asylum seekers requiring support from wider services across the country and the impact this will have on already struggling local provision.

The result of this demand is due to efforts to clear a backlog of cases requiring a decision on asylum status. A particular pressure point for Guildford will be that if asylum status is granted, the applicant is given a 21-to-28-day notice period to leave their bridging accommodation and find alternative housing. This inevitably means that local housing authorities are asked to support in finding accommodation and wider partnership services are needed to support health and wellbeing as well as education and employment needs. Despite the Home Office providing a 24/7 Migrant Help phone line to support those in the system, it does not change how local housing provision and wider statutory services are already under incredible pressure. It is unknown how any further demand will be manageable.

- 6.31 **Community Sponsorship Programmes** were introduced by the Home Office in 2015 to facilitate a scheme whereby local community groups can take responsibility to welcome and support refugees from Syria and the surrounding region directly into their communities.

The programme is to complement the resettlement work undertaken by local authorities as part of the VPRS and is designed to support refugee families resettle in the UK within a 5-year support window.

6.32 Guildford has had no new community sponsorship programmes since the last report. The two community sponsorship groups working in Guildford within the 5-year support window are

- Resettle@Guildford
- Camino

6.33 Both programmes provide housing for a refugee family alongside the wider support needed for the family to resettle in the UK. The council's involvement is to support the group with their safeguarding practices and to inspect the property to ensure it is compliant and safe for occupation.

6.34 The Home Office community sponsorship team undertake a rigorous application process and on completion require both the borough and county councils to support and approve the arrival of a family into the care of the sponsorship group.

## **7. Key Risks**

7.1 Refugee and resettlement support within the borough continues to be an extremely sensitive issue. Our teams work tirelessly to ensure all residents are treated with humanity and dignity. The challenges of local tensions around perceived favouritism of refugees when accessing housing and jobs remains as does profound upset around perceived illegal entry to the UK.

7.2 The funding we receive from central government is pivotal in ensuring the support we provide is sustainable. However, the risks around lack of housing provision and unprecedented pressure on our health, social care and education systems are not alleviated by resettlement funding pots and is not something volunteers or charities can alleviate.

7.3 If local authorities are expected to assist with the housing shortage this will inevitably raise the number of homeless cases presented to the borough and the costs associated with our obligation to assist.

- 7.4 It remains especially important that we have staffing resilience for this work, and we have ensured as much as is practical that a portion of the available government funding is used to support back office and staffing costs.

## **8. Financial Implications**

- 8.1 Funding has been provided for the resettlement schemes by central government and is managed accordingly with quarterly returns to the Home Office or Surrey County Council as appropriate.

## **9. Legal Implications**

- 9.1 There are no specific legal implications arising from refugee support the council offers. We operate under agreed government guidance for all of the schemes and have ensured proper governance is in place for any support offered to Community Sponsorship groups.
- 9.2 Legal implications may arise around the issue of homelessness prevention should refugees present as homeless, and these cases would be assessed by the Housing Team and legal advice sought on a case-by-case basis.

## **10. Human Resource Implications**

- 10.1 We have resourced the VPRS and ARAP staffing within the Family Support Team with appropriate government funding and have used some of the Homes For Ukraine allocation to provide extra support to the Regulatory, Community and Housing teams.

## **11. Equality and Diversity Implications**

- 11.1 Public authorities are required to have due regard to the aims of the Public Sector Equality Duty (Equality Act 2010) when making decisions and setting policies.

Any work with refugees would require consideration of protected characteristics of the individuals involved, and we are with the Equality Act 2010.

11.2 Surrey County Council as part of their process in supporting refugees will also have completed all the relevant assessments to ensure their statutory duty under section 149 of the Equality Act 2010 is fulfilled.

11.3 There are therefore no direct implications for this Council arising from the support offered to refugees.

## **12. Climate Change/Sustainability Implications**

12.1 There are no specific climate change/sustainability implications related or attributed to refugee support in the Borough.

## **13. Suggested issues for overview and scrutiny**

13.1 The Committee is asked to comment on the Council's support to refugees.

## **14. Conclusion**

14.1 The Council offers significant support to refugees within our communities through the

- Syrian Vulnerable People Resettlement Scheme (VPRS)
- Afghanistan Relocation and Assistance Policy (ARAP)
- Homes For Ukraine Scheme
- Asylum Seeking Bridging Hotel
- Community Sponsorship Programmes

14.2 Our corporate commitment to supporting vulnerable people across the borough means that we actively work with in the government schemes to ensure refugees are offered a safe place to live in Guildford with as much support as is possible to integrate into the community and live independent and financially stable lives.

