GUILDFORD BOROUGH

Tom Horwood
Joint Chief Executive
of Guildford and Waverley
Borough Councils

www.guildford.gov.uk

Contact Officer:

John Armstrong,
Democratic Services and Elections Manager
Tel: 01483 444102

8 June 2022

Dear Councillor

Your attendance is requested at a meeting of the **CORPORATE GOVERNANCE AND STANDARDS COMMITTEE** to be held in the Council Chamber, Millmead House, Millmead, Guildford, Surrey GU2 4BB on **THURSDAY, 16 JUNE 2022** at **7.00 pm**.

Yours faithfully

Tom Horwood
Joint Chief Executive

MEMBERS OF THE COMMITTEE

Chairman: Councillor George Potter
Vice-Chairman: Councillor Deborah Seabrook

Councillor Liz Hogger	+Maria Angel MBE
Councillor Nigel Manning	+Murray Litvak
Councillor Susan Parker	^Julia Osborn
Councillor Tony Rooth	^Ian Symes
Councillor James Walsh	^Tim Wolfenden

+Independent member ^ Parish member

Authorised Substitute Members:

Councillor Jon Askew	The Deputy Mayor, Councillor Masuk Miah
Councillor Ruth Brothwell	Councillor Marsha Moseley
Councillor Colin Cross	Councillor Ramsey Nagaty
Councillor Guida Esteves	Councillor Jo Randall
Councillor Graham Eyre	Councillor John Redpath
Councillor David Goodwin	Councillor Catherine Young
Councillor Angela Gunning	

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.

QUORUM 3

Guildford Borough Council
Millmead House, Millmead, Guildford, Surrey GU2 4BB

THE COUNCIL'S STRATEGIC FRAMEWORK (2021- 2025)

Our Vision:

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

Our Mission:

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

Our Values:

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

Our strategic priorities:

<u>Homes and Jobs</u>

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

<u>Environment</u>

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

<u>Community</u>

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

A G E N D A

ITEM

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

2 LOCAL CODE OF CONDUCT - DISCLOSURE OF INTERESTS

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

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

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

3 MINUTES (Pages 5 - 14)

To confirm the minutes of the meeting of the Corporate Governance and Standards Committee held on 21 April 2022.

4 DECISION AND ACTION TRACKER (Pages 15 - 20)

5 EQUALITY SCHEME ACTION PLAN - PROGRESS UPDATE (Pages 21 - 28)

6 PERFORMANCE MONITORING REPORT 2021-22 QUARTER 4 (Pages 29 - 96)

7 PLANNING APPEALS MONITORING REPORT (Pages 97 - 110)

8 REVIEW OF TASK GROUPS REPORTING TO THE COMMITTEE (Pages 111 - 118)

9 REVIEW OF THE TERMS OF REFERENCE OF THE CORPORATE GOVERNANCE AND STANDARDS COMMITTEE (Pages 119 - 142)

10 WORK PROGRAMME (Pages 143 - 150)

This page is intentionally left blank

CORPORATE GOVERNANCE AND STANDARDS COMMITTEE

21 April 2022

* Councillor George Potter (Chairman)
* Councillor Deborah Seabrook (Vice-Chairman)

* Councillor David Goodwin
* Councillor Nigel Manning
* Councillor Susan Parker
* Councillor John Redpath
* Councillor James Walsh

Independent Members:	Parish Members:
* Maria Angel MBE	* Julia Osborn
Murray Litvak	Ian Symes
	* Tim Wolfenden

*Present

The Leader of the Council, Councillor Joss Bigmore and the Lead Councillor for Development Management were also in attendance. The Lead Councillor for Resources, Councillor Tim Anderson and Councillors Ramsey Nagaty and Catherine Young attended the meeting remotely.

CGS63 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Murray Litvak and Ian Symes.

CGS64 LOCAL CODE OF CONDUCT - DISCLOSURE OF INTERESTS

There were no disclosures of interest.

CGS65 MINUTES

The minutes of the meeting of the Committee held on 24 March 2022 were approved as a correct record, subject to the correction in Minute No. CGS60 of the fourth bullet point of the seventh paragraph as follows:

- "In response to a request as to ~~concerns over actions that could in circumstances~~ what action ~~where~~ councillors should take if they were being harassed or intimidated by members of the public, councillors were advised to contact the Monitoring Officer for advice and assistance. It was noted that Surrey Police had previously advised councillors on personal safety where they had received threats or intimidation".

The Chairman signed the minutes, as corrected.

CGS66 DECISION AND ACTION TRACKER

The Committee noted that the decision and action tracker had been introduced to monitor progress against the decisions and actions that the Committee had agreed, which would be kept up to date for each meeting. When decisions/actions were reported as being 'completed', the Committee would be asked to agree to remove these items from the tracker.

The Committee

RESOLVED: That the decision and action tracker be noted and that the actions reported as being completed be removed from the table.

CGS67 AUDIT REPORT ON THE CERTIFICATION OF FINANCIAL CLAIMS AND RETURNS 2020-21: HOUSING BENEFIT SUBSIDY AND POOLING HOUSING CAPITAL RECEIPTS

The Committee considered an audit report on the certification of financial claims and returns for 2020-21.

The audit covered claims returns relating to expenditure in respect of Housing Benefit Subsidy worth £25.4 million. In relation to the pooling of Housing Capital Receipts for 2020-21, the Committee noted that the Council's external auditors, Grant Thornton, had certified the return in accordance with procedures agreed with the Department for Levelling Up, Communities and Housing (DLUCH) on 9 February 2022.

The auditor had provided assurance to the Department for Work and Pensions (DWP) around the accuracy of the Subsidy claim. This recompensed the Council for payments to help residents on low incomes with their rent.

The Committee noted that the DWP did not have a financial tolerance level, so any errors were reported. This led to the claim being qualified and would result in additional testing in subsequent years. The more records that were tested, the more likelihood there was that an error would be identified.

The Council's subsidy claim had been qualified since 2012-13. Statistics on qualified subsidy claims were not routinely published. However, in 2012-13 over 77% of claims were qualified, indicating that Guildford was not an unusual case.

Whilst the auditors found a new error type during their audit, the overall errors in 2019-20 remained low and no amendments had been made to the Council's claim. As had been the case in recent years, this meant that the Council did not have to pay funds back to the DWP as a result of the audit.

The Committee acknowledged that it remained challenging to balance capacity, speed, and accuracy to ensure that claimants received the help they required whilst not exposing the Council to an increased financial risk as a result of errors. It was noted that the Council had provided the DWP with assurance that it would continue to work to reduce errors further.

The following points were raised during the debate:

- Difficulties in recruitment of staff and the need for greater flexibility in terms of agile working
- In response to an enquiry as to whether material errors identified were fed back to the claimants and their claims adjusted accordingly, the Committee noted that if, as a result of the audit, it was necessary to adjust a claim, the claimant would be informed. Officers would check whether any claims were actually recalculated as a result of this audit and inform the Committee accordingly.

Having considered the report, the Committee

RESOLVED: That the position regarding the certification of claims and returns for 2020-21 be noted.

Reason:
To formally sign off the claims and returns for 2020-21.

Action:	Officer to action:
To check whether any claims were recalculated as a result of this audit and inform the Committee accordingly.	Revenues & Benefits Lead

CGS68 DATA PROTECTION AND INFORMATION SECURITY UPDATE REPORT

The Committee considered a report from the Information Governance Officer that provided an update on developments in data protection and information security within the council since the last report of September 2021. The report covered governance successes, information assurance successes and objectives for the coming six months.

Details of progress made with the objectives identified in the previous update report to the Committee in September 2021, that were not referred to in the report on the agenda were set out on the Supplementary Information Sheet.

During the debate, the following points were made:

- A request for further, more detailed information to be provided in future reports including commentary on the Council's performance in relation to data security – in particular whether there had been any breaches of data security and, if so, details of any such breach and measures put in place to prevent a recurrence. It was confirmed that there had been no serious breaches of data security.
- In response to a question as to how the Council ensures data security with staff working remotely and a suggestion that the Council should test its data security measures periodically with staff with, for example, trial phishing emails, the Information Governance Officer confirmed that during the pandemic staff were alerted on a number of occasions to data security risks whilst working from home; he also indicated that measures to test staff awareness would be considered in future.
- It was suggested that the cybersecurity training for staff should also include councillors.
- It was noted that the timescale for conducting external and internal security penetration tests of council-wide systems, was this year as part of the annual penetration testing.

The Committee

RESOLVED: That the update report be noted.

Reason:
To ensure that the Committee is kept up to date with developments in the Council's data protection and information security framework.

Action:	Officer to action:
• To provide more detailed information in future reports including commentary on the Council's performance in relation to data security – in particular whether there had been any breaches of data security and, if so, details of any such breach and measures put in place to prevent a recurrence.	Information Governance Officer
• To provide cybersecurity training for councillors.	Information Governance Officer/Democratic Services and Elections Manager

CGS69 CORPORATE PERFORMANCE MONITORING 2021-22 (QUARTER 3)

The Committee considered the Corporate Performance Monitoring Report (in relation to quarter 3 of 2021-22), which had been submitted as part of the Council's evolving performance monitoring framework.

The Committee had previously requested that these reports should differentiate between indicators that the Council directly controlled in terms of its own service performance and those broader outcome measures in relation to the health of the borough. Officers were currently reviewing all indicators, which would result in a revised set of indicators with effect from quarter 1 in 2022-23.

During the debate, the following points were made:

- In response to concern over lack of data in respect of ENV 5 to ENV 8, it was noted that this was data collected annually and would be included in the next report in respect of quarter 4.
- In response to concern relating to the usefulness of COM3 (number of community hot meals delivered), it was noted this would be reviewed as part of the officer review referred to above as it was felt that this metric was a measure of demand rather than a measure of performance.
- In relation to COU2 (staff turnover), an enquiry was made as to steps being taken to ensure staff retention and maintaining morale. The Lead Specialist – HR would be asked to circulate a response on this point to the Committee.
- As performance data should be a useful tool for Management, it was suggested that, noting the broad range of indicators included in the report, there should be a hierarchy of consolidated indicators which were the most important to the Council in terms of corporate priorities. It was confirmed that this would be picked up as part of the review referred to above.
- It was suggested that the Executive Summary in future reports should include information regarding particular indicators that were worth highlighting in terms of performance over the quarter.

The Committee, having reviewed the report

RESOLVED: That the contents of the report along with the Performance Monitoring Report for 2021-22 quarter 3, shown in Appendix 1 thereto, be noted.

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

Action:	**Officer to action:**
• To review the usefulness of all indicators • To include in the Executive Summary of future reports information regarding particular indicators that were worth highlighting in terms of performance over the quarter.	Policy Officer, Strategy & Communications
To circulate a response to the Committee on steps being taken to ensure staff retention and maintaining morale.	Lead Specialist – HR

CGS70 RISK MANAGEMENT FRAMEWORK - CORPORATE RISK REGISTER

The Committee considered a report on the Council's new risk management framework including the Risk Management Strategy and Policy, the corporate risk register and risk scoring guidance and matrix. The Strategy and Policy would be presented to the Executive at its meeting on 28 April 2022 for formal approval. As the Committee had corporate risk within its remit, it was being asked to consider and comment upon the corporate risk register.

It was intended to submit an updated corporate risk register to the Committee on a six-monthly basis, together with a report outlining any changes to the Strategy and Policy and any lessons learned in respect of the corporate risk register.

During the debate the following comments were made:

- The report was too general in outlook, and it would be better to have a more specific assessment of risk within other reports, particularly in respect of corporate performance management. In response, officers clarified that there were different levels of risk registers from the highest-level strategic risks down to service level and to individual programmes and projects. The corporate risk register represented the high-level strategic risk register.
- A suggestion that the Executive Summary should include particular points worth highlighting, for example the Council's attitude to risk.
- When reviewing the Strategy and Policy it would be useful to highlight examples of any risks that had not previously been identified.
- Request for clarity on who managed and owned risks and also to seek feedback from our Auditors on our assessment of risk and associated mitigation measures
- To note that at a high-level, it was necessary to identify the key risks, action to be taken to address them, and the impacts of mitigations measures. It was also necessary to understand how risks change over time and this should be highlighted.
- Although the Committee would be monitoring the corporate risk register over time, it was worth noting that risks were being monitored at different levels of management. It was also noted that the new risk management process and how it was reported would take time to evolve in terms of what would need to be reported to the Committee.

Having considered the report, the Committee

RESOLVED: That the corporate risk register, the Risk Management Strategy and Policy be noted and that the comments referred to in the debate be agreed.

Reason:
Following the recommendations relating to risk management in the KPMG report produced in February 2021, the Council had developed a new corporate risk register. Risk was in the remit of the Corporate Governance and Standards Committee.

Action:	**Officer to action:**
• To include in the Executive Summary of future reports particular points worth highlighting to the Committee • To highlight examples of any risks that had not previously been identified, and how risks change over time, when reviewing the Strategy and Policy. • To seek feedback from our Auditors on our assessment of risk and associated mitigation measures	Policy Officer, Strategy & Communications

CGS71 SECTION 106 MONITORING REPORT

The Committee considered a report setting out details of Section 106 contributions that had been secured, received, and spent as at the date of the report. In cases where the contribution had not yet been spent, the report also indicated whether the contribution had been committed to a project.

The Committee noted that Section 106 Agreements could be used to secure financial contributions towards infrastructure. The Council would only seek contributions where a proposed development created additional need or exacerbated an existing deficiency and where it complied with the three tests set out in the Community Infrastructure Levy Regulations 2010 (as amended).

Section 106 Agreements were recorded and monitored using a module of the Acolaid planning database, from the signing of the agreement to spending the contributions. The Council's Finance team also kept a monitor of income and spend of developer contributions.

Detailed information on Section 106 contributions towards infrastructure were included in the report, which was split into three main sections, S106 Funds Available, S106 Pending Funds and S106 Spent Funds.

As this was the first of the S106 monitoring reports, the Committee noted that this was an opportunity to comment in general terms on the layout and content of the report and to identify and recommend any changes to improve future reports.

During the debate, the Committee made the following points:

- Concern over the length of time some S106 monies had remained unspent and a suggestion that local ward councillors are kept informed as to the status of S106 monies whenever there was a risk that the monies may have to be returned to developers. This would enable them to discuss with local Surrey County Divisional Members whether pooling of monies allocated to highway/ transportation improvements between the two councils could be achieved so that schemes to deliver those improvements could be implemented. Officers agreed to this suggestion.
- Request that future reports showing the list of S106 monies at risk of return to developers were grouped into wards.
- Concern over the level of unallocated and uncommitted S106 monies. The report should be used as a management tool to inform decision making to ensure actions were put into place to spend S106 monies for purposes for which they were required to be paid by developers.
- Concern that S106 monies allocated to provide educational facilities were not being spent in the Borough. Officers indicated that they meet with officer counterparts at Surrey County Council, the health service and Surrey Police to make them aware of the S106 contributions that were available and the specific purposes for which they were provided, and the deadlines by which the monies had to be committed. It was also noted that whilst S106 contributions might be available towards specific educational, healthcare, or public safety schemes, implementation of those schemes would be dependent on the full funding becoming available, which might account for the delay in committing some of the funding.
- In response to an enquiry as to whether in future the Council should request S106 contributions towards viable projects that had some certainty of being delivered, officers confirmed that stringent tests were applied before a S106 contribution could be requested through the planning application process, so that all contributions requested

by Surrey County Council and other bodies needed to be earmarked for viable projects and needed to be justified in terms of the amount requested so that contributions were proportionate to the to the scale and size of the of proposed development. Occasionally, it might be necessary to wait for a similar application to be submitted to ensure that a further S106 contribution could be secured to enable sufficient funds to be available to deliver the improvement.

- It was noted that a member of the public had written to the Committee in respect of the report, and it was suggested that officers be requested to respond and to copy the response to members of the Committee. The response could then be looked at in greater detail, if necessary, when the next S106 Monitoring Report came back to the Committee.
- In response to a suggestion that SANG and SAMM contributions be included in future reports, the Committee noted that SANG contributions were commuted sums that the Council had to hold in perpetuity for 80 to 120 years, to use to pay for the ongoing long-term maintenance of the site, not for a specific project within a specified time frame.
- In response to a suggestion that the £270,000 at risk of being returned to developers should be included on the corporate risk register, officers indicated that this was already covered on the risk register under a general loss of funding corporate risk which would apply to the general risk about potential loss of external funding.
- The Committee needs to identify the apparent governance failures of the S106 process, and the changes required to address them.
- Concern that over £6 million of uncommitted S106 contributions in respect of educational provision. In response to an enquiry as to whether, given that most primary and secondary schools in the borough were outside local authority control, S106 contributions could be earmarked for academy trusts rather than with Surrey County Council, officers confirmed that because Surrey County Council was the infrastructure authority, contributions toward infrastructure had to be passed to them in the first instance.
- Query whether the report had erroneously stated that there were no climate change/sustainability implications.
- Suggestion that future reports indicate when S106 monies become repayable to developers.
- Query whether terms of S106 Agreements had been too specific in relation to the purpose for which contributions were made, which could account for the reason why some funds had not been committed.
- It was suggested that £36,045 marked as uncommitted in respect of a contribution towards CCTV arising from a development at the former Tyre and Exhaust Depot, Lysons Avenue, Ash Vale in 2010 had actually been committed and should not therefore be shown as at risk of refund
- A request that details of S106 monies at risk of refund be extracted and included at the beginning of the report with a narrative commenting on the action planned to ensure that monies are not refunded.

Having considered the report, the Committee

RESOLVED: That the report be noted, and the above comments made during the debate be endorsed.

Reason:
To ensure that the Committee was informed of the extent to which S106 funds were available, pending, and spent/committed.

Action:	**Officer to action:**
• To ensure that local ward councillors are kept	Specialist – S106/

Action:	Officer to action:
informed as to the status of S106 monies whenever there was a risk that the monies may have to be returned to developers. • To ensure that future reports showing the list of S106 monies at risk of return to developers are grouped into wards. • To respond to the members of the public who had written to the Committee about the report and to copy the response to members of the Committee. • To ensure that SANG and SAMM contributions are included in future reports. • To ensure that future reports indicate when S106 monies become repayable to developers. • To check the status of the allocation of £36,045 for CCTV contributions referred to above • To extract details of S106 monies at risk of refund and included at the beginning of future reports with a narrative commenting on the action planned to ensure that monies are not refunded	Finance team

CGS72 WORK PROGRAMME

The Committee considered its updated 12 month rolling work programme and noted that at the last meeting, the Committee had requested an update on progress with the audit of the 2020-21 accounts setting out details of the audit work undertaken, and the work still to be done, the timescale for completion of the audit, and any impact of the delay in respect of subsequent years' audits. The Council's external auditors Grant had submitted a report to the Committee on this which was included on the Supplementary Information Sheet circulated at the meeting.

Grant Thornton's report outlined the details of the outstanding areas of the audit work that were still ongoing and noted that it was expected that the work would be completed by end of June/early July 2022.

The Committee

RESOLVED: That the updated 12 month rolling work programme, as set out in Appendix 1 to the report submitted to the Committee and subject to the changes listed below, be approved.

Action:	Officer to action:
To schedule six monthly update reports on the review of the Corporate Risk Register into the work programme	Democratic Services & Elections Manager
• To provide an update on progress with the allocation of unspent S.106 monies potentially at risk of being returned in the Financial Monitoring Report scheduled for the 28 July meeting. • To provide an informal interim progress report on unspent S.106 monies to the Committee prior to the July meeting. • To determine as part of the consideration of the Financial Monitoring Report at the July meeting the frequency of future S.106 Monitoring Reports.	Lead Specialist (Finance)/ Specialist – S106 officer

Reason:
To allow the Committee to maintain and update its work programme.

The meeting finished at 9.32 pm

Signed ..... Date .....

Chairman

This page is intentionally left blank

Corporate Governance and Standards Committee

Decision and Action tracker

This tracker monitors progress against the decisions and actions that the Committee has agreed since January 2022. It is updated for each committee meeting. When decisions / actions are reported as being 'completed', the Committee will be asked to agree to remove these items from the tracker.

Date of Meeting	Item	Decision/Action requested	Responsible Officer	Update on implementation
20 January 2022	Freedom of Information Compliance - Annual Report 2021	(a) we monitor, as an additional target, response rates dealt with within 10 working days; and (b) in relation to internal/external reviews, future reports include details of the number of such reviews that were upheld. (c) in future, the monitoring and reporting of FOI compliance should be based on the financial year rather than the calendar year.	Information Governance Officer	All points noted by officer for inclusion in future reports
20 January 2022	Corporate Performance Monitoring 2020-21 Quarter 2	(a) Re: Indicators H & J5 (No. of homeless families placed in B&B), to provide background information to put the figures into context in future reports. (b) Re: Indicators H & J4 (Affordable new homes completed each year), to separately identify new social housing and affordable housing completions by having separate targets for these in future reports. (c) Re: Indicator COM3 (no. of community hot meals delivered), it was suggested that, for clarity, the metric should show not only the	Interim Head of Housing Interim Head of Housing Head of Community Services	

Date of Meeting	Item	Decision/Action requested	Responsible Officer	Update on implementation
		number of hot meals delivered, which fluctuated according to demand, but also a qualitative metric showing the number delivered on time that were still hot.		
20 January 2022	Capital and Investment Strategy (2022-23 to 2026-27)	(a) To consider for future reports: • whether the spending objectives for evaluating the benefits of capital schemes should include 'impact on the environment' in the context of the Council's Climate Emergency declaration; • more capital projects coming forward that address issues relating to the Climate Emergency.	Lead Specialist (Finance)	
24 March 2022	Internal Audit progress report (including the Head of Internal Audit Opinion 2021-22 and Internal Audit Plan 2022-23)	(a) To submit an interim report to the Committee from management on progress with implementation of audit recommendations, particularly in relation to the audit review on Safeguarding which had been reported to the Committee in November 2021. (b) To ask the Councillor Development Steering Group to arrange a skills assessment for Committee members and arrange appropriate training to address skills and knowledge gaps arising from the assessment.	Director of Resources Dem Services & Elections Manager	

Date of Meeting	Item	Decision/Action requested	Responsible Officer	Update on implementation
24 March 2022	Gender Pay Gap Report 2022	To provide comparative data, in future years' Gender Pay Gap Reports, of how Guildford had performed nationally in respect of the gender pay gap, and in respect of those employees in the lower quartile, a breakdown as to the number of full time, part time, and outsourced workers	Lead Specialist (HR)	Noted by officer for inclusion in future reports.
24 March 2022	Annual report of the Monitoring Officer regarding misconduct allegations	To provide, for future Annual Reports: (i) comparative statistical information in respect of misconduct complaints for the previous three years, and (ii) in the table setting out details of the decisions taken in relation to allegations of misconduct an additional column showing the date of file closure; and where the matter was still ongoing, the reason(s) for this.	Monitoring Officer	
21 April 2022	Audit Report on the Certification of Financial Claims and Returns 2020-21: Housing Benefit Subsidy and Pooling Housing Capital Receipts	To check whether any claims were recalculated as a result of this audit and inform the Committee accordingly.	Revenues & Benefits Lead	
21 April 2022	Data Protection and Information Security Update Report	(a) To provide more detailed information in future reports including commentary on the Council's performance in relation to data security – in particular whether there had been any breaches of data security and, if so, details of any such breach and	Information Governance Officer	

Date of Meeting	Item	Decision/Action requested	Responsible Officer	Update on implementation
		measures put in place to prevent a recurrence. (b) To provide cybersecurity training for councillors.		
21 April 2022	Corporate Performance Monitoring 2021-22 (Quarter 3)	(a) To review the usefulness of all indicators (b) To include in the Executive Summary of future reports information regarding particular indicators that were worth highlighting in terms of performance over the quarter. (c) To circulate a response to the Committee on steps being taken to ensure staff retention and maintaining morale.	Policy Officer " " Lead Specialist – HR	Completed (see report at Agenda Item 6) Completed (see report at Agenda Item 6)
21 April 2022	Risk Management Framework - Corporate Risk Register	(a) To include in the Executive Summary of future reports particular points worth highlighting to the Committee (b) To highlight examples of any risks that had not previously been identified, and how risks change over time, when reviewing the Strategy and Policy. (c) To seek feedback from our Auditors on our assessment of risk and associated mitigation measures	Policy Officer	
21 April 2022	Section 106 Monitoring Report	(a) To ensure that local ward councillors are kept informed as to the status of S106 monies whenever there was a risk that the	Specialist – S106/ Finance team	

Date of Meeting	Item	Decision/Action requested	Responsible Officer	Update on implementation
		monies may have to be returned to developers. (b) To ensure that future reports showing the list of S106 monies at risk of return to developers are grouped into wards. (c) To respond to the members of the public who had written to the Committee about the report and to copy the response to members of the Committee. (d) To ensure that SANG and SAMM contributions are included in future reports. (e) To ensure that future reports indicate when S106 monies become repayable to developers. (f) To check the status of the allocation of £36,045 for CCTV contributions referred to in the report (g) To extract details of S106 monies at risk of refund and included at the beginning of future reports with a narrative commenting on the action planned to ensure that monies are not refunded		
21 April 2022	Work Programme	(a) To schedule six monthly update reports on the review of the Corporate Risk Register into the work programme. (b) To provide an update on progress with the allocation of unspent S.106 monies potentially at risk of being returned in the	Dem Services & Elections Manager Lead Specialist (Finance)/ Specialist – S106 officer	Completed (see report at Agenda Item 10)

Date of Meeting	Item	Decision/Action requested	Responsible Officer	Update on implementation
		Financial Monitoring Report scheduled for the 28 July meeting.		
		(c) To provide an informal interim progress report on unspent S.106 monies to the Committee prior to the July meeting.	" "	
		(d) To determine as part of the consideration of the Financial Monitoring Report at the July meeting the frequency of future S.106 Monitoring Reports.	" "	

Corporate Governance and Standards Committee Report

Ward(s) affected: n/a

Report of Director of Resources

Author: Ali Holman (Specialist – HR)

Tel: 01483 444008

Email: ali.holman@guildford.gov.uk

Lead Councillor responsible: Julia McShane

Tel: 01483 837736

Email: Julia.mcshane@guildford.gov.uk

Date: 16 June 2022

Equality Scheme Action Plan – Progress Update

Executive Summary

Under the Equality Act 2010 there are statutory obligations for organisations to have equality objectives and to adhere to the general and specific duties within the Act.

The key objectives of the scheme and action plan are:

- to demonstrate how the Council will meet our legal obligations set out in the Equality Act 2010
- to provide a structured and easy to understand equality framework
- to ensure that our workforce encourages equality, diversity, and inclusion to help prevent legal challenges arising from bullying, harassment, and discrimination

The Scheme itself is reviewed annually and updated every three years. The current scheme covers 2021 - 2024. The Action Plan is an organic document which is reviewed by the Equality and Diversity Group every quarter and progress updated annually to CMT and to this Committee.

Recommendation to Committee

That the Committee approves the revised Equality Scheme Action Plan, as set out in Appendix 1 to this report.

Reasons for Recommendation:
To assist us in meeting our obligations under the Equality Act 2010 and provide a way to measure and evidence our work in this area.

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

1. Purpose of Report

1.1 To obtain approval of the updated Equality Scheme Action Plan following revision and actions taken by the Equality and Diversity Group.

2. Strategic Priorities

2.1 The Equality Scheme and Action Plan contribute to our fundamental themes and priorities as follows:

Community - supporting older, more vulnerable, and less advantaged people in our community

3. Background

3.1 A workplace encouraging equality, diversity and inclusion can help:

- make it more successful
- keep employees happy and motivated
- prevent serious or legal issues arising, such as bullying, harassment and discrimination
- to better serve a diverse range of customers
- improve ideas and problem-solving
- attract and keep good staff

3.2 The detailed action plan is attached in Appendix 1. Some key actions taken and updates under each heading of the plan include:

- **Leadership and corporate commitment**
  - Service Leaders training on how to complete equality impact assessments was carried out in March 2022.
  - 'How to' videos are being planned for the same subject for general cascading through the organisation
  - E&D KPIs have been added into the plan
- **Service delivery and customer care**
  - An accessibility audit was carried out in 2021-22 and our internet and intranet sites are currently being reviewed to ensure they meet the needs of protected groups. This work is ongoing and progressing well.
  - We are in the process of reviewing our status under the 'Disability Confident' scheme which will endorse our commitment to equality
- **Employment and training**
  - 'How to' videos are being planned through the Communications team on a variety of topics
- **Consultation and community development**
  - A diversity assessment of the housing register was carried out in 2022. The data indicates that those from ethnic minorities are accessing the housing register, housing advice and assistance. They are also successfully securing council accommodation. The additional data collected in respect to the other equality strands

indicates that there is some degree of diversity among our housing applicants.

- Since January 2022 our template committee reports now include a link to the updated equality impact assessment guidance and form and this document is now a mandatory part of the process.
- The Guildford Access Group will now be involved in all Council consultations.

3.3 Endorsement of the updated action plan will re-affirm the Council's commitment to equality and diversity as well as highlighting its stance on key issues such as sexual and racial harassment.

3.4 The actions will develop over a three-year period (2021 – 2024), progress will be reviewed annually by CMT and the plan and Scheme updated as necessary.

3.5 Once the Corporate Governance and Standards Committee approves updated action plan, it will be published on the Council's website and intranet site.

4. Consultations

4.1 No formal consultation has been conducted as this is a progress update of actions that the Equality and Diversity Group have taken to date.

5. Key risks

5.1 No risks have been identified as this is a policy update.

6. Financial Implications

6.1 There are no financial implications. The equality and diversity forum members are made up of existing employees.

7. Legal Implications

7.1 The Equality and Human Rights Commission (EHRC) is the regulatory body responsible for enforcing the Equality Act. They have a range of enforcement powers, which range from guidance to investigations and court action where organisations fail to meet their obligations.

7.2 It is not a legal requirement to have an equality scheme; however, there are obligations to have equality objectives and to adhere to the general and specific duties of the Equality Act. An equality scheme is the ideal medium to set out how the Council works to integrate equality and diversity considerations into its activities.

8. Human Resource Implications

8.1 Equality and diversity forms part of the remit of the Human Resource Specialists, so no specific additional resources are required to implement the Scheme.

Completion of the action plan is not anticipated to create any additional demand for resources as this work forms a fundamental part of our duties.

9. Equality and Diversity Implications

9.1 The scheme and action plan were updated in 2021 rather than fundamentally changed and our consideration of equality and diversity has been clearly stated in the revised Scheme. A separate equality impact assessment is therefore not necessary.

10. Climate Change/Sustainability Implications

10.1 There are no climate change/sustainability implications

11. Summary of Options

Option 1
To approve and comment, if applicable, on the progress of the action plan – this is the recommended option.

Option 2
To not approve the progress on the equality action plan – this option carries some risk as it may result in the Council not adhering to the general and specific duties of the Equality Act. This may then result in an increase in discrimination claims (for which compensation is uncapped), potential reputational damage and potential court action by the EHRC (see para 7.1).

12. Conclusion

12.1 The Equality Scheme and Action Plan were brought up to date in 2021 in line with our duty under the Equality Act 2010 and covers the period 2021 - 2024. The Action Plan is reviewed and updated regularly whilst the Equality Scheme remains unchanged at this time. We have specific and general duties under the Act, and we therefore need to evidence that we have a plan to address and adhere to these duties.

12.2 Having a diverse and inclusive workforce is fundamental to the success of any organisation.

12.3 Our Resources Director chairs the Equality and Diversity Group and senior management are committed to equality and diversity and ensuring that all staff and stakeholders are aware of key issues such as sexual and racial harassment.

12.3 Discrimination claims are uncapped in employment law and therefore it makes sense for the organisation to ensure that it takes all possible measures to protect its staff and itself from breaches of the Equality Act.

13. Background Papers

None

14. Appendices

Appendix 1: Action Plan 2021-2024

This page is intentionally left blank

APPENDIX 1

EQUALITY SCHEME ACTION PLAN 2021 - 2024

EQUALITY OBJECTIVES - KEY AREAS	OBJECTIVE	ACTIONS	LEAD OFFICER	TARGET DATE	PROGRESS/COMMENTS
1. LEADERSHIP AND CORPORATE COMMITMENT	Councillors and senior managers to be aware of the equality profile of the residents of the borough. To include considering the impact of equality and diversity as a key part of the preparation before implementing any changes, decisions, or policies.	Establish the current processes that services take with regard to equality and diversity in decision making. To include identifying where EIAs are routinely either being undertaken or not	Specialist Legal (Solicitor Employment and Litigation), Senior Policy Officer - Community and Events	To be determined by E&D group	To embrace in service planning - Strategy and Communications Manager may be able to advise
		To enable the above, all managers must understand how to assess impact on equality through improving guidance, training and awareness of the equality impact assessment. This will lead to managers conducting meaningful and consistent assessments to inform senior management decision making.	Specialist - HR (Business Partner), Specialist - HR (Training)	April 2023	Improved guidance on assessing impact on equality and a new EIA form was produced and published in April 2019 and was approved by the E&D Group. Video on 'how to' is being planned for managers as a step by step guide. Service Leaders underwent training in their regular meeting on 17 March 2022
		Publish data gathered in a useful and meaningful but not onerous way and find ways to do this efficiently and in a timely manner.		August 2022	HR to check progress with Comms- do KPIs include E&D, Council communications
		KPI's being planned specifically on ED&I in addition to the workforce profile data already published on the internet.		August 2022	
2. SERVICE DELIVERY AND CUSTOMER CARE	Make use of data collated from (customer) equality monitoring to ensure that it is published on the website annually, and used to establish the impact on equality and inform the quality of EIAs. To include ensuring that barriers to services, including all Council communications, are accessible to people who have protected characteristics.	Ensure that managers complete meaningful and sensitive EIA when planning changes and where an impact is identified they amend the proposal to remove or reduce the adverse impact, or evidence that the impact is justified.	Service Leaders, Customer Service Team Leader	Ongoing	HR and Legal pick up when an EIA hasn't been completed as they are approvers for any proposals but managers must take individual responsibility for this when conducting EIAs
		Continue with process for monitoring customer complaints and compliments from people in protected groups or for complaints of harassment or discrimination		Ongoing	HR Specialists receive weekly alerts of all complaints outstanding and can pick up any equality related issues. Customer Services Team Leader, to alert HR when any equality related complaints are received. These will be monitored and any appropriate action taken. None received at the time of writing.
		Website is reviewed to ensure it meets the needs of protected groups	Web Team	Jan 23	An accessibility audit was carried out in 2021/2022 which informed the actions taken to ensure the website is accessible. This is progressing well Web team reviewing documents to ensure complient and accessible. Guidance will be produced for the whole Council on accessibility of documents in due course.
		Ensure equality information is included in customer satisfaction surveys	E&D group	August 2022	Hannah and Ali working on general customer surveys - to include E&D. JB to review CSAT survey to ensure equalities data gathering is included. Equalities data is also gathered as a matter of course on websurveys.
		Update E&D info on Business World - include alternative pronouns for non binary	led by HR via whole staff email update BW	August 2022	No progress due to other time constraints etc
		Use workforce profiling to assess the data and compare to the profile of our customers. Complete and publish workforce profile	Specialist - HR (Business Partner)	January 2023	Workforce profile completed for 20/21 and published - next one due Jan 23
3. EMPLOYMENT AND TRAINING	Establish where there are inequalities in the workforce profile and take action, if appropriate, to resolve. Ensure that training is relevant, timely and available to all staff.	Regularly review pay and benefits to ensure equitable across all staff. To include ensuring the job evaluation scheme and appeals process are appropriate and fair.	Lead Specialist - HR	ongoing	Council wide job evaluation was completed before the Future Guildford programme. This will be reviewed once the new structure has been transitioned and all staff are in post.
	Ensure that staff are paid fairly and equitably	Annual review of the Pay Policy	Lead Specialist - HR	Annual ongoing	
		Annual gender pay gap analysis to identify the mean and median differences in pay between the genders	Lead Specialist - HR	Annual ongoing	The Gender Pay Gap is analysed annually and following approval from the Corporate Governance & Standards Committee the report is published on the Government's Equality website and the transparency pages of the Council's website. The gap is currently positive.

