



GUILDFORD  
BOROUGH

James Whiteman  
Managing Director

[www.guildford.gov.uk](http://www.guildford.gov.uk)

Contact:

James Dearling,  
Overview and Scrutiny Manager  
01483 444141

2 September 2019

Dear Councillor,

Your attendance is requested at a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** to be held in the Council Chamber, Millmead House, Millmead, Guildford, Surrey, GU2 4BB on **TUESDAY 10 SEPTEMBER 2019 at 7.00 pm.**

Yours faithfully,

James Whiteman  
Managing Director

#### **MEMBERS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

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

Councillor Colin Cross  
Councillor Liz Hogger  
Councillor Tom Hunt  
Councillor Gordon Jackson  
Councillor Steven Lee

Councillor Masuk Miah  
Councillor John Redpath  
Councillor Tony Rooth  
Councillor Deborah Seabrook  
Councillor Patrick Sheard

#### **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**

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**Guildford Borough Council**

Millmead House, Millmead, Guildford, Surrey GU2 4BB

## THE COUNCIL'S STRATEGIC FRAMEWORK

### Vision – for the borough

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

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

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

### Values for our residents

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

## AGENDA

### ITEM NO.

- 1 **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**
- 2 **LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

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

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

Councillors are further invited to disclose any non-pecuniary interest which may be relevant to any matter on this agenda, in the interests of transparency, and to confirm that it will not affect their objectivity in relation to that matter.
- 3 **MINUTES** (Pages 1 - 4)

To confirm the minutes of the Committee meeting held on 9 July 2019.
- 4 **LEAD COUNCILLOR QUESTION SESSION**

A question session with Councillor Caroline Reeves, Leader of the Council, regarding the Environment and Rural Strategy.
- 5 **SUPPORT FOR CARE LEAVERS** (Pages 5 - 12)
- 6 **JET REVIEW** (Pages 13 - 30)

To consider proposals for the future of Guildford's Joint Enforcement Team.
- 7 **OVERVIEW AND SCRUTINY WORK PROGRAMME** (Pages 31 - 42)

To agree the draft Overview and Scrutiny work programme and measures to progress a task and finish group approach to reviewing Sustainable Transport issues.
- 8 **MATTERS OUTSTANDING FROM PREVIOUS MEETINGS** (Pages 43 - 44)

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## OVERVIEW AND SCRUTINY COMMITTEE

9 July 2019

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

- |                             |                               |
|-----------------------------|-------------------------------|
| Councillor Colin Cross      | * Councillor Masuk Miah       |
| Councillor Liz Hogger       | * Councillor John Redpath     |
| * Councillor Tom Hunt       | * Councillor Tony Rooth       |
| * Councillor Gordon Jackson | * Councillor Deborah Seabrook |
| * Councillor Steven Lee     | * Councillor Patrick Sheard   |

\*Present

Councillors Dennis Booth, Jan Harwood, Lead Councillor for Planning, Planning Policy, Housing Delivery through planning, Caroline Reeves, Leader of the Council and Lead Councillor for Sustainable Transport, Transformation & Regeneration, Economic Development, and Governance, John Rigg, Deputy Lead Councillor for Sustainable Transport, Transformation & Regeneration, and Economic Development, and James Steel, Lead Councillor for Leisure, Heritage, Tourism, and PR and Communications were also in attendance.

In accordance with Council Procedure Rule 23(j), Councillors George Potter and Maddy Redpath attended as substitutes for Councillors Liz Hogger and Colin Cross respectively.

### **OS6 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

The Committee was advised of apologies for absence from Councillors Colin Cross and Liz Hogger and substitutes as detailed above.

### **OS7 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**

There were no declarations of Disclosable Pecuniary Interests.

The Chairman, Councillor Spooner, advised the Committee that, in accordance with Overview and Scrutiny Procedure Rule 2 [specifically, that 'no councillor may be involved in scrutinising a decision in which he or she has been directly involved (unless that involvement was only as a member of an EAB)'], he would withdraw from the meeting and hand over to the Vice-Chairman for item 5, Overview and Scrutiny Annual Report, 2018-19. The Chairman indicated that his withdrawal was to avoid any appearance of conflict between his previous role on the Executive and his current role as a scrutineer and to maintain the integrity, transparency, and robustness of the system of checks and balances in relation to decision-making at the Council.

Similarly, Councillor Jackson indicated that as a former member of the Executive he would withdraw from the meeting for item 5, Overview and Scrutiny Annual Report, 2018-19.

### **OS8 MINUTES**

The minutes of the Overview and Scrutiny Committee meeting held on 4 June 2019 were approved, subject to the attendance being amended to indicate Councillor Booth was present.

**OS9 SAFER GUILDFORD PARTNERSHIP ANNUAL REPORT 2019**

The Chairman welcomed the Community Safety Manager, Inspector Andy Hill from Surrey Police, Graham Mitchell from Surrey Fire and Rescue Service, Jo Caesar from Guildford Action, and the Managing Director (Chair of the Safer Guildford Partnership). He advised the meeting of an apology for absence from the Deputy Leader of the Council and Lead Councillor for Safeguarding, Inclusion, Public Safety, Community Safety, Vulnerable Families.

With reference to the Safer Guildford Partnership (SGP) Annual Report 2019 submitted to the Committee, the Community Safety Manager highlighted both the progress achieved during the past year and the review of Surrey Fire and Rescue Services and its implications for Guildford and the Safer Guildford Partnership.

The Committee was advised that the membership of the Partnership had been expanded to include Surrey University, Experience Guildford, Surrey County Council Adult Services, and South West Surrey Domestic Abuse Outreach Services.

The meeting was informed that the SGP strategic priorities were unchanged for 2019/20:

- Serious Organised Crime (including child exploitation and modern day slavery)
- Domestic Abuse
- Prevent – threat of radicalisation
- To identify and tackle anti-social behaviour hotspot locations and perpetrators
- To promote reassurance to our public to help make our communities stronger

In response to questions from the Committee, a number of points were made and clarifications offered:

- The Community Safety Manager confirmed that the SGP commissioned Applied Resilience to deliver against all requirements of the Prevent agenda, including the local strategy and a local training programme. In reply to a question about whether the Prevent agenda might be counterproductive, the meeting was advised that referrals to the Channel programme were made by agreement and the consent of the person referred was required. The Committee was informed that local referrals could be made to the Channel process.
- The Committee was advised that Prevent training had been held for Council staff, Councillors, SGP members, and local businesses. Local authorities had responsibility for the Prevent agenda, with overarching responsibility in the county held by Surrey County Council.
- Inspector Hill indicated that police action and responses were dependent on a judgment of the threat, harm, and risk of an incident. He advised the Committee that officers used the National Decision Model to help assess risk.
- The SGP judged the effectiveness of its work not through numbers or performance indicators but by achieving community impacts and long-term change for individuals.
- In reply to a question about the number of health providers on the SGP, the Committee was advised that the NHS had limited resources and were represented on the SGP by the local Clinical Commissioning Group. The Committee was advised that there remained gaps with mental health, and maybe emergency services, and this was to be explored further.