## **15. Background Papers**

[VPRS \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

[Afghan Relocations and Assistance Policy - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

[‘Homes for Ukraine’ scheme launches - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

[Apply for community sponsorship - GOV.UK \(www.gov.uk\)](#)  
[Supporting Ukraine - Guildford Borough Council](#)

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# Guildford Borough Council

Report to: Overview and Scrutiny Committee

Date: 12 September 2023

Ward(s) affected: All

Report of Director: Transformation & Governance

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Report Status: Open

## Overview and Scrutiny Annual Report, 2022-23

### 1. Executive Summary

- 1.1 This report outlines the work undertaken by overview and scrutiny (O&S) during the past municipal year and its future work programme as thus far developed.
- 1.2 The six decisions taken during the past municipal year under the 'urgency' provisions are listed within the report and detailed at Appendix 2.<sup>1</sup> In 2022-23, the Overview and Scrutiny Committee (OSC) Chairperson agreed to requests to waive call-in on three occasions; no decisions were called-in for consideration by the OSC during the past municipal year.

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<sup>1</sup> For this report, urgency provisions refers to the circumstances set out in the Access to Information Procedure Rules 15 (General Exception) and 16 (Special Urgency). See [Guildford Constitution](#), Part 4, Procedure Rules and the preamble to Appendix 2 to this report.

## **2. Recommendations to O&S Committee and to Council**

- 2.1 The Overview and Scrutiny Committee is asked to:
  - (a) consider the issues and topics examined by O&S during 2022-23;
  - (b) consider and approve the future work programme for O&S as developed thus far; and
  - (c) review the operation of provisions relating to call-in and urgency and consider proposals for improvement.
- 2.2 The Overview and Scrutiny Committee is asked to recommend to Council [on 10 October 2023] that:
  - (a) the report submitted to the Committee be commended as the Overview and Scrutiny Annual Report, 2022-23; and
  - (b) the current rules relating to the Council's call-in or urgency provisions remain unchanged.

## **3. Reasons for Recommendations:**

- 3.1. Article 8.2(d) of the Council's Constitution requires the Council's Overview and Scrutiny Committee to report annually to Full Council on the work undertaken during the year, its future work programme, and amended working methods if appropriate.
- 3.2. There are no changes proposed to the call-in procedure or the urgency provisions at this time.

## **4. Exemption from publication**

- 4.1. No part of this report is exempt from publication.

## **5. Purpose of Report**

- 5.1. This report outlines the work undertaken by the OSC during 2022-23 and its future work programme as developed thus far.



- 5.2. In addition, this report provides an opportunity for the review, and possible amendment through a report to Full Council, of the operation of the provisions relating to call-in and urgency.<sup>2</sup>

## **6. Strategic Priorities**

- 6.1. The O&S function strengthens the position of the Council to ensure we are able to deliver our strategic priorities. For example, O&S assists the Council in improving services and ensuring we are open and accountable in our decision-making.

## **7. Work of the OSC in 2022-23**

- 7.1. Overview and Scrutiny Procedure Rule 7 requires the Chairpersons and Vice-Chairpersons of the OSC and the Executive Advisory Boards (EABs) to hold joint work programme meetings. The purpose of these meetings is to exchange, discuss, and agree work programmes for submission to the OSC and EABs respectively. Joint work programme meetings were held remotely on five occasions in the past municipal year (30 June 2022, 7 September 2022, 1 December 2022, 1 February 2023, and 15 March 2023).
- 7.2. The O&S work programme has principally been prepared and progressed through online meetings and discussions between the O&S Chairperson, Vice-Chairperson, OSC members, and the Senior Democratic Services Officer (Scrutiny).
- 7.3. Lead Councillor question sessions continued to feature at OSC meetings in 2022-23 with seven members of the Executive attending, including the Leader of the Council. These sessions gave an opportunity for non-Executive Councillors (and members of the

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<sup>2</sup> Please note, the Leader of the Council is required by Regulation 19 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to report to Council at least annually on executive decisions taken in the preceding year under special urgency procedures.

public<sup>3</sup>) to question a member of the Executive about decisions and performance. Questioning can focus on targets and performance over time; particular decisions, initiatives, or projects; or on a section of a Lead Councillor's portfolio.

7.4. The issues and topics considered by the OSC in 2022-23 include:

- Borough's response to refugees
- Children and Young People's Emotional Wellbeing and Mental Health Service
- Safer Guildford Partnership Annual Report 2022
- Air Quality Strategy workplan
- Review of the Visitor Strategy
- Spend on consultants and agency workers
- Annual report on Council's Procurement
- Annual report on Modern Slavery Motion
- Review of the Council's ownership of Liongate House
- Council's Customer Services
- Guildford and Waverley Councils Collaboration
- Stray Dog Service
- Performance Monitoring Reports 2022-23: quarterly
- Review of the Annual Report and Monitoring Arrangements for the Operation of the G Live Contract 2021-22
- Operation of Leisure Management Contract 2021-22

7.5. As a result of needing to adjust its workflow, the Committee held an additional meeting in October 2022. The decision to hold this meeting was not connected to a subsequent decision not to hold the September Committee meeting (due to the period of official mourning).