APPENDIX 1

EQUALITY OBJECTIVES - KEY AREAS	OBJECTIVE	ACTIONS	LEAD OFFICER	TARGET DATE	PROGRESS/COMMENTS
	Ensure that all staff understand the impact of equality and diversity in the workplace.	Ensure recruitment training is in place for newly appointed managers and as a refresher, provided or arranged by HR.	Comms team, HR	December 2022	Considering an external training provider for Safer Recruitment training to include E&D sections. Considering online alternatives for Safer Recruitment and E&D. Working on video training for a variety of subjects including EIAs, recruitment and E&D
		HR to undertake Equality, Diversion and Inclusion NVQ Level 2 again as a refresher. Then roll out to the rest of the organisation	HR	January 2023	No progress due to changes within the team - need to agree new action date
		Ensure that the Council's equality and diversity forum meet regularly to ensure a Council wide approach and awareness.	E&D group.	Ongoing	E&D group in place, terms of reference established. First meeting 16/4, 12 weekly thereafter.
	Be a Disability Confident (formerly 'two ticks') employer	Review whether to apply for Disability Confident status. This objective will also include introducing appropriate training for staff from various different avenues in order to increase awareness of staff.	Specialist - HR (Business Partner), Specialist - HR (Training)	December 2022	Progressing slowly. Mental Health First Aiders have been trained on fully 2 day course, details circulated and processes in place such as EAP
	Increase the number of job applications from a more diverse range of candidates including those with protected characteristics	Investigate options and advertise on specialist diversity recruitment sites in order to reach a more diverse range of applicants	HR	December 2022	We advertise all vacancies on CTP.org which is a jobsite for ex service personnel most of whom will possess one of the protected characteristics. More work to be done for other groups. Some progress made. Ali is researching currently with CIPD etc. Options include University of Surrey, diversity friendly language in adverts, possible media depending on costs.
4. CONSULTATION AND COMMUNITY DEVELOPMENT	Encourage various communities to engage with the Council on equality matters, including actively encouraging protected groups to participate in consultations	This will involve encouraging service leaders to engage in being proactive in consultations. It will also be achieved by managers engaging with members of protected groups when conducting EIAs.	E&D group. Community Service Manager	Ongoing	We are currently extracting E&D data from the CSAT survey, Salesforce - no update as yet We have undertaken an assessment of diversity on the housing register which shows that ethnic minority applicants are accessing the register and being successfully housed. The data collected on the other equality strands shows some degree of diversity amonth our applicants. We have committed to include the Guildford Access Group in our consultations Our committe report template now includes a mandatory field for equality and a link to the EIA template and guidance notes - January 2022

Corporate Governance and Standards Committee Report

Ward(s) affected: n/a

Report of Strategic Services Director, Dawn Hudd

Author: Andrea Barnett, Policy Officer

Tel: 01483 444062

Email: andrea.barnett@guildford.gov.uk

Lead Councillor responsible: Joss Bigmore

Tel: 07974 979369

Email: joss.bigmore@guildford.gov.uk

Date: 16 June 2022

Performance Monitoring Report
2021-22 Quarter 4

Executive Summary

The 2021-22 quarter 4 Performance Monitoring Report (attached as Appendix 1) is presented to this Committee for review and to be noted, together with the revisions to the indicators for 2022-23 (Appendix 2).

Recommendation to Committee

The Committee is requested to review and note the contents of the Performance Monitoring Report for 2021-22 quarter 4 (Appendix 1) together with the revisions to the indicators for 2022-23 (Appendix 2).

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

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

Committee members please note: Should any members of the Committee have any queries about specific performance indicators detailed in the Performance Monitoring Report, please submit these to andrea.barnett@guildford.gov.uk at least two days prior to the Committee meeting to enable an explanation to be provided on the Supplementary Information Sheet.

1 Purpose of Report

1.1 This report is accompanied by the Performance Monitoring Report for quarter 4 of the financial year 2021-22 (Appendix 1), together with the revisions to the indicators for 2022-23 (Appendix 2).

1.2 Councillors will be able to monitor, on an ongoing basis, our performance against the indicators set out in the framework as the Performance Monitoring Report is presented on a quarterly basis. In future, these reports will be presented to the Overview and Scrutiny Committee on the basis that that Committee's terms of reference include the monitoring and review of the Council's performance against relevant national and local performance indicators and adopted plans and strategies.

1.3 The Performance Monitoring Report is a public document which shows the Council's progress against a variety of performance indicators.

2. Introduction

2.1 The accompanying Performance Monitoring Report is part of our performance monitoring framework and as well as the quarterly performance indicators, includes wherever possible the annual performance information.

3. Strategic Priorities

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

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

4 Background

4.1 The last Performance Monitoring Report was received positively by Corporate Management Team and by this Committee. In April, the Committee discussed the PIs captured and information which would be useful in future, as well as constructive feedback.

4.2 The Committee was keen for the report to include commentary where PIs are not meeting a target/ not heading in the preferred direction of travel. This information is now provided by Service Leads when they submit their PI data in their Service Plans.

4.3 The report for quarter 4 shows both quarterly and annual data (63 quarterly and 9 annual PIs). Out of 63 quarterly PIs, 44.4% of PIs were showing a positive green or amber rating, which is a decrease of 4.8% on quarter 3 data. The red rating has increased by 4.8% since the last quarter which is due to revisions in data provided in quarter 3. There were 6.3% of the quarterly PIs reporting as no data

available, mainly due to time lag in receiving data, the introduction of new systems and limited resources to collate the data, which is an increase on quarter 3 by 3.1%.

4.4 During Quarter 4 we have undertaken our annual review of the current set of performance indicators to ensure that they are meaningful and provide a clear definition of what is being collected. We have consulted with relevant Service Leads, CMT and Portfolio Leads and the revisions to the indicators for 2022-23 are attached as Appendix 2 to this report. The proposed amendments/additions are shown in red.

5. Financial Implications

5.1 No financial implications apply.

6. Legal Implications

6.1 No legal implications apply.

7. Human Resource Implications

7.1 The report provides an overview on several key workforce indicators, such as staff sickness and turnover.

8. Equality and Diversity Implications

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

9. Climate Change/Sustainability Implications

9.1 The report will show our performance across a range of environmental indicators, such as energy use and waste.

10. Conclusion

10.1 Our performance monitoring framework provides us with the tools to ensure we are delivering what we set out to do in key areas. As the picture of data is built up, we will be able to identify and assess trends for each performance indicator.

10.2 With ongoing review by Corporate Management Team and, in future, by the Overview and Scrutiny Committee, we can ensure that the Council's performance is monitored and discussed at the highest level. This helps us to embed performance management into the culture of the organisation, allows us to celebrate success and remedy any issues.

10.3 We are keen to receive continuous feedback on the performance monitoring framework and welcome comments and questions from the Committee.

11. Background Papers

None.

12. Appendices

Appendix 1: Performance Monitoring Report Quarter 4, 2021-22
Appendix 2: Revisions to PIs for 2022-23

Guildford Borough Council – Performance Monitoring Report
Quarter 4, 2021/22

1. Introduction

The Council's performance monitoring framework incorporates a range of performance indicators (PI) aligned under four broad themes: Environment, Homes and Jobs, Community and Council. The PI data shows how the Council is performing in various service areas along with indicators giving a broad picture of the 'health' of Guildford borough. Our framework comprises a total of 72 PI: 63 recorded quarterly and 9 annually.

This report incorporates an 'at a glance' scorecard summary of the rating of each PI, with more detailed information and a chart table for each quarterly indicator shown in section 5. An explanation of the rating for each PI is included in section 1.2, as is an overview of our current position and an exception summary showing where PI data has not been submitted for reporting on this occasion.

Section 1.4 gives details on changes which have been made to the report/ PI since the previous iteration.

This report will be submitted to Corporate Management Team and our Corporate Governance and Standards Committee on a quarterly basis for their comment and review.

1.1 External factors

Whilst Covid-19 restrictions have lifted, it is still worth bearing in mind that the Council has continued to operate in an exceptional environment for much of the financial year 2021/22 and adjustments were made to some services. Frontline services continued to ensure our communities were supported and provided for during the pandemic and any restrictions. This had an impact on performance against some indicators below and this has been noted where relevant.

The Government restrictions also had a direct impact on Council services in a variety of ways including the forced closures of visitor attractions/public buildings, an increased need to support vulnerable people and providing financial support to businesses.

1.2 Performance indicator rating

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

The RAG ratings applied to this report are detailed below:

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

1.3 Performance monitoring themes

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

Environment (section 5.1)	ENV
Homes and Jobs (section 5.2)	H&J
Community (section 5.3)	COM
Council (section 5.4)	COU

1.4 Changes and updates from our previous report

As our performance monitoring framework and associated reporting is still developing, we accept that it will evolve and that there will be changes to the report and PIs to ensure that it continues to provide the right information and detail required.

COU2 (Staff turnover) –
At the last meeting of this Committee, a question was raised regarding what the Council is doing to retain key employees and if there were any trends in specific areas. The HR Lead Specialist has provided the following update.

We are not seeing any further trends in the turnover stats but as a more general update, retaining key employees during periods of change and transformation is challenging and particularly in the current buoyant UK jobs market.

- For 2022/23, the staff pay award was 3.75% to take effect from April, following last year's freeze. Our pay package needs to remain competitive to retain and recruit staff, within the boundaries of affordability.

- We are introducing our new Secondment Policy which encourages opportunities for skills and career development across both Waverley Borough and Guildford Borough Councils. Staff from either Council can be offered secondments for a fixed period to provide interim cover or project support. Our first secondee will take up an appointment at Waverley next month for a year. Providing opportunities for staff to grow and develop assists with retention.

- Engaging with our staff is important to give them a sense of value and connection to the Council which encourages retention. Frequent, honest and transparent communication through regular one to one meetings, providing constructive feedback and structured performance review is important and we are currently refreshing our performance review process.

- Caring about the wellbeing of our staff creates a better work culture and provides a workplace where the staff want to stay. Our agile working and flexi time policies contribute towards a healthier work-life balance, and we offer a variety of wellbeing support such as our Employee Assistance Programme, our Mindfulness programme, and our Mental Health first aider employees. We are launching a staff survey to get feedback from our employees and to get their input into how we can improve our work culture.

1.5 Data Assurance

Following an audit by KPMG last year, a recommendation was made for our performance monitoring framework to incorporate a review of data prior to its inclusion in this report.

Each quarter we will review the collection, calculation and reporting processes of a sample of three PIs. Remedial actions will be followed up to ensure that our data gathering, and reporting remains as robust as possible.

We have commenced a review of the following PIs and once completed, we will report back to this committee on the findings:

- H&J3 – Number of net new additional homes
- H&J15 – Net change in completed commercial and business floorspace (B1, B2 and B8)
- H&J20 – Percentage of affordable housing units granted planning permission on eligible sites.

1.6 Review of Indicators

During Quarter 4 we have undertaken our annual review of the current set of performance indicators to ensure that they are meaningful and provide a clear definition of what is being collected. We have consulted with relevant Service Leads, CMT and Portfolio Leads and the proposed revisions / additions to the indicators for 2022/23 are shown in red in the Annexe to this report.

Following requests from Corporate Management Team and Corporate Governance and Standards Committee during the year, we have also shown whether an indicator is a performance measure that:

- we directly control
- relates to demand/output
- illustrates the health of the borough.

Health of the Borough indicators typically can have several external factors influencing the data as well as our own activities, and it may be more appropriate to present these PIs as ‘data only’ rather than a target-based PI.

In addition, following a request from this Committee, three new PIs have been included which relate to customer service. These are:

- Percentage of contact via the phone into the Customer Service Centre
- Average phone wait times; and
- Average response times for online contact through forms.

Moving forward, we will continue to ask Service Leads who have PIs that are Amber or Red to provide information within the commentary about what they are doing to recover the PI performance.

Similar reviews will be undertaken periodically to ensure that the performance monitoring framework remains relevant and provides an effective management tool, but wherever possible we will only review the PIs annually to provide a direct comparison on the previous year.

2. Scorecard summary

The tables below provide an overview of the RAG rating for each PI for quarters 3 and 4 of 2020/21 and 2021/22. Table 1 relates to quarterly PIs and Table 2 relates to annual PIs.

For quarter 4, there may be no means of assessing the RAG rating against a preferred direction of travel if we do not have data for the preceding quarter. Where this is the case, quarter 4 data have been rated as 'data only' (i) and is shown in the chart table accompanying each PI in section 5.

Not applicable (n/a) is shown for quarters without data which were prior to the collection of data for new PIs.

TABLE 1 - QUARTERLY PIs:			PI Measure	2020/21		2021/22			
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	Q3	Q4	Q1	Q2	Q3	Q4
ENV1	Environment	Kilograms of domestic residual waste collected, per household, from the kerbside	P	✗	✗	✓	✗	✓	■
ENV2	Environment	Household waste recycled and composted	P	✗	✗	✓	✓	✓	■
ENV3	Environment	Number of fly tips	D/O	✓	✓	✓	✓	✗	✓
ENV4	Environment	Number of outstanding statutory nuisance investigations (all noise (except in street), bonfires, light, odour, living conditions prejudicial to health, insects and accumulations)	D/O	■	■	ⓘ	✓	✓	✓
H&J1	Homes & Jobs	Average time to let void housing properties	P	✓	▪	✓	✓	✗	✗
H&J3	Homes & Jobs	Number of net new additional homes	D/O	✓	✓	✓	✓	✓	■
H&J4	Homes & Jobs	Affordable new homes completed each year	D/O	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
H&J5	Homes & Jobs	Number of homeless families placed in B&B	D/O	ⓘ	ⓘ	✗	✗	✓	✗
H&J7	Homes & Jobs	Total number of households on the housing needs register	D/O	✗	✓	✗	■	✓	✗
H&J8	Homes & Jobs	Total number of households on the housing transfer register	D/O	▪	✓	✗	■	✓	✗

TABLE 1 - QUARTERLY PIs:			PI Measure	2020/21		2021/22			
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	Q3	Q4	Q1	Q2	Q3	Q4
H&J9	Homes & Jobs	Working age population claiming key out of work benefits	H/B	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
H&J10	Homes & Jobs	Local Council Tax Support claimants - pension and working age	H/B	■	☑	☑	☑	☑	☑
H&J11	Homes & Jobs	Food businesses with a food hygiene rating of 3 or over	D/O	☑	☑	☑	☑	☒	☑
H&J12	Homes & Jobs	Non-domestic (business) rates collected	P	☑	☑	ⓘ	ⓘ	ⓘ	■
H&J13	Homes & Jobs	Total number of empty days in rateable properties	H/B	☒	☑	☒	☑	☑	☒
H&J14	Homes & Jobs	Number of empty rateable properties	H/B	☒	☑	☒	☑	☑	☒
H&J16	Homes & Jobs	Percentage of vacant town centre retail units	H/B	☒	☑	☒	☒	☑	☑
H&J17	Homes & Jobs	Visits to town centre car parks	H/B	☒	☒	☑	☑	☑	☒
H&J18	Homes & Jobs	Guildford town centre footfall	H/B	n/a	n/a	☑	☒	☒	☒
H&J19	Homes & Jobs	Domestic abuse victims prioritised for housing	D/O	n/a	n/a	ⓘ	ⓘ	■	■
H&J20	Homes & Jobs	Percentage of affordable housing units granted planning permission on eligible sites	P	n/a	n/a	ⓘ	☑	☑	☑
COM1	Community	Number of customers taking part in day care activities	D/O	☒	☒	☑	☑	☑	☒
COM2	Community	Number of community transport single journeys	D/O	☑	☒	☑	☑	☒	☑
COM3	Community	Number of community hot meals delivered	D/O	☒	☒	☒	☑	☒	☒
COM4	Community	Number of handyperson jobs completed	D/O	■	■	ⓘ	☑	☒	☑

TABLE 1 - QUARTERLY PIs:			PI Measure	2020/21		2021/22			
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	Q3	Q4	Q1	Q2	Q3	Q4
COM5	Community	Number of Care and Repair jobs completed	D/O	■	■	ⓘ	☑	☑	■
COM6	Community	Number of public sector home adaptations completed	D/O	■	■	ⓘ	■	☑	☑
COM7	Community	Number of households living in temporary accommodation	D/O	☑	☑	☑	☑	☑	☑
COM8	Community	Snapshot of rough sleepers	D/O	☑	☑	☒	☒	☑	☒
COM9	Community	Number of successful homelessness outcomes	P	☑	☑	☑	☑	■	☑
COM10	Community	Council tax collected	P	☑	■	ⓘ	☑	■	■
COM11	Community	**Vacant PI** – previous PI re-numbered to be considered alongside other Planning related PIs COU10-COU13.							
COM12	Community	Total attendance at G Live	D/O	■	■	■	ⓘ	ⓘ	☒
COM13	Community	Total visits to sports and leisure venues	D/O	■	■	ⓘ	☑	☒	☒
COM14	Community	Total visits to heritage venues	D/O	☑	☒	☑	☑	☒	☒
COM15	Community	Total number of attendances at events, engagements and outreach sessions delivered by Heritage Services	D/O	☑	☒	☑	☑	☒	☒
COM16	Community	Number of bookings of sports pitches and courts	D/O	■	■	ⓘ	☑	☑	☑
COM17	Community	Total visitor numbers to parks and countryside sites	D/O	☑	☑	☑	☑	☑	☑
COM18	Community	Number of visitors to Thrive at the Hive	D/O	n/a	n/a	n/a	ⓘ	ⓘ	ⓘ
COM19	Community	Number of visitors to the Community Fridge	D/O	n/a	n/a	ⓘ	ⓘ	ⓘ	ⓘ
COM20	Community	Number of attendees at Playranger Sessions	D/O	n/a	n/a	ⓘ	ⓘ	ⓘ	ⓘ
COU1	Council	Staff sickness absence	P	☑	☑	☑	☑	☑	☒
COU2	Council	Staff turnover	P	☒	☒	☒	☒	☒	☒

TABLE 1 - QUARTERLY PIs:			PI Measure	2020/21		2021/22			
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	Q3	Q4	Q1	Q2	Q3	Q4
COU3	Council	Council suppliers paid within 30 days	P	✗	✗	✗	✗	✗	✗
COU4	Council	Council sundry debt invoices collected within 30 days	P	✗	✗	✗	✗	✗	■
COU5	Council	Time taken to assess new Housing Benefit claims	P	✗	✗	✗	✗	✗	✗
COU6	Council	Rent collection rate – rent collected in year	P	✓	✓	✓	✓	✓	✓
COU7	Council	Rent collection rate – rent collected in year plus arrears brought forward	P	✓	✓	✓	✓	✓	✓
COU9	Council	Vacancy rates of commercial property investments	P	✓	✓	✓	✓	✓	✓
COU10	Council	Speed of determining applications for major development	P	✓	✓	✓	✓	✓	✓
COU11	Council	Speed of determining applications for minor development	P	✓	✗	✗	✗	✗	✗
COU12	Council	Speed of determining applications for other development	P	✗	✗	✗	✗	✗	✗
COU13	Council	Appeals dismissed against the Council's refusal of planning permission	P	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ	ⓘ
COU14	Council	Number of planning applications	D/O	n/a	n/a	ⓘ	ⓘ	ⓘ	ⓘ
COU15	Council	Number of web page views	P	✓	✓	✗	✗	✗	✓
COU16	Council	Total number of social media followers	P	✓	✓	✓	✓	✓	✓
COU17	Council	Number of customer complaints received	P	n/a	ⓘ	✗	✓	✗	✓
COU18	Council	Percentage of customer complaints upheld	P	n/a	✓	■	✓	✗	✓
COU19	Council	Number of Ombudsman complaints upheld	P	✓	✗	✓	✗	✓	✗
COU20	Council	Enquiries resolved at first contact	P	n/a	n/a	■	✓	✓	✗
COU21	Council	Transactions through digital channels	P	n/a	n/a	✗	✗	✗	■

TABLE 1 - QUARTERLY PIs:			PI Measure	2020/21		2021/22			
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough	Q3	Q4	Q1	Q2	Q3	Q4
COU22	Council	Number of online customer accounts	P	n/a	n/a	ⓘ	☑	☑	☑
COU23	Council	Satisfaction with online services	P	n/a	n/a	☒	☒	☒	☒
COU24	Council	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	P	☒	☑	☑	☑	☑	☑

TABLE 2 - ANNUAL PIs:			PI Measure	2019/20	2020/21	2021/22
Ref no	Theme	Performance indicator	P=Performance; D/O=Demand/Output; H/B=Health of Borough			
ENV5	Environment	Total number of 'Green Flag' open spaces	P	☑	☑	☑
ENV6	Environment	Conservation sites in positive management	P	☑	☑	☑
ENV7	Environment	Nitrogen dioxide concentration at monitoring site(s) at risk of exceeding limits	H/B	■	■	■
ENV8	Environment	CO2 emissions from Council operations	P	■	■	Data to be provided in Q2 ■
ENV9	Environment	Energy use by the Council; gas, electricity and fleet	P	■	■	Data to be provided in Q2 ■
H&J2	Homes & Jobs	Number of empty homes	D/O	■	■	☒
H&J6	Homes & Jobs	Average waiting time for Council housing	D/O	ⓘ	☒	☒
H&J15	Homes & Jobs	Net change in completed commercial and business floorspace (B1, B2 and B8)	H/B	ⓘ	ⓘ	Data to be provided in Q2 ■
COU8	Council	Financial return on commercial property investments	P	☑	☑	Data to be provided in Q2 ■

3. Current position

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

3.1 Quarter 4

At the end of quarter 4, we have been able to give a RAG rating to all 72 of our PI (quarterly and annually recorded) and the combined ratings are shown in the table below.

	RAG Rating				
Quarter	**Green**	**Amber**	**Red**	**Data only**	**No data**
Q4 & annual 2020/21	18	3	16	5	22
	28.1%	4.7%	25%	7.8%	34.4%
Q4 & annual 2021/22	25	5	26	7	9
	34.7%	6.9%	36.1%	9.7%	12.5%

In comparison to 2020/21, there has been an increase by 8.8% of the number of PIs showing a positive green or amber rating. There are 4 annual PIs showing as no data, but this will be updated in quarters 2/3 of 2022/23 when the data will be available. This is mainly due to time lag in receiving data, the introduction of new systems and limited resources to collate the data.

The tables below separate out the quarterly recorded PI (for quarter 4) from the annual PI and shows their RAG rating:

	RAG Rating				
Quarter	**Green**	**Amber**	**Red**	**Data only**	**No data**
Q4 (only)	23	5	24	7	4
	36.5%	7.9%	38.1%	11.1%	6.3%

In the table above, the number of quarterly PIs that are showing a positive green or amber rating totals 44.4% which is a decrease of 4.8% on quarter 3 data. The red rating has increased by 4.8% since the last quarter which is due to revisions in data provided in quarter 3. There were 6.3% of the quarterly PIs reporting as no data available which is an increase on quarter 3 by 3.1% which is for the reasons identified above.

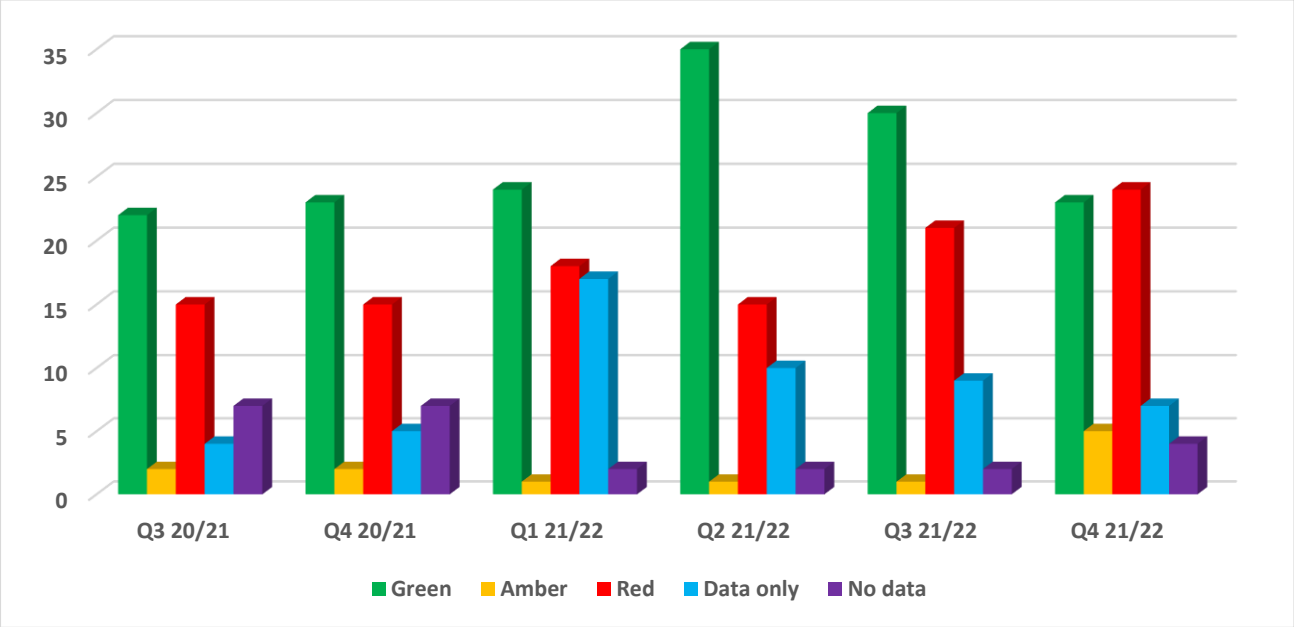
	RAG Rating				
Quarter	**Green**	**Amber**	**Red**	**Data only**	**No data**
Annual only	2	0	2	0	5
	22.2%	-	22.2%	-	55.6%

3.2 Previous quarters

There are 63 PIs for quarter 4 of 2021/22 (previously 64 as the data for ENV9 (Energy use by the Council; gas, electricity and fleet) will now be recorded annually. The table below focusses on the quarterly recorded PI to provide a comparison across the year. The change in the number of PIs from 2020/21 and quarters 1 and 2 of 2021/22 is due to the deletion of some PIs which were for covid monitors, plus the addition of new PIs. Data omitted from/ updated since our previous report has been included in the table where possible.

		RAG Rating				
Year	**Quarter**	**Green**	**Amber**	**Red**	**Data only**	**No data**
2020/21	Q3 52 PI	22	2	15	4	7
		44%	4%	30%	8%	14%
	Q4 52 PI	23	2	15	5	7
		44.2%	3.85%	28.8%	9.62%	13.5%
2021/22	Q1 62 PI	24	1	18	17	2
		38.7%	1.6%	29%	27.4%	3.2%
	Q2 64 PI	35	1	15	10	2
		55.6%	1.6%	23.8%	15.9%	3.2%
	Q3 64 PI	30	1	21	9	2
		47.6%	1.6%	33.3%	14.3%	3.2%
	Q4 63 PI	23	5	24	7	4
		36.5%	7.9%	38.1%	11.1%	6.3%

The data is demonstrated in the chart below:



4. Exception summary

This section highlights any indicators where data has not been submitted for the period of this report (2021/22 quarter 4). The exception summary below covers quarterly PIs, i.e. the situation at the end of quarter 4.

Three categories of 'exceptions' have been used in this summary:

Reason	Explanation
Time lag in data provision	There is a period of lag in data for this PI being available/ recorded
Data not currently available/ possible to record	Data is not available or the capacity/ ability to record data for this PI is not possible currently
No reason given	Data has not been submitted and no further explanation has been given

The 'time lag in data provision' category in the exception summary shows where data will be provided but has a time lag (usually between 1 and 3 months). This data will appear in a report from quarter 1, 2022/23 onwards.

We have a total of 63 quarterly PI reportable for quarter 4 and 6.3% of these PI had no data provided. We have relied on Service Leads to communicate any reason for the non-submission of data for this quarter. We have not made any assumption about the priorities a specific service area may have and therefore why data has not been submitted on this occasion.

Reason	Number	Percentage
Time lag in data provision	3	75%
Data not currently available/ possible to record	1	25%
No reason given	-	-
Total	**4**	**100%**

The tables below show the exception summary by directorate and service area.

	Directorate	
Reason	**Service Delivery**	**Strategic Services**
Time lag in data provision	1	1
Data not currently available/ possible to record	2	
No reason given		
Total	**3**	**1**

Service Area	Time lag in data provision	Data not currently available	No reason given
Asset Management			
Culture, Heritage and Leisure			
Customer and Case			
Environment and Regulatory			
Housing		1	
Operational and Technical	2		
Planning Policy	1		
Strategy and Communications			

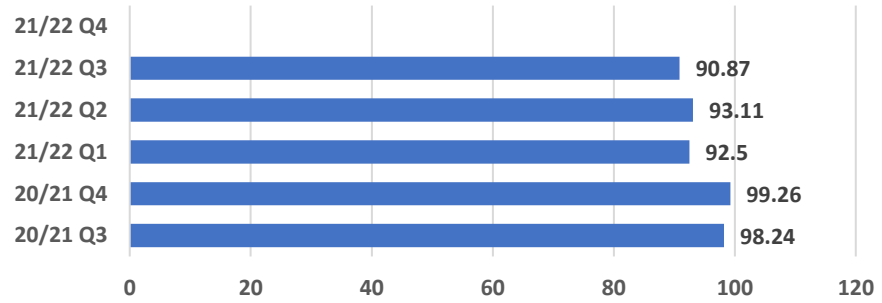
Every effort will continue to be made to encourage the owners of the corporate PIs to submit data for inclusion in the next monitoring report. We will continue to work closely with Service Leads and Directors to identify any issues with reporting/ gathering data and support them where possible to bring a complete performance picture in future reports.

5. Performance monitoring data

5.1 Environment

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

ENV1	Kilograms of domestic residual waste collected, per household, from the kerbside	**Lead Councillor:** James Steel **Service Area:** Operational & Technical **Service Lead:** Chris Wheeler



Preferred direction of travel:

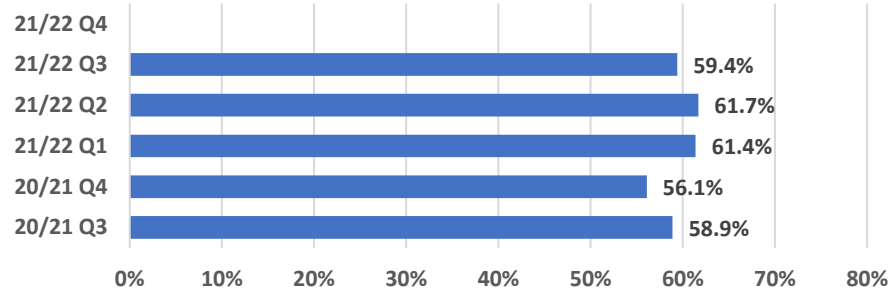
This quarter:

Last quarter:

2020/21		2021/22			
Quarter 3	**Quarter 4**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
98.24kg	99.26kg	92.5kg	93.11kg	90.87kg	

Description:	Kilograms of domestic residual waste collected from each household at kerbside, as per the DEFRA definition.
Comments:	**2021/22:** There is a 3-month lag on reporting due to slow data provision. This PI is subject to seasonal change.

ENV2	Household waste recycled and composted	**Lead Councillor:** James Steel **Service Area:** Operational & Technical **Service Lead:** Chris Wheeler



Preferred direction of travel:

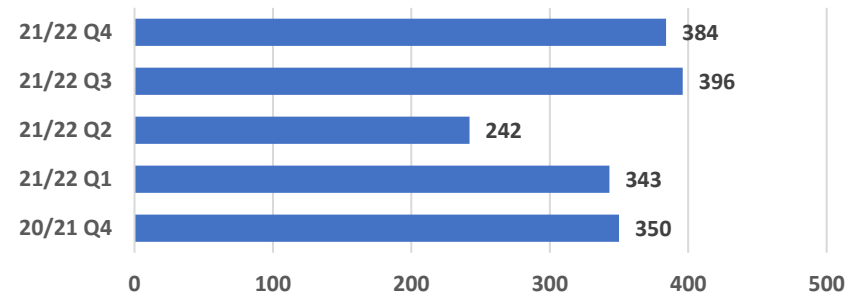
This quarter:

Last quarter:

2020/21		2021/22			
Quarter 3	**Quarter 4**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
58.9%	55.8%	61.4%	61.7%	59.4%	

Description:	Percentage of household waste recycled and composted.
Comments:	**2021/22:** There is a 3-month lag on reporting due to slow data provision. This PI is subject to seasonal change. Recycling tonnages are cyclical and should be compared to the same quarter in the previous year. Q3 for 2021/22 therefore has a green RAG as it has increased from Q3 2020/21.

ENV3 Number of fly tips	**Lead Councillor:** James Steel **Service Area:** Operational & Technical **Service Lead:** Chris Wheeler



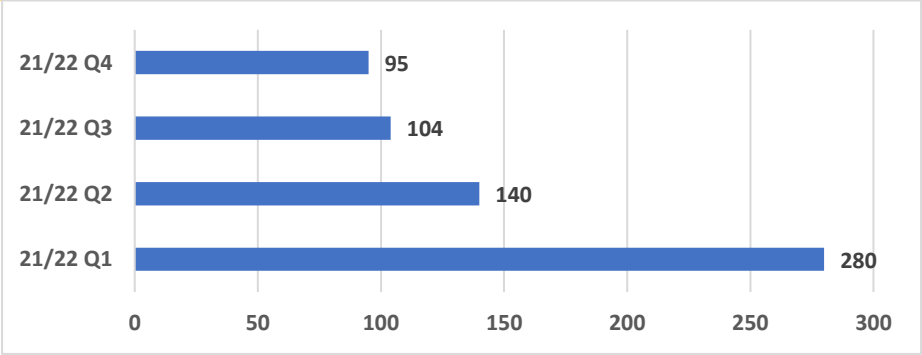
Preferred direction of travel:

This quarter:

Last quarter:

	2020/21	2021/22			
Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
432	350	343	242	396	384
Description:	Number of reported fly tips.				
Comments:	**2021/22:** There is a 2-month lag in reporting due to sign off/ processing requirements. This PI is subject to seasonal change. Q2 was deceptively low, due to some missing paperwork which wasn't recorded until Q3 and resulted in the significant increase in that quarter.				

