GUILDFORD BOROUGH

James Whiteman
Managing Director

www.guildford.gov.uk

Contact:

James Dearling,
Overview and Scrutiny Manager

01483 444141

24 February 2020

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, 3 MARCH 2020** 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 Masuk Miah
Councillor Graham Eyre	Councillor John Redpath
Councillor Liz Hogger	Councillor Tony Rooth
Councillor Tom Hunt	Councillor Deborah Seabrook
Councillor Steven Lee	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

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.

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:

Place-making	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
Community	Supporting older, more vulnerable and less advantaged people in our community
	Protecting our environment
	Enhancing sporting, cultural, community, and recreational facilities
Innovation	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.

A G E N D A

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.

To confirm the minutes of the Committee meetings held on 14 January 2020 and 4 February 2020.

A question session with Councillor Angela Goodwin, the Lead Councillor for Housing, Access and Disability, Homelessness.

Councillor Goodwin's areas of responsibility: To cover policies on and support for: Housing & Council tax benefits, Monitoring & enforcing housing standards, the implementation of Universal credit, internal Housing services, Housing strategy development: North Downs Housing, Assessment of housing need, council housing & tenant services, housing advice and homelessness.

Includes working with these stakeholders: Private rented sector, private sector delivery, registered social landlords, housing association liaison, homeless support providers.

To agree the draft Overview and Scrutiny work programme.

Please contact us to request this document in an alternative format

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OVERVIEW AND SCRUTINY COMMITTEE

14 January 2020

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

* Councillor Colin Cross	* Councillor Masuk Miah
* Councillor Graham Eyre	* Councillor John Redpath
Councillor Liz Hogger	* Councillor Tony Rooth
* Councillor Tom Hunt	* Councillor Deborah Seabrook
Councillor Steven Lee	* Councillor Patrick Sheard

*Present

Councillors Paul Abbey, Ted Mayne, Julia McShane, Lead Councillor for Community Health, Support and Wellbeing, Caroline Reeves, Leader of the Council and Lead Councillor for the Environment & Sustainability across the Borough, Transformation, Sustainable Transport, Economic Development, and Governance, Pauline Searle, Lead Councillor for Countryside, Rural Life, and the Arts, and James Steel, Lead Councillor for Tourism, Leisure, and Sport, were also in attendance.

In accordance with Council Procedure Rule 23(j), Councillor George Potter attended as a substitute for Councillor Steven Lee.

OS32   APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS
The Committee was advised of apologies for absence from Councillors Liz Hogger and Steven Lee and a substitute as detailed above.

OS33   LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS
There were no declarations of Disclosable Pecuniary Interests.

OS34   MINUTES
The minutes of the Overview and Scrutiny Committee meetings held on 12 November 2019 and 17 December 2019 were agreed.

OS35   FOOD POVERTY
The Lead Councillor for Community Health, Support and Wellbeing introduced the report submitted to the Committee. She indicated that supporting vulnerable and less advantaged people in all the Borough's communities was a strategic priority for the Council. The Committee was advised that the Council wished to work in partnership with communities and pursue a collaborative approach.

The Lead Councillor for Community Health, Support and Wellbeing advised the Committee of further actions to progress the recommendations of the Committee's food poverty report, including a community resource hub being developed in Westborough, contacting parish council clerks to help address needs of rural communities, and a Borough-wide donation scheme to be accessed on a pay-as-you-feel basis. In addition, the Committee was advised that in the coming months development and training sessions would be offered to all councillors on food poverty and insecurity.

During the ensuing discussion a number of questions were asked and responses provided:

- The Lead Councillor for Community Health, Support and Wellbeing confirmed that a reply would be sought from the Secretary of State to the letter from the Leader of the Council.

- Members suggested timescales and milestones would help to monitor progress of actions. In response, the Community Development Manager advised the Committee that working with the voluntary sector and communities involved gradual approaches and meant firm timescales could be difficult to establish. The Lead Councillor for Community Health, Support and Wellbeing indicated that much of the work of the community development team would be ongoing.

- The Committee was advised of progress: the February half-term launch of the 'Hive', a community resource hub at the Park Barn Centre that includes a 'Thrive at the Hive' zone; the launch of a Food Forum in the week commencing 17 February; and delivery of holiday hunger programmes by Guildford Philanthropy and the FoodWise charity, supported by the Council, from Easter onwards. The Community Development Manager indicated that a Food Poverty Strategy and Action Plan would be developed following the first meeting of the Food Forum.

- With reference to the rescheduling of the item from November 2019 (due to purdah) and the verbal updates on progress provided to the meeting, the Chairman expressed disappointment that the report submitted to the Committee had not been updated.

- With reference to low and insecure incomes, the cost of living, and the issue of the Council's accreditation with the Real Living Wage Foundation, Committee members suggested the Council should pay its staff and contractors the Real Living Wage. In response, the Managing Director indicated that the issue would be picked up in the service models considered as part of Future Guildford and would feature in an update to the Committee on the transformation programme in March 2020.

- The Managing Director confirmed that information was available about the pay rates of contractors used by the Council. He indicated that the financial implications of achieving accreditation with the Real Living Wage were currently unquantified but would be identified through Future Guildford. A member of the Committee questioned the morality of the Council not paying the Real Living Wage.

- The Committee was advised that the rollout of Universal Credit had slowed and that zero hours contracts currently had a bigger adverse impact on residents in the Borough than difficulties caused by Universal Credit. The Community Development Manager indicated that information about the impact of Universal Credit would be provided to Committee members.

- A member of the Committee suggested the value in continued monitoring of implementation of the Food Poverty recommendations through a further update to the Committee.

- In response to a question about measuring the impact of food poverty and insecurity interventions, the Committee was advised that this would be possible following the development with partners of the Food Poverty Strategy and Action Plan.

The Chairman summarised the discussion, commented on the datedness of the written update submitted to the Committee, and thanked the Lead Councillor for Community Health, Support and Wellbeing and officers for attending and answering questions.

RESOLVED: (I) That the actions taken to address the issues of food poverty and food insecurity in the Borough be noted.

(II) That a further update on the implementation of the recommendations be provided to the Committee in approximately six months' time.

OS36   LEAD COUNCILLOR QUESTION SESSION
The Chairman welcomed the Leader of the Council.

Three question areas were provided to the Leader of the Council in advance of the meeting: the town centre masterplan; Council funding and priorities; and climate change and supplementary planning documents (SPDs). In responding to these issues and other questions put at the meeting, a number of clarifications and responses were offered:

- With reference to the timeframe for a town centre masterplan, the Leader of the Council indicated that funds for its preparation needed to be agreed by Council, and that a report updating the position would be considered at the March meeting of the Council's Executive.

- In response to questions about the possibility of increased local authority funding from central government and the Council's priorities, the Leader of the Council confirmed that relationships would be built with relevant decision-makers within central government. The Leader of the Council advised the meeting of ongoing initiatives to address homelessness in the Borough, including a new model of hubs for rough-sleepers that was funded by central government.

- In reply to a question, the Leader of the Council confirmed that county lines drug trafficking was a known problem in the Borough. A member of the Committee suggested the value in Councillors receiving a regular update, perhaps every six months, on the crime issues identified in the Borough.

- The Leader of the Council was asked for the timescale for implementing SPDs (Supplementary Planning Documents) that would oblige developers to minimise their carbon footprint and include resilience to climate change. In response, the meeting was advised of consultation dates for the SDF (Strategic Development Framework) and the Climate Change SPD. The Leader of the Council indicated the need for responses to the climate change challenge to be larger than Borough-wide.

- In response to a question, the Leader of the Council indicated she was not aware that information about the membership and outcomes of the Climate Change Innovation Board was not published. She agreed to look into the matter.

- In reply to a question about most pleasing successes, the Leader of the Council highlighted the communication improvements and initiatives introduced and planned at the Council.

The Chairman thanked the Leader of the Council for attending and answering questions.

OS37   REVIEW OF THE ANNUAL REPORT AND MONITORING ARRANGEMENTS FOR THE OPERATION OF THE G LIVE CONTRACT, 2018-19

The Lead Councillor for Countryside, Rural Life, and the Arts introduced the item and provided a brief overview of the eighth contract year. The Committee was advised that 2018-19 produced a surplus that resulted in over £70k being returned to the Council.

The meeting was advised that a Scrutiny sub-group had received a detailed briefing on the G Live contract from the Leisure Services client team and two members of the group had attended the presentation of the G Live Annual Report.

Members of the Scrutiny sub-group commented favourably on the maintenance and operation of the G Live venue.

A member of the Committee queried the 80:20 division of the surplus generated from the operation of the venue and suggested any future contract arrangements should be a 50:50 split of surplus between the Council and the operator. In response, the Leisure Services Manager suggested the worth of seeking to establish a sinking fund from the surplus as part of any future contract.

The meeting discussed whether the possibility of Council or a Council-owned organisation running G Live should be part of the procurement process. In response, the Committee was advised that it was considerably cheaper and more efficient for a private company to run G Live than for the Council to do so .

In addition, the question of whether the Council had the expertise necessary to operate such a venue was raised. In response, the Committee was advised that although all the site staff would transfer under TUPE (Transfer of Undertakings Protection of Employment) there was a head office contribution and a benefit from being part of an organisational whole that included fifteen other venues.

With reference to customer satisfaction information within the G Live Annual Report, members of the Committee questioned the quality of the catering. In response, the Leisure Services Manager indicated that further data was necessary to identify any specific catering issues and it might be that the target was inappropriate.

With reference to the balance and range of the programme at G Live, Committee members commented on the amount of classical music and the number of community events in the main hall.

The Chairman summarised the discussion. He noted that the Committee members had indicated their satisfaction with the performance of the G Live contract and the Council's monitoring arrangements over the eighth year of the current contract.

The Lead Councillor for Countryside, Rural Life, and the Arts praised the work of the Council's Leisure Services Manager and the Contracts Officer, Leisure Services.

OS38   MATTERS OUTSTANDING FROM PREVIOUS MEETINGS

The Committee considered information on matters outstanding from previous meetings; namely, the use of the New Homes Bonus and an update on the implementation of the Future Guildford transformation programme.

Agenda item number: 3

OS39   OVERVIEW AND SCRUTINY WORK PROGRAMME

The Committee considered a report setting out the Overview and Scrutiny work programme for 2020-21.

The Senior Democratic Services Officer – Scrutiny provided an update and asked the Committee to confirm its wishes in relation to the two potential task and finish groups listed within the work programme report. In addition, he highlighted the number of agenda items scheduled for the March meeting of the Committee.

With reference to the list of unscheduled items within its work programme, the Committee discussed a possible new task and finish group. Members considered the merits of in-depth reviews of social housing, the visitor and tourism strategy, access to GP surgeries within the Borough, and traveller encampments and incursions.

In relation to a meeting with the local Clinical Commissioning Group about access to GP surgeries within the Borough, the Managing Director indicated that the issue of a meeting with the Committee would be progressed with the Director of Guildford & Waverley Integrated Care Partnership.

With reference to the issue of traveller strategy and policy, the Managing Director confirmed that information sessions for Councillors were in the process of being arranged. In addition, he indicated that following a meeting of Surrey Chief Executives on 17 January he would be able to provide further information about the viability of a local review of traveller strategy and policy. The Chairman thanked the Managing Director.

RESOLVED: That both the Sustainable Transport and the Older People's Service Review task and finish groups be removed from the Overview and Scrutiny work programme, and that an in-depth task and finish group examining social housing issues in the Borough be established.

The meeting finished at 8.42 pm

Signed ....   Date   ....

                    Chairman

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OVERVIEW AND SCRUTINY COMMITTEE

4 February 2020

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

* Councillor Colin Cross	* Councillor Masuk Miah
Councillor Graham Eyre	* Councillor John Redpath
* Councillor Liz Hogger	* Councillor Tony Rooth
* Councillor Tom Hunt	* Councillor Deborah Seabrook
Councillor Steven Lee	* Councillor Patrick Sheard

*Present

Councillors Tim Anderson, Joss Bigmore, Lead Councillor for Finance and Assets, Customer Services, Chris Blow, Dennis Booth, Ruth Brothwell, David Goodwin, Lead Councillor for Waste, Licensing, and Parking, Ted Mayne, Julia McShane, Lead Councillor for Community Health, Support and Wellbeing, Maddy Redpath, Caroline Reeves, the Leader of the Council and Lead Councillor for Environment and Sustainability across the Borough, Transformation, Sustainable Transport, Economic Development, and Governance, John Rigg, the Lead Councillor for Major Projects, Pauline Searle, Lead Councillor for Countryside, Rural Life, and the Arts, and James Steel, Lead Councillor for Tourism, Leisure, and Sport were also in attendance.

In accordance with Council Procedure Rule 23(j), Councillor George Potter attended as a substitute for Councillor Steven Lee.

OS40   APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS
The Committee was advised of apologies for absence from Councillors Graham Eyre, Steven Lee, and Jan Harwood, Lead Councillor for Planning, Regeneration and Housing Delivery and a substitute as detailed above.

OS41   LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS
There were no declarations of Disclosable Pecuniary Interests.

