



GUILD FORD
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Contact:

James Dearling

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Tom Horwood

Joint Chief Executive
of Guildford and Waverley
Borough Councils

5 January 2024

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, 16 JANUARY 2024** 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 Jason Fenwick

Councillor Lizzie Griffiths

Councillor Gillian Harwood

Councillor Steven Lee

Councillor Maddy Redpath

Councillor Katie Steel

Councillor Fiona White

Councillor Dominique Williams

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 - 16)**

To confirm the minutes of the Committee meeting held on 19 December 2023.

4 **GUILDFORD & WAVERLEY TRANSFORMATION AND COLLABORATION PROGRAMME (Pages 17 - 70)**

To consider an update on the Transformation and Collaboration Programme with Waverley Borough Council.

Please note, the Transformation and Collaboration Programme report (with appendices) approved by the Executive on 23 November 2023 is included at pages 29 - 70.

5 **PERFORMANCE MONITORING REPORT 2023-24 QUARTER 2 (Pages 71 - 118)**

- 6 **CUSTOMER SERVICES: PERFORMANCE AND PROGRESS UPDATE**
(Pages 119 - 132)
- 7 **OPERATION OF THE LEISURE MANAGEMENT CONTRACT 2022-23**
(Pages 133 - 166)
- 8 **G LIVE ANNUAL REPORT 2022-23** (Pages 167 - 232)
- 9 **OVERVIEW AND SCRUTINY WORK PROGRAMME** (Pages 233 - 246)
To agree the draft Overview and Scrutiny work programme.

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

OVERVIEW AND SCRUTINY COMMITTEE

19 December 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 Amanda Creese, Geoff Davis, Catherine Houston (Lead Councillor for Commercial Services), Richard Lucas (Lead Councillor for Finance and Property), Julia McShane (Leader of the Council & Lead Councillor for Housing), Richard Mills OBE, Carla Morson (Lead Councillor for Community and Organisational Development), and Howard Smith were also in attendance.

OS16 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

The Committee was advised that apologies for absence had been received from Councillors Jason Fenwick and Steven Lee.

OS17 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

There were no declarations of Disclosable Pecuniary Interests.

OS18 MINUTES

The minutes of the Overview and Scrutiny Committee meeting held on 12 September 2023 were agreed.

OS19 LEAD COUNCILLOR QUESTION SESSION

The Chairman welcomed the Lead Councillor for Finance and Property, Councillor Richard Lucas and invited him to make an introductory statement.

The Lead Councillor for Finance and Property referred to the challenges experienced during the municipal year since May, including turnover in

personnel, organisational change, and financial issues, and concluded by praising the work of the Council's finance officers.

In response to a question from a Committee member about organisational challenges revealed within the Council's finance function, the Lead Councillor for Finance and Property outlined the Council's financial problems and concerns with the capability of the Council to address such issues. He indicated to the Committee that the Council had been short of both skills and capacity to deal with its financial issues, the Council's organisational structure was unsatisfactory, and there had been an apparent lack of sound financial reporting to inform timely decision-making within Council services. In addition, the Lead Councillor for Finance and Property advised the Committee that failings within the financial reporting at the Council in the past had made control of expenditure more difficult. He indicated the need to balance the Council's budget and reduce the Medium Term Financial Plan and suggested the importance of establishing improved processes and systems that would enable improvements in financial accountability and delegated decision-making by officers at the Council.

A member of the Committee expressed concerns about costings relating to the Housing Revenue Account (HRA) and queried the impact of the large overspend and asked whether a budget had been set aside for possible legal challenges that might result. In addition, the cost of related investigations and the apparent lack of financial oversight were questioned. In reply, the Lead Councillor for Finance and Property advised of improvements in the reporting of contract-spending at the Council. The Joint Executive Head of Finance advised that £300k had been set aside for governance reviews, most of the overspend had occurred through the HRA's capital programme, and specialist lawyers had been instructed to ensure the Council avoided giving grounds for any legal challenges.

In response to a query from another member of the Committee, the Joint Executive Head of Finance advised that most of the £300k set aside for governance reviews had been allocated from the General Fund and a small element might come from the HRA.

In reply to a question, the Joint Executive Head of Finance confirmed that service accountants now met monthly with budget holders within services to monitor spending, with reports sent monthly to heads of service and directors.

In response to questions, the Lead Councillor for Finance and Property noted the importance of financial reporting within local government and the value to the Council of interim financial personnel to help establish lasting practices and behaviours.

In reply to a query about past financial management at the Council, the Lead Councillor for Finance and Property referred to the impact from the Council's Future Guildford transformation programme and the introduction of a new computer system to manage the Council's budget, together with the emergency accounting requirements necessitated by the Covid pandemic.

The Lead Councillor for Finance and Property and the Joint Executive Head of Finance outlined the effect on the Council of the backlog in local authority audits and the actions the Council was taking in preparation for the next audit of annual accounts.

The Chairman thanked the Lead Councillor for Finance and Property for his attendance.

OS20 INTERIM PROCUREMENT REPORT FOR THE PERIOD 1 APRIL 2022 - 30 SEPTEMBER 2023: UPDATES ON PROCUREMENT SERVICE STRATEGY - 2020-23 INCLUDING PROCUREMENT INTERNAL AUDIT RECOMMENDATIONS - 2023-24 AND PROCUREMENT SAVINGS STRATEGY - APRIL 2020.

The Interim Senior Specialist Procurement introduced and summarised the report submitted to the Committee. He indicated that the Procurement Service Strategy had been adopted in 2020 and was due for a revisit in 2023. The meeting was advised that the Strategy would be affected by the Council's collaboration with Waverley Borough Council, the adoption of the Procurement Act in 2024, and encouraging engagement with the local supply market. The Interim Senior Specialist Procurement summarised the progress of the Procurement Savings Strategy, including the savings achieved and the approach to future savings.

During the ensuing discussion a number of points were raised and responses offered:

- In reply to a question from a Committee member about ensuring the maintenance of standards for service users, the Interim Senior Specialist Procurement referred to checks undertaken as part of the annual audit

of procurement and the role of the Corporate Procurement Board on higher value contracts. In response to the member of the Committee suggesting the value of customer feedback and complaints directly informing the procurement process, the Lead Councillor for Finance and Property indicated that such information could be used to inform the delivery of services rather than the initial procurement process.

- In response to a question on the development of spend control processes, the Committee was advised by the Interim Senior Specialist Procurement of mechanisms being introduced to improve the linking and tracking of spend on individual contracts.
- With reference to the high value risks identified within the audit of the Council's Procurement (attached as appendix 1 to the report submitted to the Committee), a member of the Committee questioned the controls and actions taken to manage or mitigate any such issues. In response, the Interim Senior Specialist Procurement advised that progress against such targets was reported to the Corporate Procurement Board. The Joint Executive Head of Finance indicated that such concerns would be added to the Council's financial risk register if appropriate. In addition, he advised the meeting of his duty to prepare a Section 25 report when the Council agrees its annual budget.
- In reply to a query, the Interim Senior Specialist Procurement advised that the Council's Procurement Procedure Rules provided a framework to capture procurement improvements and that the Rules were currently being reviewed due to the changes from the Procurement Act 2023 and the desire to harmonise with Waverley Borough Council. The Joint Executive Head of Finance indicated that the Financial Procedure Rules and the Procurement Procedure Rules within the Council's Constitution did reference and link to other internal documents that detailed relevant processes.
- A Councillor questioned why savings achieved through procurement were attributed to the procurement service rather than the individual Council service undertaking each procurement. In response, the Joint Executive Head of Finance advised that he viewed procurement as an

enabling service and the existence of a savings target for the Council's procurement service was historical.

The Chairman asked when the full Procurement Report for 2023-24 would be completed and was advised late June 2024.

RESOLVED: (I) That the annual procurement report update for the financial year ending 31 March 2023, as presented in the report submitted to the Committee, be noted.

(II) That a full annual procurement report for the 2023-24 financial year be provided to a future meeting of the Committee.

OS21 ANNUAL REPORT: MODERN SLAVERY MOTION FY22/23

With reference to the report submitted to the Committee, the Interim Senior Specialist Procurement introduced the item. He noted that the report provided an update on the implementation of the Modern Slavery Motion adopted by the Council in 2020 and advised that further recommendations relating to modern slavery were monitored and incorporated into the Council's procurement processes. The Committee was reminded that the publication of the modern slavery report was an annual requirement.

There were no questions on the item.

RESOLVED: (I) That the annual update report on the Modern Slavery Motion for the financial year ending 31 March 2023, as submitted to the Committee, be noted.

(II) That the Executive be requested to progress actions within sections 7.5-7.8 of the Annual Report on the Modern Slavery Motion:

7.5 Consideration should also be made of some emerging policy from the Home Office published in September 2020 which requires certain organisations with a turnover exceeding £36 million to produce a Modern Slavery Statement for each Financial Year. The Government have outlined the intention to roll this out within Local Government and also for organisations of the same financial standing.

7.6 The Council should consider further training to teams responsible for contract management to assist identification of Modern Slavery when services are being delivered for the Council.

- 7.7 The Government have now released a Modern Slavery statement registry over 6,000 statements have been submitted covering over 20,000 organisations on a voluntary basis. The Council should publish the 2023 statement on the registry.
- 7.8 The Council should review the Home Office developments listed below:
- a) A modern slavery risk prioritisation tool which aims to help departments risk assess their contracts in accordance with the Cabinet Office Procurement Policy Note – Tackling Modern Slavery in Government Supply Chains Action Note PPN 05/19 September 2019 guidance more easily.
 - b) An induction pack for anti-slavery advocates to ensure senior commercial directors are better equipped to oversee how their department is tackling modern slavery.
 - c) Guidance on modern slavery statements to ensure departments have a clear understanding of key information they must include in their first statements.
 - d) Guidance on developing modern slavery KPIs to help departments measure the effectiveness of the measures they are taking to combat modern slavery.

OS22 COMMUNITY SERVICES - THE HIVE

The Joint Executive Head of Community Services gave a presentation on Community Services and The Hive (the slides for which had been published with the agenda papers). The Committee was informed of the different teams within Community Services: Family Support; Care and Repair and Disabled Facilities Grants; Careline; Refugee Support and resettlement; Community Wellbeing and vulnerable people support; Older People's Hub; and Community Transport and Community Meals. She advised the meeting that Community Services operated within a wider Social Value Ecosystem with partners that shared the same goals.

The Joint Executive Head of Community Services indicated that The Hive used to be The Park Barn Social Centre. She informed the meeting of the previous uses of The Hive site by the Council and its current use for Community Wellbeing, Community Transport, and the Older People's Hub. The Joint Executive Head of Community Services indicated that The Hive remained a service depot for Community Transport and Meals.

The presentation outlined the community transport journeys to and from The Hive, the numbers of community meals delivered from the site in 2022/23, and the wider wellbeing support associated with The Hive. The Joint Executive Head of Community Services told the Committee about a Christmas present project for less advantaged families that was supported by Guildford High School.

The Committee were informed of the costs involved with The Hive, the grant contributions from Surrey County Council, the charges for services, and the rates for hire of the hall at The Hive. The Joint Executive Head of Community Services stated that community transport charged service users of The Hive a £3 flat rate for a one-way journey. She told the meeting of £178k in savings achieved in 2023 and indicated that a further £250k of savings had been identified for 2024.

The Joint Executive Head of Community Services highlighted that The Hive:

- Is for the whole Borough
- Is part of the Community Services Offer
- Is the base for Community Transport and Meals
- Is the Care Activities Hub for the Borough
- Has wellbeing services open to all residents
- Is crucial to fulfilling the Council's commitment to those less advantaged
- Delivers outreach activities to other areas

The Joint Executive Head of Community Services suggested that a further report to the Committee could be informed by a number of key considerations:

- There is no need to replicate the Council's Community Service operational base at The Hive
- Certain communities might wish to have a community hub in their area
- The Hive is where it is and what it is because it is a Council asset
- Does the Council want to consider using other Borough community assets for community wellbeing space?
- If so – there would need to be a community organisation or group that can lead and shape this with the support of the community services team

Agenda item number: 3

- Any approach would need to integrate with the Council's asset management plan and budget pressures
- If viable, could this space be a hub for voluntary sector partners to use as an outreach space, instead of other borough assets?

The Committee was reminded that all Councillors had been invited to visit The Hive on 24 January to further review the services offered.

The Chairman confirmed a desire to see some community services replicated outside of Westborough.

The following information and responses were provided during the ensuing discussion:

- In reply to a question, the Joint Executive Head of Community Services explained that Waverley Borough Council operated a strategic commissioning model of community services without direct operational delivery.
- In response to questions from Councillors, the Joint Executive Head of Community Services suggested that communication with partners was weakest where resources were least (in adult social care and the NHS) or where there were different timeframes and expectations.
- A Councillor raised the issue of a lack of community space in the Bellfields area.
- In response to questions and comments, the Joint Executive Head of Community Services confirmed that the savings made within community services were returned to the Council, and then further explained Thrive at the Hive and the monthly Thrive on the Road.

The Chairman thanked the Joint Executive Head of Community Services for her presentation and the offer to all Councillors of a visit to The Hive on 24 January 2024. He suggested Overview and Scrutiny councillors put forward ideas for the content of a further report on community services in time for the Committee's 5 March 2024 meeting.

RESOLVED: That a report on Community Services, with a scope to be agreed between the Committee Chair and the Joint Executive Head of Community Services, be provided to the Committee’s March 2024 meeting.

OS23 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Senior Democratic Services Officer (Scrutiny) advised the meeting of changes to the Overview and Scrutiny Committee work programme since the publication of the agenda. He advised that the meeting on 16 January 2024 would have five items; namely, Guildford-Waverley Collaboration, Performance Monitoring Report 2023-24 (Quarter 2), Operation of the Leisure Management Contract 2022-23, annual report and monitoring arrangements for operation of the G Live contract 2022-23, and a performance and progress update on the Council’s Customer Services. He indicated that three items were scheduled for the 30 January Committee meeting: Thames Water; the question session with the Lead Councillor for Planning, Environment, and Climate Change; and the Air Quality Strategy update.

RESOLVED: That, subject to the re-scheduling of January items stated at the meeting, the overview and scrutiny work programme submitted in the report to the Committee be approved.

The meeting finished at 8.41 am

Signed

Date

Chairman

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Transformation and Collaboration Programme

Waverley Borough Council O&S 15 January 2024
Guildford Borough Council O&S 16 January 2024

Transformation and Collaboration Programme Report (agreed by Executive 23 November 2023)

- Vision (appendix 1)
- Achievements so far (appendix 2)
- Programme structure (appendix 3) including workstreams
- Programme resource (appendix 4)
- Programme initiation document (appendix 5)

In scope

- All services and operations delivered by both Councils. Options for each service or proposal will be considered through the business case process.
- Workstream 1 – Terms and Conditions options analysis to achieve vision of shared staff structure.
- Workstream 2 – cashable priority projects to support
- bridging of budget gaps

Out of scope

- Colocation (related project without resource assigned through the Programme, interfaces with the Programme through the Transformation and Collaboration Board – Place Directorate).
- Quick win collaboration projects without savings/income generation potential

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The scope of this Programme reflects the limited resource available. Collaboration is an organisation-wide goal and JMT is responsible for pursuing collaborative work outside of this Programme's scope.

Workstream One – shared staff structure/terms and conditions

- Project to consider the options for a shared staffing structure across the two organisations
- Options analysis underway and a range of options to achieve the objective of a shared staff structure will be set out with:
 - Options
 - Benefits
 - Risks

Workstream 2 – cashable savings projects

- Shorter-term, collaborative projects based in the services with the objective of savings
- Working through shortlist of potential projects created from longlist produced by Executive Heads and Business Transformation Team (WBC)
- Project initiation phases underway to deliver part of the saving set out in the MTFP (£700,000 across both authorities 2024/25 and 2025/26)

Opportunities

Non-Financial Benefits

- Stronger voice when representing the boroughs at county and national level
- Collective opportunities for sustainability work to achieve carbon neutrality target
- Improved position regarding negotiation for procurements
- Resilience across services
- Sharing of good practice
- Clarity on business planning and budget baselines
- Improved processes including internal governance

Limitations

Whilst the organisations remain separate entities they are restricted in:

- Data that can be shared
- How budget can be used across the two organisations.
- How officer resource can be used across the two organisations.
- Compliance with internal policies e.g. Agile Working

Challenges

- Current IT incompatibility – very complex
- Microsoft 365 tenancies potential duplication (cost and resource)
- Current terms and conditions incompatibility –very complex
- Limited resourcing available for ambitious vision and objectives

Risks and issues

The Joint Governance Committee has been delegated functions in respect of governance arrangements for inter-authority working. This includes review of the inter-authority agreement and collaboration risk register. This Committee comprises members from both councils and meets at least six-monthly.

Risks and issues

Main risks highlighted in the Transformation and Collaboration Programme are:

Strategic Case Risk – There is a risk that if we don't prioritise, we will deliver very little, very slowly. Re-directing resources to priorities will be essential to managing this risk (High Risk)

Financial Risk – There is a risk that costs (ROM £2-3m+) associated to achieve the vision will be too high, particularly in relation to IT.

Management Case Risk – Project & Programme Management, Business Analysis and Operating Model Design skills and resources are scarce across the Councils. Council staff learning these skills is essential to limiting costs (High Risk)

Mitigations for these risks (covered in the Collaboration Risk Register) are monitored by the Joint Governance Committee.

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Guildford Borough Council & Waverley Borough Council

Report to: Executive

Date: 23 November 2023 (Guildford)

Date: 28 November 2023 (Waverley)

Ward(s) affected: All

Report of Director: Transformation & Governance

Author: Robin Taylor, Executive Head of Organisational Development

Tel: 01483 523108

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Lead Councillor: Cllr Morson (Guildford Borough Council)

Email: carla.morson@guildford.gov.uk

Lead Councillor: Cllr Kiehl (Waverley Borough Council)

Email: victoria.kiehl@waverley.gov.uk

Report Status: Open

Transformation and Collaboration Programme

1. Executive Summary

Guildford and Waverley Borough Councils agreed to enter a collaboration in July 2021, starting with the appointment of a Joint Management Team (JMT) as a way of bringing forward further business cases for collaboration. This report sets out the progress made so far and makes recommendations in respect of future collaboration, including options analyses, governance, and financial matters.

2. Recommendation to Executive

That the Guildford Borough Council Executive and the Waverley Borough Council Executive separately resolve the following, subject to the other Executive also agreeing likewise:

- 2.1. Note and endorse the Guildford and Waverley Partnership Vision statement in **Appendix 1**;
- 2.2. Note the progress made to date with regards to the Guildford and Waverley collaboration initiative as set out in Appendix 2 and section 7;
- 2.3. Adopt the proposed Transformation and Collaboration Programme set out at **Appendix 3**;
- 2.4. Approve a project to explore the potential benefits of co-locating Guildford Borough Council and Waverley Borough Council staff within shared premises or single HQ, resourced separately from this Transformation and Collaboration Programme, and receive a report for consideration with an options appraisal and recommendations;
- 2.5. Approve a project to explore a single shared officer structure between Guildford Borough Council and Waverley Borough Council, resourced through the initial Transformation and Collaboration budget allocations, and receive a report for consideration with an options appraisal and recommendations;
- 2.6. Agree the additional resources as set out in section 10 of this report (£100,000 of revenue and £100,000 of capital. For **Guildford Borough Council** this will be funded from flexible use of capital receipts and the Finance Recovery Reserve. For **Waverley Borough Council** this will be funded from the invest to save reserve) to support the initial start-up of this programme and note how the revenue funding will be spent to secure officer support as set out within **Appendix 4**;
- 2.7. Note that the initial benefits realisation work with the joint Executive Heads of Service has been carried out by the Organisational Development and Finance Teams, with a rough order of magnitude for savings through collaboration projects at £700,000 but that this

figure is expected to increase over time as the detail of more plans is developed;

- 2.8. Note that the required level of funding to support the delivery of the programme in the longer term cannot be made available at this time, necessitating a phased and prioritised approach in the first instance (focusing more on staff terms and conditions and immediate savings opportunities and less on the broader and more complex questions of the operating model for both authorities);
- 2.9. Request that consideration be given in February 2024 to how the broader programme can be fully funded and taken forward when the budgets of both Councils are agreed (and adopting a revised programme structure in line with that increased level of funding at that time);
- 2.10. Approve the principle of the Guildford Borough Council and Waverley Borough Council Executives working in partnership on matters relating to the Transformation and Collaboration Programme;
- 2.11. Approve the principle of Simultaneous Executive Meetings (SEMs) for the Executives of Guildford Borough Council and Waverley Borough Council to consider matters relating to the Transformation and Collaboration Programme;
- 2.12. Delegate authority to the Joint Executive Head of Legal and Democratic Services to schedule regular meetings, as required, simultaneously of the Guildford Borough Council and Waverley Borough Council Executives, in consultation with the Leaders of both Councils, and
- 2.13. Invite Overview and Scrutiny Committees to scrutinise and comment upon the draft options appraisals, the recommendations and the costs and savings before these are finalised and brought back to the Executive for further consideration.

3. Reason(s) for Recommendations:

- 3.1. The recommendations made are considered by officers as the most appropriate way to:

- 3.1.1. Articulate and set the framework and goals for the collaborative work between Guildford Borough Council and Waverley Borough Council and provide a direction of travel;
- 3.1.2. Enable collaborative work to continue with the resources available and allow officers to resubmit bids for funding to deliver the vision in future years;
- 3.1.3. Ensure Executive members of both Councils can jointly debate and decide matters coming to them relating to the Transformation and Collaboration programme, ensuring transparency and agile decision making across both authorities, whilst maintaining sovereignty of both councils;
- 3.1.4. Ensure decisions relating to sharing premises and staffing are subject to proper scrutiny; and
- 3.1.5. Support the plans of both councils to achieve financial sustainability, particularly for Guildford Borough Council in the light of the reset Budget 2023/24 report (Full Council 25 July 2023) and Financial Recovery Plan (Full Council 10 October 2023) and revised Medium Term Financial Plan (MTFP).

4. Exemption from publication

- 4.1. This report is open and no parts of it are exempt from publication.

5. Purpose of Report

- 5.1. The purpose of this report is to outline the journey to date of the collaboration between Guildford Borough Council and Waverley Borough Council, including reasons for the collaboration, and to secure agreement from the Executives on the approach for further collaboration.
- 5.2. This report proposes the Transformation and Collaboration Programme as the approach for collaboration and recommends the Executive agree the recommendations to enable officers to undertake the work needed to realise the benefits of collaboration.

- 5.3. To secure agreement from the Executives to work closely together when considering matters relating to the Transformation and Collaboration Programme with a view to supporting the vision of partnership working across the two Councils, and to receive proposals for how that may be achieved, whilst maintaining independence and sovereignty.

6. Strategic Priorities

- 6.1. A vision for the partnership was reported to both Guildford Borough Council and Waverley Borough Council Full Council meetings in July 2021. This vision has been summarised and updated and is presented in this report (Appendix 1) for formal agreement.
- 6.2. The work of the Transformation and Collaboration Programme will support the delivery of the five principles set out in the vision. In July 2023, Guildford Borough Council's Full Council received the expected Budget review report which set out that council's urgent financial situation¹. While all councils face critical financial challenges in the medium term, the shared senior officers have reported to Guildford Borough Council that its situation is more urgent and at a larger scale than most. Guildford Borough Council will have to transform parts of how it operates and the services it provides if it is to avoid a "Section 114" declaration, which is a statement by the Chief Finance Officer that expenditure is greater than the available resources. The management team believes that the proposals for the shared Transformation and Collaboration Programme are vital to both councils' sustainability plans and, indeed, that the alternatives (either to pause or reverse collaboration) would represent missed opportunities for cost reduction and avoidable expense. The partnership risk register and the provisions of the Inter-Authority Agreement provide protection for one council from adverse events in the other. The Joint Governance Committee (JGC) is charged with reviewing both the risk register and the Agreement and should

1

<https://democracy.guildford.gov.uk/ieListDocuments.aspx?CId=159&MIId=1659>

continue to do so, with the support of the officer team, in the light of the Guildford Borough Council Budget reset report.

7. Background

- 7.1. Following a report by the Local Government Association (LGA)² commissioned to understand the scale of financial and other benefits that closer partnership working between Guildford and Waverley Borough Councils could unlock, on 6th July 2021 Guildford Borough Council and Waverley Borough Council each agreed to pursue the creation of 'a single management team, comprising statutory officers (Head of Paid Service; Chief Finance Officer; Monitoring Officer), directors and heads of service as the most appropriate means for bringing forward business cases for future collaboration'. The Joint Chief Executive was appointed in December 2021, followed by the adoption of the Inter-Authority Agreement in April 2022, creation of the JGC, and appointment of Strategic Directors in July 2022. The new JMT of Executive Heads of Services came into effect in October 2022. The creation of the JMT exceeded both councils' financial savings targets. Since then, the Transformation and Collaboration Programme Initiation Document (PID) (Appendix 5) and programme structure (Appendix 3) have been drafted.
- 7.2. Financial saving was one potential benefit identified from future collaborative working, but the collaboration initiative also seeks to deliver several non-financial benefits. The Guildford and Waverley Partnerships Vision statement (Appendix 1) states that the 'partnership will form a stable basis for any future partnership discussions that arise, whether locally or as a result of Government policy'. Collaboration between the two councils seeks to provide opportunities to deliver carbon neutral operations by 2030 (both Councils have declared climate emergencies and have action plans in place) and unlock opportunities to deliver sustainable and resilient public services.

² Agenda for Council on Tuesday, 25th July, 2023, 7.00 pm - Guildford Borough Council

- 7.3. The creation of the JMT has enabled several early benefits to be delivered by both Councils, through informal and interim collaborative approaches. These are summarised in **Appendix 2**.
- 7.4. The JMT is exploring longer-term possibilities for providing services differently, digitally, and together with less financial cost and less impact on the environment. The proposals for the structure of the Transformation and Collaboration Programme contained within this report reflect the thinking and planning work which has already been undertaken. As further options for collaboration develop these will be developed into projects and managed through the Transformation and Collaboration Programme

Partnership working between the two Executives

- 7.5 It is likely there may be several additional matters relating to the Transformation and Collaboration Programme coming before both Executives for consideration as the programme progresses. There may be benefit to the two Executives being able to consider and debate such matters together, including greater transparency, the opportunity for harmonised decisions, and ability to negotiate solutions, as well as reducing officer time and meeting duplication.
- 7.6 One option would be to make no change. This would mean officers would take separate reports to separate meetings of the two Council's Executives. There would be a time delay between the two meetings which would mean decisions would be made in isolation, and to be effective, may need to be made subject to the decision of the Executive of the other authority. The decision of one Executive would be in the public domain prior to the other Authority considering the same matter. The Executives would be able to observe the meetings of the other Council's Executive and listen to the debate but would have no opportunity to join such a debate.
- 7.7 A second option would be to schedule SEMs, and this is the recommended approach. Such meetings would be separate meetings of the two Council's Executives, with identical agendas to include matters relating to the Transformation and Collaboration Programme, held at the same time and in the same meeting room. This would allow the

Executives to debate matters collectively and hear the views of the other prior to making their decisions. A separate vote would be taken on each agenda item, meaning that each Executive retained its sovereignty and independent decision making. The location of each meeting would alternate between Guildford and Godalming. Members of each authority would be able to ask questions of their Executive, albeit in the presence of the other authority's Executive. There would be two Chairs present; one for each of the meetings taking place. A protocol may be helpful to govern the practical arrangements of such meetings, but no changes would be required to the constitution of either Council. As set out in paragraph 11.6, Section 102 Local Government Act 1972, as amended by section 9 Local Government Act 2000, permits a Local Authority to establish joint committees of two or more local authorities to discharge any of their functions.

- 7.8 A third option would be for the Executives of both Councils to form a Joint Executive Committee, comprising of the Members of the Executives of both Councils. This has the added complication arising from the lack of parity in the number of members on each Executive so the 'power' of such a committee would not be equal and for this reason, it is not recommended. This option would require change to each Council's constitution and has an impact on the sovereignty of each Executive.

8. Consultations

Staff Consultation

- 8.1. The formation of the JMT was carried out in consultation with affected staff and their union representatives from both authorities. This will continue to be the approach taken to any projects which directly affect staff as per each Council's agreed policies. The Chief Executive, Executive Head of Service for Organisational Development and both organisations' HR managers meet on a regular basis with union representatives of both authorities and transformation and collaboration activity is a standing item. In addition to formal consultation and engagement with union and staff representatives, there will be a programme of staff communications and engagement

to ensure staff are kept up to date with the programme as it progresses.

Councillor consultation

- 8.2. This report recommends both Councils' overview and scrutiny functions be invited to engage with the proposed programme as it progresses. Beyond this, councillor briefings will be held at key stages of the process.

Public consultation

- 8.3 As far as any proposals may affect public-facing services or external stakeholders, the appropriate consultation will be undertaken.

9. Key Risks

- 9.1. The PID (**Appendix 5**) sets out the risks identified in spring 2023 during the set-up of the Transformation and Collaboration Programme spring of 2023:
 - 9.1.1. The risk of delivering little very slowly if not enough resource is provided or the programme is not prioritised;
 - 9.1.2. The risk we will not be able to afford the IT/Terms and Conditions costs needed to deliver business cases that achieve the vision/objectives; and
 - 9.1.3. The risk we do not have enough expertise in house to deliver a programme of such magnitude.
- 9.2. The JGC periodically undertakes a formal review (at least once every 6 months) of these and other identified risks on the collaboration risk register, reviewing impact and likelihood scores and making any changes to the list of risks and mitigating actions.
- 9.3. The main risks to the Programme so far are having a lack of resource to support the programme, including within the enabling functions.

10. Financial Implications

- 10.1. These are challenging times financially, for both Councils. The Transformation and Collaboration Programme is part of a range of actions aimed at meeting financial shortfalls in both MTFPs. The programme does, however, require resources to carry out critical enabling work required to realise savings from further collaboration.
- 10.2. Initial benefits realisation work with the joint Executive Heads of Service has been carried out by the Organisational Development and Finance Teams, with a rough order of magnitude for savings through collaboration projects at £700,000. It is clear from this work, and from that of other council partnerships elsewhere over the years, that future savings are likely to be found from the ability to share teams across both councils, thereby realising efficiencies and economies of scale.
- 10.3. The enabling work needed at this next stage of the programme will focus on establishing the best approach to harmonising staff terms and conditions. It is recommended each Council initially contribute one-off funding of £100,000 of revenue and £100,000 of capital. For **Guildford Borough Council** this will be funded from flexible use of capital receipts and the Finance Recovery Reserve. For **Waverley Borough Council** this will be funded from the invest to save reserve.

11. Legal Implications

- 11.1. On 6th July 2021, Guildford Borough Council and Waverley Borough Council each agreed to pursue the option of creating and sharing a single management team as the most appropriate means for bringing forward business cases for future collaboration.
- 11.2. On 5th April 2022, Guildford Borough Council resolved to enter into an agreement with Waverley Borough Council on a jointly agreed set of terms for the purpose of establishing a joint senior management team. On 22nd April 2022, Waverley Borough Council resolved to enter into an agreement with Guildford Borough Council on a jointly agreed set of terms for the purpose of establishing a joint senior management team.

- 11.3. Section 113 of the Local Government Act 1972 provides a local authority with a statutory power to enter into an agreement with another local authority for the placing at the disposal of the latter for the purposes of their functions, on such terms as may be provided by the agreement, of the services of officers employed by the former, after consulting such officers.
- 11.4. An inter authority agreement, in accordance with s113 Local Government Act 1972, was executed between the parties of Guildford Borough Council and Waverley Borough Council on 13th September 2022, to govern the provision of a joint senior management team. It was varied on 20th October 2023 to reflect the review in March 2023 carried out by the JGC.
- 11.5. That joint senior management team, consisting of a Joint Chief Executive, Joint Strategic Directors, Joint Statutory Officers, and Joint Executive Heads of Service, has been created and appointed to. It has been operational since October 2022.
- 11.6. Section 102 Local Government Act 1972, as amended by section 9 Local Government Act 2000, permits a Local Authority to establish joint committees of two or more local authorities to discharge any of their functions. In April 2022, each of the two Councils, agreed to establish a JGC, in accordance with section 102(1) of the Local Government Act 1972. Within the terms of reference, the Committee's role and function is said to be to undertake periodically a formal review, at least once every 12 months, of the inter-authority agreement, ensuring it continues to be fit for purpose and recommending to both full Councils any changes required. The last such review was undertaken by the JGC in November 2023.
- 11.7. A further inter authority agreement, in accordance with s113 Local Government Act 1972, was executed between the parties of Guildford Borough Council and Waverley Borough Council on 20th October 2023, in respect of temporary staff sharing arrangements.