ENV4 Number of outstanding statutory nuisance investigations (all noise (except in street), bonfires, light, odour, living conditions prejudicial to health, insects and accumulations)	**Lead Councillor:** James Steel **Service Area:** Environment & Regulatory **Service Lead:** Justine Fuller



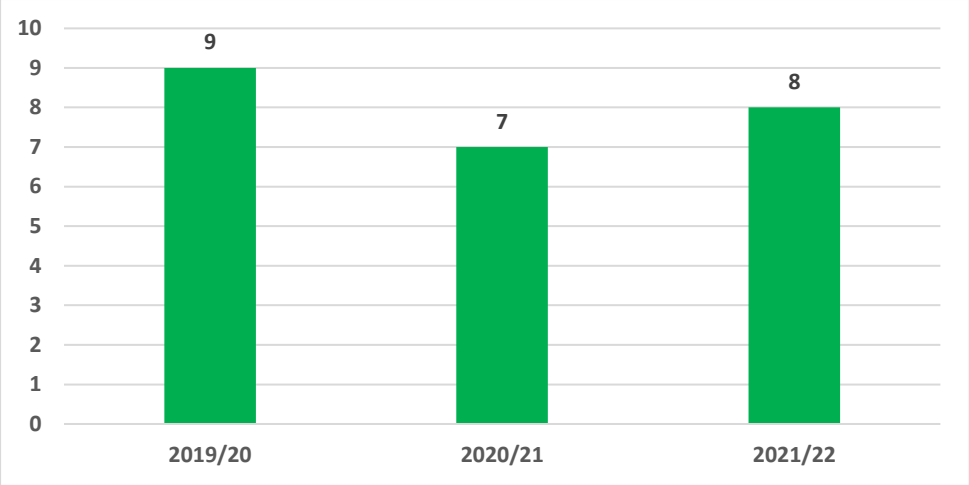
Preferred direction of travel:

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
-	280	140	104	95
Description:	Includes all outstanding cases (including current ongoing investigations) received up to the day the report was compiled.			
Comments:	None.			

ENV5	Total number of 'Green Flag' open spaces	**Lead Councillor:** James Steel
		Service Area: Culture, Heritage & Leisure
		Service Lead: Jonathan Sewell



Target: 8 (for 2021/22)

2021/22: ☑

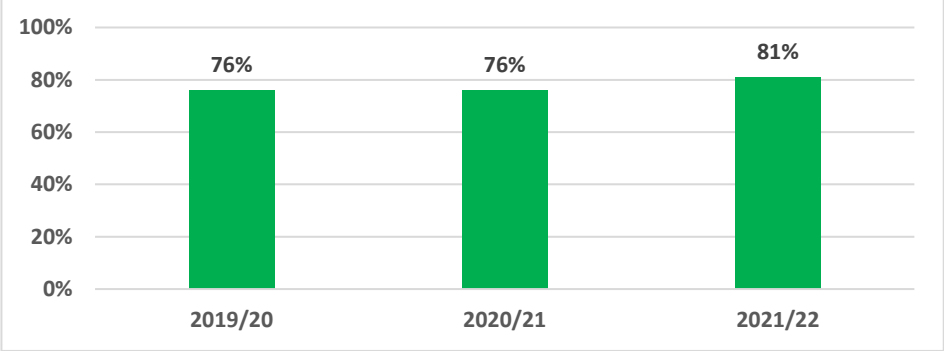
2020/21: ☑

2019/20: ☑

2019/20	2020/21	2021/22
9 (Annual Target: 9)	7 (Annual Target: 7)	8 (Annual Target: 8)

Description:	The Green Flag Award Scheme, run by Keep Britain Tidy, recognises the best parks and green spaces in the country. Sites are assessed to ensure they are clean, well maintained, welcoming and encourage community involvement. Data provided by Culture, Heritage and Leisure Services.
Comments:	None.

ENV6	Conservation sites in positive management (% of all sites)	**Lead Councillor:** James Steel
		Service Area: Culture, Heritage & Leisure
		Service Lead: Jonathan Sewell



Target: 75%

2021/22: ☑

2020/21: ☒

2019/20	2020/21	2021/22
76% (target 85%)	76% (target 85%)	81% (target 75%)

Description:	The data shows how many countryside sites we actively manage for habitat and species protection. Expressed as a percentage of all our countryside sites and for 2020/21, 41 out of 54 sites were in positive management. Data provided by Culture, Heritage and Leisure Services.
Comments:	A site is in positive conservation management if management activity is carried out to protect/ enhance the nature conservation value of a site. For example, clearing scrub to keep a meadow habitat open, woodland coppicing, pond management, conservation grazing or rewilding. Not included are activities for general site management, for example, litter picking, tree safety work, path clearance, leaving a site to neglect. The target for 2021/22 was revised to be more realistic with current resources and priorities.

ENV7	**Nitrogen dioxide concentration at monitoring site(s) at risk of exceeding limits**	**Lead Councillor:** James Steel **Service Area:** Environment & Regulatory **Service Lead:** Justine Fuller

***Data not provided for 2019/20, 2020/21* and 2021/22**

Target: <40mg per cubic metre

2021/22:

2020/21:

2019/20:

2019/20	2020/21	2021/22

Description:	Annually recorded PI – data to be provided at year end.
Comments:	Improving air quality is a priority for the Council with significant activity taking place however identifying one numerical performance indicator to monitor and understand progress is challenging. 12 months of air quality data is required then it needs to be bias adjusted before any judgement can be made on next steps so reviewing quarterly or monthly data is not appropriate. Therefore, it is proposed to remove this indicator and continue scrutinising and monitoring air quality outcomes through other means which are: • Submission of Annual Status Report to Defra which is formally approved with recommendations (available on the Council website) • Annual Air Quality update to Overview and Scrutiny Committee • Regular briefings with Lead Councillor.

ENV8	**CO2 emissions from council operations**	**Lead Councillor:** Cait Taylor **Service Area:** Asset Management **Service Lead:** Marieke van der Reijden

Data not available until Q2 2022/23

Preferred direction of travel:

2020/21:

2019/20:

2019/20	2020/21	2022/23

Description:	Data provided by Asset Management. Annually recorded PI – data will be available from quarter 2 (2022/23).
Comments:	We have made good headway collecting and monitoring more robust and reliable data upon which to report on our climate change performance. We will be ready to report on the annual KPI ref: ENV8 in Q2 2022/23 with the 2020-21 carbon emissions report being issued soon.

ENV9	**Energy use by the Council; gas, electricity and fleet**	**Lead Councillor:** Cait Taylor **Service Area:** Asset Management **Service Lead:** Marieke van der Reijden

Data not available until Q2 2022/23

Preferred direction of travel:

2020/21:

2019/20:

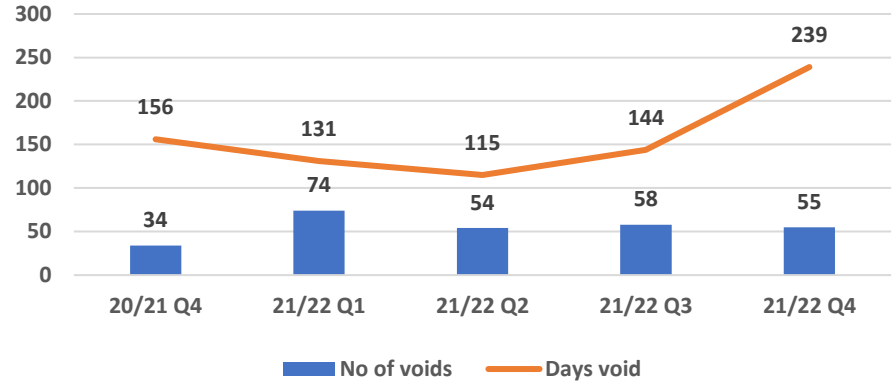
2020/21	2021/22	2022/23

Description:	Definition changed to PI to reflect what is going to be recorded. Annually recorded PI – data will be available from quarter 2 (2022/23).
Comments:	We have made good headway collecting and monitoring more robust and reliable data upon which to report on our climate change performance. We will be ready to report on the annual KPI ref: ENV9 in Q2 2022/23 with the 2020-21 carbon emissions report being issued soon.

5.2 Homes and Jobs

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

H&J1	Average time to let void housing properties	**Lead Councillor:** Julia McShane **Service Area:** Housing **Service Lead:** Matt Gough



Preferred direction of travel:

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
34/156	74/131	54/115	58/144	55/239
Description:	This figure excludes major voids, new builds, sheltered and supported properties. This PI crosses over service areas, so one area does not have full control of the data shown.			
Comments:	**2021/22 – Quarter 4:** There are 2 parts to this indicator. The first is the number of properties that become void in the quarter, which is where a tenant ends their tenancy with the Council which can be for a number of reasons. This is not a number that the Council can control but acts as an indicator of activity. The second element is the average number of days for which a property remains void. As members will be aware over the last couple of years there have been periods in line with Government Guidance that Sheltered Housing was not let due to the risks associated and the level of vulnerability within the schemes. A number of properties have been included in this data have been subject to such restrictions and this is therefore reflected within the data. This period also includes a number of properties which were held as vacant due to the need for structural inspections and includes properties which had been held vacant for decant, which are no longer required. Additionally, performance against this indicator has not met the target due to a number of challenges which have included: • properties requiring extensive work held void due to covid creating a backlog • delays in social care undertaking needs assessments • long term sickness within the team • the introduction of new IT system • the inability to recruit to vacant roles			
Action Taken to Improve Performance:	Our action plan to address the issues and improve overall performance includes: • revised working processes • utilising new IT • ending of long-term sickness • filling of vacant posts			

H&J2 Number of empty homes	**Lead Councillor:** Julia McShane
	Service Area: Environment & Regulatory
	Service Lead: Justine Fuller

Target: 679 or below

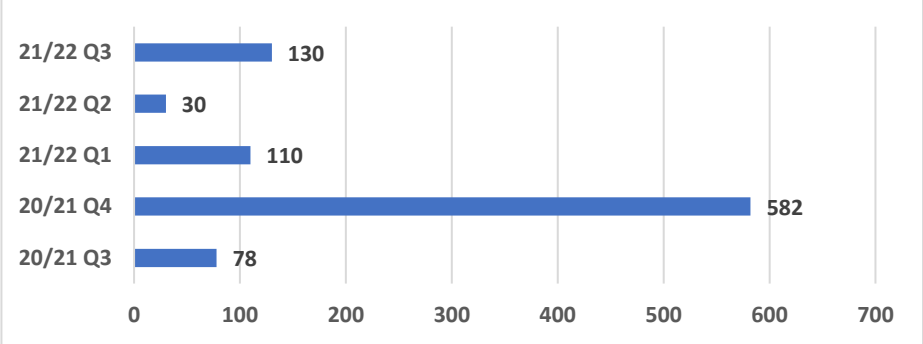
2021/22:

2020/21:

2019/20	2020/21	2021/22
		724

Description:	Whole housing stock across the borough, including public and private sector. Data provided by Environment and Regulatory Services.
Comments:	This figure is the figure at the end of Q4. The actual final figure is reported officially in October each year. Any figure below 679 is the number to be achieved (the lower the better).
Action Taken to Improve Performance:	Officers are currently preparing a report on the resources required to deliver a consistent reduction in empty homes across the Borough.

H&J3 Number of net new additional homes	**Lead Councillor:** Joss Bigmore
	Service Area: Planning Policy
	Service Lead: Stuart Harrison



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

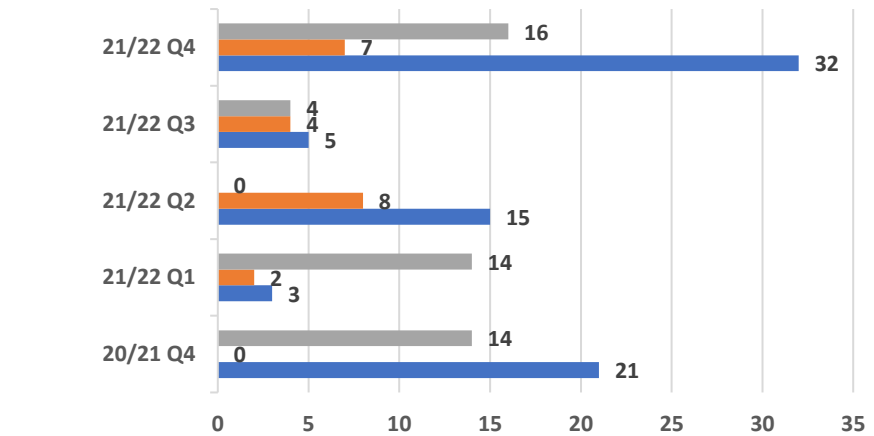
This quarter:

Last quarter:

2020/21	2021/22				
Quarter 3	**Quarter 4**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
78	582	110	30	130	

Description:	This is the calculation of all new residential properties built, or created through change of use to residential use, minus all residential properties demolished in the year. This equals the net new additional homes.
Comments:	**2021/22 - Quarter 4:** While the majority of completions per quarter are captured within the 3-month period following that quarter there are some that come through after this period. In order to reflect the most up to date and accurate information, previous quarter totals will be updated where this occurs. Q1 has been updated from 97 completions to 110 completions. The figure for Q1, Q2 and Q3 (110 + 30 + 130 = 270) only represents 42% of the annual expected completions as set out in the Council's latest published Land Availability Assessment (644 completions). However, this figure will be boosted by approx. 277 'C3 equivalent dwellings' student accommodation units that have been completed but not yet recorded.

H&J4	Affordable new homes completed each year	**Lead Councillor:** Julia McShane
		Service Area: Housing
		Service Lead: Matt Gough



	20/21 Q4	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4
Shared Ownership	14	14	0	4	16
Social Rent	0	2	8	4	7
Affordable Rent	21	3	15	5	32

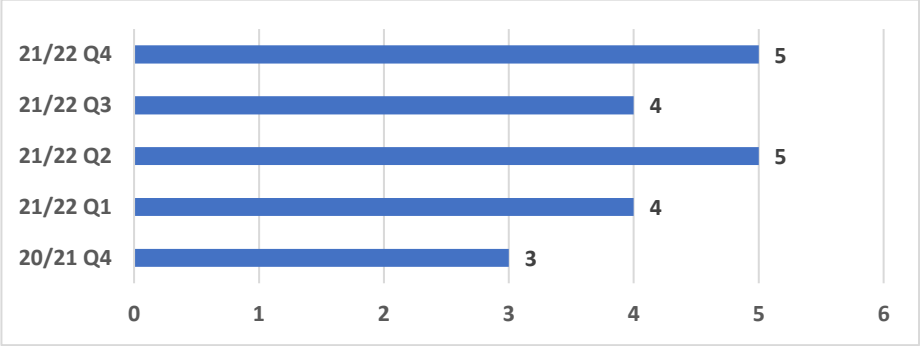
Target: *no target*

This quarter:

Last quarter:

2020/21	**2021/22**			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
Total affordable units 35	Total affordable units 19	Total affordable units 23	Total affordable units 13	Total affordable units 55
Description:	Data only.			
Comments:	None.			

H&J5	Number of homeless families placed in B&B	**Lead Councillor:** Julia McShane
		Service Area: Housing
		Service Lead: Matt Gough



Preferred direction of travel:

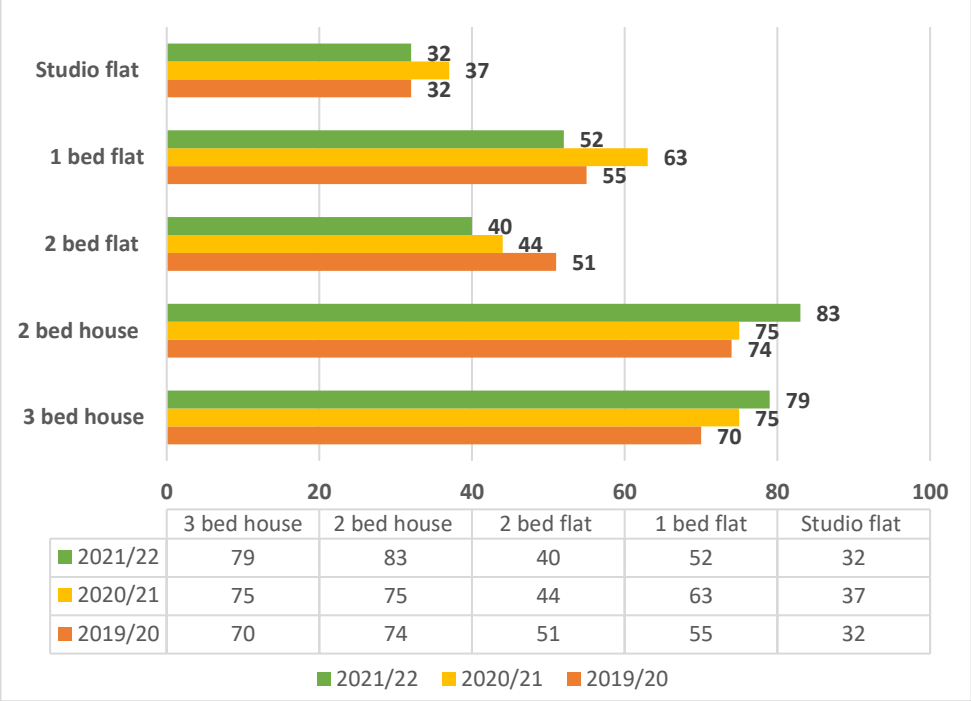
This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
3	4	5	4	5

Description:	Number of homeless families placed in B&B. This is a new PI for 2021/22.
Comments:	**2021/22 – Quarter 4:** This number reflects the number of households that have been placed into B&B accommodation. The number of households will vary, but the overall trend has been relatively constant over the last year despite the increase in households seeking assistance from the Council with their housing. The accommodation is used when families present at a point of crisis with most households placed in self-contained accommodation, whilst others may need to be provided with emergency accommodation often out of hours. Where possible, the Council will work to prevent households from needing this type of accommodation, however due to individual circumstances this accommodation option allows immediate provision, and the service will work to move households on to more suitable accommodation in what is a demand led service.
Action Taken to Improve Performance:	There is no target for this number as it provides context and insight into service provision, but as the number has increased by 1 it shows as red. The levels will continue to be managed through active prevention work, but activity and need will continue. We expect a monthly variation but the trend to continue to be stable overall. No further specific action is planned.

H&J6	Average waiting time (in months) for Council housing (Band C)	**Lead Councillor:** Julia McShane **Service Area:** Housing **Service Lead:** Matt Gough



Preferred direction of travel:

2021/22:

2020/21:

Type of property	2019/20	2020/21	2021/22
Studio flat	32 months (2 years, 8 months)	37 months (3 years, 1 month)	32 months (2 years, 8 months)
1 bed flat	55 months (4 years, 7 months	63 months (5 years, 3 months)	52 months (4 years, 3 months)
2 bed flat	51 months (4 years, 3 months)	44 months (3 years, 8 months)	40 months (3 years, 4 months)
2 bed house	74 months (6 years, 2 months)	75 months (6 years, 3 months)	83 months (6 years, 11 months)
3 bed house	70 months (5 years, 10 months)	75 months (6 years, 3 months)	79 months (6 years, 7 months)

Description: Data provided by Housing Advice.

Comments:

This PI has been rated red as most of the waiting times have increased, rather than decreased in 2020/21.

The average waiting times for those in band C have increased over the period and there is not one single issue or reason for this as households who are successful in their bidding will have had their individual circumstances considered in line with the allocations policy.

The point at which the wait is measured is when a household is housed. Reasons for a longer wait time will include:

- Applications given a higher banding due to a higher need for housing
- Applicants housed first due to greater need
- the impact of covid with the holding of lettings for extended periods

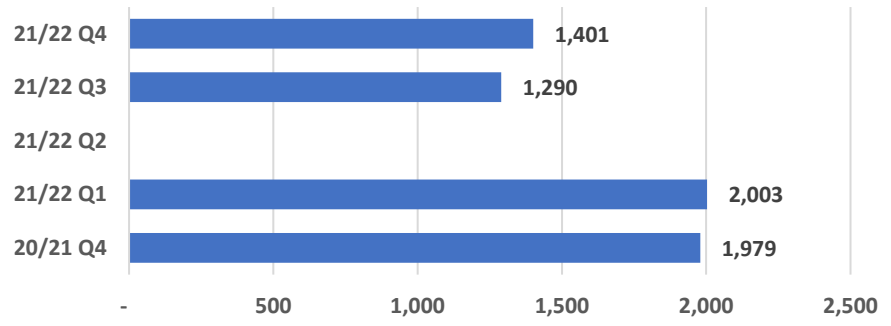
Band C is not a high priority and the increased wait for larger properties reflects an increasing number of households who are looking to affordable housing to improve their household situation. Their wait has increased as other higher needs households have been provided with priority for the available housing

Action Taken to Improve Performance:

There is no target for this indicator, but it includes 5 data sets of which 3 have reduced and 2 have increased and therefore shows as red.

We continue to provide advice and assistance to households. The Housing Register is open to all households to apply, and the Council has no direct control over the number of households registering.

H&J7	Total number of households on the housing needs register	**Lead Councillor:** Julia McShane **Service Area:** Housing **Service Lead:** Matt Gough



Preferred direction of travel:

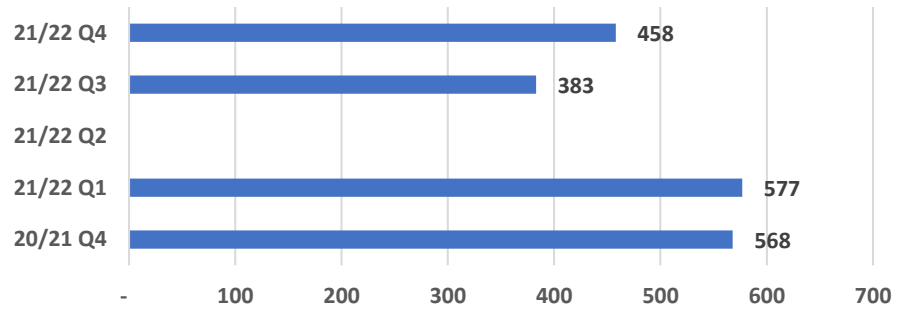
This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
1,979	2,003	-	1,290	1,401

Description:	Total number of households on the housing needs register.
Comments:	**2021/22 - Quarter 4:** As councillors will be aware in line with Government Guidance the Council has undertaken a complete review of households who have previously registered on the housing waiting list. This review has been undertaken in combination with the introduction of a new digital application system. This work has had an impact upon our ability to provide data over the implementation period, but we have now been able to fully verify and activate applications received as part of this process. As a result, the Q1 figure has been updated from the previous figure of 2,180 to reflect live applications which have been fully assessed and placed in their relevant priority band. As part of this review all previous applicants were contacted on a number of occasions and invited to re-register. Where we were aware of applicants having a particular vulnerability or where there may have been challenges, we have worked with local support and advice services to ensure households were provided with the assistance required. We are seeing an increase in applications which we believe have been driven by wider economic challenges. This is a trend that we expect to see continuing.
Action Taken to Improve Performance:	There is no target for this indicator, but the preferred direction of travel is downward for the indicator. An increase in households seeking to join the register from one quarter to another, results in a red indicator. We have completed a review of the waiting list and whilst the number of households has increased from Q3 it is still 29% lower than at Q4 in 2020/21. We continue to provide advice and assistance to households. The Housing Register is open to all households to apply. We have no direct control over the number of households registering.

H&J8	Total number of households on the housing transfer register	**Lead Councillor:** Julia McShane **Service Area:** Housing **Service Lead:** Matt Gough



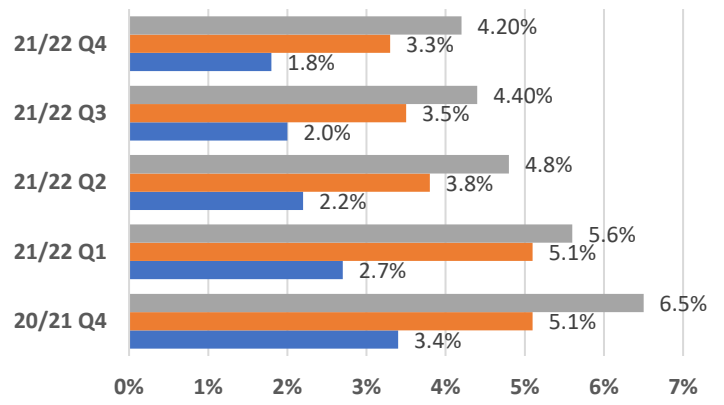
Preferred direction of travel:

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
568	577	-	383	458
Description:	Total number of households on the housing transfer register.			
Comments:	**2021/22 - Quarter 4:** As members will be aware in line with Government Guidance the Council has undertaken a complete review of households who have previously registered on the Housing waiting list. This review has been undertaken in combination with the introduction of a new digital application system. This work has had an impact upon our ability provide data over the implementation period, but we have now been able to fully verify and activate applications received as part of this process as a result the Q1 figure has now been updated from the previous figure of 617 to reflect live applications which have been fully assessed and placed in their relevant priority band. As part of this review all previous applicants were contacted on a number of occasions and invited to re-register. Where we were aware of applicants having a particular vulnerability or where there may have been challenges, we have worked with local support and advice services to ensure households were provided with the assistance required.			
Action Taken to Improve Performance:	There is no target for this indicator, but the preferred direction of travel is downward for the indicator. An increase in households seeking to join the register from one quarter to another, results in a red indicator. We have completed a review of the waiting list and whilst the number of households has increased from Q3 it is still 19% lower than at Q4 in 2020/21. We continue to provide advice and assistance to households. The Housing Register is open to all households to apply, and we have no direct control over the number of households registering.			

H&J9	Working age population claiming key out of work benefits	**Lead Councillor:** John Redpath
		Service Area: Strategy & Communications
		Service Lead: Steve Benbough



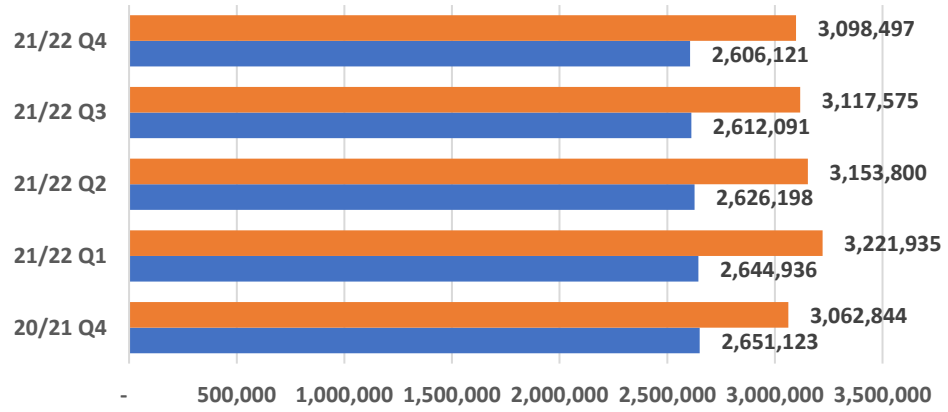
Data only: no target

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
3.4%	2.7%	2.2%	2.0%	1.8%
Description:	The claimant count is the number of people claiming benefit principally for the reason of being unemployed. Data shown is for the month at the end of each quarter. Comparison provided for Guildford, South-East and Great Britain. Data provided by the ONS.			
Comments:	There is a 1-2 month lag on reporting.			

H&J10	Local Council Tax Support claimants - pension and working age	**Lead Councillor:** Julia McShane **Service Area:** Housing (Revenue & Benefits) **Service Lead:** Matt Gough



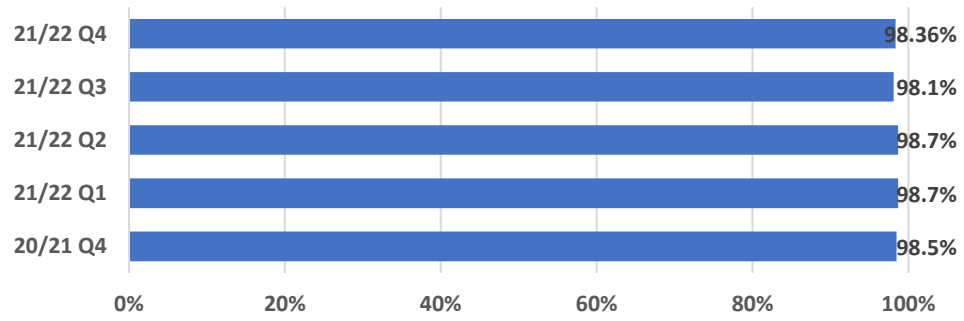
Preferred direction of travel: [Based on 1 April 2021 figures]

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
£3,062,844/ £2,651,123	£3,221,935/ £2,644,936	£3,153,800/ £2,626,198	£3,117,575/ £2,612,091	£3,098,497/ £2,606,121
Description:	Local Council Tax Support claimants are defined as a monetary value for the year, rather than the number of claimants, and split between working and pension age. In a normal year this declines slightly over the year. The above are the amounts granted so far this year until the end of the financial year (i.e. not just the amounts that relate to the elapsed year so far).			
Comments:	**2021/22:** This PI was introduced as a COVID monitor as it gives an indication of whether more help is being provided to council taxpayers on low incomes. It should not be compared to 2020 Q4 but to 1 April 2021 figures, this is because the Council Tax increased and we amended the scheme to give some additional help in 2021. Preferred direction of travel is therefore based on the 1 April 2021 figures, Working Age £3,301,965 and Pension Age £2,657,914.			

H&J11	Food businesses with a food hygiene rating of 3 or over	**Lead Councillor:** James Steel **Service Area:** Environment & Regulatory **Service Lead:** Justine Fuller



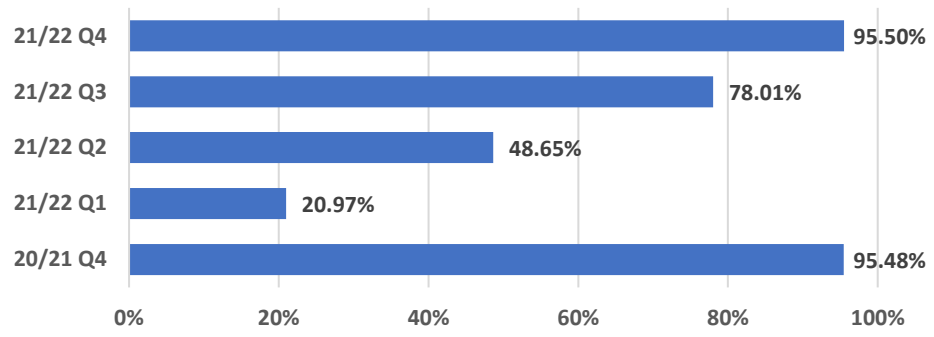
Preferred direction of travel: ↑

This quarter: ☑

Last quarter: ☒

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
98.5%	98.7%	98.7%	98.1%	98.36%
Description:	Percentage of establishments with a rating of 3 (generally satisfactory) or better under the Food Hygiene Rating Scheme (previously known as 'scores on the doors').			
Comments:	None.			

H&J12	Non-domestic (business) rates collected (%)	**Lead Councillor:** Tim Anderson
		Service Area: Housing (Revenue & Benefits)
		Service Lead: Matt Gough



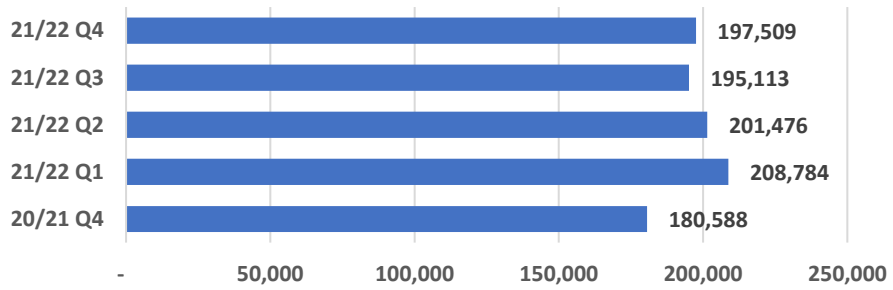
Target: 99% for the year

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
95.48%	20.97%	48.65%	78.01%	95.5%
Description:	Percentage calculated, as a cumulative year-to-date figure, from the total council tax payments received compared to the total amounts payable in that year.			
Comments:	**2021/22 – Quarter 4:** Business Rates have continued to be affected by the pandemic. The Omicron variant was a further setback for many at a time when they would have expected to benefit from a surge in trade at Christmas. Whilst we have not achieved the pre pandemic collection level of 99% we have exceeded our estimate of 93% at the end of Q3, and matched Q4 outturn of 2020. As the government reduced the level of discount in 2021, this is a positive result.			

H&J13	Total number of empty days in rateable properties	**Lead Councillor:** John Redpath
		Service Area: Housing (Revenue & Benefits)
		Service Lead: Matt Gough



Preferred direction of travel: ↓

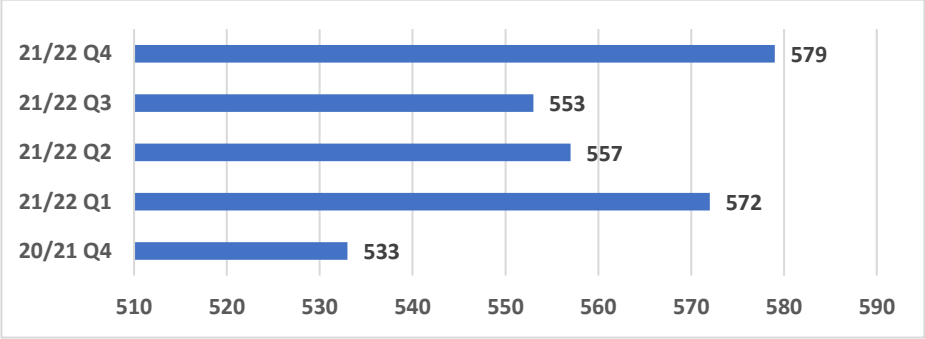
This quarter: ☒

Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
180,588	208,784	201,476	195,113	197,509

Description:	Snapshot data: this is the total number of empty days for the financial year on the last day of the quarter (i.e. it assumes a lot of empty days in future, which may not happen).
Comments:	**2021/22 – Quarter 4:** This was an indicator introduced to help monitor the impact of Covid with the data provided by the Benefits and Revenue Service and it shows the number days business properties are empty. It attempts to indicate the number of empty business properties in the Borough based on rating records. The indication is that the number of empty properties is increasing. The number of days is most accurate in Q4. In Q1 the assumption for rating is that the property will be empty for the rest of the financial year and this only changes when it becomes occupied again. The figures indicate that there remains a high level of vacant properties in the borough because of the impact of the pandemic.
Action Taken to Improve Performance:	There is no direct action required of the Service to reduce levels, but this will be affected by wider national and local work around regeneration and the economy.