- The Committee was informed that the SGP has a legal requirement to reduce re-offending. The meeting was advised of the possible value of including social enterprises as part of a strategy to reduce re-offending. Similarly, the addition of voluntary groups to the work of the SGP was suggested.
- In addition to funds remaining from previous Home Office funding of community safety partnerships, the Council provided £15k for the SGP, the police contributed £10k to the temporary community safety project officer post, and the Partnership had access to ad hoc grants from the Police and Crime Commissioner.
- The Community Safety Manager advised that anyone could refer and present issues to the SGP's Joint Action Group (JAG). The Waste, Parking, and Fleet Services Manager indicated that the Joint Enforcement Team picked up issues from Council departments and was tasked by the JAG.
- The Committee members welcomed the Partnership's progress suggested within the report and at the meeting, and requested more specific evidence of the Partnership's work and achievements be included in next year's Annual Report.
- The Committee was advised that each fire engine in Guildford was staffed by four fire fighters, and major fires required appliances from outside the Borough. The meeting was advised that Guildford would be an area receiving increased prevention work from Surrey Fire and Rescue Service personnel.
- In relation to future funding of the needle exchange scheme within Guildford Action, the pilot would be evaluated at its conclusion.
- The meeting was advised that the senior Community Safety Manager at Surrey County Council attended the SGP and reported back to the Surrey Health and Wellbeing Board.

The Chairman thanked officers and Partnership members for attending.

#### **OS10 OVERVIEW AND SCRUTINY ANNUAL REPORT, 2018-19**

In accordance with Overview and Scrutiny Procedure Rule 2, the Chairman, Councillor Spooner, and Councillor Jackson both withdrew from the meeting. The Vice-Chairman took the Chair for the item.

The Vice-Chairman introduced the item and indicated that the annual report outlined the work of overview and scrutiny (O&S) during the previous municipal year, its future work programme, recently issued statutory guidance on O&S, decisions taken in the previous year under the Constitution's urgency provisions, and the use of call-in. He drew attention to the possible development of a protocol for the management of disagreements between the executive and O&S.

A member of the Committee suggested the importance of re-establishing the Older People's Services task group.

Committee members discussed the value and format of consulting the public in the development of the O&S work programme.

A Committee member questioned the measurement of value for money and efficiency at the Council. In response, the Managing Director referred to external audit, procurement

benchmarking exercises, the Local Government Association Peer Review, and the scrutiny of major projects by O&S.

The Committee considered the decision to waive call-in in October 2018 over the submission of a Garden Village bid for Wisley Airfield. Members discussed the value in asking the then Chair of the O&S Committee to attend and explain her decision to waive call-in, and the reasons why the Executive's decision to bid for funding was not taken earlier. The Vice-Chairman indicated that the matter might be scheduled for a subsequent O&S Committee meeting which the former chair of the Committee could attend. [The Leader of the Council and former Chair of the O&S Committee had left the meeting prior to the commencement of this item].

The suggestion was put forward to increase the number of scheduled O&S Committee meetings. In reply, the Committee was advised that there was provision within the Constitution for Councillors to call special meetings at any time.

RESOLVED: (I) That the report submitted to the Committee be commended to Full Council as the Overview and Scrutiny Annual Report, 2018-19;

(II) That the current rules relating to call in or urgency provisions remain unchanged; and

(III) That the policies, practices, and approaches identified within the statutory guidance on Overview and Scrutiny, attached as Appendix 2 to the report submitted to the Committee, be noted.

**OS11 G-LIVE AND LEISURE MANAGEMENT SCRUTINY WORKING GROUP**

The Chairman confirmed that the Committee was being asked to consider the establishment of a working group to scrutinise the Council's G-live and Leisure Partnership Agreement contracts monitoring and report back to the Committee.

The Lead Councillor for Leisure, Heritage, Tourism, and PR and Communications suggested that two working groups would be preferable to one.

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

**OS12 MATTERS OUTSTANDING FROM PREVIOUS MEETINGS**

The Committee considered an update on matters outstanding from previous meetings, including a response on emergency planning in the Borough.

With reference to Food Poverty – Report of the Overview and Scrutiny task and finish group [minute OS5, 4 June 2019, refers], the written update provided to the meeting indicated that details of Council employees not paid the real Living Wage were to follow.

RESOLVED: That the updates on matters outstanding from previous meetings be noted.

The meeting finished at 8.38 pm

Signed .....

Date .....

Chairman



Overview and Scrutiny Committee Report

Ward(s) affected: All

Report of Director of Community Services

Author: Helen Steward, Housing Strategy and Enabling Manager

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Lead Councillor responsible: Angela Goodwin

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Date: 10 September 2019

## Support for Care Leavers

### Executive Summary

This report provides information on the support provided to care leavers living in the Borough. It follows a request by Surrey County Council (SCC) to consider enhancing the services available to care leavers under the age of 25, specifically in regards to meeting their financial, social and emotional needs.

The key options to be considered are:

- Provision of a council tax exemption for all care leavers living independently up until the age of 25
- Free access to swimming and leisure centre services
- Discounts on classes/specific facilities at leisure centres (e.g. tennis courts, football pitches etc.)
- Additional support through housing policy.
- Working with the county to support the delivery of a life skills programme.

Leisure service concessions will ideally be delivered through a non-stigmatising process of application and 'membership card' arrangement.

As of February 2019, SCC informed us that they had placed 31 care leavers into the Guildford borough, with over half this number being placed out of the county. Of those placed in the borough, 18 of these were in education, 4 were employed and the remaining 9 were not in education, employment or training.

### Recommendation

The Committee is asked to recommend options to increase the services to support care leavers.

Reason(s) for Recommendation:

1. To meet the requirements of the motion carried by Council on 26 February 2019.
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**1. Purpose of Report**

- 1.1 This report has been prepared to meet the requirements of the motion agreed by Council on 26<sup>th</sup> February:

Care leavers have had their childhoods punctuated by instability and trauma, they leave home earlier and have less support than other young people. As a result, care leavers have some of the worst life chances in the country.

A 2016 report by the Children's Society found that when care leavers move into independent accommodation, they find managing their own finances extremely challenging. With no family to support them and insufficient financial education, care leavers are falling into debt and financial difficulty.

The Children and Social Work Act 2017 places corporate parenting responsibilities on borough and district councils for the first time, requiring them to have regard to children in care and care leavers when carrying out their functions.

To ensure that transition from care to adult life is as smooth as possible and to mitigate the chances of care leavers falling into debt as they begin to manage their own finances, this Council

**RESOLVES:**

(1) That the financial, social and emotional needs of care leavers under the age of 25 living in Guildford Borough, and the attendant services and help provided by this Council, be examined by the Overview and Scrutiny Committee at its earliest convenience, and recommendations to the Executive made as appropriate.

(2) That the Council also agrees to look at ways of supporting care leavers further to ensure they fulfil their potential.

- 1.2 Accordingly, this report sets out the current provisions available to care leavers and options for expanding the offer.

**2. Strategic Priorities**

- 2.1 The proposals support the place making and community themes of the Corporate Plan by supporting the more vulnerable and less advantaged people in our community and providing the range of housing that people need. They also contribute to the delivery of the Councils values for its residents.

- 2.2 The proposal to increase access to leisure services supports the priorities of the Sports Development Strategy 2016-21 themes of participation and inclusion, and the objectives of the Health and Wellbeing Strategy to increase physical activity and reduce social isolation.

### **3.SCC services and ambitions**

- 3.1 SCC are seeking to develop a consistent offer from councils across Surrey for care leavers to support a smoother transition into adulthood. They hope to deliver this by giving care leavers the opportunity to learn how to financially support themselves and encourage concessions that mitigate the chances of care leavers falling into debt.
- 3.2 SCC has requested that all councils provide a council tax exemption for all care leavers living independently up until the age of 25 as well as offering:
- Free access to swimming
  - Free access to the leisure centres
  - Discounts on classes/specific facilities at leisure centres (e.g. tennis courts, football pitches etc.)

and for this to be delivered consistently through a non-stigmatising process of application and 'membership card' arrangement.