12. Human Resource Implications

- 12.1. The overall drivers for the collaboration between Guildford and Waverley Borough Councils are about providing sustainable services and making financial savings across the two Councils. These are both likely to have significant impact in terms of Human Resources Implications for the workforce.
- 12.2. The Transformation and Collaboration Programme is likely to result in changes to service delivery, staffing structures and numbers which will involve significant staff and Union consultation in relation to relevant legislation such as the Transfer of Undertakings (Protection of Employment) legislation (TUPE) and consultation on changes to roles and potential redeployment and redundancy.
- 12.3. The period of the Transformation and Collaboration Programme creates a prolonged period of workforce instability over a number of years and is likely to impact significantly on both Councils' ability to both recruit and retain good quality staff during the transformation period. A workforce strategy will be developed that sets out how both councils will, during this period, ensure employees remain engaged, supported and motivated.
- 12.4. The interim period has and will continue to provide challenges in terms of managing and preparing the short-term arrangements as well as ensuring appropriate governance, contractual paperwork and system requirements are in place.
- 12.5. Additional staffing resources will need to be recruited to assist with the delivery of the Transformation and Collaboration Programme or to backfill and allow existing staff to take on the additional work required in the delivery of the programme. The amount of additional resource will depend on the options chosen and the pace at which the project needs to be delivered.

13. Equality and Diversity Implications

- 13.1. Both Councils will need to ensure they have assessed and understood the equality implications of policy and service changes brought forward as a result of this programme.
- 13.2. Where options analyses are undertaken and recommendations for change are put forward (including in regard to the two projects to explore the potential benefits of staff co-location and a single shared officer structure recommended at paragraphs 2.4 and 2.5), these will need to be accompanied by Equality Impact Assessments at that time to ensure that change does not discriminate or unfairly impact residents or staff.
- 13.3. Options analyses and recommendations put forward in regard to the two projects to explore the potential benefits of staff co-location and a single shared officer structure recommended at paragraphs 2.4 and 2.5 will, in particular, need to take account of the responsibility of both councils to provide an accessible and inclusive environment and practices where residents and staff are treated fairly, consistently and with respect.
- 13.4. Any proposed changes to Council premises will need to have regard to accessibility for people with disabilities.

14. Climate Change/Sustainability Implications

- 14.1. Proposals for sharing premises and/or co-location will need to have regard to the councils' policies of carbon reduction.
- 14.2. Collaborative working between Waverley Borough Council and Guildford Borough Council allows for enhanced coordination and planning of carbon reduction projects across a wider administrative region.
- 14.3. Proposals for the SEMs for the Executives of Guildford Borough Council and Waverley Borough Council will allow streamlined decision making for cross-boundary carbon reduction projects.

Proposals for shared staff, co-location and SEMs allow for the consolidation of resources and reduced duplication of work.

15. Summary of Options

15.1 The main options open to the Executive are:

- i. Take the approach recommended within this report
This report sets out a proposed programme of transformation and collaboration for Guildford and Waverley Borough Councils. If the Executives agree the recommendations contained within this report, they will be endorsing the overall programme structure, governance and timelines and agreeing that options analyses be undertaken in respect of the potential for creating a shared workforce and (resourced separately from this programme) premises for both Councils.
Other potential elements of the programme such as looking at a joint operating model and an IT workstream are not currently funded by the allocation within this report but will be included in proposals brought in February (as outlined in recommendation 2.8).
- ii. Take no further action on collaboration.
The Executive could choose not to progress the collaboration initiative as set out within this report. The JMT is already in place and the Executives could decide that this joint team will continue to manage the two councils' separate teams and services as they are without any further change, foregoing any future potential opportunities for service development and cost reduction.
- iii. Do something else
The Executive could agree to pursue the collaboration in a different way or to a greater or lesser degree. Options for the Economic Case to deliver the objectives of the Programme are set out in the PID (**Appendix 5**). For example, the Executive could resolve to pursue some of the projects referenced within this report but not others or it could ask for officers to focus on something else altogether. If collaboration were to be abandoned,

the termination provisions of the Inter-Authority Agreement would apply and the significant costs of dissolution would have to be reported to both councils appropriately.

16. Background Papers

- 16.1 Minutes of the Guildford Borough Council meeting 6th July 2021
- 16.2 Minutes of the Waverley Borough Council meeting 6th July 2021
- 16.3 Minutes of the Guildford Borough Council meeting 5th April 2022
- 16.4 Minutes of the Waverley Borough Council meeting 22nd April 2022
- 16.5 Minutes of the JGC meeting of 17th March 2023
- 16.6 Guildford Borough Council Constitution
- 16.7 Waverley Borough Council Constitution

17. Appendices

- 17.1 Guildford and Waverley Partnership Vision (Appendix 1)
- 17.2 Achievements of collaborative working to date (Appendix 2)
- 17.3 Transformation and Collaboration Programme structure (Appendix 3)
- 17.4 Investing in Change Capacity (Appendix 4)
- 17.5 Transformation and Collaboration PID (Appendix 5)

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Guildford Borough Council and Waverley Borough Council Partnership Vision

Guildford and Waverley Borough Councils have agreed to create a robust partnership to provide more sustainable services for local residents, based on these five principles:

- 1. The two councils will continue to be accountable to their own residents.**
- 2. The partnership will help protect and enhance priority services in the face of the critical local government funding challenge.**
- 3. The partners will seek to do more together than they could separately to respond to the climate emergency.**
- 4. The councils will harmonise internal processes and external service delivery except when there is a good reason not to.**
- 5. This partnership will form a stable basis for any future collaborative discussions.**

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Achievements to date for collaborative working between Guildford Borough Council and Waverley Borough Council

Savings

- The new JMT with its business support costs GBC £421k and WBC £438k less than the former teams per year, against a target of £300k per council.
- Coordinated emergency planning contracts with Applied Resilience 2023, improving resilience and a saving in removing the 'red phone' allowance.
- Shared staff wellbeing survey, enabling us to benchmark and compare, and saved 7k on procuring separately.

Staffing

- Appointment of shared Joint Management Team (Chief Executive Officer, Strategic Directors, and Executive Heads of Service) (as listed above).
- Shared S151 prior to JMT 2022
- Shared interim Borough Solicitor in 2022-2023
- Shared temporary Business Manager for Planning 2022/3

Collaborative working

- Joint working on consultations - Levelling Up & Regeneration Bill: 2nd March 2023, Infrastructure Levy: 9th June 2023, AONB: 13th June 2023
- Developed a single committee template for May 2023
- Shared work on UK Shared Prosperity Fund and Rural England Prosperity Fund 2022/3
- Joint response to civil emergencies
- Numerous external meetings reducing duplication
- Shared business event at Charterhouse College 2023
- One-off meetings between the two councils relating to Benefits and differences in service delivery between the two councils
- SCC's Borough and District Flood generic updates – will now be held jointly for Guildford and Waverley BCs – an example of time efficiencies
- Joint Administration of Energy grant application scheme, GBC administering on behalf of WBC.

- Support from Guildford Borough Council to Waverley Borough Council's procurement function

Policies Harmonised

- Pre-election period 2022
- Community asset transfer 2023
- Covert Investigative Powers Policy 2023
- Pay Policy Statements 2023

Guildford Borough Council and Waverley Borough Council

Transformation and Collaboration Programme Structure

This document is a key component of the Strategic Outline Programme (SOP) Business Case. It sets out the structure and approach to designing and delivering the Transformation and Collaboration Programme.

In 2021 Guildford and Waverley Borough Councils commenced discussions about partnership working. Both councils agreed to create a Joint Management Team (JMT) which would be asked to bring forward proposals for further collaboration.

The JMT, which came into existence in October 2022, includes a Joint Chief Executive, Joint Strategic Directors, and Joint Executive Heads of Service.

The Guildford and Waverley Transformation and Collaboration Programme aims to meet a number of objectives:

Principal objective

Bridge budget gaps by making savings.

Other objectives

1. Deliver sustainable and resilient public services
2. Deliver carbon neutral operations by 2030 in both organisations.
3. Realise the aims of the collaboration vision, including the delivery of any agreed business cases for further change.
4. Deliver on existing transformation commitments unless these undermine the above or there is a case for suspending or rescinding these; and
5. Respond to local and national economic challenges in terms of services, contracts, and staffing.

In Autumn 2022, consultation took place with the JMT and relevant Portfolio Holders of both councils and one-page collaboration proposals were written and evaluated as a first step in the process of building a Transformation and Collaboration Programme. Subsequently, the Executive Heads of Service were asked to identify how both councils can deliver services differently, digitally and together to meet the aims of this

collaborative work (listed above). Their proposals, and the budget initially allocated for Transformation and Collaboration work, have informed the approach and proposed Programme structure below.

November 2022 – November 2026	Programme Management
November 2022 – March 2026	Workstream 1 - Terms and conditions, Options Analysis).
October 2023 – November 2026	Workstream 2 - Cost Saving and Revenue Raising Projects (Cashable)

Rationale for this Approach

A programme management approach will be taken to deliver the leadership, direction, and governance for the change. Both Councils will need to invest in Business Transformation and programme/project management resource to deliver the change required. Workstream 1 (Terms and Conditions Options Analysis) will deliver a long-term solution for the shared staffing aim of the Collaboration vision. Front loading the cashable savings projects, in Workstream 2, gives the Programme the best chance of an affordable Medium Term Financial Plan (MTFP) for both boroughs.

Assumptions – This Transformation and Collaboration Programme will...

- Deliver the six objectives set out on the first page of this document
- Run over the next 3-4 financial years.
- Be delivered within an affordable MTFP for both Councils
- Develop robust mandates and business cases at programme and project level demonstrating benefits before permanent structural changes are implemented.
- Comply with Project Portfolio Management (PPM) Governance Framework principles
- Be project-managed by a team comprising colleagues from both authorities
- Report into a new Guildford and Waverley Transformation and Collaboration Board
- Be overseen by the Enterprise Portfolio Board which comprises the Joint Chief Executive and Joint Strategic Directors

- Be guided by the decisions and recommendations of formal committees at both Councils (Executive and Full Council as per constitutional rules) as well as any existing or future joint committees.
- Take a flexible approach and be open to change as issues arise.
- Learn lessons from previous transformation and change programmes in terms of approach; benefits; issues; costs and savings, including those at Guildford Borough Council and Waverley Borough Council, but also other authorities that have done/are doing collaborative work

Neither Council is able, at the outset, to provide the level of funding needed to deliver all aspects of the vision at pace. As a result, programme delivery will be phased and consideration will need to be given as part of the budget-setting process in early 2024 as to whether both Councils are able to invest in the full Programme or whether to continue with a phased and reduced approach.

More detail on the proposed structure of the Programme is provided below.

Programme Management (define, design and deliver) - Nov 22 to end of Programme

Initiation – delivery of control documents such as business case and Programme brief

- Governance – set up of boards, approval/decision points & reporting (this will include both programme and project management mechanisms and any formal committees, sub-committees, or joint committees of both Councils)
- Definition– delivery of products such as Vision, Blueprint, Plan
- Design – initiation of projects to deliver outputs
- Communications and Stakeholder Engagement plan
- Assurance – a plan for independent assurance

Workstream 1 – Terms and Conditions Options Analysis - Nov 2022 – March 2026 Shared staffing - harmonisation of terms and conditions

Project-managed by HR Manager (Waverley Borough Council) and HR Lead Specialist (Guildford Borough Council) to identify and articulate the options for long-term shared staffing through harmonised terms and conditions, governed

through the Programme Board. Allocated funds will be used to pay for expert support on this complex area of work.

Workstream 2 – Priority Collaboration Projects delivering savings or generating income to deliver Waverley Borough Council and Guildford Borough Council MTFPs (business cases still need to quantify the savings anticipated) - Oct 2023 – Nov 2026

Through the consultation done so far with JMT to identify opportunities to deliver services differently, digitally and together to meet the aims of the collaborative work, over 50 ideas have been put forward for collaborative working. Work is ongoing with Finance teams to produce more detailed breakdowns of savings of these potential projects but a rough order of magnitude for savings is £700,000. However, a significant proportion of these projects relate to shared internal teams/staffing and this is reliant on decisions relating to Workstream 1.

Related projects

Colocation

Both Executives have confirmed their desire to explore the possibility of co-locating staff within a shared HQ. This major project can be delivered mostly independently from other collaboration work but consideration must be given to IT and terms and conditions (i.e. changing staff place of work). The initial budget available for the Transformation and Collaboration Programme is not sufficient to project manage this major project but the two will interface through the Transformation and Collaboration Board and Team.

Guildford Borough Council Financial Recovery Project

A project set up to deliver a balanced MTFP for Guildford Borough Council. This will provide the Guildford Borough Council baselines for the wider Programme in terms of headcount, budgets and service levels and secure a MTFP for Guildford Borough Council that can afford the Transformation and Collaboration Programme. This work is therefore a major dependency.

Programme Governance

Senior Responsible Officer – Strategic Director for Transformation and Governance, Ian Doyle

Programme Lead – Executive Head of Organisational Development, Robin Taylor (Richard Bates owning Finance Case and links to MTFP)

Programme Manager – Waverley Borough Council Business Transformation Manager, Yasmine Makin

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Investing in Change Capacity – summary of allocated funds

Economic Case options 2 (scaled back)

One-off non-establishment change/consultancy budget

£200,000 split 50/50 between Guildford Borough Council and Waverley Borough Council.

One-off HR establishment growth

1 x HR Business partner, c£56,000 (2 year temporary)

One-off Business Transformation establishment growth

1 x Business Transformation Officer, £44,000 (2 year temporary)

The above allocations relate to Economic Case option 2 within the programme initiation document (appendix 5). As recommendation 2.9 sets out within the report, it is requested that consideration be given in February 2024 to how the broader programme can be fully funded and taken forward when the budgets of both Councils are agreed (and adopting a revised programme structure in line with that increased level of funding at that time). Resource that could be considered at that point could include the following with further funding:

HR establishment growth

1 x HR Business Partner = £56,000

1 x HR Change Lead (make temporary position permanent) c£65,000 (estimate – would need re-evaluation)

Business Transformation establishment growth

1 x Business Transformation Officer £44,000

2 x Business analysts, £40,000 x 2 = £80,000 (estimate – would need evaluation)

Programme and Project Management Growth

Agenda item number: 4
Appendix 4 Appendix 5

1 x Enterprise Portfolio Manager c£65,000 (estimate – would need evaluation)

1 x PMO officer (in addition to existing PMO officer) £61,348

Transformation and Collaboration Programme Initiation Document (PID)

November 2023 v.05

EPB - Please note this document will continue to evolve over time as more information becomes available and decisions are made.

Mandate

In 2021 Guildford and Waverley Borough Councils commenced discussions about partnership working. Both councils agreed to create a Joint Management Team (JMT) which would be asked to bring forward proposals for further collaboration. The JMT, which came into existence in October 2022, includes a Joint Chief Executive, Joint Strategic Directors, and Joint Executive Heads of Service.

The Joint Management Team and both Executives have informally agreed that the Guildford and Waverley Transformation and Collaboration Programme should:

Primary objective:

- 1. Bridge budget gaps where these exist.**

Secondary objectives:

- 2. Deliver sustainable and resilient public services.**
- 3. Deliver carbon neutral operations by 2030 in both organisations.**
- 4. Realise the aims of the collaboration vision, including the delivery of any agreed business cases for further change.**
- 5. Deliver on existing transformation commitments unless these undermine the above or there is a case for suspending or rescinding these; and**
- 6. Respond to local and national economic challenges in terms of services, contracts, and staffing**

Draft Strategic Outline Programme (SOP) Business Case Summary

Case	Strategic Question	Strategic Answer
Strategic Case	What is the compelling case for change?	Given the current financial challenges and threats to local government there is a need to save money and deliver more sustainable services. Collaborating between the two councils unlocks benefits such as economies of scale and increased resilience. The programme must design and deliver an 'organisation' capable of delivering the vision in the mandate.
Economic Case	What are our options for delivering the best value for money solution?	Our strategic options at this stage concern the best way to deliver this Programme 1. Do Nothing – Mandate already approved - this is not an option 2. Do Minimum – (scaled back solution) manage in House with no/minimum additional external support (<£500k) 3. Do More – Manage in House with only targeted specialist external support (ROM £2m+ Rev) 4. Do Most - Out-Source to External Management Consultancy (ROM £2-3m+)
Commercial Case	What do we need to buy to deliver the best solution?	Achieving the vision set out by Executives will require buying in some external/specialist resources. We can probably use existing frameworks
Financial Case	Can we afford it?	The budget for a scaled back option 2 (do minimum) has been identified. It is not yet clear the extent to which this will address the current £16m financial shortfall over the next 4 years. Service Plans will hold the financial baselines for Directorates and Service Areas. The financial success of this Programme will be baselined and reported through the MTFPs of both authorities. Specific projects will be managed and reported through this Programme.
Management Case	Can we deliver it?	Both Councils have learned lessons from previous change programmes and want to deliver this transformation and collaboration differently. Option 2 is manageable change within the resources we have. To ensure alignment between the Programme and the organisation all change will be embedded in Service Plans.

Part 6 of 9

Agenda item number: 4
Appendix 6

Programme Management Assumptions Approved by Enterprise Portfolio Board (EPB) March 2023 (M) or October 2023 (O)

- Deliver the six objectives set out in the mandate over the next four financial years [subject to confirmation of dates with delivery leads] within an affordable MTFP for both Councils (M)
- Be overseen by the Enterprise Portfolio Board which comprises the Joint Chief Executive and Joint Strategic Directors. Report into a new Guildford and Waverley Transformation and Collaboration Board (which will replace the existing GBC savings programme board and the existing WBC Business Transformation Board). (M)
- Comply with the PPM Governance Framework. Develop robust mandates and business cases at programme and project level demonstrating benefits before permanent structural changes are implemented. Be guided by the decisions and recommendations of formal committees at both Councils (Executive and Full Council as per constitutional rules) as well as any existing or future joint committees. (M)
- Adopt and be guided by a recognised approach to organisational design and development, such as McKinsey 7S. Take a flexible approach and be open to change as issues arise.(M)
- Assumption that the existing Waverley Business Transformation Team needs review to deliver Transformation and Collaboration (O) (in light of revenue allocation)
- Financial Recovery at GBC has inherited and will review residual GBC Savings Programme initiatives (O)

Strategic Assumptions

- There is an assumption that to succeed this Programme will need to embed a culture that is equipped to manage change and is comfortable doing so. The vision of the Organisational Development Service is for it to be a hub for change, strategy and improvement across both councils. All staff will need to understand how they fit in and feel ownership of the solutions and the change.

Strategic Risks for the Programme at this early stage

Strategic Case Risk – There is a risk that if we don't prioritise, we will deliver very little, very slowly. Both Councils are over-stretched. Re-directing resources to priorities will be essential to managing this risk (High Risk)

Financial Risk – There is a risk that costs (ROM £2-3m+) associated to achieve the vision will be too high, particularly in relation to IT.

Management Case Risk – Project & Programme Management, Business Analysis and Operating Model Design skills and resources are scarce across the Councils. Do we have the capacity and capability to deliver? Council staff learning these skills is essential to limiting costs (High Risk)

Dependencies

- Dependency on Financial Recovery Project (GBC) to deliver agreed baselines for Guildford Borough Council service plans as part of budget book work.
- Critical dependency on enablers (HR, IT & Finance)

Economic Case – Original Options Evaluated Against Programme Success Criteria

Option	Approach	Pros - Benefits	Cons – Dis-Benefits	Programme Success Criteria			
				Bridge Budget Gap (Cost/Ben)	Ownership of the Change	Embed Change Culture	Better Public Services (VFM)
Do Nothing	Mandate already approved - this is not an option	No additional costs	No managed change, savings or efficiencies				
Do Minimum	Manage in House (scaled back) with no additional external support	Lowest cost option Delivery of some savings Ownership of the change	Without the specialist skills delivery of complex change is improbable (scale back ambitions)				
Do More	Manage in House with targeted specialist external support	Delivery is more probable if we can access some specialist support Potential to deliver more savings Strongest ownership of the change	A ROM cost of £2m+				
Do Most	Out-Source to External Management Consultancy	Fills essential capacity and skills gap and brings experience of managing big transformations and complex org change	Highest cost option. Potentially unaffordable Hard to estimate ROM of £2-3m+ Lack of ownership of the change				

Management Case – Rationale for Programme Structure

Approved by EPB

A programme management approach will be taken to deliver the leadership, direction, and governance for the change. Both Councils will need to invest in Business Transformation and programme/project management resource to deliver change-required.

Workstream 1 (Terms and Conditions) will deliver a long-term solution for the shared staffing aim of the Collaboration vision.

Workstream 2 (cashable savings projects) gives the Programme the best chance of an affordable Medium Term Financial Plan for both boroughs.

Programme Board (escalating to EPB)

To be developed with Programme Team

- **Senior Responsible Officer – Ian Doyle** - Responsible for delivering the successful outcomes of the programme
- **Programme Director – Robin Taylor** - Day to day leadership and strategic direction to the programme (jointly led by Richard Bates owning Finance Case and links to MTFP)
- **Senior Business User - Annie Righton** – Responsible for frontline business areas realising the change
- **Senior Supplier & HR Lead - Robin Taylor** - Responsible for over-arching Operating Model, HR, culture and delivery of change management.
- **Finance & Procurement Lead (151 Officer) – Richard Bates**– Responsible for finance strategy/model, financial case, benefits, MTFP & procurement timeline
- **ICT & Comms Lead – Nicola Haymes** – Responsible for IT strategy/model and delivery of supporting systems, and comms

The Programme Manager, Yasmine Makin, will be responsible for day-to-day delivery of the programme & management of the team and will prepare reports and agendas for the programme board meetings. They will manage the interface between the Programme Team and Board.

Other Strategic Directors & Executive Heads to receive reports and invited to attend if interested or required

Programme Team – Prog Mgmt

To be developed with Programme Team

PPM Role	Post	Responsibilities	Name(s)
Prog Manager	WBC Bus Transform Mgr	Day to day delivery of the programme & management of the team	Yasmine Makin (WBC)
Prog Support, Project Mgrs	WBC Bus Transform Officers	Day to day management of programme information, control documents, reporting and support team	
Prog Team Member	Strategy Leads	Ensuring alignment of strategies and embedding change in Service Plans and reporting on BAU performance	Being recruited
Prog Comms	GBC and WBC Comm Managers	Design, deliver and manage comms with key stakeholders to ensure staff engagement, collective view and active senior support.	Ian Mackie (WBC) Mel Battams (GBC)
Additional Enterprise Level Support			
PPM Governance (Advisor)	PMO officer	Encourage compliance with PPM Framework. Supports decision making through EPB.	
PPM Governance (Interim)	PPM best practice	Encourage the use of PPM methodology (MSP & Prince2) in a pragmatic and useful way. Deliver skills transfer to Programme & Project Team members.	Louise Odell
Specialist leads	Enabling services managers (Finance, IT, HR, Regeneration /Assets, Legal, Strategy)	Deliver specialist elements of the workstreams	

Operating Model Design Principles

Draft for discussion with JMT, Programme Team and Lead G/W HR Change consultant (once appointed)

Principle	Description
Service Design	Services will be sustainable and resilient. We won't assume the way it's always been done is the way it should be done from now on. The services of both councils will be jointly designed and delivered if there is a saving to be made.
Digital	Digital first. We will start with user needs rather than services and build from there. We will build digital services, not just websites.
Financial	We will operate within available resources. We will invest in the future but not at the expense of the present. We will understand the costs and benefits of decisions before committing to them.
Customer	All initial customer contact will be online or routed through a customer services team. There will be a 'front door' for face-to-face customer contact in both boroughs.
Procurement and commissioning	We will agree and manage contracts effectively to ensure value for money and excellent service for residents. We will consider and evaluate all delivery options.
Data and insight	Decision-making in both councils will be evidence-based. Data insights will be captured and analysed, so that we can evaluate impact and value of our activity.

Principle	Description
Leadership	Leaders will be visible and accessible to staff, councillors and the public. We will invest in our current and future leaders. Leadership at all levels will be nurtured. Councillors and officers will learn and develop together.
Organisation	We will identify and build on the best of both organisations. Neither organisation will remain the same. Both will change and improve. Directorates and services will not work in silos and where matrix management structures are beneficial these will be implemented or preserved. Where they are not beneficial or sustainable they will be removed.
People Page 69	We will be one staffing organisation serving two democratic councils. The terms and conditions of both organisations will be reviewed and harmonised, with input from expert independent consultants. Our approach will be fair on staff and on the public taxpayer and we will continue to consult and engage with the unions in both organisations. We will ensure that staff are effectively and appropriately recruited, rewarded, developed, led and motivated. We will facilitate modern and hybrid ways of working but our people will not be strangers to each other in the office or to the borough.
Process	Processes will be defined, deliberate and lean. Activities that do not add value will cease. Some systems will be shared. Others will be harmonised. Others will need to stay the same.
Governance	We will continue to serve two distinct boroughs and two sovereign councils but our processes and policies will be shared or harmonised to ensure efficiency and successful collaboration where there is resource to do so.
Property	Guildford and Waverley will share a single HQ. Where beneficial, satellite sites will also be shared.

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Guildford Borough Council

Report to: Overview and Scrutiny Committee

Date: 16 January 2024

Ward(s) affected: All

Report of Director: Transformation & Governance

Author: Andrea Barnett, Policy Officer

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Lead Councillor responsible: Councillor Carla Morson

Tel: 07843 489796

Email: carla.morson@guildford.gov.uk

Report Status: Open

Performance Monitoring Report 2023/24 Quarter 2

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 2 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 2 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 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 2 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. For this quarter onwards we will be reporting on 35 quarterly KPIs. For the 5 annual KPIs, they are reported in Q4 of each year or the quarter when the data is available.

8. Q2 Summary

- 8.1. The number of quarterly KPIs that are showing a positive green or amber rating totals 54.3% which is hoped to increase further in Q3 once the data for the KPIs showing as no data is provided. There are 5 KPIs with a red rating which relate to 14.3% of the KPIs. The reasons for this include resource issues and staff training during this quarter. There are 14.3% 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 Q3 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 Quarters 1 and 2 of 2023/24.

		RAG Rating					
Year	Quarter	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%
	Q1	14	2	9	7	3	
	35 KPI	40%	5.7%	25.7%	20%	8.6%	
2023/24	Q2	17	2	5	6	5	
	35 KPI	48.6%	5.7%	14.3%	17.1%	14.3%	

9. Key headlines from Q2 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:

- COU4 (Council sundry debt invoices collected within 30 days) – although not yet at target (90%), during Q2 there has been a significant increase by 13% to 83% of sundry debt collected.
- COU10 (Speed of determining planning applications for other development) – this KPI has been off target since 2020/21, but for Q2 it has exceeded the target by almost 10%.

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

KPI ref:	Indicator	Reason
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&J1	Average time to let void housing properties	Data not available
H&J3	Number of net new additional homes	3-month time lag
H&J4	Affordable new homes completed each year	Data not available

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 2, 2023/24

Guildford Borough Council – Performance Monitoring Report Quarter 2, 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.

Environment (section 6.1)	ENV
Homes and Jobs (section 6.2)	H&J
Community (section 6.3)	COM
Council (section .4)	COU

2.4 Changes and updates from our previous report

During quarters 1 and 2 of 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:

- COU4 (Council sundry debt invoices collected within 30 days) – although not yet at target (90%), during Q2 there has been a significant increase by 13% to 83% of sundry debt collected.
- COU10 (Speed of determining planning applications for other development) – this KPI has been off target since 2020/21, but for Q2 it has exceeded the target by almost 10%.

3 Scorecard summary

Table 1 below provides an overview of the RAG rating for each quarterly KPI for Quarters 2-4 of 2022/23 and Quarters 1 and 2 of 2023/24. Table 2 relates to the annual KPIs and provides a comparison from 2019/20 to 2022/23 and indicates when it was or will be reported to committee.

For quarter 2, 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, the quarter has been rated as ‘data only’ (i) and is shown in the chart table accompanying each KPI in section 6.

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	Q2	Q3	Q4	Q1	Q2
ENV1	Environment	Kilograms of domestic residual waste collected, per household, from the kerbside	P					
ENV2		Household waste recycled and composted	P					
H&J1	Homes & Jobs	Average time to let void housing properties	P					
H&J3		Number of net new additional homes	D/O					
H&J4		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	Q2	Q3	Q4	Q1	Q2
H&J5		Number of homeless families placed in B&B	D/O					
H&J7		Time taken to assess new applications on the housing register	D/O	n/a	n/a	n/a		
H&J8		Non-domestic (business) rates collected	P					
H&J10		Percentage of vacant town centre retail units	H/B					
H&J11		Percentage of affordable housing units granted planning permission on eligible sites	P					
H&J12		Percentage of homes that do not meet the Decent Home Standard (DHS)	D/O	n/a	n/a	n/a		
H&J13		Repairs completed within target timescale (emergency & non-emergency repairs)	D/O	n/a	n/a	n/a		
COM1		Community	Number of households living in temporary accommodation	D/O				
COM2	Snapshot of rough sleepers		D/O					
COM3	Number of successful homelessness outcomes		P					
COM4	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	Q2	Q3	Q4	Q1	Q2
COU1	Council	Staff sickness absence	P	✓	✓	✓	✓	✓
COU2		Staff turnover	P	✓	✓	✓	✓	✓
COU3		Council suppliers paid within 30 days	P	□	✓	□	□	□
COU4		Council sundry debt invoices collected within 30 days	P	✗	✗	□	✗	✗
COU5		Time taken to assess new Housing Benefit claims	P	✗	✗	✗	✗	✗
COU6		Rent collection rate – rent collected in year	P	✓	✓	✓	✓	✓
COU7		Rent collection rate – rent collected in year plus arrears brought forward	P	✓	✓	✓	✓	✓
COU8		Speed of determining applications for major development	P	✓	✓	✓	✓	✓
COU9		Speed of determining applications for minor development	P	✗	✗	✗	✓	✓
COU10		Speed of determining applications for other development	P	✗	✗	✗	□	✓
COU11		Appeals dismissed against the Council's refusal of planning permission	P	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
COU12		Number of planning applications	D/O	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ

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Appendix 1

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	Q2	Q3	Q4	Q1	Q2
COU13		% of contact via the phone into the Customer Services Centre	P					
COU14		Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter.	P					
COU15		Number of Local Government & Social Care Ombudsman and Housing Ombudsman complaints upheld	P					
COU16		Average phone wait times	P					
COU17		% of contact that is digital: 1. Direct contact that is digital 2. Overall contact that is digital	P					
COU18		Average response times for online contact through forms	P					
COU19		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
ENV3	Environment	CO2 emissions from Council operations	P				The annual data for 2022/23 is expected in Q3 2023/24
ENV4		Energy use by the Council; gas, electricity and fleet	P				
H&J2	Homes & Jobs	Number of empty homes	D/O				 (reported in Q4 2022/23)
H&J6		Average waiting time for Council housing (Band C)	D/O				 (reported in Q4 2022/23)
H&J9		Net change in completed commercial and business floorspace	H/B				 (reported in Q1 2023/24)

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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 2

At the end of quarter 2, 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
2	17	2	5	6	5
	48.6%	5.7%	14.3%	17.1%	14.3%

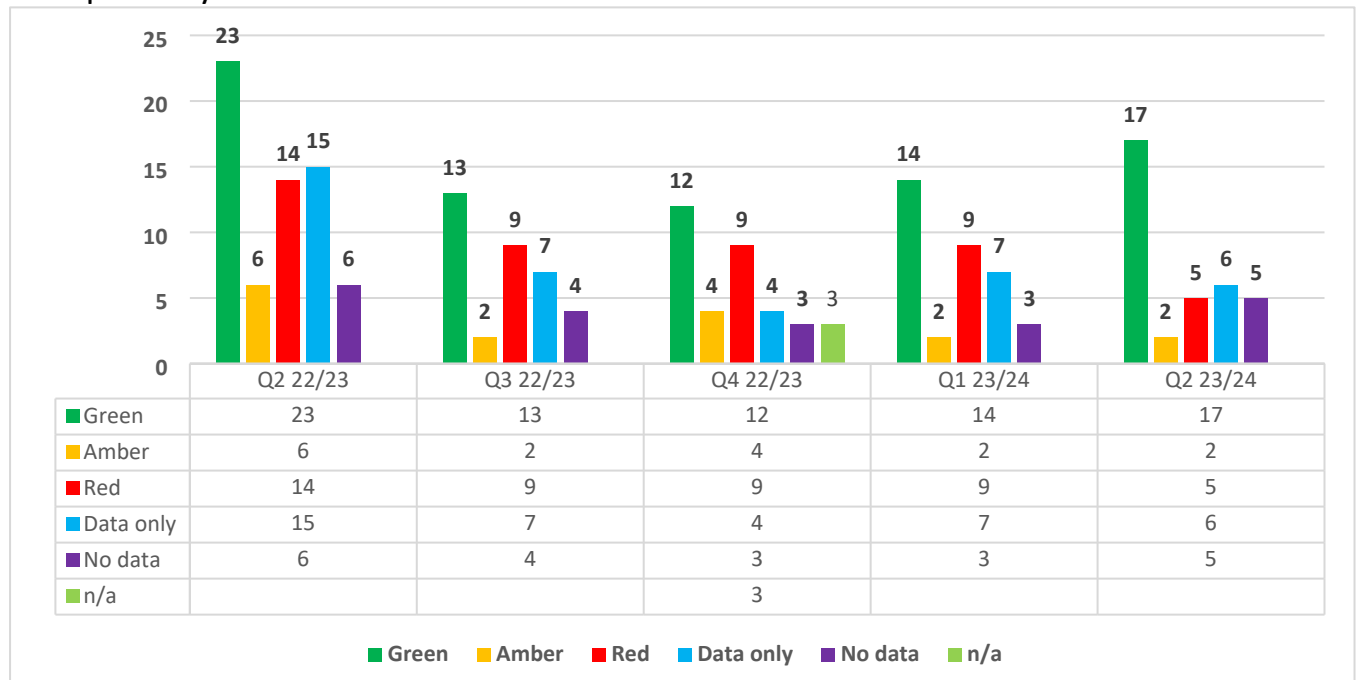
In the table above, the number of quarterly KPIs that are showing a positive green or amber rating totals 54.3% which is hoped to increase further in Q3 once the data for the KPIs showing as no data is provided. There are 5 KPIs with a red rating which relate to 14.3% of the KPIs. The reasons for this include resource issues and new staff training during this quarter. There are 14.3% 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 Q3 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 2 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%
	Q1	14	2	9	7	3	
	35 KPI	40%	5.7%	25.7%	20%	8.6%	
2023/24	Q2	17	2	5	6	5	
	35 KPI	48.6%	5.7%	14.3%	17.1%	14.3%	

The quarterly data above is demonstrated in the chart below:



5 Exception summary

This section highlights any quarterly KPIs indicators where data has not been submitted for the period of this report (2023/24 quarter 2).