OS42   CALL-IN OF PROPOSED EXECUTIVE DECISION: WALNUT BRIDGE - APPLICATION FOR ADDITIONAL FUNDING
The Chairman outlined the procedure to be followed at the meeting and confirmed that the public would be excluded from the part of the meeting dealing with exempt information.

The Council's Monitoring Officer explained the purpose of call-in and the options available to the Committee. He indicated that the role of the Committee was to review the 7 January 2020 decision of the Executive in relation to Walnut Bridge. The Committee was advised that it had the power to endorse the proposed decision or refer it back to the Executive with appropriate comment and advice. The Monitoring Officer indicated that should the Committee not support the decision and decide to refer it back to the decision maker, then the Executive should respond specifically to any comment and advice from Overview and Scrutiny Committee when reconsidering its original decision.

The Chairman indicated that the purpose of the meeting was to review the 7 January decision by the Executive in relation to additional funding for the Walnut Bridge project and

the incorporation of the Bedford Plaza public realm works into the Walnut Bridge project. He informed the meeting of the role of the Committee in considering the call-in: to explore the Executive's understanding of the Walnut Bridge project and whether the Executive had sufficient and accurate information, took into account all relevant facts and assessed them properly; and to consider whether the Executive acted in accordance with the Council's Principles of Decision-Making. The Chairman advised the meeting of the Principles of Decision-Making contained within Article 14 of the Council's Constitution.

The Chairman welcomed the Leader of the Council and Lead Councillor for Environment and Sustainability across the Borough, Transformation, Sustainable Transport, Economic Development, and Governance, the Lead Councillor for Finance and Assets, Customer Services, and the Lead Councillor for Major Projects to the meeting. In addition, other Executive members present, officers attending to support the Committee's review, and Councillors who had called-in the proposed decision of the Executive were introduced.

To aid the Committee's deliberations, a design walkthrough video clip of the proposed Walnut Bridge was shown.

After reminding the meeting not to discuss, at the current stage of the meeting, the exempt information within the 'Not for Publication' Appendices 3 and 4 of the report submitted to the Committee, the Chairman invited those Councillors who had called-in the proposed decision of the Executive to explain their reasons for doing so. A number of issues and questions were put forward by Councillors calling-in the decision:

- Councillors questioned whether the Executive had properly assessed all the relevant information in making its decision on 7 January 2020. They suggested it was proper to question whether the rationale informing previous decisions on the Walnut Bridge Project still held, especially as circumstances had changed.

- With reference to the lack of cycle or disabled access to the towpath and the concerns that cyclists had raised with the proposed design, the extent to which the proposed bridge would improve sustainable travel and accessibility was queried.

- Councillors suggested that the Executive had not taken into account the Council's July 2019 commitment to bring forward a Town Centre Master Plan Development Plan within the term of the current Council. Councillors suggested that to progress with the proposed bridge design would restrict the Master Plan options and more likely to result in a bridge not in keeping with the Plan.

- Councillors suggested the value in pausing the project to rethink the design of the proposed bridge.

- The issue of whether there was insufficient, misleading, or inaccurate information available to the Executive was raised. In particular, the adequacy of information on the background to the Project within the report provided to the Executive meeting on 7 January 2020 was questioned. The meeting heard that papers and reports relevant to the Executive's decision were not referenced within the report presented to the Executive on 7 January 2020. Moreover, one Councillor suggested the merit in providing more complete information on the work carried out and the costs incurred to progress the Project to date given the newness of the Executive members to their roles.

- Councillors questioned the assertion within the report to the Executive on 7 January 2020 that the carbon cost of constructing the bridge was not measurable. The

suggestion was put to the meeting that efforts to estimate the carbon cost of the project and identify accompanying options to mitigate its impact should have been included in information provided to the Executive.

- With reference to comments made at the meeting of the Executive on 7 January 2020, a Councillor questioned the wisdom in undertaking the proposed bridge if future changes to it were likely. The acceptance of incurring additional costs and materials was juxtaposed with the Council's declaration of a climate change emergency.

- With reference to the value in a wholesale review of the project, Councillors questioned the justification for the virement of £450k requested in the report submitted to the Executive on 7 January.

- Councillors questioned whether the Executive's decision was in accordance with the decision-making principles set out in the Council's constitution. They questioned the apparently binary choice presented to the Executive of either ceasing the project or agreeing additional funding. The options of requesting the LEP [Local Enterprise Partnership] to authorise a delay in the project or to seek a cheaper and more flexible design that would be less of a possible impediment to the Town Centre Master Plan were options suggested for consideration by the Executive.

- Councillors queried the apparent lack of scrutiny or involvement by the LEP in the changes to the Project. In addition, the quality assurance role of the LEP was questioned.

- Councillors questioned the chances of the proposed bridge being completed by the LEP funding deadline of March 2021 and suggested the value in obtaining an extension regardless of the outcome of the call-in.

Following the explanation of the reasons for the call-in, the Committee confirmed that it wished to review the proposed decision itself rather than refer it to full Council.

The Chairman invited the Leader of the Council to respond to the reasons for the call-in.

The Leader of the Council indicated that the report considered by the Executive on 7 January 2020 related to one element of a £23 million package of work that dated back to 2012. The meeting was advised that the purpose of the package of work was to improve sustainable travel around and through Guildford, including a reduction in the number of pedestrians using Bridge Street.

The Leader of the Council indicated that the report to the Executive on 7 January 2020 requested additional Project funding because the prices quoted by bidders to construct the bridge were significantly higher than originally estimated. She suggested that some of the questions raised by Councillors at the meeting did not relate to the Executive's proposed decision of 7 January 2020.

In specific response to questions about whether the report considered by the Executive on 7 January 2020 contained insufficient information on the background to the Bridge Project from July 2016 to the date of the Executive meeting on 7th January 2020, the Leader of the Council advised that the Walnut Bridge Project had been in existence since 2012 and been the subject of numerous Executive and other reports. The Leader of the Council indicated that these previous reports had been referred to in the report considered on 7 January

2020. The meeting was informed that the replacement bridge had been the subject of a planning application that had included public consultation.

Next, the Leader of the Council addressed the suggestion that the report of 7 January 2020 contained insufficient information and detail concerning the works carried out and the costs incurred to progress the Bridge Project generally to date and in particular since July 2016. She indicated that Executive members either possessed the information needed or had the opportunity to ask for additional information if required before reaching their decision on 7 January 2020. The Committee was advised that the Project had been discussed at various Executive meetings that had been held in public and webcast and had been reported at the Major Projects Portfolio Board. In addition, the Leader of the Council advised the Committee that there had been meetings held with the Lead Councillor for Planning, Regeneration, and Housing Delivery, and the Lead Councillor for Finance and Assets, Customer Services prior to the Executive meeting on 7 January 2020.

In reply to the suggestion that it was possible to estimate the carbon costs of constructing the bridge, the Leader of the Council stated that it was not possible to estimate the carbon impact of demolishing the existing bridge, the impact of fabricating, transporting and constructing the new bridge, and the potential carbon savings through encouraging and facilitating more sustainable travel over the new bridge. The Leader of the Council indicated that the Council had recently invested in resources to provide more information on the climate change implications of proposals but were not in a position to do this at this time.

With reference to the suggestion that the report considered by the Executive on 7 January 2020 lacked sufficient information about the Bedford Plaza Public Realm Project, the Leader of the Council stated that the landscaping scheme was the subject of a report to the Executive in January 2019. She indicated that the justification and benefits for bringing the Bedford Plaza Public Realm Project back into the Walnut Bridge Project were within the report considered by the Executive on 7 January 2020.

In responding to another query raised by the call-in, the Leader of the Council confirmed that aside from the additional funding requested all other elements would remain unchanged, including the landscaping and provision of public art around the bridge structure.

In specific response to questions about whether all relevant facts had been taken into account and assessed properly in relation to the commencement of a Town Centre Master Plan Development Plan Document, the Leader of the Council noted that all development in the town centre would not stop whilst work on a plan took place. She advised the Committee of other schemes progressing in the town centre and stated that if the bridge project stopped to wait for a town centre masterplan then safe sustainable travel around and through Guildford will continue not to be addressed and funds would have to be re-paid to the LEP.

With reference to the question of why the Executive considered only two options – to cease the project or agree the additional funding – the Leader of the Council indicated that the LEP had re-confirmed the week previous that a failure to deliver the bridge by the March 2021 deadline would require repayment of the £1.5m LEP funding.

In response to questions about the lack of cycle or disabled access to the towpath, the Leader of the Council stated that the new bridge would be wider than the current one and DDA compliant, with safety further improved by the installation of a pedestrian crossing across Walnut Tree Close.

The Leader of the Council indicated that the Executive was not looking at the whole project on 7 January 2020, rather it was considering the latest stage.

The Leader of the Council indicated that the report considered by the Executive on 7 January 2020 contained information on risks and mitigation, including an evaluation around the new funding requirement. In concluding her response to the explanation for the call-in, the Leader of the Council stated her belief that Executive members had sufficient information upon which to vote on the recommendations on 7 January 2020.

The members of the Committee then questioned the Leader of the Council, the Lead Councillor for Finance and Assets, Customer Services, the Lead Councillor for Major Projects, and officers, and debated the proposed decision of the Executive.

- The Director of Resources confirmed that the Council had spent £1.5 million of the LEPs grant on the initial stages of the project and drawn down the grant. If the Council needed to repay £1.5 million to the LEP then this would constitute a net spend of £1.5 million and, in accounting terms, a gross spend of £3 million.

- The Leader of the Council agreed that the current bridge needed replacing and indicated that if the decision was not taken quickly to progress the bridge then the LEP delivery deadline could not be achieved and the grant would require repayment.

- The Director of Service Delivery informed the meeting that the terms of the agreement between the Council and the LEP had been confirmed in writing by a representative of the LEP the previous week.

- Members of the Committee questioned the likelihood of achieving the March 2021 deadline for construction of the bridge

- The Lead Councillor for Major Projects stated that the £1.5 million spent to date included research that would be needed whenever a replacement bridge was constructed and it would be incorrect to designate the £1.5 million as lost if the LEP was repaid.

- The Leader of the Council advised the meeting of usage figures for the bridge in 2017 [5352 per term-time weekday between 7am and 7pm and 3636 users per Saturday]. The Director of Service Delivery indicated that the new bridge would be constructed alongside the current one and the period during construction when a bridge was not available would be two-weeks.

- In response to a question from a Committee member about the merit of pursuing a more flexible bridge design, the Director of Service Delivery indicated that the existing planning permission for the bridge was a likely constraint on the flexibility of design for the replacement bridge and that there would not be sufficient time to progress a different design through the planning process and adhere to the LEP deadline. In reply to a subsequent question from a member of the Committee, the Director of Service Delivery stated that the design of the bridge was not being compromised to meet LEP timescales.

- The Director of Service Delivery confirmed that bidders for the construction were aware of the March 2021 deadline and he was confident the bridge could be delivered on time and within budget unless there were further delays.

- A member of the Committee questioned whether delaying the bridge was a practical option in the circumstances and the merits of the call-in.

- The Chairman indicated that the discussion showed that, while outside the remit of the current meeting, it would be worthwhile for Overview and Scrutiny to review the decision-making of the overall project.

The Chairman then invited the Leader of the Council and other members of the Executive to respond to the non-exempt information debate.

The Leader of the Council advised the meeting that the project for an important opportunity to regenerate an area of the town in her ward that had been neglected and was subject to anti-social behaviour.

The Lead Councillor for Finance and Assets, Customer Services noted the lack of an ideal solution to complete the project and the risk of losing LEP funding should the Council seek an extension to the LEP deadline to re-examine the design of the bridge. He advocated pursuing a more flexible bridge design that would not restrict future choices for the area and commented on the expense of the current proposal.

The Lead Councillor for Major Projects indicated that the Executive should not feel bound by decisions or scrutiny undertaken by a previous administration and the Council was obligated to consider the project, particularly the cost and design of the bridge.

The Lead Councillor for Waste, Licensing, and Parking commented on the availability of information to Councillors requesting it and the need for a replacement bridge.

The Lead Councillor for Community Health, Support and Wellbeing questioned the scope of the discussion and reasons for the call-in and noted the subjectivity of design objections.

The Lead Councillor for Countryside, Rural Life, and the Arts indicated that the replacement bridge was necessary and that the project should be progressed with the bridge design perhaps re-examined within the scope of the existing planning permission.

The Lead Councillor for Tourism, Leisure, and Sport noted that the newness of the Executive members to their roles did not lessen their decision-making abilities.

The Chairman referred to the designation of financial information within two appendices of the report submitted to the Committee as exempt due to its relevance to an ongoing commercial negotiation and commercial sensitivity. The Committee

RESOLVED: That, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the consideration of information contained within Appendices 3 and 4 to the report on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act; namely, information relating to the financial or business affairs of any particular person (including the authority holding that information).

The Chairman invited those Councillors who had called-in the proposed decision of the Executive to explain, with reference to exempt information, their reasons for doing so. The Leader of the Council made a statement in response.