7.6. Issues around the delivery and accessibility of affordable housing in the Borough and improvements to North Down Housing Limited had been identified by the OSC for progression through an in-depth, task and finish group approach. This Affordable Housing task group was

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<sup>3</sup> The Committee may facilitate the asking of questions submitted in advance by members of the public. Council Constitution, Part 2 (Article 8), section 8.2(b)iii.

expected to report in 2022-23 but due to various difficulties did not. All but one member of the task group either did not stand for re-election or were not elected in May 2023; however, the task group members did identify some potential next steps to pass along to the OSC members.

- 7.7. In what form the issues around the delivery and accessibility of affordable housing in the Borough are taken forward is being considered as part of the O&S work programme for 2023-24. It is understood the work of any new affordable housing task group will need to be focused, with agreed and demonstrable outcomes.
- 7.8. The Joint Executive Head of Housing Services has indicated he will be a lead officer on any new affordable housing task group. Currently, ten O&S Councillors have expressed interest in participating in such a task group.

## **8. Current and future O&S work programme**

- 8.1. Attached at Appendix 1 is the O&S work programme for 2023-24 as developed thus far. This includes a programme of Lead Councillor question sessions, beginning with the Leader of the Council.
- 8.2. The number of OSC meetings scheduled for 2023-24 was affected by the Council's adoption of the Pre-Election Period Publicity Policy; however, the expectation is that additional OSC meetings will be scheduled if needed.
- 8.3. The intention is for a long-term work programme that focuses on items that can make a tangible difference, but one flexible enough to accommodate urgent, short-term issues that arise.
- 8.4. Once re-established, the working groups drawn from non-Executive Councillors to scrutinise the Council's Leisure Partnership Agreement and G Live contracts monitoring are scheduled to report back to the OSC in November 2023 and January 2024 respectively.

- 8.5. The G Live scrutiny working group members will be briefed on the procurement process; in part, so they can provide feedback throughout the procurement process.
- 8.6. The O&S work programme is considered regularly and agreed formally by the OSC. Topics are shortlisted with reference to a P.A.P.E.R. selection tool (attached as Appendix 3).

## **9. Resourcing O&S**

- 9.1. Research suggests the resource allocated to scrutiny is fundamental in determining how effective the function is. The Council has a Senior Democratic Services Officer post dedicated largely to scrutiny and a separate scrutiny budget (of £5,000 p.a.) for external advice and expertise.
- 9.2. The cost of external expertise over the last five years totals £504.30 (expenses for two experts to present to and advise the Committee, plus commissioning an external researcher to help map the emergency food aid provision in the Borough).
- 9.3. The Council offers induction training and ongoing skills training to Councillors, which has traditionally been facilitated by John Cade from the Institute of Local Government Studies (INLOGOV), University of Birmingham – the most recent being on 23 May 2023 and 6 June 2023. All this training has been extremely well received by councillors and, budget permitting, additional sessions on aspects of overview and scrutiny would be welcome during 2023-24. The 6 June 2023 event was used to explore the importance of the work programme.
- 9.4. The cost incurred over the last 3 years for induction and ongoing O&S training for members is £1893 (consisting of the induction training provided in 2023).

## **10. Call-in procedure and urgency provisions**

- 10.1 The provisions relating to call-in and urgency are monitored on an annual basis and recommendations for changes will be submitted to the Council for consideration if necessary.
- 10.2 Call-in is the power of Overview and Scrutiny to scrutinise a decision by the Leader/Executive or an individual Lead Councillor before it is implemented. The call-in provisions also apply to a key decision made by an officer with delegated authority from the Leader/Executive.
- 10.3 The provisions relating to call-in are specified in the Overview and Scrutiny Procedure Rules contained in the Council's Constitution. The call-in mechanism enables non-Executive councillors to intervene when they feel that a decision being made by the Leader / Executive should be revisited or changed. The effect of call-in is to prevent implementation of a decision until the OSC has examined the decision. The OSC has the power to refer a decision back to the decision-maker or to refer a matter for further review by the Council.
- 10.4 The call-in procedure has not been exercised at the Council in 2022-23, nor was it used in the previous two years. Call-in has seldom been used at Guildford Borough Council: in the 2019-20 municipal year, call-in was used once and prior to this was last exercised in 2012.
- 10.5 The call-in procedure was revised by the Council in October 2014 as part of a review of the Council's Constitution. In 2014, the call-in threshold was increased from three councillors to five, while retaining the call-in power of the OSC Chairperson and increasing the call-in period from 96 hours to 5 working days.
- 10.6 Having considered the statutory guidance on scrutiny<sup>4</sup> and the current and previously considered approaches to scrutiny at the

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<sup>4</sup> Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities, May 2019:

Council, there are no changes proposed to the call-in procedure at this time.