H&J14 Number of empty rateable properties	**Lead Councillor:** John Redpath
	Service Area: Housing (Revenue & Benefits)
	Service Lead: Matt Gough



Preferred direction of travel: ↓

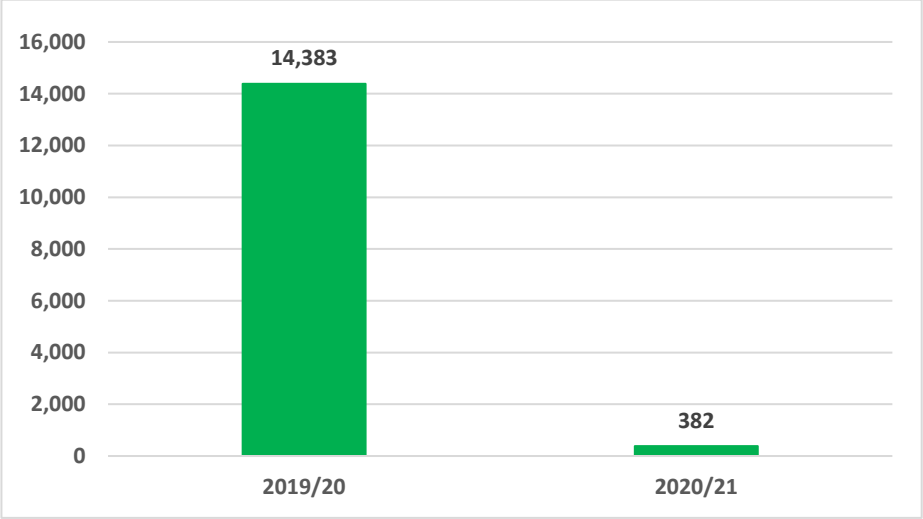
This quarter: ✗

Last quarter: ✓

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
533	572	557	553	579

Description:	Snapshot data: these are the properties showing as empty on the system on the last day of the quarter.
Comments:	**2021/22 - Quarter 4:** This was an indicator introduced to help monitor the impact of Covid with the data provided by the Benefits and Revenue Service and it shows the number days business properties are empty. It attempts to indicate the number of empty business properties in the Borough based on rating records. The indication is that the number of empty properties is increasing. The number of days is most accurate in Q4. In Q1 the assumption for rating is that the property will be empty for the rest of the financial year and this only changes when it becomes occupied again. The figures indicate that there remains a high level of vacant properties in the borough because of the impact of the pandemic.
Action Taken to Improve Performance:	There is no direct action required of the Service to reduce levels, but this will be affected by wider national and local work around regeneration and the economy.

H&J15	Net change in completed commercial and business floorspace (B1, B2 and B8)	**Lead Councillor:** Joss Bigmore
		Service Area: Planning Policy
		Service Lead: Stuart Harrison



Target: B1a and B1b: Net increase of 36,100 sqm by 2034; B1c, B2 and B8: Net increase of 3.7 – 4.1 ha by 2034

2021/22:

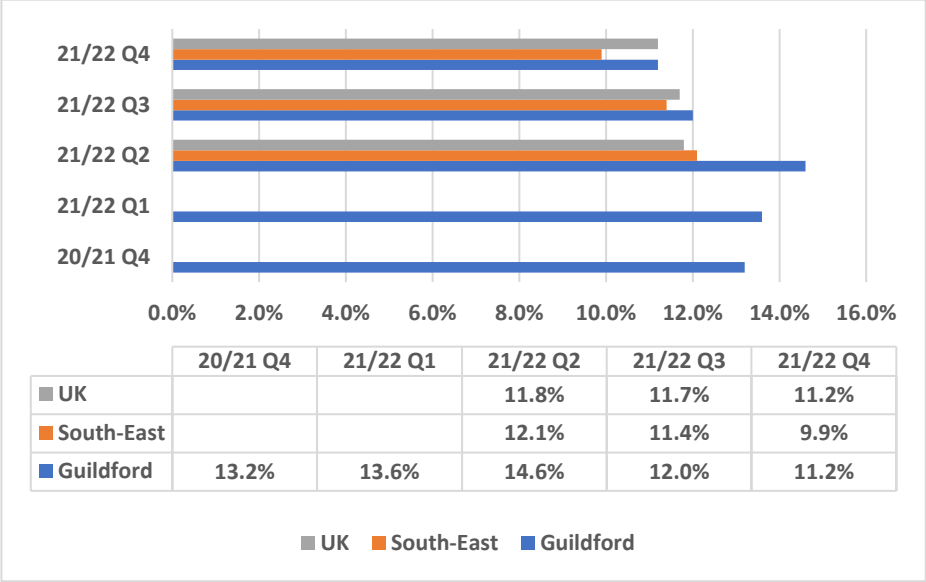
2020/21:

2019/20:

2019/20	2020/21	2021/22
14,383 sqm	382 sqm	

Description:	Data provided by Planning Policy. Targets relate to monitoring indicators as set out in the Local Plan: Strategy and Sites (LPSS). There is a 3-month time lag on reporting figures, so data will be reported in Q1 the following year.
Comments:	**2019/20:** The net total gain for 2019/20 was 14,383 sqm (which was comprised of B1a offices 2,636 sqm; B1b Research & Development 112 sqm; B1c Light Industrial 156 sqm; B2 General Industrial 11,282 sqm; and B8 Storage and Distribution 197 sqm). **2020/21:** The 2020/21 net total was 382 sqm floorspace. This was comprised of: B1 Offices 10 sqm; B2 General industrial 279 sqm; B8 Storage and distribution 93 sqm.

H&J16	Percentage of vacant town centre retail units	**Lead Councillor:** John Redpath
		Service Area: Strategy & Communications
		Service Lead: Steve Benbough



	20/21 Q4	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4
UK			11.8%	11.7%	11.2%
South-East			12.1%	11.4%	9.9%
Guildford	13.2%	13.6%	14.6%	12.0%	11.2%

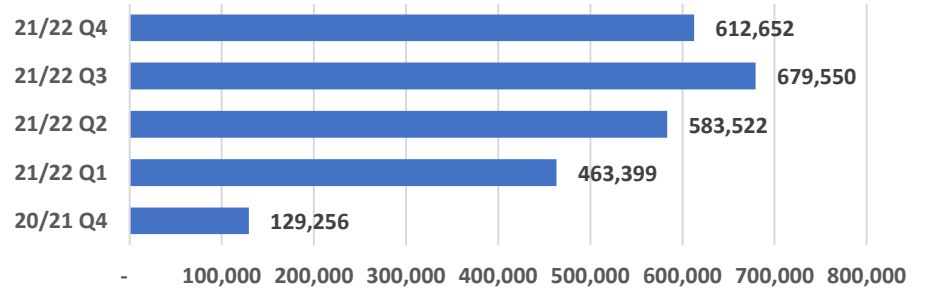
Preferred direction of travel: ↓

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
13.2%	13.6%	14.6%	12.0%	11.2%
Description:	Data is for vacant ground level retail and leisure premises situated within Guildford's Business Improvement District (BID). Data provided by Experience Guildford. The preferred direction of travel is based on the south-east figure.			
Comments:	There is a 1-2 month time lag on provision of this data.			

H&J17	Visits to town centre car parks	**Lead Councillor:** James Steel
		Service Area: Operational and Technical Services
		Service Lead: Chris Wheeler



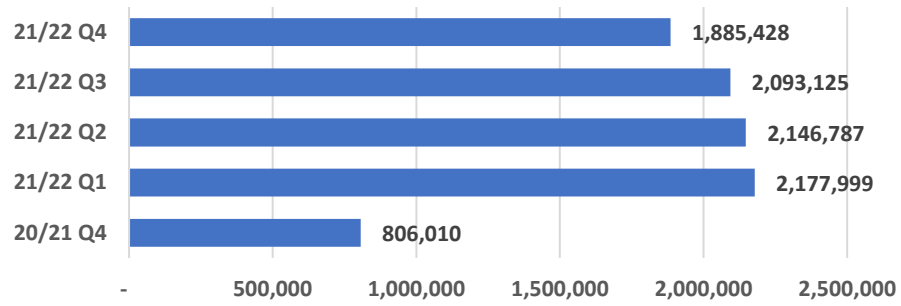
Preferred direction of travel ↑

This quarter: ☒

Last quarter: ☑

2020/21	2021/22			
Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
129,256	463,399	583,522	679,550	612,652
Description:	Ticket sales for town centre car parks.			
Comments:	**2021/22 – Quarter 4:** January February and March always tend to be the quietest months of the year, particularly if there is a late Easter, as was the case this year. These factors, combined with the ongoing drag of the pandemic and the Omicron 'spike', are the likely cause for the variation.			
Action Taken to Improve Performance:	These numbers will be compared against the same quarters in previous years as part of the annual Car Parks Business Plan where we will review the longer-term trends and direction of travel as well as specific circumstances that have affected visitor behaviour, such as Covid 19, and what actions or changes we consider appropriate from that review.			

H&J18 Guildford town centre footfall	**Lead Councillor:** John Redpath
	Service Area: Strategy & Communications
	Service Lead: Steve Benbough



Preferred direction of travel: ↑

This quarter: ✗

Last quarter: ✗

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
806,010	2,177,999	2,146,787	2,093,125	1,885,428

Description:	Footfall across High Street and North Street combined (this is an industry standard measure of heads passing a beam across the street; one in front of M&S and the other at the rear of House of Fraser). Data provided by Experience Guildford. New PI for 2021/22. The indicator is impacted by a wide range of external factors and is not a direct measure of the Council's own performance.
Comments:	**2021/22 – Quarter 4:** Town centre footfall in the first quarter of the year is often expected to be lower as spending from the Christmas period and cold weather may make people reluctant to shop.
Action Taken to Improve Performance:	One of the aims of the Celebrate Guildford campaign being run through the spring and summer of 2022 in partnership with Experience Guildford, is to increase town centre footfall and visitor numbers. The campaign includes the promotion of events and activities taking place in the borough over this period.

H&J19 Domestic abuse victims prioritised for housing	**Lead Councillor:** Julia McShane
	Service Area: Housing
	Service Lead: Matt Gough

Data not available until 2022/23

Preferred direction of travel: **TBA**

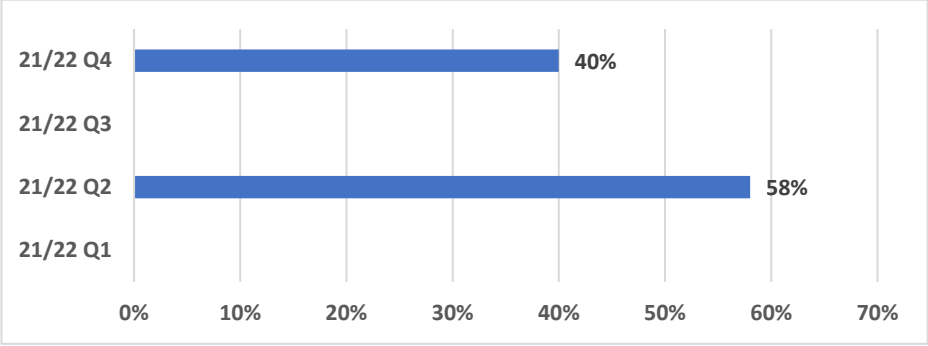
This quarter: ■

Last quarter: ■

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	15	8		

Description:	Domestic abuse victims prioritised for housing.
Comments:	**New PI for 2021/22 - Quarter 4:** There is a 2-3 month time lag on reporting figures which require approval from the DLUHC (Dept. for Levelling Up, Housing & Communities) (previously to MHCLG). We are unable to report any figures for this quarter. This is a countywide issue, and the Council is working with Surrey County Council to review the KPIs in response to the Domestic Abuse Bill.

H&J20	Percentage of affordable housing units granted planning permission on eligible sites	**Lead Councillor:** Joss Bigmore **Service Area:** Planning Policy **Service Lead:** Stuart Harrison



Target: 40%

This quarter: ☑

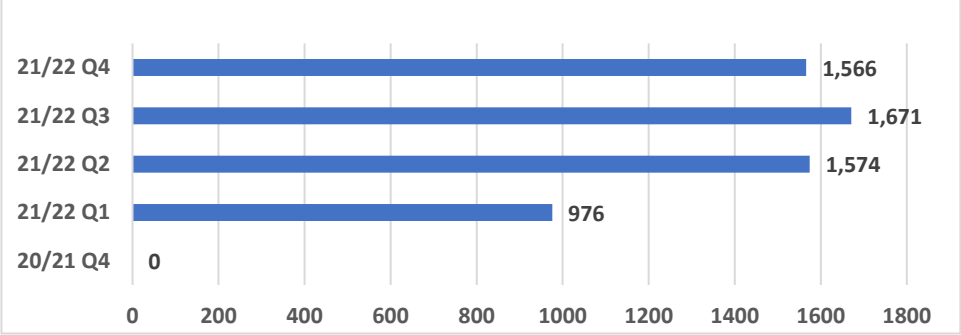
Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	n/a	58%	n/a	40%
Description:	Percentage of affordable housing units granted planning permission on eligible sites.			
Comments:	**2021/22 - Quarter 4:** There were two permissions on qualifying sites during Q4 and both achieved policy compliant 40% for affordable housing.			

5.3 Community

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

COM1	Number of customers taking part in day care activities	**Lead Councillor:** Julia McShane **Service Area:** Community Services **Service Lead:** Samantha Hutchison



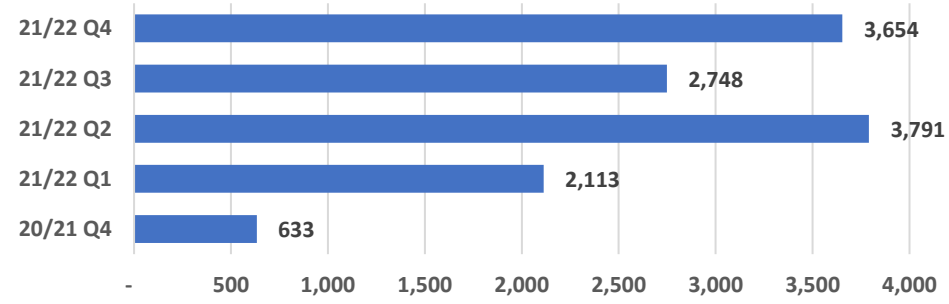
Preferred direction of travel: ↑

This quarter: ✗

Last quarter: ✓

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
0	976	1,574	1,671	1,566
Description:	Includes activities taking place at all day centres and activity packages delivered to customer homes.			
Comments:	As an average, we would expect the number of customers taking part in day care activities to range 1,500 to 1,700 for any given quarter. Attendance to the day centre by our older residents is dependent on many factors including the availability of social care funded spaces. We are now using the Hive for intergenerational activities regularly and during these activities see on average an extra 70 family visits per term time, which are not included in these figures.			
Action Taken to Improve Performance:	We are constantly updating our adult social care and NHS care providers about services at the Hive and are advertising our services through a new Hive booklet and community wellbeing social media page.			

COM2	Number of community transport single journeys	**Lead Councillor:** Julia McShane **Service Area:** Community Services **Service Lead:** Samantha Hutchison



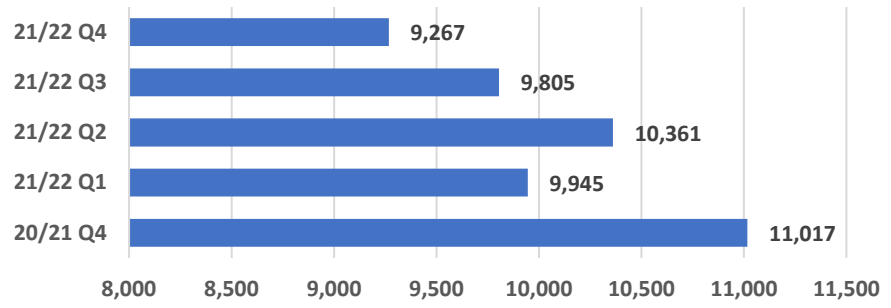
Preferred direction of travel: ↑

This quarter: ✓

Last quarter: ✗

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
633	2,113	3,791	2,748	3,654
Description:	Includes all journeys completed by Community Transport. For example, trips to medical appointments, community centres, supermarkets etc. A return journey is classed as two single trips.			
Comments:	None.			

COM3	Number of community hot meals delivered	**Lead Councillor:** Julia McShane
		Service Area: Community Services
		Service Lead: Samantha Hutchison



Preferred direction of travel: ↑

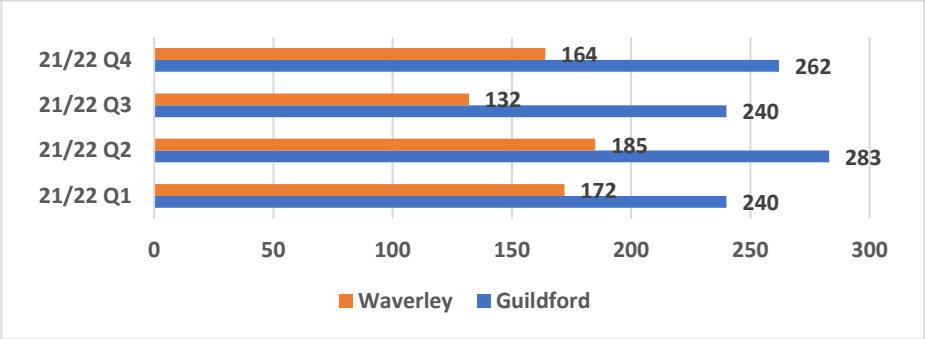
This quarter: ✗

Last quarter: ✗

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
11,017	9,945	10,361	9,805	9,267

Description:	Includes community meals delivery service as well as meals ordered by day care customers at our day centres.
Comments:	**2021/22 – Quarter 4:** In 2020/2021 community meals deliveries to vulnerable customers increased due to the Covid-19 pandemic and increased requests for support for people who were isolating. Day Centre services were suspended, and we were only running essential journeys on community transport. This created a significant false spike in customers due to our response. We used redeployed staff to keep up with deliveries. To maintain this number of deliveries permanently there would need to be investment in adapted vehicles and staff numbers. Following services re-opening in March 2021, people were no longer isolating, and we naturally had a decrease in customers requiring the meals service. From 2022/23 this PI will be recorded as 'data only' as it is more a measure of demand, rather than a target.
Action Taken to Improve Performance:	We are constantly updating our adult social care and NHS care providers about services at the Hive and are advertising our services through a new Hive booklet and community wellbeing social media page. We are still delivering more meals post covid than we were pre-covid and expect to see numbers to start balancing out in 2022/2023.

COM4	Number of handyperson jobs completed	**Lead Councillor:** Julia McShane
		Service Area: Community Services
		Service Lead: Samantha Hutchison



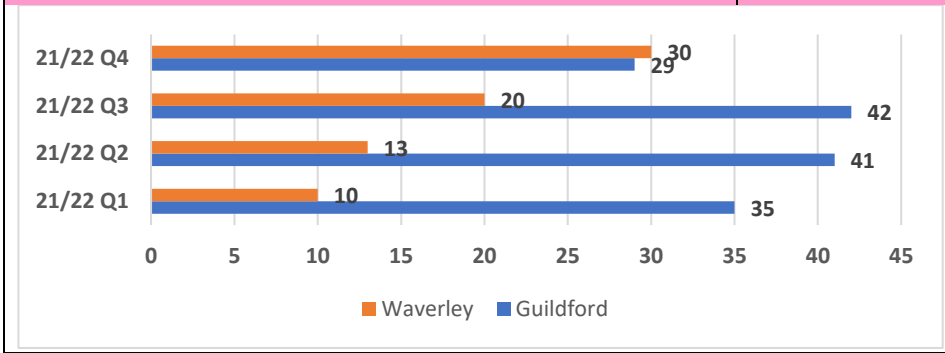
Preferred direction of travel: ↑

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	240 Guildford 172 Waverley	283 Guildford 185 Waverley	240 Guildford 132 Waverley	262 Guildford 164 Waverley
Description:	Number of handyperson jobs completed.			
Comments:	**2021/22 – Quarter 4:** Total number of jobs completed in 2021/22 = 1,678 (Guildford = 1,025 and Waverley = 653).			

COM5	Number of Care and Repair jobs completed	**Lead Councillor:** Julia McShane
		Service Area: Community Services
		Service Lead: Samantha Hutchison



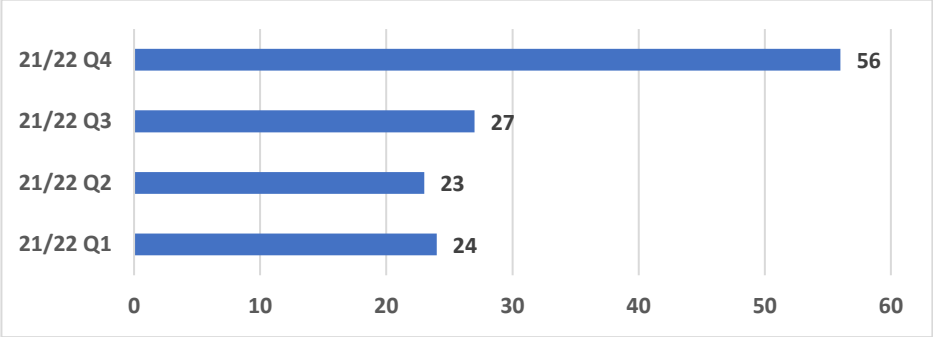
Preferred direction of travel: ↑

This quarter: ■

Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	45 projects: 35 Guildford 10 Waverley	54 projects: 41 Guildford 13 Waverley	62 projects: 42 Guildford 20 Waverley	59 projects: 29 Guildford 30 Waverley
Description:	Private sector only, includes Waverley jobs.			
Comments:	**2021/22 – Quarter 4:** Although there is a slight reduction in the number of projects completed, workflow has remained consistent, which is due to the size and complexity of the jobs, which can vary from a small adaptation to an extension.			

COM6	Number of public sector adaptations completed	Lead Councillor: Julia McShane
		Service Area: Environment & Regulatory
		Service Lead: Justine Fuller



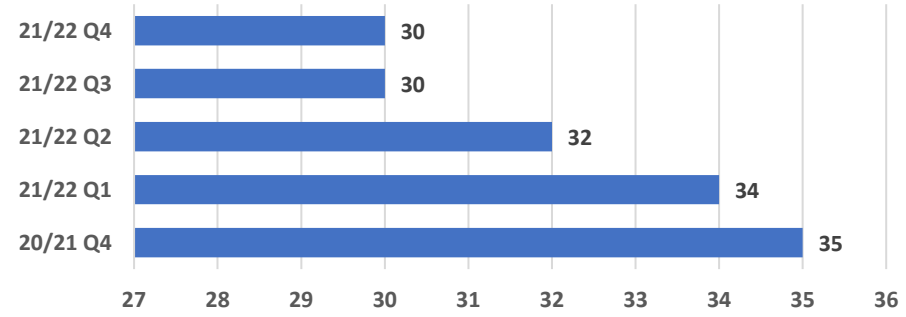
Preferred direction of travel: ↑

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
-	24	23	27	56
Description:	Number of public sector adaptations completed. Public sector only, includes Waverley jobs.			
Comments:	None.			

COM7	Number of households living in temporary accommodation	Lead Councillor: Julia McShane
		Service Area: Housing
		Service Lead: Matt Gough



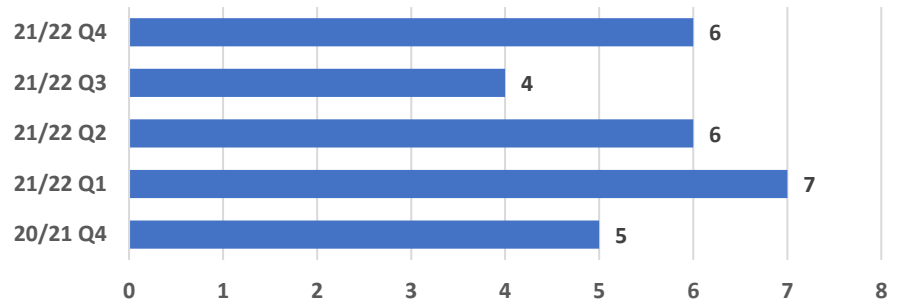
Preferred direction of travel: ↓

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
35	34	32	30	30
Description:	Number of households in temporary accommodation at the end of the quarter. These are only the households who are accommodated following an acceptance of a homelessness duty. Other households may be placed in temporary accommodation without us accepting a duty, but by using our prevention powers.			
Comments:	None.			

COM8 Snapshot of rough sleepers	**Lead Councillor:** Julia McShane
	Service Area: Housing
	Service Lead: Matt Gough



Target: Less than 5
[target for 2020/21 was <10]

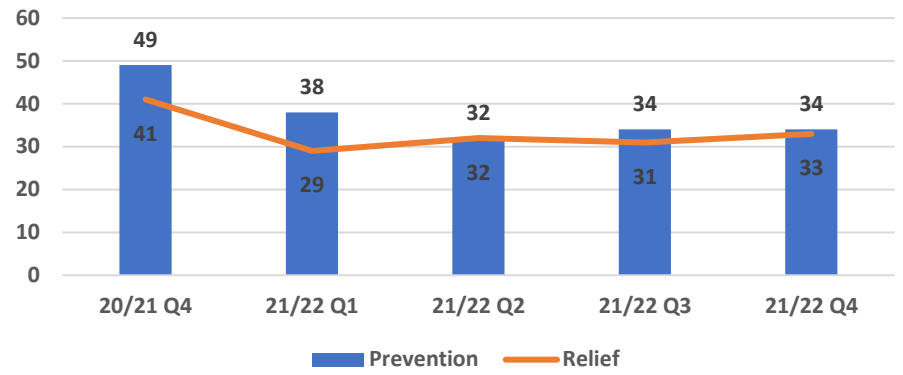
This quarter: ✗

Last quarter: ✓

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
5	7	6	4	6

Description:	These figures are intelligence-based estimates relating to a specified date each quarter. HOST collate information based on their caseload, rough sleeper outreach and multi-agency feedback received.
Comments:	**2021/22 - Quarter 4**: This indicator gives the number of people who are rough sleeping within the Borough. The Council works with partner agencies to support people to get off the streets however, new households continue to arrive having become homeless in other areas where the Council is unable to act to prevent this. Rough sleepers are now from outside the area and not Guildford. This has been reported to the Department for Levelling Up, Housing and Communities who have provided funding to help resolve this issue.
Action Taken to Improve Performance:	We provide support and advice to all rough sleepers irrelevant of where they became homeless, to help them end their homelessness. There are limited options for the Council to prevent these households from rough sleeping but (supported by additional Government funding) we provide assistance to reduce this number.

COM9	Number of successful homelessness outcomes	**Lead Councillor:** Julia McShane
		Service Area: Housing
		Service Lead: Matt Gough



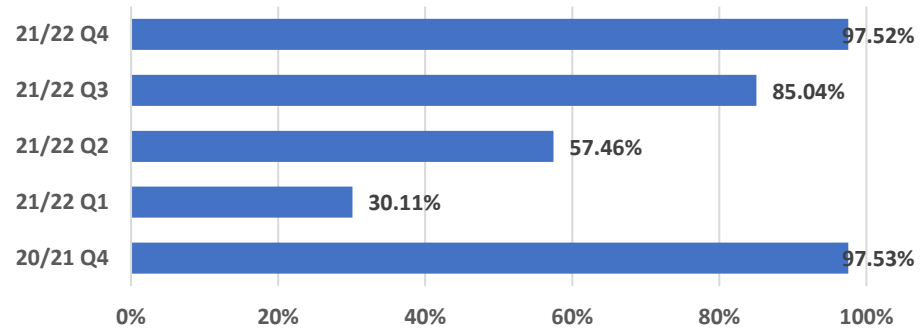
Target: Higher prevention to relief

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
49/41	38/29	32/32	34/31 (subject to DLUHC confirmation)	34/33 (subject to DLUHC confirmation)
Description:	Successful prevention/ relief case outcomes.			
Comments:	**2021/22 – Quarter 4:** This number includes data from a range of sources and organisations. This is a national indicator, and we are currently awaiting confirmation from DLUHC although we do not expect the data to be changed.			

COM10	Council tax collected (%)	**Lead Councillor:** Tim Anderson
		Service Area: Housing (Revenue & Benefits)
		Service Lead: Matt Gough



Target: 99% for the year

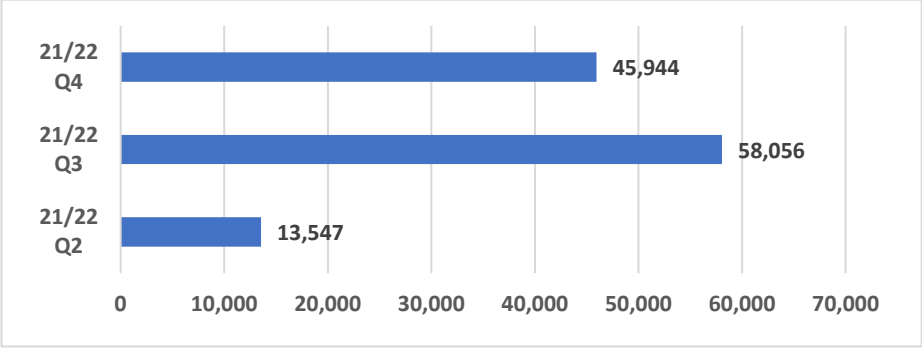
This quarter: ■

Last quarter: ☑

2020/21		2021/22		
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
97.53%	30.11%	57.46%	85.04%	97.52%
Description:	Percentage calculated, as a cumulative year-to-date figure, from the total of council tax payments received compared to the total amounts payable in that year.			
Comments:	**2021/22 – Quarter 4:** Council Tax collection rates continue to be affected by the pandemic and the resourcing issues in the Service Delivery Case Team. At Q3 we anticipated an outturn of 97% and this has been achieved. It is essentially the same as Q4 2020.			

NOTE: PI Ref: COM11 is now vacant as the PI for the Number of Planning Applications has been re-numbered and moved to COU14 so that the figures can be considered alongside other planning related PIs COU10-COU13 for Place Services.

COM12 Total attendance at G Live	**Lead Councillor:** James Steel
	Service Area: Culture, Heritage & Leisure
	Service Lead: Jonathan Sewell



Target: 230,000 per year

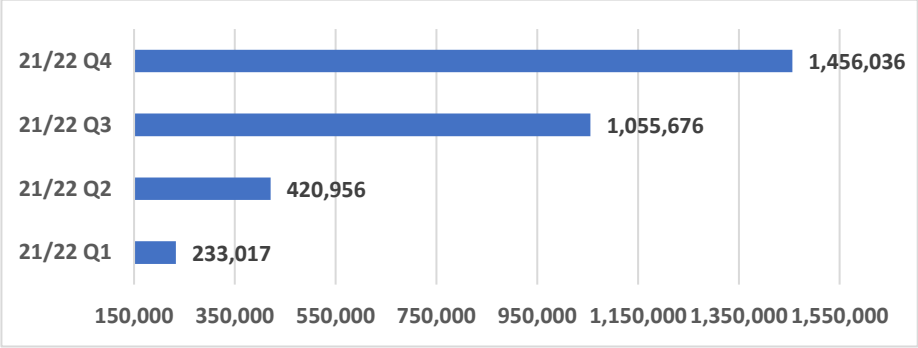
This quarter:

Last quarter:

2020/21			2021/22	
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	-	13,547	58,056	45,944

Description:	Ticket sales plus estimates of other events. Data provided from HQ Theatres. HQ Theatres data collection is approximately 2 months behind.
Comments:	**2021/22 – Quarter 4:** Following the covid pandemic, 2021/22 has been a recovery year for entertainment venues and the target of 230,000 ticket sales per year was set prior to that and therefore it has not been possible to meet the target for 2021/22. It is however anticipated that this can be achieved again from 2022/23.
Action Taken to Improve Performance:	HQ Theatres fully expect the target attendances to be achieved and we are expecting a business case to be submitted for an enhanced catering offer at the site which will further support the programme as the impact of the pandemic recedes.

COM13	Total visits to sports and leisure venues (Spectrum, Lido, Ash Manor)	**Lead Councillor:** James Steel
		Service Area: Culture, Heritage & Leisure
		Service Lead: Jonathan Sewell



Target: **Spectrum - 1.7m visits per year; Lido and Ash Manor – 80,000 visits per year per venue**

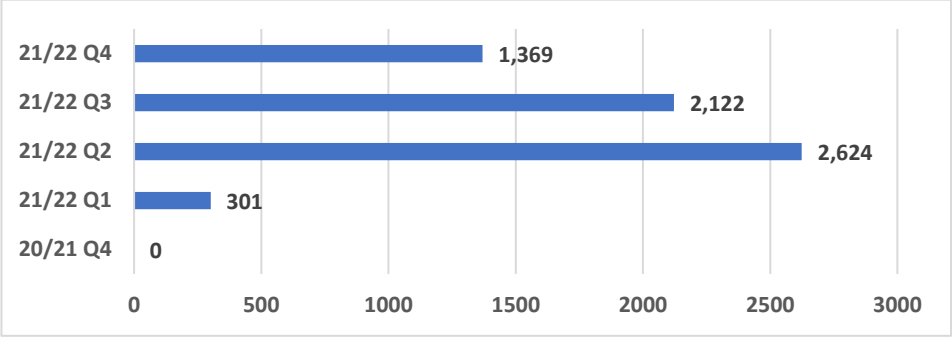
This quarter: ☒

Last quarter: ☑

2020/21		2021/22		
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	233,017	420,956	1,055,676	1,456,036

Description:	Ticket sales plus estimates of other events (includes door counters and booking sources). Data provided from Freedom Leisure. Freedom Leisure data collection is around 2 months behind.
Comments:	**2021/22 – Quarter 4:** The targets are based on pre-pandemic levels but provide an indication. The annual targets have not been achieved in Q4, but it is anticipated that they can be achieved in 2022/23. The Lido had a good summer season, but Spectrum and Ash Manor have been struggling particularly with the return of direct debit members to the gym and classes. The covid restrictions reduced capacity through a large portion of the year at the indoor venues. From Q1 of 2022/23 we will split attendances for each venue to give a clearer reflection of attendances throughout the year.
Action Taken to Improve Performance:	Freedom Leisure have purchased new gym equipment at Ash Manor, have refurbished the former creche and studio space at Spectrum to create a Wellbeing area for classes and spinning, have installed a new outdoor exercise area in the former creche garden and are looking to purchase new gym equipment for Guildford Spectrum. These measures will give the facilities the best chance of returning to their former target performance numbers.