The Committee debated the exempt information related elements of the call-in and the Leader of the Council, the Lead Councillor for Finance and Assets, Customer Services, and the Lead Councillor for Major Projects responded to the debate.

Following consideration of the exempt information and readmittance of the public to the meeting, the Committee considered whether or not to refer the proposed decision back to

the Executive for reconsideration and possible comments and advice to accompany any such referral.

RESOLVED: (I) That the proposed decision taken by the Executive on 7 January 2020 in connection with the Walnut Bridge project be not supported and that it be referred back to the next appropriate meeting of the Executive for reconsideration.

(II)   That, in considering the referral back of the proposed decision, the Executive be requested to take into account the following comments and advice from the Overview and Scrutiny Committee:

(a) To re-examine the financial arrangements with the LEP in relation to a possible further extension of the delivery deadline.
(b) To investigate the possible separation of the ramp from the bridge design, with the aim of a cheaper, less permanent option to the proposed ramp, in order to better accommodate any changes that may arise from the Town Centre Master Plan process.
(c) Subject to the outcome of the discussions with the LEP, to take the opportunity of looking at the bridge design in the round.
(d) To review the proposed decision on the Walnut Bridge project with consideration to the Town Centre Master Plan.
(e) To consider whether it would make sense for the Town Centre Master Plan to be progressed prior to a decision being made in respect of proceeding with the Walnut Bridge project.

The meeting finished at 9.27 pm

Signed ....   Date ....

Chairman

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Overview and Scrutiny Committee Report

Ward(s) affected: All

Report of Director of Resources

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Date: 3 March 2020

ICT Refresh Project Review

Executive Summary

On 28 November 2017 the executive considered an approval to spend capital funding of £1.25million on ICT Infrastructure Improvements. The project, known as the 'ICT Refresh programme', presented a business case to upgrade and improve the core ICT technology that the Council used to deliver services.

The submitted report and associated business case report included the implementation of Microsoft Windows 10 and other sundry end user computing technologies. The improvement scope set out in the reports required the project to deliver several aims and objectives which were roughly defined as benefits of migration to newer platforms. The benefits included;

- An improvement to IT security as older operating systems are more vulnerable to attack.
- An improvement to staff collaboration where using the new platform will enable the use of collaboration tools across the council, helping drive up productivity and meet growing customer and user expectations.
- An improvement to service levels ensuring the council benefits from higher levels of service availability, a stable operating system and supported software. With an estimated 20% reduction in outages.
- Greater integration with Cloud technologies enabling the council to adopt Cloud-first principles
- A reduction in risk where the project seeks to eliminate and mitigate many legacy risks to the network and applications in addition to those directly linked to out of date operating systems

This review has found that all the proposed benefits have been approached and most have been met.

In line with good project governance, this report was initially intended to be a post project implementation review of the project. However, the project is still not complete. As a result, an independent interim review of the project has been completed and is reported at Appendix 1. The review found that the business case submitted to Executive for approval in November 2017 focussed too narrowly on the implementation of Windows 10 and other sundry end user computing technologies. Despite what it reported to do, it specifically excluded refreshing other assets including infrastructure (servers, storage etc), network / communications

(routers, switches, cabling, desk phones etc.) or other devices (mobile phones, PDAs, tablets, printers, MFDs etc.). The phasing of the proposed project was spread across 3 phases taking an estimated 18 months to complete at a cost of £1.25million.

Today, the project includes all the previously excluded components. It appears that over time the project has increased in scope but has not been redefined in order to manage organisational expectations or to align ICT staff capacity or capabilities.

There are successes from the ICT refresh project but it is also recognised that there have been issues. A series of recommendations have been set out in Appendix 1 which are currently being costed to address the issues raised. It is proposed that the additional costs to complete the programme are funded from the ICT renewals reserve. Section 3 of Appendix 1 also sets out some key learning points for consideration.

Recommendation to Overview and Scrutiny Committee

That the Committee review the project update report at Appendix 1, consider the recommendations and learning points and comment as it feels necessary.

Reason(s) for Recommendation:
Post project implementation and mid-project or gateway reviews are core parts of good project governance. The overview and scrutiny committee has a key role to play in ensuring good project governance of Council projects.

1. **Purpose of Report**

1.1   In accordance with good project governance, this report was intended to be a post project implementation review of the ICT refresh project by the Overview and Scrutiny Committee. However, as the project is still in progress it is instead a project update and sets our a series of recommendations for completing the project.

2. **Strategic Priorities**

2.1   The ICT strategy and a sustainable modern ICT infrastructure underpins all of the Council's strategic priorities by enabling the Council to deliver services for the Borough, residents and visitors. In particular, an improved ICT infrastructure contributes to the emerging strategic priority of 'Improved Council – using new ways of working to improve value for money and customer service' as agreed by Executive on 21 January 2020.

3. **Background**

3.1   On 28 November 2017 the executive considered a new ICT strategy and business case to spend capital funding on ICT Infrastructure Improvements. The project, known as the 'ICT Refresh programme', presented a business case to upgrade and improve the core ICT technology and infrastructure that the Council used to deliver services. The report set out a business case to deliver the ICT strategy that had been adopted in January 2017.

3.2   The 2017 report correctly identified that the Council's ICT infrastructure (defined as networks, routers, switches, servers, storage and operating systems and end user devices) was relatively old and end of life presenting a number of risks to business operations such as no longer being supported by the relevant suppliers and risk of physical failure. In addition, there were information security risks associated with the continued use of end of life firmware, operating systems and application software. The Council's on-going access to the Public Sector Network (PSN) for secure exchange of sensitive data with other public bodies is dependent on maintaining security accreditation for the infrastructure, firmware and software deployed within the Council. To ensure future continuity to the PSN Officers identified that the Council needed to investment in refreshing its ICT infrastructure, firmware and software as well as its cyber security protection.

3.3   To help deliver the ICT strategy, Officers had commissioned an independent ICT consultancy to provide a review of the Council's ICT infrastructure and to develop options and a business case for investment in improvements to address the identified issues and risks.

3.4   The business case attached to the report purported to contain a detailed proposal for the implementation of a full ICT infrastructure refresh to deliver a secure, sustainable and customer focussed ICT delivery platform. Three options were presented in the business case and the recommended option sought to create the most optimal way forward in 3 phases which were:-

       Phase 0/1 – pre-requisites and essential infrastructure
       Phase 2 – Improved management and Office 365 implementation
       Phase 3 – Optimise and cloud

3.5   The report proposed one of the largest ICT projects in the history of the Council, was estimated to cost £1.25million and be completed over an 18-month period. The project formed the base layer upon which the technology proposals, agile working, and business process improvements put forward under the Future Guildford programme would be possible. The refresh programme was the base on which Future Guildford could build. Delivery of the ICT refresh programme was meant to have been completed prior to the implementation of Future Guildford, particularly, Phase A.

3.6   As the project progressed, it became apparent that certain items which should have been addressed in Phase 0/1 had not fully been addressed or had been excluded as they were deemed too high risk. As a result, there was a need to increase the scope of the project to bring into scope items which had been previously excluded. In addition, application packaging issues meant that the roll out of the end user devices stalled in Summer 2019. This resulted in significant time delays and some resulting cost delays. Of particular concern was the fact that the project did not complete prior to the start of the Future Guildford Implementation as planned. As a result of issues and delays, the Council commissioned SOCITM Advisory to undertake a review of the project and propose a way forward.

3.7   SOCITM Advisory's report is included at Appendix 1. The main conclusion from the report is that '*without doubt, the project is, the largest that the council*

ICT Team have ever undertaken at any one time. This was and still is a highly ambitious, specialised and complex mix of improvements'.

3.8 As part of the review, we found that the ICT refresh project had stalled due to application packaging required for the roll out of end user devices. Additional resource was made available to ensure that the roll out of end user devices is completed by the end of February 2020, and so in time for Future Guildford Phase B to be consulted on (Appendix 1, section 2.2).

3.9 The SOCITM Advisory report sets out a series of prioritised improvement recommendations which the Council needs to consider. The main areas identified for improvement are around:

     a. ICT governance and project management
     b. Telephony resilience and wifi coverage at remote sites
     c. ICT asset management, security and disposal
     d. Completion of the core network upgrade
     e. Movement of staff shared drives to cloud storage
     f. Decommissioning of Citrix

3.10 SOCITM Advisory has identified a second phase of the Refresh project will be required to complete the cleaning up and decommissioning of various legacy technology.

3.11 A lessons learnt section has been proposed in section 3 of the report. It is worth noting that one of the lessons learnt relates to the timing of the ICT service restructure under Future Guildford. It is worth re-iterating that the original programme for the ICT refresh project envisaged the completion of the refresh programme by spring/ early summer 2019 given that approval for the project was provided in late November 2017 and it was supposedly an 18-month project. Therefore, the project should have been complete by the time the consultation on Phase A of Future Guildford commenced mid-July 2019. The project issues identified relating to inadequate skills, scale & complexity of the project, robustness of project planning & foresight, unanticipated project interdependencies, communication and delivery of the external technical contract are thought to have had more of an impact on the success of this project than a restructure that started after the project had already been delayed.

4. Consultations

4.1 The Leader of the Council and Lead Councillor for Governance has been consulted about this report.

5. Key Risks

5.1 Appendix 1 sets out a series of recommendations and actions for the Council to consider. There is a risk that if these are not implemented that the full benefits of the ICT refresh programme will not be achieved.

6. Financial Implications

6.1   The original budget for the ICT refresh programme was £1.25million approved by Executive in November 2017. Since the budget approval, three virements have been approved taking the revised budget to £1.485million as follows:-

- February 2019, £75,000 vired from ICT renewals hardware/software budget for additional costs of upgrading the firewall
- June 2019, £50,000 vired from ICT renewals hardware/software budget for additional licencing costs of migrating software applications to cloud technology
- November 2019, £110,000 vired from ICT renewals hardware/software budget for SOCITM Advisory resources to build and complete the rollout of end user devices by end February 2020

6.2   Spend to date on the project has been £1.561million, forecast spend to the completion of the project is anticipated to be £1.685million representing an overspend against the revised budget of around £200,000. The overspend predominantly relates to increased costs of the external technical contract and a higher cost of the acquiring the end user devices.

6.3   A number of the recommendations within the report will require additional expenditure to implement the recommendations which is currently being costed. The Director of Resources will seek to fund these items from the annual ICT hardware/software budget within the ICT renewals reserve.

7.   Legal Implications

7.1   There are no legal implications arising as a result of this report

8.   Human Resource Implications

8.1   The refresh review report from SOCITM Advisory recommendation P2R6 states consideration should be given to employing a permanent End User Computing or Desktop Engineer to the ICT Team. This role is critical to the safe operation of the asset life cycle and to ensure there is a connecting role between ICT Infrastructure and Caseworkers. As the service has just undergone a restructure as part of the Future Guildford programme, the Director of Resources will discuss with Ignite and the business improvement team if this activity was accounted for within the mapping of activity to the existing casework or ICT infrastructure team to assess whether this is an additional requirement or whether it should be accommodated within existing roles. There is currently no budget to increase staffing in the ICT area.

9.   Equality and Diversity Implications

9.1   There are no equality and diversity implications arising from this report.

10.   Climate Change/Sustainability Implications

10.1   There are no Climate Change implications arising from this report.

11.   Executive Advisory Board comments

11.1   This report has not been considered by EAB.

12.   Suggested issues for overview and scrutiny

12.1   Overview and scrutiny committee are invited to comment on the review of the ICT refresh project and consider the recommendations within Appendix 1

13.   Summary of Options

13.1   Not applicable

14.   Conclusion

14.1   Appendix 1 sets out a review of the ICT refresh project. The review found that the business case submitted to Executive for approval in November 2017 focussed too narrowly on the implementation of Windows 10 and other sundry end user computing technologies. Despite what it reported to do, it specifically excluded refreshing other assets including infrastructure (servers, storage etc), network / communications (routers, switches, cabling, desk phones etc.) or other devices (mobile phones, PDAs, tablets, printers, MFDs etc.). The phasing of the proposed project was spread across 3 phases taking an estimated 18 months to complete at a cost of £1.25million.

14.2   Today, the project includes all the previously excluded components and remains incomplete. It appears that over time the project has increased in scope but has not been redefined in order to manage organisational expectations or to align ICT staff capacity or capabilities.

14.3   There are successes from the ICT refresh project but it is also recognised that there have been issues. A series of recommendations have been set out in Appendix 1 which are currently being costed to address the issues raised. It is proposed that the additional costs to complete the programme are funded from the ICT renewals reserve.

15.   Background Papers

Executive 28 November 2017 agenda item 9: ICT INFRASTRUCTURE IMPROVEMENTS: APPROVAL TO SPEND CAPITAL FUNDING
http://www2.guildford.gov.uk/councilmeetings/documents/g608/Public%20reports%20pack%2028th-Nov-2017%2019.00%20Executive.pdf?T=10

16.   Appendices

Appendix 1 – SOCITM Advisory report – Refresh project review Report v1.2

Guildford Borough Council

ICT Technology Refresh Project

Review Report

Sean Hale   **Interim Lead Specialist (ICT) – GBC,**

Senior Consultant – Socitm Advisory

February 2020

The Society for Innovation, Technology and Modernisation…..

www.advisory.socitm.net | 01604 709456

About Socitm Advisory

Socitm Advisory are pleased to respond to Guildford Borough Council's request for a detailed review of the ICT Refresh Project. Owing to our current contract with the council to provide Interim and Project based services, coupled with our independent and agnostic position on technology, we are uniquely positioned to provide independent and qualified critique on the ICT Refresh Project.