The categories of ‘exceptions’ used in this summary are:

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 3, 2023/24.

We have a total of 35 quarterly reportable for quarter 2. 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	60
Data not currently available/ possible to record	2	40

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: Mark Allen														
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (kg)</th> </tr> </thead> <tbody> <tr> <td>22/23 Q1</td> <td>91.54</td> </tr> <tr> <td>22/23 Q2</td> <td>93.50</td> </tr> <tr> <td>22/23 Q3</td> <td>85.81</td> </tr> <tr> <td>22/23 Q4</td> <td>95.60</td> </tr> <tr> <td>23/24 Q1</td> <td>85.39</td> </tr> <tr> <td>23/24 Q2</td> <td>Data only</td> </tr> </tbody> </table>						Quarter	Value (kg)	22/23 Q1	91.54	22/23 Q2	93.50	22/23 Q3	85.81	22/23 Q4	95.60	23/24 Q1	85.39	23/24 Q2	Data only
Quarter	Value (kg)																		
22/23 Q1	91.54																		
22/23 Q2	93.50																		
22/23 Q3	85.81																		
22/23 Q4	95.60																		
23/24 Q1	85.39																		
23/24 Q2	Data only																		
2022/23				2023/24															
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2														
92.96kg 91.54kg	93.50kg	85.81kg	95.6kg	85.39kg															
Description:	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.																		
Comments:	This KPI is recorded as data only as the figures are subject to seasonal change beyond our control.																		

ENV2	Household waste recycled and composted				Lead Councillor: George Potter															
					Service Area: Environmental Services															
					Service Lead: Mark Allen															
<table border="1"> <caption>Household waste recycled and composted - Data from Chart</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q2</td> <td>Data only</td> </tr> <tr> <td>23/24 Q1</td> <td>62.3%</td> </tr> <tr> <td>22/23 Q4</td> <td>51.9%</td> </tr> <tr> <td>22/23 Q3</td> <td>59.9%</td> </tr> <tr> <td>22/23 Q2</td> <td>54.6%</td> </tr> <tr> <td>22/23 Q1</td> <td>59.0%</td> </tr> </tbody> </table>							Quarter	Percentage	23/24 Q2	Data only	23/24 Q1	62.3%	22/23 Q4	51.9%	22/23 Q3	59.9%	22/23 Q2	54.6%	22/23 Q1	59.0%
Quarter	Percentage																			
23/24 Q2	Data only																			
23/24 Q1	62.3%																			
22/23 Q4	51.9%																			
22/23 Q3	59.9%																			
22/23 Q2	54.6%																			
22/23 Q1	59.0%																			
2022/23				2023/24																
Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2															
59%	54.6%	59.9%	51.9%	62.3%																
Description:	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.																			
Comments:	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																
		Strategic Director: Annie Righton																
<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 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 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 Q2	59	221																
22/23 Q3	63	212																
22/23 Q4	60	150																
23/24 Q1	53	177																
2022/23			2023/24															
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2														
59/221	63/212	60/150	53/177															
Description:	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.																	
Comments:	<p>Data not available for this quarter; an update for quarter 2 will be included in quarter 3.</p> <p>Significant problems within Technical Services have meant that work (including a review of the calculation of voids) has had to be reassigned to the Responsive Repairs Team to manage and although work is underway to address the resourcing issues, this will take time.</p>																	
Action Taken to Improve Performance:	A senior staff resource has been recruited to oversee maintenance and repairs, and to make recommendations.																	

H&J3	Number of net new additional homes		Lead Councillor: George Potter/Tom Hunt											
			Service Area: Regeneration & Planning Policy											
			Service Lead: Abi Lewis											
<table border="1"> <caption>Net New Additional Homes Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of Homes</th> </tr> </thead> <tbody> <tr> <td>23/24 Q2</td> <td>287</td> </tr> <tr> <td>23/24 Q1</td> <td>99</td> </tr> <tr> <td>22/23 Q4</td> <td>126</td> </tr> <tr> <td>22/23 Q3</td> <td>128</td> </tr> </tbody> </table> <p>Target: 1,686 over the preceding 3-year period (100% of Delivery Test)</p> <p>This quarter: ■</p> <p>Last quarter: <input checked="" type="checkbox"/></p>			Quarter	Number of Homes	23/24 Q2	287	23/24 Q1	99	22/23 Q4	126	22/23 Q3	128		
Quarter	Number of Homes													
23/24 Q2	287													
23/24 Q1	99													
22/23 Q4	126													
22/23 Q3	128													
2022/23			2023/24											
Quarter 2		Quarter 3	Quarter 4	Quarter 1	Quarter 2									
128		126	99	287										
Description:	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.													
Comments:	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. There were 287 C3 completions in Q1.													

H&J4	Affordable new homes completed each year	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Strategic Director: Annie Righton

Data not available for Q2.

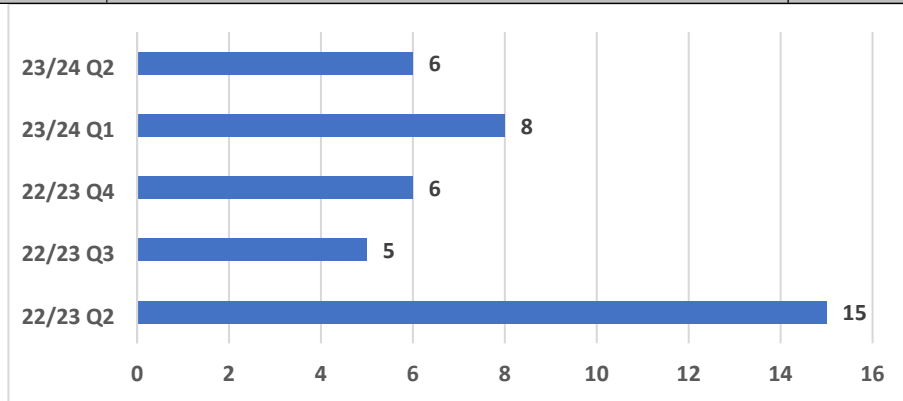
Target: no target

This quarter: 

Last quarter: 

2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
Total affordable units 0	Total affordable units 12	Total affordable units 25	Total affordable units 14	
Description:	Data only. Affordable new homes completed each year.			
Comments:	Data not available for this quarter; an update for quarter 2 will be included in quarter 3.			

H&J5	Number of homeless families placed in B&B	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Strategic Director: Annie Righton



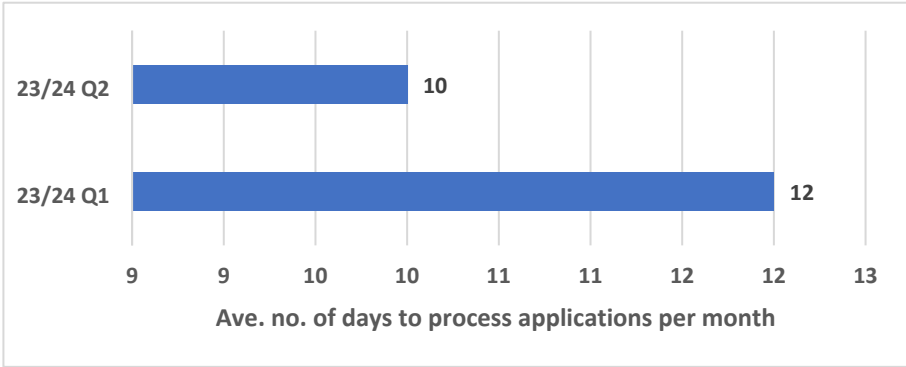
Preferred direction of travel: 

This quarter: 

Last quarter: 

2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
15	5	6	9	8
Description:	Number of homeless families placed in B&B.			
Comments:	None.			
Action Taken to Improve Performance:	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.			

H&J7	Time taken to assess new applications on the housing register	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Strategic Director: Annie Righton



Target: 21 days from the date of verification

This quarter:

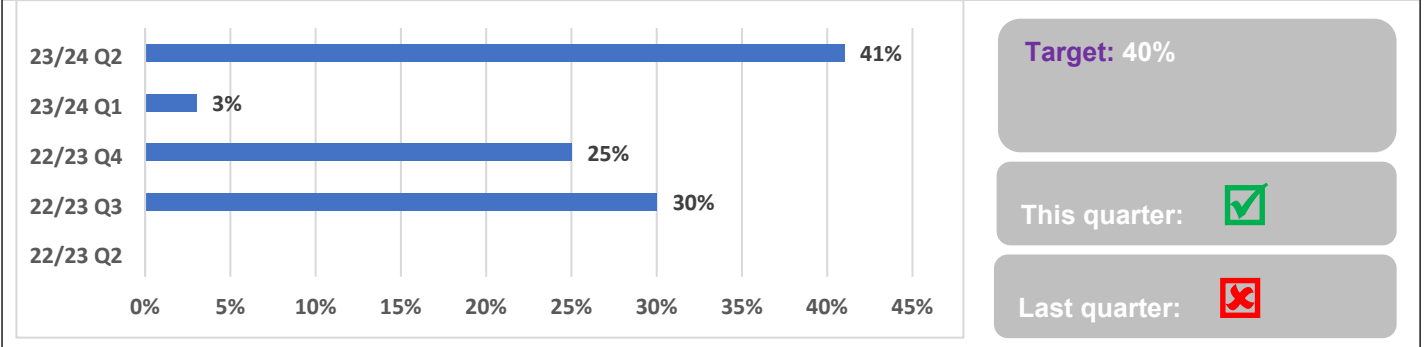
Last quarter:

2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
n/a	n/a	n/a	12 days	10 days
Description:	<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>			
Comments:	None.			

H&J8	Non-domestic (business) rates collected (%)			Lead Councillor: Richard Lucas													
				Service Area: Finance (Revenue & Benefits)													
				Service Lead: Richard Bates													
<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 Q2</td> <td>58.70%</td> </tr> <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> </tbody> </table> <p>Target: 99% for the year</p> <p>This quarter: ⓘ</p> <p>Last quarter: ⓘ</p>				Quarter	Rate (%)	23/24 Q2	58.70%	23/24 Q1	35.13%	22/23 Q4	97.36%	22/23 Q3	82.60%	22/23 Q2	59.43%		
Quarter	Rate (%)																
23/24 Q2	58.70%																
23/24 Q1	35.13%																
22/23 Q4	97.36%																
22/23 Q3	82.60%																
22/23 Q2	59.43%																
2022/23			2023/24														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
59.43%	82.6%	97.36%	35.13%	58.7%													
Description:	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.																
Comments:	2023/24 – Quarter 2: Collection is down by almost 0.75% on 2022-23. However this is a consequence of the end of quarter falling at a weekend, which disrupts business payments. Since the end of quarter, collection has settled at around 0.5% up.																
Action Taken to improve Performance:	Within the specialist team we have been able to move resources back from government schemes to focus more on business as usual. The economic climate is still affecting businesses, but the current projection is that we can increase the collection rate further this year.																

H&J10	Percentage of vacant town centre retail units	Lead Councillor: George Potter																										
		Service Area: Regeneration & Planning Policy																										
		Service Lead: Abi Lewis																										
<table border="1"> <thead> <tr> <th></th> <th>22/23 Q2</th> <th>22/23 Q3</th> <th>22/23 Q4</th> <th>23/24 Q1</th> <th>23/24 Q2</th> </tr> </thead> <tbody> <tr> <td>■ Guildford</td> <td>9.8%</td> <td>10.0%</td> <td>8.9%</td> <td>8.6%</td> <td>9.6%</td> </tr> <tr> <td>■ South-East</td> <td>9.6%</td> <td>9.7%</td> <td>9.9%</td> <td>9.5%</td> <td>9.9%</td> </tr> <tr> <td>■ UK</td> <td>10.9%</td> <td>10.2%</td> <td>11.0%</td> <td>10.9%</td> <td>11.2%</td> </tr> </tbody> </table>					22/23 Q2	22/23 Q3	22/23 Q4	23/24 Q1	23/24 Q2	■ Guildford	9.8%	10.0%	8.9%	8.6%	9.6%	■ South-East	9.6%	9.7%	9.9%	9.5%	9.9%	■ UK	10.9%	10.2%	11.0%	10.9%	11.2%	<p>Target: No target</p> <p>This quarter: </p> <p>Last quarter: </p>
	22/23 Q2	22/23 Q3	22/23 Q4	23/24 Q1	23/24 Q2																							
■ Guildford	9.8%	10.0%	8.9%	8.6%	9.6%																							
■ South-East	9.6%	9.7%	9.9%	9.5%	9.9%																							
■ UK	10.9%	10.2%	11.0%	10.9%	11.2%																							
2022/23			2023/24																									
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2																								
9.8%	10%	8.9%	8.6%	9.6%																								
Description:	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.																											
Comments:	2023/24 – Quarter 2: Vacancy rates in Guildford town centre have increased from the previous quarter to 9.6% up from 8.6%, although this increase is reflective of trends at both a south east and national level.																											

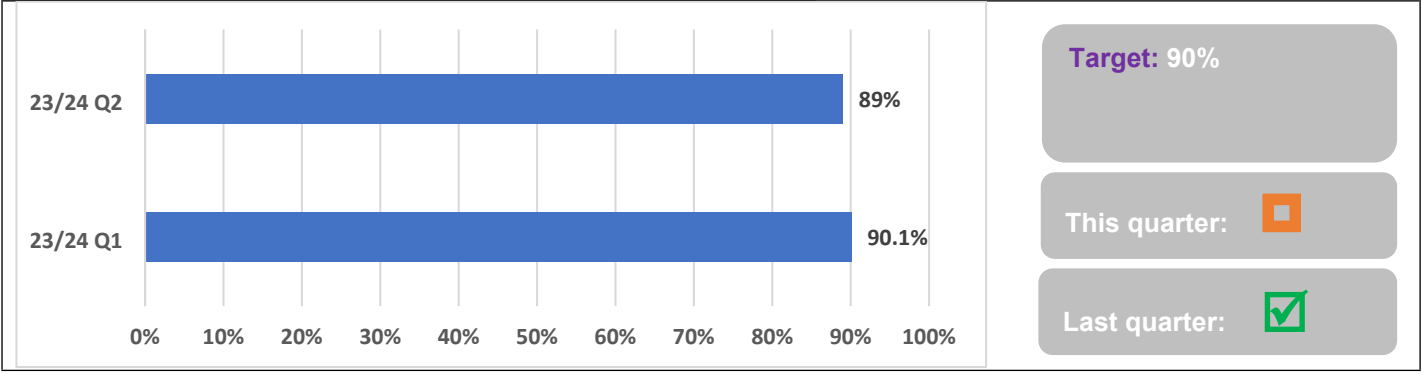
H&J11	Percentage of affordable housing units granted planning permission on eligible sites	Lead Councillor: George Potter
		Service Area: Regeneration & Planning Policy
		Service Lead: Abi Lewis



2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
n/a	30%	25%	3%	41%
Description:	Percentage of affordable housing units granted planning permission on eligible sites.			
Comments:	<p>2023/24 - Quarter 2:</p> <p>There was one permission on a qualifying site in Q2. Planning ref: 22/P/01083 (Orchard Farm, Ash) which achieved 41% affordable housing.</p> <p>A further permission was also granted in Guildford urban area (Planning ref: 21/P/01646) for 8 units which achieved 100% affordable housing however this was a Council-led scheme. Reserved Matters was granted for phase 1 of WUV. 40% affordable housing has already been achieved as part of the outline permission and has therefore already been reported. The level of affordable housing on specific phases may vary through the build programme. However for Phase 1 it achieves the 40% target.</p>			

H&J12	Percentage of homes that do not meet the Decent Home Standard (DHS)			Lead Councillor: Julia McShane							
				Service Area: Housing Services							
				Strategic Director: Annie Righton							
<table border="1"> <caption>Percentage of homes that do not meet the Decent Home Standard (DHS)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q2</td> <td>0.07%</td> </tr> <tr> <td>23/24 Q1</td> <td>0.07%</td> </tr> </tbody> </table>				Quarter	Percentage	23/24 Q2	0.07%	23/24 Q1	0.07%	<p>Target: Data Only</p> <p>This quarter: </p> <p>Last quarter: </p>	
Quarter	Percentage										
23/24 Q2	0.07%										
23/24 Q1	0.07%										
2022/23			2023/24								
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2							
n/a	n/a	n/a	0.07%	0.07%							
Description:	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.										
Comments:	<p>2023/24 - Quarter 2: 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> <p>There is currently a review of the work that is being done in housing, we are committed to ensuring the quality of the housing that we provide and will be reviewing the value for money and the requirements of the regulator. Safety will remain a focus.</p>										

H&J13	Repairs completed within target timescale (emergency & non-emergency repairs)	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Strategic Director: Annie Righton



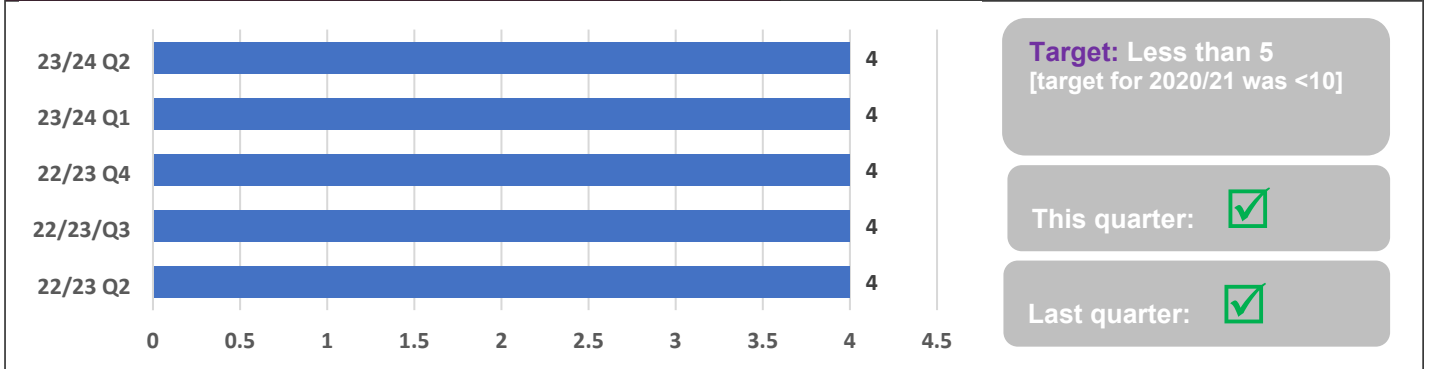
2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
n/a	n/a	n/a	90.1%	89%
Description:	The percentage of emergency & non-emergency repairs completed within target in the reporting period. This indicator is a new indicator in this report for Q1 23/24.			
Comments:	2023/24 - Quarter 2: 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. Safety issues remain the highest priority whilst we look at the current major cyclic maintenance issues in the service.			

6.3 Community

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

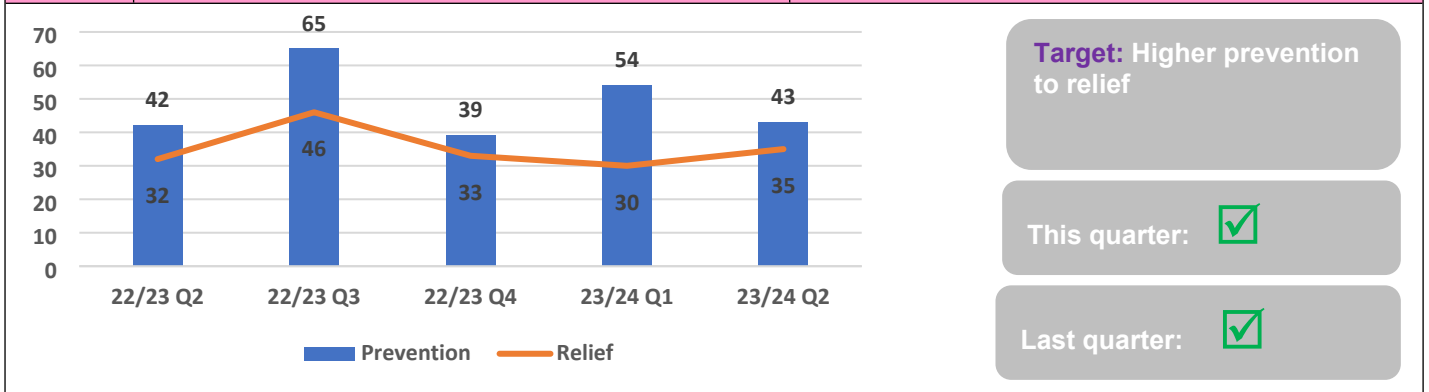
COM1	Number of households living in temporary accommodation			Lead Councillor: Julia McShane													
				Service Area: Housing Services													
				Strategic Director: Annie Righton													
<table border="1"> <caption>Number of households in temporary accommodation (COM1)</caption> <thead> <tr> <th>Quarter</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>23/24 Q2</td> <td>31</td> </tr> <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> </tbody> </table>				Quarter	Number of Households	23/24 Q2	31	23/24 Q1	32	22/23 Q4	29	22/23/Q3	30	22/23 Q2	30	<p>Preferred direction of travel: </p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>	
Quarter	Number of Households																
23/24 Q2	31																
23/24 Q1	32																
22/23 Q4	29																
22/23/Q3	30																
22/23 Q2	30																
2022/23			2023/24														
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2													
30	30	29	32	31													
Description:	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.																
Comments:	None.																
Action Taken to Improvement Performance:	The Council needs to procure more self-contained temporary accommodation within GBC to meet homelessness duties.																

COM2	Snapshot of rough sleepers	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Strategic Director: Annie Righton



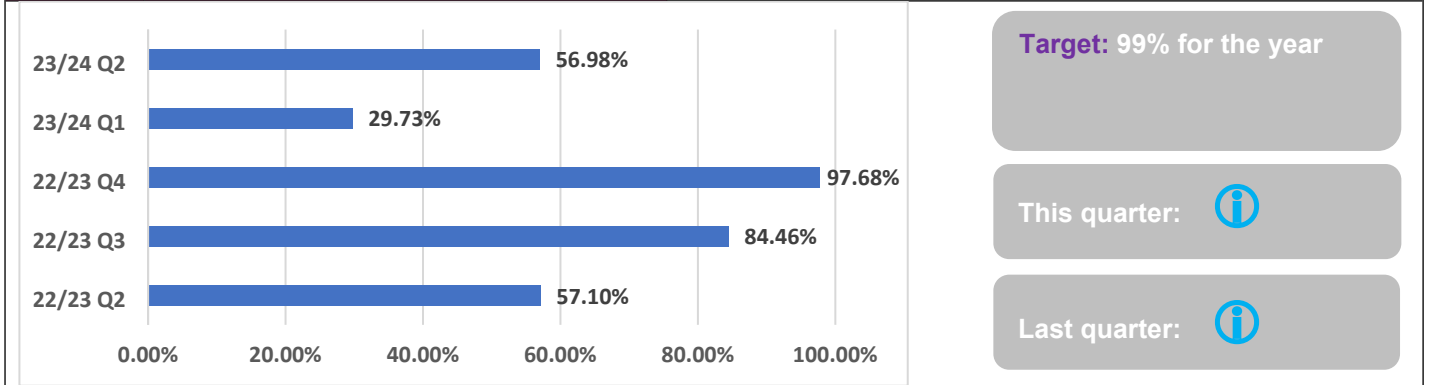
2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
4	4	4	4	4
Description:	These figures are intelligence-based estimates relating to a specified date each quarter. HOST collate information based on their caseload, rough sleeper outreach and multi-agency feedback received.			
Comments: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

COM3	Number of successful homelessness outcomes	Lead Councillor: Julia McShane
		Service Area: Housing Services
		Strategic Director: Annie Righton



2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
42/32 (subject to DLUHC confirmation)	65/46 (subject to DLUHC confirmation)	39/33 (subject to DLUHC confirmation)	54/30 (subject to DLUHC confirmation)	43/35 (subject to DLUHC confirmation)
Description:	Successful prevention/ relief case outcomes.			
Comments:	None.			

COM4	Council tax collected (%)	Lead Councillor: Richard Lucas
		Service Area: Finance (Revenue & Benefits)
		Service Lead: Richard Bates



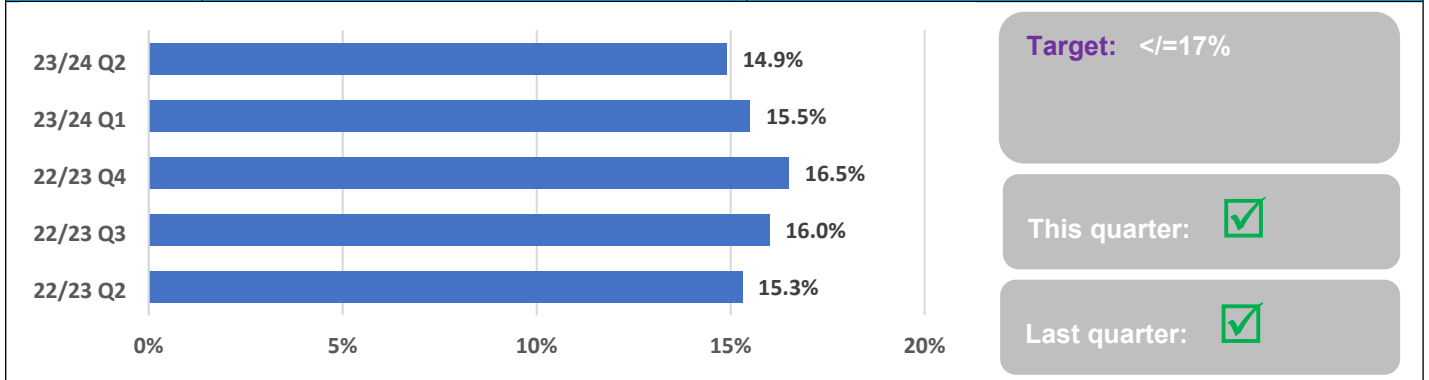
2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
57.10%	84.46%	97.68%	29.73%	56.98%
Description:	Percentage calculated, as a cumulative year-to-date figure, from the total of council tax payments received compared to the total amounts payable in that year.			
Comments:	<p>2023/24 – Quarter 2:</p> <p>Collection is down slightly on 2022-23. By 30 September we expect to have collected between 50 to 60%. The ideal is to be closer to 60%. Within the specialist team we have been able to move resources back from government schemes to focus more on business as usual. However the cost of living crisis is affecting collection. Resourcing in the case team is a cause for concern with a large volume of work outstanding.</p>			
Action Taken to Improve Performance:	Whilst actions are being taken to rectify this, it will have affected current year collection. This is because delays in billing result in a lower number of higher value instalments for residents. As we move forward we will review our processes to see 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.

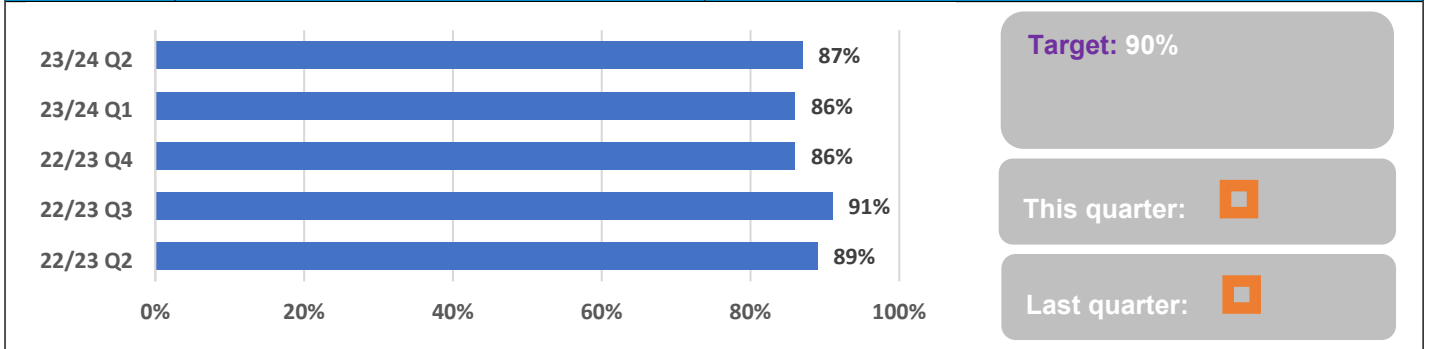
COU1	Staff sickness absence - all sickness		Lead Councillor: Carla Morson													
			Service Area: Organisational Development													
			Service Lead: Robin Taylor													
<table border="1"> <caption>Staff Sickness Absence Data</caption> <thead> <tr> <th>Quarter</th> <th>Days</th> </tr> </thead> <tbody> <tr> <td>23/24 Q2</td> <td>8.2</td> </tr> <tr> <td>23/24 Q1</td> <td>8.3</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> </tbody> </table>			Quarter	Days	23/24 Q2	8.2	23/24 Q1	8.3	22/23 Q4	8.4	22/23 Q3	8.8	22/23 Q2	7.8	<p>Target: 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 Q2	8.2															
23/24 Q1	8.3															
22/23 Q4	8.4															
22/23 Q3	8.8															
22/23 Q2	7.8															
			2022/23													
			2023/24													
Quarter 2		Quarter 3		Quarter 4												
7.8 days		8.8 days		8.4 days												
8.6 days		8.3 days*		8.2 days												
Description:	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.															
Comments:	<p>2023/24 – Quarter 2: Q2 performance of 8.2 days is within the target range (less than or equal to 9 days).</p> <p>9 of the 11 District Authorities in Surrey shared their sickness figures for quarter 2. Of that comparison group, Guildford’s figure of 8.2 days compared to a mean average of 8.2 days and a modal average of 8.2 days.</p> <p>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> <p>*Note: figure amended for Q1 as updated figure provided, following removal of Parking Services staff TUPE'd to a contractor and SCC on 1 April.</p>															

COU2	Staff turnover	Lead Councillor: Carla Morson
		Service Area: Organisational Development
		Service Lead: Robin Taylor



2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
15.3%	16%	16.5%	16.5% 15.5%*	14.9%
Description:	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.			
Comments:	<p>2023/24 – Quarter 2: 9 of the 11 District Authorities in Surrey shared their staff turnover figures for quarter 2. Of that comparison group, Guildford’s figure of 14.9% compared to a mean average of 14.9% and a modal average of 15.6%.</p> <p>*Note: figure amended for Q1 as updated figure provided, following removal of Parking Services staff TUPE'd to a contractor and SCC on 1 April.</p>			

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



2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
89%	91%	86%	86%	87%
Description:	Percentage of Council suppliers paid within 30 days.			
Comments:	2023/24 – Quarter 2: The % of invoices paid within 30 days has slightly increased. Unfortunately, this quarter issues related to an IT outage delayed the processing of some invoices that impacted on payment dates. This has now been resolved.			
Action Taken to Improve Performance:	We continue to work with services to promote the need to action invoices promptly to ensure supplier payment.			