COM14 Total visits to heritage venues	**Lead Councillor:** John Redpath
	Service Area: Culture, Heritage & Leisure
	Service Lead: Jonathan Sewell



Target: 148,000 per year

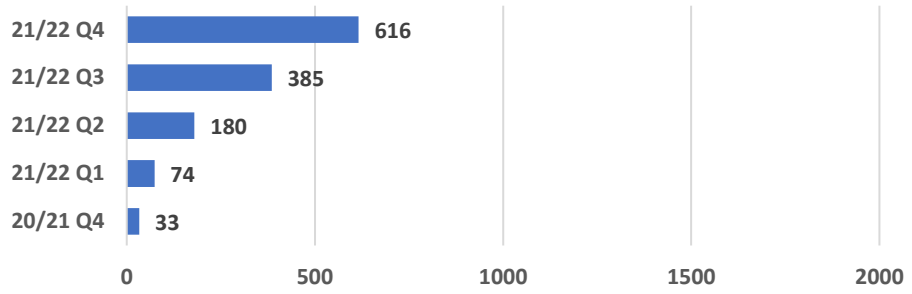
This quarter: ☒

Last quarter: ☒

2020/21		2021/22		
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
0	301	2,624	2,122	1,369

Description:	Total visits to heritage venues including the Castle, Guildford House Gallery, the Museum and the Guildhall. Data is collected through visitor and door counters at Guildford House Gallery, Museum, Castle and the Guildhall.
Comments:	**2021/22 - Quarter 4:** This target was based on pre-pandemic levels and will be missed, we are currently monitoring the direction of travel and it is hoped that attendances will increase during 2022/23, subject to a review of the Heritage Service.
Action Taken to Improve Performance:	The heritage service is under review at present and will include the promotion and marketing of events. It will also address the resource issues associated with some of the heritage venues such as the Guildhall. Significant maintenance works will have been completed particularly at Guildford House Gallery facilitating more community visits to the venue.

COM15	Total number of attendances at events, engagements and outreach sessions delivered by Heritage Services	**Lead Councillor:** John Redpath **Service Area:** Culture, Heritage & Leisure **Service Lead:** Jonathan Sewell



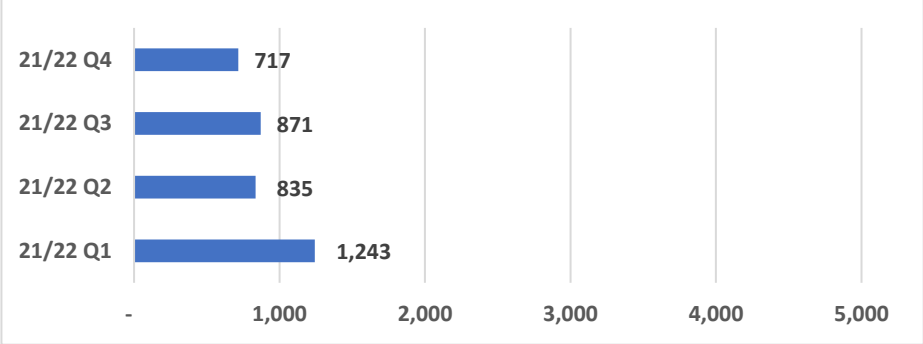
Target: 2,000 per year

This quarter: ✗

Last quarter: ✓

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
33	74	180	385	616
Description:	Attendances are recorded by facilitators or through bookings and include virtual attendance. This includes events etc. arranged by Heritage Services ***only*** as part of their programme. It does not include commercial lets and hires or corporate events. The stats do not include web hits and visits to our on-line exhibitions and other on-line activity etc, but does also include bookable events (e.g. History of Guildford and Coffee Time Talks) but also drop in outreach and Victorian Schoolroom/Playroom experience.			
Comments:	**2021/22 - Quarter 4:** This target was based on pre-pandemic levels and has not been met in Q4. We are currently monitoring the direction of travel and it is hoped that attendances will increase once again during 2022/23. In addition, attendance figures for Q3 have retrospectively been amended to include attendance at the Victorian Schoolroom/Playroom experience.			
Action Taken to Improve Performance:	The heritage service is under review at present and will include the promotion and marketing of events. It will also address the resource issues associated with some of the heritage venues such as the Guildhall.			

COM16	Number of bookings of sports pitches and courts	**Lead Councillor:** James Steel **Service Area:** Customer and Case **Service Lead:** Nicola Haymes



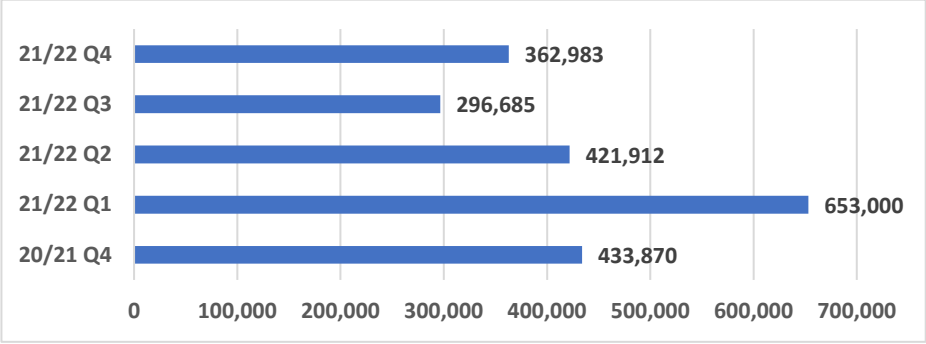
Target: 3,300 per year

This quarter: ✓

Last quarter: ✓

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	1,243	835	871	717
Description:	Data collated from pitch/ court booking system. Excludes tennis court bookings at Stoke Park Gardens (these have been contracted out).			
Comments:	None.			

COM17	Total visitor numbers to parks and countryside sites	**Lead Councillor:** James Steel
		Service Area: Culture, Heritage & Leisure
		Service Lead: Jonathan Sewell



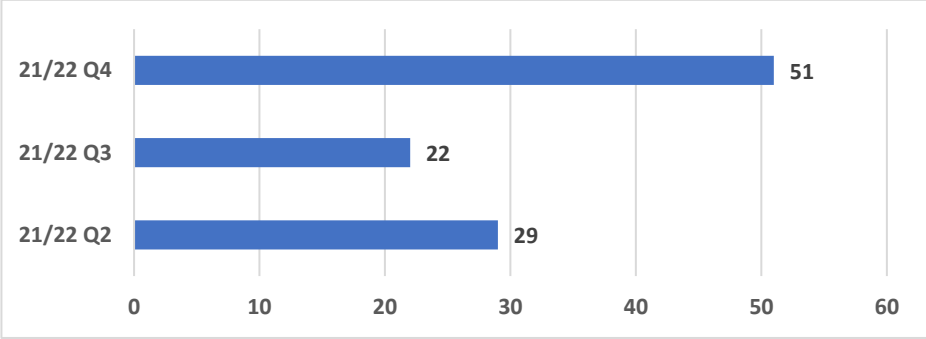
Target: 945,000 per year

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
433,870	653,000	421,912	296,685	362,983
Description:	Based on counters at Stoke Park Gardens and Castle Grounds and the SANG sites of Chantry Wood and Riverside Nature Reserve. It is not a true reflection of total visitor numbers to all our sites.			
Comments:	**2021/22 – Quarter 4:** The figures for 2021/22 have been revised and are based on the number of visitors in and out of the sites.			

COM18	Number of visitors to Thrive at the Hive	**Lead Councillor:** Julia McShane
		Service Area: Community Services
		Service Lead: Sam Hutchison



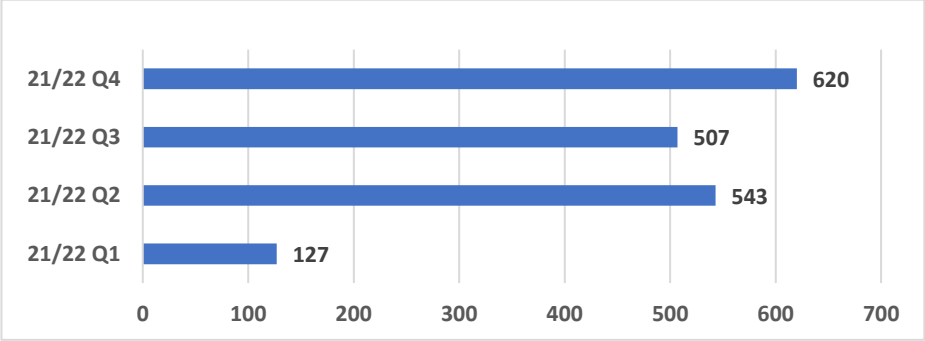
Target: Data only

This quarter: ⓘ

Last quarter: ⓘ

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
n/a	n/a	29	22	51
Description:	This is a new PI from Quarter 2 of 2021/22			
Comments:	None.			

COM19	Number of visitors to the Community Fridge	**Lead Councillor:** Julia McShane
		Service Area: Community Services
		Service Lead: Sam Hutchison



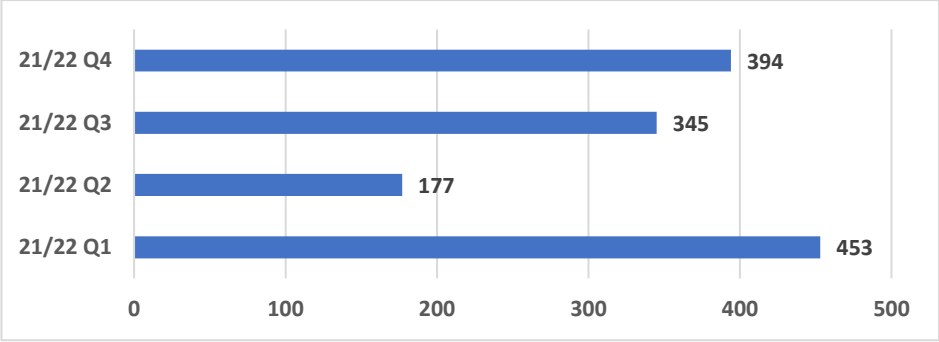
Target: Data only

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
n/a	127	543	507	620
Description:	This is a new PI for 2021/22			
Comments:	None.			

COM20	Number of attendees at Playranger Sessions	**Lead Councillor:** Julia McShane
		Service Area: Community Services
		Service Lead: Sam Hutchison



Target: Data only

This quarter:

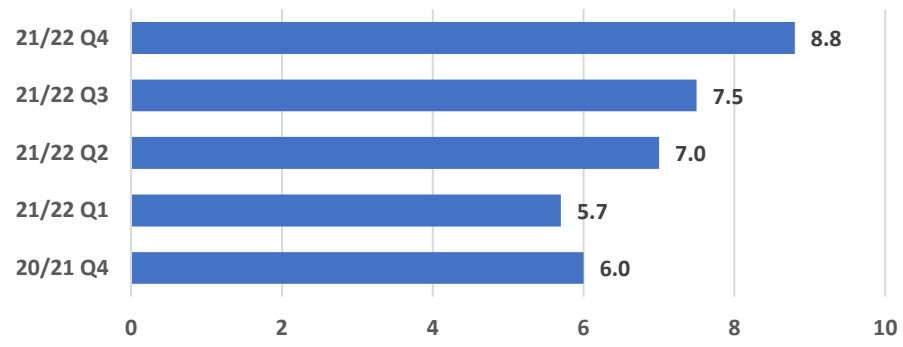
Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
n/a	453	177	345	394
Description:	This is a new PI for 2021/22			
Comments:	None.			

5.4 Council

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

COU1 Staff sickness absence - all sickness	**Lead Councillor:** Julia McShane **Service Area:** HR **Service Lead:** Francesca Chapman



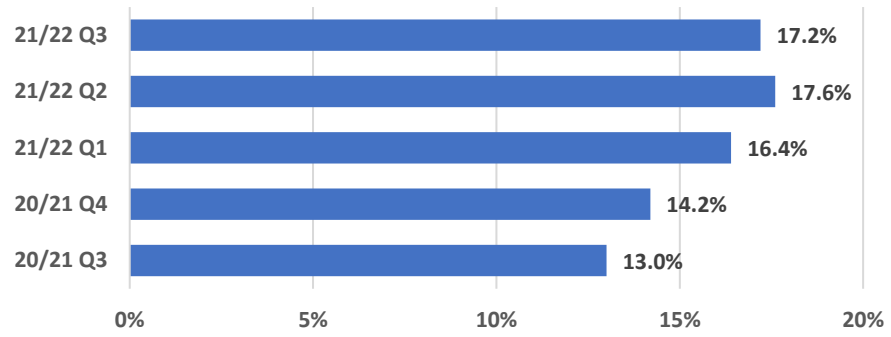
Target: Less than / equal to 8 days

This quarter: ✗

Last quarter: ✓

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
6 days	5.7 days	7.0 days	7.5 days	8.8 days
Description:	Rolling year to date number of working days/ shifts lost due to sickness absence. This is calculated by the number of long- and short-term sickness absence days divided by the number of full-time equivalent staff.			
Comments:	**2021/22 – Quarter 4:** The national public sector figure is 3.0% and our absence level equates to 3.3%. In the last year COVID-19 has led to additional sickness absence and the ending of measures such as social distancing, shielding, self-isolation and full homeworking have resulted in an increase in illness across both operational and office-based staff.			
Action Taken to Improve Performance:	To continue monitoring absence levels and check that these are broadly reflective of the national local government sickness absence levels (they are) and increase the target as this was artificially low during Covid as a result of homeworking and isolation.			

COU2 Staff turnover	**Lead Councillor:** Julia McShane **Service Area:** HR **Service Lead:** Francesca Chapman



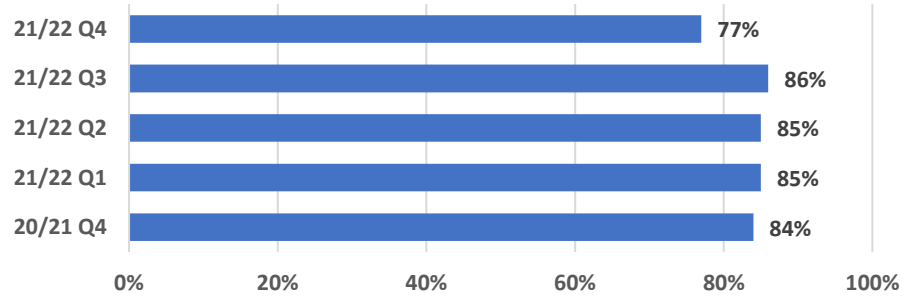
Target: 15%

This quarter: ✗

Last quarter: ✗

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
14.2%	16.4%	17.6%	17.2%	16.2%
Description:	This is a rolling year-to-date figure calculated from the total number of staff leaving (voluntarily and non-voluntary) as a percentage of total staff in post.			
Comments:	**2021/22 – Quarter 4:** The staff turnover figure reflects the restructuring activity through the Future Guildford programme in the last year resulting in redundancies. The voluntary resignation turnover figure is 11% which compares well to the national public sector average of 12%.			
Action Taken to Improve Performance:	Section 1.4 of this report provides an update on actions being taken.			

COU3 Council suppliers paid within 30 days	**Lead Councillor:** Tim Anderson **Service Area:** Customer and Case **Service Lead:** Nicola Haymes



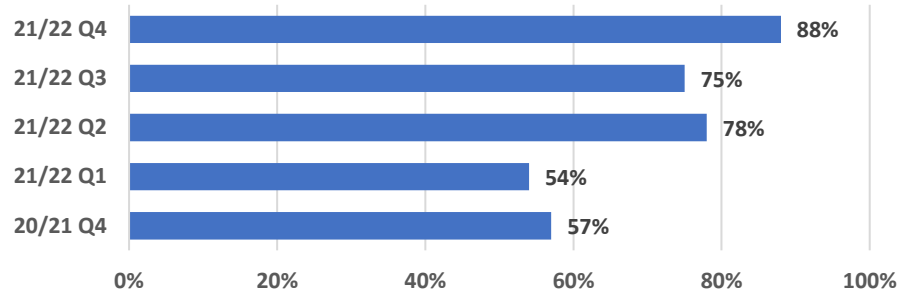
Target: 90%

This quarter: ✗

Last quarter: ✗

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
84%	85%	85%	86%	77%
Description:	Percentage of Council suppliers paid within 30 days.			
Comments:	**2021/22 – Quarter 4:** The percentage paid has decreased, however much of this is likely to be because of invoices from earlier in the year being sent in late/or being missed by suppliers as part of year end processes. As a result, they will be immediately past their 30-day payment terms due to the dates on them, but the council would not have been able to meet these as they were not previously received. This is common at the end of financial year.			
Action Taken to Improve Performance:	We will continue to work closely with services and suppliers to ensure that processes related to invoices are being adhered to and being sent to us in a timely manner.			

COU4	Council sundry debt invoices collected within 30 days	**Lead Councillor:** Tim Anderson
		Service Area: Customer and Case Services
		Service Lead: Nicola Haymes



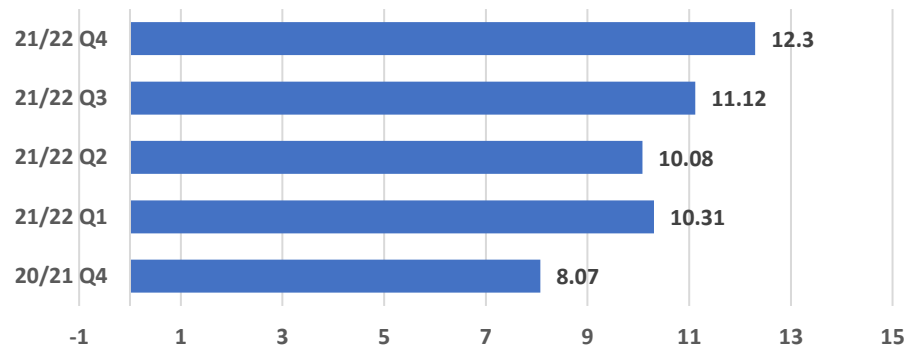
Target: 90%

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
57%	54%	78%	75%	88%
Description:	Percentage of debt owed to the Council collected within 30 days.			
Comments:	**2021/22 - Quarter 4:** Although still slightly under target there has been a significant increase towards the target.			

COU5	Time taken to assess new Housing Benefit claims	**Lead Councillor:** Julia McShane **Service Area:** Housing (Revenue & Benefits) **Service Lead:** Matt Gough



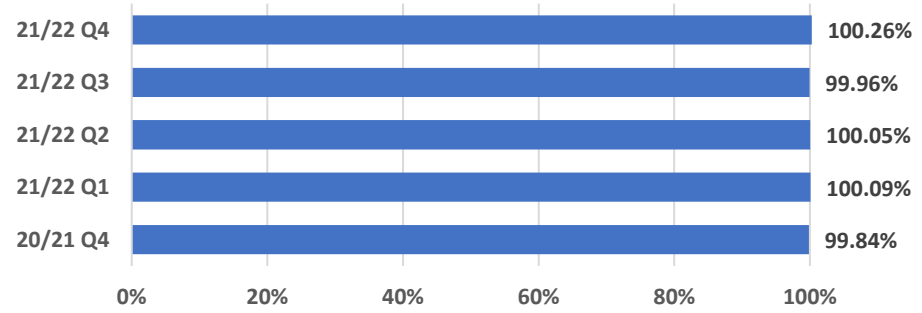
Target: Less than/ equal to 8 days

This quarter: ✗

Last quarter: ✗

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
8.07 days	10.31 days	10.08 days	11.12 days	12.3 days
Description:	Days taken to process new Housing Benefit claims.			
Comments:	**2021/22 - Quarter 4:** This indicator measures the overall time for the assessment to be made, it is not from the time from receipt of a completed application, and in most cases will reflect the time provided to an applicant to provide the relevant information. This team has also dealt with the work generated by the Government's announcement to end the additional £20 Universal Credit and Working Tax Credit entitlements, this work is reducing, and it is hoped that workloads will improve which with action on the resource issues will result in a reduction in timescales. Resourcing of the Service Delivery Case Team is still being addressed. Despite advertising vacancies recruitment has not been successful. This has resulted in an increase in the time taken to assess new claims.			
Action Taken to Improve Performance:	The work related to Universal Credit and Working Tax Credit is reducing and it is hoped that workloads will improve. Continued action is being taken to address resource issues and recruitment.			

COU6	Rent collection rate – percentage of rent collected in year	**Lead Councillor:** Tim Anderson **Service Area:** Housing **Service Lead:** Matt Gough



Target: 99%

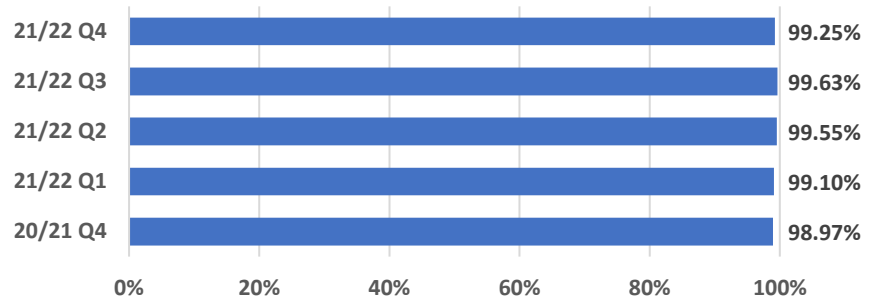
This quarter: ✓

Last quarter: ✓

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
99.84%	100.09%	100.05%	99.96%	100.26%
Description:	Percentage of council house rent collected in year.			
Comments:	None.			

COU7	**Lead Councillor:** Tim Anderson

Rent collection rate – percentage of rent collected in year, plus arrears brought forward	**Service Area:** Housing **Service Lead:** Matt Gough



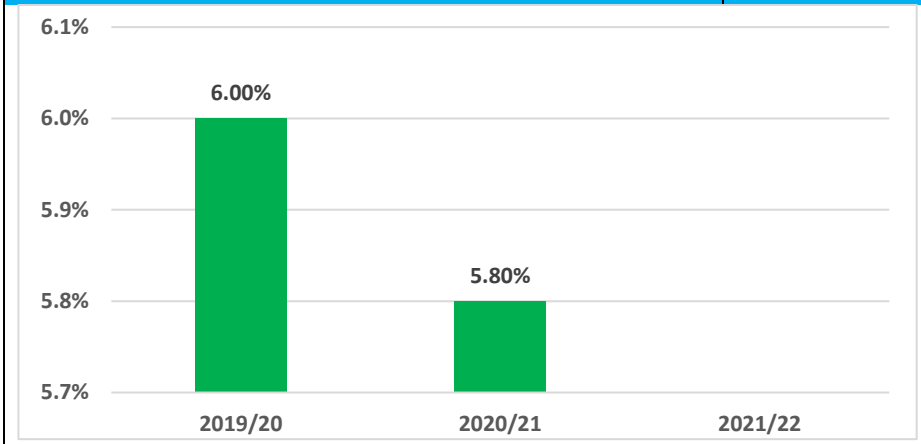
Target: 98.5%

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
98.97%	99.10%	99.55%	99.63%	99.25%
Description:	Percentage of council house rent collected in year including arrears brought forward.			
Comments:	None.			

COU8	Financial return on commercial property investments	**Lead Councillor:** Tim Anderson **Service Area:** Asset Management **Service Lead:** Marieke van der Reijden



Target: 5%

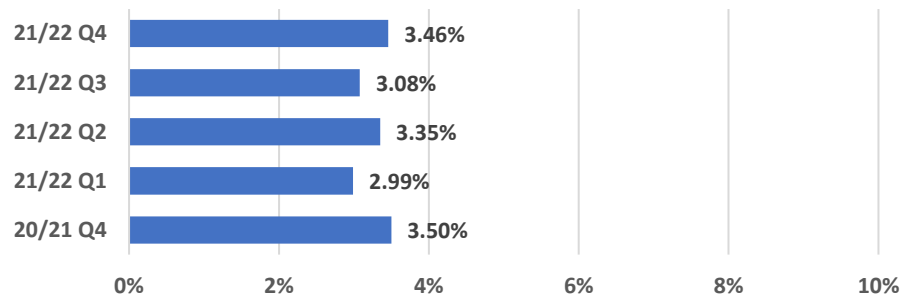
2021/22: ■

2020/21: ☑

2019/20: ☑

2019/20	2020/21	2021/22
6%	5.8%	Data to be provided in Q2
Description:	Data provided by Asset Management.	
Comments:	Annually reported in Q2 for previous year, only available when Finance have closed the accounts	

COU9	Vacancy rates of commercial property investments	**Lead Councillor:** Tim Anderson **Service Area:** Asset Management **Service Lead:** Marieke van der Reijden



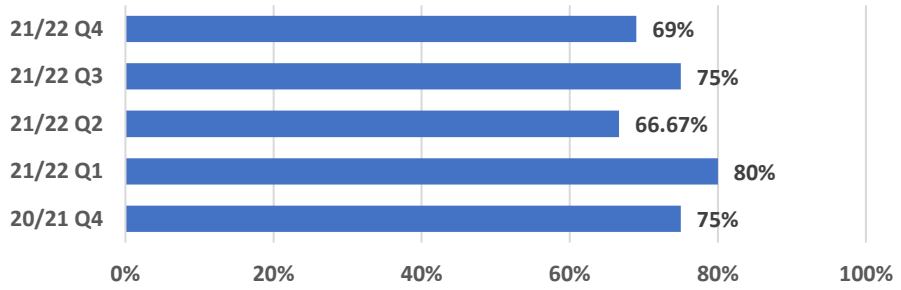
Target: Less than 5%

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
3.50%	2.99%	3.35%	3.08%	3.46%
Description:	Percentage vacancy rates based on days per property, excluding intentional voids. Incorporating the number of properties, potential and actual vacant days.			
Comments:	None.			

COU10	Speed of determining planning applications for major development (%)	**Lead Councillor:** Tom Hunt **Service Area:** Place Services **Service Lead:** Dan Ledger



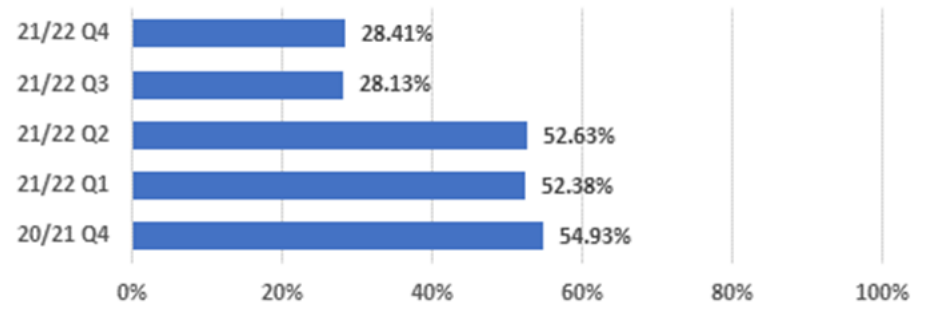
Target: 60%

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
75%	80%	66.67%	75%	69%
Description:	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 13 weeks.			
Comments:	None.			

COU11	Speed of determining planning applications for minor development (%)	**Lead Councillor:** Tom Hunt
		Service Area: Place Services
		Service Lead: Dan Ledger



Target: 70%

This quarter: ☒

Last quarter: ☒

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
54.93%	52.38%	52.63%	28.13%	28.41%

Description: Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks.

Comments:

2021/22 – Quarter 4:
During the pandemic, due to a combination of factors there has been a significant drop in performance in respect of the determination of planning applications. This has coincided with a marked increase in the number of planning applications being received and as a result there is a considerable backlog of applications to be dealt with. It is therefore considered that at the present time this target does not offer any meaningful measure of performance. This PI has seen a steady decline since Q4 of 2020/21 although it is noted that in Q4 2021/22 figures had stabilised.

Action Taken to Improve Performance:

Measures are being put in place to address both the quantum of output and the performance however, it is recognised this is unlikely to be a 'quick fix'. It is proposed that setting stepped quarterly targets will provide officers with a measurable approach to planning a pathway back to a 'business as usual' performance level.

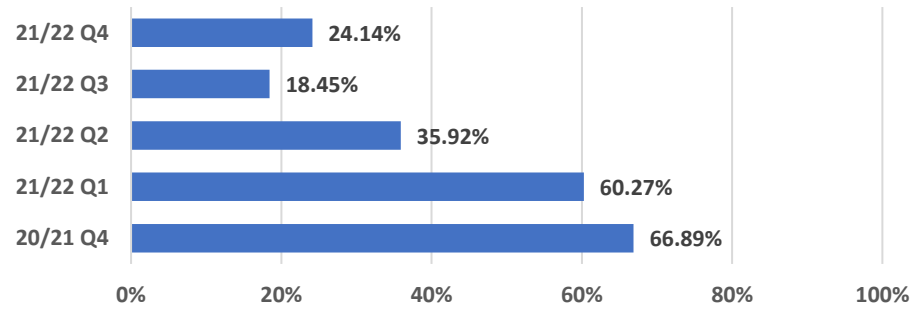
The existing target exceeds national performance target as it was increased pre-pandemic to reflect earlier high performance. The aim of the stepped approach is to return performance to national target levels no later than Q4 of 2022/23.

Performance over the first two quarters is expected to experience downward pressure due to the need to clear a high volume of older applications during this period. Whilst it is anticipated extensions of time can be used in some cases it is unrealistic to expect these to be secured for all such applications. However, it is hoped that as we move through this backlog that a more accelerated improvement will occur.

The following targets are more likely to be achieved in 2022/23 but performance will be monitored each quarter and if there is evidence that these targets are on track, we will adjust the approach accordingly to ensure these remain meaningful in guiding our approach.

Q1	Q2	Q3	Q4
35% within 8 weeks or agreed Extension of Time	45%	55%	60%

COU12	Speed of determining planning applications for other development (%)	**Lead Councillor:** Tom Hunt **Service Area:** Place Services **Service Lead:** Dan Ledger



Target: 85%

This quarter: ☒

Last quarter: ☒

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
66.89%	60.27%	35.92%	18.45%	24.14%

Description: Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks.

Comments:

2021/22 – Quarter 4:
During the pandemic, due to a combination of factors there has been a significant drop in performance in respect of the determination of planning applications. This has coincided with a marked increase in the number of planning applications being received and as a result there is a considerable backlog of applications to be dealt with. It is therefore considered that at the present time this target does not offer any meaningful measure of performance. This PI has seen a steady decline since Q4 of 2020/21 although it is noted that in Q4 2021/22 figures had stabilised.

Action Taken to Improve Performance:

Measures are being put in place to address both the quantum of output and the performance; however, it is recognised this is unlikely to be a 'quick fix'. It is proposed that setting stepped quarterly targets will provide officers with a measurable approach to planning a pathway back to a 'business as usual' performance level.

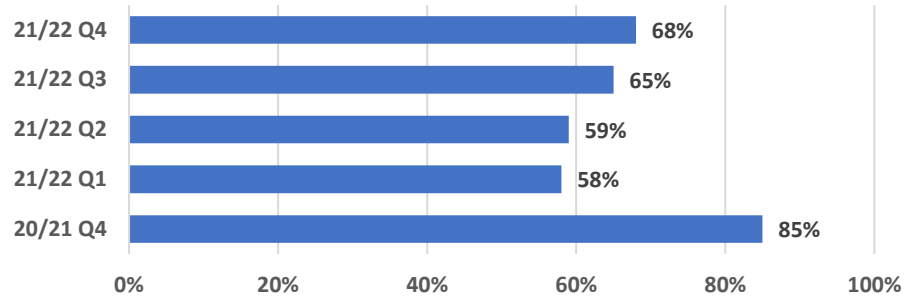
The existing target exceeds national performance target as it was increased pre-pandemic to reflect earlier high performance. The aim of the stepped approach is to return performance to national target levels no later than Q4 of 2022/23.

Performance over the first two quarters is expected to experience downward pressure due to the need to clear a high volume of older applications during this period. Whilst it is anticipated extensions of time can be used in some cases it is unrealistic to expect these to be secured for all such applications. However, it is hoped that as we move through this backlog that a more accelerated improvement will occur.

The following targets are more likely to be achieved in 2022/23 but performance will be monitored each quarter and if there is evidence that these targets are on track, we will adjust the approach accordingly to ensure these remain meaningful in guiding our approach.

Q1	Q2	Q3	Q4
35% within 8 weeks or agreed Extension of Time	45%	65%	80%

COU13	Appeals dismissed against the Council's refusal of planning permission (%)	**Lead Councillor:** Tom Hunt **Service Area:** Place Services **Service Lead:** Dan Ledger



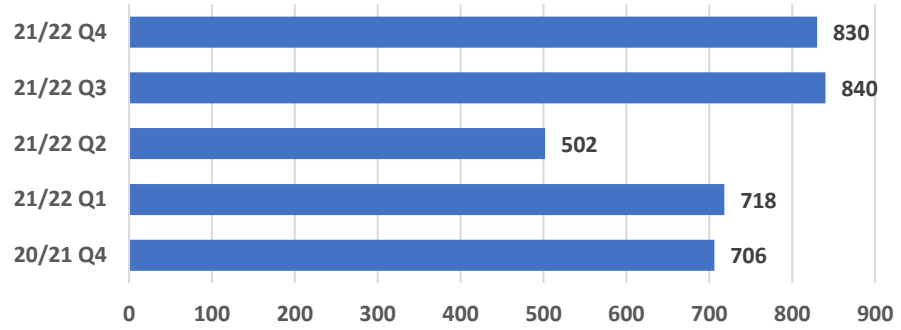
Data only: no target

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
85%	58%	59%	65%	68%
Description:	Percentage of appeals dismissed where the Council has refused planning permission. This is a cumulative figure for the year.			
Comments:	None.			

COU14	Number of planning applications	**Lead Councillor:** Tom Hunt **Service Area:** Place Services **Service Lead:** Dan Ledger



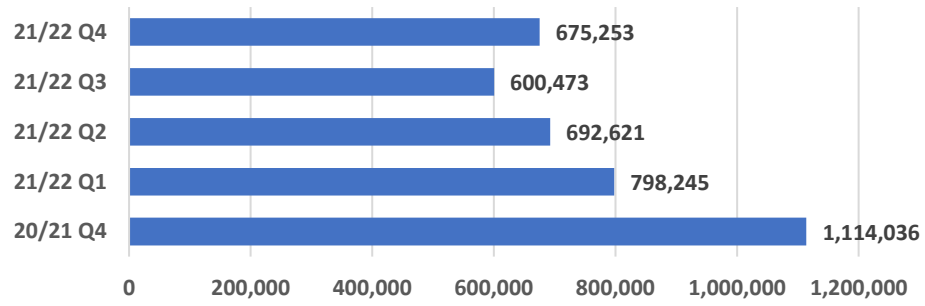
Data only: no target

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
706	718	502	840	830
Description:	Relates to number of planning applications validated during this period.			
Comments:	None.			