10.7 The urgency provisions are specified in the Access to Information Procedure Rules and further in Overview and Scrutiny Procedure Rule 16(h). These provisions enable key decisions to be taken with less than 28 days' notice: either with at least 5 clear days' notification (as a general exception) or if less than 5 clear days' notice with the agreement of the OSC Chairperson (as a case of Special Urgency).

10.8 During 2022-23, the Special Urgency provisions were used on three occasions:

- Midleton Industrial Estate Redevelopment, Director of Resources decision, May 2022.
- Grant a Protected Lease and a licence to alter of The Rock, 2 Thornberry Way, Slyfield Industrial Estate, Executive Head: Assets and Property decision, September 2022.
- Investment of Equity Shares in Guildford Borough Council Holdings Limited, Joint Chief Executive decision, September 2022.

10.9 During 2022-23, the general exception provisions were required on three occasions:

- Award of Contract for Cash Collection Services, Director for Service Delivery decision, July 2022.
- Guildford Lido Drainage and Modernisation Project, Executive decision, August 2022.
- Guildford Park Road Redevelopment – Action to Secure Electrical Connections and Capacity for the New Development, Executive decision, December 2022.

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<https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

10.10 The Chairperson of the OSC agreed to waive call-in on three occasions, as detailed in Appendix 2: the Award of Contract for Cash Collection Services, Guildford Park Road Redevelopment – Action to Secure Electrical Connections and Capacity for the New Development, and the Ash Road Bridge Project tender processes.

## **11. Financial Implications**

11.1 There are no financial implications arising directly from this report.

## **12. Legal Implications**

12.1 This report on the operation of overview and scrutiny has been prepared in accordance with the requirements of the Council's Constitution. In particular, the Council's Overview and Scrutiny Procedure Rule 16(i) requires the operation of the provisions relating to call-in and urgency to be monitored annually and a report submitted to Full Council with proposals for review if necessary and Article 8.2(d) of the Council's Constitution requires the Council's Overview and Scrutiny Committee to report annually to Full Council on the work undertaken during the year, its future work programme, and amended working methods if appropriate.

12.2 The Council must 'have regard' to statutory guidance on O&S when exercising and reviewing its O&S function. This means that it is not necessary to follow every detail of the guidance, but it should be followed unless there is good reason not to do so.

## **13. Human Resource Implications**

13.1 There are no human resources implications arising from this report.

## **14. Equality and Diversity Implications**

14.1 The Council has a statutory duty under section 149 of the Equality Act 2010 which provides that a public authority must, in exercise of its functions, have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that

is prohibited by or under the Act (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

- 14.2 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

## **15. Climate Change/Sustainability Implications**

- 15.1 There are no climate change / sustainability implications arising directly from this report.

## **16. Summary of Options**

- 16.1 The Committee is asked to consider the issues and topics examined by O&S during 2022-23 and approve the future work programme for O&S as developed thus far. In addition, the Committee is requested to review the operation of provisions relating to call-in and urgency.
- 16.2 Time-limited decisions made through urgency provisions can diminish perceptions of transparency and accountability. Key decisions should only be made using urgency provisions as a last resort, in genuinely urgent situations. Members may consider that the intention to make a key decision could reasonably be expected to be identified and published by the Council to comply with the 28 day notice period.
- 16.3 Accordingly, to increase confidence that key decisions are made under the urgency provisions only when there are good reasons for doing so, the Committee could recommend a minor procedural change, that is to say, that the Leader of the Council report to full Council on the use of urgency provisions as decisions arise through the year.



## **17. Conclusion**

- 17.1 Having considered the statutory guidance on scrutiny, together with current and previously considered approaches to scrutiny at the Council, officers recommend no substantive change to call-in or urgency provisions at this time.

## **18. Background Papers**

- 18.1 None.

## **19. Appendices**

Appendix 1 – OSC work programme 2022-23.

Appendix 2 – Table to show key decisions taken in 2022-23 under urgency provisions and call-in waivers.

Appendix 3 – P.A.P.E.R. selection tool.