- 3.3 SCC provide each young person in care with a social worker to help them to plan for their future. When they reach 17, each young person is also allocated a personal advisor who is there to provide support after they leave care. Grants are available to help care leavers with further education costs and the costs of setting up a home.

### **4. Current concessions across Surrey**

- 4.1 The current offer in Surrey varies between each district & borough. Waverley, Woking and Mole Valley offer free access to swimming or leisure centres across the area and discounts for leisure activities via a discount card which can be used with a range of other partners in the area.
- 4.2 Woking has offered a council tax reduction to care leavers since April 2018, and Surrey Heath and Mole Valley both introduced reductions from April 2019. Elmbridge committed to implementing a reduction in June 2019.

### **5. Guildford Borough Council's existing offer**

#### **Council Tax**

- 5.1 There are no existing concessions aimed directly at care leavers, although they can benefit from the broader schemes providing discounts for students and those on low income or unemployed. A discretionary fund is also available for anyone adversely affected by the Local Council Tax Support Scheme. Applications for this are considered on a case by case basis.

### **Leisure**

- 5.2 The Council's leisure services offer concessionary or discounted prices for a range of eligible residents both directly and through the leisure contract with Freedom Leisure. However, there are no existing concessions directly for care leavers across either leisure provider.
- 5.3 Concessions and eligibility varies across the services and includes;
- Disability Living Allowance
  - Elements of Universal Credit
  - Income support
  - Job Seekers Allowance
  - Housing benefit
  - Personal Independent Payments
  - Students
  - Over 60's
- 5.4 The existing contract with the Leisure provider has a provision for a change mechanism to the existing arrangements within it which could be used to facilitate access at a cost to the Council.

### **Housing**

- 5.5 Assistance is available to care leavers via the Council's Housing Service to enable them to secure suitable housing when they leave care. For some this may be a move into social housing. Care leavers are first encouraged to move into transitional supported housing while they learn to live independently. When they are ready to move on to independent living, they are normally awarded a higher priority band to enable them to secure a housing offer within a 6 month period.
- 5.6 There are several existing provisions within the borough that provide hostel or supported housing accommodation depending on an individual's needs. 11 bed spaces are provided in shared houses for care leavers between the ages 18-25. The Foyer provides 21 bed spaces for higher support with care (care provided by the SCC), and 13 bed spaces for individuals with lower support needs. Extra capacity is available at the YMCA in Bridge Street.
- 5.7 Once care leavers reach 21 years of age their application is reviewed and will then be considered as any other housing applicant. If the care leaver is no longer eligible to remain on the housing register, and there is no continued contact from them, their application will be removed from the housing register.

### **Community Wellbeing**

- 5.8 There are not any services particularly aimed at care leavers, however the service enables all residents to access community led support groups aimed at helping relieve social isolation, promote physical and mental health and build skills and learning so people can become more confident in finding work.

- 5.9 Support is available to help those managing mental health issues, alcohol and drug dependencies or that have offended in the past with the aim of enabling residents to live well and achieve their goals.

## **6. Options considered and financial Implications**

### **Council Tax**

- 6.1 In February 2019, officers considered the proposal to provide a council tax exemption for care leavers. At this time officers' recommendation was that an exemption was not needed as it was assumed that existing arrangements would help alleviate hardship suffered by care leavers. These arrangements were set out as;
- student exemption for those in full time education (which is a national exemption) and
  - full or partial discount under the Local Council Tax Support Scheme (LCTSS) for those on low incomes or in receipt of benefits.

There is also a fund for discretionary help where a claimant does not qualify for full Local Council Tax Support due to our local rules. For example if a care leaver lives in a Band E property.

- 6.2 Trying to identify the likely financial impact of adopting the exemption is difficult, as we do not know where in the borough the individuals are living, the age profile of the care leavers, whether they are claiming the existing exemptions and discounts, or whether they are currently not liable for Council Tax. For these reasons officers are uncertain of the costs of implementing such a scheme, but estimated the overall costs could be in the region of £5,000-£46,000 per annum based on 31 Surrey County Care Leavers living in the Borough.
- 6.3 Not all care leavers in the borough will have been under Surrey County Council's care, as other counties will house those in care near relatives. We have no information on the numbers. Consideration should be given to whether any reduction offered will be open to all care leavers in the borough that meet the criteria not just Surrey County Council care leavers.
- 6.4 Guildford Borough Council can only grant a council tax reduction to care leavers under section 13A of The Local Government Finance Act 1992. Any reduction is applied after any other discounts, disregards or exemptions – for example single person discount, local council tax support or student exemptions. The reduction can be from 1 to 100% of the Council Tax liability.
- 6.5 Legally Guildford Borough Council is liable for the full cost of any section 13A reduction. The police have advised that they do not have the powers to contribute. The County considered the matter at Cabinet on 16 July 2019 and resolved to pay 75% of the cost for their own care leavers, with a review of the funding in 2021 and every four years thereafter. Where Surrey care leavers live outside of Surrey they can claim 75% of their council tax from the county.

- 6.6 The creation of a reduction for care leavers may increase requests for a similar reduction from other groups such as former members of the armed forces.

### **Leisure**

- 6.7 In December 2018, Surrey Senior Leisure Officers' Group (SSLOG) received a briefing paper from Surrey Corporate Parenting Board, setting out a leisure proposal for all Looked After Children and care leavers.
- 6.8 Officers in Parks and Leisure Services have identified the following areas that could be considered for concessions:
- extension of eligibility to include a consist offer across all leisure activities
  - extension of concessionary pricing for care leavers
  - extension of access times for concessionary offers (currently Monday to Friday, term time only)
  - extension of the range of activities included in concessionary pricing
  - increased concessions linked with affordability
- 6.9 Further scoping would be required to determine the financial, practical and social implications of an improved or extended offer. Consideration would need to be given to the Council's forward plan and the annual fees and charges setting process.
- 6.10 To measure the impact of any concessions, it is proposed that information on the take up of the service is collated, as well as annual reviews on the impact of the concessions on care leavers through feedback from care leavers' personal advisors.

### **Housing**

- 6.11 To increase the offer from the Housing Service we could consider expanding provisions for care leavers within the allocations policy. This could include allowing care leavers to remain on the register after the age of 21, and details of the existing housing options available for care leavers and a defined set of routes for support.
- 6.12 Further concessions could include ring fencing a set number of homes being made available for general needs renting through the housing register and Choice Based Lettings. Changes to the allocations policy could be implemented without a financial implication to the Council as this concerns the prioritisation of opportunities for social housing.

### **Community Services**

- 6.13 Community Services can work with the county on services that support the transition of care leavers into independence through providing life skills training.

## **7. Recommendations**

- 7.1 To provide the county with an overview of the existing concessions available to help sign post care leavers to eligible concessions.
- 7.2 To put in place a mechanism for measuring the outcomes of the new concessions in partnership with the County Council, to ensure that the concessions are improving the transition to independent living for care leavers.
- 7.3 To ensure any new services are meeting an existing need it is recommended that past and current care leavers are consulted on what new services and help they need in order to support them to transition into adulthood.
- 7.4 The Council supports many groups that are struggling with multiple disadvantages. If further services are made available to care leavers, a review of service provision to other disadvantaged groups would be appropriate to ensure that access to services and support is fair and equitable.
- 7.5 Consideration should be given to whether concessions or new services are also made available for care leavers that have a 'staying put' arrangement.
- 7.6 Were the decision taken to proceed with the adoption of a council tax reduction for care leavers it is recommended that;
- An accurate review of the potential costs to Guildford Borough Council in applying the reduction is carried out. This will require the county to share more information on the location of care leavers, and their housing arrangements.
  - A policy and procedure is adopted that provides for applications to be verified
  - The policy clearly defines what a care leaver is and when the discount ends
  - The policy provides for the reduction to be withdrawn in exceptional circumstances, for example the care leaver benefits from a significant capital payment or is on a high income.
- 7.7 If changes are considered for housing services, it would be recommended to review the housing allocations policy in its entirety, to ensure that it remains effective. As care leavers can be resident across the County, it would be advisable to clarify whether there are other vulnerable groups whose provisions should be reviewed to ensure that Guildford residents are not placed at a disadvantage.
- 7.8 Set the parameters and areas of the leisure offer to be scoped further, giving consideration to the financial, practical and social implications of each.