COU15	Number of web page views	**Lead Councillor:** John Redpath
		Service Area: Customer and Case
		Service Lead: Nicola Haymes



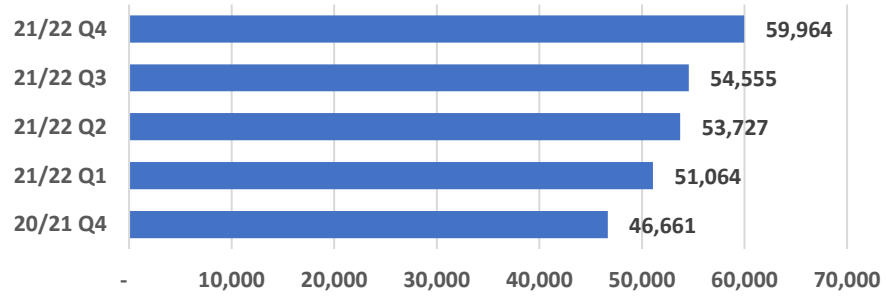
Preferred direction of travel: ↑

This quarter: ☑

Last quarter: ☒

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
1,114,036	798,245	692,621	606,473	675,253
Description:	Total number of web page views.			
Comments:	None.			

COU16	Total number of social media followers	**Lead Councillor:** Tim Anderson
		Service Area: Strategy & Communications
		Service Lead: Steve Benbough



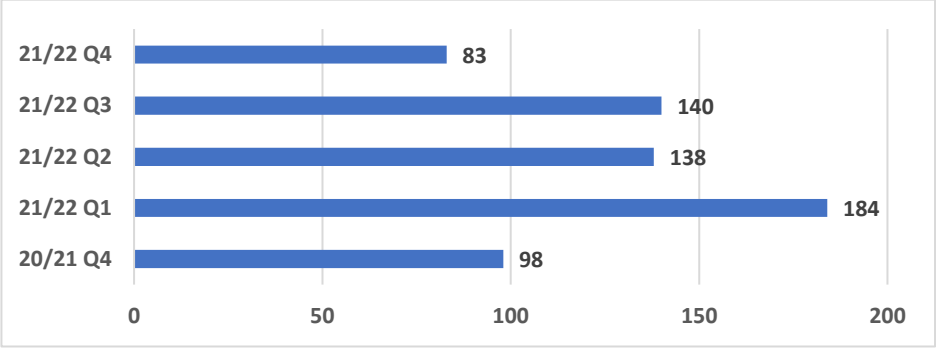
Preferred direction of travel: ↑

This quarter: ☑

Last quarter: ☑

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
46,661	51,064	53,727	54,555	59,964
Description:	Total number of social media followers across all platforms.			
Comments:	None.			

COU17	Number of customer complaints received	Lead Councillor: John Redpath Service Area: Customer and Case Service Lead: Nicola Haymes



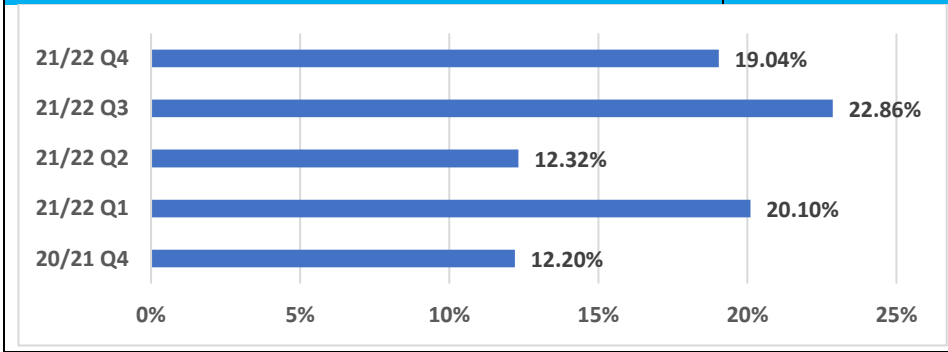
Preferred direction of travel:

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
98	184	138	140	83
Description:	This includes complaints received through our formal complaints system (currently eCase). It excludes general enquiries received through the complaints system and specific enquiries which already have remedial action in place e.g. missed bin collections. All complaints are dealt with inside of 10 working days (as per our complaints process) unless an extended deadline has been given to the complainant.			
Comments:	None.			

COU18	Percentage of customer complaints upheld	Lead Councillor: John Redpath Service Area: Customer and Case Service Lead: Nicola Haymes



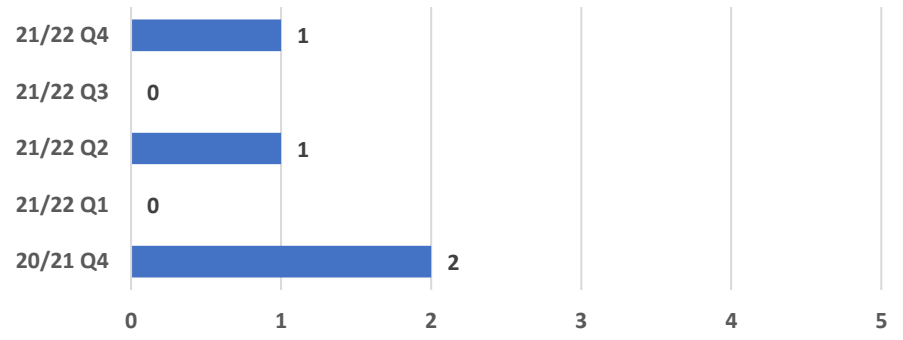
Target: less than or equal to 20%

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
12.20%	20.10%	12.32%	22.86%	19.04%
Description:	The data relates to the complaints upheld in each quarter; it does not include partially upheld complaints.			
Comments:	None.			

COU19	Number of Ombudsman complaints upheld	**Lead Councillor:** John Redpath **Service Area:** Strategy & Communications **Service Lead:** Steve Benbough



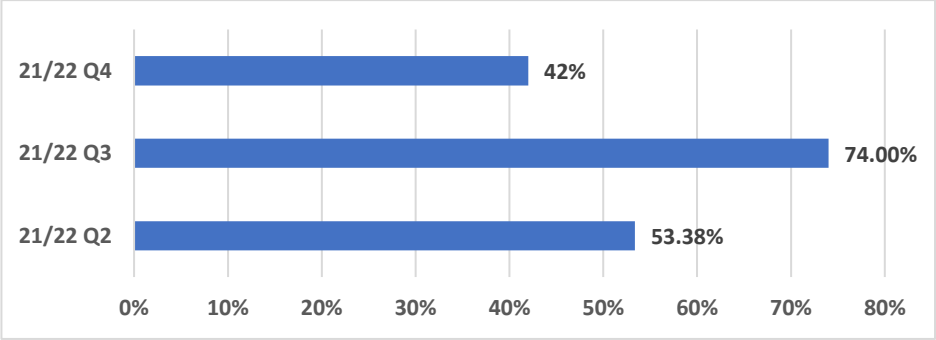
Preferred direction of travel:

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
2	0	1	0	1
Description:	Number of Ombudsman complaints upheld. This is a new PI for 2021/22 but data has been provided for 2020/21 for comparison /information purposes.			
Comments:	**2021/22 – Quarter 4:** There were 4 decisions in this quarter. The upheld complaint related to a high hedge complaint.			
Action Taken to Improve Performance:	The service has implemented an action plan to bring about improvements in the way they handle high hedge complaints in the future, including faster issuing of their decisions on such cases and regularly updating interested parties.			

COU20	Enquiries resolved at first contact	**Lead Councillor:** John Redpath **Service Area:** Customer and Case **Service Lead:** Nicola Haymes



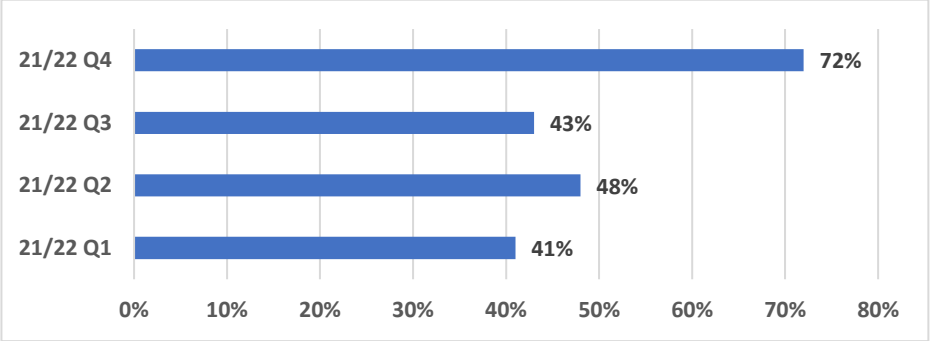
Target: 50%

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	-	53.38%	74%	42%
Description:	Enquiries resolved at first contact.			
Comments and:	**2021/22 – Quarter 4:** The customer service team have worked hard to improve our response times to online enquiries and wherever possible resolve at the first point of contact. In Q4 this has been more difficult to achieve with higher numbers of more complex enquiries that need case or specialist input and services with backlogs generating enquiries chasing overdue applications. The chasing enquiries need to be checked with specialists and cannot always be resolved by the customer services team. Planning has a high volume of these enquiries.			
Action Taken to Improve Performance:	We are working closely with services to improve knowledge with the customer service team through training to allow us to answer as many queries at first point as possible.			

COU21	Transactions through digital channels	**Lead Councillor:** John Redpath **Service Area:** Customer and Case **Service Lead:** Nicola Haymes



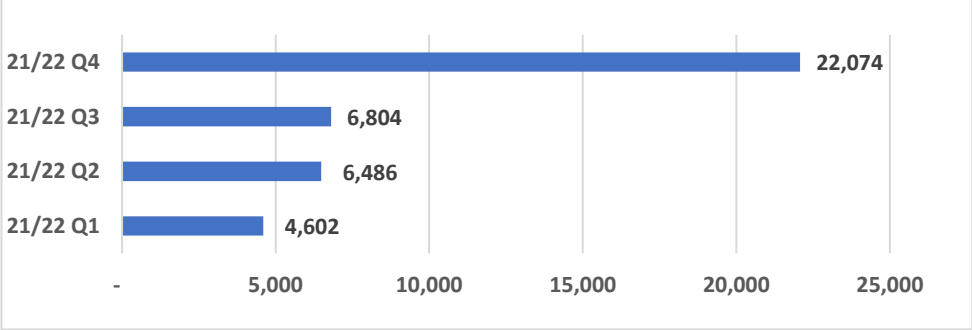
Target: 75%

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	41%	48%	43%	72%
Description:	Transactions through digital channels.			
Comments:	**2021/22 – Quarter 4**: There was a significant increase during this quarter due to garden waste renewals and council tax annual billing taking place.			

COU22	Number of online customer accounts	**Lead Councillor:** John Redpath **Service Area:** Customer and Case **Service Lead:** Nicola Haymes



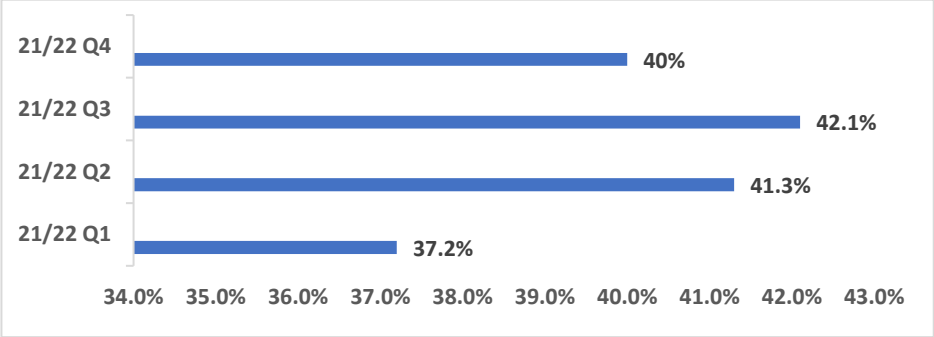
Target: 10,000 within one year

This quarter:

Last quarter:

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	4,602	6,486	6,804	22,074
Description:	Number of online customer accounts.			
Comments:	**2021/22 - Quarter 4:** Significant increase due to online garden waste renewals and an increase in online council tax accounts following the announcement of the £150 rebate and annual billing. Cumulative total = 39,966.			

COU23	Satisfaction with online services	**Lead Councillor:** John Redpath **Service Area:** Customer and Case **Service Lead:** Nicola Haymes



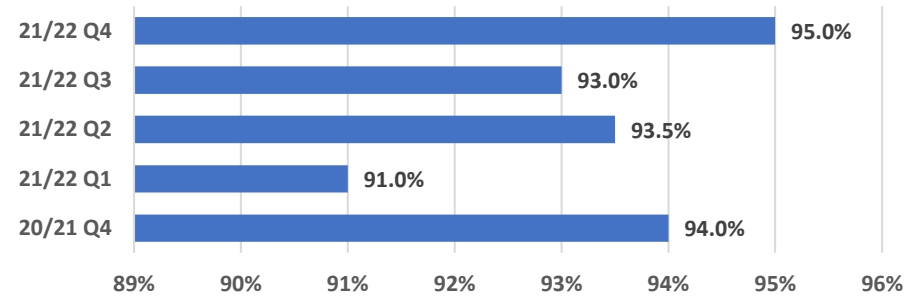
Target: 70%

This quarter: ✗

Last quarter: ✗

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
-	37.2%	41.3%	42.1%	40%
Description:	Satisfaction with online services.			
Comments:	**2021/22 – Quarter 4:** This statistic is an average % based on everyone who has responded. There are 4 questions on the survey that have a 1-10 score, so we calculate each person's % and then take the average of everyone who has responded. This measure is still not reflective of overall customer satisfaction. It captures very few of our total customer transactions (previously noted).			
Action Taken to Improve Performance:	We will be working with our system supplier to identify alternative more accurate ways of capturing customer feedback for the next financial year.			

COU24	Percentage of Freedom of Information and Environmental Information Regulation requests responded to within statutory timeframes	**Lead Councillor:** Joss Bigmore **Service Area:** Strategy & Communications **Service Lead:** Steve Benbough



Target: 90%

This quarter: ✓

Last quarter: ✓

2020/21	2021/22			
Quarter 4	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**
94%	91%	93.5%	93%	95%
Description:	Percentage of FOI/ EIR responses given within the statutory timeframe of 20 days.			
Comments:	Reporting lag of 1 month due to 20 working day deadline (some FOIs will still be within their due date after the month ends).			

6. Conclusion

This report has shown that for this quarter the number of quarterly PIs that are showing a positive green or amber rating has dropped to 44.4% which is a decrease of 4.8% on quarter 3 and over 38.1% were off track, or not meeting targets. For all PIs showing a red rating, Service Leads are required to provide information within the commentary about what they are doing to recover the PI performance.

Those PIs which, for quarter 3, were rated as ‘no data’ (i.e. no data was submitted for this report) made up 6.3% of all PIs, which showed an increase of 3.1% on quarter 3. The primary reason for the lack of data submission was due to time lags in receiving data.

As the performance monitoring framework and reporting cycle continue to embed within the organisation, we aim to continue to reduce the amount of data not submitted we have been working closely with Service Leads and Directors and provided them with support to gather and submit data required. As a result, we hope this report provides a fuller picture of our performance and this will continue in future. We also aim to further improve performance across the Council, as we identify trends, issues, and relevant remedial action where necessary.

The annual review of indicators for monitoring from 2022/23, aims to provide more meaningful data and clearer definitions. Service Leaders continue to strive for an increase in our positive green and amber ratings during the year.

This page is intentionally left blank

Change to PI New / Existing / Definition Change / Remove	Ref no	Performance indicator	TARGET	PI Measure P=Performance; D/O=Demand/Output; H/B=Health of Bgh	Frequency	Service Lead owner	Service Area	Lead Councillor		THEME
Remove	ENV7	Nitrogen dioxide concentration at monitoring site(s) at risk of exceeding limits	<40mg per cubic metre	D/O	Annual	Justine Fuller	Environment & Regulatory	James Steel	It is proposed to remove this indicator and continue scrutinising and monitoring air quality outcomes through other means which are: - Submission of Annual Status Report to Defra which is formally approved with recommendations (available on the Council website) - Annual Air Quality update to Overview and Scrutiny Committee - Regular briefings with Lead Councillor.	Environment
Definition Change	H&J19	Domestic abuse victims prioritised for housing Successful Prevention or Relief for homeless cases, where the applicant has either: domestic abuse recorded as 'reason for loss of last settled address' or 'at risk of / has experienced domestic abuse' recorded as a support need.	Data Only	D/O	Quarterly	Matt Gough	Housing	Julia McShane		Homes and jobs
Target Revision	COM1	Number of customers taking part in day care activities	Data Only	D/O	Quarterly	Samantha Hutchison	Community	Julia McShane	From 2022/23 this PI will be recorded as 'data only' as it is more a measure of demand, rather than a target.	Empowering communities
Target Revision	COM3	Number of community hot meals delivered	Data Only	D/O	Quarterly	Samantha Hutchison	Community	Julia McShane	From 2022/23 this PI will be recorded as 'data only' as it is more a measure of demand, rather than a target.	Empowering communities
Target Revision	COM13	Total visits to sports and leisure venues (Spectrum, Lido, Ash Manor)	Spectrum - 1.7m visits per year; Lido and Ash Manor – 80,000 visits per year per venue	D/O	Quarterly	Jonathan Sewell	Culture, Heritage and Leisure	James Steel	Same targets as 2021/22, but instead of a cumulative total, plan to split attendance figures for each venue.	Empowering communities
Definition Change an Target Revision	COM14	~~Total visits to heritage venues (Guildford Castle, Guildford House Gallery, Guildford Museum and Guildhall)~~ Total visits to our heritage attractions	~~148,000 p/y~~ 50,000 in first year (to be reviewed in 2023/ 24)	D/O	Quarterly	Jonathan Sewell	Culture, Heritage and Leisure	John Redpath	~~Door counters, total number is halved.~~ ~~Need to bear in mind seasonality of service~~ Total visits to heritage attractions including the Castle, Guildford House, the Museum and the Undercroft. Data is collected through manual visitor counts and/ or door counters. Includes school/ group visits to each attraction.	Empowering communities

Change to PI New / Existing / Definition Change / Remove	Ref no	Performance indicator	TARGET	PI Measure P=Performance; D/O=Demand/Output; H/B=Health of Bgh	Frequency	Service Lead owner	Service Area	Lead Councillor		THEME
Definition Change	COM15	~~Total number of attendances at events, engagement and outreach sessions delivered by Heritage Services~~ Number of people participating in events, activities and outreach sessions facilitated by Heritage Services	2,000 p/y	D/O	Quarterly	Jonathan Sewell	Culture, Heritage and Leisure	John Redpath	Participants are recorded by facilitators and through bookings. Participation in online/ virtual sessions and the Victorian School Room sessions are included.	Empowering communities
Definition Change and Target Revision	COM17	Total visitor numbers to key parks and countryside sites	~~945000~~ **650,000**	D/O	Quarterly	Jonathan Sewell	Culture, Heritage and Leisure	James Steel	This is a revised target to more accurately reflect visitor numbers, as previously it showed counts in and out of the sites. Definition changed to include 'key' parks and countryside sites, as only includes Chantry Wood, Castle Grounds, Riverside Nature Reserve, Stoke Park Gardens and Westnye Gardens and is also mentioned description.	Empowering communities
Target Revision	COU1	Staff sickness absence - all sickness	Revise target from less than /equal to 8 days to less than or equal to 9 days from Q1 22/23	P	Quarterly	Francesca Chapman	HR	Julia McShane	With the instability and uncertainty that the collaboration brings we will see employee engagement decline which will impact on sickness absence so we will focus on employee wellbeing and resilience in the next year.	Better council
Target Revision	COU2	Staff turnover	15% [target revised Q2 from </= 10%] **[Revise target to 17% from Q1 22/23]**	P	Quarterly	Francesca Chapman	HR	Julia McShane	Looking at increasing target to 17% (currently 15%) from April 2022 due to Gfd/Waverley collaboration, will include redundancies and uncertainty about employment security.	Better council
Remove	COU15	~~Number of web page views~~ **Will be included in COU21 -** **% of contact that is digital** **1. Direct contact that is digital** **2. Overall contact that is digital**	Increasing	D/O	Quarterly	Nicola Haymes (interim)	Customer & Case	John Redpath	**This PI has been removed and website/digital content will be incorporated within COU21 as it gives a clearer breakdown of the customer journey to better reflect and measure success.**	Better council
Definition Change	COU16	~~Total number of social media followers (all platforms)~~ **Total number of followers on our corporate communications digital channels, including Facebook, Twitter, Instagram, LinkedIn, Nextdoor and our digital newsletter.**	Increasing	P	Quarterly	Steve Benbough	Strategy & Communications	Tim Anderson		Better council
Definition Change	COU19	Number of **Local Government & Social Care Ombudsman and Housing Ombudsman** complaints upheld	Decreasing	P	Quarterly	Steve Benbough	Strategy & Communications	John Redpath	This will now include complaints for the Local Government & Social Care Ombudsman and also the Housing Ombudsman services. We will include the no. of complaints received for each qtr for comparison purposes.	Better council
Remove	COU20	~~Enquiries resolved at first contact~~ Will be replaced by new PI (% of contact via the phone into CSC)	50%	P	Quarterly	Nicola Haymes (interim)	Customer & Case	John Redpath	It is very hard to accurately monitor the enquiries resolved PI, so we are replacing it with ones we know we can accurately measure	Better council

Change to PI New / Existing / Definition Change / Remove	Ref no	Performance indicator	TARGET	PI Measure P=Performance; D/O=Demand/Output; H/B=Health of Bgh	Frequency	Service Lead owner	Service Area	Lead Councillor		THEME
Definition Change	COU21	~~Transactions through digital channels~~ % of contact that is digital 1. Direct contact that is digital 2. Overall contact that is digital	75%	D/O	Quarterly	Nicola Haymes (interim)	Customer & Case	John Redpath	1 Is contact that comes through to us; 2.Contact including the website that may not result in direct contact	Better council
Definition Change	COU22	~~Number of online customer accounts~~ % of contacts received with a Guildford address that have a MyGuildford account	~~10,000 within one year~~ 80%	D/O	Quarterly	Nicola Haymes (interim)	Customer & Case	John Redpath		Better council
Remove	COU23	~~**Satisfaction with online services**~~ **Not able to accurately measure this PI**	70%	P	Quarterly	Nicola Haymes (interim)	Customer & Case	John Redpath	The way we monitor is not accurate or realistic so we have removed this PI. We are looking at new ways to measure so could come back in the future.	Better council
NEW		% of contact via the phone into the Customer Services Centre	20%	P	Quarterly	Nicola Haymes	Customer & Case	John Redpath		Better council
NEW		Average phone wait times	20 seconds	P	Quarterly	Nicola Haymes	Customer & Case	John Redpath	This will be linked to the Customer Services Strategy and Charter - 2 minutes is the new industry standard	Better council
NEW		Average response times for online contact through forms	3 WORKING DAYS	p	Quarterly	Nicola Haymes	Customer & Case	John Redpath		Better council

This page is intentionally left blank

Corporate Governance Standards Committee Report

Ward(s) affected: All Wards

Report of Director of Service Delivery

Author: Daniel Ledger (Interim Head of Place)

Tel: 01483 444612

Email: daniel.ledger@guildford.gov.uk

Lead Councillor responsible: Tom Hunt

Tel: 07495 040978

Email: tom.hunt@guildford.gov.uk

Date 16 June 2022

Planning appeals monitoring report

Executive Summary

A report entitled 'Appeals Monitoring Report' was reported to the Corporate Governance and Standards Committee on 19 November 2020. The contents and conclusions were noted. At that meeting it became evident that the then Chairman had expected the comparison and data to have included 2018. Members consider that data should be reviewed twice yearly, going forward, to see if any patterns are emerging in respect of member overturns, costs of overturn appeals and costs awards. In addition, the updated report seeks to identify targeted training for members of the Planning Committee and its substitutes. This report is six months after the previous report and provides an update.

Recommendation to Committee

That the Committee notes the contents of the revised report and data.

Reason for Recommendation:
To enable the Committee to monitor the Council's performance on planning appeals

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

1 Purpose of Report

1.1 The purpose of this report is a twice yearly report made to update and review the position regarding appeals. It is unnecessary to repeat the commentary on the earlier years in the report which have previously been considered by Members and instead should focus on the updates and any trends.

1.2 The report looks at a rolling two year period to ensure data presented remains relevant and that trends can be appropriately analysed. .

2 Strategic Priorities

2.1 All the strategic priorities have some relevance to this topic; however, the most relevant relates to value for residents in decision making as matters that subsequently end up at appeal can attract costs either for or against the Council. This can be countered by the fact that we sometimes utilise the services of a 'costs draftsman', should the costs be substantial, and agreement is unlikely to be reached. This initiative often provides better value for money and a better outcome for the Council. Further there is always a cost identified with defending a refusal of planning permission that ends up at appeal. This will involve officer time, sometimes external consultant cost and instructing a barrister to support the case.

3 Background

3.1 Earlier reports identified that the twice yearly updates would focus on appeal results over a rolling two year period to ensure information is concise and relevant.

Year	Number of Committee Meetings	Number of applications processed	Number of councillor overturns	Number appealed	Overturns allowed	Overturns dismissed
2018	13	72	11	8	6	2
2019	13	73	15	11	7	3 (1 unknown)
2020	13	55	10	8	3	3
2021	15	57	15	12	2 (to date)	4
2022*	7	25	4	3	0	0

* 2022 data is part year only

3.2 At the date of drafting the report 4 submitted appeals from this period were still pending a decision. Two further appeals had been withdrawn once a subsequent application at the same site had been approved.

3.3 The following tables draw out the member overturns for each year from 2019 to date and looks at those decisions in more detail. For future reports this will be linked to Government performance figures on appeals

2019 Overturns table

Application number	Site address and brief description of development	Officer recommendation	Committee decision	Appeal decision	Costs sought	Costs awarded Yes/No
18/P/1595	Land East of St Johns Close (fencing)	Approve	Refused	Appeal allowed	Yes	No
18/P/01982	Yaldens Cottage, Tongham (1 wall mounted sign)	Approve	Refused	No appeal		
18/P/1642	Land at Tilthams Garage (12 houses)	Approve	Refused	No appeal		
18/P/2387	Boxgrove, 144 London Rd (6 flats)	Approve	Refused	Appeal allowed	No	
19/P/00178	Burchatts Farm (change of use to D1 use)	Approve	Refused	Appeal allowed	Yes	No
19/P/00179	Burchatts Farm (change of use to D1 use)	Approve	Refused	Appeal allowed	Yes	No
18/P/2011	Land North of Harewood Rd (5 dwellings)	Approve	Refused	Appeal dismissed	Yes	No
18/P/01950	Land East of White Lane (59 dwellings)	Approve	Refused	Appeal allowed	No	
19/P/00362	Holy Trinity Church (windows)	Refuse	Approved	No appeal		
18/P/02240	Land rear of Christmas Hill, Shalford (3 dwellings)	Approve	Refused	Appeal dismissed	No	
19/P/00566	Sherwood, East Horsley (2 dwellings)	Approve	Refused	Appeal dismissed	No	
19/P/1039	14A Tangier Road, Guildford (householder extension)	Approve	Refused	Appeal allowed	No	

Application number	Site address and brief description of development	Officer recommendation	Committee decision	Appeal decision	Costs sought	Costs awarded Yes/No
19/P/01234	Land South of Champney (5 dwellings)	Approve	Refused	Appeal allowed	No	
19/P/1429	Whistlers Farm, Guildford (House holder extension)	Refuse	Approved	No appeal		
19/P/1796	17 Romans Close, Guildford (change of use of land to garden)	Approve	Refused	Appeal allowed		

Commentary – 11 overturn decisions were appealed, of those 8 were allowed, three were dismissed. This represents almost 73% being allowed with 27% dismissed. Of note was an application for 59 dwellings refused on housing mix grounds. The inspector disagreed that this represented a failure to comply with policy H1 of the Local Plan. Also two smaller residential schemes were allowed, the first with concerns over parking provision and effect on character not upheld, the second raised concerns over rural edge of a village, cramped appearance and housing mix. Again these matters were not upheld. Of those dismissed it is noted that in respect of 18/P/02240 the inspector upheld concerns over the impact on character, but did NOT agree with the housing mix argument put forward. In terms of 19/P/0566, the inspector did NOT agree with the substantive argument over impact on character. The appeal was dismissed on SPA grounds which essentially can be overcome by completion of a S.106 agreement.

Percentage of committee overturn appeals dismissed 27%.

2019 overall appeal decisions as a comparison (note this INCLUDES the committee overturn decisions):

Appeals determined	115
Appeals allowed	27
Appeals dismissed	79
Appeals withdrawn	7
Mixed decision	2

Percentage of total appeals dismissed 73%

2020 overturns table

Application number	Site address and brief description of development	Officer recommendation	Committee decision	Appeal decision	Costs sought	Costs awarded Yes/No
19/P/00721	Land off Send Hill, Send (8 dwellings)	Approve	Refuse	Appeal allowed	No	
19/P/01980	Land of Westwood Lane, Normandy (Barn and shade tunnel)	Approve	Refuse	Appeal dismissed	No	
20/P/0446	Meadow Cottage, Horsley (Householder extension)	Refuse	Approve	No appeal		
19/P/2102	Manor Farm, Tongham (254 units)	Approve	Refuse	Appeal allowed	No	
19/P/1003	Land at Heath Drive, Send (29 units)	Approve	Refused if they could have	Appeal against non-determination Withdrawn		
20/P/01011	Land at Heath Drive, Send (29 units)	Approve	Refused	Appeal lodged	Dismissed	
20/P/00511	1 Ash Lodge Close, Ash (1 dwelling)	Approve	Refused	Appeal lodged	Pending	
20/P/0534	Weekwood Copse (relax conditions for dog walking activity)	Approve	Refused	No appeal		
20/P/01166	The Lodge, Barn End, West Horsley (Householder extension)	Approve	Refused	Appeal dismissed	No	

Application number	Site address and brief description of development	Officer recommendation	Committee decision	Appeal decision	Costs sought	Costs awarded Yes/No
20/P/01216	Land off Field Way, Send (9 dwellings)	Approve	Refused	Appeal allowed	costs against the Council sought	Yes

Commentary – Overall number of planning committee decisions for 2020 is lower than other years as several planning committee meetings were cancelled due to COVID national lockdown and could not recommence until legislation allowing remote meetings had been brought in. Eight overturn decisions were appealed, currently three have been allowed, three have been dismissed, one withdrawn and one is pending a decision. Of those determined (7) 42% have been allowed, with one withdrawal, 42% have been dismissed.

Of those allowed, a reserved matters application for 254 units on grounds of effects on character and concerns over sustainable development. The inspector did not agree with these points, notably setting out that matters to do with sustainable development had been considered at the outline stage and also that the development did comply with Policy D2. The other allowed appeals related to smaller residential schemes, 20/P/01216 is of particular note as costs were awarded against the Council against failure to provide evidence to justify the decision relating to the effect on character and concerns over lack of local infrastructure.

It is also noted that 20/P/01011, Land at Heath Drive Send was not dismissed on the substantive ground which was motioned at committee. An issue regarding protected species came to light which meant the inspector was not in a position to allow the appeal.

Percentage of committee overturn appeals dismissed 42%

2020 overall appeal decisions as a comparison (note this INCLUDES the committee overturn decisions, note that the number of decisions were lower this year due to impacts of COVID):

Appeals determined	93
Appeals allowed	15
Appeals dismissed	74
Appeals withdrawn	2
Mixed decision	2

Percentage of total appeals dismissed 84%

2021 overturns table

Application number	Site address and brief description of development	Officer recommendation	Committee decision	Appeal decision	Costs sought	Costs awarded Yes/No
19/P/01726	Land at Church Street, Effingham	Approve	Refuse	Appeal dismissed	No	
20/P/00968	The Hayloft, Water Lane Farm, Water Lane	Approve	Refuse	Appeal allowed	No	
20/P/01461	Land At Ash Manor, Ash Green Road, Ash	Refuse	Approve	Dismissed	Yes	No
20/P/01755	Merrow Centre, 41 Down Road, Guildford	Approve	Refuse	Dismissed	No	
20/P/02126	21 Oxenden Road, Tongham	Approve	Refused	Allowed		
21/P/00404	Goodhart-Rendel Centre, Cranmore Lane, West Horsley	Approve	Refused – if they were able (non determination appeal)	Withdrawn		
21/P/00404	Land between Smugglers End, Smugglers Lane, The Sands	Approve	Refused	Pending		
20/P/01359	Land North of Hambledon Cottage, Ripley Lane, Ockham	Approve	Refused	No appeal as yet		
20/P/00825	Urnfield, Downside Road, Guildford	Approve	Refused	No appeal as yet		

Application number	Site address and brief description of development	Officer recommendation	Committee decision	Appeal decision	Costs sought	Costs awarded Yes/No
20/P/02042	Cheynes, Brook Lane, Albury	Approve	Refused	No appeal as yet		
21/P/01582	Land at Wisley Airfield, Hatch Lane, Ockham	Approve	Refused	No appeal as yet		
20/P/01708	Land at Wisley Airfield, Hatch Lane, Ockham	Approve	Refused if they were able (non-determination appeal)	Pending		

Commentary – Eight appeals have been lodged against decisions which were overturned at planning committee. Decision have been received in respect of six appeals of those, three have been dismissed, two allowed and one withdrawn. Two decisions are pending. Of the decisions received this represents a percentage of 50% dismissed, 33% allowed.

It is noted that two decisions are pending and four applications have not been appealed as yet. This could therefore significantly change the overall picture.

2021 overall appeal decisions as a comparison (note this INCLUDES the committee overturn decisions):

Appeals determined	53
Appeals allowed	16
Appeals dismissed	33
Appeals withdrawn	2
Mixed decision	2

Percentage of total appeals dismissed 62%

All appeal Cost decisions 2021

3.5 These are the costs applications made during 2021:

19/P/01980 – Berry Farm, Westwood Lane – Costs application made against the Council – Application Refused

19/P/01881 – Valentines Farm, Rose Lane, Ripley – Costs application made by the Council – Application Refused

20/P/00605 – Hillrise, Orestan Lane, Effingham – Costs application against the Council – Application Refused

20/P/00922 – Land West of A3, Grove Heath Road, Ripley – Costs application against the Council – Application refused

20/P/00127 – Oakmead, Ockham Lane – Costs application against the Council – Application refused

20/P/01216 – Land off Field Way, Send – Costs application against the Council – Partial award of Costs Granted

19/P/02149 – Land Rear of 5 Send Barns Lane, Send – Costs application against the Council – Application refused

21/P/00282 – Shepherds Hill, Peaslake – Costs application against the Council – Application refused

4 Latest decisions

4.1 2022 overturns table

Commentary – To date no appeal decisions have been received in respect over committee overturn decisions made during 2022. Therefore it was not considered necessary to include any information here. The next update will review this position and provide an update of relevant decisions.