We are the specialist consultancy and advisory business of Socitm Ltd, the Membership body for IT professionals and Digital Leaders in Local Government and, as such, we are frequently selected to support our clients in the implementation of major Projects and ICT Transformation Programmes, to conduct independent review of ICT operations and to support public sector organisations in the development, implementation, and modernisation of their IT and Digital Strategies and services.

Approvals

Role/position	Approved by	Date
Interim Lead Specialist for ICT	Sean Hale	Jan 2020

Distribution list

To	Date	Role/Contact details
Claire Morris	Feb 2020	Director of Resources
		Guildford Borough Council
Matt Gascoigne	Feb 2020	Chief Operating Officer
		Socitm Advisory

Version history

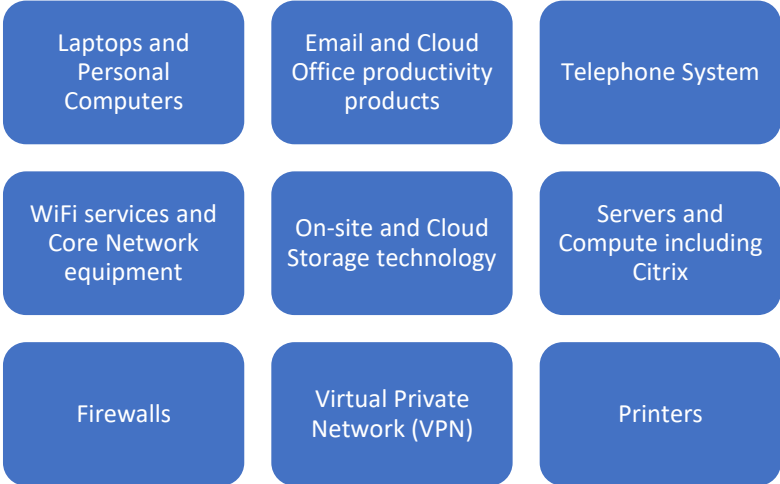| File reference	Date	Author/amend	Description	Status
v0.1	Jan 2020	Sean Hale	First Draft	For Review
v0.2	Jan 2020	Chetan Shah / James Wickham	Second Draft	For Review
v1.0	Jan 2020	Sean Hale	First Release	For Review
V1.1	Jan 2020	Sean Hale	Revised following initial review with Claire Morris	For Review
V1.2	Feb 2020	Sean Hale	Revised following review by GBC CMT	Final

Contents

Executive Summary

In November 2017 the council approved the decision for the ICT Manager in consultation with the Lead Councillor for Infrastructure and Governance, to release funds of up to £1.25 million from the ICT Renewals Reserve to deliver the ICT infrastructure improvements described in the report submitted to the Executive.

The submitted report and associated business case report included the implementation of Microsoft Windows 10 and other sundry end user computing technologies. The improvement scope set out in the reports required the project to deliver several aims and objectives which were roughly defined as benefits of migration to newer platforms. The benefits included;

- An improvement to IT security as older operating systems are more vulnerable to attack.
- An improvement to staff collaboration where using the new platform will enable the use of collaboration tools across the council, helping drive up productivity and meet growing customer and user expectations.
- An improvement to service levels ensuring the council benefits from higher levels of service availability, a stable operating system and supported software. With an estimated 20% reduction in outages.
- Greater integration with Cloud technologies enabling the council to adopt Cloud-first principles
- A reduction in risk where the project seeks to eliminate and mitigate many legacy risks to the network and applications in addition to those directly linked to out of date operating systems.

This review has found that all the proposed benefits have been approached and most have been met. However, over time the project has increased in scope but has not been sufficiently redefined in order to manage organisational expectations or to align ICT staff capacity or capabilities.

This increase in project scope comprises the renewal of various technical hardware and software components that enable the council to operate its technology services. The increase has been deemed as unavoidable as unexpected dependencies surfaced through the term of the project, which has led to a delay of some parts, and some parts not receiving full attention. The various components reviewed by Socitm Advisory include renewals of the following;

Laptops and Personal Computers	Email and Cloud Office productivity products	Telephone System
WiFi services and Core Network equipment	On-site and Cloud Storage technology	Servers and Compute including Citrix
Firewalls	Virtual Private Network (VPN)	Printers

There are project successes and areas for improvement. The key project successes are;

- The project has met most of the key aims and objectives set out in the original business case
- Staff moving through the various stages of the Future Guildford programme now have greater mobility with new devices and new software, a marked improvement from the previous position
- Ubiquitous WIFI services are now available in council sites, enabling staff, members and the public to connect devices freely, and fully promoting the anytime, anyplace, anywhere approach to operating a modern workplace culture
- A modern, efficient telephone system with cost saving infrastructure technology built in
- Modernisation of the ICT service toward the use of Cloud based technologies reducing the reliance for on premise technology, and improving technical resilience for the council

The areas for improvement have been detailed throughout this review report and summarised in section 4.

Whilst this review report discusses the status of each component of the project and provides recommendations, the project as presented today, is without doubt the largest that the council ICT Team have ever undertaken at any one time. This was and still is a highly ambitious, specialised and complex mix of improvements.

Whilst the project continues at pace there has not been a full consultation with staff to seek feedback on these improvements, but this is planned to commence post project. Views have however been canvassed from senior management and have resulted in positive thoughts and opinions, but also recognising that there is more work to do.

To compliment this review and as part of the Socitm Advisory contract, a comprehensive Project and Programme Management Governance framework and toolkit for ICT projects has been developed and provided to the council outside of this report.

1. Introduction

The Council's ICT Department set out its approach to refresh the technology estate and specifically a range of ICT hardware and software that supports the council's technology operation. Whilst this report is laid out uniformly the content of the report is highly technical in parts. The core part of this report details the findings from a deep review of the key project components to include; scope, current status, and recommendations. This is followed by a summary of recommendations and associated appendices.

In completing this report Socitm Advisory staff interviewed council ICT staff and undertook a Programme and Project Management review of ICT Projects and Project Management processes. This insight has been coupled with knowledge learnt undertaking the Interim Lead Specialist ICT role and delivery of other project work by Socitm Advisory consultants.

2. Project Components

2.1 Governance

The Governance of this project falls within two main areas; Programme and Project Management, and Technology Architecture. Whilst the project was and continues to be delivered to the best of abilities and with good intention there are several shortcomings identified as part of this review.

Socitm Advisory were commissioned to review current Programme Management Office (PMO) practices within the ICT Department and to recommend a best practice approach to ICT PMO support. The key observations from the PMO review were;

2.1.1 There is a wide range of activities and the team has a high commitment to delivering effectively. At the time of this review the required skills and experience to deliver successfully were in place but they are no longer present due to the ICT restructure removing the business analysis and project management resources and skills.

2.1.2 The ICT team are fully committed in terms of resource capacity but there is limited capacity to manage additional activities as and when they come about. There is no detailed resource reporting across the Portfolio of activities

2.1.3 The ICT Team are not provided with enough scope, requirements or delivery timescales before they are asked to support programmes and projects across the Council. Often the involvement of the team is a reactive event as the programmes and projects have been commissioned by other departments without their visibility, this has several impacts on both the team and on delivery:

- o Resource management is difficult across the activities as resources are scheduled in a reactive manner and this means forward planning of resources is not done effectively having an impact on other projects and programmes delivery requirements
- o Activities are not commissioned with input from the ICT team which means that the projects and programmes themselves may have risks, dependencies or delivery requirements not considered by those initiating the project and programmes
- o The lack of visibility of pipeline activities means that ICT are unable to take a strategic view of project and programme delivery and map out effectively the overall direction of the Portfolio
- o Projects are not commissioned on a prioritised bases, leading to issues such as, existing contracts renewed without the ability to review alternatives, unable to carryout adequate assessment of new technology within a timeframe etc

2.1.4 There is currently no central log or a project dossier of projects within the ICT Department, despite the team managing a wide range of activities. Previous Project Managers maintained a log at a team level, but this is not a definitive or departmental wide document

2.1.5 Ownership of activities needs to be clarified effectively as often ICT are being asked to support programmes across the Council they are not managing, and clearer stakeholder scoping is required

2.1.6 Gateway management is not used effectively to ensure quality of delivery and to provide lessons learned on the project and programmes being delivered. This is especially important

to align with Information Security requirements and other Subject Matter Experts' activities. In addition, lesson learned are not implemented on a consistent basis across the programme

2.1.7 There is a lack of consistent status reporting on activities across the current Portfolio of work within the ICT Department. This includes consistent Status Highlight Reporting, RAID Management and Planning updates.

2.1.8 Currently there is a lack of a formal department architecture on the development and then release of projects and programmes into the live environment. There is no Enterprise Architecture or Business Analyst/ Solution Architect support to work as a design authority within the Council

2.1.9 The ICT team are seen within the Council as supporting Council operations but not necessarily as a Technology enabler to provide innovation and to future proof the Council. This impacts on the nature and scale of activities the IT team are involved in

2.1.10 Key strategic programmes from the Future Guildford Programme requires greater clarity around dependencies

For completeness the PMO Review Report including recommendations has been included in Appendix-1

A comprehensive Project and Programme Management governance framework and toolkit for ICT projects has been developed and has been provided to the council outside of this report. The parts to the toolkit include the following components;

	PMO Product	Description
Governance	Recommendations & Actions List	The recommendations from the PMO report are included here with an action log of proposed actions
	Portfolio & Project Phases & Gateways Diagram	For use in any documentation. From Idea through Conception to project close with the aim of being helpful for the start of development of a process for the PMO; taking on projects into the portfolio which can be tweaked to meet requirements
	Governance Framework	Basic governance framework for customisation
	Change Request Form	A form to set out the details of a change, and record the decision and subsequent actions
	Highlight Report	Highlight report template with schedule, RAG, and return to green sections

Key project documents	Project Concept Template	For proposers use to flesh out an initial idea into a Concept and help PMO have a document that can help control the demand and flow of projects
	Cost Benefit Analysis (CBA)	Spreadsheet where figures can be entered to complete options appraisal costings, for use in other key documents e.g. Outline Business Case
	Outline Business Case	A sample Business case that considers other templates
	Excel Project Plan Template	Excel template with a date picker and progress/behind schedule indicators. This can be further developed into a Microsoft Project Plan.
	Project Initiation (PID) Template	A comprehensive PID template
	RAID Log	Full RAID Log
	Lessons Learned Master Log	Excel log to create a full record of all lessons learned that could be built into a LL knowledge base and where to enter LL when conducting LL workshops
	Lessons Learned Report	Report to use as part of the Close phase of the project
	Project Close Report	Accompanies the LL Report as part of the project Close phase

2.1.11 Recommendations

PGR1: Commission an Enterprise Architect on a short-term basis to review the Technology Landscape, make recommendations for sustainable ICT architecture, and provide the council with a costed Technology Roadmap spanning 5 years.

PGR2: Commission or introduce on a permanent basis Solutions Architects that straddle the gap covering technical architecture, business analysis and project management. Delivering solutions to council customers working alongside Digital and other corporate teams.

PGR3: Consider and review the actions listed within the PMO report included in Appendix 1 with a view to agreeing how technology-based projects are delivered in future

PGR4: Introduce a gated project governance framework and project management templates. These will be delivered as part of the Socitm Advisory PMO work.

PGR5: Consider launching a Phase 2 Refresh Project that focuses on cleaning up and decommissioning various technology items

2.2 Laptops and Personal Computers (PCs) for all staff

2.2.1 Scope & Description

This part of the project is receiving the most focus to ensure that all staff have new laptops and are migrated to the Microsoft 365 email and productivity suite in line with the phasing of the Future Guildford Programme. Prior to December 2019 a review was conducted by Socitm Advisory into the effectiveness and pace of the rollout of laptops and the migration. At this point the council had achieved around 50% of the rollout which had been running for over a year. Following agreement to provide more resource Socitm Advisory drafted in additional support for this part of the project with a view to completing this rollout by the end of February 2020.

There are other dependencies to overcome as part of this rollout of devices and migration, as it is not simply a case of placing a device on the desk. A key dependency is Application packaging. There are approx. 200+ applications that have been discovered in use by council staff. Each application needs to be packaged before the laptop device can be provided to staff. Each application can take between 30 minutes – 5 days to package. Applications that cannot be packaged (because they do not work with windows 10) are then transferred to Citrix on an old legacy platform for compatibility and continuity of service. This platform for legacy applications is not ideal and further perpetuates the problem of retaining old unsupported and non-compliant software and increasing security risks, these issues have however been captured and reported within the ICT Risk Register.