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## Overview & Scrutiny work programme, 2023-24

<b>11 JULY 2023</b>			
<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officers</b>
Council's Customer Services: Performance and Progress	Committee requested a report on the performance and progression of customer service improvements [Minute OS22 refers, 18 October 2022 OSC].	Cllr Angela Goodwin, Lead Councillor for Engagement and Customer Services	Ian Doyle, Strategic Director of Transformation and Governance, Nicola Haymes, Joint Executive Head of Communications and Customer Service
Performance Monitoring Report 2022-23 (Quarter 4)	Quarter 3 data not available for February OSC and circulated to Committee members by email in early April.	Cllr Carla Morson, Lead Councillor for Community and Organisational Development	Andrea Barnett, Policy Officer. Ian Doyle, Joint Strategic Director, Transformation & Governance
G Live and Leisure Management Scrutiny Working Groups	To approve the re-establishment of working groups to scrutinise the Council's G Live and Leisure Partnership Agreement contracts monitoring and report back to the Committee.	Cllr Catherine Houston, Lead Councillor for Commercial Development	Charlotte Brindley, Leisure Contracts Officer, Kelvin Mills, Executive Head Commercial Services, Ian Doyle, Strategic Director, Transformation & Governance
<b>12 SEPTEMBER 2023</b>			

Item	Additional information	Relevant Lead Councillor(s)	Lead officers
Lead Councillor Question Session	With Cllr Julia McShane, Leader of the Council & Lead Councillor for Housing	Cllr Julia McShane, Leader of the Council & Lead Councillor for Housing	–
Borough’s Response to Refugees	To review the support and services provided. [Minute OS29 refers, 8 November 2022 OSC]	Cllr Carla Morson, Lead Councillor for Community and Organisational Development tbc	Sam Hutchison, Joint Executive Head of Community Services. Annie Righton, Joint Strategic Director, Community Wellbeing.
Safer Guildford Partnership Annual Report 2023	The Committee is required to examine the work of the Partnership and advise on crime and disorder matters of local concern	Cllr Carla Morson, Lead Councillor for Community and Organisational Development	Sam Hutchison, Joint Executive Head of Community Services.
Performance Monitoring Report 2023-24 (Quarter 1)	Period April-June 2023.	Cllr Carla Morson, Lead Councillor for Community and Organisational Development	Andrea Barnett, Policy Officer. Ian Doyle, Joint Strategic Director, Transformation & Governance
Overview and Scrutiny Annual Report, 2022-23	Outlines work of O&S during the past year and its future work programme. Plus, reports decisions taken during the past	Cllr James Walsh, Overview and Scrutiny Chair	James Dearling, Senior Democratic Services Officer – Scrutiny

	year under the urgency provisions, the use of call-in, and proposed changes to call-in or urgency procedures.		
Spend on consultants and agency workers, 2022-23	Annual report.	Cllr Richard Lucas, Lead Councillor for Finance and Property	Adrian Swift, Senior Specialist Procurement (Interim), Richard Bates, Executive Head of Finance, and Ian Doyle, Joint Strategic Director, Transformation & Governance
<b>7 NOVEMBER 2023</b>			
<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officers</b>
Lead Councillor Question Session	With Councillor Richard Lucas, Lead Councillor for Finance and Property	Cllr Richard Lucas, Lead Councillor for Finance and Property	–
Procurement Annual Report	Annual Report for period to 31 March 2023.	Cllr Richard Lucas, Lead Councillor for Finance and Property	Adrian Swift, Senior Specialist Procurement (Interim), Richard Bates, Executive Head of Finance, and Ian Doyle, Joint Strategic Director, Transformation & Governance
Implementation of modern slavery policy		Cllr Richard Lucas, Lead Councillor for	Adrian Swift, Senior Specialist Procurement (Interim), Richard Bates, Executive Head of

		Finance and Property tbc	Finance, and Ian Doyle, Joint Strategic Director, Transformation & Governance
Operation of the Leisure Management contract, 2022-23	To scrutinise the Council's contracts monitoring in relation to the Leisure Partnership Agreement	Cllr Catherine Houston, Lead Councillor for Commercial Development	Charlotte Brindley, Leisure Contracts Officer, Kelvin Mills, Executive Head Commercial Services, and Ian Doyle, Strategic Director, Transformation & Governance
<b>16 JANUARY 2024</b>			
<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officers</b>
Lead Councillor Question Session	With Councillor George Potter, Lead Councillor for Planning, Environment and Climate Change	Cllr George Potter, Lead Councillor for Planning, Environment and Climate Change	–
Air Quality Strategy update	To scrutinise Guildford's Air Quality Strategy and action plan	Cllr Merel Rehorst-Smith, Lead Councillor for Regulatory and Democratic Services	Richard Homewood, Executive Head Regulatory Services and/or Gary Durrant, Senior Specialist - Environment Control (Noise and Pollution), and Dawn Hudd, Joint Strategic Director, Place
Annual report and monitoring arrangements for operation of the G Live contract, 2022-23	To scrutinise the Council's contracts monitoring in relation to the G Live contract	Cllr Catherine Houston, Lead Councillor for	Charlotte Brindley, Leisure Contracts Officer, Kelvin Mills, Executive Head Commercial