To date overall appeal performance for 2022 is as follows:

Appeals determined	42
Appeals allowed	9
Appeals dismissed	31
Mixed decision	1
Withdrawn	1
& dismissed	74%

4.2 2022 Costs decisions

Costs decisions have been received in respect of the following appeal decisions:

21/P/00253 – Binton Farm, Binton Farn House, The Sands – Costs application made against the Council – Application Refused

20/D/00099/2 – Land at May and Juniper Cottages, Ash Green Road, Ash – Costs application made against the Council – Application was allowed

21/P/00181 & 21/P/00927 – Little Romanys, Lawbrook Lane, Peaslake – Costs application made against the Council – Application was refused

20/P/02222 – Rear of Christmas Hill & Crossways – Costs application made against the Council – Costs application allowed

20/P/01461 – Land at Ash Manor, Ash Green Road, Ash – Costs application made both by and against the Council – the application against the Council was refused, the costs application by the Council was allowed with partial award of Costs granted.

Observations on appeals data since previous report

4.3 Notably several decisions have been received in respect of committee overturn decisions where those appeals have been dismissed on housing schemes and those decisions are of particular interest in the matters taken into account by the Inspector.

4.4 Of specific interest is the appeal decision in respect of Land at Ash Manor which has recently been dismissed. The original decision identified three reasons for refusal and several other matters were raised by a Rule 6 Party during the course of the appeal. The decision turned mainly on the heritage issues and the inspector concluded the public benefits did not outweigh the harm. It remains prudent to identify the costs associated with the appeal:

Heritage witness: £20,000 (inc VAT)
QC: £122,200 (ex VAT)
Supporting barrister: £76,811.67 (ex VAT)
Veteran tree support: £930 (inc VAT)
Planning witness: C. £20,000.
Webcasting fee: £3,258

Total (with planning witness proviso): £243,199.67

This does not include GBC officer time to support the appeal, time totalling several days was spent supporting the appeal. Whilst it is clearly positive in terms of the decision made it is important to understand the cost to the Council to ensure that a robust defence is made.

<u>Officer time</u>

4.5 The following table was provided with the previous report and it is useful to include again here.

Officer time (per hour)	Fees (including VAT)
Director	£275
Development Manager	£175
Team leader	£110
Principal planner	£95
Senior planner	£85
Planning solicitor	£225
Design and Cons officer	£80
Administrative officer	£50

5 Consultations

5.1 This report originally arose from a discussion at a Group Leaders' session post Planning Committee in June/July 2020. The report has been considered by Management team and their observations incorporated. It has also been shared with our portfolio holder, Councillor Tom Hunt. Further the report has also been shared with legal services, democratic services, our accountant and with the Lead Specialist for Human Resources.

6. Key Risks

6.1 **The key risks in this area of planning work:**

- Reputational; should we lose a significant number of appeals and have costs regularly awarded against us
- Failure to meet government targets. Falling below the government rolling 'two year' threshold for appeal outcomes. If we fall below the bar there is a possibility we could be designated as a 'standards' authority. (In August 2017, the former Department for Communities and Local Government published some Experimental Statistics on the Quality performance measure for major and non-major applications in preparation for the process of potential designation of Local Planning Authorities (LPAs) that are losing more than 10% of all major applications (district and county matters separately) received at appeal or 10% of all non-major applications received at appeal over a two year period). This process and data interrogation continue to happen, to date, and is an ongoing process.
- In addition to reputational risk associated here there is additional risk that failure to meet these standards could result in Government intervention to remove decision making powers to the planning inspectorate
- Refusal of appropriate housing development may impact on our supply; which may in turn force us back into a tilted balance test. This could lead us to being vulnerable to speculative development particularly in newly non-Green Belt areas
- Financial; particularly in the current climate, this is discussed in Section 7.

7. Financial Implications

7.1 The financial implications can of course be significant when it comes to planning appeals. The main costs are in defending decisions at appeal. These are demonstrably expensive if we have to put together an external team to defend

the Council's decision making and is often the case when dealing with member overturns from Planning Committee. It is also noted that the budget provision for appeals is relatively low, analysis of this shows that this budget has been exceeded regularly and therefore it should be examined whether this budget is set at the appropriate level.

7.2 The other area to highlight is award of costs both for and against the Council in appeal situations. These can be associated with all types of appeals and can be significant in amounts sought and settled. The most significant costs are normally attributed to either Hearings or Public Inquiries. As a Council we do not budget for appeals, so any defence or award of costs is an overspend. It is difficult to project budgeting for appeal spending as it is an unknown factor at the start of the year. Budgeting for 'poor decision making' would not be desirable, however, there should be further consideration of actual costs in this area. Appeals are a statutory right and Council should defend robust decisions appropriately.

8. Legal Implications

8.1 There are no direct legal implications associated with the report. However, appeals carry significant legal implications. We work closely with the Legal Team in appeal situations and particularly in respect of instruction for barristers when undertaking Public Inquiries and sometimes Hearings. The legal team also provide instructions to costs draftsman in the event that costs sought by appellants are seen as unreasonably high. It should also be noted that planning decisions are also subject to legal proceedings (judicial reviews).

9. Human Resource Implications

9.1 No HR implications apply for this report and no specific comments from the head of HR when assessing this report. It is worth noting there are implications to workloads for officers and delays to other work. This can become an issue at times of high workloads such as we are currently experiencing.

10. Equality and Diversity Implications

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

11. Climate Change/Sustainability Implications

11.1 No climate change implications directly apply to the appeals data and costs data.
.

12. Summary of Options

12.1 To note the data and observations made in this report and to advise on any actions to take forward from hereon.

13. Conclusion

13.1 The previous six months has not presented a particularly clear picture on the trend of appeal decisions. Delays in receiving appeal decisions remain significant.

13.2 Given the date of appeal decisions officers again suggest reverting to an annual document to examine decisions received during specific 12 month periods and ensure meaningful trends and information can be reported.

14. Background Papers

None

15. Appendices

None

This page is intentionally left blank

Corporate Governance & Standards Committee Report

Ward(s) affected: All

Report of Strategic Services Director

Author: John Armstrong, Democratic Services & Elections Manager

Tel: 01483 444102

Email: john.armstrong@guildford.gov.uk

Lead Councillor responsible: Joss Bigmore

Tel: 07974 979369

Email: joss.bigmore@guildford.gov.uk

Date: 16 June 2022

Review of Task Groups reporting to the Committee

Executive Summary

Council Procedure Rule 24 (v) requires the appointing body to review annually, the continuation of task groups appointed by them. Although the Councillor Development Steering Group was set up originally as an Executive working group, it was agreed in 2015 that the Steering Group would report on its work to this Committee. The Steering Group meets quarterly.

The Corporate Governance Task Group was established by the Committee in November 2019 to review a number of corporate governance related matters and has met on nine occasions in 2021-22.

This report asks the Committee to review the work carried out by the Steering Group and the Task Group over the past twelve months, and the work they are likely to undertake over the next twelve months and to agree that both groups should continue their important work. It is recommended that both groups continue to be representative of all political groups on the Council. Where political groups are invited to nominate a councillor to sit on a task group, there is no requirement for that councillor to be a member of the appointing committee.

Recommendation to the Committee:

(1) That the Councillor Development Steering Group continues its work and that the numerical allocation of seats on the Steering Group to each political group shall be one member per group, and that each political group be invited to make an appropriate nomination for the 2022-23 municipal year, plus one nominated substitute per appointee.

(2) That the Corporate Governance Task Group continues its work and that the numerical allocation of seats on the Task Group to each political group shall be

one member per group, and that each political group be invited to make an appropriate nomination for the 2022-23 municipal year, plus one nominated substitute per appointee.

(3) That the membership of the Corporate Governance Task Group shall continue to include a co-opted Independent Member (Murray Litvak) and a Parish Member (Julia Osborn) of this Committee.

(4) That the terms of reference of the Corporate Governance Task Group be amended by the addition of the following:

"(h) Any other matter within the terms of reference of the Corporate Governance and Standards Committee and which the Task Group considers should be addressed".

Reasons for Recommendation:

- To recognise the important work that both groups undertake in respect of councillor training and development and reviewing various corporate governance related matters on behalf of this Committee.
- To comply with the requirement for this Committee to review the continuation of the Councillors' Development Steering Group and the Corporate Governance Task Group, in accordance with Council Procedure Rule 24 (v).

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

1. Purpose of Report

1.1 This report asks the Committee to review the work carried out by:

(a) the Councillors' Development Steering Group over the past twelve months and the work it is likely to undertake over the next twelve months; and

(b) the Corporate Governance Task Group over the past twelve months and the work it is likely to undertake over the next twelve months.

1.2 As part of this review, the report also asks the Committee to agree that both groups should continue their work and to approve the composition of both groups.

2. Strategic Priorities

2.1 The work of councillor task groups should assist in the delivery of the Council's Corporate Plan priorities.

3. Background

3.1 Council Procedure Rule 24 (v) requires the Committee to review annually the continuation of those task groups for which it is responsible. The Councillors' Development Steering Group and the Corporate Governance Task Group are such groups.

Operation of working groups/task groups

3.2. The Council agreed in December 2016, as part of a review of the Constitution, to include for the purposes of clarity and avoidance of doubt, information in Council Procedure Rules on the appointment, terms of reference, composition, and duration of:

- working groups (appointed by the Leader, a lead councillor, or the Executive) and
- task groups[1] (appointed by Council, a committee, or an EAB),

including the appointment of working/task group chairmen and substitutes.

3.3 Under Council Procedure Rule 24, this Committee may determine, amongst other things,

- the number of councillors on a task group,
- whether the task group should be cross-party (it is essential that *all* political groups are represented on the Steering Group and the Task Group) and
- whether to ask political group leaders to nominate councillors for membership of the Steering Group and Task Group[2] or appoint those councillors itself.

3.4 This report sets out in **Appendix 1**:

(a) the current composition and respective terms of reference of the Steering Group and the Task Group; and

(b) a summary of general progress in respect of both groups, including work undertaken, goals achieved and work still to be carried out.

3.5 Clearly, the work of the Steering Group is vital to ensure that the Councillor training and development programme continues to meet the needs of councillors and strives to maintain the standards required by the South East Employers Charter for Elected Member Development, for which the Council received re-accreditation in January 2020. A further re-accreditation process will take place in 2023.

3.6 Similarly, the work of the Task Group is very important for the purpose of addressing a number of corporate governance related matters identified in 2019, including reviewing key aspects of the Council's ethical standards framework and promoting greater openness and transparency.

3.7 Accordingly, the Committee is asked to agree that both groups continue with their work. It is also recommended that the terms of reference of the Task Group be amended by the addition of the following:

---

[1] The Steering Group is in effect a "task group" in this context

[2] Where political groups are invited to nominate a councillor to sit on a task group, there is no requirement for that councillor to be a member of the appointing committee.

"(h) Any other matter within the terms of reference of the Corporate Governance and Standards Committee and which the Task Group considers should be addressed".

4. Equality and Diversity Implications

4.1 The groups are responsible for having due regard to the requirements of the Public Sector Equality Duty (Equality Act 2010) when making any policy recommendations.

5. Financial Implications

5.1 There are no financial implications arising from this report. Any proposals, projects, or suggestions from the groups with financial implications will either be contained within approved budgets or considered as part of the Service and Financial Planning cycle.

6. Legal Implications

6.1 There is no legal requirement to establish working groups or task groups, but most councils use them for purposes similar to ours. There is also no legal requirement for them to be politically balanced. As stated above, we have made provision for their operation in Council Procedure Rules.

7. Human Resource Implications

7.1 Currently, we are able to service both groups from within existing staffing resources in the Democratic Services team.

8. Summary of Options

8.1 In the light of the information provided in this report, the Committee (as the 'appointing body') is asked to agree that the Steering Group and Task Group continue with their work.

8.2 The Committee may also, if it so wishes, revise the respective terms of reference and composition of both groups. In that regard, the Committee is also asked to agree the numerical allocation of seats to each political group on both the Steering Group and on the Task Group. Officers are suggesting that this should continue to be on the basis of one member from each of the five political groups on the Council.

9. Background Papers

None

10. Appendices

Appendix 1: Table showing details of the Councillor Development Steering Group and Corporate Governance Task Group including work undertaken over the past 12 months, and work to be carried out during the year

REVIEW OF THE TASK GROUPS REPORTING TO THE CORPORATE GOVERNANCE AND STANDARDS COMMITTEE

1. Councillors' Development Steering Group

Current members:
Cllr Pauline Searle (chair)
Cllr Colin Cross
Cllr Angela Gunning
Cllr Jo Randall
Cllr Catherine Young

Current Terms of Reference:
"To continue to support councillors in their ongoing development and training needs through a clear, structured Action Plan for councillor development that responds to the corporate priorities of the Council."

Details of general progress and work still to be undertaken:

Progress:

- The Steering Group has continued to lead on helping the Council meet the standards of the South East Charter for Elected Member Development.
- At each meeting, the steering group reviews:
    - the councillors' training and development programme
    - evaluation forms completed after each training/seminar session and recommends changes to the organisation of future events where required
    - the councillors' training and development budget.

Work to be undertaken:

- To review and update the Councillor Development Policy Statement
- To commence the process of seeking re-accreditation under the South East Charter for Elected Member Development in 2023
- To continue to develop the councillor training programme including identifying shared training and development opportunities with neighbouring councils
- To explore alternative (remote) ways of learning for councillors
- To develop the new councillor induction programme for 2023

2. Corporate Governance Task Group

Current members:
Cllr Deborah Seabrook (chair)
Cllr Nigel Manning
Cllr Ramsey Nagaty
Cllr Will Salmon
Cllr James Walsh
Murray Litvak (co-opted independent member of the Corporate Governance & Standards Ctte)
Julia Osborn (co-opted parish member of the Corporate Governance & Standards Ctte)

Current Terms of Reference:

To examine, review, and report back initially to this Committee on the following matters:

(a) the Councillors' Code of Conduct, including the policy on acceptance of gifts and hospitality by councillors;
(b) the best practice recommendations of the Committee on Standards in Public Life contained within its Report on *Local Government Ethical Standards*
(c) the Council's guidance on the use of social media by councillors;
(d) the revised draft Protocol on Councillor/ Officer Relations
(e) the effectiveness of internal communications between officers and councillors; and
(f) proposals to promote transparency, and effective communications and reporting, including the Council's Communications Protocol.
(g) review of anomalies in the Constitution

Suggested amendment to the terms of reference:

"(h) Any other matter within the terms of reference of the Corporate Governance and Standards Committee and which the Task Group considers should be addressed".

Details of general progress and work still to be undertaken:

Since the Task Group was established, it has reviewed and made recommendations to the Committee/ Executive/ Council on (a) to (d) referred to in the terms of reference above.

Progress:

- The Task Group has commenced work on (e) and (f) in the terms of reference. In June 2021, the Committee agreed that the following matters be added to the work currently being undertaken by the Task Group in respect of (e) and (f):

  To discuss and consider:

  (i) the Council's Constitution regarding the definition and processes for 'Key Decisions' so that any bids, tenders or other activities that may lead to key decisions in future are included in the Forward Plan or communicated to relevant Ward Councillors in a sufficiently timely manner for transparency;
  (ii) how we can ensure that any meetings involving lead councillors, officers and the private sector are minuted and available in the public domain; and
  (iii) steps we can take to ensure that any failings in transparency or procedure are communicated to the public by the Council as soon as identified.

  These matters had been recommended by the Overview and Scrutiny Committee following its consideration of the findings of the investigation on behalf of the Council relating to an application submitted for a 'Garden Village' at the former Wisley Airfield.

  The Task Group considered these matters at its meetings in July and August 2021. With regard to (i) above, the Task Group had discussed and understood the definition of a Key Decision and the way in which the decision had to be included on the Forward Plan at least 28 days prior to the decision being taken. The matter of communications with ward councillors was covered by the Protocol for Councillor/Officer Relations with reference to paragraph 10.9.

With regard to (ii) above, the Task Group heard evidence from Councillor John Rigg (Lead Councillor for Regeneration), Claire Morris (Director of Resources and Chief Finance Officer) and Dawn Hudd (Director of Strategic Services). The Task Group noted that no other council in Surrey made available to the public notes or minutes of meetings that lead councillors or officers held with the private sector.

Mindful of the practicalities in terms of resources of ensuring all meetings involving lead councillors, officers and the private sector were minuted, it was also clear that such meetings invariably involved varying degrees of formality, and discussions at certain meetings would inevitably involve commercially sensitive matters not for the public domain.

The Task Group acknowledged that keeping formal minutes of such meetings would be an administrative burden, but felt that the creation of a simple log of meetings recording who was present, the date of the meeting, and what was discussed could be an outcome. A public interest test could be carried out in respect of whether the log was made available for public inspection. It was suggested that maintenance of a log itself may also be burdensome due to the level of business undertaken by the Council, with fewer staff available.

The Task Group felt that meetings involving the attendance of lead councillors and/or directors/service leaders should be logged. It was suggested the log could be published quarterly on the transparency pages of the website. The Task Group noted that there may need to be a resource to ensure compliance and there would need to be an evaluation undertaken by the Monitoring Officer prior to any publication to ensure the Council was not including any exempt or commercially sensitive information. In addition, permission would also be required from any third party named in the register prior to publication. It was noted that business needed to have trust in the Council as did the public.

With regard to Point (iii) the Task Group had a general discussion about the Wisley bid specifically. It was suggested that the Council might have communicated with the public over the matter more openly and at an earlier juncture. It was speculated that this could be due to organisational cultural reasons and there might be some benefit from discussing Point (iii) and transparency in general in a workshop scenario amongst officers and councillors rather than attempt to propose any formal procedure.

- The Task Group considered a discussion paper prepared by the Task Group chair on Openness and Transparency at Guildford Borough Council, which focused amongst other things on how the Council might improve its openness and transparency in how it conducts meetings, communications, and procurement. There was also discussion on the need for confidentiality in respect of certain legal matters. The Task Group heard from, and questioned, the Council's Strategy & Communications Manager, and senior procurement and legal specialists in that regard. Arising from those discussions, the Task Group considered how the transparency agenda could be taken forward and suggested that a workshop involving councillors and officers (including the Data Protection Officer and Communications Team) be held to examine various scenarios, including the practicalities of introducing the proposed meeting log referred to above.

- The Task Group's discussions on the proposed 'openness and transparency workshop' included:

  - a presentation by Ian Crocker, Organisational Development Manager in the context of the Council's Organisational Culture Framework that covered values, behaviour and culture, which was being reviewed in the light of the newly adopted Corporate Plan and the collaboration work with Waverley Borough Council
  - asking stakeholders to answer questions on openness and transparency at GBC using Survey Monkey in advance of the workshop
  - defining the overarching objectives of the workshop, which should tie in with the Corporate Plan Mission of being a trusted, efficient, innovative and transparent Council.
  - the need for an external facilitator

- In August 2021, the Task Group considered guidance for councillors on email signatures which was approved by the Executive on 21 September 2021.

- In September 2021, and at the request of the Leader of the Council, the Task Group reviewed the Protocol relating to the appointment, role, status, rights and obligations of Honorary Freemen and Honorary Aldermen, with particular regard to the restrictions placed on Aldermen by the Council in respect of making public statements which were critical of the Council. The Task Group made recommendations to the Committee for a number of amendments to the protocol, and these were adopted by the Council in October 2021.

- The Task Group has also discussed and drafted a protocol to follow when the Council or individual councillors were approached by companies in the commercial sector wishing to present their early ideas and proposals to councillors before submission of a planning application. It was felt that such a protocol might be appended to the Council's Probity in Planning Councillors' Handbook (this matter will be referred to the Committee in July).

- At the request of the Committee in March 2022, the Task Group has reviewed the Committee's terms of reference (see separate item on this agenda).

<u>Work to be undertaken:</u>

- To review the Probity in Planning Councillors' Handbook and make recommendations as appropriate to the Committee.

- To complete work in respect of (e) and (f) in the terms of reference and report findings and recommendations to the Committee

- To consider (g) in the terms of reference

Corporate Governance & Standards Committee Report

Ward(s) affected: All

Report of Strategic Services Director

Author: John Armstrong, Democratic Services & Elections Manager

Tel: 01483 444102

Email: john.armstrong@guildford.gov.uk

Lead Councillor responsible: Joss Bigmore

Tel: 07974 979369

Email: joss.bigmore@guildford.gov.uk

Date: 16 June 2022

Review of the Committee's Terms of Reference

Executive Summary

The Committee will recall that, at its meeting on 24 March 2022, an internal audit report prepared by KPMG into the effectiveness of the Committee recommended, amongst other things, that the Council should consider amending the Committee's terms of reference to:

(a) include at the beginning a high-level Statement of Purpose, or summary of the Committee's role in the Council's framework of governance; and

(b) add an explicit section on how the Committee is accountable to the full Council;

It was suggested by KPMG that formal arrangements should be in place for the Committee to demonstrate accountability for the adequacy of its performance to the full Council and, bearing in mind that performance would be assessed against how well the Committee discharged its responsibilities as set out in its terms of reference, it was felt that the opportunity could be taken to review the terms of reference as a whole, including consideration of KPMG's recommendations referred to in (a) and (b) above.

To that end, the Committee agreed that the Corporate Governance Task Group should review the terms of reference and report back to the Committee.

The Task Group considered this matter at its meeting held on 7 April 2022. The proposed amendments to the Committee's terms of reference recommended by the Task Group are set out in **Appendix 1** (showing tracked changes). **Appendix 2** shows the amended terms of reference without the tracked changes.

As the Committee's terms of reference are also set out in Article 10 of the Constitution, it will also be necessary to incorporate those changes within Article 10. The amendments to Article 10 are shown (with tracked changes) in **Appendix 3**, and **Appendix 4** shows the amended Article 10 without the tracked changes.

Recommendation to the Committee:

That the Council be requested to approve the changes proposed to the terms of reference of the Corporate Governance & Standards Committee as set out in Appendix 1 to this report, and the changes proposed to Article 10 of the Constitution, as set out in Appendix 3 to this report.

Reasons for Recommendation:

- To ensure that the Committee's terms of reference are updated and remain relevant.
- To address KPMG's recommendations in their internal audit report on the effectiveness of the Committee in respect of its terms of reference.

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

1. Purpose of Report

1.1 This report asks the Committee to consider the changes recommended by the Corporate Governance Task Group arising from the review of the Committee's terms of reference, taking into account the relevant recommendations contained in KPMG's recent internal audit review of the effectiveness of the Committee.

2. Strategic Priorities

2.1 Effective corporate governance and robust ethical standards underpins the Council's work in the delivery of the Council's Corporate Plan priorities.

3. Background

3.1 The Committee will recall that, at its 24 March 2022 meeting, and in the context of the Committee's consideration of the internal audit report reviewing the effectiveness of the Committee, KPMG made five recommendations, two of which related to the terms of reference of this Committee.

3.2 KPMG recommended that, for good practice, management should consider including in the terms of reference:

(a) a high-level summary of the Committee's role in the Council's framework of governance set out in the Constitution; and

(b) an explicit section on how the Committee is accountable to the full Council.

3.3 In terms of drafting (a) and (b) above, KPMG suggested that the Council considers the wording extracted from the CIPFA model terms of reference for audit committees, which can be viewed by clicking on the link under "Background Papers" below.

3.4 At the 24 March Committee meeting, it was also suggested that in view of KPMG's recommendations, it would be appropriate to review all of the Committee's terms of reference and agreed that the Corporate Governance Task Group would be the appropriate vehicle by which this review could be undertaken.

3.5 The Task Group considered this matter at its meeting held on 7 April 2022. During the discussions, the Task Group was invited to consider:

(i) whether there were any gaps in coverage within the existing terms of reference;
(ii) whether another committee performed roles within their respective remits which might better lie with the Corporate Governance and Standards Committee, and
(iii) whether the Corporate Governance and Standards Committee performed roles currently within its remit which might better lie with another committee?

3.6 The Task Group noted that, since March 2021, the Committee had considered quarterly reports on Corporate Performance Monitoring as part of the Council's Performance monitoring framework, but that there was currently no reference to this in the existing terms of reference. The Task Group was informed that the general terms of reference of the Overview and Scrutiny Committee included:

"*to monitor and review the Council's performance against relevant national and local performance indicators and adopted plans and strategies"*

3.7 The Task Group therefore felt that it would be appropriate for future Corporate Performance Monitoring Reports to be submitted to Overview and Scrutiny Committee. This has been brought to the attention of the chairman of the Overview and Scrutiny Committee, who is happy for that Committee to take these reports in future.

3.8 The proposed amendments to the Committee's terms of reference recommended by the Task Group are set out in **Appendix 1** (showing tracked changes). **Appendix 2** shows the amended terms of reference as proposed by the Task Group but without the tracked changes.

3.9 As the Committee's terms of reference are also set out in Article 10 of the Constitution, it will also be necessary to incorporate those changes within Article 10. The amendments to Article 10 are shown (with tracked changes) in **Appendix 3**, and **Appendix 4** shows the amended Article 10 without the tracked changes.

4. Equality and Diversity Implications

4.1 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 and sexual orientation.

4.2 There are no equality and diversity issues or implications arising from the proposals in this report

5. Financial Implications

5.1 There are no financial implications arising from this report.

6. Legal Implications

6.1 There are no legal implications arising from this report other than noting that, under the Council's Constitution, full Council must determine changes to the terms of reference of its committees.

7. Human Resource Implications

7.1 There are no human resource implications arising from this report.

8. Summary of Options

8.1 The Committee may wish to consider the following options:

(1) Accept all of the proposed changes to the Committee's terms of reference recommended by the Corporate Governance Task Group and refer them to full Council for adoption.

(2) Accept or amend some of the changes to the Committee's terms of reference recommended by the Corporate Governance Task Group and/or suggest further changes and refer them to full Council for adoption.

9. Background Papers

CIPFA Suggested Terms of Reference for Local Authority Audit Committees

10. Appendices

Appendix 1: Draft Revised Terms of Reference (with tracked changes)
Appendix 2: Draft Revised Terms of Reference (without tracked changes)
Appendix 3: Draft Revised Article 10 of the Constitution (with tracked changes)
Appendix 4: Draft Revised Article 10 of the Constitution (without tracked changes)

REVIEW OF THE TERMS OF REFERENCE OF THE CORPORATE GOVERNANCE AND STANDARDS COMMITTEE

Terms of Reference of the Corporate Governance and Standards Committee

Statement of purpose

The Committee has a dual purpose both as an audit committee and a standards committee.

The Committee is a key component of the authority's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Committee is to provide independent assurance to councillors of the adequacy of the risk management framework and the internal control environment. It provides independent review of the authority's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

With regard to standards, the Committee promotes high standards of conduct by councillors and co-opted members and oversees the arrangements for dealing with allegations of misconduct.

Audit and Accounts Activity

1. To consider ~~the bi-annual~~ reports on the summary of internal audit activity (actual and proposed) and the level of assurance that it can give over the Council's corporate governance arrangements~~.~~ and monitor the progress of high priority actions arising from audit recommendations
2. To consider reports dealing with the management and performance of the providers of the internal and external audit functions.
3. ~~To consider reports from internal audit on recommendations agreed with heads of service as a result of an internal audit review which have not been implemented within a reasonable timescale.~~ To approve the Internal and External Audit Plans, and significant interim changes.
4. To consider the external auditor's annual letter (including their audit fee), relevant reports (both financial and strategic) and the report to those charged with governance ~~and submit any comments to the Executive~~.
5. To consider specific reports submitted by the internal or external auditors~~.~~
6. To comment on the scope and depth of internal and external audit work and ensure that it gives value for money.
7. To review and approve the annual statement of accounts and Audit Findings Report with specific emphasis on whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
8. ~~To approve the Council's statement of accounts each year.~~
9. To consider reports on ~~treasury management matters~~ the Capital and Investment Strategy prior to their referral to the Executive and Council
10. To consider ~~quarterly~~ budget monitoring reports at least on a quarterly basis.

Commented [JA1]: These are now included in KPMG's internal audit reports

Corporate Governance Activity

11. To monitor and review the operation of the Council's Constitution, particularly in respect of financial procedures and protocols, procurement procedures and guidelines

and make recommendations, as appropriate, in respect of any proposed amendments to the Executive and Council.

12. To consider the Council's arrangements for corporate governance and to recommend such actions necessary to ensure compliance with best practice, together with any relevant corporate governance related issues ~~To review any corporate governance issue~~ referred to the Committee by the Joint Chief Executive, a Director, the Leader/Executive or any other committee of the Council.
13. To monitor the effective development and operation of risk management ~~and corporate governance~~ undertaken throughout ~~in~~ the Council including the review of the Corporate Risk Register.
14. To consider and approve the Council's Annual Governance Statement in advance of the formal approval of the Council's Statement of Accounts.
15. ~~To consider the Council's arrangements for corporate governance and necessary actions to ensure compliance with best practice~~, ~~together with any relevant issues referred by the Corporate Governance Group.~~
16. ~~To consider the Council's compliance with its own and other published standards and controls.~~
17. ~~To consider the annual report regarding complaints about the Council referred to the Local Government Ombudsman.~~
18. ~~To approve payments or other benefits of a value greater than £5,000 arising from complaints to the Local Government Ombudsman.~~
19. ~~To monitor the effectiveness of the Council's:~~
    - ~~whistle-blowing procedure,~~
    - ~~anti-fraud and corruption policy,~~
    - ~~anti-bribery policy and procedure~~
    - ~~complaints procedure~~

    ~~and make appropriate recommendations to the Executive.~~

    To consider an annual report of the operation of the whistle-blowing policy, including incidents reported
20. ~~In relation to corporate health and safety, to receive reports on compliance with the Council's health and safety policies and standards, accident rates and claims and the financial implications of action taken in that regard.~~
21. ~~In relation to human resources functions delegated to the Joint Chief Executive and Directors to receive reports on compliance with the Council's policies and procedures and the financial implications of action taken in that regard.~~
22. ~~To consider an annual report on insurance claims against the Council including issues arising from them and steps taken to manage the risk of future claims of a similar nature.~~
23. To m~~M~~onitor~~ing~~ and audit~~ing of~~ the Council's equality and diversity policies and approve the Equality Scheme and associated action plan.
24. To monitor bi-annually the Council's performance in dealing with Freedom of Information and Environmental Information Regulations requests.
25. To monitor the Council's progress on various data protection and information security initiatives.
26. To consider annual reports on the work of task groups appointed by the Committee, together with other matters submitted to the Committee periodically by those task groups
27. To consider bi-annually Planning Appeals Monitoring Reports and S106 Monitoring Reports
28. To consider an annual report on the exercise of powers under the Regulation of Investigatory Powers Act 2000

Commented [JA2]: Details of Ombudsman complaints are now included in the Performance Monitoring Reports. The last occasion on which an annual report was submitted was in 2012 to the predecessor Audit & Corp Gov Ctte

Commented [JA3]: The Task Group felt that anti-fraud & corruption and anti bribery policies were covered in 12 above, ability to bring such issues to the Committee's attention. complaints were covered in the performance monitoring reports.

Commented [JA4]: The Committee has never considered such reports. CMT responsible for health & safety, HR and insurance claims

Ethical Standards Activity

29. To promote and maintain high standards of conduct by councillors and co-opted members[1]
30. To advise the Council on the adoption or revision of the Councillors' code of conduct.
31. ~~To assist councillors and co-opted members to observe the code of conduct.~~
32. To advise, train or arrange to train councillors and co-opted members on matters relating to the code of conduct.
33. ~~To advise the public on matters relating to the code of conduct.~~
34. To agree arrangements for the selection and interviewing of candidates for appointment as Independent Persons (including such joint arrangements with other councils as may be deemed by the Monitoring Officer to be appropriate) and to make recommendations to full Council on these appointments.
35. To agree allowances and expenses for the Independent Person and any Reserve Independent Persons
36. To grant dispensations, after consultation with the independent person, to councillors and co-opted members with disclosable pecuniary interests.
37. ~~To determine whether to investigate allegations of misconduct by councillors or co-opted members in circumstances where such determination by the Monitoring Officer is considered by him to be inappropriate.~~
38. ~~To determine, by way of a hearing, those allegations of misconduct by councillors or co-opted members where a formal investigation has found evidence of failure to comply with the code of conduct and where a local resolution has not been agreed.~~
39. ~~To determine, following a hearing and a finding that a councillor or co-opted member has failed to comply with the code of conduct, such action as may be deemed appropriate and proportionate.~~
40. ~~To make recommendations, following a hearing, to any parish council in the Council's area on action to be taken against any councillor or co-opted member of that parish council found to have failed to comply with that council's code of conduct.~~
41. To ~~implement,~~ monitor and review the operation of the code of conduct for staff and the Protocol on Councillor/ Officer Relations and to make recommendations as appropriate to Council in respect of any necessary amendments.
42. ~~To implement, monitor and review the operation of the Protocol on Councillor/ Officer Relations.~~
43. ~~To undertake the Council's ethical governance audit of the rules and procedures applying within the Council and to consider the need for any further provisions.~~
44. To consider the Monitoring Officer's Annual Report on misconduct complaints against councillors, and any other matter referred by the Monitoring Officer.

Accountability arrangements

To report to those charged with governance on the Committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.

To report annually to full Council on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.

Commented [JA5]: The Task Group felt that 33 covers 32

Commented [JA6]: The Task Group agreed that this would be an officer rather than committee responsibility

Commented [JA7]: The Task Group recommend that this should be identified specifically as a function of the Assessment Sub-Committee. And included in Article 10

Commented [JA8]: The Task Group recommend that this should be identified specifically as functions of the Hearings Sub-Committee. And included in Article 10

Commented [JA9]: Full Council approves the code of conduct for staff and the protocol on councillor/officer relations

Commented [JA10]: The Task Group agreed that this would be covered elsewhere in the audit functions. IA would cover this by way of an audit review

[1] A "co-opted member" for this purpose is, defined in the Localism Act section 27 (4) as "a person who is not a member of the authority but who
(a) is a member of any committee or sub-committee of the authority, or
(b) is a member of, and represents the authority on, any joint committee or joint sub-committee of the authority;
and who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee".

Reference to councillors or co-opted members in paragraphs 30 and 31 includes councillors or co-opted members of parish councils in the Council's area.

This page is intentionally left blank

REVIEW OF THE TERMS OF REFERENCE OF THE CORPORATE GOVERNANCE AND STANDARDS COMMITTEE

Terms of Reference of the Corporate Governance and Standards Committee

Statement of purpose

The Committee has a dual purpose both as an audit committee and a standards committee.