A further dependency is scheduling general staff in to receive the devices and spend time with ICT staff to undertake the migration, this is a logistical challenge especially when the end of year approaches when leave and other service-related tasks begin to take hold.

2.2.2 Current Status

The laptop rollout and migration project is currently moving at pace with a target completion date for end of February 2020 and is currently on target, having moved from a position of being stalled due to application packaging moving slowly or not at all. All Future Guildford Phase A staff rollouts and migrations are complete bar the Engineers who are receiving support around their use of AutoCad.

Of the 393 devices to be replaced, approx. 35 new devices have been returned to ICT due to staff leaving the council. Ordering of new devices is being aligned with these returns however there remains a level of uncertainty around this due to further Future Guildford phases still yet to complete.

Migration of old email and office accounts to Microsoft 365 is going well with few problems. 'H' drives personal to each member of staff have moved to Microsoft OneDrive in the Cloud. All other staff-based storage remains on site.

A Public Service Network (PSN) [1] review, carried out by an independent party, places a dependency for the removal of unsupported systems (such as Windows 7 devices and 2013 / 2018 servers) by June

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[1] Government Guidelines on PSN - https://www.gov.uk/guidance/public-services-network-psn-compliance

2020, failure to do so could result in the Council losing its PSN certification and potential disconnection from the PSN service. Analysis and planning of decommissioning legacy devices from the Councils estate is underway with consultations planned with service areas to provide alternative solutions to legacy products they use on legacy platforms.

2.2.3 Recommendations

Outside of the governance recommendations there are a small number of recommendations as the project is moving along and due to complete soon. However, caution should be noted on where and how devices are maintained in the future to include new devices and older devices due for disposal.

P2R1:   A secure location is provided for ICT to store, build, maintain and decommission devices. This includes a lockable door with little or no other access, sign-in and out procedures, limited access to approved officers with a mechanism to electronically capture entry and exit of staff, risk and insurance assessed, and in certain circumstances dedicated CCTV should be used or a means to visually record the environment over a period.

P2R2:   Regular stock checks should be undertaken and managed in-line with council policy and internal audit recommendations.

P2R3:   A single asset register should be maintained as the master record of asset use and ownership.

P2R4:   Devices due for disposal should be done so under the Waste Electric and Electronic Equipment (WEEE) Regulations 2013.

P2R5:   Consideration should be given to the purchase of a low-level degaussing device to allow for the adequate destruction of data on old hard disk drives and approved in line with appropriate security compliance e.g. GDPR, PCI, HIPAA or as specified by PSN. Alternatively, a cost-neutral third-party disposal company should be engaged to remove, destroy and certify compliance with the WEEE and appropriate security controls.

P2R6:   Consideration should be given to employing a permanent End User Computing or Desktop Engineer to the ICT Team. This role is critical to the safe and efficient operation of the asset life cycle and to ensure there is a connecting role that naturally sits between ICT Infrastructure and Caseworkers under the new Future Guildford Phase A structure.

2.3 Telephone System

2.3.1 Scope & Description

The Telephone system introduced a Unified Communications approach with technology extending the traditional phone system by featuring various new types of technology e.g. soft phones. The Mitel system was purchased and installed alongside main telephone trunks being replaced with SIP trunks.

Telecoms organisations are supplying new improved faster services such as Session Initiation Protocol (SIP) trunk services. It is a protocol used in Voice over Internet Protocol (VoIP) communications as a modern alternative to legacy ISDN lines, which allows phone call and network

data services transmitted securely over a public or private internet. Currently the Council uses a Public Switch Telephone Network over a private branch exchange. By using SIP trunks, data and voice usage can be managed more efficiently and reduces long term costs in managing and maintaining a single service.

2.3.2 Current Status

In general, this project is complete but there remain several smaller issues to resolve. Firstly, the Japonica resilient site needs to be built and configured, and secondly the use of Soft phones has not yet been fully explored or agreed across the organisation. In terms of soft phones there is also a clash of technology with other status-based software and video conferencing software namely Microsoft Teams. Although both provide similar features there should only be one solution in use organisation-wide to ensure consistency and understanding.

2.3.3 Recommendations

P3R1:   Commission a specialist company to assess, design and implement a resilient site for voice and data

P3R2:   Agree on the Video Conference, Instant Messaging and Status platform to be used across the council, such as Microsoft Teams. Implement the chosen platform alongside appropriate staff education.

2.4 WIFI services

2.4.1 Scope & Description

The Wifi project consisted of the installation and configuration of new Access Points across all previously connected council sites. This now provides access for council staff, members and public.

2.4.2 Current Status

The project is mainly complete. The initial scope of the project included all existing sites, but not sites that previously didn't have Wifi. This was mainly due to the connections available at those sites and the inability to back haul Wifi services onto the corporate network. The SafeConnect system requires installation and configuration, this will allow much improved public access to WiFi avoiding the need to obtain the current password from reception and providing splash screen access.

2.4.3 Recommendations

P4R1:   Assess the need for Wifi services at remote sites not covered by this project

P4R2:   Complete the WiFi configuration at connected remote sites

P4R3:   Implement the SafeConnect system to improve Public Wifi services. This will provide a GDPR compliant Public WiFi solution that gives the council the security needed when providing the public with connectivity to the internet, whilst giving the added ability to target marketing communications to specific demographics, and potentially provide a self-sustaining service through advertising revenues.

2.5 Core Network equipment

2.5.1 Scope & Description

The purpose of this project was to improve the Local Area Network (LAN) equipment alongside improvements to the Core Network. A number of hardware 'Switches' make up the LAN and required replacement across all council sites. Typically, LAN switches are termed as 'edge'.

2.5.2 Current status

New edge switches were installed in Millmead House and other remote sites. A new Core switch was also installed. In total approx. 80% of switches have been installed with most of the remainder to install at remote sites. There is also some work to do to disconnect parts of the old core form the new.

2.5.3 Recommendations

P5R1:   Complete remote sites switch installations

P5R2:   Complete work to disconnect the old core from the new

P5R3:   Where Network Cabling is required and insufficient, consider replacing network cabling to a minimum standard of C5e across all sites. Cat5e is an enhanced version of Cat5 cable. This Ethernet cable speed is up to 1000Mbps or "Gigabit" speed.

2.6 On-site and Cloud Storage technology

2.6.1 Scope & Description

The council's data storage requirements are wide and varied but predominantly fall into 2 areas;

a) staff storage for personal documents and files and
b) storage used by larger line of business systems including databases.

Traditionally, storage was server specific and siloed, however more prevailing solutions now exist including Storage Attached Network (SAN) devices and Cloud Storage. This project replaced the old SAN and, alongside the Laptop rollout and migration work, moved some of the staff-based storage to the Cloud within Microsoft OneDrive.

2.6.2 Current status

The Replacement SAN is in place and under support. It accommodates 50 Tera Bytes of storage for internal and external storage. The current SAN replaced the old SAN, most of the data was moved and migrated. The old SAN is now out of support but continues to host some file storage and support storage for Hyper-V hosts.

2.6.3 Recommendations

P6R1:   Commission a specialist company to design the eventual architecture for SAN and general storage with an emphasis on moving storage to Azure or another cloud-based service.

P6R2:   Move the data on staff shared drives to Azure/OneDrive following a review of shared drives to establish if shared drives are required, in light of the introduction of Microsoft teams and the ability to create shared collaboration areas.

P6R3:   Assess the operational efficiency of the old SAN in terms of outages and resilience.

P6R4:   Undertake a Data Cleansing/Housekeeping exercise across the council to ensure the Council only stores the data it requires in-line with the GDPR and other statutory and legal requirements. Appoint an authority to carry out an analysis and plan the removal or archiving of non-required data with the service areas.

P6R5:   Ensure an up to date and relevant Retention Policy exists and is regularly reviewed.

2.7 Servers and Compute including Citrix

2.7.1 Scope & Description
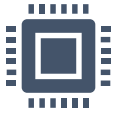
This project set out the replacement of servers which run several operations including the hosting of line of business applications e.g. Finance, Planning, Revenues & Benefits. The target model was to replace existing hardware with new and to transfer the data and applications. Although Citrix should have been decommissioned, this has not happened, instead Citrix use has been increased due to the inevitable issue of legacy applications e.g. IKEN not working with the new laptop and office products. Citrix therefore becomes the backstop for such applications.

2.7.2 Current status

Three new Hyper-V based host servers are now in place, combined they host approx. 40 virtual servers each of which run multiple systems. There are 9 servers still connecting to the old SAN which is out of support. There are also a small number of physical servers that exist to service specialist systems.

Citrix, a virtual platform to deliver desktops to staff through the network is now old and unsupported. The desktops it delivers also run Windows 7 which is also unsupported.

2.7.3 Recommendations

P7R1:   Plan and Decommission the connections to the old SAN

P7R2:   Assess suitability of smaller physical servers to be virtualised

P7R3:   Decommission Citrix and assess an alternative e.g. Microsoft App-V

2.8 Firewalls

2.8.1 Scope & Description

The scope of this project was to replace the Firewalls with new devices. A Firewall is a network security solution that monitors, and controls incoming and outgoing network traffic based on predetermined security rules. A firewall typically establishes a barrier between a trusted internal network and untrusted external network, such as the Internet.

2.8.2 Current status

The Firewalls were replaced at the start of the project work and are complete.

2.8.3 Recommendations

P8R1: It is critical that regular maintenance and up-keep of Firewalls is maintained to avoid hardware failure and to ensure that the security defences of the council are continually hardened against known and unknown threats.

2.9 Virtual Private Network (VPN)

2.9.1 Scope & Description

The scope of this project was to replace the VPN system. A Virtual Private Network (VPN) extends the council's internal network across the internet and enables staff to send and receive data across the internet as if their devices were directly connected to the council's network.

2.9.2 Current status

The VPN system was installed and is working, however there is some instability with the service at times.

2.9.3 Recommendations

P9R1: Review the stability of the VPN service with a view to ensuring full stability.

P9R2: Should the Council wish to allow flexibility for staff and elected members to use personal devices not provided by the council, the VPN system should be assessed to ensure it enables this approach.

2.10 Printers

2.10.1 Scope & Description

The Printer Project established the replacement of old Xerox printers many of which were broken beyond repair, with new Hewlett Packard multi-function devices. Part of this project was also to take advantage of the managed service which includes auto reporting of serious faults and ink ordering.

2.10.2 Current status

All printers are now replaced at all sites where the procurement began in Summer 2019. The printers were then installed within a 3-week period during December 2019. Vision are the new company providing the printers and the managed service. 'Papercut' software is now used on the printers to provide more detailed reporting on printing stats, e.g. cost per print per person.

2.10.3 Recommendations

P10R1: Ensure complete removal of the old printer fleet

3. Lessons Learnt

As part of this review Socitm Advisory captured thoughts and observations around the project and present here the key insights and lessons learnt.

3.1 Whilst the project has yet to complete fully, the overall feeling around project approach and delivery is that the project should have included all components and should have been scheduled over a 3-4-year period.

3.2 The project has achieved a great deal in terms of the expected outcomes, these are outlined within the successes mentioned earlier

3.3 The Printer project went well, with a quick implementation, and a good working partner is now on board

3.4 As a result of unexpected scope changes mentioned in earlier section, the project delays meant that the project delivery then ran into the ICT restructure. The change to ICT resourcing and natural turnover of staff compounded the issues and the ICT service's ability to manage the project and its deliverables.

3.5 The scale and complexity of the project provided too much work at one time and was too complex.

3.6 Project Planning should have been more robust, and outcome orientated with an emphasis on fully understanding what the council required from the project.

3.7 The project board should have been in place for the full duration of the project to provide strategic direction and project oversight.

3.8 A robust communications and training plan should have been developed to ensure that all staff were fully informed of the changes, received training on the new applications that the technology has delivered and therefore are able to realise the benefits of the devices they have been provided with.

3.9 Governance of the overall programme was poorly defined with little transparency.

3.10 The external technical contract was not delivered to expectations and has since left behind problems that will take time and resource to correct.