		Commercial Development	Services, and Ian Doyle, Strategic Director, Transformation & Governance
Performance Monitoring Report 2023-24 (Quarter 2)	Period July-September 2023.	Cllr Carla Morson, Lead Councillor for Community and Organisational Development	Andrea Barnett, Policy Officer. Ian Doyle, Joint Strategic Director, Transformation & Governance
Council's Customer Services: Performance and Progress	Six-month progress report requested at July 2023 meeting [Minute OS4 refers].	Cllr Angela Goodwin, Lead Councillor for Engagement and Customer Services	Ian Doyle, Strategic Director of Transformation and Governance, Nicola Haymes, Joint Executive Head of Communications and Customer Service
<b>5 MARCH 2024</b>			
<b>Item</b>	<b>Additional information</b>	<b>Relevant Lead Councillor(s)</b>	<b>Lead officers</b>
Lead Councillor Question Session	With Councillor Angela Goodwin, Lead Councillor for Engagement and Customer Services	Cllr Angela Goodwin, Lead Councillor for Engagement and Customer Services	–

### Unscheduled items

Guildford-Waverley Collaboration

23 August 2023

Housing Strategy

Communications Strategy

**Task and finish groups**

<b>Title</b>	<b>Update</b>
Affordable Housing	<p>Cllrs P. Brooker, Brothwell, Creese, Fenwick, Jones, Oven, Smith, Taylor, Steel, White, and have expressed interest in possibly continuing the work of the review. Meetings have been held to discuss the progress of the original task group and how to take forward the issues, with the Joint Executive Head of Housing Services confirming he will be the lead officer on the group.</p> <p>A proposed way forward is to consider the Local Authority Housing briefing and then move ahead with setting up the membership of the group, revising its terms of reference, and determining what the review look at to deliver agreed and demonstrable outcomes.</p>



## Details of key decisions taken in 2022-23 under urgency provisions and call-in waivers

The Constitution specifies procedures and timescales that have to be followed where the Executive, a committee of the Executive, a lead councillor, or an officer is taking a Key Decision. A Key Decision is defined in the Council's Constitution as being an executive decision which is likely to:

- result in expenditure or savings of at least £200,000; or
- have a significant impact on two or more wards within the Borough.

Local authorities are legally required to publicise Key Decisions a minimum of 28 clear days prior to the decision being taken. As is common practice, the Constitution makes provision for decisions to be taken, as a matter of urgency, where it is impracticable to give the requisite notice. The general exception rule (Access to Information Procedure Rule 15) allows Key Decisions to be taken within the 28-day period, provided that the Chairman of the OSC has been informed by notice of the decision to be taken, the Council has made publicly available a copy of that notice and five clear days have elapsed since the publication of that notice.

In cases where a Key Decision is required to be taken even sooner and it is impracticable to wait for the five clear days required under general exception provisions, then the special urgency rule (Access to Information Procedure Rule 16) can be applied. In such instances, the decision may only be made if the decision-maker has obtained the agreement of the Chairman of the OSC, that the decision is urgent and cannot be reasonably deferred.

Furthermore, the Constitution states (in O&S Procedure Rule 16 (h)) that any matter designated by the Joint Chief Executive to be urgent shall not, if the Leader/Executive or individual decision-taker and the chairman of the OSC agree, be subject to the call-in procedure, but shall be determined by the Leader/ Executive, lead councillor or officer immediately. The record of the decision and notice by which it is made public shall state whether in the opinion of the decision-making person or body, the decision is an urgent one, and therefore not subject to call-in. The table below sets out details of key decisions taken in 2022-23 under the urgency provisions and call-in waivers.