COU4	Council sundry debt invoices collected within 30 days		Lead Councillor: Angela Goodwin													
			Service Area: Communications & Customer Services													
			Service Lead: Nicola Haymes													
<table border="1"> <caption>Percentage of sundry debt collected within 30 days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>23/24 Q2</td> <td>83%</td> </tr> <tr> <td>23/24 Q1</td> <td>70%</td> </tr> <tr> <td>22/23 Q4</td> <td>87%</td> </tr> <tr> <td>22/23 Q3</td> <td>72%</td> </tr> <tr> <td>22/23 Q2</td> <td>73%</td> </tr> </tbody> </table>			Quarter	Percentage	23/24 Q2	83%	23/24 Q1	70%	22/23 Q4	87%	22/23 Q3	72%	22/23 Q2	73%	<p>Target: 90%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
Quarter	Percentage															
23/24 Q2	83%															
23/24 Q1	70%															
22/23 Q4	87%															
22/23 Q3	72%															
22/23 Q2	73%															
			2022/23													
			2023/24													
Quarter 2		Quarter 3	Quarter 4	Quarter 1	Quarter 2											
73%		72%	87%	70%	83%											
Percentage of sundry debt owed to the Council collected within 30 days.																
Comments:		<p>2023/24 – Quarter 2:</p> <p>There has been an increase in this KPI this quarter. 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. For this quarter this is demonstrated by rent that was due at the end of September which fell on a weekend so would not have been taken into account in this %.</p>														
Action Taken to Improve Performance:		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.														

COU5	Time taken to assess new Housing Benefit claims	Lead Councillor: Richard Lucas			
		Service Area: Finance (Revenue & Benefits)			
		Service Lead: Richard Bates			
		<p>Target: Less than/ equal to 8 days</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>			
		2022/23		2023/24	
Quarter 2		Quarter 3		Quarter 1	
11.65 days		12.14 days		15.18 days	
Quarter 4		Quarter 2			
11.8 days		14.72 days			
Description:		Days taken to process new Housing Benefit claims.			
Comments:		<p>2023/24 – Quarter 2: The year to date figure of 14.72 days shows an improvement on Q1. As previously reported resourcing has been improved but it takes many months for an assessor to be fully proficient and able to work with substantial independence.</p>			
Action Taken to Improve Performance:		Training of a further new assessor has just begun, and should lead to further improvements once proficient.			

COU6	Rent collection rate – percentage of rent collected in year	Lead Councillor: Julia McShane			
		Service Area: Housing Services			
		Strategic Director: Annie Righton			
		<p>Target: 99%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>			
		2022/23		2023/24	
Quarter 2		Quarter 3		Quarter 1	
99.65%		99.50%		99.72%	
Quarter 4		Quarter 2			
99.48%		99.66%			
Description:		Percentage of council house rent collected in year.			
Comments:		None.			

COU7	Rent collection rate – percentage of	Lead Councillor: Julia McShane
-------------	---	---------------------------------------

rent collected in year, plus arrears brought forward	Service Area: Housing Services			
	Strategic Director: Annie Righton			
				<p>Target: 98.5%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>
2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
99.09%	98.94%	98.91%	98.75%	98.69%
Description:	Percentage of council house rent collected in year including arrears brought forward.			
Comments:	None.			

COU8	Speed of determining planning applications for major development (%)	Lead Councillor: George Potter		
		Service Area: Planning Development Services		
		Service Lead: Claire Upton-Brown		
				<p>Target: 60%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>
2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
89%	100%	85.71%	83.33%	80%
Description:	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.			
Comments:	None.			

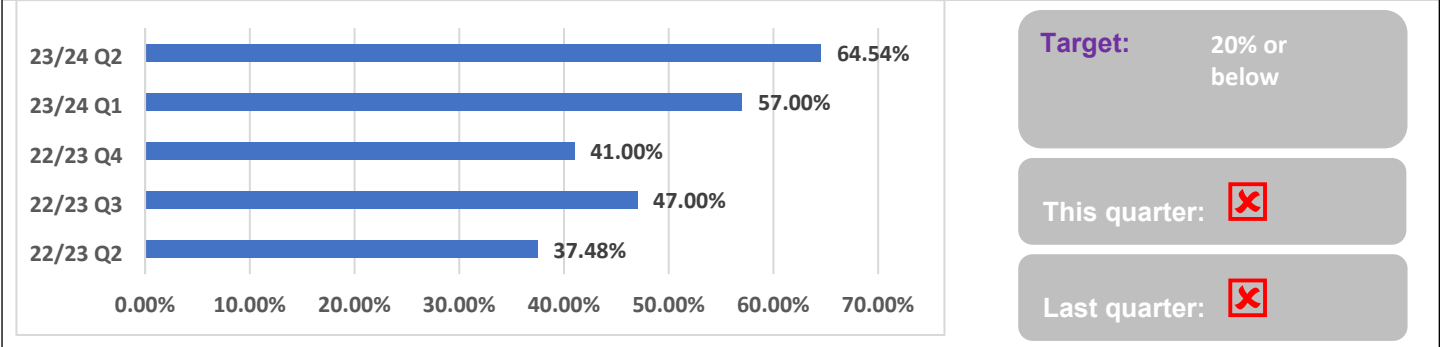
COU9	Speed of determining planning applications for minor development (%)			Lead Councillor: George Potter	
				Service Area: Planning Development Services	
				Service Lead: Claire Upton-Brown	
				<p>Target: 70%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input checked="" type="checkbox"/></p>	
2022/23			2023/24		
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	
50%	63.89%	64.77%	77.08%	81.82%	
Description:	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.				
Comments:	2023/24 – Quarter 2: None.				
Action Taken to Improve Performance:	The situation continues that this improvement has been achieved relying on a high level of agency staff, the recruitment and retention of staff remains an issue.				

COU10	Speed of determining planning applications for other development (%)	Lead Councillor: George Potter			
		Service Area: Planning Development Services			
		Service Lead: Claire Upton-Brown			
				<p>Target: 85%</p> <p>This quarter: <input checked="" type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>	
		2022/23		2023/24	
Quarter 2		Quarter 3		Quarter 4	
53%		72.18%		76.76%	
Quarter 1		Quarter 2			
83.7%		93.53%			
Description:		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.			
Comments:		2023/24 – Quarter 2: None.			

COU11	Appeals dismissed against the Council's refusal of planning permission (%)	Lead Councillor: George Potter			
		Service Area: Planning Development Services			
		Service Lead: Claire Upton-Brown			
				<p>Data only: no target</p> <p>This quarter: <input type="checkbox"/></p> <p>Last quarter: <input type="checkbox"/></p>	
		2022/23		2023/24	
Quarter 2		Quarter 3		Quarter 4	
60.5%		61.5%		100%	
Quarter 1		Quarter 2			
66.67%		50%			
Description:		Percentage of appeals dismissed where the Council has refused planning permission.			
Comments:		2023/24 – Quarter 2: This figure needs to be monitored closely to ensure that the Council is making sound decisions on planning applications.			

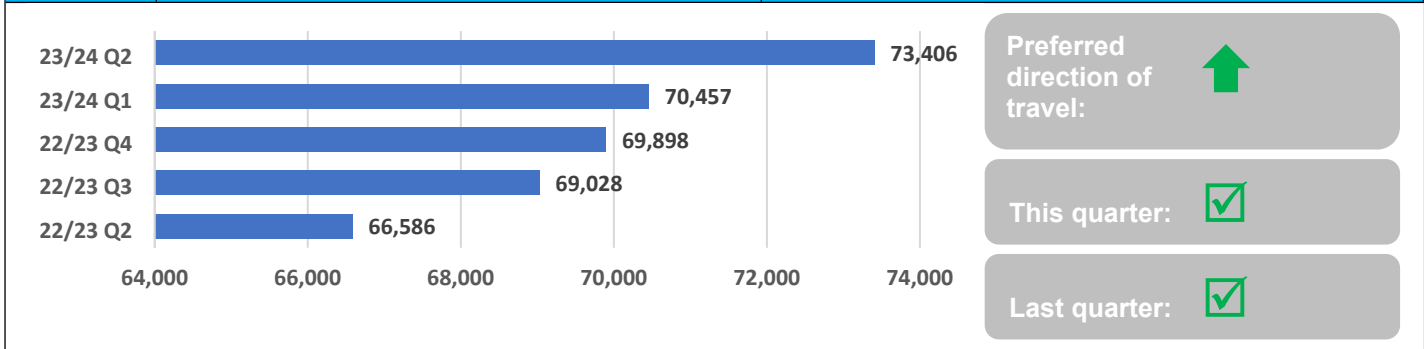
COU12	Number of planning applications		Lead Councillor: George Potter													
			Service Area: Planning Development Services													
			Service Lead: Claire Upton-Brown													
<table border="1"> <caption>Number of planning applications validated during each quarter</caption> <thead> <tr> <th>Quarter</th> <th>Number of applications</th> </tr> </thead> <tbody> <tr> <td>23/24 Q2</td> <td>755</td> </tr> <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> </tbody> </table>			Quarter	Number of applications	23/24 Q2	755	23/24 Q1	805	22/23 Q4	826	22/23 Q3	774	22/23 Q2	856	<p>Data only: no target</p> <p>This quarter: ⓘ</p> <p>Last quarter: ⓘ</p>	
Quarter	Number of applications															
23/24 Q2	755															
23/24 Q1	805															
22/23 Q4	826															
22/23 Q3	774															
22/23 Q2	856															
			2022/23													
			2023/24													
Quarter 2		Quarter 3		Quarter 4												
856		774		826												
Quarter 1		Quarter 2														
805		755														
Description:	Relates to number of planning applications validated during each quarter.															
Comments:	<p>2023/24 – Quarter 2: There appears to be a slight reduction in the overall number of planning applications received this quarter however the number of applications that are not capable of being validated remains high.</p>															

COU13	% of contact via the phone into the Customer Services Centre	Lead Councillor: Angela Goodwin
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes




2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
37.48%	47%	41%	57%	64.54%
Description:	Percentage of contact received by customer services that is via the phone compared to other digital routes of contact.			
Comments:	<p>2023/24 – Quarter 2:</p> <p>COU13 and COU17 measure the % of contact that customer service responds to directly. The level of digital contact has dropped this quarter mainly due to the move of on street parking to SCC which was primarily digital contact. However this KPI does not reflect the contact that the digital options are deferring – this is where residents are able to self-serve and find the answer they need through digital routes without the need to contact us. We are now able to report on assumed deferred contact based on customers use of our digital service. Between 03/08 - 11/10 40% of contact with the council was assumed deferred to digital self service options without the need to contact us. This is assumed deferred based on the actions of users on our digital platforms but it is not possible to 100% confirm that all residents received their desired outcome. As we develop this reporting we will consider whether it is beneficial to reflect this in KPIs for the next financial year.</p>			
Action taken to improve Performance:	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.			

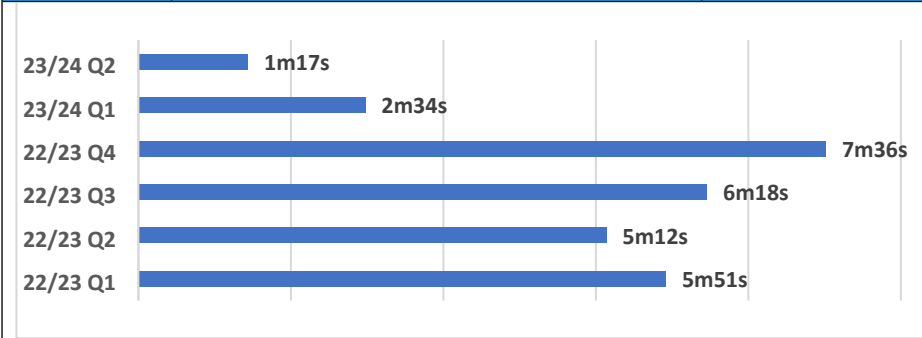
COU14	Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter.	Lead Councillor: Angela Goodwin
		Service Area: Communications & Customer Services
		Service Lead: Nicola Haymes



2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
66,586	69,028	69,898	72,326 70,457	73,406
Description:	Total number of social media followers across all platforms at the end of each quarter.			
Comments:	2023/24 – Quarter 2: On review of Q2 figures it was noted there was an error with the previous figures provided in Q1, this has been corrected in this report. However even with the correction the KPI is still increasing.			

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 Q2	0				Preferred direction of travel: 
23/24 Q1	0				
22/23 Q4	0				This quarter: <input checked="" type="checkbox"/>
22/23 Q3	0				
22/23 Q2	0				Last quarter: <input checked="" type="checkbox"/>
0	1	2	3	4	5
2022/23			2023/24		
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	
0	0	0	0	0	
Description:	Number of Housing Ombudsman (HO) and Local Government & Social Care Ombudsman (LGSCO) complaints upheld.				
Comments:	2023/24 – Quarter 2: We received 5 complaints in quarter 2, 1 of which was from the HO, and 4 from the LGSCO. Of these 3 were premature, to be considered through our complaints process and 2 remain open.				

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



Target: 20 seconds

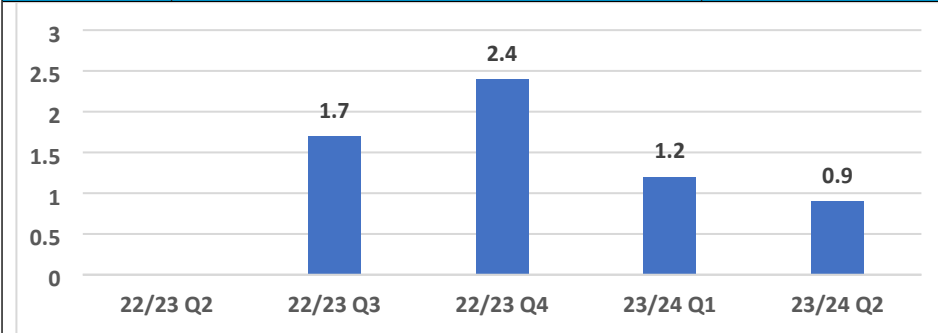
This quarter:

Last quarter:

2022/23			2023/24																															
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2																														
5 mins 12 secs	6 mins 18 secs	7 mins 36 secs	2 mins 34 secs	1 min 17 secs																														
Description:	The average time for phone calls to be answered.																																	
Comments:	<p>2023/24 – Quarter 2: The average call wait time continues to improve this quarter. Although above the 20 second target overall, a significant % of calls were answered within 20 seconds each week. Further details can be found below.</p> <table border="1"> <thead> <tr> <th>W/E</th> <th></th> <th>W/E</th> <th></th> <th>W/E</th> <th></th> </tr> </thead> <tbody> <tr> <td>07-Jul</td> <td>70%</td> <td>04-Aug</td> <td>70%</td> <td>01-Sep</td> <td>73%</td> </tr> <tr> <td>14-Jul</td> <td>83%</td> <td>11-Aug</td> <td>77%</td> <td>08-Sep</td> <td>78%</td> </tr> <tr> <td>21-Jul</td> <td>87%</td> <td>18-Aug</td> <td>80%</td> <td>15-Sep</td> <td>80%</td> </tr> <tr> <td>28-Jul</td> <td>69%</td> <td>25-Aug</td> <td>84%</td> <td>22-Sep</td> <td>59%</td> </tr> </tbody> </table>				W/E		W/E		W/E		07-Jul	70%	04-Aug	70%	01-Sep	73%	14-Jul	83%	11-Aug	77%	08-Sep	78%	21-Jul	87%	18-Aug	80%	15-Sep	80%	28-Jul	69%	25-Aug	84%	22-Sep	59%
W/E		W/E		W/E																														
07-Jul	70%	04-Aug	70%	01-Sep	73%																													
14-Jul	83%	11-Aug	77%	08-Sep	78%																													
21-Jul	87%	18-Aug	80%	15-Sep	80%																													
28-Jul	69%	25-Aug	84%	22-Sep	59%																													
Action Taken to Improve Performance:	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>Bar Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>% of Digital Contact</th> </tr> </thead> <tbody> <tr> <td>23/24 Q2</td> <td>35.46%</td> </tr> <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> </tbody> </table>			Quarter	% of Digital Contact	23/24 Q2	35.46%	23/24 Q1	43.00%	22/23 Q4	59.00%	22/23 Q3	53.00%	22/23 Q2	62.52%	<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 Q2	35.46%															
23/24 Q1	43.00%															
22/23 Q4	59.00%															
22/23 Q3	53.00%															
22/23 Q2	62.52%															
2022/23			2023/24													
Quarter 2		Quarter 3	Quarter 4	Quarter 1	Quarter 2											
62.52%		53%	59%	43%	35.46%											
Description:	Direct contact resident/customers completing an online form. Overall contact would include contact searches on our website.															
Comments:	<p>2023/24 – Quarter 2:</p> <p>COU13 and COU17 measure the % of contact that customer service responds to directly. The level of digital contact has dropped this quarter mainly due to the move of on street parking to SCC which was primarily digital contact. However this KPI does not reflect the contact that the digital options are deferring – this is where residents are able to self-serve and find the answer they need through digital routes without the need to contact us. We are now able to report on assumed deferred contact based on customers use of our digital service. Between 03/08 - 11/10 40% of contact with the council was assumed deferred to digital self service options without the need to contact us. This is assumed deferred based on the actions of users on our digital platforms, but it is not possible to 100% confirm that all residents received their desired outcome. As we develop this reporting, we will consider whether it is beneficial to reflect this in KPIs for the next financial year.</p>															
Action Taken to Improve Performance:	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.															

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



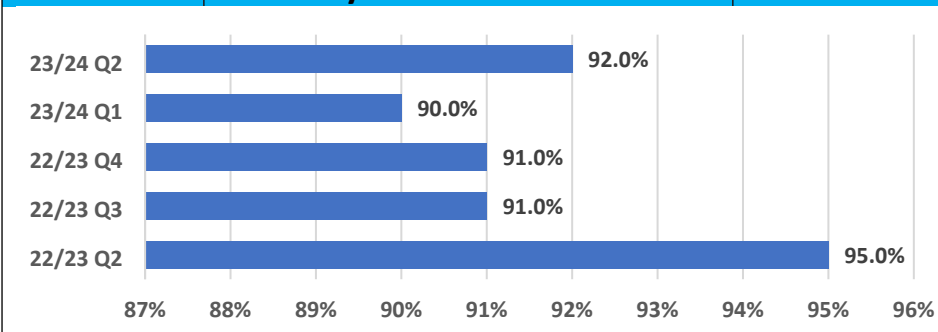
Target: 2 working days

This quarter:

Last quarter:

2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
81.51%	1.7 days	2.4 days	1.2 days	0.9 days
Description:	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.			
Comments:	None.			

COU19	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	Lead Councillor: Merel Rehorst-Smith
		Service Area: Legal & Democratic Services
		Service Lead: Susan Sale



Target: 90%

This quarter:

Last quarter:

2022/23			2023/24	
Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2
95%	91%	91%	90%	92%
Description:	Percentage of FOI/ EIR responses given within the statutory timeframe of 20 days.			
Comments:	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: 16 January 2024

Ward(s) affected: All

Report of Director: Community Wellbeing

Author: Nicola Haymes, Executive Head of Communication and Customer Service

Tel: 01483 444 500

Email: nicola.haymes@guildford.gov.uk

Lead Councillor responsible: Angela Goodwin

Tel: 01483 824616

Email: angela.goodwin@guildford.gov.uk

Report Status: Open

Customer Services: Performance and Progress update

1. Executive Summary

The Overview and Scrutiny committee requested an update on the performance and progression of Customer Services since the previous update in July 2023. This report provides an overview of this and invites comments.

2. Recommendation to Committee

That the Committee note and comment on this report.

3. Reason(s) for Recommendation:

3.1. The committee has asked to review the performance and progression of customer services improvement as part of its work programme.

4.Exemption from publication

4.1 No

5. Purpose of Report

5.1. The report provides an update on the performance and progression of customer services at Guildford Borough Council since the previous report to Overview and Scrutiny in July 2023.

6. Strategic Priorities

6.1. Customer services is at the heart of what we do at Guildford Borough Council, acting as the front door to the council for our residents.

6.2. Customer services contributes to the councils' values of listening to the views of our residents and delivering excellent customer service.

7. Background

7.1 The Customer service team, supported by the digital offering, are the front door for all enquiries into the council, bringing together areas that were previously within the services themselves. This was a large organisational change and, unfortunately, this initially led to a drop in customer service performance whilst this change embedded.

7.2 In January 2022 an action plan was put in place to improve our customer services offering both digitally and on the phone. Significant changes have been made to both services to improve customer experience when engaging with the council.

7.3 This report provides an update on the progress of this and the current performance of the service.

7.4 Our strategy and target operating model

- 7.4.1 Our customer engagement strategy, corporate customer charter and target operating model set out our goals and shape how we approach customer service at the council.
- 7.4.2 The strategy also sets out our target operating model of customer contact which is 75% of customer transactions undertaken online, 20% via the telephone and 5% face to face.
- 7.4.3 Our corporate customer charter sets out our promise to our customers and our target response times for customer contact. The charter is published on the external website (Corporate Customer Charter - Guildford Borough Council)

8. Customer Service Performance

8.1 Customer service centre and call wait times

- 8.1.1 We have taken steps to significantly improve the call wait times for our customers. The report that we previously brought to Overview and Scrutiny in July demonstrated the positive impact these changes had had on call wait times for customers. Appendices A and B shows that these improvements have been sustained over the past 6 months.
- 8.1.2 We do continue to offer the call back option for residents who would prefer not to wait on hold and receive a call back from us instead. This option becomes available after a certain amount of time and is now rarely used except for during occasional peak times of calls.
- 8.1.3 Overall the changes that we have made have meant that call wait times for customers has significantly improved from January 2022 when 38% of calls were being handled to around 85-95% of calls now being taken each week. This is alongside the team also responding to online contact within advertised time frames and managing face to face contact through reception. Appendix 2 includes a comparison of 2022 stats with the most recent weekly figures.

8.1.4 Information on the areas with the highest calls over the past 6 months can be found in Appendix 3.

8.1.5 This sustained improvement to service has meant that the team has been able to focus on further supporting the wider council to support our customers. We are also in a much stronger position to be able to cope with peak demands in call levels such as annual garden waste renewals, council tax annual billing and during severe cold weather which causes peaks in repairs calls.

8.2 Customer and Digital Channel shift

8.2.1 Online and digital engagement with customers is crucial to allowing our residents to find the information they need at the time that is most convenient to them.

8.2.2 Both our website and online portal, MyGuildford, help to support this by acting as the first point of contact for residents to find the information they need the first time without the need to speak to us.

8.2.3 MyGuildford allows customers to log and track customer requests, pay for services and link their council tax and benefits information so that it can be viewed in one place.

8.2.4 As of 13 December 2023 there are over 63,500 customers registered to use the MyGuildford portal which represents over 83% of the customers who contact us. This is an increase of over 6,500 in the past 6 months.

8.2.5 Having a strong digital presence does not mean that we are removing other ways for customers to contact us. We fully acknowledge that we need to provide a service for all residents including those who are not digitally able to engage with us through these routes.

8.2.6 However, in order to be able to support those residents who are not digitally enabled, we need those that can, to use the online services available.

8.2.7 Online contact through all means is just as important to us and our residents as contact via the phones. It is crucial that we do treat online customer contact with the same importance as other routes such as via the telephone, as delays in replying to online contact will result in residents calling to chase requests which blocks phone lines for residents who are not digitally enabled, or who require extra support from being able to get through to speak to an agent.

8.2.8 We continue to make improvements to our digital customer journeys based on resident feedback and continue to deliver improvements to bring both new features and increase the online options available to our residents.

9. Consultations

9.1 The Lead Councillor for Engagement and Customer Services has been consulted on this report and approved its submission to the Committee.

10. Key Risks

10.1 Much of our current strategy and operational delivery is based on continuing to achieve a channel shift of customer contact towards our online services for those residents who are digitally enabled to do so. Without this there is a risk that customer service agents on the telephones will not be able to support the number of calls received or our residents who are not able to access support online.

10.2 Customer service covers all contact that a customer has with the council, not just those that are via the customer service centre. There is a risk that the level of service is not replicated across all council departments. A strong customer engagement strategy and charter

that all services own, are bought into and implemented on a daily basis would help to mitigate this risk.

11. Financial Implications

11.1 There are no financial implications arising from this report.

12. Legal Implications

12.1 There are no legal implications arising from this report.

13. Human Resource Implications

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

14. Equality and Diversity Implications

14.1 There are no equality and diversity implications arising from this report. Any future changes to the service will have regard to the aims of the Public Sector Equality Duty (Equality Act 2010) and may be subject to an equalities impact assessment

15. Climate Change/Sustainability Implications

15.1 There are no climate change or sustainability implications arising from this report

16. Suggested issues for overview and scrutiny

16.1 As requested as part of its work programme, this report gives the Committee the opportunity to comment on the progress and performance of customer service.

16.2 The committee is asked to confirm if they wish for further progress reports for this area to be brought forward.

17. Summary of Options

17.1 None

18. Conclusion

We know that there is always more we can do to make improvements to the service we offer our customers. We will continue to strive for improvements and work with customers and councillors to ensure that what we are doing meets the needs of our residents. We would encourage councillors to share any ideas or feedback you receive from residents on improvements we can make with us via email and would welcome your input.

19. Background Papers

19.1 None

20. Appendices

Appendix 1 – Average monthly call statistics April 23- Oct 23

Appendix 2 – Detailed weekly call statistics – November and December (to date) 2023

Appendix 3 – Areas with the highest call volumes (June – November 2023)

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Appendix 1 – Average monthly call statistics April 23- Oct 23

Month	April	May	June	July	Aug	Sept	Oct
Average total number of calls per day per week	421	412	407	370	393	397	395
Average call wait times per week	4 m 27s	2m 48s	1m 32s	1m 8s	1m 9s	1m 30s	1m 38s
Average number of calls answered per week	1458	1567	1636	1734	1827	1734	1807
Average number of calls dropped per week	388	266	145	113	131	169	157
Average time to Abandon	3m 31s	2m 43s	2m 18s	2m 6s	1m 55s	2m 0s	2m 16s
Average total number of calls per week	1884	1774	1784	1850	1963	1909	1976
Average % of Repairs calls handled per week	87%	88%	94%	97%	97%	95%	95%
Average % of calls answered per week	77%	85%	92%	94%	93%	91%	92%
Average Number of call backs (handled) per week	100*	12	6	2	5	12	6
Average % of calls answered within 20 seconds per week	45%	52%	70%	77%	78%	70%	67%

Statistics are up to date at the time of the report being produced and are based on the average of the weekly figures across each month

* The high level of call backs in the first two weeks of April is reflective of how the system handled these and the negative impact the functionality was now having. There is a significant drop in call backs between the beginning and middle of April. This is as a result of changes made to the call back functionality which led to a substantial improvement in call rates.

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Appendix 2 – Detailed weekly call statistics – November and December (to date) 2023

Week ending	11 Mar 22*	03-Nov	10-Nov	17-Nov	24-Nov	01-Dec	08-Dec	15-Dec
Average total number of calls per day	659	423	445	423	438	392	359	358
Average call wait times	11m 28s	1m 00s	1m 13s	0m 51s	1m 10s	1m 2s	1m 11s	1m 05s
Number of calls answered	1268	1981	2057	1996	2045	1880	1684	1680
Number of calls dropped	1790	121	141	98	129	79	101	106
Average time to Abandon	Not collected	1m 39s	1m 51s	1m 53s	1m 56s	2m 15s	1m 47s	1m 26s
Total number of calls	3295	2113	2225	2117	2192	1960	1796	1792
% of Repairs calls handled	Not collected	96%	95%	98%	97%	97%	96%	97%
% of calls answered	38.50%	94%	92%	94%	93%	96%	94%	94%
Number of call backs (handled)	26	0	1	4	0	4	0	0
% of calls answered within 20 seconds	28%	78%	73%	83%	75%	79%	74%	75%

Statistics are up to date at the time of the report being produced

*Statistics for the week ending 11th March 22 have been included as a comparison example as this was the lowest performing week for the service and demonstrates the level of sustained improvement that has been made as part of this improvement plan.

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Appendix 3 – Areas with the highest call volumes (June – November 2023)

	Council Tax			Repairs			Customer Services *			Waste & Recycling		
Month:	Volume:	Answer (%):	Avg Wait time:	Volume:	Answer (%):	Avg Wait time:	Volume:	Answer (%):	Avg Wait time:	Volume:	Answer (%):	Avg Wait time:
June	1602	93%	2m 03s	1386	94%	1m 14s	2321	88%	1m 35s	1070	97%	1m 00s
July	1635	95%	1m 29s	1465	97%	0m 30s	2199	89%	1m 27s	809	98%	0m 42s
August	1806	96%	1m 31s	1627	96%	0m 39s	2286	88%	1m 34s	835	98%	0m 43s
September	1653	93%	2m 00s	1617	95%	1m 03s	2264	85%	1m 50s	716	97%	0m 53s
October	1847	94%	2m 14s	1977	95%	1m 06s	2218	86%	1m 47s	780	95%	0m 58s
November	1949	95%	1m 32s	2188	97%	0m 44s	2485	89%	1m 13s	827	97%	0m 43s
Total:	10492	95%	1m 48s	10260	96%	0m 52s	13773	87%	1m 34s	5037	97%	0m 50s

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*The Customer services line is used when residents do not select a specific option for their query. This line is covered by the most experienced staff who can answer all queries received. These calls can take longer as we do not know what the queries relate to prior to the calls being answered so more investigation work is required by the team compared to calls that do select a specific query option.

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Guildford Borough Council

Report to: Overview & Scrutiny Committee

Date: 16 January 2024

Ward(s) affected: N/A

Report of Director: Transformation & Governance

Author: Kelvin Mills (Executive Head of Commercial Services)

Tel: 01483 523432

Email: kelvin.mills@guildford.gov.uk

Lead Councillor responsible: Catherine Houston

Tel: 07753 690257

Email: catherine.houston@guildford.gov.uk

Report Status: Open

Operation of Leisure Management Contract 2022-23

1. Executive Summary

The Council entered into a 10-year Leisure Partnership Agreement (LPA) with Greenwich Leisure Ltd (GLL) with effect from 1 November 2011, to deliver leisure services throughout the borough at Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre. GLL has subcontracted the service to Wealden Leisure Limited trading as Freedom Leisure (FL). In line with the contract two 2 year contract extensions have been granted, and the leisure contract will end in October 2025.

Each year, a review of the Annual Report from Freedom Leisure (FL) is undertaken. This report outlines the process by which this is carried out and gives a summary overview of the contractor's performance on its operation of the Council's leisure facilities; Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre for the eleventh contract period (from 1 April 2022 to 31 March 2023).

This trading year has seen a return to pre-pandemic levels with swimming, ice skating and fitness seeing strong levels of usage throughout the year.

The declared position at the end of the financial year for the contract overall was a surplus position of £51,952.

The full Annual Presentation report for the contract period 2022/23 is shown at Appendix 1.

The Scrutiny sub-group considered Freedom Leisure's Presentation of their Annual Report. The sub-group recognised the challenges (such as recruitment, staffing levels and the cost-of-living crisis) faced by the leisure industry and the direct impact this is having on the operation. Discussion took place surrounding post-pandemic usage levels and slow recovery of certain aspects, such as membership growth. Customer feedback was also considered, with particular emphasis on the lack of context around some of the information. Overall, the sub-group were broadly happy with the day-to-day operation of the facilities and were pleased with how the facilities have recovered.

The minutes of the Annual Report presentation that took place on 3 October 2023 are included in Appendix 2.

2. Recommendation to Committee

Councillors may wish to consider whether: -

To comment on the performance of FL in relation to the operation of Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre as detailed in the Annual Report at Appendix 1.