## **8. Equality and Diversity Implications**

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

**9. Legal Implications**

- 9.1 The Council has power in accordance with Section 13A Local Government Finance Act 1992 to grant Council Tax reductions in accordance with a scheme which specifies persons or classes of persons who are considered to be in financial need. Any new exemption will require a change to be made to the current scheme.
- 9.2 In accordance with Section 19 Local Government (Miscellaneous Provisions) Act 1976, the Council may provide access to recreational facilities provided by it either free of charge or on payment of such charge as it thinks fit.
- 9.3 The Council has an allocations policy which governs the allocation of housing accommodation. Any alterations to the allocation of housing will require an amendment to the scheme in accordance with S166A Housing Act 1996.

**10. Summary of Options**

- 10.1 Options to increase support to care leavers could include;
- providing a council tax reduction
  - Providing concessions for leisure services
  - review of the housing allocations policy to provide additional services or priorities for care leavers



Overview and Scrutiny Committee Report

Ward(s) affected: All

Report of Director of Environment

Author: Chris Wheeler

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Lead Councillor responsible: Fiona White

Tel: 01252 332381

Email: [Fiona.White@guildford.gov.uk](mailto:Fiona.White@guildford.gov.uk)

Date: 10 September 2019

## JET Review

### Executive Summary

The Joint Enforcement Team (JET) was created in August 2017 for an initial period of 2 years, with an extension taking us until April 2020. The team have developed enforcement approaches in a range of environmental and anti-social behaviour areas and have been successful at taking forward improvements in all of these areas.

Whilst the continuation of the current team is within the approved budget for 2019/20 a decision needs to be made to continue, grow or cease the work of the JET beyond the current financial year.

The Committee is asked to express its views on the work of the team and express a view on the future options.

### 1. Purpose of Report

- 1.1 To set out the work of the team over the last 2 years and to seek views of the Committee on this work and the future direction of the JET approach.

### 2. Strategic Priorities

- 2.1 The JET supports a number of strategic priorities, particularly under the community theme focusing on supporting older, more vulnerable and less advantaged people, protecting our environment and enhancing cultural, community and recreational facilities.

### **3. Background**

- 3.1 In April 2017, we carried out a review of a wide range of enforcement activities undertaken by the Council and the introduction of Joint Enforcement Teams within Surrey.
- 3.2 The review identified there were opportunities to improve the way we coordinate our enforcement activities across the whole council. The review also identified the aim of being more effective at addressing persistent environmental and anti-social behaviour issues that negatively affect the lives of our residents and impact on provision of services.
- 3.3 We considered three options:
- i. Do nothing – accept that whilst things could be improved, there is limited capacity, resources and finance to effect a worthwhile change.
  - ii. Invest more resources into current specialist teams to focus on priority issues.
  - iii. Invest or divert resources into an enforcement team (JET)
- 3.4 External funding from the Police and Crime Commissioner was available and internal savings within our street cleaning service were realised. These funds were sufficient to equip and employ two officers to join the existing staff involved in environmental crime – the Council's Street Scenes Operations Manager and the Dog Warden. As a result, we proceeded with option iii for a two-year period.
- 3.5 The team initially consisted of
- Team manager with 30 years of GBC experience leading the street cleaning service and now the JET team of investigators
  - Team Leader with over 32 years as a Police Officer in Surrey and more recently specialising in Town Centre Management.
  - JET Officer with 13 years with Surrey Police specialising in Community Policing
  - Dog Warden with 18 years' experience in Dog related education and enforcement
- 3.6 Since its inception the demand for the team has increased and further savings were found to fund a further JET officer. This officer brought with them 15 years' experience with Surrey Police specialising in Roads and Community Policing.
- 3.7 Finally, due to changes in legislation around animal management and licensing the role of the Dog Warden needed to evolve into more licensing and inspection work. It was clear that this role was better suited to working alongside other licensing colleagues within Regulatory Services, taking all work around animal management with work around dog fouling remaining with the JET.

- 3.8 The current structure is now three primary enforcement and investigation officers comprising of the Team Leader and two JET officers managed and supported by the manager who is also responsible for the street cleaning service.

### **JET Priorities and approach**

- 3.9 The team's current core roles include:

- Litter and Waste offences
- Fly tips – primarily on public land
- Unauthorised encampments
- Town Centre Anti-Social Behaviour (ASB)
- Dog Fouling

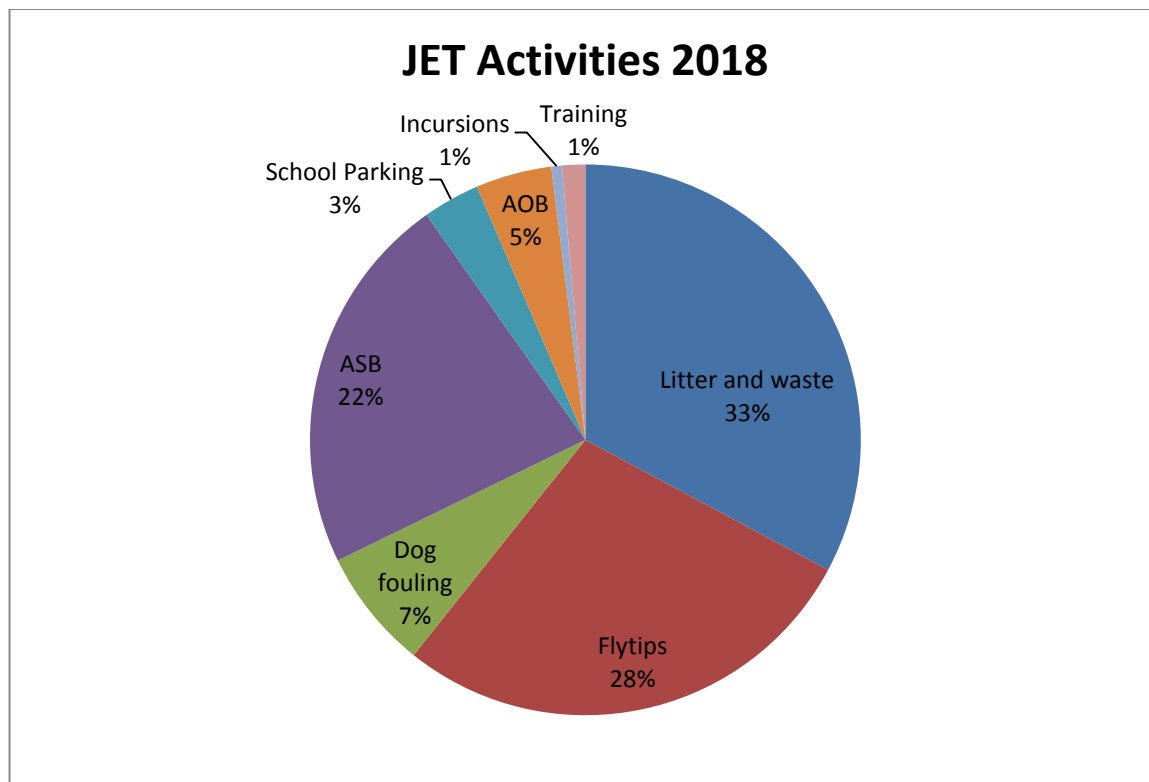
- 3.10 Effective and well-targeted regulation is essential in promoting fairness and protection from harm. Our aim is to work in a transparent, accountable, proportionate and consistent way, to assist individuals and business to comply. We do this by:

- Helping and encouraging regulated bodies, businesses and individuals to understand and meet regulatory requirements more easily
- Provision of advice and guidance
- Inspections/investigations following complaints by third parties
- Street patrols.