The Committee is a key component of the authority's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Committee is to provide independent assurance to councillors of the adequacy of the risk management framework and the internal control environment. It provides independent review of the authority's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

With regard to standards, the Committee promotes high standards of conduct by councillors and co-opted members and oversees the arrangements for dealing with allegations of misconduct.

Audit and Accounts Activity

1. To consider reports on the summary of internal audit activity (actual and proposed) and the level of assurance that it can give over the Council's corporate governance arrangements and monitor the progress of high priority actions arising from audit recommendations
2. To consider reports dealing with the management and performance of the providers of the internal and external audit functions.
3. To approve the Internal and External Audit Plans, and significant interim changes.
4. To consider the external auditor's annual letter (including their audit fee), relevant reports (both financial and strategic) and the report to those charged with governance.
5. To consider specific reports submitted by the internal or external auditors
6. To comment on the scope and depth of internal and external audit work and ensure that it gives value for money.
7. To review and approve the annual statement of accounts and Audit Findings Report with specific emphasis on whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
8. To consider reports on the Capital and Investment Strategy prior to their referral to the Executive and Council
9. To consider budget monitoring reports at least on a quarterly basis.

Corporate Governance Activity

10. To monitor and review the operation of the Council's Constitution, particularly in respect of financial procedures and protocols, procurement procedures and guidelines and make recommendations, as appropriate, in respect of any proposed amendments to the Executive and Council.
11. To consider the Council's arrangements for corporate governance and to recommend such actions necessary to ensure compliance with best practice, together with any relevant corporate governance related issues referred to the Committee by the Joint

Chief Executive, a Director, the Leader/Executive or any other committee of the Council.

12. To monitor the effective development and operation of risk management undertaken throughout the Council including the review of the Corporate Risk Register.
13. To consider and approve the Council's Annual Governance Statement in advance of the formal approval of the Council's Statement of Accounts.
14. To consider an annual report of the operation of the whistle-blowing policy, including incidents reported
15. To monitor and audit the Council's equality and diversity policies and approve the Equality Scheme and associated action plan.
16. To monitor bi-annually the Council's performance in dealing with Freedom of Information and Environmental Information Regulations requests.
17. To monitor the Council's progress on various data protection and information security initiatives.
18. To consider annual reports on the work of task groups appointed by the Committee, together with other matters submitted to the Committee periodically by those task groups
19. To consider bi-annually Planning Appeals Monitoring Reports and S106 Monitoring Reports
20. To consider an annual report on the exercise of powers under the Regulation of Investigatory Powers Act 2000

Ethical Standards Activity

21. To promote and maintain high standards of conduct by councillors and co-opted members[1]
22. To advise the Council on the adoption or revision of the Councillors' code of conduct.
23. To advise, train or arrange to train councillors and co-opted members on matters relating to the code of conduct.
24. To agree arrangements for the selection and interviewing of candidates for appointment as Independent Persons (including such joint arrangements with other councils as may be deemed by the Monitoring Officer to be appropriate) and to make recommendations to full Council on these appointments.
25. To agree allowances and expenses for the Independent Person and any Reserve Independent Persons
26. To grant dispensations, after consultation with the independent person, to councillors and co-opted members with disclosable pecuniary interests.
27. To monitor and review the operation of the Code of Conduct for Staff and the Protocol on Councillor/ Officer Relations and to make recommendations as appropriate to Council in respect of any necessary amendments.
28. To consider the Monitoring Officer's Annual Report on misconduct complaints against councillors, and any other matter referred by the Monitoring Officer.

Accountability arrangements

To report to those charged with governance on the Committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.

To report annually to full Council on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.

---

[1] A "co-opted member" for this purpose is, defined in the Localism Act section 27 (4) as "a person who is not a member of the authority but who

(a) is a member of any committee or sub-committee of the authority, or

(b) is a member of, and represents the authority on, any joint committee or joint sub-committee of the authority;

and who is entitled to vote on any question that falls to be decided at any meeting of that committee or sub-committee".

Reference to councillors or co-opted members in paragraphs 30 and 31 includes councillors or co-opted members of parish councils in the Council's area.

GUILDFORD BOROUGH COUNCIL

ARTICLE 10 – THE CORPORATE GOVERNANCE AND STANDARDS COMMITTEE

10.1 **Composition**

(a) **Membership**
The Corporate Governance and Standards Committee will be composed of:

- seven councillors who may include one lead councillor except the lead councillor whose portfolio includes finance and resources. Neither the Leader nor Deputy Leader may be a member or substitute member of the Committee

- up to three co-opted persons who are not councillors or officers of the Council (independent members)

- up to three co-opted members of any parish council in the Council's area (parish members).

(b) **Chairman and Vice-Chairman**
The chairman and vice-chairman of the Committee shall be councillors. Where a lead councillor is appointed as a member of the Committee, they shall not be elected chairman or vice-chairman.

(c) **Voting Rights**
The co-opted independent members and parish members will not be entitled to vote at meetings of the Corporate Governance and Standards Committee or any of its Sub-Committees.

(d) **Independent Members**
Independent members shall be appointed by the Council for an initial term of office expiring in May 2015 and for a four-year term thereafter with serving independent members being eligible for re-appointment each time.

At the end of the term of office, the Council will invite applications from the general public via its website for appointment as co-opted independent members of the Corporate Governance and Standards Committee.

To be eligible for appointment candidates must not be engaged in party political activity, or have been at any time in the preceding five years, a councillor or officer of Guildford Borough Council or be a relative or close friend of a councillor or officer of the Council. Ideally candidates will have significant experience of working at a senior level in a large, complex organisation and have a very good understanding of strategic or financial management or have sat previously on an Audit Committee.

The Monitoring Officer shall short-list candidates and invite them for interview by a panel comprising the Chairman of the Corporate Governance and Standards Committee, the Monitoring Officer and Chief Finance Officer. The panel's recommendations as to appointment of co-opted independent members will be referred to full Council for approval.

(e) **Parish Members**

Parish members shall be appointed by the Council for an initial term of office expiring in May 2015 and for a four-year term thereafter with serving parish members being eligible for re-appointment each time.

At the end of the term of office, all parish councils shall be invited to nominate parish councillors as co-opted parish members on the Corporate Governance and Standards Committee. Where there are up to three nominations received, the Council shall consider their formal co-option as parish members on the Committee

Where there are more than three nominations received:

(i) each of the candidates shall be invited to submit further information in support of their nomination, details of which will be sent to all parish councils in the Borough; and

(ii) a ballot of parish councils shall be held and the results will be referred to the Council.

The results of the ballot shall inform the Council's decision as to the co-option of parish members.

At least one parish member must be present when misconduct complaints regarding members or co-opted members of parish councils are being considered.

10.2 **Statement of Purpose**

The Committee has a dual purpose both as an audit committee and a standards committee.

The Committee is a key component of the authority's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Committee is to provide independent assurance to councillors of the adequacy of the risk management framework and the internal control environment. It provides independent review of the authority's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

With regard to standards, the Committee promotes high standards of conduct by councillors and co-opted members and oversees the arrangements for dealing with allegations of misconduct.

10.3~~2~~ **Role and Function**

The Corporate Governance and Standards Committee will have the following roles and functions:

Audit and Accounts Activity

(1) To c~~C~~onsider~~ing the~~ reports on the summary of internal audit activity (actual and proposed) and the level of assurance that it can give over the Council's corporate governance arrangements and monitor the progress of high priority actions arising from audit recommendations.

(2) To ~~C~~consider~~ing~~ reports dealing with the management and performance of the providers of the internal and external audit functions.

(3) ~~Considering reports from internal audit on recommendations agreed with service leaders as a result of an internal audit review which have not been implemented within a reasonable timescale~~To approve the Internal and External Audit Plans, and significant interim changes.

(4) To c~~C~~onsider~~ing~~ the external auditor's annual letter (including their audit fee), relevant reports (both financial and strategic) and the report to those charged with governance ~~and submitting comments to the Executive~~.

(5) To c~~C~~onsider~~ing~~ specific reports submitted by the internal or external auditors.

(6) To c~~C~~omment~~ing~~ on the scope and depth of internal and external audit work and ensuring that it gives value for money.

(7) To r~~R~~eview~~ing~~ and approve the annual statement of accounts and Audit Findings Report with specific emphasis on whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.

~~(8) Approving the Council's statement of accounts each year.~~

(9) To c~~C~~onsider~~ing~~ reports on the Capital and Investment Strategy ~~treasury management matters~~ prior to their referral to the Executive and Council.

(10) To c~~C~~onsider~~ing~~ ~~quarterly~~ budget monitoring reports at least on a quarterly basis.

Corporate Governance Activity

(11) To m~~M~~onitor~~ing~~ and review~~ing~~ the operation of the Council's Constitution, particularly in respect of financial procedures and protocols, procurement procedures and guidelines and make recommendations, as appropriate, in respect of any proposed amendments to the Executive and Council.

(12) To consider the Council's arrangements for corporate governance and to recommend such actions necessary to ensure compliance with best practice, together with any relevant corporate governance related issues ~~Reviewing any corporate governance issue~~ referred to the Committee by the Joint Chief Executive, any Director, the Leader/Executive or any other committee of the Council.

(13) To m~~M~~onitor~~ing~~ the effective development and operation of risk management ~~and corporate governance~~ undertaken throughout ~~in~~ the Council including the review of the Corporate Risk Register.

(14) To c~~C~~onsider~~ing~~ and approve~~ing~~ the Council's Annual Governance Statement in advance of the formal approval of the Council's Statement of Accounts.

~~(15) Considering the Council's arrangements for corporate governance and necessary actions to ensure compliance with best practice, together with any relevant issues referred by the Corporate Governance Group.~~

~~(16) Considering the Council's compliance with its own and other published standards and controls.~~

~~(17) Considering the annual report regarding complaints about the Council referred to the Local Government Ombudsman.~~

~~(18) Approving payments or other benefits of a value greater than £5,000 arising from complaints to the Local Government Ombudsman.~~

(19) ~~Monitoring the effectiveness of the Council's:~~

- ~~whistle-blowing procedure,~~
- ~~anti-fraud and corruption policy,~~
- ~~anti-bribery policy and procedure~~
- ~~complaints procedure~~

~~and making appropriate recommendations to the Executive.~~
To consider an annual report of the operation of the whistle-blowing policy, including incidents reported.

~~(20) In relation to corporate health and safety, receiving reports on compliance with the Council's health and safety policies and standards, accident rates and claims and the financial implications of action taken in that regard.~~

~~(21) In relation to human resources functions delegated to the Joint Chief Executive and Directors, receiving reports on compliance with the Council's policies and procedures and the financial implications of action taken in that regard.~~

~~(22) Considering an annual report on insurance claims against the Council including issues arising from them and steps taken to manage the risk of future claims of a similar nature.~~

(23) To m~~M~~onitor~~ing~~ and audit~~ing of~~ the Council's equalities and diversity policies and approve the Equality Scheme and associated action plan.

24. To monitor bi-annually the Council's performance in dealing with Freedom of Information and Environmental Information Regulations requests.

25. To monitor the Council's progress on various data protection and information security initiatives.

26. To consider annual reports on the work of task groups appointed by the Committee, together with other matters submitted to the Committee periodically by those task groups

27. To consider bi-annually Planning Appeals Monitoring Reports and S106 Monitoring Reports.

28. To consider an annual report on the exercise of powers under the Regulation of Investigatory Powers Act 2000

Ethical Standards Activity

(29) To ~~P~~promote~~ing~~ and maintain~~ing~~ high standards of conduct by councillors and co-opted members.

(30) To a~~A~~dvise~~ing~~ the Council on the adoption or revision of the Councillors' code of conduct.

(31) ~~Assisting councillors and co-opted members to observe the code of conduct.~~

(32) To a~~A~~dvise~~ing~~, train~~ing~~ or arrange~~ing~~ to train councillors and co-opted members on matters relating to the Councillors' code of conduct.

(33) ~~Advising the public on matters relating to the code of conduct.~~

(34) To a~~A~~gree~~ing~~ arrangements for the selection and interviewing of candidates for appointment as Independent Persons (including such joint arrangements with other councils as may be deemed by the Monitoring Officer to be appropriate) and to make recommendations to full Council on these appointments.

(35) To a~~A~~gree~~ing~~ allowances and expenses for the Independent Persons.

(36) To g~~G~~rant~~ing~~ dispensations, after consultation with the independent person, to councillors and co-opted members with disclosable pecuniary interests.

~~(37) Determining whether to investigate allegations of misconduct by councillors or co-opted members in circumstances where such determination by the Monitoring Officer is considered by him or her to be inappropriate.~~

~~(38) Determining, by way of a hearing, those allegations of misconduct by councillors or co-opted members where a formal investigation has found evidence of failure to comply with the code of conduct and where a local resolution has not been agreed.~~

~~(39) Determining, following a hearing and a finding that a councillor or co-opted member has failed to comply with the code of conduct, such action as may be deemed appropriate and proportionate.~~

~~(40) Making recommendations, following a hearing, to any parish council in the Council's area on action to be taken against any councillor or co-opted member of that parish council found to have failed to comply with that council's code of conduct.~~

(41) To i~~I~~mplement~~ing~~, monitor~~ing~~ and review~~ing~~ the operation of the code of conduct for staff and the Protocol on Councillor/ Officer Relations and to make recommendations as appropriate to Council in respect of any necessary amendments.

(42) ~~Implementing, monitoring and reviewing the operation of the Protocol on Councillor/ Officer Relations~~.

(43) ~~Undertaking the Council's ethical governance audit of the rules and procedures applying within the Council and to consider the need for any further provisions~~.

(44) To c~~C~~onsider~~ing~~ the Monitoring Officer's Annual Report on misconduct complaints against councillors, and any other matter referred by the Monitoring Officer.

10.4 Accountability arrangements

To report to those charged with governance on the Committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.

To report annually to full Council on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.

10.5~~3~~ Assessment Sub-Committee

(a) The Monitoring Officer may refer any ethical standards complaint to the Assessment Sub-Committee for assessment in accordance with the Arrangements for dealing with allegations of misconduct by councillors and co-opted members as set out in Part 5 of this Constitution. The Sub-Committee has all the powers of the Monitoring Officer in this regard, including determining whether to investigate allegations of misconduct by councillors or co-opted members in circumstances where such determination by the Monitoring Officer is considered by him/her to be inappropriate.

(b) The Assessment Sub-Committee shall be politically balanced and comprise of five voting members of the Corporate Governance and Standards Committee. The composition of the Sub-Committee shall be determined by the Monitoring Officer after consultation with the Chairman of the Corporate Governance and Standards Committee. A chairman shall be elected from among the voting members.

10.6~~4~~ Hearings Sub-Committee

(a) The Hearings Sub-Committee shall conduct local hearings in accordance with arrangements adopted by the Council under which decisions on misconduct allegations against councillors and co-opted members (including members and co-opted members of parish councils in the Council's area) can be made.

(b) The Hearings Sub-Committee shall be politically balanced and comprise of five voting members of the Corporate Governance and Standards Committee. The composition of the Sub-Committee shall be determined by the Monitoring Officer after consultation with the Chairman of the Corporate Governance and

Standards Committee. A chairman shall be elected from among the voting members.

(c) The Independent Person must be present when misconduct complaints against councillors and co-opted members are being considered by the Hearings Sub-Committee.

(d) At least one co-opted parish member of the Committee and the Independent Person must be present when misconduct complaints against members or co-opted members of parish councils are being considered by the Hearings Sub-Committee.

(e) The Hearings Sub-Committee shall determine, by way of a hearing, those allegations of misconduct by councillors or co-opted members where a formal investigation has found evidence of failure to comply with the Councillors' code of conduct and where a local resolution has not been agreed.

(f) The Hearings Sub-Committee shall determine, following a hearing and a finding that a councillor or co-opted member has failed to comply with the Councillors' code of conduct, such action as may be deemed appropriate and proportionate.

(g) The Hearings Sub-Committee shall make recommendations, following a hearing, to any parish council in the Council's area on action to be taken against any councillor or co-opted member of that parish council found to have failed to comply with that council's code of conduct.

10.75 **Arrangements for investigation and determination of misconduct allegations**

The arrangements adopted by the Council for the investigation and determination of misconduct allegations, including the procedure for the conduct of local hearings by the Hearings Sub-Committee are set out in Part 5 of this Constitution.

This page is intentionally left blank

GUILDFORD BOROUGH COUNCIL

ARTICLE 10 – THE CORPORATE GOVERNANCE AND STANDARDS COMMITTEE

10.1 **Composition**

(a) **Membership**
The Corporate Governance and Standards Committee will be composed of:

- seven councillors who may include one lead councillor except the lead councillor whose portfolio includes finance and resources. Neither the Leader nor Deputy Leader may be a member or substitute member of the Committee

- up to three co-opted persons who are not councillors or officers of the Council (independent members)

- up to three co-opted members of any parish council in the Council's area (parish members).

(b) **Chairman and Vice-Chairman**
The chairman and vice-chairman of the Committee shall be councillors. Where a lead councillor is appointed as a member of the Committee, they shall not be elected chairman or vice-chairman.

(c) **Voting Rights**
The co-opted independent members and parish members will not be entitled to vote at meetings of the Corporate Governance and Standards Committee or any of its Sub-Committees.

(d) **Independent Members**
Independent members shall be appointed by the Council for an initial term of office expiring in May 2015 and for a four-year term thereafter with serving independent members being eligible for re-appointment each time.

At the end of the term of office, the Council will invite applications from the general public via its website for appointment as co-opted independent members of the Corporate Governance and Standards Committee.

To be eligible for appointment candidates must not be engaged in party political activity, or have been at any time in the preceding five years, a councillor or officer of Guildford Borough Council or be a relative or close friend of a councillor or officer of the Council. Ideally candidates will have significant experience of working at a senior level in a large, complex organisation and have a very good understanding of strategic or financial management or have sat previously on an Audit Committee.

The Monitoring Officer shall short-list candidates and invite them for interview by a panel comprising the Chairman of the Corporate Governance and Standards Committee, the Monitoring Officer and Chief Finance Officer. The panel's recommendations as to appointment of co-opted independent members will be referred to full Council for approval.

(e) **Parish Members**

Parish members shall be appointed by the Council for an initial term of office expiring in May 2015 and for a four-year term thereafter with serving parish members being eligible for re-appointment each time.

At the end of the term of office, all parish councils shall be invited to nominate parish councillors as co-opted parish members on the Corporate Governance and Standards Committee. Where there are up to three nominations received, the Council shall consider their formal co-option as parish members on the Committee

Where there are more than three nominations received:

(i) each of the candidates shall be invited to submit further information in support of their nomination, details of which will be sent to all parish councils in the Borough; and

(ii) a ballot of parish councils shall be held and the results will be referred to the Council.

The results of the ballot shall inform the Council's decision as to the co-option of parish members.

At least one parish member must be present when misconduct complaints regarding members or co-opted members of parish councils are being considered.

10.2 **Statement of Purpose**

The Committee has a dual purpose both as an audit committee and a standards committee.

The Committee is a key component of the authority's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Committee is to provide independent assurance to councillors of the adequacy of the risk management framework and the internal control environment. It provides independent review of the authority's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

With regard to standards, the Committee promotes high standards of conduct by councillors and co-opted members and oversees the arrangements for dealing with allegations of misconduct.

10.3 **Role and Function**

The Corporate Governance and Standards Committee will have the following roles and functions:

Audit and Accounts Activity

(1) To consider reports on the summary of internal audit activity (actual and proposed) and the level of assurance that it can give over the Council's corporate governance arrangements and monitor the progress of high priority actions arising from audit recommendations.

(2) To consider reports dealing with the management and performance of the providers of the internal and external audit functions.

(3) To approve the Internal and External Audit Plans, and significant interim changes.

(4) To consider the external auditor's annual letter (including their audit fee), relevant reports (both financial and strategic) and the report to those charged with governance.

(5) To consider specific reports submitted by the internal or external auditors.

(6) To comment on the scope and depth of internal and external audit work and ensuring that it gives value for money.

(7) To review and approve the annual statement of accounts and Audit Findings Report with specific emphasis on whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.

(8) To consider reports on the Capital and Investment Strategy prior to their referral to the Executive and Council.

(9) To consider budget monitoring reports at least on a quarterly basis.

Corporate Governance Activity

(10) To monitor and review the operation of the Council's Constitution, particularly in respect of financial procedures and protocols, procurement procedures and guidelines and make recommendations, as appropriate, in respect of any proposed amendments to the Executive and Council.

(11) To consider the Council's arrangements for corporate governance and to recommend such actions necessary to ensure compliance with best practice, together with any relevant corporate governance related issues referred to the Committee by the Joint Chief Executive, any Director, the Leader/Executive or any other committee of the Council.

(12) To monitor the effective development and operation of risk management undertaken throughout the Council including the review of the Corporate Risk Register.

(13) To consider and approve the Council's Annual Governance Statement in advance of the formal approval of the Council's Statement of Accounts.

(14) To consider an annual report of the operation of the whistle-blowing policy, including incidents reported.

(15) To monitor and audit the Council's equalities and diversity policies and approve the Equality Scheme and associated action plan.

(16) To monitor bi-annually the Council's performance in dealing with Freedom of Information and Environmental Information Regulations requests.

(17) To monitor the Council's progress on various data protection and information security initiatives.

(18) To consider annual reports on the work of task groups appointed by the Committee, together with other matters submitted to the Committee periodically by those task groups

(19) To consider bi-annually Planning Appeals Monitoring Reports and S106 Monitoring Reports.

(20) To consider an annual report on the exercise of powers under the Regulation of Investigatory Powers Act 2000

Ethical Standards Activity

(21) To promote and maintain high standards of conduct by councillors and co-opted members.

(22) To advise the Council on the adoption or revision of the Councillors' code of conduct.

(23) To advise, train or arrange to train councillors and co-opted members on matters relating to the Councillors' code of conduct.

(24) To agree arrangements for the selection and interviewing of candidates for appointment as Independent Persons (including such joint arrangements with other councils as may be deemed by the Monitoring Officer to be appropriate) and to make recommendations to full Council on these appointments.

(25) To agree allowances and expenses for the Independent Persons.

(26) To grant dispensations, after consultation with the independent person, to councillors and co-opted members with disclosable pecuniary interests.

(27) To implement, monitor and review the operation of the code of conduct for staff and the Protocol on Councillor/ Officer Relations and to make recommendations as appropriate to Council in respect of any necessary amendments.

(28) To consider the Monitoring Officer's Annual Report on misconduct complaints against councillors, and any other matter referred by the Monitoring Officer.

10.4 Accountability arrangements

To report to those charged with governance on the Committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.

To report annually to full Council on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.

10.5 **Assessment Sub-Committee**

(a) The Monitoring Officer may refer any ethical standards complaint to the Assessment Sub-Committee for assessment in accordance with the Arrangements for dealing with allegations of misconduct by councillors and co-opted members as set out in Part 5 of this Constitution. The Sub-Committee has all the powers of the Monitoring Officer in this regard, including determining whether to investigate allegations of misconduct by councillors or co-opted members in circumstances where such determination by the Monitoring Officer is considered by him/her to be inappropriate.

(b) The Assessment Sub-Committee shall be politically balanced and comprise of five voting members of the Corporate Governance and Standards Committee. The composition of the Sub-Committee shall be determined by the Monitoring Officer after consultation with the Chairman of the Corporate Governance and Standards Committee. A chairman shall be elected from among the voting members.

10.6 **Hearings Sub-Committee**

(a) The Hearings Sub-Committee shall conduct local hearings in accordance with arrangements adopted by the Council under which decisions on misconduct allegations against councillors and co-opted members (including members and co-opted members of parish councils in the Council's area) can be made.

(b) The Hearings Sub-Committee shall be politically balanced and comprise of five voting members of the Corporate Governance and Standards Committee. The composition of the Sub-Committee shall be determined by the Monitoring Officer after consultation with the Chairman of the Corporate Governance and Standards Committee. A chairman shall be elected from among the voting members.

(c) The Independent Person must be present when misconduct complaints against councillors and co-opted members are being considered by the Hearings Sub-Committee.

(d) At least one co-opted parish member of the Committee and the Independent Person must be present when misconduct complaints against members or co-opted members of parish councils are being considered by the Hearings Sub-Committee.

(e) The Hearings Sub-Committee shall determine, by way of a hearing, those allegations of misconduct by councillors or co-opted members where a formal investigation has found evidence of failure to comply with the Councillors' code of conduct and where a local resolution has not been agreed.

(f) The Hearings Sub-Committee shall determine, following a hearing and a finding that a councillor or co-opted member has failed to comply with the Councillors' code of conduct, such action as may be deemed appropriate and proportionate.

(g) The Hearings Sub-Committee shall make recommendations, following a hearing, to any parish council in the Council's area on action to be taken against

any councillor or co-opted member of that parish council found to have failed to comply with that council's code of conduct.

10.7 **Arrangements for investigation and determination of misconduct allegations**

The arrangements adopted by the Council for the investigation and determination of misconduct allegations, including the procedure for the conduct of local hearings by the Hearings Sub-Committee are set out in Part 5 of this Constitution.

Corporate Governance and Standards Committee Report

Ward(s) affected: n/a

Report of Strategic Services Director

Author: John Armstrong, Democratic Services and Elections Manager

Tel: 01483 444102

Email: john.armstrong@guildford.gov.uk

Date: 16 June 2022

Corporate Governance and Standards Committee – 12 month rolling Work Programme

Executive Summary

The Committee is asked to consider its 12 month rolling work programme, which is set out in Appendix 1.

Recommendation to Committee

That the Committee considers and approves its updated 12 month rolling work programme, as detailed in Appendix 1 to this report.

Reason for recommendation:
To allow the Committee to maintain and update its work programme.

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

1. Purpose of report

1.1 The draft work programme attached as Appendix 1 sets out the items scheduled to be considered by this Committee at its meetings over the next 12 months.

2. Draft work programme

2.1 The draft work programme for the Corporate Governance and Standards Committee is set out in Appendix 1 to this report. The timing of the reports contained in the work programme is subject to change, in consultation with the chairman. The items to be considered include decisions to be made by the Executive and/or full Council, with consideration of any comments or recommendations made by this Committee.

3. Financial Implications

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

4. Legal Implications

4.1 There are no legal implications arising directly from this report.

5. Human Resource Implications

5.1 There are no human resources implications arising directly from this report.

6. Background Papers

Guildford Borough Council Forward Plan

7. Appendices

Appendix 1: Corporate Governance and Standards Committee 12 month rolling work programme

CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

28 July 2022

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Capital and Investment Outturn Report 2021-22	To submit any comments to the Executive, prior to determination by full Council.	Council: 11 October 2022 On the recommendation of: Corporate Governance and Standards Committee Executive: 25 August 2022	Victoria Worsfold 01483 444834
Revenue Outturn Report 2021-22	To submit any comments to the Executive.	Executive: 25 August 2022 On the recommendation of: Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Housing Revenue Account Final Accounts 2020-21	To submit any comments to the Executive	Executive: 25 August 2022 On the recommendation of: Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Financial Monitoring 2022-23 Period 2 (April/May 2022)	To note the results of the Council's financial monitoring for the period April/May 2022	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Summary of Internal Audit Reports April to June 2022	To consider the summary of internal audit reports for the period April to June 2022.	Corporate Governance and Standards Committee	Neil Hewitson (KPMG) 0207 311 1791
Annual Governance Statement 2021-22	To adopt the Council's Annual Governance Statement 2021-22	Corporate Governance and Standards Committee On the recommendation of: Executive: 21 July 2022	John Armstrong 01483 444102
Proposed Protocol for Informal Presentations to Councillors relating to Development	To consider the protocol proposed by the Corporate Governance Task Group which will form part of the Probity in Planning Councillors' Handbook	Council: 11 October 2022 On the recommendation of: Corporate Governance and Standards Committee Executive: 22 September 2022	James Tong 01483 444903

CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

29 September 2022

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Financial Monitoring 2022-23 Period 4 (April to July 2022)	To note the results of the Council's financial monitoring for the period April to July 2022	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Corporate Performance Monitoring	To receive a quarterly report setting out the Council's performance against its Key Performance Indicators	Corporate Governance and Standards Committee	Andrea Barnett 01483 444062
Councillor Training and Development Update	To consider a report from the Councillors' Development Steering Group relating to councillor training and development	Corporate Governance and Standards Committee	Sophie Butcher 01483 444056
Data Protection and Information Security Update Report	To consider a six-monthly update on compliance with statutory requirements	Corporate Governance and Standards Committee	Ciaran Ward 01483 444072
Freedom of Information Compliance update	To consider the update report on the Council's performance in dealing with Freedom of Information requests (January to June 2022)	Corporate Governance and Standards Committee	Ciaran Ward 01483 444072
Monitoring of S.106 Contributions	To note the six-monthly monitoring report on S.106 Contributions	Corporate Governance and Standards Committee	Rosie Trussler 01483 444463
The Council's Constitution	To review and update Financial Procedure Rules	Council: 6 December 2022 On the recommendation of: Corporate Governance and Standards Committee Executive: 27 October 2022	Victoria Worsfold 01483 444834

CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

17 November 2022

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Planning Appeals	To monitor the Council's performance at appeals against refusal of planning permission by the Planning Committee.	Corporate Governance and Standards Committee	Daniel Ledger 01483 444612
Financial Monitoring 2022-23: Period 6 (April to September 2022)	To note the results of the Council's financial monitoring for the period April to September 2022	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Summary of internal audit reports (April to October 2022)	To consider the summary of internal audit reports and progress on the internal audit plan for April to October 2022	Corporate Governance and Standards Committee	Neil Hewitson (KPMG) 0207 311 1791
Corporate Risk Register	To consider the six monthly review of the Corporate Risk Register	Corporate Governance and Standards Committee	Yasmine Makin 01483 444070

19 January 2023

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Capital and investment strategy (2023-24 to 2026-27)	To comment on various recommendations to the Executive and Council	Council: 8 February 2023 On the recommendation of: Corporate Governance and Standards Committee Executive: 26 January 2023	Victoria Worsfold 01483 444834
Financial Monitoring 2022-23 Period 8 (April to November 2022)	To note the results of the Council's financial monitoring for the period April to November 2022	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Summary of Internal Audit Reports (April to December 2022)	To consider the summary of internal audit reports for the period April to December 2022.	Corporate Governance and Standards Committee	Neil Hewitson (KPMG) 0207 311 1791
Corporate Performance Monitoring	To receive a quarterly report setting out the Council's performance against its Key Performance Indicators	Corporate Governance and Standards Committee	Andrea Barnett 01483 444062

CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

(Wednesday) 15 March 2023

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Annual report of the Monitoring Officer regarding misconduct allegations	(1) To note the cases dealt with; and (2) To advise the Monitoring Officer of any areas of concern upon which they would like further information and/or further work carried out.	Corporate Governance and Standards Committee	Stephen Rix 01483 444991
Financial Monitoring 2022-23 Period 10 (April 2022 to January 2023)	To note the results of the Council's financial monitoring for period April 2022 to January 2023	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Summary of Internal Audit Reports (April 2022 to February 2023)	To consider the summary of internal audit reports for the period April 2022 to February 2023, and the draft 2023-24 internal audit plan and draft annual report, including head of internal audit opinion.	Corporate Governance and Standards Committee	Neil Hewitson (KPMG) 0207 311 1791
Gender Pay Gap Report 2023	To note the Council's gender pay gap report	Corporate Governance and Standards Committee	Francesca Chapman 01483 444014

NB: No meeting has been fixed for this Committee in April 2023 as it falls within the Pre-Election Period

CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

June 2023 (Date to be confirmed)

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
Planning Appeals	To monitor the Council's performance at appeals against refusal of planning permission by the Planning Committee.	Corporate Governance and Standards Committee	Daniel Ledger 01483 444612
Annual Governance Statement 2022-23	To adopt the Council's Annual Governance Statement 2022-23	Corporate Governance and Standards Committee On the recommendation of: Executive: May 2023	John Armstrong 01483 444102
Review of Task Groups reporting to the Committee	To review the work carried out by the task groups over the past 12 months and work to be carried put in the next 12 months and appoint councillors to the groups	Corporate Governance and Standards Committee	John Armstrong 01483 444102
Freedom of Information Compliance - Annual Report 2022-23	To consider the annual report for 2022-23 on the Council's performance in dealing with Freedom of Information requests.	Corporate Governance and Standards Committee	Ciaran Ward 01483 444072
Monitoring of S.106 Contributions	To note the six-monthly monitoring report on S.106 Contributions	Corporate Governance and Standards Committee	Rosie Trussler 01483 444463
External Audit Plan and Audit Update and Fee Letter 2022-23	To approve the external audit plan for 2022-23, and to note the content of the External Auditor's update report and make any appropriate comments. To consider the planned audit fee.	Corporate Governance and Standards Committee	Claire Morris 01483 444827
Corporate Risk Register	To consider the six monthly review of the Corporate Risk Register	Corporate Governance and Standards Committee	Yasmine Makin 01483 444070
Data Protection and Information Security Update Report	To consider a six-monthly update on compliance with statutory requirements	Corporate Governance and Standards Committee	Ciaran Ward 01483 444072
Equality Scheme Action Plan	Annual monitoring report on the implementation of the actions in the Equality Scheme action plan approved in June 2021	Corporate Governance and Standards Committee	Ali Holman 01483 444008
Audit Report on the Certification of Financial Claims and Returns 2021-22: Housing Benefit Subsidy and Pooling Housing Capital Receipts	To note the position regarding the certification of financial claims and returns for 2021-22	Corporate Governance and Standards Committee	Belinda Hayden 01483 444867

CORPORATE GOVERNANCE AND STANDARDS COMMITTEE: 12 MONTH ROLLING WORK PROGRAMME

Unscheduled

Subject	Details of decision to be taken	Decision to be taken by	Contact Officer
2020-21 Audit Findings Report: Year ended 31 March 2021	To note the external auditor's findings and management's response in the Action Plan	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Final 2020-21 audited statement of accounts	To approve the 2020-21 Statement of Accounts	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
2021-22 Audit Findings Report: Year ended 31 March 2022	To note the external auditor's findings and management's response in the Action Plan	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
Final 2021-22 Audited Statement of Accounts	To approve the 2021-22 Statement of Accounts	Corporate Governance and Standards Committee	Victoria Worsfold 01483 444834
External Audit Plan and Audit Update and Fee Letter 2021-22	To approve the external audit plan for 2021-22, and to note the content of the External Auditor's update report and make any appropriate comments. To consider the planned audit fee.	Corporate Governance and Standards Committee	Claire Morris 01483 444827
Interim audit report on progress with the outstanding matters identified by KPMG in their follow-up reviews.	To consider the interim report as requested by the Committee on 24 March 2022	Corporate Governance and Standards Committee	Claire Morris 01483 444827