3. Reason(s) for Recommendation:

To enable councillors to comment on the performance of the contractor.

4. Exemption from publication

None.

5. Purpose of Report

To provide an overview of performance of the leisure contractor operating Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre for the contract year period 1 April 2022 to 31 March 2023 Strategic Priorities

6. Strategic Priorities

The provision of the services detailed within this report support the principles of the Guildford Health and Wellbeing Strategy by supporting people to maintain physical activity whilst also contributing to its priorities;

- Improving children's health and wellbeing
- Developing a preventative approach
- Promoting emotional wellbeing and mental health
- Improving older adults' health and wellbeing
- Safeguarding the population

7. Background

- 7.1. The Council entered into a 10 year Leisure Partnership Agreement (LPA) with Greenwich Leisure Ltd (GLL) with effect from 1 November 2011, to deliver leisure services throughout the borough at Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre. GLL has subcontracted the service to Wealden Leisure Limited trading as Freedom Leisure (FL). In line with the contract two 2 year contract extensions have been granted with the contract now ending in October 2025.
- 7.2. A very detailed and complex contractual agreement, the Leisure Partnership Agreement (LPA), is in place between GLL and the Council. GLL and FL have a contractual agreement that mirrors the contents of the LPA.
- 7.3. The LPA is a substantial document which includes as one of its component elements a detailed service specification specific to each site covering all aspects of service delivery e.g., opening and closing hours, water and air temperatures, maintenance regimes, health and safety compliance requirements, staffing levels and qualifications.
- 7.4. The LPA sets out the following objectives for the service provision: -
 - to improve the health and well-being of their communities through increased participation
 - to use sport and leisure to bring communities together.
 - to enable access to services by specific groups with identified needs

- to encourage and provide affordable and sustainable local facilities and services.
- to explore partnerships with other organisations where these will benefit the community.
- to work with clubs and voluntary organisations in the borough to develop their activities and skill levels.
- to encourage investment in the facilities to maintain and enhance the quality of service.
- to bear in mind the rights, needs and aspirations of facility users and staff.
- to demonstrate value for money and continuous improvement
- to recognise and maximise commercial opportunities in the facilities.
- to improve the financial 'bottom line' of the Council.

7.5. This report reviews the contract period from 1 April 2022 to 31 March 2023. The performance of the contractor has been monitored across the sites over a number of criteria.

Overview of the existing monitoring arrangements

7.6. The Council's Leisure Client team monitor the LPA. The monitoring arrangements during this period returned to normal operation. With regular walk arounds of each facility, review of customer feedback and a monthly client / operator meeting to review performance and adherence to the contract.

7.7. Asset meetings to review capital expenditure and repairs and maintenance priorities recommenced allowing the council to quantify expected expenditure on the contract to maintain services over the coming years. The team created a 10-year asset management plan giving clarity over the council's asset.

8. Performance of the Contractor – Key Performance Indicators

The presentation at Appendix 1 shows the return to pre pandemic levels demonstrating the popularity of the facilities in particular the Spectrum.

9. Overview and Scrutiny sub-group monitoring process 2022/23

- 9.1 The presentation of the Annual Report took place on 3 October 2023. The Freedom Leisure Area Manager, Brian Lamplough, delivered a presentation to the Overview and Scrutiny sub-group members, Cllr Houston and the Leisure Client Team.
- 9.2 In summary, the Scrutiny sub-group;
- Were broadly happy with the day-to-day operation of the facilities and were pleased with how the facilities have recovered following the pandemic.
 - Recognised the challenges faced by the leisure operator when looking after such a high number of users per year.

10. Financial Implications

- 10.1. The declared position at the end of the financial year for the contract overall was a surplus position of £51,952.
- 10.2. The contract management fee paid to the council in the period was £1,073,570.
- 10.3. Under the contract Guildford Borough Council are responsible for the utility costs over above a set tariff, this has been costly to the Council with the rise in energy costs. In 2021/22 these costs totalled £646,629 and in the contract year 2022/23 they were £2,034,599. The projected costs for 2023/24 are £1,126,900.

11. Legal Implications

- 11.1. Section 3 of the Local Government Act 1999 requires that the Council as a best value authority “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Reviewing and, where required, monitoring the Council’s contractual approach is an important way in which that obligation can be fulfilled.

- 11.2. Any formal changes to the current contractual arrangements will have to be agreed with GLL/Freedom Leisure and varied by agreement.
- 11.3. As the Overview and Scrutiny Committee has no decision-making powers, any recommendations that may arise would need to be referred to the relevant decision-making body of the Council for a decision.

12. Human Resource Implications

There are no human resources implications arising from this report.

13. Equality and Diversity Implications

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. Prior to any future decision to change the leisure contract arrangements, an Equalities Impact Assessment will be required.

14. Climate Change/Sustainability Implications

The leisure contract is a substantial energy user, the largest within the Council. They equate to around 50% of the Council's carbon footprint.

Any investment within the building must have reference to the reduction in energy use to reduce the carbon footprint. It must be noted however that the current site could not become 'carbon neutral' it was not designed to be so and successfully retro-fitting is not a viable option.

15. Health and Safety

There was one reported incident during the period that required reporting to the Health & Safety Executive (HSE) under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations), the details of which are set out in the contractor's presentation in Appendix 1.

16. Suggested issues for overview and scrutiny

Councillors may wish to consider whether: -

To comment on the performance of FL in relation to the operation of Guildford Spectrum, Guildford Lido and Ash Manor Sports Centre as detailed in the Annual Report at Appendix 1

17. Summary of Options

This is an informative report to councillors.

18. Conclusion

- 18.1. The contract demonstrated its resilience bouncing back from the challenges of the pandemic.
- 18.2. There remains some concern over the level of investment into the facilities while the industry recovers from the pandemic. However, the reinstatement of assets meetings has assisted in highlighting priority areas for expenditure.
- 18.3. The sub-group recognised the challenges faced by the leisure industry but were generally pleased with the day-to-day operation of the facilities and how the contract has recovered following the pandemic.

19. Background Papers

None.

20. Appendices

Appendix 1 – Freedom Leisure Annual Report 2022/23

Appendix 2 – Minutes of Annual Report Presentation 3 October 2023

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Guildford Borough Council

Leisure operating contract annual report

April 2022 - March 2023

“ Improving lives
through leisure ”



Introduction

freedomleisure commenced a 10 year contract to manage guildford borough council's leisure facilities on

1st november 2011, these facilities include:

- **Guildford Spectrum**
- **Ash Manor Sports Centre**
- **Guildford Lido**

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The council's strategic priorities for the community are as follows:

- Empowering communities and supporting people who need help:
- tackling inequality in our communities
- work with communities to support those in need
- support the unemployed back into the workplace and facilitate opportunities for residents to enhance their skills
- prevent homelessness and rough-sleeping in the borough

The health and wellbeing strategy identifies the following priorities for the local area:

- preventing alcohol misuse
- improving health and wellbeing at work (see Workplace Wellbeing Charter below)
- increasing physical activity
- helping people to stop smoking
- reducing health inequalities in the borough



GUILDFORD
BOROUGH



freedomleisure
where you matter

Freedom Leisure

100+



Leisure Centres, including 2 theatres, on behalf of 26 individual clients across England and Wales.

Focus



Committed to providing and developing inclusive leisure facilities for everyone. Delivering a service to exceed our customers' expectations

Not for Profit



Freedom *leisure* is a not-for-profit leisure trust which manages leisure and cultural facilities on behalf of partners across the UK to realise our vision of “improving lives through leisure”



people
Passionate, bespoke and local



process
Operational excellence / environmentally responsible



customer
Professional trusted partner, exceed our partners desired outcomes for local community



product
Innovation & creativity

Finance summary

Finance summary

	Guildford Spectrum	Ash Manor	Guildford Lido	Total
Income	£12,266,265	£322,415	£647,086	£13,235,766
Expenditure	£11,022,462	£290,528	£659,106	£9,371,790
Management fee & repayments	£1,031,356	£53,877	£158,851	£1,244,084
Net surplus / (deficit)	£73,598	£10,005	-£31,651	£51,952

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2022/23 saw record numbers of attendance and paid activities within the contract, thanks in part to the ever changing COVID traveling restrictions, this buoyed “staycations” in the UK. Due to the huge success we were able to reinvest record sums into the facility even to improve the centre for all users.

Ash Manor Sports centre is the only exception to the above. Being a small dual use centre we have seen steady use but relatively no growth compared to the other centres. This is due to it being traditional sports centre that would not attract long travel to use unlike the destination venues of Lido and Spectrum.

Capital investment

We are pleased that despite the wider economic backdrop of the UK economy we have invested this year over £million into the Guildford Leisure Service, this really shows value behind our *“To Improve Lives Through Leisure”*.

£1,086,392

Invested in the Guildford contract

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£16,750

Invested at Ash Manor Sports Centre

£166,750

Invested at Guildford Lido

£902,892

Invested at Guildford Spectrum

Notable Highlights

£105,000

Electric Ice Zamboni

£92,591

Spectrum Leisure Pool Works

£178,173

Spectrum gym refurbishment

New equipment, decor, data

£30,874

Pool Gala Timing System



Agenda item number: 7
Appendix 1

Year in numbers - aquatics

Since April 2021 we have seen a significant growth across the sector in swimming lessons, its pleasing to see that this trend in Guildford in 2022/23 was maintained and grown further. We are at capacity so our aim now is to maintain our numbers and ensure a positive customer service for all users.

3,104



This is an increase of 98 swimmers from 2021/22

343,168



Leisure pool visits
(324,038 – 2021/22)

325,320



Lane swim visits
(181,829 - 2019)

125,647



Guildford Lido visits
(116,334 – 2021/22)

39,784



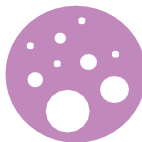
Toddler splash visits
(31,901 – 2021/22)

6,762



1:1 swimming lessons delivered

15,478



Family bubble swim
(12,184 2021/22)

128,804



Group swimming lessons attended

“Guildford Spectrum has all that you would want from a leisure centre. I like the fact that lane swimming is available early in the morning. The staff are always friendly and helpful.”

Birgitta - lane swimmer

“My 6 year old son has been attending regular swimming lessons since 1 November 2022. In 4 months he has gone from being anxious and reluctant in the water, to going swimming 4 times a week and asking to go more! We have tried various swimming schools (all highly recommended to me) and Guildford is the only school I would recommend now. Oliver started in Stage 1 in November and is already 96% of the way on Stage 2. Michelle and Robyn both do a fab job of encouraging and pushing him. I'm impressed every week. Also, whenever I have had to contact the admin team about changing lessons or enrolling my youngest, they have always been so helpful, professional and accommodating.”

Sarah - learn to swim parent



Year in numbers - programming

We welcomed back customers in stages due the COVID restrictions at the start of the year 2021/22 we therefore expected an increase in use of the centres as the full 12 months had no COVID closures/ restrictions in place. We have seen above and beyond our forecast in use, holidays particularly saw a huge increase v previous years, in part down to the "Staycations"

363,781

Ice skating visits
(302,796 – 2021/22)



253,794

Visits to bowling
(243,234 – 2021/22)



61,447

Contract group exercise visits
(37,244 – 2022/23)



173,057

Contract gym visits
(124,621 – 2021/22)



37,573

Group ice lessons attended
(34,622 – 2021/22)



21,297

Contract badminton games played
(13,016 – 2021/22)



129,027

Coffees purchased
(101,156 – 2021/22)



109,741

Skates hired
(99,163 – 2021/22)



2,338

Children attended holiday camps
(2,338 – 2021/22)



2,457

Penguins hired
(892 – 2021/22)



"I love coming to Spectrum myself but I also bring my kids for activities there so I can say that I spend a lot of time there and plan to do so in the future."

Sally - ice rink visitor

"My main use of the Spectrum when I have been able to go has been the gym. The people that I have dealt with have been great - particular thanks to the PTs that I have worked with over the years (some of them don't work there any more but they have all been great people - very good at keeping me progressing). The kit in the gym is kept up to date."

Carrie – gym visitor

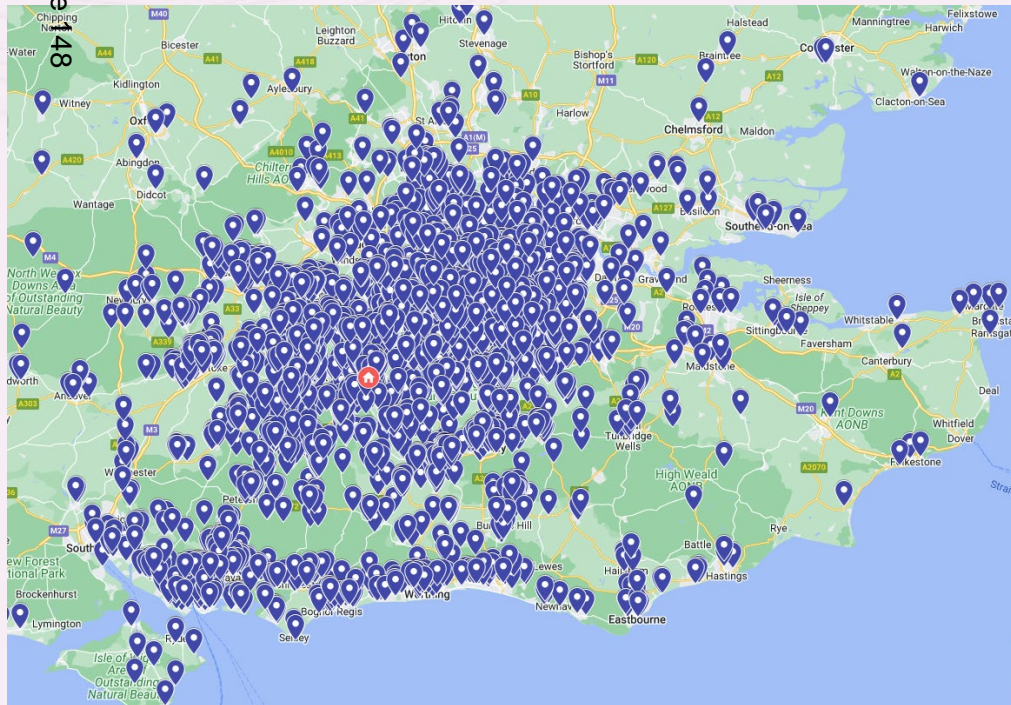


Local, Regional, National

Below is a snap shot from August 2022 of where our users came from using just the Leisure Pool. This shows that we have received users from all over the UK in 2022 as destination venue. We have reached out to random selections and there are users on holiday looking for daytime activities to do.

Our core group of users come mainly from the south East, not just localised around Guildford, in fact more people come to use the leisure pool live outside of the Guildford Borough. Spectrum is therefore a pull to the local economy and the challenge for GBC should be to drive them into the town. The Park & Ride from Spectrum ended during COVID.

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Agenda item number: 7
Appendix 1

Visits Customer Feedback

Total Contract visits

2021/22

1,629,951

1,453,487

Ash Manor

51,513

34,959

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124,951

116,334

Visitors to Guildford

1,453,487

1,302,639

Visitors to Guildford Spectrum

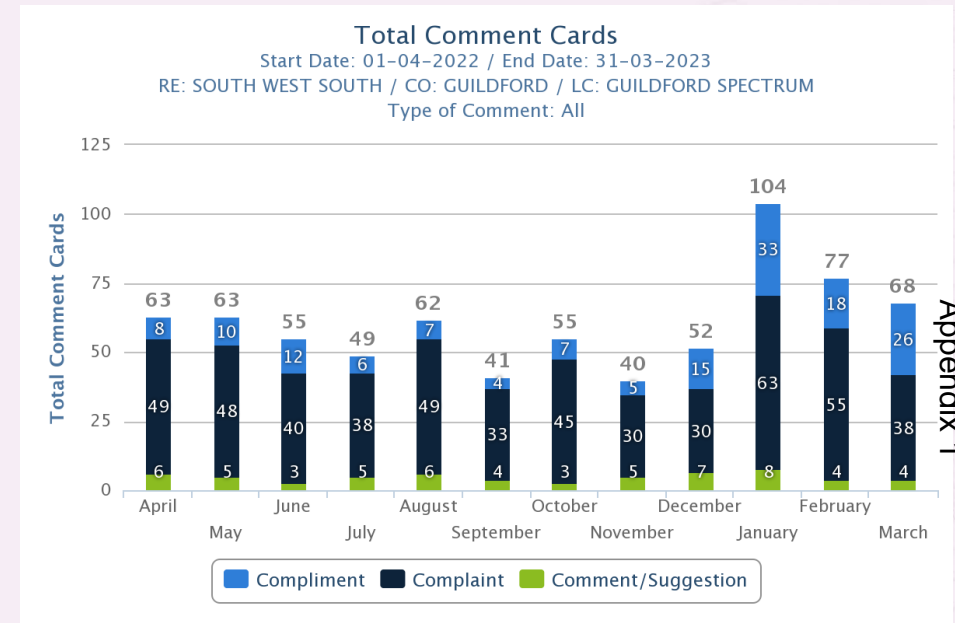


In 2022/2023 Guildford received a total of 729 comments via feedback focus.

151 compliments

60 comments/suggestions

518 complaints – 0.03% of total visits



Appendix 1
Agenda item number: 7

Membership information

We experienced positive membership growth in 22/23 of **+188** (+442 excluding Allianz) members throughout the year.

Membership growth was initially very slow until August 2022, where we hit our pre-COVID new joiner figures and began to move forward with positive net member movement. We believe this was the time users decided that COVID was no longer a factor in re-joining. Average attrition was high at 9.2% for the year, but saw a monthly decline in Q4 with positive growth towards the end of the financial year. We believe the Gym Refurbishment was the driving factor for the year end numbers and this has been well received by customers and the refurbished facility was further improved with some additional fixed equipment following customer feedback post refurbishment.

Monthly sales and retention plans were planned, written and executed to ensure more efficient lead management, which saw the membership new joiner target achieved 9 out of 12 months. A new member journey was implemented to focus the fitness team on positive interactions, which was having a positive influence on retention.

2022/2023 active card and green cards:

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Member	Total members at 31/03/23
Peak	993
Off peak	296
Students / juniors	540
Corporate	216
Swim	369
Total	2,414

Active card

The leisure reward scheme offering free sessions and great offers for everyone!



Green card

The concessionary (green) card providing further offers and rewards for those on income support, senior citizens (65+), unemployed (ES40), incapacity benefit and students.



77,900 v 35,386



Increase of **42,514**

- 192** disabled
- 78** income support
- 7,842** senior citizen
- 122** student
- 34** unemployed

Additional partnerships established with the local community, specifically supporting the local Homes for Ukraine organisation by providing a number of complimentary memberships to local Ukrainian people.

Supporting Surrey County Councils Leisure Offer scheme to provide opportunities and provisions for care leavers, looked after children and their foster families by providing complimentary access to leisure and fitness activities.

Summary of Customer Feedback:

General trend in customer feedback regarding the cleanliness of pool changing rooms.
 Review of cleaning schedules and re-training of pools team to ensure cleanliness standards improved. Work required to improve the area planned for December 2023.

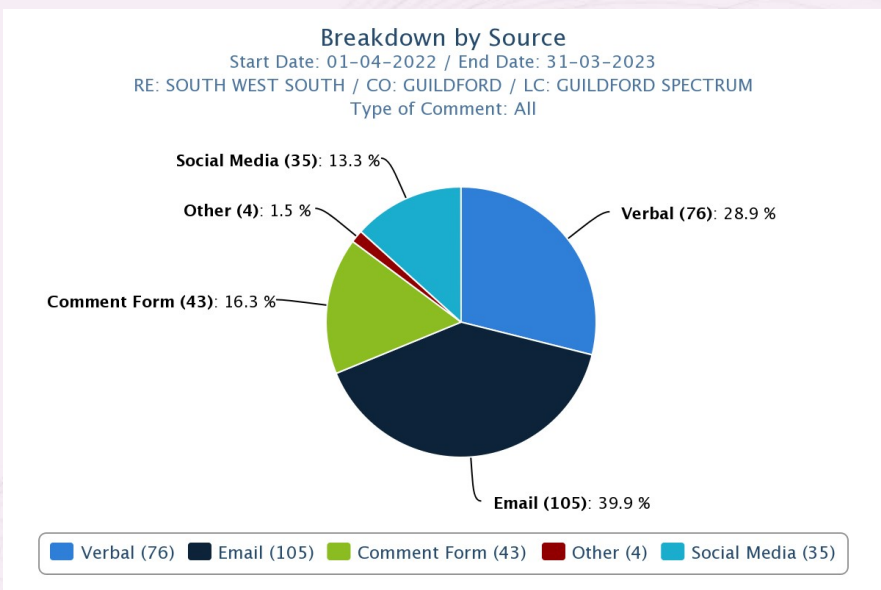
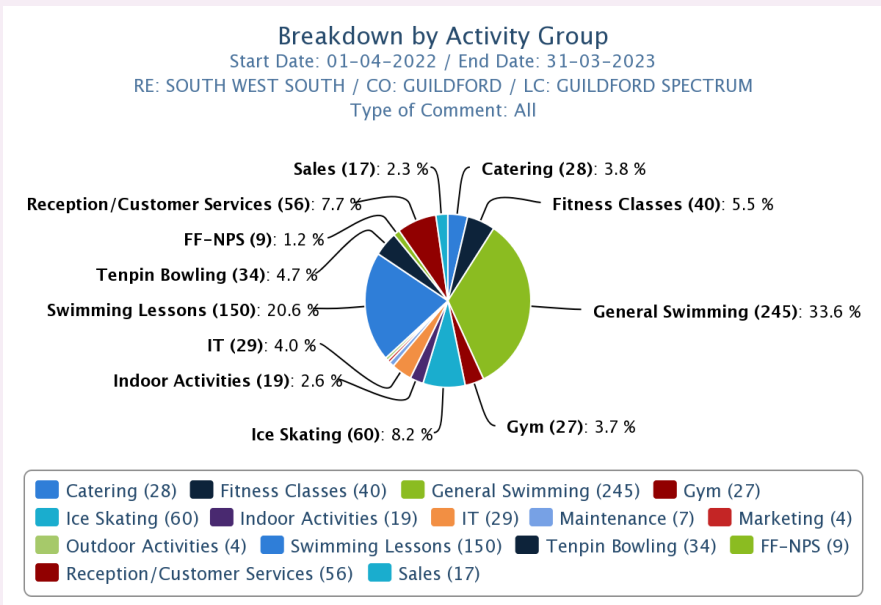
Complaints generated regarding the cleanliness of the showers in the gym. Area due to be refurbished in June 2023,

Positive feedback regarding swim school teachers; specifically in their interaction with children and their teaching increasing children's confidence during swimming lessons.

Customer comments regarding the SRO box office system and missing payments. Mitigated with a plan to replace the system in early 2023/24 to a more user friendly and efficient system.

Positive feedback received regarding the gym refurbishment in November 2022. Some mixed feedback regarding equipment selection, which was taken forward with procurement of additional fitness equipment, especially to ensure the gym was equipped with more inclusive fixed weights machines to cater for some core user groups.

Trend in compliments for the ice rink team in dealing with first aid incidents efficiently and professionally. All feedback always shared with the team.



Accidents

Freedom Leisure are committed to reducing accidents. Across the contract in the 2022/23 year we have had 946 recorded accidents 1.6m visits.


We had one RIDDOR reportable accident in the contract which was at Ash Manor Sports Centre. The power on the treadmill tripped causing the user to slip off backwards. At the time of the accident there was not a 2m clearance behind the treadmill contributing to the injury, this has since been rectified. All treadmills were up to date on service and checks it appears a wire was caught (came off the casing internally) which caused the power to cut out.

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Top 5 Hotspots		
Location	Total	(%)
Ice Rink	510	53.91%
Swimming Pool - Leisure	236	24.95%
Swimming Pool - Main	39	4.12%
Swimming Pool - Teaching	30	3.17%
Diving Board	28	2.96%

Agenda item number: 7
Appendix 1


Top 5 Hotspots (National)		
Location	Total	(%)
Swimming Pool - Main	6756	24.97%
Sports Hall	3103	11.47%
Swimming Pool - Leisure	2637	9.75%
Ice Rink	1633	6.04%
Swimming Pool - Teaching	1400	5.17%



Accidents to Users Ratio

LC AV: 0.04%

NAT AV: 0.38%



Returned to Activity

LC AV: 34.14%

NAT AV: 39.77%

Our staff

Over the course of the year we have seen a turnover in various roles along with the employment marketing tightening and becoming more competitive. Freedom Leisure have also added new roles into the business recognising the growth it has undertaken and the support sites require to perform to the best they can.

Nick Vowels – Ice and Bowl Manager – Nick returns to Spectrum after starting his career here and with a brief step to Assistant Manager in Brighton has re-joined the Management team.

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Jon Hardie – Food & Beverage Manager- Jon joins us with a wealth of experience in the service sector and is responsible for all things F&B at Spectrum.

Adam Smithson- Operations Manager – Adam was previously the Swim School Manager at Spectrum and after a brief hiatus with another operator has re-joined us covering dual role between Ash Manager and Lido.

Apprenticeship scheme working well with our training provider, Lifetime Training.

wellness within freedom/leisure resources

- training and courses**
 - Resilience training • Stress Awareness
 - Mental Health Awareness Training
 - Mental Health Awareness Training for Managers
 - Managing Anxiety Training • Level 2 Mental Health Training
- policies, procedures & HR**
 - Stress Management Policy
 - Equality and Diversity Policy
 - Referral to Occupational Health; this includes reviewing work station and environment, completing a health risk assessment
- staff shop**
 - Financial Advice • Online Counselling 247
 - Face to face counselling • Legal advice 247
 - Family Solutions • Discounts on nutrition and fitness
- local healthy living advice**
 - Discounted Gym Membership
 - Expert Physical Activity Advice
 - Expert Nutritional Advice
- additional advice**
 - Importance of Exercise • Practice Mindfulness • Improve sleep patterns
 - Ask for help • Samaritans - call 116 123 or email jo@samaritans.org

For a list of charity helplines as suggested by NHS for anyone suffering from OCD, Bipolar, Depression and more www.nhs.uk/mental-health/nhs-voluntary-charity-services/charity-and-voluntary-services/get-help-from-mental-health-helplines

freedomleisure where you matter



Marketing

Social media

1,439,263

Facebook Reach

The number of people who saw any content from or about your Page, including posts, stories, ads, social information from people who interact with your Page and more. Reach is different from impressions, which may include multiple views of your posts by the same people.

99,127

Instagram reach

The number of unique accounts that saw any of your posts or stories at least once. Reach is different from impressions, which may include multiple views of your posts by the same accounts.

54,319

Facebook Page visits

The number of times that your Page was visited

19,620

Instagram profile visits

The number of times that your profile was visited

TikTok

We launched a TikTok page for Guildford Spectrum on 30th August 2022. During the year we released 36 videos.

2,709,192

Views

236,434

Likes

1,041

Comments

8,491

Saves

11718:10:29

Viewing time (H:M:S)

Collectively the 36 videos were viewed for a total of 488 days, 6 hours, 10 minutes and 29 seconds.

1.6m views on....

<https://vm.tiktok.com/ZGJ7E3op3/>

App

2,264

Guildford Spectrum app users

The Guildford Spectrum pages on the Freedom Leisure app launched and by the end of March we had 2,264 users.

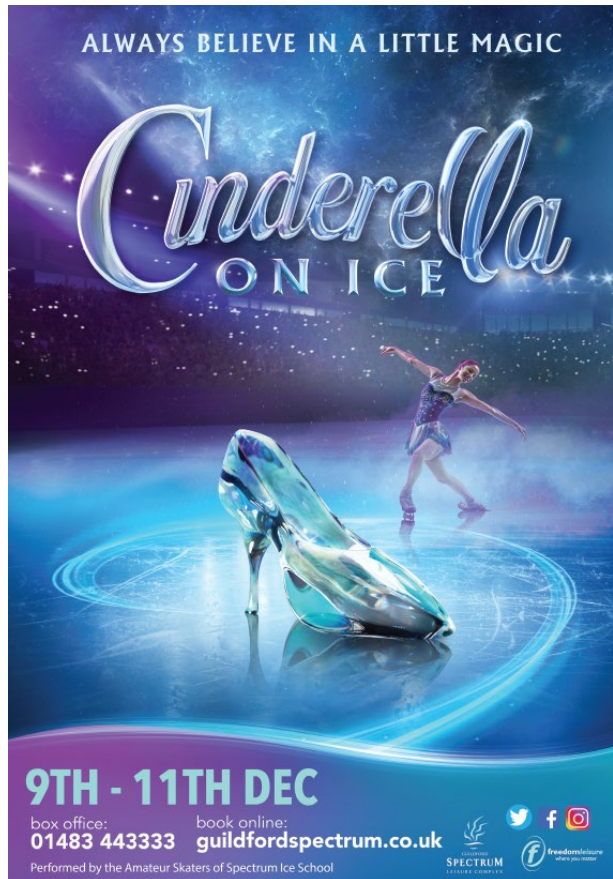
Marketing

Sales

- 10,417 tickets sold
- Capacity 97.8%
- Only 231 empty seats
- 2 shows totally sold out
- Most tickets sold in one day 912
- Most money made in one day £11,957.85
- Most tickets sold in a month 4,749
- Most money made in a month £64,762.75
- Average of 106 ticket sales a day
- Average income £1,475.59 a day
- Average ticket price £13.88

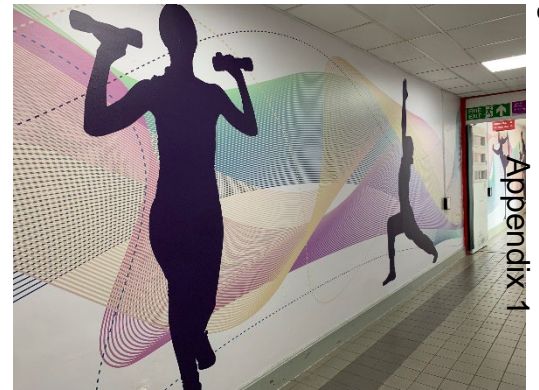
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Cinderella ON ICE



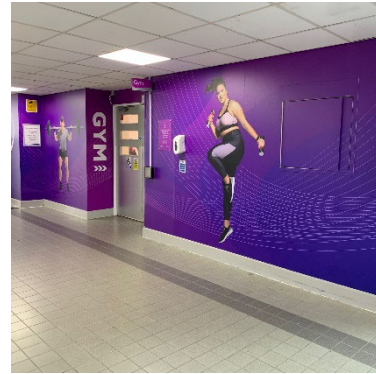
Agenda item number: 7
Appendix 1

Images

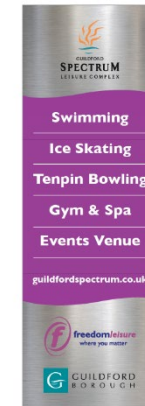


Investment coming / happened 2023/2024

- Spectrum boilers replacement – £250k
- Gym showers – £26k
- Lido café – £40k
- Launch new online booking system- £78k
- Continue to rebranding £23k
- Decorations - £43k
- L3 toilet refurbishment / swap over Leisure Pool Shower and Toilet refurbishment works - £119k
- Leisure Pool changing floor replacement –£90k
- Leisure pool wet pour works – £38k
- Leisure pool new features – £9k
- Pool side seating - £52k
- Ice rink sound system - £50k
- Ice rink disco lighting - £33k
- Intruder alarm upgrade - £67k
- Bowl carpet - £34k
- Lanes 1-16 pin setters - £230k
- Bowl ball return – £76k
- Bowl console touch screen FB ordering -£55k
- Lido tanking work leak repairs, paddling pool, refresh/ new features Lido old paddling pool conversion to play area -£350k



Three sided external monolith. One design applied to all three sides.
Proposed Visual



Proposed artwork

Current location image



1850mm

650mm





www.freedom-leisure.co.uk

Annual Presentation by Freedom Leisure
Tuesday 3 October 2023 at 13:00
Guildford Spectrum

Present;

From GBC:

Kelvin Mills (KM)
Charlotte Brindley (CB)
Cllr Catherine Houston (CH)
Cllr Jason Fenwick (JF)
Cllr Howard Smith (HS)
Cllr Joanne Shaw (JS)
Cllr Stephen Hives (SH)

From Freedom Leisure;

Ivan Horsfall Turner (IHT)
Emma Beavis (EB)
Brian Lamplough (BL)
Matt Wickham (MW)
Ivan Horsfall-Turner (IHT)