We will normally take a supportive approach to achieving compliance with regulatory requirements especially with those who work with us to do so. Where required, we will consider the use of all necessary enforcement action against those who commit serious breaches, flout the law, or refuse to work with us to seek compliance

- 3.11 Where we discover non-compliance, the decision about the most appropriate enforcement action will be made on a 'case by case' basis and in accordance with this strategy and any service or legislation specific procedures/processes that are relevant.

- 3.12 The following chart sets out the breakdown of the JET's activities in 2018:



3.13 The work in 2019 has evolved further with less time spent on litter and waste and more time spent on fly tips, unauthorised encampments and ASB.

3.14 As part of this the team has undertaken, attended or supported a wide range of events in 2018 including:

10<sup>th</sup> January PUTTENHAM COMMON PSPO LAUNCH EVENT

16<sup>th</sup> January Mayor's procession high street

17<sup>th</sup> January NEWLANDS CORNER PSPO LAUNCH EVENT

15<sup>th</sup> February Eviction Ripley

26<sup>th</sup> February Litter Enforcement day Guildford town

3<sup>rd</sup> March Parkour event Guildford town

6<sup>th</sup> April JET trailer day Guildford town

30<sup>th</sup> June Freedom parade Guildford town

20<sup>th</sup> July Enforcement day with Surrey Police

21<sup>st</sup> August trailer event Guildford town

23<sup>rd</sup> October trailer event Ash

6<sup>th</sup> November dog fouling education Slyfield

8<sup>th</sup> November rural day of action event

15<sup>th</sup> November Christmas lights event

- 3.15 **Litter and Waste Summary** - The council's waste and street cleaning services undertake activities throughout the borough. The street cleaning service attends to over 650 miles of roads and paths, over 1000 litter bins in an area covering over 100 square miles. We collect around 2000 tonnes of litter bin waste, leaf fall, detritus, fly tips and litter every year.
- 3.16 The JET responds to reports of litter and waste offences in the Borough of Guildford. These fall into managing issues involving businesses and issues involving the general public. Work can range from spotting litterers in the street or in their cars, to advising businesses on correct waste management practices. The team have issued 11 Fixed Penalty Notices for littering in the last year.
- 3.17 Further details of some of the interactions are included at Appendix 1.
- 3.18 **Fly Tips** – Like all areas of the country we do see significant fly tipping across the public highway and on our land, which is our responsibility to clear. These are removed by our street cleaning teams. The numbers of fly tips have remained fairly constant over many years with a typical year seeing between 1300 and 1500 fly tips on the road or council owned land. There are further fly tips on private land, but these are not recorded as they are the responsibility of the land owner to prevent and clear.
- 3.19 When considering we have a huge road network in the borough and large land holdings, all open 24/7 and with those fly tipping taking active steps not to be discovered, finding the fly tipper or those who handed their waste over, without due care, is challenging. We therefore expend significant effort in prevention, using signage, education and also swift removal to reduce the chance of “copycat” fly tipping.
- 3.20 However, people are sometimes observed in the act or leave incriminating evidence and the JET have been routinely investigating fly tips where there is a line of enquiry. In the last 12 months this work has resulted in one prosecution, five £400 fixed penalty notices for fly tip related waste offences and a small number of privately organised and paid for removals. The JET has investigated 35 fly tips and is following 11 live enquires at present.
- 3.21 Earlier this year, an organised criminal fly tipper began to operate in the local authority area and deposited at least ten 20 tonne loads of treated and shredded waste indiscriminately in the northern part of our borough as well as other locations in the South East. An investigation led by the EA, was supported by our JET and the police and resulted in an arrest and ongoing prosecution of an individual as well as the seizure of the tipper vehicle and a spotter vehicle.
- 3.22 **Unauthorised encampments** – Since August 2018 the JET have been the primary team responding to unauthorised encampments. This includes an initial visit and welfare check, serving of notices, commencing court proceedings, serving court documents and if necessary engaging bailiffs.
- 3.23 In that period, we have attended a total of 10 encampments, all bar one have been moved on without the need to engage bailiffs. The JET have also developed a protocol and evidence pack for each encampment which is now

being used to standardise impact assessment and evidence gathering across the county.

- 3.24 Prior to the JET, managing unauthorised encampments was the responsibility of the relevant department and as such this created significant resource demands on departments, led to inconsistent approaches and variable evidence gathering. The work of the JET has been regarded positively by the relevant departments for example Parks and Leisure:
- 3.25 **ASB** – The JET has an ongoing role in helping manage ASB within the borough. As part of their work requires regular patrols within the town and throughout the borough. The team is both a key source of intelligence and a resource for intervention. Much of this type of work is delivered in partnership, with the team providing insight to others in identifying the right approach to support individuals in need of help and address behaviours that are not acceptable. As such the JET or their manager sits on key groups including JAG, CHARM and the Real Change Operations Group. Examples of this work include:
- 3.26 Bedford House – this area was subject to serious ASB and was a significant concern for residents. A public space protection order (PSPO) was put in place, however resources to patrol and respond to issues and enforce the order were limited. The JET took the lead on this whilst carrying out duties in the town, in partnership with the Police, which led to a swift decline in ASB to the point that when the PSPO expired it was deemed unnecessary to seek to extend or introduce a new one.
- 3.27 Castle car park – this is a council owned car park with a private restaurant on the top floor. The stairwells were being misused and this resulted in significant human and drug related litter as well as partial blockage of a fire route, that in the event of a fire may have resulted in delays to evacuation. As a result, the JET engaged with the individuals, patrolled regularly, working with the police, issued notices to cease ASB and potentially dangerous behaviours where appropriate and instigated the installation of CCTV in key areas. This has resulted in an ongoing improvement in the car park. The manager of the restaurant has commented as follows:

“It is interesting that since the CCTV cameras were installed on the Castle Car Park stairwells we have only had ONE incidence of rough sleeping and drug taking. This installation has been a fantastic success.

We now have a safe and clean car park to allow us to attract visitors to Guildford instead of deterring them.”

Whilst the visible CCTV has been particularly highlighted, the less visible work behind the scenes was as important if not more so than the CCTV equipment.

- 3.28 Real Change Operations Group – this group was developed to address what was an increasing concern relating to homelessness and rough sleeping in the town centre, started in part by the intelligence from the work in Castle Car park that identified that the issues relating to rough sleeping and associated behaviours were complex and could not be dealt with enforcement alone. The Real Change

Operations Group is a multi-partner group that looks to bring in a range of support and interventions for those in need in the town, providing access to housing and support with rehabilitation and finance. The JET role is intelligence gathering, intervention and challenge to ASB.