4. Summary of Recommendations

Governance		
Item ID	**Recommendation**	**Priority**
PGR1:	Commission an Enterprise Architect on a short-term basis to review the Technology Landscape, make recommendations for sustainable ICT architecture, and provide the council with a costed Technology Roadmap spanning 5 years	Medium
PGR2:	Commission or introduce on a permanent basis Solutions Architects that straddle the gap covering technical architecture, business analysis and project management. Delivering solutions to council customers working alongside Digital and other corporate teams	Medium
PGR3:	Consider and review the actions listed within the PMO report included in Appendix 1 with a view to agreeing how delivery of technology-based projects are delivered in future	High
PGR4:	Introduce a gated project governance framework and project management templates. These will be delivered as part of the Socitm Advisory PMO work.	High
PGR5:	Consider launching a Phase 2 Refresh Project that focuses on cleaning up and decommissioning various technology items	High

Laptops and Personal Computers		
Item ID	**Recommendation**	
P2R1:	A secure location is provided for ICT to store, build, maintain and decommission devices. This includes a lockable door with little or no other access, sign-in and out procedures, limited access to approved officers with a mechanism to electronically capture entry and exit of staff, risk and insurance assessed, and in certain circumstances dedicated CCTV should be used or a means to visually record the environment over a period	Medium
P2R2:	Regular stock checks should be undertaken and managed in-line with council policy and internal audit recommendations	Low
P2R3:	A single asset register should be maintained as the master record of asset use and ownership	Medium
P2R4:	Devices due for disposal should be done so under the Waste Electric and Electronic Equipment (WEEE) Regulations 2013	Low
P2R5:	Consideration should be given to the purchase of a low-level degaussing device to allow for the adequate destruction of data on old hard disk drives and approved in line with appropriate security compliance e.g. GDPR, PCI, HIPAA or as specified by PSN. Alternatively, a cost-neutral third-party disposal company should be engaged to remove, destroy and certify compliance with the WEEE and appropriate security controls	Low

P2R6:	Consideration should be given to employing a permanent End User Computing or Desktop Engineer to the ICT Team. This role is critical to the safe operation of the asset life cycle and to ensure there is a connecting role between ICT Infrastructure and Caseworkers	Medium

Telephone System		
Item ID	**Recommendation**	
P3R1:	Commission a specialist company to assess, design and implement a resilient site for voice and data	High
P3R2:	Agree on the Video Conference, Instant Messaging and Status platform to be used across the council, such as Microsoft Teams. Implement the chosen platform alongside appropriate staff education	Medium

WIFI services		
Item ID	**Recommendation**	
P4R1:	Assess the need for Wifi services at remote sites not covered by this project	Low
P4R2:	Complete the WiFi configuration at connected remote sites	Medium
P4R3:	Implement the SafeConnect system to improve Public Wifi services. This will provide a GDPR compliant Public WiFi solution that gives the council the security needed when providing the public with connectivity to the internet, whilst giving the added ability to target marketing communications to specific demographics, and potentially provide a self-sustaining service through advertising revenues.	Medium

Core Network equipment		
Item ID	**Recommendation**	
P5R1:	Complete remote sites switch installations	High
P5R2:	Complete work to disconnect the old core from the new	High
P5R3:	Where Network Cabling is required and insufficient, consider replacing network cabling to a minimum standard of C5e across all sites. Cat5e is an enhanced version of Cat5 cable. This Ethernet cable speed is up to 1000Mbps or "Gigabit" speed	Medium

On-site and Cloud Storage technology		
Item ID	**Recommendation**	
P6R1:	Commission a specialist company to design the eventual architecture for SAN and general storage with an emphasis on moving storage to Azure or another cloud-based service	High
P6R2:	Move the data on staff shared drives to Azure/OneDrive following a review of shared drives to establish if shared drives are required, in light of the introduction of Microsoft teams and the ability to create shared collaboration areas	Medium
P6R3:	Assess the operational efficiency of the old SAN in terms of outages and resilience	High
P6R4:	Undertake a Data Cleansing/Housekeeping exercise across the council to ensure the Council only stores the data it requires in-line	Medium

	with the GDPR and other statutory and legal requirements. Appoint an authority to carry out an analysis and plan the removal or archiving of non-required data with the service areas	
P6R5:	Ensure an up to date and relevant Retention Policy exists and is regularly reviewed	Medium

Servers and Compute including Citrix

Item ID	Recommendation	
P7R1:	Plan and Decommission the connections to the old SAN	High
P7R2:	Assess suitability of smaller physical servers to be virtualised	Medium
P7R3:	Decommission Citrix and assess an alternative e.g. Microsoft App-V	High

Firewalls

Item ID	Recommendation	
P8R1:	It is critical that regular maintenance and up-keep of Firewalls is maintained to avoid hardware failure and to ensure that the security defences of the council are continually hardened against known and unknown threats	High

Virtual Private Network (VPN)

Item ID	Recommendation	
P9R1:	Review the stability of the VPN service with a view to ensuring full stability.	Medium
P9R2:	Should the Council wish to allow flexibility for staff and elected members to use personal devices not provided by the council, the VPN system should be assessed to ensure it enables this approach.	Low

Printers

Item ID	Recommendation	
P10R1:	Ensure complete removal of the old printer fleet	Medium

Appendix 1

Guildford Borough Council PMOaaS

1. Introduction

Socitm Advisory have been commissioned by Guildford Borough Council to review current PMO practices within the IT Department and to recommend a best practice approach to IT PMO support. Socitm Advisory will provide support to these recommendations that fall within the scope of the original agreement.

This review has been completed in a compacted timeframe to ensure that the 10 days allocated to the PMOaaS are used effectively and with a focus on tangible deliverables.

1.1. Documents Reviewed

The following documents provided:

- ICT All Project – High Level

1.2. Meetings Completed

Several internal meetings were held with Guildford Borough Council staff.

2. Observations

2.1. Observations on current PMO support and Portfolio Governance with the IT Department

2.1.1. Observations

- There is a wide range of activities and the team has a high commitment to delivering effectively with the required skills and experience to deliver successfully
- The IT team are fully committed in terms of resource capacity but there is limited capacity to manage additional activities as and when they come about. There is no detailed resource reporting across the Portfolio of activities
- IT are not provided with enough scope, requirements or delivery timescales before they are asked to support programmes and projects across the Council. Often the involvement of the team is a reactive event as the programmes and projects have been commissioned by other departments without their visibility, this has several impacts on both the team and on delivery:

- o Resource management is difficult across the activities as resources are scheduled in a reactive manner and this means forward planning of resources is not done effectively having an impact on other projects and programmes delivery requirements
  - o Activities are not commissioned with input from the ICT team which means that the projects and programmes themselves may have risks, dependencies or delivery requirements not considered by those initiating the project and programmes
  - o The lack of visibility of pipeline activities means that ICT are unable to take a strategic view of project and programme delivery and map out effectively the overall direction of the Portfolio
  - o SME's such as the Information Security Manager and the Applications Manager are not engaged to ensure best practice is designed into the programmes and projects from the initial stages. This means that projects and programmes across the Council are initiated without drawing on the skills and talents that are currently in place within the Council. This is especially a risk around Information Security which has regulatory and legislative implications which could be a substantial risk to the Council. Equally the fact that the Information Security manager is the only information security role in the Council means that there is a single point of failure and lack capacity to support projects and programmes
- There is currently no central log or a project dossier of projects and programmes within the IT Department, despite the team managing a wide range of activities. PM's maintain a log at a local level, but this is not a definitive or departmental wide document
- Ownership of activities needs to be clarified effectively as often IT are being asked to support programmes across the Council they are not managing, and clearer stakeholder scoping is required
- Gateway management is not used effectively as a way to ensure quality of delivery and to provide lessons learned on the project and programmes being delivered. This is especially important to align with Information Security requirements and other SME activities. In addition, lesson learned are not implemented on a consistent basis across the programme
- There is a lack of consistent status reporting on activities across the current Portfolio of work within the IT Department. This includes consistent Status Highlight Reporting, RAID Management and Planning updates. This could potentially lead to the following issues:
  - o Status reporting is provided on an ad hoc basis and not effectively documented which leads to a lack of an audit trail and a lack of visibility on key delivery targets
  - o Although a Portfolio wide Risk Log exists, for instance capturing Information Security Risks, there is no formal requirement to update this log as part of a structured approach to Risk Management and there is a lack of risk review workshops for existing activities. Potentially this could lead to critical risks not being escalated or prioritised effectively
  - o Project Plans are not provided as a mandatory tool to support delivery and there is no high-level deliverable plan for level 1 and critical dependencies. This could lead to dependencies not being managed and therefore resource requirement not allocated effectively to critical dependencies
  - o There is no central PMO resource within the IT Department to coordinate activities and support a centralised and coordinated approach to delivery activities
- Currently there is a lack of a formal department architecture on the development and then release of projects and programmes into the live environment. There is no Enterprise

Architecture or Business Analyst/ Solution Architect support to work as a design authority within the Council

- The IT team are seen within the Council as supporting Council operations but not necessarily as a Technology enabler to provide innovation and to future proof the Council. This impacts on the nature and scale of activities the IT team are involved in
- Key strategic programmes from the Future Guildford Programme requires greater clarity around dependencies

3. Recommendations

The following recommendations are based on the best practice for setting up and rolling out of effective Programme and Project Governance across the IT Portfolio. These recommendations are based on the current maturity levels and delivery capabilities of Guildford Borough Council IT department, they are not based on a large enterprise delivery model which may not be suitable. The Socitm Advisory PMOaaS will support these recommendations which fall within the scope and time of the current agreement:

3.1.1. Recommendations

Ref	Recommendation	Benefits
Rec1	Central Programme and Project dossier to be initiated and to sit in a central location as a definitive guide to all programme and project activity. Can be within an excel format with a fortnightly review of activities	Ensures clear understanding of all activities and the associated high-level dependencies. Allows more effective resource and risk management
Rec2	Fortnightly risk and dependency reviews with the project management teams. Recommended 1-2-hour session for each. This can be resourced either internally within ICT or additional resource pulled into ICT externally to support this process	Ensure more effective quality risk and dependency reporting and allows greater visibility of risks before they become issues
Rec3	Standardised suite of Project Management templates delivered to ensure consistency across the activities	More effective and consistent reporting and ensures the onboarding of new staff is done in a consistent manner
Rec4	All those who own activities provide a status report on key activities, including risks and key milestone updates. This status report can be provided on a monthly basis initially and then moving to a fortnightly or weekly once the reporting maturity is developed	Provides visibility to programme and project delivery and ensures a clear audit trail on activities
Rec5	IT should be involved at the concept stage of all activities that they will need to support the delivery of. This can be as a stakeholder or as part of the formal gateway that agrees for the project to go live. This is especially true for those members of IT that have a specific skill sets such as the Information Security Manager.	Will ensure projects and programmes are more robust and will deliver better quality deliverables

	This should be supported by greater engagement across the Council to ensure stakeholders are engaged early. This is a symptom of the fact there is no formal project design and release governance in place, and this should be developed as part of the ongoing maturity requirements around project management delivery	
Rec6	For large programmes of work there should be formal gateway reviews which include SMEs such as the Information Security Manager. Workshop required to map out the required programme gateways and also the handover process into BAU/ Benefits mapping approach	Will drive out quality in the delivery of the activities and ensure effective risk management/ lessons learned as you progress through the gateways
Rec7	Governance framework or standards document should be created to set out a high-level framework for how to manage projects and programmes for Guildford staff.	This will ensure consistency of approach, ensure effective onboarding and will support resource management as staff move between delivering different activities. Will ensure a common project language is used across the range of activities
Rec8	Resourcing mapping tool (excel initially) should be implemented to track resources across the activities. This should include tracking time against non-project activities and internal portfolio activities	Ensures effective resource management across the IT Portfolio and allows for greater forward planning of resource management
Rec9	Governance Boards should be standardised. Approach should include a standard set of requirements and Terms of Reference for each Governance Board Should set out a clear timetable for governance boards and these should be managed within the framework of the wider Council Governance structures Two-hour workshop should be set up to outline key requirements for IT Governance	Ensures consistent approach to delivery and allows for a clear and effective escalation process
Rec10	Timetables set out for reviewing the Project Controls/ Governance set up on a quarterly basis as you would a large programme of work	Will ensure Project Controls activity is constantly reviewed for innovation, best practice and ensuring that the delivery is to a required standard

4. Conclusion

The portfolio of activities is currently being managed by professional, focussed members of the Council with the required skill set to deliver successfully across a range of activities in a challenging environment.

The current challenge is that projects and programmes are being delivered without the required resources and in a reactive process. The current way projects are initiated does not allow formal commissioning of activities or a clear view of pipeline activity. This has a knock-on effect of constantly 'firefighting' the activities within the portfolio without any capacity to plan for more effective delivery and develop the structures and governance required for better implementation.

Without more stringent project governance, this will negatively impact on delivery methods and quality and this in turn impacts on pressure around resource management. A more centralised and standardised approach to delivery will provide a range of benefits that will increase the quality of reporting, planning and above all delivery.

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Overview and Scrutiny Committee Report

Ward(s) affected: All

Report of Managing Director and Head of Paid Service

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Date: 03 March 2020

An update on the Implementation of Future Guildford

Executive Summary

This report provides the Overview and Scrutiny Committee with a further update on the implementation of the Future Guildford project. This report includes:

- An update on progress of the programme.
- A report on contractor spend against budget to date.
- An update on Phase A including examples, justifications and benefits of business processes that have changed as a result of Phase A.
- An update on the next steps in Phase B.
- An updated project risk assessment (Appendix 1).
- Staff survey (Appendix 2).

1.   Purpose of Report

1.1   This is a follow up to the report presented to the Committee on 17 December 2019. The report sets out progress on the Future Guildford project to date. An update is provided on the issues raised by the Committee including:
- the implementation and transition of services in Phase A, including examples of benefits from new business processes
- the ICT projects for the new integrated finance and HR system and CRM
- the work currently being carried out in Phase B
- the level of savings on Phase A and expenditure on the project to date
- results of the staff survey carried out in May 2019.

1.2   The Officer project team, Ignite, and a Unison representative will be in attendance on 3 March 2020 to answer any questions that arise at the meeting.