Ref:	ITEM	Action
1.0	Apologies for absence & introductions	
1.1	Apologies were received from Cllr Vanessa King and Ian Doyle.	-
2.0	Annual Presentation by Brian Lamplough	
2.1	The presentation by BL provides an overview of the performance of the leisure facilities (Spectrum, Lido and Ash Manor Sports Centre) during the period of 1 April 2022 to 31 March 2023. BL began by summarising the contract, which commenced in November 2011. Freedom Leisure (FL) operate the facilities on behalf of Greenwich Leisure Ltd. (GLL). This 10-year contract has been extended twice, and expires in October 2025. BL then outlined GBC’s strategic priorities. BL provided an overview of FL’s portfolio, whereby FL currently operate 110 leisure centres across England and Wales. BL outlined FL’s ethos and commented that he was excited to share details of the investment made by FL (a not-for-profit leisure trust) over the last year and the planned investment going forward.	-
2.2	Finances BL provided an overview of the financial performance for the year (2022/23). Income at Spectrum and Ash Manor Sports Centre exceeded expenditure in the year. The overall position, after the deduction of the management fee and repayments, was a net surplus of £51,952.00. It was clarified that the ‘repayments’ element of the management fee and repayments line, related to projects such as the lido slides which were initially funded by the Council, and is being paid back by Freedom Leisure over an agreed term (circa. £50k). It was confirmed that the Council pay for the utilities for the leisure facilities, and Freedom Leisure are re-charged according to the	-

Ref:	ITEM	Action
	<p>fixed rates set out in the contract. This is captured under the expenditure line.</p> <p>BL confirmed that Spectrum performed very well this year and saw strong attendances. BL believes this to be partly due to people opting for 'staycations' and day trips following uncertainty around travel and holidays post the pandemic.</p>	
2.3	<p>Capital investment.</p> <p>BL was pleased to report that just over £1.08m was invested into the leisure facilities, £900k of which was invested at Spectrum. This included a replacement electric ice zamboni, significant refurbishment of the gym and installation of an outdoor fitness area (powerhouse). The Spectrum pools also received significant investment (£90k) during the period, with works to the leisure pool features, wet pour and new starting blocks and a new pool timing system for galas. BL confirmed that FL have seen a return to the investment made into the gym through membership growth and retention. BL confirmed that FL have around 2700 members currently. The investment in this area, which included a complete re-configuration, new equipment and re-decoration, ensured the provision suited the changes in demand and current exercise needs and habits which have changed following the pandemic, whilst also ensuring the gym was more accessible. Other investment at Spectrum included marketing and re-branding, ice pit replacement works and catering equipment.</p> <p>BL confirmed that the investment at the Lido included significant re-decoration works and refurbishment to the gym changing areas. Various maintenance works also took place to the flume tower, fire alarm, paddling pools and pool plant.</p> <p>The investment at Ash was made across all facilities; the gym, all weather pitch and redecoration works.</p>	-
2.4	<p>Attendances - aquatics</p> <p>BL then provided an overview of the aquatics' attendances. The leisure pool continues to see significant attendances, with over 340,000 attending during the period. Toddler splash and family bubble swims also proved to remain popular, with visitor numbers up on previous years.</p> <p>Spectrum's Learn to Swim (LTS) programme, which saw remarkable growth following the pandemic (from 2,300 to 3,000) has been built upon further, with 3104 now on the scheme in 2022/23. The meeting discussed the backlog of pupils and therefore the pent-up demand during the pandemic. BL explained that the LTS programme is one of, if not the largest swim schools in England which is 3 times the national average. BL explained that FL is working on retaining the swim school numbers as the pools are at capacity and therefore the programme cannot be grown further. EB provided information on how the swimming lessons are organised and pools are divided. EB confirmed that FL employ around 65 swim teachers.</p>	-

Ref:	ITEM	Action
	<p>1:1 swimming lessons have also continued to be a success, with over 6700 attendances during the period.</p> <p>Lane swimming is also very popular, with over 325k lane swim visits at Spectrum and Lido.</p> <p>EB was asked how many schools use the facilities for their lessons. EB confirmed around 15 schools attend Monday to Friday for lessons, however FL is aware of the challenges surrounding transport costs for schools.</p> <p>The Lido saw 125,647 visits during the period for public swimming. BL explained that attendance is very much dictated by the weather and how that falls around peak times.</p> <p>BL explained that with this success comes its challenges. When the Spectrum was built, its success was not envisaged and the facilities, the changing provision in particular, are under constant strain as they are undersized. The cleaning of these areas is very difficult at peak/ busy times due to the volume of customers coming through (up to 2500 a day for the leisure pool). Whilst arrangements are put in place to try to maintain cleanliness standards, sometimes it's not always possible to clean between customers and so customers are often faced with facilities which have not been left clean or in an acceptable state e.g. dirty nappies on the floor etc. This understandably generates complaints and is an area of common complaint. BL explained that FL have planned to renew the changing area in November/ December of this year, which will see new flooring throughout, and refurbishment of the toilet and shower areas, however cleaning during peak times will remain a challenge. The opportunity is also being taken to improve some of the features within the leisure pool and undertake works to the wet pour.</p>	
2.5	<p>Attendances continued - programming</p> <p>BL/EB explained how the booking system enables FL to track all visits across the facility.</p> <p>Visits to the ice (363,781), bowl (253,794), group exercise (61,447) and the gym (173,057) were all up on last year. The ice lesson provision at Spectrum also continues to be a success and remains in high demand, with 37,573 attending group ice lessons last year. BL confirmed that the ice lesson provision is also at capacity (same as the learn to swim programme).</p> <p>BL explained the reasoning behind the number of penguins hired in the period (2,457) being almost treble on last year was due to the</p>	-

Ref:	ITEM	Action
	investment into skating aids and therefore more were available for customers to hire.	
2.6	<p>BL summarised the catering arrangements at Spectrum, whereby the majority of the outlets are operated by Freedom Leisure, with the exception of Burrito Loco. The café is a 'proud to serve' which enables FL to sell costa coffee products whilst also not restricting FL from serving other products which suit customer demand and the nature of the venue. FL also have various satellite stations across the building so that they can provide catering for various events, ice hockey games and so on.</p> <p>A question was asked around the party provision at the Spectrum and the catering arrangements for these. EB explained that up to 25 parties are delivered each Saturday and Sunday. These vary from climbing parties (rock box), to swimming, ice skating, bowling, soft play and trampolining. Customers are able to choose specific party food which can be organised as part of the party booking.</p>	-
2.7	<p>The next slide presented a snap-shot of leisure pool users for August 2022 in terms of where customers were visiting from. The map demonstrates the wide draw of Spectrum, with users coming from all over the UK. The Spectrum is considered a destination venue and a tourist attraction, unlike other smaller leisure facilities. The meeting discussed the catchment of the ice rink, particularly as there are very few ice rinks in the UK. BL confirmed that he could prepare a map to show where ice customers travel from.</p> <p>Various comments were made over the bus service and park and ride provision which SCC have paused which means it does not currently operate at the Spectrum. This means that currently the Spectrum is difficult to access via public transport. KM explained that SCC have been looking at the usage/ demand, and whilst Artington and Merrow were performing well and Onslow has recently opened, the P&R for Spectrum is not currently deemed viable by SCC. KM understands that Surrey are looking closely at this due to the subsidy costs associated with the park and ride provision.</p> <p>A comment was made about the opportunities to improve the cycle routes to and from the Spectrum and across the borough, as well as looking at transport as a whole and the potential economic impact Spectrum has on the borough which may be improved upon further if access to and from the town and around the borough is improved.</p>	<p>BL</p> <p>KM</p>
2.8	BL then went on to summarise the customer feedback received during the period, of which there were 518 complaints, 60 comments/ suggestions and 151 compliments. This accounts for 0.004 of the total visits (1,629,951). BL confirmed that the feedback is shared with GBC each month as part of the monitoring reporting documentation. KM explained that it is best for any enquiries or complaints relating to the operation to be directed to Freedom Leisure in the first instance so that FL can respond accordingly and	-

Ref:	ITEM	Action
	<p>GBC will also pick this up too if/ as necessary and will be aware of it as part of the monitoring paperwork.</p> <p>The feedback does vary, however common areas of complaint related to the cleanliness of the pool changing areas as discussed earlier. This is particularly common during extremely busy periods e.g. Easter holidays, October half term.</p> <p>CB confirmed that another trend of complaints related to customers' perception that the pools felt crowded at times. This feedback was predominantly received following a period where pools were operating at reduced capacity as a result of the covid-restrictions and so when these restrictions were eased and capacities returned to normal, customers found it difficult to adapt to increased numbers.</p> <p>Other areas of complaint related to the booking process and booking system. Many of these issues and challenges have now been resolved following the recent upgrade of FL's booking system.</p> <p>EB explained that the data can be looked at closely to delve into areas of complaint. EB provided an example of if customer complaints are received over cold pool water temperatures, FL can look at the time and date of the customers visit and then look at historical pool temperature data to see if there were any issues at that time.</p> <p>KM explained that the spa area in the gym (sauna, steam and jacuzzi) was being looked at in terms of its running costs (utilities) and carbon impact, particularly given the low usage of this area. This area is currently closed because repair works are required which may not be progressed should the decision be to permanently close this facility (following analysis of the cost and usage). EB commented that whilst some complaints have been received over the closure, one comment related to customers no longer having access to a cold shower after a sauna (NB the saunas are located outside of the spa area, in the changing rooms). FL are currently looking to resolve this by ensuring at least one cold shower in each changing area.</p> <p>BL then summarised the compliments received. The gym refurbishment received a great level of positive feedback. The meeting discussed the level of competition in the area and BL was pleased to report that Spectrum has managed to retain those members who moved across from the Sports Direct gym following its sudden closure. BL added that despite the new gym now opening, members have decided to stay at the Spectrum and BL believes the gym refurbishment played an integral part in that and member retention and growth overall.</p> <p>Compliments are varied but general trends of compliments were how well staff deal with first aids, particularly in the ice. BL added that often compliments are received over the swim lesson provision, with particular emphasis to certain swim teachers who continue to be valued by customers.</p>	
2.9	BL then summarised the accident statistics for the period.	-

Ref:	ITEM	Action
	<p>There were 946 accidents during 2022/23, which accounts for 0.04% of attendees. BL provided detail over the incident at Ash Manor Sports Centre which required reporting to the HSE under RIDDOR regulations.</p> <p>The top 5 'hotspots' for accidents were shown, with the ice rink seeing the highest number of accidents as you would expect, with 510 in the year.</p> <p>Of the 946 accidents, 34% were able to return to their activity.</p>	
2.10	<p>BL then provided an overview of some of the key roles and staffing at the facilities. FL also continue to be supported by the apprenticeship scheme that is in place with Lifetime Training. FL also link in with a number of schools in the local area, such as George Abbott School and offer NPLQ courses to those pupils. BL was asked whether there were any specific challenges relating to recruitment in certain areas. Lifeguarding is a challenge during certain times of the year, particularly during term time and exam periods because staff are not able or willing to work at this time. There has also been a nationwide shortage of swim teachers, partly because many swim teachers found other jobs and careers during the pandemic when they were unable to work. This has been a particular challenge for the leisure industry as a whole.</p>	-
2.11	<p>Marketing</p> <p>BL outlined the importance of using a variety of marketing tools to target a wide audience. Facebook and Instagram continues to reach a number of people and FL have recently started using TikTok. BL showed an example of one TikTok video showing how the Zamboni resurfaces the ice. This was viewed by 1.6m people and 'liked' by nearly 190,000.</p> <p>The FL mobile booking app has recently been launched and currently has 2264 users. EB explained that this is predominantly used by members who would use the facilities regularly and are able to book group exercise through the application.</p>	-
2.12	<p>BL provided an overview to one of Spectrum's largest events, the pantomime on ice. This is performed by pupils across the ice coaching programme. Cinderella on Ice was extremely popular and very well received with over 10,400 tickets sold (97.8% capacity). BL explained that each year the mayor is invited and the mayor's charity. FL also work with local schools and care groups and arrange for them to attend at more appropriate and suitable times, such as the Friday matinee performance. BL is pleased that FL is able to make this accessible to everyone, and commented that the average ticket price of £13.88 makes it very affordable and exceptional value for money, particularly given the high standard of the event. BL is excited to see how successful this year's pantomime on ice (Alice in Wonderland) will be.</p>	-
2.13	<p>BL concluded the meeting by showing examples of some of the improvements that have been made to improve the visual aspect of the facilities, which has made it more vibrant, clean and welcoming. FL is looking to re-brand and enhance more areas in the coming months, focusing on the ice boxes and new Zamboni.</p> <p>BL then summarised the upcoming investment planned for the facilities for 2023/24, some of which are already complete, such as the boiler replacement (£250k), lido café fit out (£40k) and online</p>	-

Ref:	ITEM	Action
	<p>booking system (£78k). EB explained that Spectrum was one of the first leisure centres to have an online booking system and that the pandemic forced other leisure centres to offer this service too as pre-booking became a requirement. Freedom have had to keep up with the times and this new booking system provides customers with an easier, more seamless booking experience.</p> <p>Upcoming investments which are already underway, include the installation of a new sound and disco lighting system in the ice (£83k) and upgrade of the facility's intruder alarm (£67k). The Lido will also be receiving significant investment (£350k) to investigate and resolve the leaks and to complete the works required to the pool tank. FL will also be undertaking wet pour repair works to the paddling pool and looking to refresh the disused paddling pool.</p> <p>Other investments planned for 2023/24 are the refurbishment of the level 3 toilets, leisure pool changing room refurbishment and works to the wet pour and water features (as mentioned earlier). The pinsetters (to lanes 1-16) will also be replaced next year (£360k) and the opportunity will be taken to refresh this area at the same time.</p> <p>KM clarified that GBC is generally responsible for the structural elements e.g. main structure, roof, glazing etc. and FL is responsible for everything else e.g. plant, equipment etc.</p>	
3.0	Questions	
3.1	<p>BL welcomed any further questions.</p> <p>BL was asked about the clock in the leisure pool area. EB confirmed that FL is currently looking at replacing this.</p> <p>EB added that FL is also looking at installing a lighting system which links to the tannoy system which is used to call out the leisure bands. This will provide a visual aid to the existing voice system which is used to indicate which colour band session is over.</p>	EB
3.2	<p>KM thanked everyone for attending and hoped Cllrs felt briefed in advance of the upcoming Overview and Scrutiny meeting in January. KM confirmed that Cllr Houston and he will likely provide an introduction and overview, and discussion can then follow.</p> <p>KM referred to recent discussions that have taken place with Guildford City Football Club (GCFC), in relation to the pitch maintenance arrangements. KM explained the complications surrounding this dual use facility and the conflicting sports (athletics and football) and the inability to provide security of tenure with only a couple of years remaining in the contract. KM is due to look at Merrist wood as a possible alternate site for the football club, however outlined the challenges surrounding funding and the infrastructure that is required by the league.</p> <p>KM added that GBC will soon be looking at the procurement of the leisure facilities as the contract approaches expiry in October 2025.</p>	-
3.3	<p>There were no further comments or questions and the meeting closed.</p>	-

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Guildford Borough Council

Report to: Overview & Scrutiny Committee

Date: 16 January 2024

Ward(s) affected: N/A

Report of Director: Transformation & Governance

Author: Kelvin Mills (Executive Head of Commercial Services)

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Report Status: Open

G Live Annual Report 2022-23

1. Executive Summary

This report provides a summarised overview of the performance of the contractor operating G Live for the period 1 October 2022 to 30 September 2023.

The Council entered into a 10-year contract with HQ Theatres Guildford Limited (HQT) to operate and manage G Live on 12 August 2011. The contract was extended for a further three years to 30 September 2024. HQ Theatres has since been acquired by Trafalgar Entertainment. In the contract agreement, Trafalgar is required to optimise commercial and hospitality income in G Live as well as provide different genres of entertainment. Trafalgar's Annual Report on the operation of G Live during 2022-23 can be found at Appendix 1.

A sub-group of councillors volunteered to represent the Overview and Scrutiny Committee to consider the G Live Annual Report in detail. The minutes of the Annual Report presentation that took place at G Live on 6 November 2023 are included in Appendix 2.

The Council pays a management fee in monthly instalments for the operation of the venue. This was fixed at £328,596 per annum for the ten-year life of the initial contract and was revised to £275,000 per annum for the three year contract extension, thus improving the council's financial position by £53,596 per annum.

Any net income that is generated over that break-even point is referred to as a surplus and is divided between the Operator (80%) and the Council (20%). This year Trafalgar has reported a surplus of £377,000 (see Appendix 1) which means the Council's 20% share will be £77,000. This is the best financial performance of G Live in its 12 years.

The Scrutiny sub-group were pleased with the performance of the venue and the Operator during this period.

2. Recommendation to Committee

Councillors may wish to comment on the performance of Trafalgar in relation to the operation of G Live over the period.

3. Reason(s) for Recommendation:

To enable councillors to review and comment on the performance of the contractor.

4. Exemption from publication

No.

5. Purpose of Report

To provide a summarised overview of the performance of the contractor operating G Live for the contract year period 1 October 2022 to 30 September 2023. This is the twelfth year in an extended ten-year contract term.

6. Strategic Priorities

The provision of the services detailed within this report support the Corporate Plan values by:

- 6.1. Attracting visitors to the borough and making Guildford a more attractive place in which to live
- 6.2. Offering a range of employment opportunities and facilities that businesses need. The venue makes a significant contribution to the local economy.
- 6.3. Providing an enhanced cultural and entertainment offer in an attractive, vibrant town.

7. Background

- 7.1. The Council entered into a 10-year G Live Operator Agreement with HQ Theatres Guildford Limited and QDOS Entertainment PLC (HQT) on 12 August 2011. HQ Theatres has since been acquired by Trafalgar Entertainment. This contract, which deals with the operation and management of G Live, has been extended for 3 years, until 30 September 2024. This period of extension will hopefully allow the marketplace to recover from the impacts of the pandemic before the operation of the venue is re-tendered.
- 7.2. The Council also granted a lease of the G Live premises to HQT (now, Trafalgar) for a period of 10 years at a peppercorn rent. This lease was also extended until 30 September 2024.
- 7.3. The venue consists of main concert space capacity of 1,031 people seated, 1,700 standing, and a second space seating for up to 100. In addition, there are hospitality and meeting rooms.
- 7.4. In the contract agreement, Trafalgar is required to optimise commercial and hospitality income in G Live as well as provide different genres of entertainment. Key performance indicators set out what was thought to be the desired balance between the provision of: classical music, co-promotions, dance, rock, pop, folk, jazz and world concerts, comedy/spoken word, children's family entertainment, sport and others.
- 7.5. The original KPI targets prepared at the start of the contract were based on an unopen venue and without the benefit of recent

information on the performance of a suitably equivalent venue in Guildford. These KPI targets have shown themselves to be of limited value compared to comparing performance against previous years. The performance indicators are shown in the G Live Annual Report at Appendix 1.

- 7.6. The venue has over 11 contract years' history and is an established venue in the marketplace. The comparison against previous year's results is usually a good indicator of performance. As can be seen by the attached report the performance this year by Trafalgar has been strong when compared against previous years.
- 7.7. G Live is reliant on touring product, so promoters will either hire the venue or enter into an agreement for a percentage share of the box office. Promoters will seek to share the risk (i.e., share the box office proceeds) where they believe there is a risk the production may not do as well as anticipated. As G Live has matured, more promoters have looked to hire the venue at a fixed cost. However, there remains a level of uncertainty associated with the cost-of-living crisis and how this will impact on the industry and consumers and therefore G Live's performance.

Overview of the existing monitoring arrangements

- 7.8. The contract is monitored by the Leisure Client Team. The formal monitoring arrangements are as follows:
 - Monthly client monitoring meetings with the venue's Director using a structured agenda to discuss the operation and management of the venue.
 - A quarterly client monitoring meeting attended by the venue's Director and Trafalgar's Regional Director, the relevant Lead Councillor and the Director of Transformation and Governance using the same agenda as above. Scrutiny sub-group members are also invited to the mid-year (i.e., March/April quarterly meeting)
 - The Annual Report is presented to a separate meeting with the same attendees as the quarterly monitoring meeting plus the four Scrutiny sub-group members.

- The venue's Facilities & Building Manager has monthly meetings with the Council's Facilities Specialist to discuss the technical aspects of the venue.

7.9. Minutes are prepared in respect of all issues discussed at these meetings. The formal monthly client monitoring meeting includes a report on the outcomes and, where appropriate, will discuss any outstanding issues.

8. Contract Monitoring

8.1. The performance against the prescribed contractual KPIs is included as part of the Trafalgar presentation. As they were created at the very start of the contract some have become less relevant over time.

8.2. The performance and proactiveness of the operator throughout this financial year has been impressive. The attention to detail has been exceptional and as a Client we are extremely pleased to report on not only an exemplary financial performance but a year where health & safety has been a keen focus and success.

9. Scrutiny Sub-Group Monitoring Process 2022-23

9.1. The sub-group of four councillors who volunteered to represent the Overview and Scrutiny Committee (the "Scrutiny sub-group") to consider the G Live Annual Report in detail were invited to the Annual Report Presentation by Trafalgar. All councillors have received background detail of the contract in the past by the Leisure Client team and are familiar with its operation now that it is a well-established venue.

9.2. This year, Cllr Catherine Houston was joined by Cllr Howard Smith, Cllr Stephen Hives and Cllr Dominique Williams from the sub-group who attended the presentation by the Venue Director, Andy Locke and Trafalgar's Group Operations Director, Alvin Hargreaves.

9.3. The councillors considered the contents of the report and asked a number of questions covering a variety of topics. The minutes of this meeting are at Appendix 2.

- 9.4. The Scrutiny sub-group recognised the year's performance and thanked Andy and Alvin for their insight into the venue they also welcomed the economic impact information of such a venue on the local economy.

10. Financial Implications

- 10.1. All income and tariff receipts at G Live are the property of Trafalgar (subject to the agreements with the promoters) i.e., Trafalgar keep the income attributable to the venue from hires, bookings and ticket sales and secondary income (such as catering, refreshments, programmes, souvenirs etc.). The Council pays a management fee in monthly instalments for the operation of the venue. This is fixed at £275,000 per annum for the three-year contract extension which was negotiated from the original 10 year contract management fee of £328,596. The new management fee improves the council's financial position by £53,596 per annum.
- 10.2. Any net income that is generated over that break-even point is referred to as a surplus and is divided between the Operator (80%) and the Council (20%). Trafalgar has reported a surplus this year of £377,000 (see Appendix 1) which means the Council's 20% share will be £77,000.

11. Legal Implications

- 11.1. Section 3 of the Local Government Act 1999 requires that the Council as a best value authority to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Reviewing and where required monitoring the Council's contractual approach is an important way in which that obligation can be fulfilled.
- 11.2. Any formal changes to the current contractual arrangements will have to be agreed with Trafalgar and varied by agreement.
- 11.3. As the Overview and Scrutiny Committee has no decision-making powers, any recommendations that may arise would need to be

referred to the relevant decision-making body of the Council for a decision.

- 11.4. The 3 year contract extension was granted via a contract modification under Regulation 72 of the Public Contracts Regulation 2015.

12. Human Resource Implications

There are no human resource implications arising from this report.

13. Equality and Diversity Implications

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. Prior to any future decision to change the G Live arrangements, an Equalities Impact Assessment will be required.

14. Climate Change/Sustainability Implications

There are no direct Climate Change/ Sustainability implications arising from this report.

15. Suggested issues for overview and scrutiny

Councillors may wish to comment on the performance of Trafalgar in relation to the operation of G Live over the period.

16. Summary of Options

This is an informative report for councillors.

17. Conclusion

- 17.1. The twelfth contract year saw a strong financial performance. The Scrutiny sub-group recognised the challenges faced by the industry and were pleased with the performance of the venue and the Operator during this recovery period.
- 17.2. The reported surplus of £377,000 means the Council's 20% share will be £77,000.

17.3. Overall, this has been a very positive year demonstrating a full recovery from the impact of the pandemic and the venue is positioned well for a strong 2023/24.

18. Background Papers

None.

19. Appendices

Appendix 1: G Live Annual Report 2022-23

Appendix 2: Minutes of Annual Report Presentation 6 November 2023

G Live Annual Report

October 2022 – September 2023



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Agenda item number: 8
Appendix 1

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1. Purpose of Report

1. Purpose of Report

- This report is a summary of G Live’s 12th full year of operation and sets out the venue’s performance against KPIs determined in the Operator Agreement between Trafalgar Theatres (formerly HQ Theatres & Hospitality) and Guildford Borough Council (GBC).
- The reporting period is **1 October 2022 to 30 September 2023**.
- During the period, we saw the last of the events rescheduled due to the pandemic, and a gradual increase in the number of new tours. As such, the report reflects a transitional period in relation to programming.
- Additionally, the reporting period covers a period of metamorphosis in relation to the structure of G Live and the wider Trafalgar Theatre Group. This has driven economies, streamlined operational processes and centralised specialisms, as evidenced by the strong financial return.
- The report is based on the performance, community and corporate events business as reported to GBC at the Monthly Service Review Meetings, which have been held since the commencement of the contract. G Live presents monthly summary reports, as follows:
 - Live programme, including final ticket sales
 - Hospitality events and use of ancillary spaces
 - Financial performance
 - Creative Learning activities
 - Marketing support
 - Building and Facilities management
 - Health and Safety
- Further detail of the venue operation has been reported in quarterly and six-monthly reviews. A full analysis of the Contract Year is presented in an annual report to GBC’s Overview and Scrutiny Committee.

2. Executive Statement

2. Executive Summary

Overview

- Contract Year 12 represents a ‘transitional’ period, with shows and events yet to return to pre-pandemic levels;
- The year saw a consolidation of the G Live staffing structure, including the appointment of the new Venue Director;
- Whilst a period of ‘transition’, GBC profit share is at record levels, as a result of increased customer confidence and effective management of operational costs.

Programme & Events

- 246 events were delivered in the main house, augmented by 92 events in the Bellerby Studio;
- 14% of events played to audiences in excess of 1,000;
- Classical music audiences were slower to return, but there are signs of recovery for the 2023/2024 season with advance sales 28% up by the end of September 2023;
- Hospitality business accelerated, with major new events secured;
- Hillsong Church extended their contract for a further 12 months;
- Total main house attendance = 172,576 (107% of GBC target).

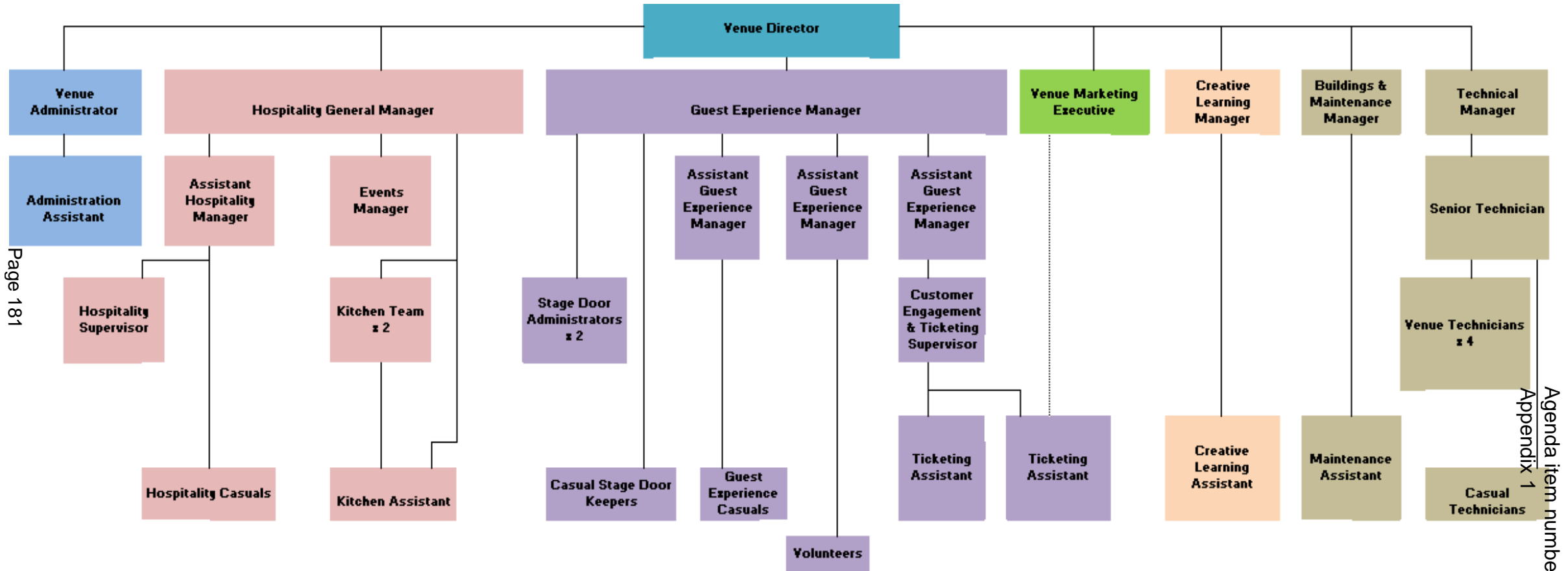
Creative Learning

- Increased activity with 3,999 participatory engagements across 175 events;
- The team delivered their first main house Summer Youth Project for 71 participants aged 7 – 17;
- A ticketed Jam night programmed to showcase participants of the Comedy Improv course;
- Memory Cinema audiences increased by 177%.

Food, Drink & Hospitality

- Supported by a new venue hospitality structure, a central events sales team was established to pool expertise and drive business;
- Grab ‘n’ Go style Street Food launched to provide a hot food offering before main house evening performances;
- Daytime service at the café was mobilised, enabling the building to open throughout the day;
- Refurbishment of Seminar Rooms completed;
- Dynamic bar tariff introduced to protect community genres from increased supplier costs.

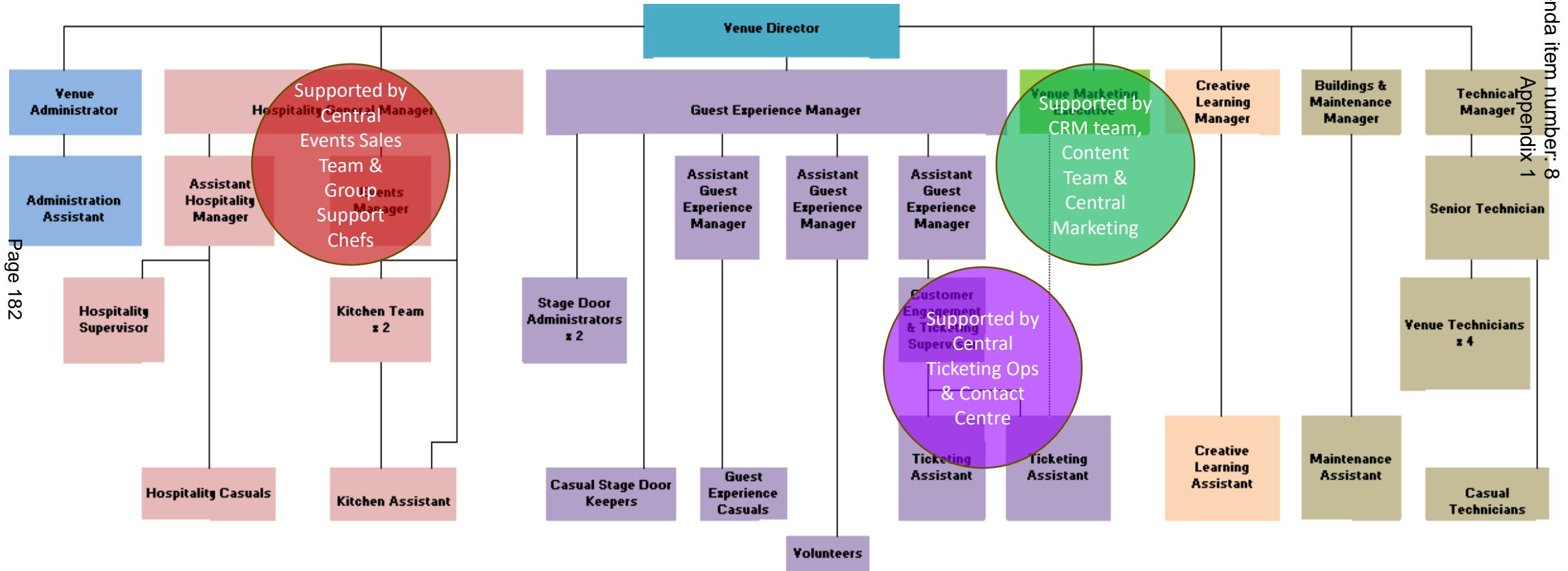
2. Executive Summary



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2. Executive Summary



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Appendix 1

3. Programme Balance & Range

3. Programme Balance & Range

Overview

As Covid-related rescheduled events ended, artists and promoters began to launch new tours across all performance genres. With G Live firmly placed within touring schedules, the venue once again demonstrated its importance as one of the leading venues of its size in the UK. Illustrating that touring product is increasing, we programmed 19 performances in September 2023, versus 8 performances in September 2022.