- 3.29 This ASB work is seen as a critically important part of the JETs task and valued by colleagues and partners. The Community Safety Manager has set out the following:

“The JET have supported a wide range of activities in helping with ASB, from patrolling a PSPO at Bedford House, addressing ASB within car parks, gathering evidence of ASB from beggars and rough sleepers whilst encouraging engagement with support. They have been an extremely effective source of intervention, support and intelligence gathering in helping move serious issues forward in the town. It is clear to me it would have been much harder or even impossible to achieve what we have achieved without this resource.”

The CEO Experience Guildford set out:

“From my perspective, their assistance with the delivery of CPWs [Community Protection Warnings] and CPNs [Community Protection Notices] in the town centre has been very valuable. Also having recently heard about their work on fly tipping issues, it is clear there is a place in the borough for this service.”

- 3.30 **Dog Fouling** – A Public space protection order (PSPO) is in place that makes it unlawful to fail to clean up after a dog. This is, punishable by a fixed penalty notice or fine. This will require reviewing and renewing in Autumn 2020 in order to remain enforceable. The JET carry out regular patrols at a minimum of once per week, but usually more often.
- 3.31 **Challenges** – The key challenges for the JET are that demand is constantly high and priorities are variable. Priorities are difficult to set as much of the work of the team is reactive, for example unauthorised encampments, ASB and fly tips. Some aspects of the work require in depth investigation and take time such as fly tips. Finally, there is a tendency to increase the team’s workload without any change in existing workload or priorities. As a result, it is critical that we are clear on priorities, understand the reactive nature of some of these, use the team where they are most effective and be careful to balance the team’s workload in the event of new priorities.

#### 4. Consultations

- 4.1 A consultation exercise was undertaken in 2017 to introduce the borough wide Public Space Protection Order requiring dog owners to clear up after their dog. This was received positively by the public as well as interest bodies such as the Kennel Club and Surrey Wildlife Trust. Further work to extend this PSPO is required in 2020.

**5. Equality and Diversity Implications**

5.1 None identified at this stage.

**6. Financial Implications**

6.1 The current team is fully budgeted for 2019/2020, therefore a continuation of the team will have no additional financial implications. Reducing or removing the team will generate savings of around £150,000 per year. Growing the team will cost between £40,000 and £50,000 per annum per additional officer, dependant on additional transport and equipment needs.

**7. Legal Implications**

7.1 Whilst engagement, advice and education are the primary tools, the JET can access a range of powers to deal with a wide range of issues. We use these where necessary and aim to do so in a balanced way to ensure that the tests of proportionality and public interest are met.

7.2 Under the Environment Protection Act 1990 there are wide powers available. This Act is primarily used for waste offences, such as littering, fly tipping and poor waste management practices in both commercial and domestic settings.

7.3 Under the Anti-Social Behaviour Policing and Crime Act 2014, council officers, including the JET have access Community Protection Notices (CPNs) and, Public Space Protection Orders (PSPOs). These powers can be effective in dealing with behaviours that may constitute Anti-Social Behaviour and can require people or companies to cease doing something or do something specified in order to abate the behaviour. Breaching an Order or a Notice is a criminal offence, subject to fixed penalty notices or prosecution.

7.4 In addition to the above powers, the Waste, Parking and Fleet Services Manager has delegation to use any other legislation available to the Council to deal with any matters prejudicial to the environment, health or a nuisance.

7.5 Community Safety Accreditation Scheme (CSAS) powers are also being considered for the JET. This has to be approved by the Chief Constable and is subject to ongoing discussions.

**8. Human Resource Implications**

8.1 If the decision were to continue, the council would need to decide if the team was to become permanent or whether a further fixed term period was chosen. Contracts would need adjusting to take this into account.

8.2 In the event of an expansion, we would undertake a recruitment exercise.

8.3 In the event of a reduction or removal of the team then notice will need to be given. There would be limited redundancy costs as the team have been employed for a relatively short period.



## **9. Summary of Options**

9.1 There are four options

- i) Cease the JET
- ii) Temporarily extend the team
- iii) Make the team permanent
- iv) Make the team permanent and explore opportunities to expand the team as part of the Future Guildford work programme.

## **10. Conclusion**

10.1 The JET are an effective addition dealing directly with a range of challenging environmental and anti-social behaviour issues. They have undertaken significant work in education, patrolling and enforcement in diverse areas. This has addressed significant issues and reduced pressure on other departments when dealing with challenging issues, such as unlawful encampments and anti-social behaviour.

10.2 However, one of the key challenges the team have faced is that demand for their time has occasionally exceeded their capacity and nearly all areas they are working on are considered a priority. This can lead to competing demands and difficulties in focusing and progressing in some areas. Going forward there does need to be clear priorities for the team balanced against the capacity and availability of the team, regardless of the eventual size.

10.3 In all the team has undertaken positive work and is valued and therefore options iii) or iv) are the leading options at this stage.

## **11. Appendices**

- 1. Examples of activities

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## Appendix 1 Examples of activities

### Waste and Litter

#### Examples of Business waste interventions

1. Convenience store Stoughton area – a business here was placing their commercial waste into domestic bin, a warning letter solved the issue.
2. Town centre restaurant chain – the staff entrance of this restaurant was regularly littered with cigarette ends and general waste causing complaints. The management were spoken to, they installed a cigarette bin, tidied the area, no further issues were reported.
3. Ash area – a vehicle was seen to be carrying a large load of rubble and soil. A Waste Carriers Licence check was carried out and it was found that the driver did not have one. The driver was spoken and he showed remorse and naivety of waste license requirements. He instantly purchased a waste carriers licence online at the location, and produced papers to council officers a few days later. A warning was issued to him



4. Convenience Store Westborough – we received reports of constant overflowing bins and potential fly tipping to the rear of shops in Westborough. The owner was located and a warning of prosecution was issued. The owner cleared the uncontrolled waste and tidied the bin area.

5. South Guildford recycle centre – A local business was using the recycle centre as their personal business waste centre – a warning letter was issued. Further checks have shown compliance.



6. Town Centre – Jet carried out a multi-agency approach on a fly tip and litter offence. Working with Environmental Health Officers, the offenders were spoken to jointly, the offender tidied the area. No further issues have been reported.





7. Town centre – JET carried out a multi-agency approach on an ongoing issue with fly tipping and littering offences to the rear of premises in the town centre, Guildford. JET took the lead and spoke to all local businesses about their presentation of waste. JET set up a bin contract for all new residents to that location, that did not have one. JET arranged for the area to be cleaned and continue to carry out patrols of the area to ensure compliance.



8. Town Centre - one of the service yards behind a prominent retail unit had a major issue with the state of waste presentation and lack of care for the way waste was being stored. All businesses that used this area were spoken to by JET. All parties labelled and tidied their bins as well as tidied their specific area, apart from one particular business whom we are currently in the process of investigating with a view to prosecution.





9. Ash Area- the bin area behind some retail units in the Ash area had been left untidy for a considerable amount of time. Waste was everywhere which was attracting all types of animals. The local businesses and residents where spoken to, bins were replaced with lockable versions and the area was tidied. The area was monitored on a weekly basis. On the back of this one of the businesses was issued with a Community Protection Warning for further non-compliance. The area is considerably tidier but is being monitored on a regular basis.