2. Strategic Priorities

2.1 Overall, the Future Guildford project will ensure that the themes, priorities and projects within our Corporate Plan 2018-2023, are met and delivered. We aim to improve our services, making it easier for the customer to access them, deliver the projects we have said we would, become more efficient, and address the financial challenges that we face.

2.2 A key element of the Future Guildford approach is the investment in and development of our information technology. This relates to our theme of 'Innovation' where we have stated that we will be "using innovation, technology and new ways of working to improve value for money and efficiency in Council services".

3. Background

3.1 From the very beginning of the Future Guildford project we were clear that this was a transformation programme for Guildford Borough Council and although we have used the Ignite model as a base, we have kept a clear vision of the aims of the project and the needs of our residents and customers. The critical success factors of the programme are set out below:

- To improve our services and customer care
- To future proof our organisation
- To modernise our services and systems
- To make us more efficient
- To deliver savings and address our financial challenges and budget gap
- To create an environment where there are better development opportunities for staff
- To develop our culture into one that collectively adapts and changes to address the various challenges and issues facing us.

3.2 This consistent message has been delivered by the Managing Director and the project team in all the team meetings in Phase A and now in Phase B.

4. Progress to date

4.1 Phase A

Phase A services are now in the transition and implementation phase. The implementation of Phase A was covered in detail in the report to Committee on 17 December 2019 and this is an additional update. The timescales for this phase will vary between teams depending on the implementation date of the new technology. The benefits, which have been realised, include both technological improvements and structural changes. Examples include the automation of invoicing and payments, increased ability of customers and residents to self-serve, rationalisation of systems analysts to cross skill and provide resilience while achieving staffing reductions. Officers will provide more updates verbally at the meeting.

4.2 **ICT Systems**

New integrated Finance and HR system

Work is continuing on the enterprise resource planning (ERP) software. We started testing in January 2020 and this detailed work will continue over the next two months. We will run systems for a few months to ensure that the new system is operating correctly.

Customer Relationship Management Software

We are currently in the process of having an initial dialogue with suppliers prior to shortlisting and selection

4.3   Phase B

Phases B and C have been merged and the current timeline is to go into consultation at the end of March 2020 with a potential move into transition by November 2020. These dates can change depending on the outcomes of staff workshops, which could affect the final structure.

During Phase B we are also looking at alternative options for providing our front-line services. We have set up a working group, which includes member representation to look at the option of a Teckal or whether we can achieve further efficiencies within the in-house services.

4.4   Financial Performance

The Future Guildford budgets are monitored closely by the project team and reported to the Future Guildford Board. There are normal weekly and monthly budget meetings but we have review points to identify any potential financial impact before changes are agreed. The project includes contractors from Ignite and some short-term appointments of specialists who are mainly employed on the ICT projects. The figures of the budget to date against the expected outturn is shown in the table below:

	To end of March 2020		Total		
Budget Item	Budget	Forecast	Budget	Forecast	Notes
	£	£	£	£	
New Technology	462,500	462,500	592,500	592,500	Current Forecast to budget
FG Contractors	2,659,530	2,659,530	5,182,300	5,182,300	Current Forecast to budget
Teckal &Trust	430,000	50,000	2,292,100	2,292,100	Re-profiled to reflect member working group
Contingency	525,000	241,000	1,190,000	241,000	Contingency used for extra staff support
Redundancy	1,850,000	1,500,000	4,100,000	3,600,000	Initial assessment of Phase B
Total	**5,927,030**	**4,913,030**	**13,356,900**	**11,907,900**	

4.5   Staff Survey

In June 2019, in the lead up to consultation, we carried out a staff survey to gauge how staff felt about the Future Guildford project and to highlight potential areas for improvement. Overall, the responses were positive given the scale of the changes that were taking place. The survey is attached in Appendix 2.   A further survey will be carried out in June 2020.

4.6   The Future Guildford Board met on 28 January 2020 where we presented the current programme status highlight report. This is attached as Appendix3.

4.7   The Board was also updated on the following areas that had been highlighted as requiring further attention. These were:

- Resources case work – This is a new and different way of working and The Business Improvement Team and Ignite are continuing to support implementation during this transition phase.

- Reporting job tickets (case work) - The system is still bedding in and staff are still getting used to the process. This is being monitored.

- Areas of responsibility – Inevitably the restructure has resulted in some areas of work having to be reallocated or reviewed. Again, this is being looked at in detail and monitored.

5. Legal Implications

5.1 The Managing Director, as Head of Paid Service, has a statutory responsibility in relation to the organisation of the Council, its staff, their appointment and management, and the number and grades of those staff – alongside holding an overall responsibility for the coordination of the resources needed to do so. In particular, the Managing Director has a duty to prepare and report on proposals for such staff and resources, to full Council, and the Council has a duty to provide such staff, accommodation and other resources as the Managing Director considers sufficient necessary. This Local Government Act 1999 section 3, requires that continuous improvement is made in the way in which the Council's functions are exercised, having regard to a combination of economy, efficiency, and effectiveness.

5.2 The Blueprint envisaged a programme of procurement in relation to goods and services (for example, in the context of the Council's ICT provision). The procurement exercises are being run in accordance with the Council's Procurement Procedure Rules.

6. Human Resource Implications

6.1 The Future Guildford Transformation Programme has introduced a completely new way of working for staff and is resulting in the restructuring of teams and services as well as the introduction of new roles. As stated in previous reports, it is likely to be the case that headcount reductions of approximately 14% will be generated because of the restructuring, with most of these being the deletion of vacant posts and redundancy situations. The HR team are providing advice and managing these processes and using local government networks and employment agencies to assist with job searches.

6.2 This is clearly a challenging time for our staff and there have been a number of differing reactions to the new ways of working. Many have expressed excitement and enthusiasm for the changes and opportunities the project has presented but we know that some staff have struggled so we will continue to support them through this difficult period by providing resilience training and access to the Employee Assistance Programme, which is a confidential external support service.

6.3 We have included Unison from the very beginning of the Future Guildford Projects and they will be attending the meeting.

7. Conclusion

7.1 As stated in the previous reports, this Council faces a number of challenges on how we modernise our services, deliver customer focussed services, and

bridge the budget gap. Phase A has gone well but we are still in the transition period and bedding in the new structures. This has inevitably presented some problems and anomalies but we are continuing to work with managers to identify the best solutions.

However, we have learnt from working through Phase A and listened to feedback from staff. Documents and communications have been modified for Phase B to make them more accessible and have adapted documents and communications going into Phase B. The learning points have been:

- Communications have been good and effective but you can never assume that every point is covered or that everyone is feeling informed. A learning point for us was that we focussed on the Phase A teams leading up to consultation. Although there had been council wide communications it became clear that parts of Phase B felt they were not being kept updated on the whole project. We will ensure this is addressed moving forward.
- The consultation document was very large. Our intention was to provide as much information as we could to inform and reassure but some staff found it hard to understand and work through. The drop-in sessions helped explain further but we are simplifying it for Phase B.
- People react and adapt to change differently and there were some behaviours displayed in Phase A that were not acceptable. We are addressing this culturally at a very early stage in Phase B.
- Some services have been moved to new directorates and existing teams disbanded. This was to provide efficient, and more logical approaches to resource allocation. Some staff found the change difficult to work with and raised concerns. We are closely monitoring the new teams to identify where arrangements may not be working as envisaged or require further attention. .

7.2   The budget gap and the need to modernise and provide more customer focussed services has been the driver for the programme but we always knew that this was always going to be a challenging project for the Council

8.   Background Papers

None

9.   Appendices

Appendix 1:   Updated Risk Assessment
Appendix 2:   Staff survey
Appendix 3   Programme Highlight Report 20 Jan 2020

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No	Risk (Threat/Opportunity to achievement of business objective)	Assessment of Risk Impact			Risk Control Measures	Assessment of Residual Risk [With control measures implemented]			Responsibility
		Likelihood (Probability) [L]	Impact (Severity) [I]	Risk Score [L x I]		Likelihood (Probability) [L]	Impact (Severity) [I]	Residual Risk Score	
1	Loss of key people and organisational knowledge and expertise	3	4	12	Talent Management plan to identify key people and knowledge and put measures in place to retain these key staff. Support for staff and personal development plans as part of the programme.	3	3	9	CMT & Human Resources
2	The total predicted savings will not be realised	4	4	16	Regular monitoring of expected outcomes Project sponsor and CMT are accountable for delivering the efficiencies that drive the savings across the Council. Directors and managers will own and take responsibility for delivering the predicted benefits from their area. Benefits realisation sessions with managers Progress against expected outcomes is monitored in workstream nmeetings and issues will be escalated to the FG Board. Horizon scanning to identify potential external factors which will materially affect the savings targets Service challenge efficiencies and savings have been agreed with service leaders and are part of a separate project. They will be included in the service plans for 2020-21 and will be monitored as a performance indicator	3	4	12	Leader of the Council CMT, Chief Financial Officer, Service Leaders. FG Programme Board

3	Not having the right skills and capacity to deliver projects within timescales	2	3	6	Specialist resource costs identified and factored in as part of the initial Business and implemetation Plan. Every procurement reviewed in terms of cost and skills. Clearly defined project targets. Robust project management.	2	2	4	Prgramme Manager Lead Project Managers HR CFO
4	Reduced Performance in key services	3	4	12	Develop service risk registers to identify and manage specific service transition risks. Resilience training and work with managers on Day 1 expectatios and continued support and work with teams throughthe transition phase. Issues logs escalted for speedy consideration and resolution transition and	3	4	12	CMT Service Leaders Programme Board Project Leads HR Comms
5	The organisation will have less capacity to deliver post implementation	3	4	12	New approach to delivery supported by technology, simplified processesand more self-service will enable the Council to do more for less. The introduction od amore generalist customer service, local delivery and case management teams give a more flexible capacity to deliver current priorities. The results of workshops with experts from service teams are closely aligned to the new strucure and process re-design. Monitored during transition to iron out any problems after go live	2	4	8	Managing Director CMT Service Leaders Team Leaders Programme Board Project Leads HR

6	Insufficient capacity to deliver Future Guildford	3	3	9	Programme identified as a key priority. Commission external specialist support (already included in the budget) to ensure that project deadlines are met Internal staff seconded to the business analyst and ERP teams which will provide skills transfer and personal development opportunities Robust financial and performance monitoring in place	2	2	4	Managing Director CMT Service Leaders Team Leaders Programme Board Project Leads HR
7	Programme costs will exceed the current forecasts	2	4	8	Programme costs are robustly monitored with montly meetings with Ignite. Robust contractual arrangementsnegotiated with suppliers. Detailed business case. All budgets reviewed at key decision points.	2	3	6	Managing Director Programme Board CMT CFO
8	Slippage /delay/failure in both delivering and implementing the new ICT infrastructure	4	4	16	The delivery and implementation plan is subject to robust project management. A comprehensive testing programme is underway. We have opted for tried and tested innovation solutions and a fit for purpose. Escalation of issues at an early stage to minimise slippage.	3	4	12	Managing Director CMT Programme Board Project Leads HR ICT specialists
9	Managing staff morale/dip in productivity during transition	3	3	9	Good communication Team Meetings. Drop in sessions for staff. Resilience training and staff working with O&D to supports taff through this period. Transition workshops with staff and managers. Performance moitoring and identification of key staff.	3	2	6	Managing Director CMT Service Leaders Team Leaders HR&OD Comms UNISON

No	Risk				Mitigation				Owner
10	Risk of staff behaviours resulting in challenge /tribunals/grievabces	3	3	9	Communication. Increased role of HR and O&D in working with staff and managers through the project. Behavioural competencies clearly defined as part of the project. Review of HR policies to ensure fit for purpose. Tempoarary appointment of HR specialist to support internal team and deal with HR issues during the transition period. Unison involved at key stages of the project	2	2	4	Managing Director CMT Service Leaders Service Team Leaders HR&OD Comms
11	Residents and public not able to access or self-serve	3	3	9	Identification of vulnerable and hard to reach groups. Publicity promoting services and alternative methods of contact. CSC will triage and assist people who cannot self serve or have accessibility needs.	2	2	4	Service Leaders CSC Manager CSC ICT Web
12	The shared vision for Future Guildford is not understood or maintained throughout the project	3	3	9	Effective communication strategies to engage with staff throughout the project.	2	2	4	Leader of the Council Managing Director CMT Service Leaders Service Team Leaders HR&OD Comms
13	The transition to the new operating model is not managed effectively	4	4	16	Transition plans. On-going support for managers. Monitoring teams. Issue logs for rapid decion making and resolution.	2	3	6	Managing Director CMT Service Leaders Team Leaders HR&OD Comms UNISON
14	On-going political support	3	4	12	Communication and involvement with the Leader of the Council and Executive and Leaders of political groups. Reports to Over veiw and Scrutiny. Presence on the programme board and regular monitoing reports on current statusof individual workstreams.	2	3	6	Leader of the Council Programme Board Managng Director

| 15 | Uncertainty over future SCC services and funding streams | 3 | 3 | 9 | Communication between SCC and GBC. Identification potential service and funding threats and opportunities either aloneor in partnership with other Councils arising from SCC decisions. Monitor and review impact on servicesof known and future funding decisions. | 3 | 3 | 9 | Leader of the Council Managng Director CFO |

Future Guildford Staff Survey

May 2019

2. I feel comfortable with the level of communication I am receiving at the moment about transformation and change within the Council.