Comedy

The very best stand-up comedians included G Live in their touring schedules, with capacity audiences demonstrating their continued popularity – including **Sara Pascoe**, **Paul Chowdhry**, **Dave Gorman**, **Tim Vine**, **Phil Wang** and **Judi Love**. **Harry Hill**, **Jimmy Carr**, **Tom Allen** and **Babatunde Aleshe** all played multiple gigs across the year, and stand-alone gigs were played by **Ricky Gervais**, **Michael McIntyre**, **Tim Minchin** and **Jack Whitehall**. The Bellerby Studio also hosted intimate stand-up comedy from the likes of **Rosie Jones**, **Mark Steel**, **Tom Davis**, **Reginald D Hunter**, **Maisie Adam** and **Jayde Adams**.



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3. Programme Balance & Range

Music

Major artists played live gigs at G Live, including **Midge Ure**, **Jools Holland**, **The Proclaimers**, **Chris de Burgh**, **Belinda Carlisle**, **Squeeze**, **Katie Melua**, **Suede**, and **The Drifters**, with **Shalamar** celebrating their 40th Anniversary, and Mike Oldfield's **Tubular Bells** celebrating their 50th. **Jo Whiley** filled the dance floor with 90's anthems, **Tony Blackburn** spun The Sounds of the 60s, and audiences Sang-Along-A-**Gareth Malone**.

Community

Strengthening partnerships with local groups, G Live continued to serve its community by hosting performances from **Guildford Choral Society**, **Vivace Chorus** and **Guildford Symphony Orchestra**, with local schools choosing G Live to stage their key events and concerts, including **Guildford High School**, **Royal Grammar School**, **Guildford Theatre School**, and **the University of Surrey**. Events also included the **Shakespeare Schools Theatre Festival**, **The Rotary Club of Guildford's 'Schools Got Talent'** and the sell-out **Guildford Primary Schools Music Festival** and **Children's Concerts** with **Southern Pro Musica**.



3. Programme Balance & Range

Dance & Theatre

The G Live stage exploded in a celebration of dance across the year, with shows from the stars of Strictly Come Dancing, including **Anton Du Beke**, **Johannes Radebe**, **Gorka Marquez**, **Karen Hauer** and **Giovanni Pernice**, amongst others. Over the festive season, Craig Revel Horwood's production of **Strictly Ballroom**, featuring **Kevin Clifton** and **Maisie Smith**, played 11 performances and welcomed audiences of over 9,600.

Children & Family

To inspire new audiences, a range of exciting shows were on offer, from **Jurassic Earth** to **Tales from Acorn Wood**, from **Horrible Histories** to **Pop Princesses**, via **Sing-A-Long-A-Encanto** and the **Ministry of Science**. In the Bellerby Studio, interactive **Wifi Wars** were waged across the year, and ages 3+ celebrated the most exciting time of year with 28 performances of **Father Christmas Needs a Wee**.



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3. Programme Balance & Range

Classical Music

The **Guildford International Concert Season** returned with a full programme for the first time since the pandemic. The **Armenian State Symphony Orchestra** and British violinist **Jennifer Pike** performed **Khachaturian's Violin Concerto**; the **Swedish Philharmonia** played **Sibelius's Symphony No.2**; and the **Estonian National Symphony Orchestra** performed **Rachmaninov's Piano Concerto No.2**. Other concerts included a return of the **Royal Philharmonic Orchestra** performing Dvořák, Mendelssohn and Tchaikovsky.

Spoken Word

Audiences were treated to some fascinating speakers during the year, including **John Cleese**, **Mel C**, **Richard E Grant**, **Gordon Buchanan**, **Monty Don**, **Noel Fitzpatrick** and **Harry Redknapp**. **Michael Palin** took us from 'North Korea into Iraq'; **Ben Fogle** was 'Wild'; **Gyles Brandreth** just 'Can't Stop Talking'; and there was 'Nothing in Moderation' with **Prue Leigh**. Diving into the human psyche, audiences heard about **The Psychology of Serial Killers**, and **Jake Humphrey's** popular 'High Performance' podcast became an inspiring live tour.



3. Programme Balance & Range

The activity in G Live’s Main Hall between 1st October 2022 and 30th September 2023 is compared here against the KPIs set in the Operator Agreement. It is noted that the KPIs were indicative of programming expectations back in 2011, and the venue’s actual programme balance continues to change and evolve, and reflects the wider sector opportunities and challenges.

In this transitional period, whilst target figures have not been exceeded overall for the main house programme, a result of 93% is positive. With a reliance on the availability of suitable product in the touring market, it is good to see an increase in seated live music events (67 vs 22 in the previous reporting period). Community use is also positive, noting a 73% increase in non-Hillsong related activities

In addition to main hall activity measured against GBC targets, performance events in the Bellerby Studio included 34 performances for younger audiences, 33 comedy events (excluding Hellfire Comedy Club), 4 music events and 1 spoken word.

	GBC KPI	Actual	Attendances	% of GBC KPI
Children/Family	31	12	6,508	39%
Classical Music	18	9	4,707	50%
Comedy/Spoken Word	45	52	44,826	116%
Dance/Musicals	42	18	14,765	43%
GPO	4	0	0	0%
Other	6	9	6,856	150%
Rock/Pop Standing	14	10	10,089	71%
Rock/Pop/Jazz/World	84	67	50,653	80%
Sport	6	1	592	17%
Community	15	68	33,580	453%
Programming Sub Total	265	246	172,576	93%
Get-in/get-out/Prod Rehearsals		12		
Internal Events		1	135	
Non-Performance Sub Total		13	135	
Conference		7	3,114	
Dining/Banquet		23	3,851	incl Hellfire
Exhibition		6	1,390	
Hospitality Other		142	1,776	incl meetings
Hospitality Sub Total		178	10,131	
TOTAL	265	437	182,842	

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4. Creative Learning

4. Creative Learning

Aims

The Creative Learning department at G Live is integral to the venue's operation and works inter-departmentally across all spaces to develop partnerships and activities to:

- promote **physical, emotional, and mental wellbeing and creativity** to members of the local community whilst widening the reach to broader communities;
- **adopt an 'Arts for All'** approach to our programming and decision making;
- support and **encourage collaborative partnerships** with new and emerging artists/companies and organisations/groups across Guildford and Surrey;
- work alongside and support the wider Trafalgar Theatre Creative Learning teams across all theatres **sharing resources, experiences, artistic excellence** and joining up programmes of activity to reach more people nationwide.



4. Creative Learning

Introduction

The Creative Learning team at G Live consists of a **Creative Learning Manager** and a **Creative Learning Assistant** (both part time 20-hours per week) who work together to strategically and artistically programme and develop a wide range of creative activities/programmes to meet the needs and desires of the local community.

The CL team work collaboratively with a pool of freelancers to deliver the activities, contracting the services of industry professionals to offer activities of the highest quality.

Fundamental to the strategic development and delivery of programmes is **to provide an enriching experience and create a vibrant creative arts ecology** both at G Live and across communities. To engage, inspire, cultivate and develop creativity at every level, activities are carefully programmed to be suitable for existing and first-time users.



4. Creative Learning

Work with Children and Young People

Half Term Workshop Holiday Programmes (Oct '22 / Feb '23 / May '23)

G Live staged a vibrant programme of half-term activities for children and young people covering a huge range of performance, visual arts and technologies including **dance, drama, computer coding, pyrography and painting, illustrations, theatrical make-up, storytelling, drumming, and Graffiti Street Art.**

Encore

We continue the successful delivery of our **Encore SEN Drama Group** for children aged 7 – 11 years, and 2023 saw the recruitment of a new artistic team to deliver an exciting creative programme.

Encore aspires to develop social, emotional, and creative skills amongst participants through the medium of drama.



4. Creative Learning

Work with Adults

Comedy Programme

In 2021, G Live launched a programme of weekly 'Intro to' workshops. This developed significantly during the contract year, and offered 'Intro to Comedy', 'Intermediate Comedy' and 'Comedy Improvisation'. This brought the local and county-wide comedy community together and, in July 2023, we hosted our first ever **Comedy Jam Night**, enabling participants to perform their material in front of a live paying audience.

Memory Cinema

In 2022, G Live launched Memory Cinema, a **monthly relaxed screening of popular film classics aimed at 65 years+**. During the contract year we worked collaboratively with Care Homes, Assisted Living, and the Community Wellbeing Team to develop this offering, increasing attendance by 177%. The Memory Cinema has welcomed residents who have not left their care home since the pandemic.

G LIVE
— GUILDFORD —

MEMORY CINEMA

Join us for our monthly relaxed screenings of some truly classic movies. Presented in a friendly and accessible environment, let these iconic films inspire memories days gone by.

TICKETS JUST £4

<p>CALAMITY JANE</p> <p>Featuring the Academy Award-winning song 'Secret Love', Doris Day and Howard Keel star in this 1953 hit movie musical.</p> <p>THU 14 SEPT 1PM</p>	<p>THE AFRICAN QUEEN</p> <p>Adapted from the novel by C.S.Forester, Humphrey Bogart and Katherine Hepburn lead the cast in this 1951 adventure film.</p> <p>THU 19 OCT 1PM</p>
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BOOK ONLINE [GLive.co.uk](https://www.GLive.co.uk)

4. Creative Learning

Summer Youth Project (Jul-Aug '23)

Following the huge success of G Live's inaugural Summer Youth Project, Aladdin JR in 2022, the Summer Youth Project returned in 2023 with Alan Parker's **Bugsy Malone**. The project provided children and young people aged 7 – 17 years old with an opportunity to take part in and experience a musical theatre project of the highest calibre, working with industry professionals over two weeks. The project culminated in 3 full-scale performances, which this year took place in G Live's main auditorium.

Aims

- To cultivate and ignite creative talents;
- To develop confidence and self-esteem, encourage teamwork and aid social cohesion between children and young people from different communities;
- To develop transferrable skills that will fuel their educational journeys and everyday lives, encouraging positive and healthy life choices;
- To work with and learn from a team of industry professionals;
- To offer safe and positive experiences that supports participants' personal, emotional, and social development.



4. Creative Learning

'We were truly blown away by Alfie's confidence on stage. He has had the BEST two weeks, making new friends and learning new skills. The cast and crew have given him the drive to succeed and achieve, and taught him that he can do it - so for that I am super thankful.'

'I wanted to drop a quick note to thank you and the incredible team involved in the Summer Youth Project. To have access to this level of professional support is an incredible experience for all the youths involved.'

'Kit had such a wonderful couple of weeks and is missing it already! He came into it quite nervous, especially not knowing anyone, but he absolutely loved it, and it really gave his confidence a boost at a point when he needed it.'



'For the first time ever Lochie has been tired each night. Even a full week of hockey hasn't done that to him. He came home last night and cried about how much he will miss everyone, and that you all mean so much to him.'

Female	Male	Non- binary	SEN	7-8 yrs	9 - 16yrs	17 yrs
52	16	3	19	6	63	3

4. Creative Learning

Community Development

Family Fun Days

Family Fun Days (FFD) enable the local community to have a real insight into the wider ecology and creative offering of G Live.

We delivered two FFDs, in October 2022 and June 2023. Attended by over 1000 people, the October event focused on activities that promoted wellness as well as boosting self-esteem and confidence. We aimed to attract an older age range with the inclusion of a DJ scratch workshop, pyrography sessions and a series of improvisation-based mini workshops, that were tailored for key stage 2+.

June's event was augmented by pop up exhibitions of work especially created for the day at the May half term workshops, thereby amplifying and intertwining the Creative Learning programmes.

FFDs are entirely free of charge.



4. Creative Learning

Community Development

Craft Café

In September 2023 we hosted a Macmillan Coffee morning at which we launched our monthly Craft Café. The aim of the Craft Café is to provide a space where the community can join together and take part in a free activity, encouraging social cohesion, connection, and creativity.

Halow Project

Throughout the year G Live ran music classes for The Halow Project. Halow is a community based charity supporting young people aged 16+ with learning disabilities.

YMCA

G Live is working with YMCA on a variety of initiatives working alongside the **inspire** coaches to develop a creative arts project for YMCA residents. Former resident Adi Demeto worked on the G Live Summer Youth Project as Dance Assistant, and a current resident has recently joined the Guest Experience Team.

Surrey Dance Network (SDN)

Surrey-based arts organisations, Dance Woking, G Live, Made by Katie Green, Second Hand Dance and Dance Mama have joined forces, supported by Arts Partnership Surrey, to communicate with and cultivate Surrey's vibrant dance ecology more effectively. Creative Learning Manager, Emma Jones, sits on the SDN strategic group on behalf of G Live, who is the budget holder for £1,800 raised from Surrey Arts/Culture Box to support the freelance role of SDN Coordinator.



4. Creative Learning

Events/Provisions	Sessions	No	Artists
In-house Programme	62	511	40
Half Term Workshops	14	319	19
Community Development	19	1466	13
Summer Youth Project	44	1022	51
Partnerships	36	681	53
Total	175	3999	176



5. Food, Drink & Hospitality

5. Food, Drink & Hospitality

Overview

Contract Year 12 saw a redevelopment of the hospitality offering at G Live to better reflect the needs of audiences and drive profitability, including the launch of Street Food, the re-opening of the daytime café, introduction of dynamic bar pricing and the Group centralisation of events sales expertise.

Pre-Show Dining

The Mezzanine Restaurant remobilised in September 2021 following the pandemic. On average across the year (September 2021 – October 2022), around 1.5% of the audience chose to dine with us. This slow return, coupled with high operational costs and staff recruitment/retention difficulties, resulted in a challenging business model. As part of a wider strategic hospitality review, it was decided to close this operation and launch an improved, simplified and more cost-effective offering.

Street Food

A selection of grab-and-go Street Food was introduced at the café from April 2023. Batch-prepared and served in recyclable packaging, this is available 2 hours before every main-auditorium show, with dishes created to appeal to a wide audience demographic. Awareness is still building, but over 2% of audiences chose this option in the first 6 months of operation.



5. Food, Drink & Hospitality

The Café at G Live

Re-opening post-pandemic, poor footfall could not sustain a daytime operation. However, kitchen arrangements introduced to support the Street Food offer allowed us to revisit the feasibility of daytime trading and fulfil the Operator Agreement. Footfall continues to be challenging, however, since opening in mid-May, total revenue was £13.9k, delivering a net profit of £4k. A programme of work is under development to drive footfall, such as a Baby Friendly Cinema Club and a Craft Café.

Bars & Retail

During Contract Year 12, Bars & Retail accounted for around 76% of total hospitality income. Despite an 8% fall in live performances, this increase of 4% on the previous year reflects good speed of service, extended dwell time, and is supported by dynamic pricing. Dynamic pricing was introduced in April to protect community genres from supplier increases by driving income from commercial product.

Visitor Experience

Committed to enhancing the visitor experience, new uniforms were introduced for the front of house and hospitality teams and, to meet sustainability expectations of audiences, a Green Team was established.

- **Polycarb glasses** have replaced plastic for customers taking drinks into the auditorium;
- **Wooden cutlery** and **vegware packaging** is utilised for Street Food;
- Food recycling through **ReFood**, turns food waste into biofuel;
- Product initiatives include **Life Water** - the UK's first zero plastic solution to water on the go; recyclable popcorn packaging from **Popcorn Shed**; sustainable and slave-free chocolate from **Tony's Chocolonely**; and our selection of fairtrade coffee from **Caffe Praego** supports social projects in and around Rwanda.

5. Food, Drink & Hospitality

Events

G Live maintains its position as a prime event location for clients in Guildford and the surrounding area. Cultivating relationships to secure new and returning business, the newly established central events sales team is supported in-venue by an experienced team with a reputation for delivering exceptional client services.

Self-produced ticketed events include the popular **Tropicana Nights**, themed **dinner dances** offering live music and banqueting, the monthly **Hellfire Comedy Club**, and a new **MASSAOKE** event.

Conference business is beginning to grow following the pandemic. In addition to the **Rotary Club Conference and Dinner**, the **Weydon Schools conference** and **Equippers Church 3-day conference** came to G Live for the first time. The **Guildford Games Festival** was also back for the first time since the pandemic.

In addition to smaller dining events and parties in the Glass Room, new main hall awards and banqueting business was secured, catering for up to 450 diners, including:

- ✓ **Surrey Business Awards** (new / 400 diners)
- ✓ **Toyota Christmas Party** (new / 400 diners)
- ✓ **Enterprise Holdings Dinner** (new / 300 diners)
- ✓ **Surrey Property Awards** (returning (10th year) / 450 diners)
- ✓ **University of Surrey Balls** (returning (6th year) / 2 x 400 diners)

Welcoming the local community into the venue, the events team also hosted the **PPA Rock Night**, **Guildford High School's Prizegiving**, **ACM's Graduation** and the quarterly **Guildford Record Fair**.

Prospects for 2023/24 are significant, indicating that the hospitality industry is back and looking for new event destinations.

5. Food, Drink & Hospitality

Genre	Events	Pax
Meeting Small	132	1,446
Dining Ticketed Small	12	950
Dining Ticketed Large	2	476
Dining Non-Ticketed	9	2,425
Exhibition Public	4	1,300
Exhibition Private	2	90
Party Non-Ticketed	5	445
Party Ticketed	3	1,075
Conference 1 day	6	2,114
Conference >1 day	1	1,000
Wake	2	330
	178	11651

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6. Operator Agreement & KPIs

6. Operator Agreement & KPIs

This table summarises G Live's activity vs the indicative targets set in the Operator Agreement.

YEAR	1	2	3	4	5	6	7	8	9	10	11	12	KPI	Variance
Live Shows	180	188	193	164	169	205	203	198	91	16	194	178	250	-72
Community Events	60	41	40	92	136*	166*	173*	125*	62	8	61	68	15	53
Non-Performance Events	48	47	47	63	51	49	47	67	19	7	6	13	0	13
Total Events	288	276	280	319	356	420	423	390	172	31	261	259	265	-6
Attendance	130,574	136,021	139,199	177,079	198,900	230,527	246,492	258,022	136,185	16,760	179,309	172,711	161,257	11,454
Hospitality (Studio)	50	35	30	27	40	49	25	29	19	3	41	45	125	-80
Hospitality (Other)	97	66	105	59	128	167	171	182	126	5	127	133	0	133
Education Sessions/Projects	218	85	215	193	230	212	275	263	142	0	125	175	100	75
Main Hall Dark Days	114	115	116	91	85	64	67	57	199	336	73	89	80	-9

* Hillsong conducted two services each Sunday in these years

- A transitional period in Contract Year 12 as promoters' confidence returns and product builds (Y9 and Y10 can considered 'pandemic impacted' as product is cancelled / rescheduled into Y11);
- Attendances over the past 12 months are 11.5k ahead of KPI;
- Strong delivery of Creative Learning, Hospitality Events plus additional programming of 72 performances (not shown above) in the Bellerby Studio;
- Customer confidence coupled with increased product promises a buoyant year ahead.

7. Customer Satisfaction

7. Customer Satisfaction

Guest Experience Manager (GEM)



The Guest Experience Management platform is used across the business to collate audience feedback, informing service standards, and enabling the venues to learn, react and to share successes.

GEM pulls information from three sources:

- ✓ Feedback Score: audience surveys are sent to customers following their visit (in line with GDPR);
- ✓ Review Ratings: drawn primarily from Google reviews, but also Trip Advisor and Facebook;
- ✓ Audit Score: results from a monthly mystery shopper visit.

7. Customer Satisfaction



G ★★★★★ 5/5

First time at the G Live venue last night, very impressed. Friendly staff, plenty of areas to chill and have a bite to eat or drink, very spacious. Ample toilet facilities which were clean and tidy. Very friendly staff at the box office area and cafe upstairs, ushers were chatty and on the ball.

G ★★★★★ 5/5

Good seats with plenty of room. Clean. Great views of the stage, even if you sit a bit further back.

G ★★★★★ 5/5

As good as anything in London, without the hassle and expense of getting to London. This is a London-quality venue with top shows at very good prices, on your doorstep (assuming you live nearby)!

G ★★★★★ 5/5

Plenty of parking, good modern venue with good seating with no restricted views. Good bar and cafe area, staff very polite and helpful.

7. Customer Satisfaction



GUILDFORD 2023/24

This is to certify that in the category of

Entertainment Venue

G Live

is awarded the National Best Bar None

Winner



With a compliance score of 97% G Live won the **Best Bar None** Award 2023/24.



Voted for by the public, G Live also won **Best Live Music Venue** at the Surrey Awards 2023

8. Facilities and Health & Safety

8. Facilities and Health & Safety

Facilities

G Live offers customers a modern, accessible and dynamic environment to experience a broad spectrum of shows and events. Attracting capacity audiences across the year, the venue is subject to a high level of 'wear and tear'. The in-house team are passionate about ensuring the facilities are maintained at a high level.

Monthly Asset Meetings are conducted between GBC and the venue's Buildings and Facilities Manager.

Significant investment in repairs, maintenance and general improvements continued throughout the Contract Year, including:

- 200 new seats installed in the main auditorium, with a rolling programme in place to replace and repair as demand requires;
- New fixings applied to flat floor seating to improve stability;
- Investment in the café facilities to deliver the daytime service and Street Food;
- Refurbishment of the Seminar Rooms;
- LED lighting rig installed;

- Gardens to the front of the building replanted, with mental health charity, Oakleaf, continuing to offer maintenance assistance;
- New bins and recycling policy introduced;
- Hot water works undertaken to flush the system and replace all radiators across the venue (work continues into Contract Year 13).



8. Facilities and Health & Safety

Health & Safety

Trafalgar Theatres are committed to delivering best practice in health, safety and security. Supported by the Group Health & Safety Manager, auditing continues through the independent sector safety experts, RB Health & Safety Ltd. Venue Directors attend quarterly meetings and, at G Live, internal meetings specifically focussed on health and safety are held every two weeks.

In addition to quarterly audits, Trafalgar Theatres introduced a scorecard as a mechanism to maintain health and safety standards, fostering best practice initiatives across the Group. Over the past 12 months, G Live has been commended on our health and safety culture, and consistently scores highest across all of Trafalgar’s regional venues (currently reporting 92.5% compliance against internal KPIs).

All compliance, documents and risk assessments are hosted on the Group safety portal, which has just introduced a new training hub. As part of this process, a Training Needs Analysis has been completed, reassessing the training requirements of every role in the organisation.

Security is also a priority, and G Live has reviewed all processes and policies, along with Fire Risk Assessments (which included two audience evacuation drills during the year) and Major Incident Plans.



9. Financial Performance

A monthly breakdown of financial performance is provided on the following pages. It should be noted that Trafalgar Theatre statutory accounts are produced based on a financial reporting period April – March. The summary produced for this report is not audited and therefore subject to change. Figures reflect the reduced fixed-subsidy payment of £275,000 agreed as part of the contract extension.

9. Financial Performance

£000s	October '22 to September '23												Total 2022/23
	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	
Net box office	412	338	555	330	433	407	284	339	250	180	22	227	3,777
Share of box office / rent	95	75	104	89	85	77	63	69	69	(7)	11	48	779
Producer recharge	13	11	42	25	17	27	17	16	19	15	6	8	217
Restoration levy	18	14	19	10	18	16	14	13	13	8	2	13	159
Private property seats	7	6	7	4	7	6	5	4	5	4	2	5	61
Hospitality Income	88	120	185	55	90	164	68	100	109	81	15	94	1,170
Other venue income	118	121	91	76	97	82	78	61	108	79	103	72	1,087
Venues: Income	340	347	449	260	313	371	246	263	324	180	138	240	3,472
Theatre payroll	(63)	(57)	(62)	(33)	(61)	(50)	(52)	(48)	(54)	(50)	(45)	(50)	(626)
Show marketing	(14)	(21)	(4)	(6)	(3)	(29)	(1)	(7)	(9)	(17)	(4)	(23)	(138)
Hospitality Cost of Sales	(34)	(39)	(50)	(25)	(25)	(43)	(19)	(32)	(22)	(15)	(5)	(24)	(334)
Other Hospitality Costs	(13)	(24)	(40)	(24)	(5)	(43)	(27)	(30)	(44)	(31)	(25)	(48)	(355)
Other venue direct costs	(57)	(49)	(76)	(36)	(36)	(56)	(16)	(34)	(24)	(24)	(37)	(6)	(451)
Venues: Direct costs	(182)	(190)	(232)	(124)	(131)	(222)	(116)	(151)	(152)	(138)	(115)	(151)	(1,904)
Venues: Gross profit	159	157	217	136	183	148	130	113	172	42	23	89	1,568
Gross margin %	46.6%	45.1%	48.4%	52.3%	58.3%	40.0%	53.0%	42.8%	53.1%	23.3%	16.8%	36.9%	45.2%
No. of Performances	20	17	24	12	22	24	13	14	16	11	6	19	198
Admissions	14,913	13,463	19,950	9,649	16,715	13,813	11,355	12,030	10,611	7,030	1,354	13,730	144,613
Occupancy %	72.3%	76.8%	74.6%	78.0%	73.7%	53.2%	84.7%	83.3%	64.3%	62.0%	21.9%	70.1%	69.7%
GBO	492,040	423,726	725,191	335,072	576,422	370,649	400,026	424,502	359,030	249,226	26,144	439,220	4,821,248
ATP	32.99	31.47	36.35	34.73	34.49	26.83	35.23	35.29	33.84	35.45	19.31	31.99	33.34
Venue share %	23.1%	22.1%	18.8%	27.0%	19.5%	18.8%	22.4%	20.4%	27.7%	-4.0%	49.8%	21.3%	20.6%

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Total venue income for the Contract Year stands at £3.47m (against £3.04m in the previous period), delivering a gross profit of £1.57m (against £1.45m).

Average ticket price has risen by 30 pence, to £33.34.

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9. Financial Performance

£000s	October '22 to September '23												Total 2022/23
	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	
Overheads													
Gross pay	(16)	(11)	(14)	(14)	(12)	(15)	(12)	(14)	(13)	(13)	(13)	(13)	(160)
NI & welfare costs	(3)	(2)	(3)	(17)	(0)	(10)	2	(9)	(0)	0	(2)	(2)	(47)
Employee costs	(19)	(13)	(17)	(31)	(13)	(26)	(10)	(23)	(14)	(13)	(15)	(15)	(207)
Employee related costs	(3)	(2)	(1)	(2)	(3)	(5)	(1)	(2)	(2)	(1)	(2)	(4)	(29)
Total employment costs	(21)	(15)	(18)	(33)	(16)	(31)	(11)	(25)	(16)	(14)	(17)	(19)	(236)
Building costs	(58)	(63)	(50)	(40)	(20)	(68)	(68)	(22)	(50)	(54)	(39)	(58)	(590)
Support costs	(13)	(8)	(12)	49	(7)	(25)	(8)	(11)	(10)	(8)	(10)	(12)	(74)
Other overheads	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(175)
Total overheads	(107)	(100)	(95)	(39)	(57)	(139)	(103)	(72)	(91)	(91)	(81)	(103)	(1,076)
EBITDA	51	56	123	97	126	10	28	41	81	(49)	(58)	(14)	492
% of income	15.1%	16.2%	27.3%	37.4%	40.3%	2.7%	11.3%	15.5%	25.1%	-27.1%	-41.9%	-5.9%	14.2%
Exceptionals	-	(82)	-	(0)	-	-	-	-	-	(2)	-	-	(85)
Depreciation	(2)	(2)	(3)	(3)	(3)	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(31)
Net Profit	50	(28)	120	94	124	8	25	38	79	(54)	(61)	(17)	377
memo: Profit excl Subsidy	27	(51)	97	71	101	(16)	2	15	56	(77)	(84)	(40)	101
Guildford Borough Council	10	(6)	24	19	25	2	5	8	16	(11)	(12)	(3)	75
GLive	40	(22)	96	75	99	6	20	31	63	(43)	(49)	(14)	301

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The financial recovery since the pandemic has been strong and, despite a reduction in the number of performances, a **surplus of £377k** was generated in Contract Year 12 (versus £283k in the previous year). This will invoke the agreed profit-share arrangement, and GBC will receive a **rebate of £75k** the highest in the contract's 12 year history.

Appendix 1
Agenda item number: 8

9. Financial Performance

The table below sets out the subsidy per attender and the subsidy per head of population (Guildford Borough) for each contract year.

Subside Per Attendance

➤ In Contract Year 12, the net council subsidy per attendance was £1.16. This result was the third-lowest in the contract’s history.

Subsidy Per Head of Population

➤ In Contract Year 12, the net council subsidy per head of population was £1.39. This result was the lowest in the contract’s history.

	Attendance	Profit	Profit Share	Net Subsidy	Per Attender	Per Population
Year 1	130,574	£0	0	£328,595	£2.52	£2.29
Year 2	136,021	£34,235	£6,847	£321,748	£2.37	£2.24
Year 3	139,199	£138,906	£27,781	£300,815	£2.16	£2.09
Year 4	177,079	£173,021	£34,604	£293,992	£1.66	£2.05
Year 5	198,900	£177,121	£35,424	£293,172	£1.47	£2.04
Year 6	230,527	£228,999	£45,800	£282,796	£1.23	£1.97
Year 7	246,492	£315,440	£63,088	£265,508	£1.08	£1.85
Year 8	258,022	£350,092	£70,018	£258,577	£1.00	£1.80
Year 9	136,185	£298,432	£59,686	£268,909	£1.97	£1.87
Year 10	16,760	£0	£0	£328,595	£19.61	£2.29
Year 11	179,309	£276,931	£55,386	£219,614	£1.22	£1.53
Year 12	172,576	£376,846	£75,369	£199,631	£1.16	£1.39

Fixed GBC Subsidy, Contract Years 1 – 10 = £328,595 | Fixed GBC Subsidy, Contract Years 11-12 = £275,000

Guildford Borough Population = 143,600 (ONS 2021)

10. Economic Impact

10. Economic Impact

G Live contributes significantly to the local visitor economy through additional visitor spend, expenditure on supplies and services (by the venue and visiting companies) and through the provision of employment – with a proportion of wages spent locally.

Economic Contribution Assessment	
Additional Voluntary Spend	£2,507,312
Local Venue Expenditure	£632,944
Visiting Company Expenditure	£316,485
Staff Wages Spent Locally	£715,807
Total	£4,172,549

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In Contract Year 12 we estimate that activities at G Live contributed **more than £4m** into the local economy.

The methodology used in this assessment is based on Art Council England’s guidance documents *Measuring the Economic Benefit of Arts & Culture* and *Economic Impact Study of UK Theatre*.