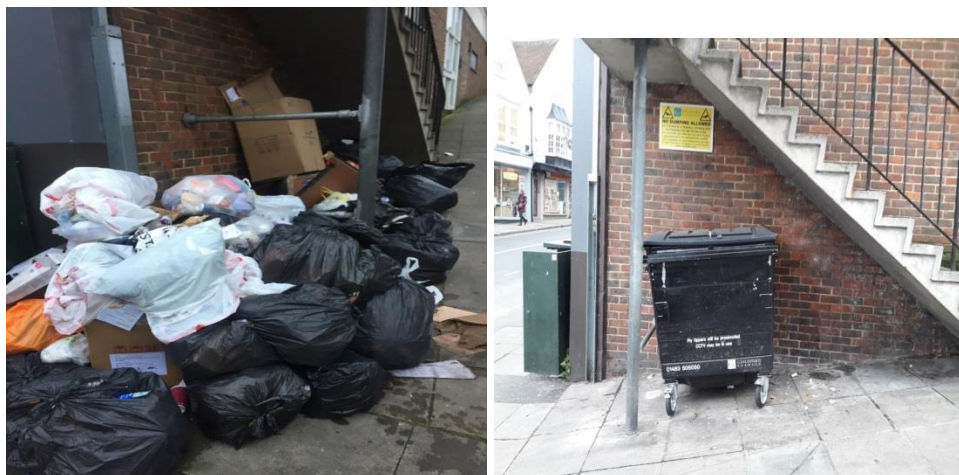
### Examples of Public waste interventions

10. Send – A family were placing clinical waste outside of their house but not in general waste bins. They were spoken to by JET about their duty of care regarding disposing of clinical waste. We completed a Multi-agency safe guarding referral form and a police intelligence form due to the nature of the clinical waste and the people living within the address at the time of the visit.
11. Guildford town centre residence – Household rubbish was randomly being left outside a nearby shop front causing issues for the shop as the placement of the bags were not on the collection days and were in place for significant periods. The offender was identified via a door knocking exercise, they were provided with information and a warning regarding future conduct and we have seen no repeat.
12. Onslow – A family were constantly leaving their bins on the street 24 hrs a day. Warning letters and a JET visit was carried out, once the threat of prosecution for Duty of Care was given the issue was resolved.
13. East Horsley – A resident was constantly leaving their bins on the street 24hrs, which was part of a larger neighbourhood dispute. A joint visit with GBC housing was carried out, spoke to both sets of neighbours. Multiple issues solved without need for prosecution.
14. Bellfields area – Resident was over filling their wheelie bin on a regular basis. JET visited location and spoke to resident who was given a warning for Duty of care and intel was passed to the Police.
15. Effingham area – JET are currently working with other departments on litter and bin issues in a residential area in Effingham. A bin survey was carried out, and bins are due to be replaced within a month. This will improve the environment and help with safety issues.

16. Westborough area – A road in the area suffered from localised fly tipping, abandoned bins, abandoned vehicles, litter and building waste. JET investigated the fly tips, removed bins and abandoned vehicles, asked residents to tidy up litter and building waste. The area is tidier but we continue to monitor the situation.



17. Town Centre – a block of flats in the town suffered from horrendous black bag issues. JET worked with another GBC department to change from a sack service to a bin service, all businesses nearby were spoken to, and a sign put in place. The issue is now much better and the area is still being monitored.



#### Guildford Town litter project

18. The Jet team monitor litter in Guildford town on a weekly basis. They carry out hi vis patrols, engagement, education, and enforcement. They have also carried out multiple trailer events in the town centre





### HMO (Houses of Multiple Occupancy)

19. Onslow Area – a road experienced localised issues from bins being continually being left on the streets, overflowing and fly tips. JET worked with another GBC department to speak to all residents. They issued advice letters and warning letters and visited offending properties to speak to the residents. We are also working on fly tipping in the area. The issue is now much better and the area is still being monitored.



20. JET have also worked on other areas of houses of multiple occupancy to make the areas tidy and more attractive to live in.

Littering from Motor vehicles

21. JET have been carrying out enforcement on multiple littering from motor vehicle offences. We have located the offenders and issued fixed penalty notices which have been paid.



Miscellaneous Litter and Waste

22. Bellfields area – we had an issue with an abandoned caravan linked to a domestic dispute, a crime being deal with by Surrey Police – the offender was located by JET, and police were updated. The caravan was removed by GBC
23. Stoughton Area – Human Faeces on the pavement was reported to GBC, this was investigated by JET by way of door knocking, details of the involved person was identified. A vulnerable adult referral sent due to the concerns over the adult and they are now being dealt with by social services
24. Abandoned Coach in Ripley – JET traced offender and warnings were issued to the offender. The coach was removed after the final warning, this solved a possible long-term issue due to this being the 2<sup>nd</sup> coach this offender had left at this location.
25. Abandoned vehicle in the Town Centre – a Red BMW was left in a residential car park and warnings issued, intel report was given to Police and the offender removed vehicle.

Overview and Scrutiny Committee Report  
Report of Director of Finance  
Author: James Dearling, Scrutiny Manager  
Tel: 01483 444141  
Email: james.dearling@guildford.gov.uk  
Date: 10 September 2019

## Overview and Scrutiny Work Programme

### **Recommendation**

That the Committee consider and approve the overview and scrutiny work programme as set out in Appendix 1.

That the Committee authorise the Chairman, in consultation with the Vice-Chairman, to progress the scoping and establishment of a Sustainable Transport task and finish group.

### Reason for Recommendation

To enable the Committee to review and agree its work programme for the coming months and to progress a task and finish group review of Sustainable Transport.

### **1. Purpose of Report**

- 1.1 As approved by Council, the remit of the Overview and Scrutiny Committee (OSC) includes the specific responsibility to approve the overview and scrutiny work programme to ensure that the Committee's time is used effectively and efficiently.
- 1.2 A well-planned overview and scrutiny function will help both officers and members plan their workloads as well as providing a clear picture to the public of planned activity. An effective work programme is the foundation for a successful overview and scrutiny function.
- 1.3 This report sets out the overview and scrutiny work programme as developed thus far for the period 2019-20.
- 1.4 In addition, this report proposes authorising the Chairman, in consultation with the Vice-Chairman, to progress the scoping and establishment of a Sustainable Transport task and finish group. A blank scoping template is attached at Appendix 3 for information.

### **2. Work Programme Meetings**

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

The chairmen and vice-chairmen of the OSC and the Executive Advisory Boards and relevant officers shall normally meet at least bi-monthly to exchange, discuss and agree proposed rolling 12-18 month work programmes for submission periodically to the OSC (in respect of the OSC work programme) and to the Executive Advisory Boards (in respect

of the EAB work programmes) for approval. The proposed work programme for the OSC will be determined with reference to the P.A.P.E.R. selection tool, attached as Appendix 2 to these procedure rules [and as Appendix 2 to this report].

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

2.2 A work programme meeting of the chairmen and vice-chairmen of the OSC and the EABs was held on 26 June 2019. The next is scheduled for 17 October 2019, with further meetings arranged for 11 December 2019, 19 February 2020, and 22 April 2020.

2.3 Councillors are encouraged to attend a work programme meeting to explain in more detail their proposal, including how it fulfils the criteria outlined in the mnemonic P.A.P.E.R. (Public interest; Ability to change; Performance; Extent; and Replication).

2.4 In addition to the work programme meetings in section 2.2 above, Councillors can discuss and submit proposals to the OSC Chairman and Vice-Chairman. For information, Overview and Scrutiny has monthly work plan meetings. The next is 28 September.

### **3. Consultation**

3.1 While Councillors will identify topics for scrutiny that they believe are important to the communities they represent and to the Council, the Committee may agree that residents, external organisations, and partners should be invited to suggest issues directly. Furthermore, the Committee may agree that such public consultation and engagement should be progressed, as central to the role conceived for overview and scrutiny at the Council.