			Response Percent	Response Total
1	Strongly Agree		5.71%	16
2	Agree		54.29%	152
3	Disagree		30.00%	84
4	Strongly Disagree		10.00%	28
			answered	280
			skipped	2

3. I feel that my views are being listened to and I have a chance to contribute.

			Response Percent	Response Total
1	Strongly Agree		5.17%	14
2	Agree		52.03%	141
3	Disagree		34.69%	94
4	Strongly Disagree		8.12%	22
			answered	271
			skipped	11

4. I know how to get more information about the Future Guildford Programme.

			Response Percent	Response Total
1	Strongly Agree		6.20%	17
2	Agree		60.22%	165
3	Disagree		30.66%	84
4	Strongly Disagree		2.92%	8
			answered	274
			skipped	8

5. I would like to receive more frequent communication about the Future Guildford Programme.

			Response Percent	Response Total
1	Strongly Agree		27.94%	76
2	Agree		61.40%	167
3	Disagree		10.66%	29
4	Strongly Disagree		0.00%	0
			answered	272
			skipped	10

6. My Manager keeps me informed about the Future Guildford Programme and how it will impact upon our area of the Council.

			Response Percent	Response Total
1	Strongly Agree		11.96%	33
2	Agree		52.17%	144
3	Disagree		25.00%	69
4	Strongly Disagree		10.87%	30
			answered	276
			skipped	6

7. I understand the challenges facing the Council and why we need to change.

			Response Percent	Response Total
1	Strongly Agree		34.56%	94
2	Agree		57.72%	157
3	Disagree		7.72%	21
4	Strongly Disagree		0.00%	0
			answered	272
			skipped	10

8. I understand what the Future Guildford Programme is and what is involved.

			Response Percent	Response Total
1	Strongly Agree		14.91%	41
2	Agree		67.27%	185
3	Disagree		16.73%	46
4	Strongly Disagree		1.09%	3
			answered	275
			skipped	7

9. I understand the reasons why we need to make changes and believe they are the right ones.

			Response Percent	Response Total
1	Strongly Agree		15.65%	41
2	Agree		60.69%	159
3	Disagree		20.99%	55
4	Strongly Disagree		2.67%	7
			answered	262
			skipped	20

10. I believe that our Leadership Team are committed to the success of the Future Guildford Programme.

			Response Percent	Response Total
1	Strongly Agree		20.15%	55
2	Agree		71.06%	194
3	Disagree		8.06%	22
4	Strongly Disagree		0.73%	2
			answered	273
			skipped	9

11. I feel confident that I can play a positive role in Guildford Borough Council's future.

			Response Percent	Response Total
1	Strongly Agree		32.60%	89
2	Agree		49.08%	134
3	Disagree		15.02%	41
4	Strongly Disagree		3.30%	9
			answered	273
			skipped	9

12. I feel committed to the success of the Future Guildford Programme.

			Response Percent	Response Total
1	Strongly Agree		23.90%	65
2	Agree		64.71%	176
3	Disagree		9.19%	25
4	Strongly Disagree		2.21%	6
			answered	272
			skipped	10

**13. I understand how and why processes will be re-designed.**

			Response Percent	Response Total
1	Strongly Agree		10.66%	29
2	Agree		46.69%	127
3	Disagree		31.99%	87
4	Strongly Disagree		10.66%	29
			answered	272
			skipped	10

14. I think the Future Guildford programme will achieve an improvement to our current way of operating.

			Response Percent	Response Total
1	Strongly Agree		12.69%	34
2	Agree		59.33%	159
3	Disagree		24.63%	66
4	Strongly Disagree		3.36%	9
			answered	268
			skipped	14

15. I trust the processes we are going through to make changes.

			Response Percent	Response Total
1	Strongly Agree		3.76%	10
2	Agree		53.76%	143
3	Disagree		36.47%	97
4	Strongly Disagree		6.02%	16
			answered	266
			skipped	16

16. I feel worried about what transformation will mean for me.

			Response Percent	Response Total
1	Strongly Agree		26.98%	75
2	Agree		42.09%	117
3	Disagree		27.34%	76
4	Strongly Disagree		3.60%	10
			answered	278
			skipped	4

17. I would be happy to go and talk to members of our Leadership Team about my ideas or questions.

			Response Percent	Response Total
1	Strongly Agree		17.15%	47
2	Agree		61.68%	169
3	Disagree		19.71%	54
4	Strongly Disagree		1.46%	4
			answered	274
			skipped	8

18. The Future Guildford Programme Project Team are visible and talk to us.

			Response Percent	Response Total
1	Strongly Agree		1.82%	5
2	Agree		40.00%	110
3	Disagree		45.45%	125
4	Strongly Disagree		12.73%	35
			answered	275
			skipped	7

19. I feel ready to work in a new way and support others in order to make the Future Guildford Programme a success.

			Response Percent	Response Total
1	Strongly Agree		28.83%	79
2	Agree		64.60%	177
3	Disagree		5.47%	15
4	Strongly Disagree		1.09%	3
			answered	274
			skipped	8

Please let us know what communication methods work best for you by selecting the relevant boxes:

			Response Percent	Response Total
1	Newsletter		29.03%	81
2	Intranet (The Loop)		36.20%	101
3	Staff briefings		49.10%	137
4	Team meetings		45.88%	128
5	121 with your line manager		24.01%	67
6	Notice board		6.45%	18
7	Email		64.87%	181
8	Managing Director's Blog		21.15%	59
9	Frequently Asked Questions (FAQ)		17.56%	49
10	Staff Forum Representatives		15.05%	42
11	Other (please specify):		2.87%	8
			answered	279
			skipped	3

Other (please specify): (8)

1	Direct communication from CMT or Future Guildford Team
2	If blog . intranet is updated, please send email advising of this
3	Regular drop in sessions with Future Guildford/Ignite officers (especially handy if officers want to provide feedback/information but are unable to attend a scheduled meeting)
4	All staff emails and By the Wey - not specific newsletter
5	Talk to me and show me things
6	Have answered negatively to most questions: a lot of communications about communication but not substance about the changes
7	I don't have 121 or team meetings despite asking my line manager.

Please let us know what communication methods work best for you by selecting the relevant boxes:		
	Response Percent	Response Total
8	Have we considered Whats App groups? Facebook groups? Informal video clip updates from James/FG Team/leadership team? Cafe drop-ins with treats/cakes, take out to other sites too -understand pros/cons inclusivity risk etc - and also think too many channels counterproductive but maybe worth thinking through? Also wondered internal slogan or subtitle under Future Guildford encapsulate unify with #OneGuildford - cheesy but does what says on tin: 'we are all in this together and on same side'		

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As at: 20/01/20	Overall Status RAG	Previous	Current
		G	G

Work stream	Lead	RAG	Progress
1) Model	**Dave Mullin**	G	All detailed design sessions completed as planned in 2019. We have now created a revised complete phase B design that delivers the remainder of the £4.5M business case saving. This will be iterated one more time with phase B design teams from across the business before consultation
2) People	**Jenny Lester**	G	We have now started created the draft role profiles etc for phase B We will commence the draft slotting and ring fencing approach for phase B in February
3) Technology	**Henry Branson**	G	This is a key area for discussion and decision today. We present the procurement approach proposed for phase B for approval today
4) Process redesign	**Charlotte Ellis**	G	Good start to phase B work in process redesign – this work is being shaped in tune with the evolving technology procurement plan and tailored to the three distinct areas of phase B 1) process-based services in customer service, case and specialist, 2) community services 3) operational and technical services
5) Culture and change	**Natasha Chadwick**	G	Started development and transition sessions with phase B managers on January 13th Culture development work across the whole business is now the priority in this work stream ensuring that this is embedded in all services plans and becomes part of BAU management
6) Strategy, performance & governance	**Stephen Benbough**	A	This priority for this work stream is supporting all managers in the development of their service plans so that these can a) align to the developing corporate priorities of Members, b) meet the business case challenges, c) be easy to performance manage against throughout 2020
7) Service challenge	**Claire Morris**	A	There are three large scale projects in this work stream that deliver of order £1M each (Reducing budget of external transactions, income from assets and reduced levels of service expenditure in parks and visitor experience). Whilst there has been progress on a range of projects, more focus and traction is required on these most strategic projects.

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Matters outstanding from previous meetings

Item	Action	Status / response / update
An Update on the Implementation of Future Guildford, 17 December 2019, Minute OS31.	A further report to Committee in March 2020. The Committee members are to be provided with: • risk assessments relating to Future Guildford. • a breakdown and explanation of the monies spent on contractors to date. • examples and justifications of business processes that have changed as a result of Phase A. • results of relevant staff surveys. • issues log. • information on outsourcing and other models of service provision. • information on changes to services.	
Overview and Scrutiny Work Programme, 14 January 2020, Minute OS39	With reference to the issue of traveller strategy and policy, the Managing Director confirmed that information sessions for Councillors were in the process of being arranged. In addition, he indicated that following a meeting of Surrey Chief Executives on 17 January he would be able to provide further information about the viability of a local review of traveller strategy and policy.	
Call-In of Proposed Executive Decision: Walnut Bridge – Application for additional funding, 4 February 2020, Minute OS42	Committee members indicated a wish to review the project in future / decision-making of the overall project.	

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Overview and Scrutiny Committee Report

Report of Strategic Services Director

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Date: 3 March 2020

Overview and Scrutiny Work Programme

Recommendation

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

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

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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 2020-21.

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 3 February 2020. The next is scheduled for 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. Overview and Scrutiny has monthly work plan meetings; the next is 11 March 2020.

3. Consultation

3.1 Public consultation and engagement is central to the role conceived for overview and scrutiny at the Council. While Councillors will identify topics for scrutiny that they believe are important to the communities they represent and to the Council, residents, external organisations, and partners could be invited to suggest issues directly. Indeed, Councillors have indicated some support for such measures, for example, the possible introduction of an online suggestion form for members of the public to put forward issues and topics.

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

9.   **Background papers**

None

10.   **Appendices**

1. Overview and scrutiny work programme
2. P.A.P.E.R. selection tool

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Overview & Scrutiny work programme, 2020-21

Overview and Scrutiny Committee (OSC) – scheduled meetings

14 April 2020
- Lead Councillor Question Session – Councillor Fiona White, Deputy Leader of the Council and Lead Councillor for Personal Health, Safety and Wellbeing
- Air Quality Strategy – monitoring
- Evaluation of Project Aspire
- Woodbridge Road Sportsground Pavilion Refurbishment: post project report

2 June 2020
- Lead Councillor Question Session – Councillor John Rigg, Lead Councillor for Major Projects
- North Downs Housing Ltd – aims, methods, and future [report and short presentation]
- Use of consultants
- Use of the New Homes Bonus

7 July 2020
- Lead Councillor Question Session – Councillor James Steel, Lead Councillor for Tourism, Leisure, and Sport
- Food Poverty – update
- Safer Guildford Partnership Annual Report 2020
- Review of Overview and Scrutiny Annual Report, 2019-20

15 September 2020
- Lead Councillor Question Session – Councillor Jan Harwood, Lead Councillor for Planning, Regeneration and Housing Delivery
- Crematorium: post project review
- Property Investment Strategy

10 November 2020
- Lead Councillor Question Session – Councillor Julia McShane, Lead Councillor for Community Health, Support and Wellbeing
- Operation of the Leisure Management contract, 2018-19

19 January 2021
- Lead Councillor Question Session – Councillor David Goodwin, Lead Councillor for Waste, Licensing, and Parking
- Annual report and monitoring arrangements for operation of the G-Live contract, 2018-19

2 March 2021
- Lead Councillor Question Session – Councillor Pauline Searle, Lead Councillor for Countryside, Rural Life, and the Arts

Monday 19 April 2021
- Lead Councillor Question Session (Lead Councillor tbc)

Currently unscheduled

- Submission of a Garden Village bid for Wisley Airfield (circumstances around the bid, including the waiving of call-in). [In October 2019, a summary of the independent 'review of working relationships between stakeholders in relation to the promotion and submission of an application for Garden Village status for the future development of the former Wisley Airfield' was published.]

- Spectrum 2.0. Briefing for Chair and Vice-Chair requested for 11 March 2020 (after project moves to Strategic Services Director).

- Governance of Council's major projects

- Access to GP surgeries within the Borough [initial meeting on 17 February with Guildford and Waverley Integrated Care Partnership].

- Visitor and Tourism Strategy

- Traveller encampments / Traveller strategy & policy. Briefing for Chair and Vice-Chair on 26 February, as a precursor to a report to OSC.

- Impact of Brexit.

Task and finish groups

Title	Update
Social Housing – how to ensure truly affordable homes	The OSC agreed to progress this issue through a task and finish group.

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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