Figures included are net of VAT and have been adjusted for inflation where appropriate. In order for this figure to be credible we apply a series of adjustments and reductions in line ACE recommendations. This includes allowances within the totals to account for:

- **Displacement and Substitution** (money spent at G Live which will not be spent elsewhere locally)
- **Multiplier Effect** (money spent locally on supplies and services which is ‘recycled’ through the local economy)
- **Leakage and Deadweight** (expenditure connected to G Live which is spent outside the borough)

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Annual Report Presentation by Trafalgar Theatres

Monday 6 November 2023 at 14:00

G Live

Present;

From GBC:

Kelvin Mills (KM)

Charlotte Brindley (CB)

Cllr Catherine Houston (CH)

Cllr Howard Smith (HS)

Cllr Dominique Williams (DW)

Cllr Stephen Hives (SH)

From Trafalgar Theatres;

Andy Locke (AL)

Alvin Hargreaves (AH)

Ref:	ITEM	Action
1.0	Apologies for absence & introductions	
1.1	Apologies were received from Ian Doyle (ID).	-
1.2	Everyone introduced themselves. KM began by explaining how Trafalgar’s presentation of their Annual Report to O&S sub-group and the Lead Cllr this afternoon fits in with the upcoming Overview & Scrutiny meeting in January, in which KM will be bringing a covering report to.	-
2.0	Annual Report Presentation by Andy Locke	
2.1	<p>Purpose of the Annual Report</p> <p>AL began by outlining the purpose of the Annual Report, which looks at G Live’s performance in its 12th full year of operation, from 1 October 2022 to 30 September 2023.</p> <p>AL explained that the period saw a combination of rescheduled events (post pandemic) and new tours which means that the period was considered a transitional period. Some shows/ events were also yet to return to pre-pandemic levels and therefore this period isn’t directly comparable with previous (pre-covid) years. The period also saw significant changes to G Live’s staffing structure and changes in operational processes and systems, some of which have been centralised.</p> <p>AL then provided an overview to the types of reports that are submitted to the Council as part of the monthly monitoring reporting, which provides an overview of how the venue is performing. This Annual Report provides a full summary of how the venue has performed over the year.</p>	-
2.2	<p>Executive Summary</p> <p>AL was pleased to report that this period saw record profit levels, meaning GBC’s profit share was at its highest yet.</p> <p>AL then went on to summarise the programme and events for the period. 246 events were delivered in the main auditorium, and 92 events in the Studio. Classical music, which was a genre that saw slower recovery following the pandemic. However, AL noted that sales for the 2023/2024 were up 28% from the previous year as at the end of September 2023. Hospitality was also a success, with</p>	-

Ref:	ITEM	Action
	<p>new major events secured. Hillsong church (who use the venue every Sunday) have also extended their contract for a further year. Creative Learning saw further growth, with increased activity across 175 events. The Summer Youth Project, which saw involvement from 71 participants ranging in age from 7-17 was performed in the main auditorium for the first time. Memory Cinema audiences also increased during the period, by 177%.</p> <p>AL then provided a summary to the Food, Drink & Hospitality during the period, which had seen change in various areas following the new staffing structure and introduction of Grab n' Go style Street Food to replace the restaurant offer. The daytime café, which was closed during covid and during immediate recovery was also re-mobilised. This allowed the building to re-open its doors during the day. AL then touched upon the revised pricing structure that had been introduced at the bars which AL explained was as a result of increased supplier costs. This change aimed to protect retail prices for those events categorised as community events e.g. school concerts.</p>	
2.3	<p>Executive Summary continued</p> <p>AL then provided an overview to the new staffing structure which was put in place during the period. (ref. Page 7 of the Annual Report). The venue saw the centralisation of the box office-, making for a more efficient and effective way of working across the group, as 12 box offices have now been consolidated into one. AL commented that over 70% of bookings are now online, however G Live still have a ticketing team present at the venue, to allow for walk-in bookings.</p> <p>AL explained that whilst the marketing team had been centralised and this centralised approach will continue to be a great support to the venue in terms of overall marketing, Trafalgar recognise the importance of having a specific marketing person on site at G Live, who would ensure specific marketing is tailored to G Live's audiences and programme. AH explained that some venues may not require a dedicated marketing post at the venue, mainly due to these venues operating a very different programme to that of G Live's i.e. week/ month long content. As G Live is unique in that it offers a broad programme with 1 or 2 day events, as well as an extensive creative learning programme, school use, conferences, hospitality events and so on, it is therefore more difficult to programme and demonstrates the need of a dedicated on-site marketing person.</p> <p>AL explained how the centralised approach supports the teams on site; the Guest Experience teams, stage door, ticketing assistants are supported by the central ticketing operations team and contact centre. The hospitality team on site are supported by the central events sales team and group support chefs. The marketing person on site, and other departments are supported by the group's Central Marketing team, Customer Relationship Management (CRM) team and Content team.</p>	-
2.4	<p>Programme Balance & Range</p> <p>AL provided examples of performances across the following genres ; Comedy, Music, Community, Dance & Theatre, Children & Family,</p>	-

Ref:	ITEM	Action
	<p>Classical Music and Spoken Word (ref. pages 10, 11 & 12 of the Annual Report). This varied programme for 2022/23 combined re-scheduled events and new touring product (as noted earlier).</p> <p>The strong strand of comedians performing at G Live demonstrates continued popularity. AL explained that many high-profile comedy events were also hosted in the Studio, which is not included in the overall performance figures. The music performances held during the period show the diverse activity at G Live, whilst the Community section continues to grow with varied events and activities by local Orchestras and concerts, schools, universities and choral societies.</p> <p>Dance also continues to be extremely popular, with particular emphasis on Strictly Come Dancing stars being celebrated and their events being very well attended, with audiences of over 9,600 attending the musical Strictly Ballroom over the 2022 Christmas period.</p> <p>Cllr CH commented that these Strictly events which presumably are ‘quick turn-around’ events suit G Live as a venue. AL agreed and explained that G Live, with its proximity to London, continues to attract strong audience attendance to these extremely high quality shows.</p> <p>There was also a number of exciting Children & Family events provided during the period.</p> <p>Classical music returned to a full programme for the first time since the pandemic. AL was asked what was meant by a ‘full programme’. AL clarified that travel restrictions during the pandemic had meant that many international orchestras were unable to visit the UK, so this year was the first year that a full programme of concerts incorporating international orchestras was possible. AL provided the meeting with just some of the many speakers who had performed at G Live over the period.</p>	
2.5	<p>Programme Balance & Range continued</p> <p>AL then provided an overview of the number of events and attendances within the main hall under each genre (ref. KPI table on page 13) compared to the Key Performance Indicators.</p> <p>AL explained that 2021/22 consisted of the first post-covid recovery programme, which saw a significant number of rescheduled events feeding in to 2022 but also early parts of 2023. This has meant that the reporting period is less curated in its normal fashion as it has seen a combination of re-scheduled events and is therefore considered a transitional year whilst the venues settle back in to ‘business as usual’. Therefore, whilst the venue has seen strong</p>	-

Ref:	ITEM	Action
	<p>recovery, the programming is not directly comparable with previous covid years.</p> <p>AL explained that it is also important to note that the Key Performance Indicators (KPI's) were set before the venue had opened in 2011 and therefore they were based on anticipated programming expectations. As the years have gone by, the venue has become well established, the diverse and broad programme balance has continued to evolve. The venue remains reliant on what is available and touring at the time, whilst also needing to adapt to wider market challenges and changes. AL was pleased to report that whilst the target figures have not been exceeded, the 93% is still very positive.</p> <p>The significant increase of live music events during the period (67 compared to 22 in the previous year) shows the venue's ability to secure available touring product and maximise its success.</p> <p>Trafalgar has also worked hard to increase community usage, and was pleased to report a 73% increase in community activities. This figure excludes usage by Hillsong Church.</p> <p>AL was asked who G Live's main competitor was. AH/AL confirmed that venues across London (just 40 minutes away) are G Live's main competitors. G Live wasn't designed to compete with Woking Theatre, and it's programming doesn't, and the Yvonne Arnaud is also a different venue, as a more traditional theatre and so G Live sits very well within the marketplace.</p> <p>AH referred to the programming mix and numbers which have been affected in the period, however the costs that have been controlled and changes made to adapt to the challenges experienced, means that G Live was able to produce a strong commercial return.</p> <p>The number of events under each genre were discussed in more detail. Comedy is still very popular and has shown a very strong return.</p> <p>The absence of a fly tower at G Live means that the venue isn't able to offer or host heavy theatrical performances or traditional pantomimes that other venues may be able to. This means G Live does not offer these sorts of events of 5/6 days duration. Instead, G Live is nevertheless able to offer shorter events, which includes ballet.</p> <p>AH was asked what the 1 event under the 'Sport' category was during the period. AH confirmed that this was a Gym-Fusion event, attracting just shy of 600 attendees. AH confirmed that G Live is</p>	

Ref:	ITEM	Action
	<p>due to host a white-collar boxing event (which is a private hire and therefore not open to the wider public).</p> <p>AH was asked whether bookings were passive or whether Trafalgar proactively seeks out sporting events. AL confirmed that this the programming team will be aware of what is available and will approach the product to see if they will use G Live, but G Live is also approached (i.e. they received an enquiry relating to a Wrestling event recently.) AH explained that there is a balance to be made in terms of ensuring the product is right for the venue. AL alluded to Snooker that had been shown at G Live in the past, but that the rigging and infrastructure required for this (and therefore costs associated) was challenging, and it also meant that the venue couldn't be hired out the following night. It is therefore vital to ensure the right decisions are made regarding the programming to ensure it is financially viable. Trafalgar Theatres focuses heavily on comedy and spoken word as it knows there remains a large appetite and strong audiences for this sector, combined with its less challenging rigging/ infrastructure.</p> <p>AH added that sporting events have evolved since the KPI's were set in 2011. Since then, sporting events that may have been suited to G Live e.g. darts, are now looking at larger venues (arena style with 12,000 capacity). These are now high-profile televised events which need to be considered when facilitating and costing the event.</p> <p>AL referred to the spoken word events during the period which brought in audiences interested in sport, although they would be categorised under Spoken Word rather than sport. This included talks by Harry Redknapp and 'The Good, The Bad and The Rugby'.</p> <p>Cllr HS referred to criticism made by some that G Live is good at bringing in comedy and other events, such as Strictly, but there is a limited programme relating to live music, in particular tribute and cover bands. AH explained that the touring sector has changed dramatically over the years and the touring circuit has changed. Venues used to be used by artists to promote records, particularly in the lead up to Christmas, however records have now been replaced with digital. Musical acts tend to grow in popularity extremely quickly (practically overnight) and so aren't generally looking for venues of a similar size to G Live. G Live cannot attract many artists, mainly due to its capacity (compared with arena sized venues). AH added that production requirements aren't much more for an arena and so G Live is not so appealing. Cllr HS referred to a band, Dinosaur Junior, which often plays to venues of around 1000 seats and has 20 dates across its touring schedule. Cllr HS wonders whether G Live is missing a trick with these sorts of bands</p>	<p>AH/AL</p>

Ref:	ITEM	Action
	<p>and is mindful that younger audiences may not being catered for. AH/AL acknowledged that music has not been heavy in terms of volume and range (for the reasons mentioned above and suitability of the venue) but perhaps this may be something that Trafalgar would look at more closely. AH added that the PA set up (for example) would need to be reviewed, and this is something that would need to be invested in, to better tailor the venue to suit the music requirement, however this would need to be carefully considered so that an appropriate system is put in place and doesn't restrict other programming activities. Cllr HS would appreciate Trafalgar's further thoughts on this.</p>	
2.6	<p>Creative learning AL then took the meeting through the Creative Learning section of the report (ref. page 15), first by outlining its aims and how the programme is resourced and the different elements to it.</p> <p>AL was asked how Trafalgar reach out to schools and the funding arrangements for schools. AL explained that the Creative Learning team make contact with all local schools to make them aware of the creative learning programme, workshops and free activities available. AL added that it is unlikely state funded schools would pay for any private events or spaces due to the financial constraints but also because many schools have their own spaces that they would use.</p> <p>AL summarised the varied holiday programme which took place over the October, February and May half terms and included a range of performance, visual arts and technologies (ref. Page 17). AL was pleased that G Live was able to provide a range of activities to compliment the more traditional and theatrical programme; participants were able to take part in computer programming and pyrography activities.</p> <p>AL provided an overview of the other programmes included within the Creative Learning programme, including the Encore Special Educational Needs (SEN) Group, as well as the Comedy programme for adults and Memory Cinema, which took place in the Bellaby Studio.</p> <p>As AL alluded to earlier, the Summer Youth Project was a huge success and returned bigger and better this year which meant that it could take place in the main auditorium; a great experience for participants and the audiences. Cllr CH commented how superb the performance was and how impressed she was with how the different ages and abilities came together to give such a professional performance. CH was also struck by how well the scenery was put together. AL agreed and showed just a few of the many compliments received from parents following the show (ref. Page 20 of the Annual Report). AL added that it was really good to</p>	-

Ref:	ITEM	Action
	<p>see cohesion between all the ages and the table showing the mix of participants demonstrates how this programme reached out to a broad demographic.</p> <p>AL then went on to summarise the Family fun days which took place in October and June. AL was asked how these family fun days (which are free of charge) are funded. AL explained that projects throughout the year, such as the Summer Youth Project, are used to fund these activities, with the aim that Creative Learning activity is self- supporting. Cllr DW noticed that the café was open during these times and so presumably this would generate secondary income which could then help support these activities.</p> <p>AH added that Trafalgar Entertainment has recently set up a trust, and has a plan for centralized funding for creative learning which he is happy to share with Cllrs if this is of interest.</p> <p>Post meeting note; <i>shared with meeting attendees on 8/11/2023</i></p> <p>AL then went on to summarise the community development initiatives that took place during the period. The craft café, which was set up to provide a space where the community can come together and take part in free craft activities. The Halow Project, a charity supporting young people with learning disabilities, also continued to receive music classes at G Live. Trafalgar also continued to work with the YMCA and the Surrey Dance Network (ref. page 22).</p> <p>AL concluded the Creative Learning section of the report by presenting a table which showed the split of sessions, participant numbers and artists across the variety of events in the period (ref. page 23). In the period, there were 175 sessions, attended by around 4,000 participants and involving 176 artists.</p>	
2.7	<p>Food, Drink & Hospitality</p> <p>AL then presented the next section of the Annual Report which detailed the performance of the Food, Drink and Hospitality section and outlined the various changes made during the period.</p> <p>As AL noted earlier, G Live saw the introduction of the Street Food offer from the café, which replaced the traditional mezzanine restaurant offer. AL explained that in 2021/22, the restaurant saw a slow return, with only 1.5% of audiences choosing to dine. The costs, staffing and limitations associated with this model meant that its commercial viability was in question, and Trafalgar wanted to offer something that would be more appealing for audiences whilst also being more cost-effective to operate. AL noted that within the first 6 months of operating the new Street Food offer, over 2% of audiences chose this option. This offer continues to be monitored and fine-tuned, however AL was pleased with its success over the first few months of operation and is excited to see it develop over the coming months.</p> <p>In response to a question in regards to how this new pre-dining arrangement works in practical terms, AL confirmed that there is seating available for audience members however the serving containers (which are recyclable) are designed so people are able to stand and eat. AL explained that it is more of a casual and</p>	-

Ref:	ITEM	Action
	<p>flexible dining experience, which many audiences are looking for now.</p> <p>AL then referred to the day-time café, which re-opened in mid-May, which Trafalgar is working hard to drive footfall rather than relying on passing trade. AL hopes the introduction of a Baby Friendly Cinema Club and a craft café will help this, whilst also providing a space and access to more individuals who may not otherwise visit G Live.</p> <p>Bars & Retail, which accounted for around 76% of total hospitality income in the period continues to perform very well, and despite the fall in number of live performances (by 8%), AL was pleased to report that this was 4% up on last year.</p> <p>AL then went on to provide examples of the work undertaken by G Live's 'Green Team' which was set up to focus on sustainability. G Live saw the introduction of polycarb glasses, wooden cutlery and vegware packaging, food recycling through 'ReFood', as well as other product changes to promote sustainability and also fairtrade (ref. Page 26).</p> <p>The hospitality events section continues to play a crucial part to the venue's success. AL explained that work has continued by the team, with the support from the central events sales team, to continue to secure new and returning business. AL summarised the varied dining events that G Live hosted, which caters to around 400 diners each time, as well as the smaller dining events and parties which were held in other areas e.g. Glass Room. Conferencing also saw a combination of new businesses using G Live and those returning for the first time since the pandemic, as did the self-produced ticketed events which varied from Karaoke events, to comedy club and dinner dances.</p> <p>AL concluded this section of the Annual report by presenting a table which showed the hospitality split across the various genres at G Live. There were 178 events in total, attracting over 11,600 participants.</p>	
2.8	<p>Operator Agreement & KPI's</p> <p>AL then went on to present a table (ref. page 30 of the Annual Report) which shows G Live's performance across the 12 years of operation. Year 9 and 10 were impacted by the pandemic, with year 11 being considered a recovery year and this year considered as a transitional period (as mentioned earlier).</p> <p>AL was pleased to report that attendances were 11,500 ahead of the KPI, with total attendance reaching 172,711.</p> <p>This was supported by a Creative learning programme, hospitality events and events within the Bellerby studio, of which are not included in the KPI table.</p> <p>Trafalgar are seeing a further increase in audiences returning and is excited to see that the future is looking strong for G Live.</p>	-
2.9	<p>Customer satisfaction</p> <p>Page 32 of Trafalgar's Annual Report provided an overview to the Guest Experience Management platform which is used to collate customer feedback from three sources; feedback scores (customers contacted after their visit), review ratings from Google reviews, Trip Advisor, Facebook etc., and also audit scores from mystery shopper visits.</p>	-

Ref:	ITEM	Action
	<p>The next page showed a word cloud and some examples of the Google and Trip Advisor reviews that had been made during the period.</p> <p>AL confirmed that some of the comments received during the period related to the condition of the seats. Trafalgar has since replaced 200 seats and now have a rolling replacement schedule in place for this.</p> <p>AL was pleased to report that this year, G Live won Best Entertainment Venue in the Best Bar None awards and Best Live Music venue at the Surrey awards.</p>	
2.10	<p>Facilities and Health & Safety</p> <p>AL then highlighted some of the maintenance activities undertaken during the period (ref. page 36), including the installation of replacement seats (as mentioned earlier), investment into the café facilities to facilitate the new Street food offer and daytime offer, refurbishment to the seminar rooms and LED lighting installation. AL explained that this lighting work gives the venue more flexibility operationally, whilst also contributing to a more sustainable venue. New bins have also been introduced to the site as well as a review of G Live’s recycling policy. Works to the heating / radiators has also been completed during the period, as well as works externally to the landscaped areas.</p> <p>AL explained that the venue’s Buildings and Facilities Manager meets monthly with GBC representatives for the monthly asset meetings. These meetings are used to look at a variety of aspects such as compliance, general maintenance and future investment plans.</p> <p>It was clarified that GBC is generally responsible for the structural components of the building and exterior e.g. roof, structural walls etc. and Trafalgar are responsible for everything else.</p> <p>AH commented that whilst Trafalgar have an extensive maintenance programme and there are ongoing repairs and decorative works required, now that the building enters its next phase of life i.e. 15 years plus, there will be a requirement to renew major plant.</p> <p>AL then went on to summarise Trafalgar’s commitment to delivering best practice in Health and Safety, and what processes are in place to measure this and ensure this is maintained.</p> <p>KM commented how impressed he has been on how health and safety is dealt with by Trafalgar. CB agreed and AL commented that there is a strong health and safety culture in place, and the staff are very good at reporting near misses and proactively reviewing and monitoring health and safety arrangements so that it is second nature to their activities.</p>	-
2.11	<p>Financial Performance</p> <p>Before AL presented the financial performance for the period, he made the meeting aware that these accounts had not yet been audited and therefore may be subject to change. The figures reflect the reduced fixed-subsidy payment of £275,000 that the Council pays to Trafalgar annually.</p> <p>The table on page 39 shows total venue income of £3.472m in the period, against £3.04m in the previous year, delivering a gross profit of £1.57m.</p>	-

Ref:	ITEM	Action
	<p>The meeting noted that the average ticket price had increased (by 30p, to £33.34) and asked whether this is expected to increase further. AL confirmed that costs and ticket prices will increase, as this is dictated by the market, but a balanced prices approach will be made according to the range of product i.e. family and community work, which will continue to be priced lower than others.</p> <p>AL was pleased to report a post-subsidy surplus of £377k, which means that the Council will receive a profit share of £75k for the period, which is the highest profit share in G Live's 12 year history. AL then provided an overview of subsidy per attendee. This is coming back down again following the pandemic and its very low figure (£1.16 per attendee) demonstrates very good value for money.</p>	
2.12	<p>Economic impact</p> <p>AL then presented the outcome of the economic contribution assessment which estimates activities at G Live contributed over £4m to the local economy, through voluntary spend, local venue expenditure, visiting company expenditure and staff wages spent locally. The meeting noted that this demonstrates the value of G Live and its positive impact and contribution to the borough.</p>	-
2.13	<p>Looking ahead for next contract year</p> <p>AL concluded the presentation by showing the programming for the year ahead and the variety of performances that had already been pencilled in.</p> <p>One event, Remembering Gary Brooker, featuring performers including Eric Clapton, Mike Rutherford and Roger Taylor, sold out within 30 minutes at £100 per ticket.</p> <p>AL is excited to introduce new activities and events to the venue. The meeting was then shown a video which encapsulated the many exciting activities and events provided at G Live.</p>	-
3.0	Questions & comments	
3.1	<p>AH referred to the procurement process for the future operation of G Live following expiry of this contract in October 2024.</p> <p>AH wanted to re-assure the Council that the programming continues and Trafalgar is already in discussion regarding programming beyond the existing contract term. Whilst Trafalgar cannot formally contract promoters the diary can still be filled and necessary arrangements are in place whereby they would novate to another operator. AH referred to investment into the facility and reassured the meeting that this would continue so that the facility is in as good condition or better than how it was handed over. AH explained that it is in Trafalgar's interest to ensure the programme remains fit for purpose and the sector maintains confidence that G Live will continue to operate for many years to come.</p> <p>AH explained that short contracts limit operators' ability to invest and so he was pleased to see that the Council was looking at a longer arrangement of 15 or 25 years which will ensure suitable investment into the facility.</p> <p>Cllr CH asked what Trafalgar's strategic plans were for looking ahead. AH explained that tenderers are currently in the first stage of the procurement i.e. Supplier Questionnaire stage. Timescales are tight for this procurement (10/11 months), however Trafalgar</p>	-

Ref:	ITEM	Action
	<p>has already looked at the strategic overview, in reference to programming, marketing, investment, balancing/ re-imagining the spaces to fit the programming ambitions and how that stacks up with the commercial elements. This will form part of Trafalgar’s submission at the ITN stage. AH added that he believes the Council will receive commercially favourable bids and the procurement is weighted this way.</p> <p>KM confirmed that he will continue to keep the Lead Cllr and O&S sub-group updated as the procurement progresses through the stages. A meeting is already in place to update Cllrs following the SQ evaluation. KM confirmed that it was likely that 3 or 4 potential operators would be taken through to the next stage of the procurement (to ITN).</p>	
3.2	<p>Cllr CH referred to the climate change emergency and how the existing contract doesn’t place emphasis on this, and therefore the reporting doesn’t include for this in the detail or depth that would be desired today.</p> <p>AH confirmed that a significant amount of works has been completed post pandemic, and this year, Trafalgar has taken a deeper and more granular approach to reduce energy consumption and has placed focus on reviewing set points and usage via the Building Management System. AH referred to the LED Lighting scheme which was funded via capital, that is just one of the schemes which has helped to reduce consumption. These form part of Trafalgar’s environmental strategy, and includes the requirement for SECR reporting, as well as other KPI’s and metrics so that all elements can be carefully monitored and measured. AH added that all electricity is now procured through Bryt Energy and supply is from 100% green/renewable.</p>	-
3.3	<p>The meeting discussed how pleased they were with G Live’s performance this year and congratulated Andy for his superb work over his first year of Directorship, particularly given the number of challenges and considerable change throughout the period.</p>	-
3.4	<p>There were no further comments or questions and the meeting closed.</p>	-

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Guildford Borough Council

Report to: Overview and Scrutiny Committee

Date: 16 January 2024

Ward(s) affected: All

Report of Director: Transformation & Governance

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Report Status: Open

Overview and Scrutiny Work Programme

1. Executive Summary

- 1.1 This report and its appendices outlines the future work plan of Overview and Scrutiny (O&S) as thus far developed and provides an opportunity for the Committee to formally review and approve its work for the coming months.

2. Recommendations to O&S Committee

- 2.1 The Overview and Scrutiny Committee (OSC) is asked to consider the overview and scrutiny work programme attached at Appendix 1 and determine its work plan.

3. Reasons for Recommendations:

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

4. Exemption from publication

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

5. Purpose of Report

- 5.1. As approved by Council, the remit of the OSC includes the specific responsibility to approve the overview and scrutiny work programme to ensure that the Committee's time is used effectively and efficiently.
- 5.2. A well-planned overview and scrutiny function will help both officers and members plan their workloads as well as providing a clear picture to the public of planned activity. An effective work programme is the foundation for a successful overview and scrutiny function.
- 5.3. This report sets out the overview and scrutiny work programme as developed thus far for 2023-24.

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 Programme Meetings

- 7.1. Council has agreed that the OSC is responsible for setting its own work programme in accordance with the following procedure:

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

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

- 7.2. The next work programme meeting of the chairmen and vice-chairmen of the OSC and the EABs is to be arranged. The last such work programme meeting was held on 15 March 2023.
- 7.3. Councillors are encouraged to attend a work programme meeting to explain in more detail their proposal, including how it fulfils the criteria outlined in the mnemonic P.A.P.E.R. (Public interest; Ability to change; Performance; Extent; and Replication).
- 7.4. In addition to the work programme meetings, Councillors can discuss and submit proposals to the OSC Chairman and Vice-Chairman.

8. Financial Implications

- 8.1 There are no specific financial implications arising from this report.
- 8.2 The Council's governance arrangements review of 2015 led to the introduction of a discretionary budget for overview and

scrutiny, set at £5,000 per annum. It is envisaged that the work programme, as drafted, is achievable within the existing financial resource.

9. Legal Implications

9.1 There are no specific legal implications.

10. Human Resource Implications

10.1 There are no specific human resources implications. It is envisaged that the work programme, as drafted, is achievable within the existing resources.

10.2 Overview and scrutiny will call on relevant officers during the conduct of its reviews. Individual scoping reports will seek to take additional resource requirements into account when drafted.

11. Equality and Diversity Implications

11.1 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.

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

overview and scrutiny reviews will consider equality implications on a case-by-case basis.

12. Climate Change/Sustainability Implications

12.1 There are no specific climate change / sustainability implications.

13. Summary of Options

13.1 The Committee is asked to approve the future work programme for O&S as developed thus far.

14. Conclusion

14.1 Developing a work programme for the overview and scrutiny function is an essential stage in the scrutiny process. An effective overview and scrutiny work programme identifies the key topics to be considered over the coming months. In addition, it is suggested that a well-developed programme ensures that the views of councillors, partners, the public, and external organisations are represented effectively in the process.

14.2 For information, attached at Appendix 3 is the procedure which task and finish groups are expected to operate and report their findings in accordance with.

15. Background Papers

15.1 None.

16. Appendices

1 – Overview and scrutiny work programme, January 2024.

2 – P.A.P.E.R. selection tool.

3 – Task group procedure [Appendix 4 of the Overview and Scrutiny Procedure Rules within the Council's Constitution].

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Overview & Scrutiny work programme, 2023-24

16 JANUARY 2024			
Item	Additional information	Relevant Lead Councillor(s)	Lead officers
Guildford-Waverley Collaboration	Requested to include: achievements so far (savings and operational); plan for the future/direction of travel; limitations and opportunities; and impact or otherwise of “double-jobbing” by Joint Management Team on Guildford Borough Council.	Cllr Carla Morson, Lead Councillor for Community and Organisational Development	Robin Taylor, Joint Executive Head of Organisational Development. Ian Doyle, Joint Strategic Director, Transformation & Governance
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 Commercial Development	Kelvin Mills, Executive Head Commercial Services, and Ian Doyle, 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	Kelvin Mills, Executive Head Commercial 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. Robin Taylor, Joint Executive Head of Organisational Development. 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	Nicola Haymes, Joint Executive Head of Communications and Customer Service. Ian Doyle, Strategic Director of Transformation and Governance.
30 JANUARY 2024			
Item	Additional information	Relevant Lead Councillor(s)	Lead officers
Thames Water	Invited to O&S to discuss the causes of recent outages, the management of the crisis, and measures being put in place to avoid such outages arising in the future.	–	–
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	Gary Durrant, Senior Specialist - Environment Control (Noise and Pollution). Richard Homewood, Executive Head Regulatory Services and Dawn Hudd, Joint Strategic Director, Place
5 MARCH 2024			
Item	Additional information	Relevant Lead Councillor(s)	Lead officers
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	–
Spend on consultants and agency workers, 2023-24 (six-month update)	Six month update, requested at September 2023 meeting [Minute OS 14 refers]	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
Community Services – The Hive	A written report, following on from the presentation to the Committee on 19 December.	Cllr Carla Morson, Lead Councillor for Community and Organisational Development	Sam Hutchison, Joint Executive Head of Community Services. Annie Righton, Joint Strategic Director, Community Wellbeing

Unscheduled items

Borough’s Response to Refugees – update requested for September 2024 or earlier in the event of significant change [Minute OS14 refers, 12 September 2023].

Draft Communications Strategy 2023-24. Originally scheduled for March 2024, moved to unscheduled in January 2024 at request of Joint Executive Head of Communications and Customer Service.

Housing Strategy

Task and finish groups

Title	Update
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. A narrative summary of the first task group’s work was shared in early December.</p> <p>Meetings have been held to discuss the progress of the original task group and how to take forward the issues; the Joint Executive Head of Housing Services had confirmed he would be the lead housing officer on the group.</p> <p>The next step is to 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>

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

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

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

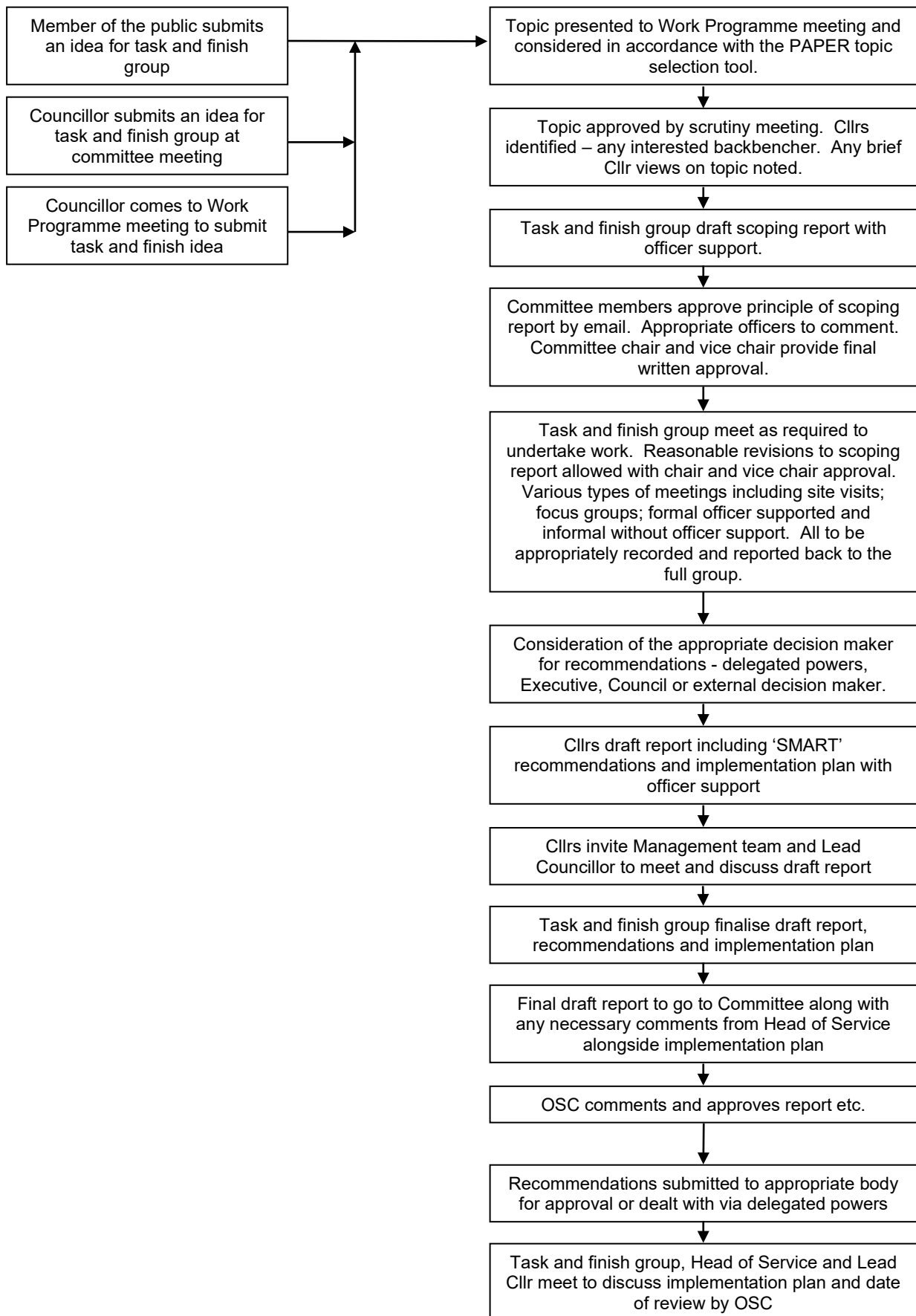
Performance: priority should be given to areas in which the Council and Partners are not performing well

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

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

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TASK AND FINISH GROUP FLOWCHART



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