Executive meeting / decision-taker	Item of business	Decision taken	Reasons for decision	Chairperson of O&S informed under General Exception provision of Access to Information Procedure Rule 15	Chairperson of O&S agreement obtained under Special Urgency provision of Access to Information Procedure Rule 16	Chairperson of O&S agreed to waive call-in
16 May 2022 Director of Resources [decision ratified subsequently by Executive on 25 August 2022, Minute EX27 refers].	Midleton Industrial Estate Redevelopment.	To award the contract for Phase 4 of the project (construction of new industrial units at 3-5 and 9, Midleton Industrial Estate, Guildford).  (Key Decision)	Unfortunately, only realised by officers that specific approval for Phase 4 was required after the contract had been awarded and shortly before the works were to commence. Stopping the contract would have incurred significant costs and disruption.	N/A	Yes	Not requested

Executive meeting / decision-taker	Item of business	Decision taken	Reasons for decision	Chairperson of O&S informed under General Exception provision of Access to Information Procedure Rule 15	Chairperson of O&S agreement obtained under Special Urgency provision of Access to Information Procedure Rule 16	Chairperson of O&S agreed to waive call-in
21 July 2022 Director for Service Delivery.	Award of Contract for Cash Collection Services.	To award a new cash collection contract to Provider starting 01/08/22. Contract Value £1,099,241  (Key Decision)	The Cash Collection contract expired on 31 July 2022 and a procurement exercise was undertaken to ensure that the best value provider for the service could be found. This procurement resulted in Pivotal being the preferred provider for this service.	Yes	N/A	Yes

Executive meeting / decision-taker	Item of business	Decision taken	Reasons for decision	Chairperson of O&S informed under General Exception provision of Access to Information Procedure Rule 15	Chairperson of O&S agreement obtained under Special Urgency provision of Access to Information Procedure Rule 16	Chairperson of O&S agreed to waive call-in
			<p>This service collects money from parking machines and other Council venues. If the monies were not collected from the machines either they would become full and not usable, or the machines might be vandalised, and monies stolen. Unfortunately,</p>			

Executive meeting / decision-taker	Item of business	Decision taken	Reasons for decision	Chairperson of O&S informed under General Exception provision of Access to Information Procedure Rule 15	Chairperson of O&S agreement obtained under Special Urgency provision of Access to Information Procedure Rule 16	Chairperson of O&S agreed to waive call-in
			those officers involved in the procurement overlooked the need to publish the key decision, and this only became apparent at a point when it would not be possible to provide 28 days' notice prior to the commencement of the contract.			

Executive meeting / decision-taker	Item of business	Decision taken	Reasons for decision	Chairperson of O&S informed under General Exception provision of Access to Information Procedure Rule 15	Chairperson of O&S agreement obtained under Special Urgency provision of Access to Information Procedure Rule 16	Chairperson of O&S agreed to waive call-in
25 August 2022, Executive, Minute EX29 refers.	Guildford Lido Drainage and Modernisation Project.	That a virement of £600,000 from the capital contingency fund for the Lido Drainage and Modernisation Project be approved to enable the project to start on time and hopefully be completed during the winter period to	Following a procurement exercise in July, the Council conducted an initial evaluation of the tenders received. The works cost of the scheme was expected, based on an external QS estimate updated in April, to be around £900,000 (excluding	Yes	N/A	Not requested

Executive meeting / decision-taker	Item of business	Decision taken	Reasons for decision	Chairperson of O&S informed under General Exception provision of Access to Information Procedure Rule 15	Chairperson of O&S agreement obtained under Special Urgency provision of Access to Information Procedure Rule 16	Chairperson of O&S agreed to waive call-in
		<p>ensure the minimum disruption to the potential customers of the venue.</p> <p>(Key Decision)</p>	<p>contingencies). The range of acceptable works tenders received were between £1.7m and £1.9m. The work is essential and is programmed to take place during the winter period commencing 3 October 2022. In order to achieve this, a supplementary</p>			

Executive meeting / decision-taker	Item of business	Decision taken	Reasons for decision	Chairperson of O&S informed under General Exception provision of Access to Information Procedure Rule 15	Chairperson of O&S agreement obtained under Special Urgency provision of Access to Information Procedure Rule 16	Chairperson of O&S agreed to waive call-in
			<p>capital estimate of £600,000 would need to be approved and a contract in place by 23 August 2022. The original scheme was to be funded from a reserve specifically for the Leisure Partnership Agreement which has a current available balance of £1.5m. The</p>			



Executive meeting / decision-taker	Item of business	Decision taken	Reasons for decision	Chairperson of O&S informed under General Exception provision of Access to Information Procedure Rule 15	Chairperson of O&S agreement obtained under Special Urgency provision of Access to Information Procedure Rule 16	Chairperson of O&S agreed to waive call-in
			<p>works tender mentioned above does not make provision for other project costs such as specialist consultant fees and charges or a contingency against unforeseen circumstances.</p> <p>The entire project is likely to be circa £2.1m allowing for these factors.</p>			