### **4. Financial Implications**

4.1 There are no specific financial implications arising from this report.

4.2 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.

### **5. Human Resource Implications**

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

5.2 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.

### **6. Equality and Diversity Implications**

6.1 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.

- 6.2 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.

## **7. Legal Implications**

- 7.1 There are no specific legal implications.

## **8. Conclusion**

- 8.1 Developing a work programme for the overview and scrutiny function is an essential stage in the scrutiny process. An effective overview and scrutiny work programme identifies the key topics to be considered over the coming months. In addition, it is suggested that a well-developed programme ensures that the views of councillors, partners, the public, and external organisations are represented effectively in the process.
- 8.2 The Committee is requested to consider and approve the overview and scrutiny work programme attached at Appendix 1 and endorse measures to the progress a task and finish group approach to reviewing Sustainable Transport issues.

## **9. Background papers**

None

## **10. Appendices**

1. Overview and scrutiny work programme
2. P.A.P.E.R. selection tool
3. Scoping document template

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## Overview & Scrutiny work programme, 2019-20

<b>Overview and Scrutiny Committee (OSC) – scheduled meetings</b>
<b>12 November 2019</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session - Cllr Joss Bigmore, Lead Councillor for Finance and Asset Management, Customer Service</li><li>• Progress report on Food Poverty recommendations</li><li>• Review of Grants</li><li>• Operation of the Leisure Management contract, 2018-19</li><li>• Post-project review of ICT infrastructure (tbc)</li></ul>
<b>17 December 2019</b> <ul style="list-style-type: none"><li>• Implementation of Future Guildford</li></ul>
<b>14 January 2020</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Cllr Caroline Reeves, Leader of the Council and Lead Councillor for Sustainable Transport, Transformation &amp; Regeneration, Economic Development, Governance</li><li>• Evaluation of Project Aspire</li><li>• Annual report and monitoring arrangements for operation of the G-Live contract, 2018-19</li><li>• Air Quality Strategy – monitoring</li></ul>
<b>3 March 2020</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session – Councillor Angela Goodwin, Lead Councillor for Housing (social and affordable), Homelessness, Access and Disability</li></ul>
<b>14 April 2020</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session (Lead Cllr tbc)</li></ul>
<b>June 2020</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session (Lead Cllr tbc)</li></ul>
<b>July 2020</b> <ul style="list-style-type: none"><li>• Lead Councillor Question Session (Lead Cllr tbc)</li><li>• Safer Guildford Partnership Annual Report 2020</li><li>• Review of Overview and Scrutiny Annual Report, 2019-20</li></ul>

### Unscheduled items

- Woodbridge Road Sports Ground Pavilion Refurbishment Project: post-project report [postponed from 10 September 2019]
- Tourism and Visitor Strategy
- Spectrum 2.0
- Governance of Council's major projects
- Social housing – how to ensure truly affordable homes
- Transport network – to improve the urban environment in the future, congestion, and air quality. [Proposed to progress through a Sustainable Transport task and finish group that will review measures undertaken and seek to identify further actions.]
- Traveller encampments
- Cost of consultants
- Council website
- Impact of Brexit

### Task and finish group from 2018-19

<b>Title</b>	<b>Membership</b>	<b>Update</b>
Older People's Service Review	None (following May 2019 election).	The OSC's decision about whether to re-establish the review is dependent on the timescale requested for developing recommendations for the service to inform a decision by the Executive. In addition, Future Guildford may affect service structure.



## Overview and Scrutiny Committee

### **P.A.P.E.R. selection tool**

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

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

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

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

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

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## Proposed Scrutiny Review: [name of review]

### 1. Review Outline

Subject of review	
Methodology / Approach	What types of enquiry will be used to gather evidence [committee meeting / task and finish group / specified other, e.g., workshop / seminar / focus group?]

### 1.1 Reasons for the Review

Reasons for conducting this review [attach necessary background briefing papers / scoping material]	
Key question that the review is seeking to answer	
Objectives of review / Areas for investigation	1. 2. 3. 4.
Outcomes expected from conducting this work	1. 2. 3. 4. 5.

### 1.2 Possible sources of information

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**2. Project Plan and Resourcing**

**2.1 Councillor Involvement**

O&S Councillor leading review	tbc
Other O&S Councillors involved	tbc
Key Executive Councillors	
Other Executive portfolios covered	

**2.2 Officer Support and External Involvement**

Lead Officers	
O&S officer	
Expert witnesses and possible co-optees	

**2.3 Council Services Expected to Contribute**

Contact / Council Service	Contribution Expected

**2.4 External Organisations to be Invited to Contribute / Submit Evidence**

Contact / Organisation	Contribution

**2.5 Publicity and Awareness of the Review**

Publicity activities to be undertaken	For example, press releases (a call for evidence at launch of review and publicising results at its conclusion).
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If you would like to be involved in the review, please email [james.dearling@guildford.gov.uk](mailto:james.dearling@guildford.gov.uk)  
or call 01483 444141

**2.6 Timetable for Core Phases of Review**

Phase	Time required	Completion Date
Meetings and evidence gathering sessions		
Evaluation of evidence and formulate recommendations		
Produce the draft report		
Witness / Executive comment on report		
Consideration of draft report by OSC		
Report to relevant decision makers		
Schedule monitoring of the implementation outcomes		

**2.7 Specific Costs Identified**

Anticipated call on Scrutiny Budget

**2.8 Equalities Issues**

Relevant equality and diversity issues in relation to the proposed scrutiny review

**2.9 Constraints / Barriers / Risks**

Including timing constraints to when the review can be carried out

**3. Signed Approval**

**Signed:**  
(By Chair on behalf of Overview and Scrutiny Committee)

**Date Agreed:**  
(By Overview and Scrutiny Committee)


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## Matters outstanding from previous meetings

Item	Action	Status/response
Food Poverty – Report of the Overview and Scrutiny Task and Finish Group, 4 June 2019, Minute OS5	Confirmation of whether the Council pays the real Living Wage or the national Living Wage. Plus, the number and percentage of Guildford Borough Council employees that are not paid the real Living Wage.	<p>A response from HR Manager was circulated to Committee members on 12 July 2019, summarised below.</p> <ol style="list-style-type: none"> <li>1. The percentage of staff earning below the Real Living Wage is 0.5 per cent. This equates to four employees: one employee transferred into employment with us under a TUPE arrangement and three Apprentices earning the National Minimum Wage.</li> <li>2. The percentage of casual workers earning below the Real Living Wage is 66 per cent [77 workers].</li> </ol> <p>An issue of accreditation with the Living Wage Foundation is that contractors we use are also required to pay at this level. This is understood to affect the Freedom Leisure contract and possibly G-Live, as well as all building and maintenance contracts. The FISH playscheme costs would also increase with any increase to pay rates.</p>
G-Live and Leisure Management Scrutiny Working Group, 9 July 2019, Minute OS11	Establish two working groups to scrutinise the Council's G-Live and Leisure Partnership Agreement (LPA) contracts monitoring.	<p>Membership of G-Live working group: Councillors Eyre, Hunt, J. Redpath, and Sheard. (G-Live Annual Report Presentation Meeting scheduled for November 2019, with Committee scheduled to consider 'Annual report and monitoring arrangements for operation of G-Live contract' in January 2020.)</p> <p>Membership of Leisure Partnership Agreement working group: Councillors Booth, Manning, and Potter. (Freedom Leisure Annual Report Presentation Meeting scheduled for August 2019, with Committee scheduled to consider the 'Operation of the Leisure Management contract' in November 2019.)</p>

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