Executive meeting / decision-taker	Item of business	Decision taken	Reasons for decision	Chairperson of O&S informed under General Exception provision of Access to Information Procedure Rule 15	Chairperson of O&S agreement obtained under Special Urgency provision of Access to Information Procedure Rule 16	Chairperson of O&S agreed to waive call-in
15 September 2022, Executive Head: Assets and Property.	Grant a Protected Lease and a licence to alter of The Rock, 2 Thornberry Way, Slyfield Industrial Estate.	To approve the grant of a lease of The Rock, 2 Thornberry Way, Slyfield Industrial Estate in line with the following terms and conditions:  Terms: Lease Length = 15 years Rent = £400,000 PA	When terms were agreed with this tenant, the letting was subject to a planning application by the proposed new tenant, which we were not confident would be approved. Once the application was approved it did not allow enough time for	N/A	Yes	Not requested

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		<p>Deposit = £200,000 – after the 3rd year 50% of the deposit may be returned provided the tenant has a satisfactory credit score and has paid all of their rent on time.</p> <p>Rent Free = 6 months full rent free and 12</p>	<p>the key decision to be published.</p>			

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		<p>months half rent.                      Break = Tenant break after year 10 of the lease. 6 months' notice required.                      Rent review = upward only every 5 years, capped at 15% increase over the 5 years.                      Rent payable quarterly in advance.</p>				

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		Licence to Alter: - New mezzanine at 1st floor level - Additional mezzanine on the 2nd floor level - Toilets on the ground floor.  (Key Decision)				
30 September 2022, Joint Chief Executive.	Investment of Equity Shares in Guildford Borough Council	To approve the investment of a further £900,000 in equity shares	The Council needed to take an urgent decision to avoid harm to	N/A	Yes	Not requested

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	Holdings Limited.	in Guildford Borough Council Holdings, bringing the Council's total shares to a maximum of £10.12million. Funding is already available for the additional investment as part of the Approved	residents who were due to complete house sales on Friday 30 September 2022 and to enable North Downs Housing to purchase two properties.			

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		Capital Programme.  (Key Decision)				
12 December 2022, Executive, Minute EX64 refers.	Guildford Park Road Redevelopment – Action to Secure Electrical Connections and Capacity for the New Development.	(1) To authorise immediate payment of £70,106.89 to UK Power Networks (UKPN) to establish the capacity for, and cost of, the electrical	Under normal circumstances, a payment of this nature would be made to UKPN following the grant of planning permission and the movement of the scheme to its delivery phase.	Yes	N/A	Yes

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		<p>connections that will be required for the Guildford Park Road Redevelopment scheme.</p> <p>(2) To authorise the Strategic Director: Place, in consultation with the Lead Councillor for Resources, to enter into such agreements as</p>	<p>However, the Council has recently been informed that another party has also submitted a request to UKPN for new connections. These new connections would be served by the same part of UKPN's distribution network as the Council's site.</p>			



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		<p>are necessary with UKPN.</p> <p>(3) To agree that funding for this payment be brought forward into this financial year from the approved HRA capital programme budget for 2023/24 in respect of this project.</p>	<p>UKPN has confirmed that the existing distribution network does not have sufficient capacity to serve both requests, meaning that off-site infrastructure would require to be upgraded to increase capacity.</p> <p>In the scenario where two</p>			

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		(Key Decision)	applicants request connections that will be served by the same distribution network, and capacity issues are identified, UKPN's protocol dictates that the first application is given priority to utilise the existing capacity and avoid the cost and programme risk			

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			<p>associated with providing additional capacity. The Council's application was received first meaning that we have an opportunity to secure the capacity now by accepting the quote and paying UKPN circa £360,000.</p>			

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			<p>However, UKPN protocol also dictates that we have only 30 days to do this, otherwise the second applicant will be able to pay and take the capacity instead. To secure the connections, the Council must pay UKPN by 21 December 2022.</p>			

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			Although officers had been authorised to take all steps necessary for the submission of the planning application, they did not have authority to take the decision to bring forward monies from the 2023-24 HRA capital programme			

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			budget to make this payment.			
Call-in of future decisions on ARB tender process was waived by O&S Chair on 8 March 2023.	Ash Road Bridge Project tender processes.	Chairman of Overview and Scrutiny requested to waive possible call-in for ASB tender processes to enable entering into contract as early as possible, to be able to continue to meet the Homes England	To maximise funding opportunities (£23.9 million of central government funding towards the Ash Road Bridge Scheme to deliver an alternative road crossing of the North Downs railway line in	N/A	N/A	Yes

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		timelines for expenditure of the £23.9m grant, ahead of the Executive recommendation and the Council decision to approve a new budget and funding strategy for Ash Road Bridge [Council Minute CO143 refers].	close proximity to the Ash level crossing).			

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		(Key Decision)				



## **Overview and Scrutiny Committee P.A.P.E.R. selection tool**

**P**ublic interest: concerns of local people should influence the issues chosen

**A**bility to change: priority should be given to issues that the Committee can realistically influence

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

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

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

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